

# Structure creates freedom

## Four Innovation Zones Playbook

# Why we need structure

Structure takes away a lot of decision making and allows us to focus on what matters most.

The most innovative teams in the world are the most structured.

When teams know how decisions are made, what kinds of permissions are needed, what the parameters are, they can shape their ideas within those constraints. They don't waste time and energy on hygiene matters like who needs to approve what.

There's just no room for poor assumptions when processes are crystal clear.

"Complexity is the enemy of execution." Tony Robbins

# Structure creates freedom

Across three levels:

- The Direction
- The Decision Making
- The Doing



## Relevant



## Responsive



## Resourced



## Measured for Results

# The Four Innovation Zones Framework



# Retain the core, create the new

- There must be alignment between business direction and innovation strategy. How will innovation help your business achieve its goals?
- This zone must call through long range thinking and insights. What will keep you relevant in the next 12 months, *and* in the next 3 – 5 years?
  - What is the innovation portfolio to support this vision?
  - How will it be governed?
  - Do you have a risk appetite framework to help spread innovation risk and reward?
- Are you looking beyond the obvious for opportunities? <https://vimeo.com/103644761>

# Create a flywheel effect

You don't win on emotion. You win on execution.

- Stop the fence sitting on decisions – have a maximum no. of days to decide kill/pivot/persevere
- Use the Project and Portfolio management framework to include the right people at the right time and drive support throughout your business.
- Create a uniform language so there is no room for misinterpretation or lack of action
- Create an 'it is ready' vs. 'it is done' culture.
- Use the three buckets approach to manage for PROGRESS not process. For example, if it is an incremental innovation, it does not need a seven stage gate process, it needs three max.

# People are empowered and accountable to deliver innovation outcomes.

- Inertia is the antithesis to innovation. Your job is to cut this, and any other organizational debt out.
- With empowerment, comes accountability – specific accountability. The Project & Portfolio Management Framework, along with 12 month vitality index form a great baseline for this.
- To raise your innovation capability and maturity, you need to ensure you have systems, processes, tools and skills to achieve the desired outcomes. Technical and commercial readiness are equally important.
- Design & embed day to day Behaviour Enablers : <https://hbr.org/2019/11/breaking-down-the-barriers-to-innovation>

# Metrics that inform, not conform

- Remember it's about 'meaningful' versus 'vanity' and 'traditional' metrics.
- Unites the business around *what is important* and stops the fire-fighting.
- Three levels of metrics:
  - **Strategic:** are we investing to ensure we are as relevant in 3 – 5 years time as we are today?  
Do we have a clear risk profile?
  - **Operational:** are we using metrics to help us move ideas through the business fluidly and quickly? Does this get us off the fence when making decisions?
  - **Tactical:** are we using the metrics that help us take the pulse of where every project is at any given time, and take the necessary action?

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# Want more?



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