Incubation vs Innovation

Actions speak louder than words

Jon Ayre

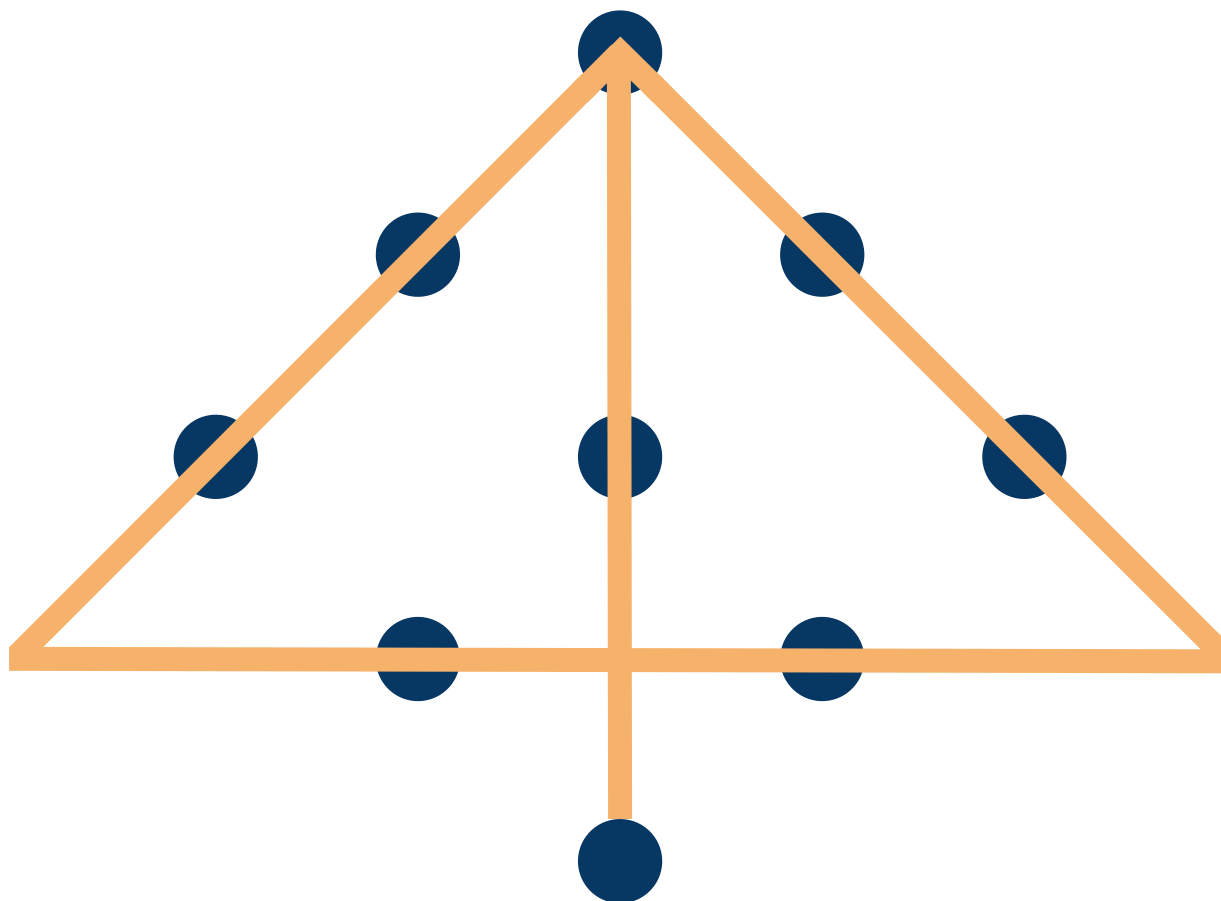@enterprisinga

Innovation

Where is the box?

This is the box

Outside the box

Obvious, right?
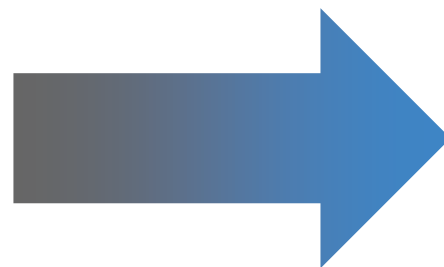
1973   42 years   2015

Strategy
Preparation or prevarication?

Strategy – The Art of Business

EQUAL EXPERTS

Know first where you've been, where you are, and where you intend to go

Purpose

Those without situational awareness, blindly copy the actions of others

Environment

Consider all the actions you could take to fulfil your purpose.

Approach

Only now can you plan your strategy and make your first move

Command

Evaluation

"No plan survives first contact with the enemy"

Helmuth van Moltke – 1880

As soon as you make your first move you will learn; until now all has been guesswork.

Successful strategy is iterative and requires continuous revisiting of the Purpose, Environment and Approach.

If you don't set out to win, someone else will

Environment – We need a map
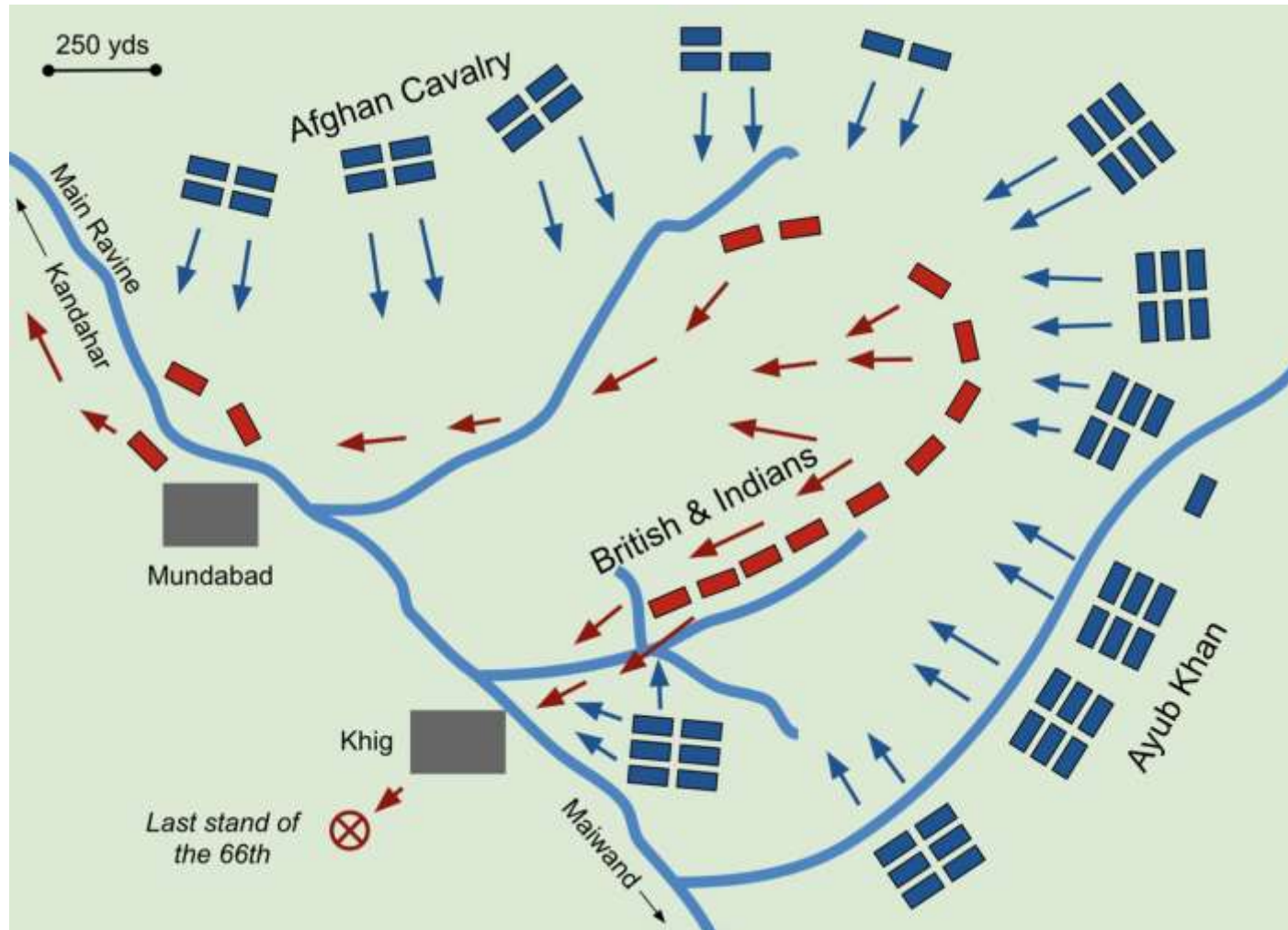
"A picture paints a thousand words"

Anonymous

Who would you rather be; red or blue?

A meaningful map reveals the threats and opportunities

Environment – We need the right type of map

Our maps lay out the world of business in geographical form

Approach – Exploring Tactics

EQUAL EXPERTS

	Destructive			Constructive
Allies	False flag	Smoke screening	Force concentration	Battle drill
Enemies	Psychological warfare	Reconnaissance by Fire	Infiltration	Coalition
Terrain	Shoot and scoot	Hull-down	Leapfrogging	Reconnaissance
Structure	Counter-mobility	Protection	Force multiplication	Mobility

Established military tactics are a good source of inspiration

Command – No tall stories, and no grand plans

EQUAL EXPERTS

Filter out the actions that do not align to your purpose and ethical values. Not everything you can do should be done.	**Filter**	
Lay out your plan of attack on a map. This will change as soon as you make the first move so be economical with the time spent.	**Plan**	*"Let your plans be dark and impenetrable as night, and when you move, fall like a thunderbolt."*
Gather together the people you need for the first action(s) in the plan. Do not go all in; maintain your poker face.	**Muster**	
Make the first move and observe the outcome. What you learn is as important as what you achieve.	**Engage**	Sun Tzu

Do one thing, and do it well – Test and learn

Incubation
The art of doing

What is Incubation?

- Replaces analysis with iterative design
- Delivers things, not documents
- Breaks new ground
- Saves time and money

Incubation vs Innovation

EQUAL EXPERTS

Innovation	Incubation
Is a separate activity	Part of the delivery lifecycle
Competes with delivery	Accelerates delivery
Costs money	Saves money
Creates another "silo"	Breaks down silos
Alienates our people	Develops our people
Ignored by the executive	Driven by the executive
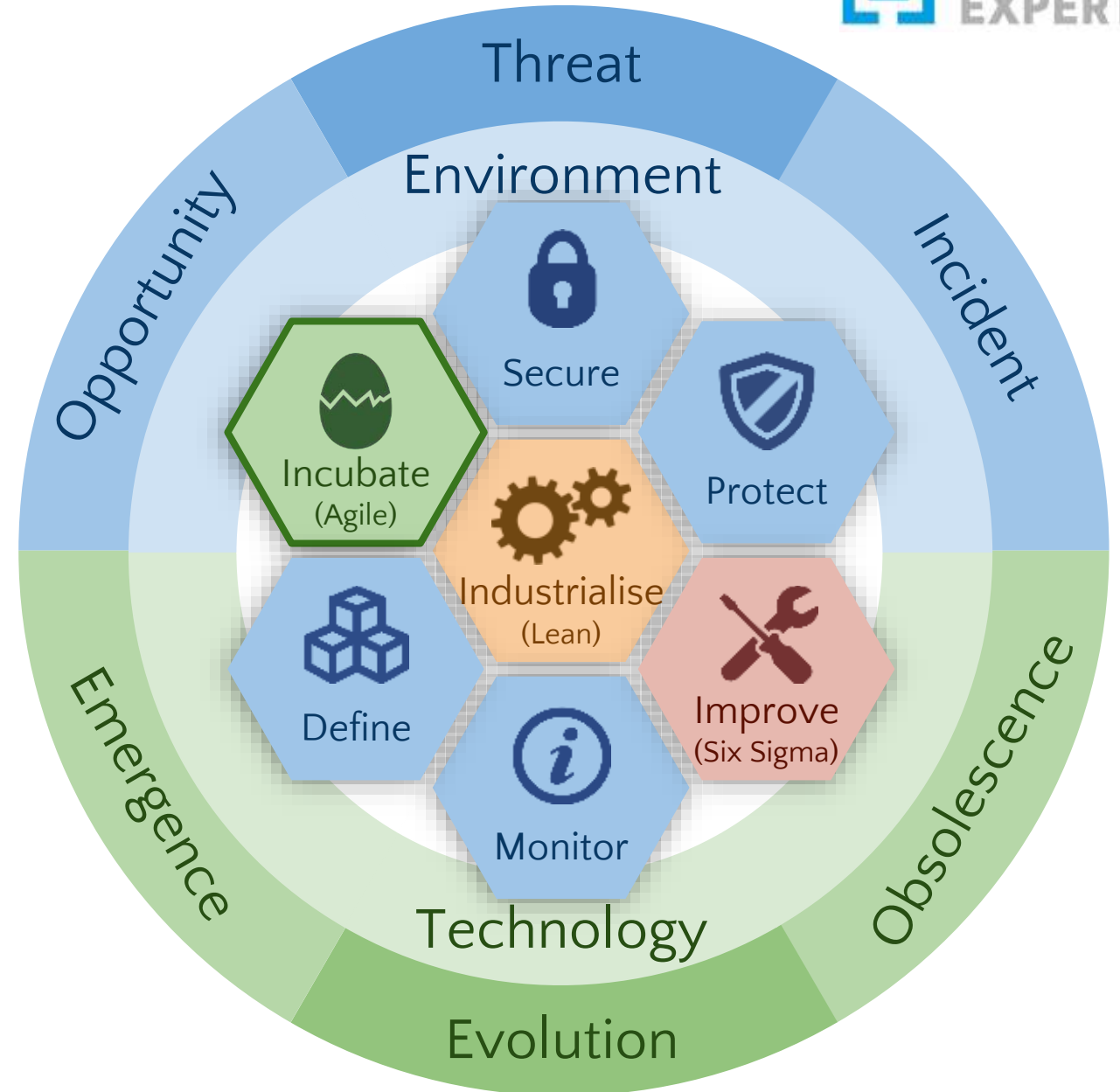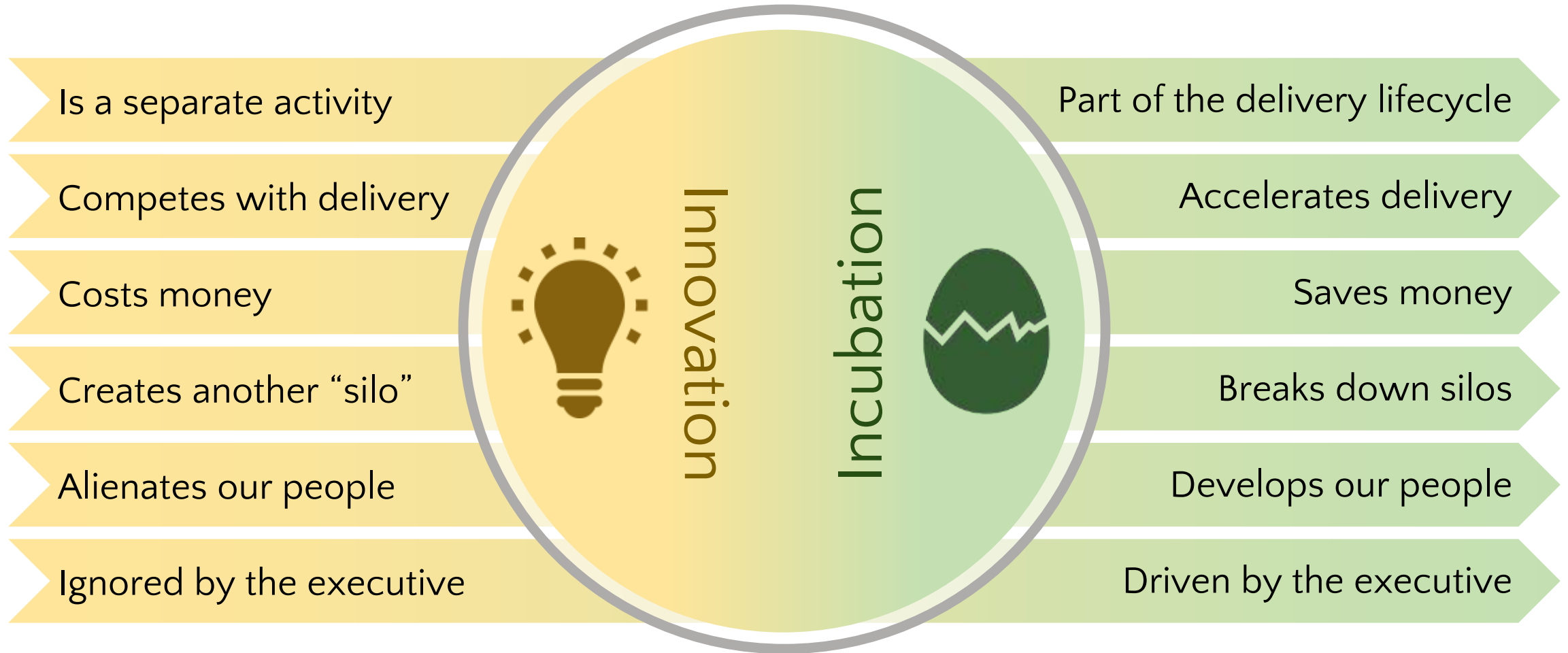
Delivering innovation as core culture, not as a sub-culture

Incubation vs Analysis

Analysis

Intensive & top heavy	Efficient & proportional
Creates conflict	Creates collaboration
Theory-based decisions	Fact based decisions
Accumulates risk	Eliminates risk
Relies on old knowledge	Creates new knowledge
Produces costly documents	Produces valuable products

Incubation
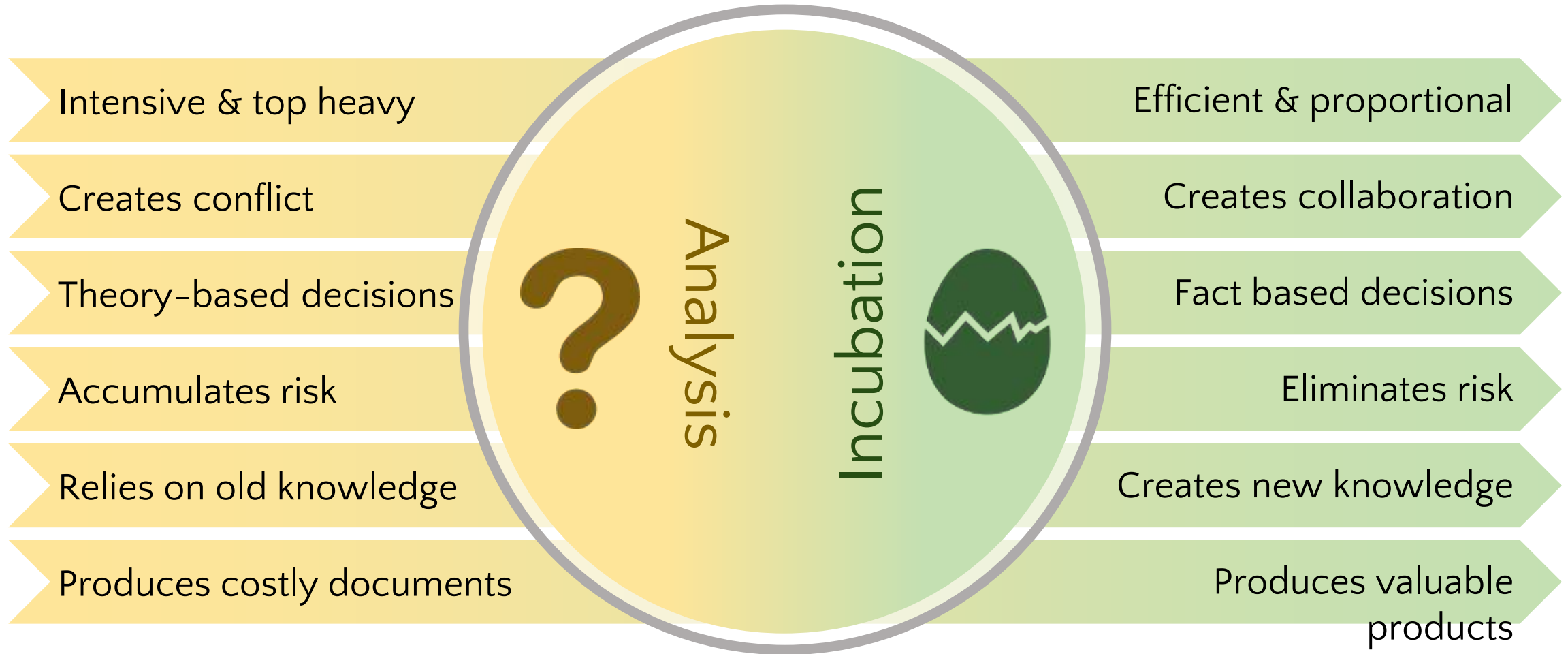
Facts and value instead of assumptions and cost

How does it work?

EQUAL
EXPERTS

Real solutions to real user needs

Successful execution, better reputation

Technology savvy SWAT teams

Fail faster, succeed sooner

Work virtually, land locally

2 weeks to doing, 12 weeks to done

What? Why? Who? How? Where? When?

Incubation
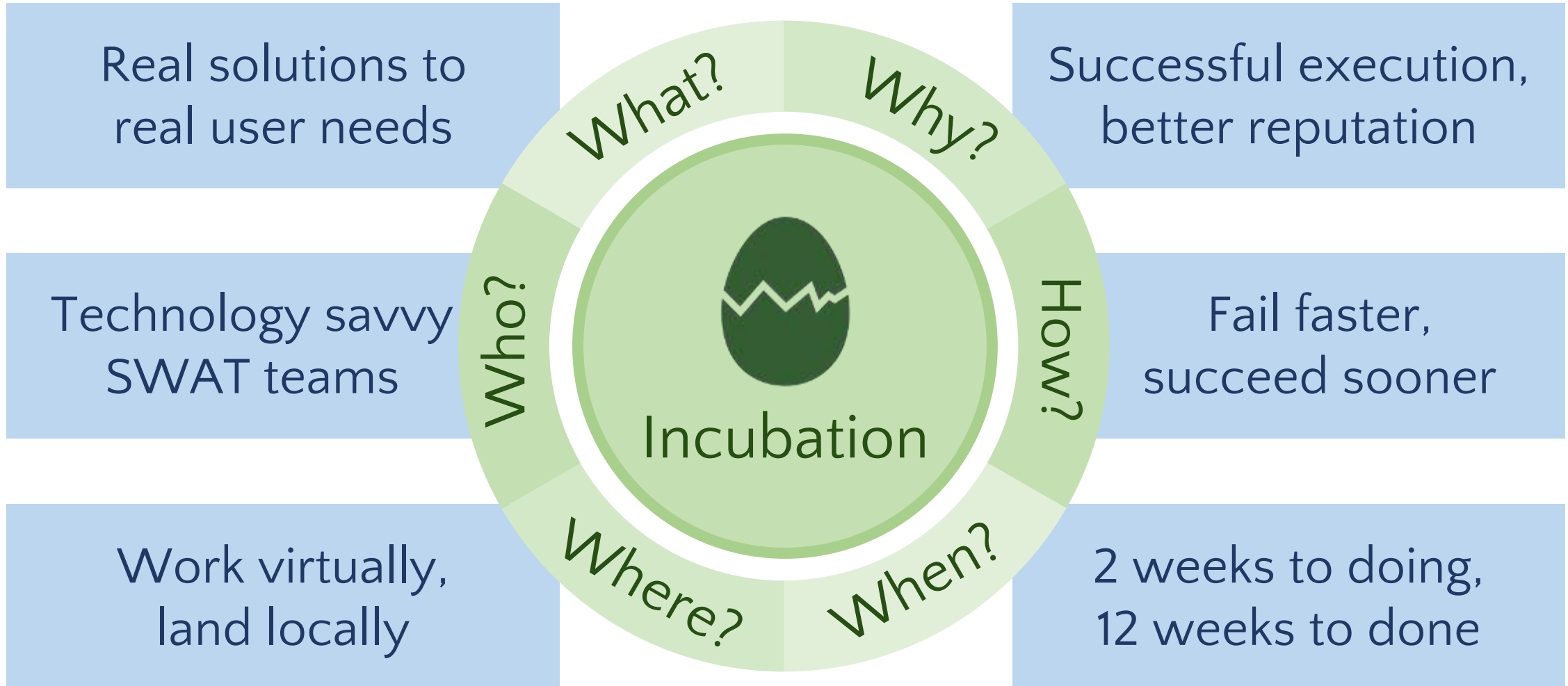
Do it fast, do it well and do it for the users

New approaches need new enablers

Dedicated resource, not side of desk

Draw-down seed funding

Boilerplate (same day) commercials/legals

Incubator friendly governance

Empowered teams, not siloed handovers

The enablers are a must–have; not a nice–to–have

In summary - Schrödinger's Egg