



Collaboration at Scale: The Innovation Competency

13-Feb-2019



Collaboration at Scale

Designed for Scrum-centric organizations with more than 10 Scrum teams, the **Collaboration at Scale** webinar series provides focused, outcome-driven solutions to collaboration problems faced by Product Owners, ScrumMasters, and Development Teams.

Produced by the Scrum Alliance and Conteneo, Inc., we're proud of the many distinguished experts who will be joining our series.



Aaron Proietti



Laura Richardson

Agenda

- 1 Demystifying *innovation*
- 2 Getting *beyond the buzz*
- 3 The innovation competency
- 4 Four useful innovation models
- 5 Innovation roadblocks
- 6 Aligning innovation efforts

Do you explicitly build in time for *innovation* into your work?

- Yes
- Yes, but... [something happens and that time is often squandered]
- No, but not by choice, I need to change mindsets first.
- No

Demystifying *Innovation*



Change Factors

COMPETITIVE LANDSCAPE

CUSTOMER PREFERENCES

REGULATORY LANDSCAPE

TECHNOLOGY ADVANCES

CONSUMER TRENDS

ADJACENT INDUSTRIES

INTERNAL PRESSURES

STARTUPS

Innovation is...

A business outcome
A department/team
A project
Invention
Creativity
New Product Development
A process
Post-it notes & Flip charts

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***Innovation is the core business competency
for dealing with the everyday, aggressive
pace of change.***

Getting *beyond the buzz*



Parallels to organizational adoption

	Experimentation	Learning	Scaling	Transformation
Agile	<ul style="list-style-type: none"> • FRUSTRATION WITH STATUS QUO • GRASS ROOTS • BUILDING THE CASE 	<ul style="list-style-type: none"> • EDUCATION AND TRAINING • LEADERSHIP ALIGNMENT • PLANNING 	<ul style="list-style-type: none"> • EXPAND • STANDARDS • PORTFOLIO MANAGEMENT 	<ul style="list-style-type: none"> • EMPOWERMENT • ECOSYSTEM INTEGRATION • TRACK RECORD OF RESULTS • INSEPERABLE FROM BUSINESS OPERATIONS
Innovation	<ul style="list-style-type: none"> • FRUSTRATION WITH STATUS QUO • AD-HOC • QUICK WINS 	<ul style="list-style-type: none"> • CONSULTANTS • DEDICATED RESOURCES • LEADERSHIP INVESTMENT 	<ul style="list-style-type: none"> • STRATEGIC ALIGNMENT • BEST PRACTICES • PORTFOLIO MANAGEMENT 	

The Innovation Competency



Three Critical Questions

1

What does the **organization** require of innovation to achieve its vision?

2

What does the organization require of **my team** to achieve its vision?

3

Who does the organization need **me** to be?

Three levels of competency

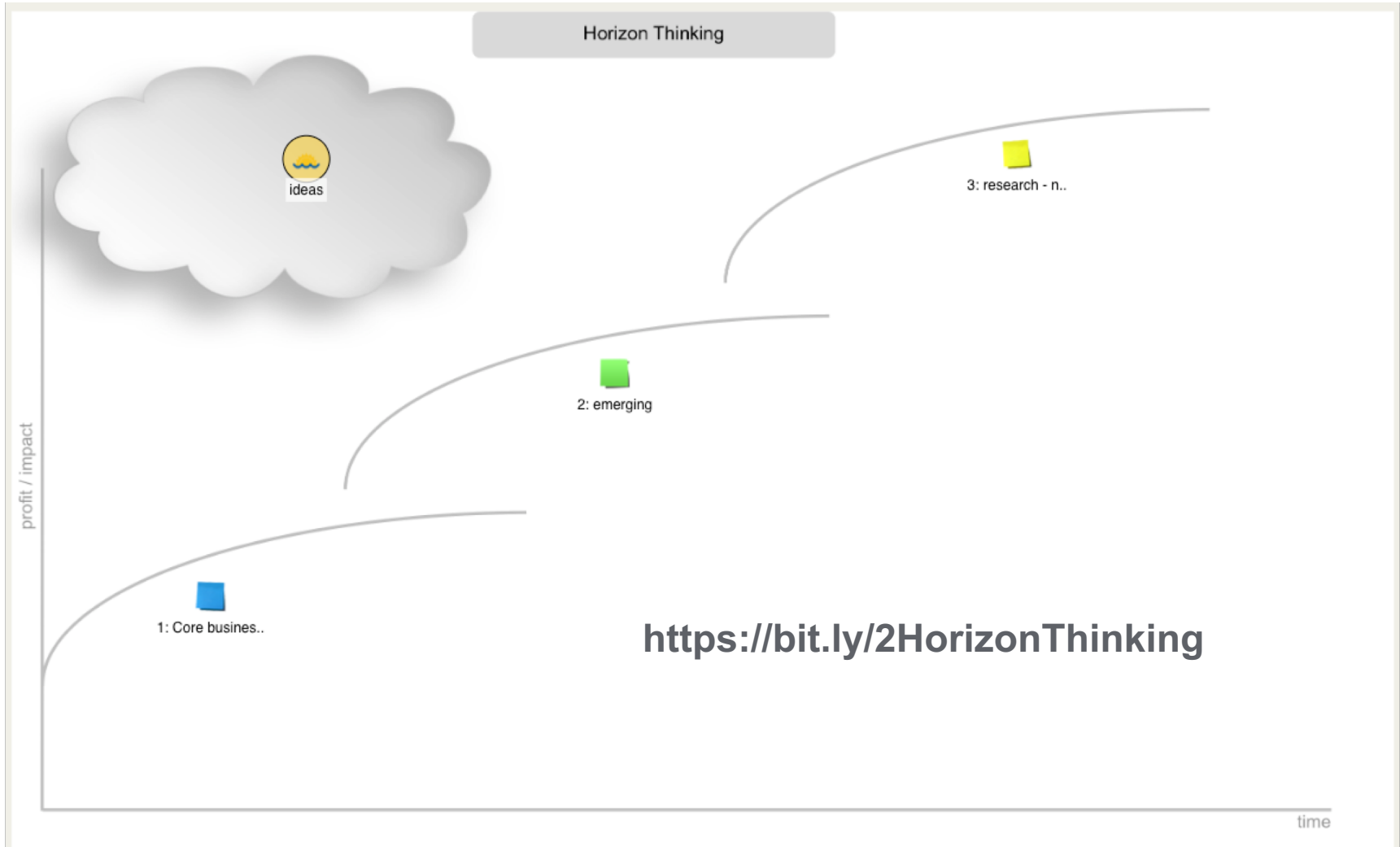
1

ORGANIZATIONAL

Leadership
Technology Readiness
Risk Taking

“Systems”
Change Management
Talent Development

Organizational – Horizon Thinking



Three levels of competency

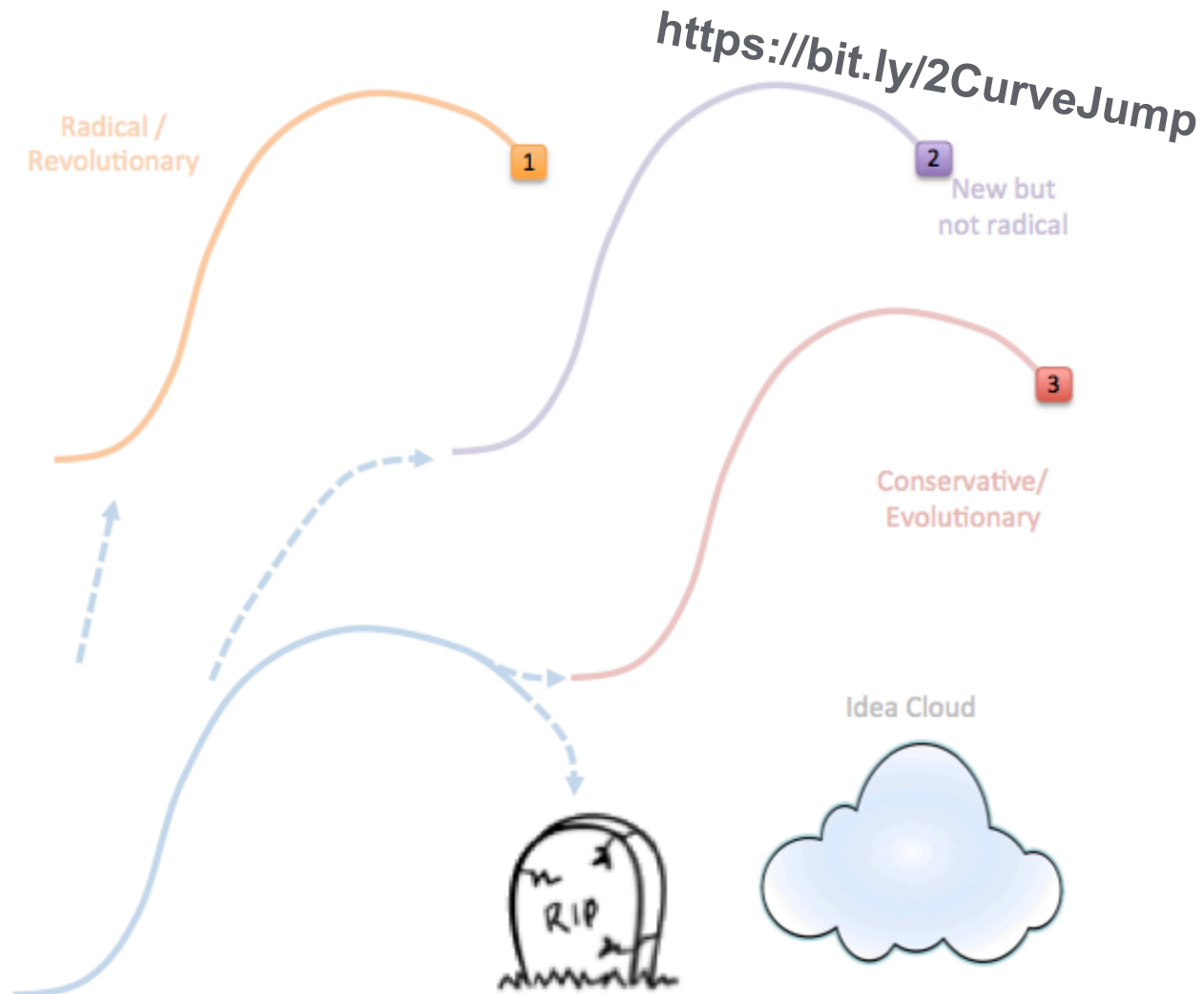
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TEAM

Diversity
Collaboration
Processes/Methods

High Performing Teams
Creativity
Execution

Team – Curve Jump



Three levels of competency

3

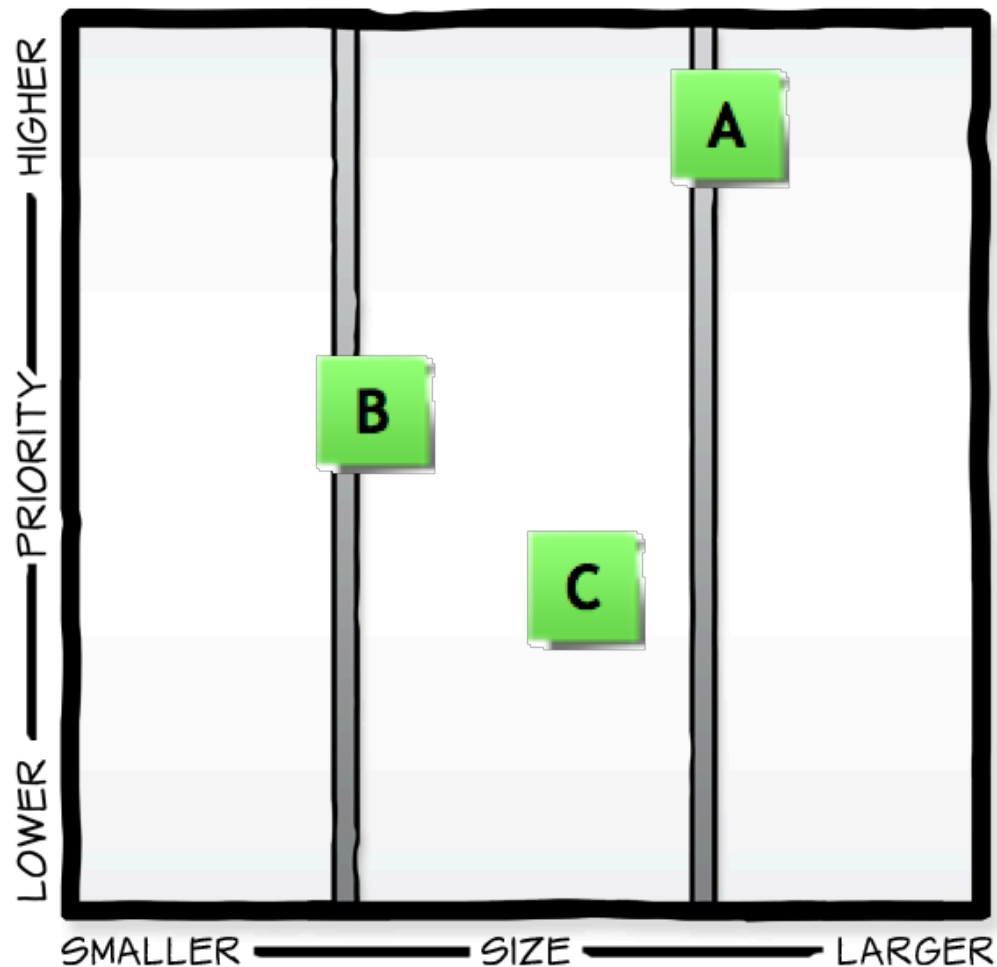
INDIVIDUAL

Empathy
Engagement
Expertise

Accountability
Teamwork
Initiative

Individual – Estimation

<https://bit.ly/2Estimation>



Four Useful Innovation Models



Best Practice Methodologies

Front End

DESIGN THINKING

- Human/customer-centric
- Discovery → Idea Generation → Learn-in-Action

LEAN CANVAS

- Single-page worksheet
- Considers innovation's value

Back End

LEAN STARTUP

- Build, Measure, Learn feedback loop
- MVPs – Minimally Viable Prototypes

AGILE

- Rapid, frequent releases
- Customer-centricity
- End date, team are non-negotiable; scope is negotiable

Innovation Roadblocks



What do you think the top roadblock is to Innovation?

- Prioritization
- Alignment
- Strategy / Vision
- Leadership
- Culture

Top 5 Innovation Roadblocks

PRIORITIZATION

- Lack of alignment between portfolio and team
- “Tyranny of the Urgent”

ALIGNMENT

- Distributed teams have little visibility into what others are working on
- Functional groups are siloed incl. HR, Legal etc.

STRATEGY / VISION

- Future state articulation
- Execution over Planning = Inefficiency

LEADERSHIP

- Command-and-control
- Adaptability

CULTURE

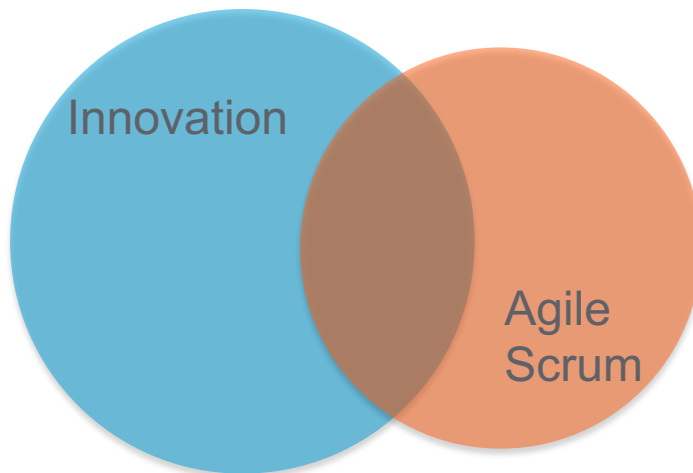
- Aspirational Values
- Change management

Aligning Innovation Efforts



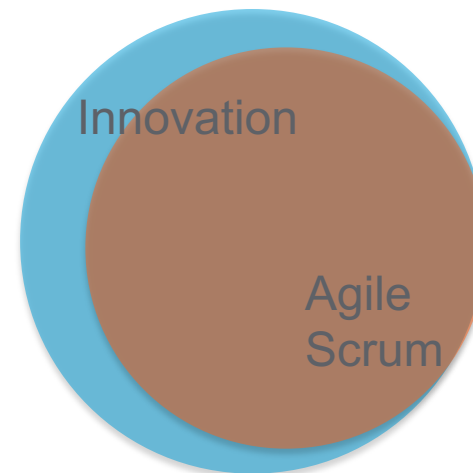
Agile Scrum and Innovation

Common Scenario



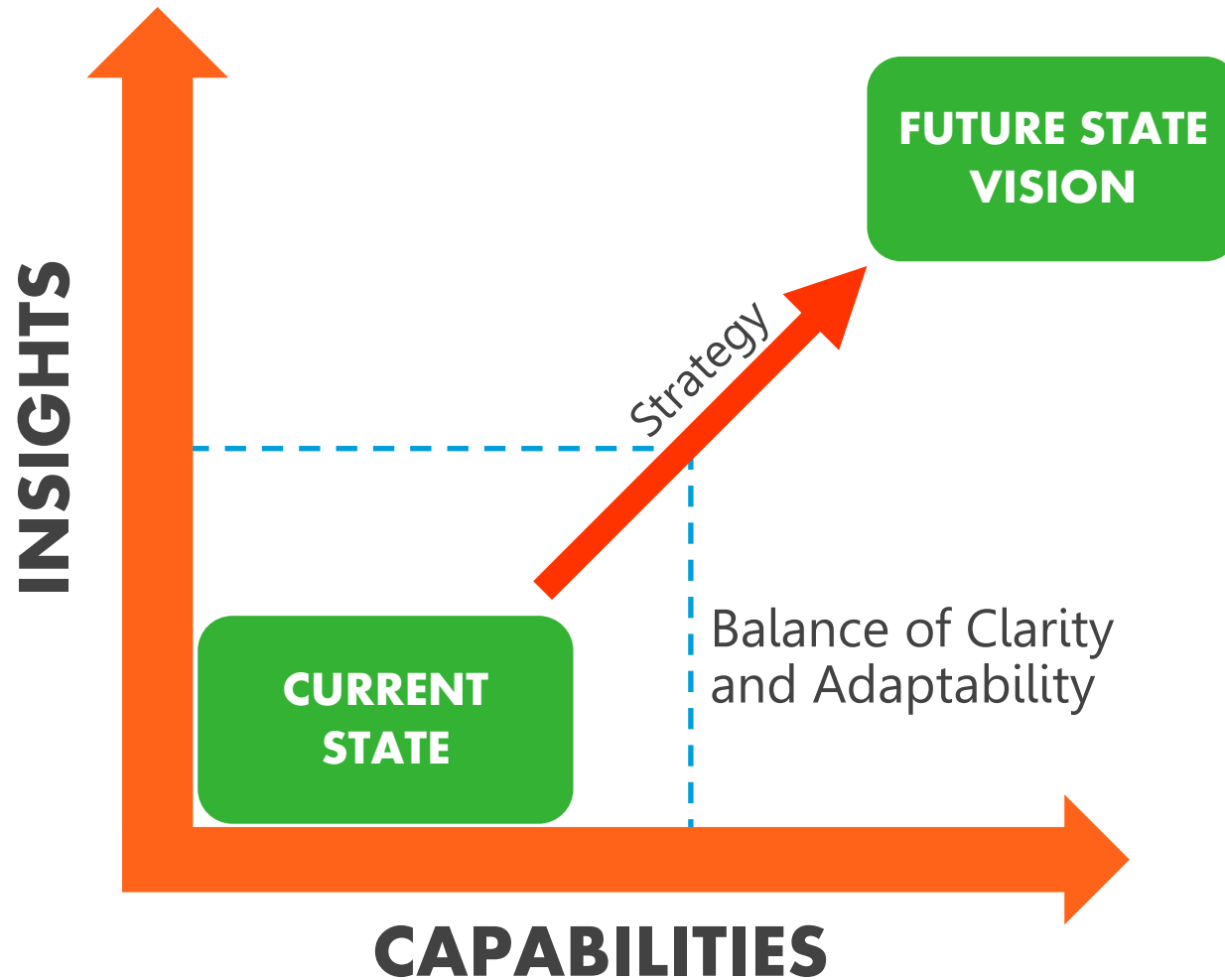
- Innovation tends to be slow, unwieldy
- Scrum teams can be insulated from innovation agenda
- Collaboration not sufficient

Ideal Scenario



- Responsiveness to change factors
- Aligned to a shared vision of the future
- Technical experts are innovators
- Creative collaboration is the norm

Achieving a shared vision



SEU INFORMATION

Category: F.2 - Received training via live webinar given by outside trainer

Organization URL: <https://conteneo.co/>

Host/Contact Name: Aaron Proietti & Laura Richardson

Host/Contact Email: info@conteneo.co

Note: students would normally use the host's email (Aaron's or Laura's), but if they don't feel comfortable providing it, I would suggest they use the Conteneo email or writing "unavailable".



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AARON PROIETTI

Thank you for attending!

LET'S CONNECT

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