ARE YOU AN INNOVATION LEADER?

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THE ROLE OF AN INNOVATION LEADER

• Competitiveness depends on our ability to innovate.
• The challenge is to build an organization capable of innovating again and again
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• The rhetoric of innovation is often about fun and creativity, but the reality is that innovation is a hard work and can be taxing and uncomfortable.
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• Traditional, direction-setting leadership (creating and selling a vision to people and inspiring to execute it) works well if the solution to a problem is known and straightforward.
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• But if the problem calls for a truly original response, no one can decide in advance what that response would be. So innovation requires a different kind of leadership.
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• Innovation emerges from collaboration between diverse people that generate new ideas but collaboration could involve passionate disagreement.
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• Innovation requires trial and error.
• Leaders of innovation create environments that balance the need of improvisation with the expected performance and the patience to let great ideas develop with the sense of urgency.
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• Innovation requires integrating ideas even if they once seemed mutually exclusive to create a new and better option.
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• So the role of a leader of innovation is to create a community that is willing and able to innovate over time.
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• The hard work of innovation requires
  1. Willingness
  2. Ability
      to innovate over time.
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1. WILLINGNESS
Innovative organizations must nurture a sense of community
WILLINGNESS TO INNOVATE MEANS NURTURE A SENSE OF COMMUNITY

PURPOSE: WHY WE EXIST

SHARED VALUES: WHAT WE AGREE IS IMPORTANT

RULES OF ENGAGEMENT: HOW WE INTERACT AND HOW WE THINK ABOUT PROBLEMS
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• Fostering willingness means creating communities that have a sense of purpose, shared values and rules of engagement that are designed to encourage collaboration, discovery-driven learning and integrative decision making.
2. ABILITY

Organizational willingness is necessary but not sufficient for innovation to grow. We need the ability to innovate.
2. ABILITY

Organizational willingness is necessary but not sufficient for innovation to grow. We also need the ability to innovate.
2. ABILITY
Fostering ability requires developing three organizational capabilities:
- Creative abrasion for collaboration
- Creative agility for discovery-driven learning
- Creative resolution for integrative decision making
ABILITY TO INNOVATE REQUIRES 3 CAPABILITIES

- **Creative Abrasion:** Generate ideas through debate
- **Creative Resolution:** Integrative decisions combining opposing ideas
- **Creative Agility:** Test and experiment through pursuit, reflection and adjustment
Creative abrasion means to accept confrontation, that the teams question assumptions. That requires:

a) Intellectual diversity

b) Intellectual conflict
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- Creative agility means to pursue new ideas quickly with multiple experiments, to reflect on their outcomes and to adjust our actions plans.
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- Creative resolution for integrative decision making requires freedom to evaluate the best solution short term and long term (next generation)
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• Great leaders of innovation are not take-charge direction setters.

• They are the creators of a context in which experts make innovation happen.
SO, ARE YOU AN INNOVATION LEADER?

Thanks
Innovación
100 consejos para inspirarla y gestionarla

Enric Barba
Prólogo de Carles Torrecilla

I+D+i

Libros de Cabecera