

Innovasjon

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Amesto

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Why must we innovate?

“

We tend to overestimate
the effect of a technology
in the short run and
underestimate the effect
in the long run.”

(Amara's law)

Fox & Hedgehog



Try to be a bit of both!

Bifocality



You've got to eat while you dream.
You've got to deliver
on short-range commitments,
while you develop a long-range strategy
and vision and implement it.
The success of doing both.
Walking and chewing gum if you will.
Getting it done in the short-range,
and delivering a long-range plan,
and executing on that.

(Jack Welch)

Innovation: Product or Process?



PHOTOGRAPH BY SWEEP.

STEVEN S. TRIVIA

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“Organizations, by their very nature are designed to promote order and routine. They are inhospitable environments for innovation.” (T. Levitt).

Fail fast, fail often



Success consists of going from failure to failure without loss of enthusiasm.

(Winston Churchill)

The Road To Success

Success



what people think
it looks like

Success



what it really
looks like

Fail fast, fail often



The biggest risk is
not taking any risk...

In a world that changing really quickly,
the only strategy
that is guaranteed to fail
is not taking risks.

(Mark Zuckerberg)

Love Asperger



It's OK to be
a **prima donna**;
It is not OK to be
negative.

Inverse Darwin



The reasonable man
adapts himself to the world;
the unreasonable one persists
in trying to adapt the world to himself.

Therefore all progress depends on the
unreasonable man.

(George Bernard Shaw).

Love Diversity

**Be proud of it;
Manage it;
Use it;**

And do NOT try to neutralize it.

Love constructive friction.



Creative experimentation, positive friction



Leadership is a potent combination
of strategy and character.
But if you must be without one,
be without the strategy.

(Norman Schwarzkopf)

Sense of Urgency



**Fast
*creative
destruction***

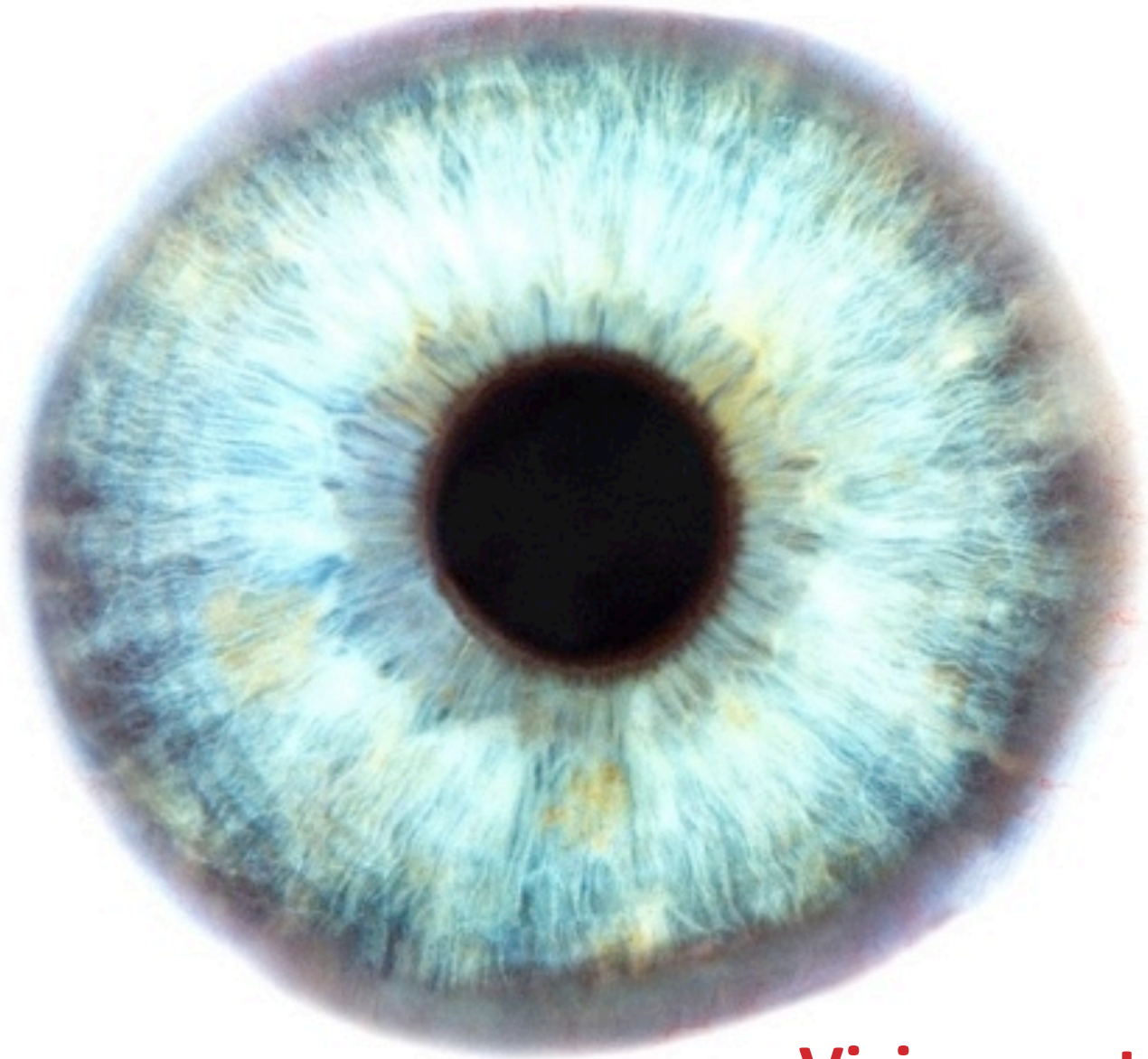
Resilience rules



“There are three types of people in this world. Firstly, there are people who make things happen. Then there are people who watch things happen. Lastly, there are people who ask, what happened? Which do you want to be?”

(Steve Backley)

Focus!



Vision, not statistics!

Edsger's programming school

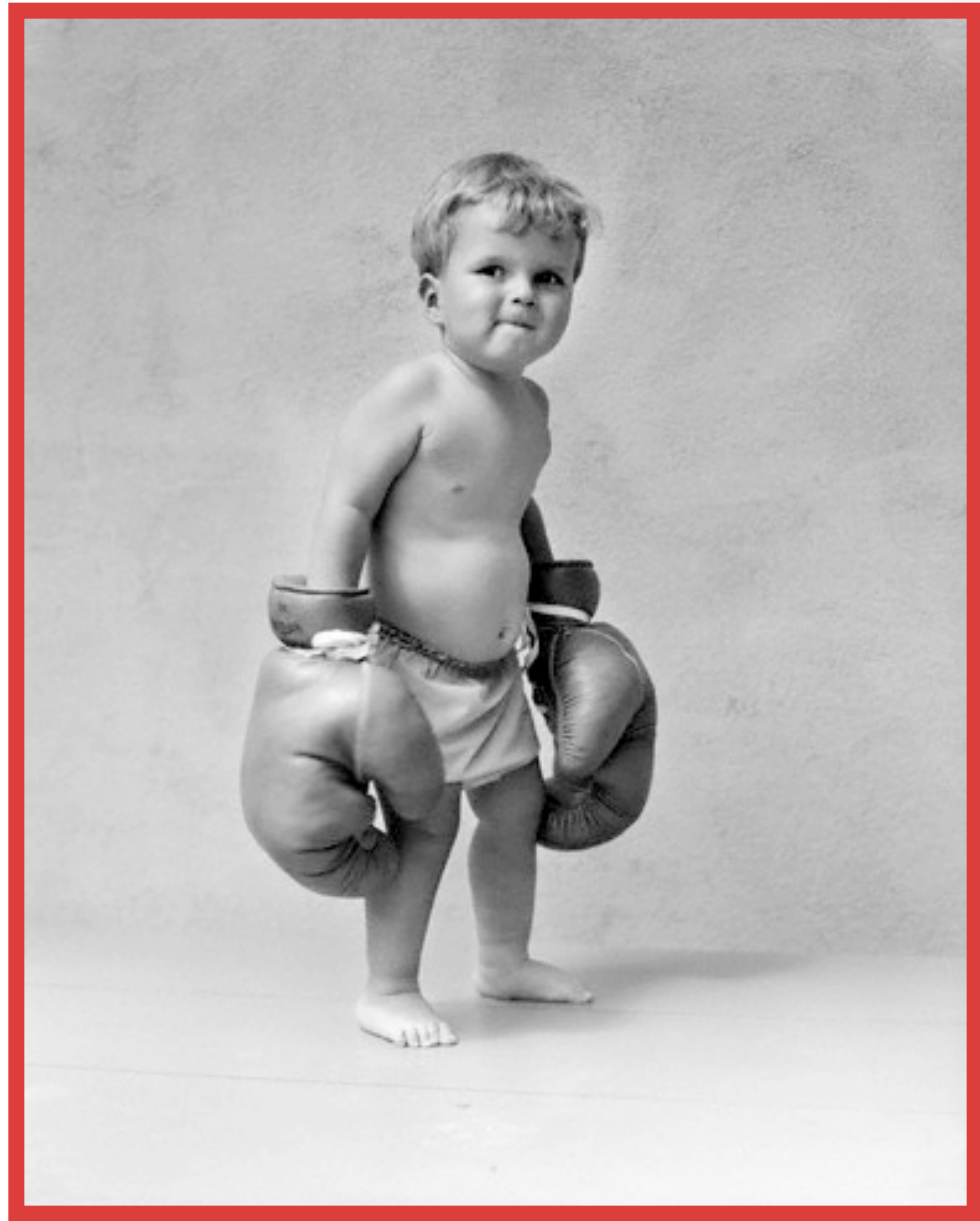


That's been one of my mantras:
focus and simplicity.
Simple can be harder than complex.

You have to work hard
to get your thinking clean
to make it simple.

(Steve Jobs)

Think big!



**You are
what you
settle for**

You have to think big to be big



I like thinking big.
If you're going to be
thinking anything,
you might as well think big.

(Donald Trump)

Beware Flinkisme

Doing things right
Vs.
Doing the right things



Pareto and 80/20



Tactical thinking is
“doing things right”

Strategic thinking is
“doing the right things”

Strategic thinking is typically leadership:
creating the vision.

Tactical thinking is management:
implementing the vision.

Beware Bottom-Up Strategizing



Non-democratic strategy



Strategy 101 is about choices:
You can't be all things to all people.

(Michael Porter)

Go where the money is

Bank robber Willie Sutton reputedly replied to a reporter's inquiry as to why he robbed banks by saying "because that's where the money is."



Focus on the outcome, not the obstacles

“

To succeed in life,
you need two things:
ignorance and confidence.

(Mark Twain)

A few random reminders

1. Doing things right vs doing the right things
2. Speed no replacement for direction
3. All creativity is combinatorial
4. Balance humility with confidence, curiosity with skill
5. Prepare for war, act for peace
6. If you want to go fast, go alone; to go far, take your friends

Thank you!

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