

Example Behaviors of Winners and Laggards

THE PRINCIPLE

WINNERS

LAGGARDS

Front End | Innovation Navigator®

Evaluate Potential

Engage in robust thinking based on mapping assumptions to scenario planning, from upside to downside.

Ignore early business cases if too arduous or for speed's sake. Occasionally create a "holy-grail" metric.

Focus on Discovery

Validate the importance of hypotheses by connecting to the business case or other impact metrics.

Tackle issues that "feel" important but have an unclear connection to value capture.

Buy-Down Risk

Represent uncertainty vigorously in terms of ranges and probabilities with supporting rationales for the assessment.

Make use of assumptions to defend a position. Disconfirming information is suppressed.

Communicate Readiness

Make relevant information from experiment testing available to justify resource requests and pivoting.

Give in to management pressure for speed-to-business handoff, favoring the incremental and preventing breakthroughs.

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Aligned Decision Forum

Manage organizational antibodies. Discussions of uncertainty are separate from those about commitments and aspirations.

Uphold risk aversion. Assumptions co-mingle discussions about knowledge, commitments, and aspirations.

Value Creation Focus

Understand various value types, where capturable economic value is specifically enumerated.

Focus on maintaining legacy and pet projects. Limited value creation.

Credible, Comparable Evaluation

Use frameworks to compare projects based on strategic alignment of both learning and financial outcomes.

Use portfolio evaluation frameworks that only increase sophistication of politics.

Embrace Uncertainty & Dynamics

Open the door for risk-taking by prioritizing on uncertainties with the most business case impact.

Apply behavioral filters to misdirect focus from make-or-break uncertainties to the familiar.

Inclusive, Collaborative Process

Employ activity-based frameworks to engage and manage stakeholder participation.

Ignore powerful antibodies, decision makers and handoff teams alike, until critical decision points.

Clear Communication & Learning

Measure a mixture of metrics that communicate the strategy, monitor progress, or produce learning. The mix is in balance with the innovation strategy.

Use a metric balance unaligned with innovation goals, reinforcing incremental projects.