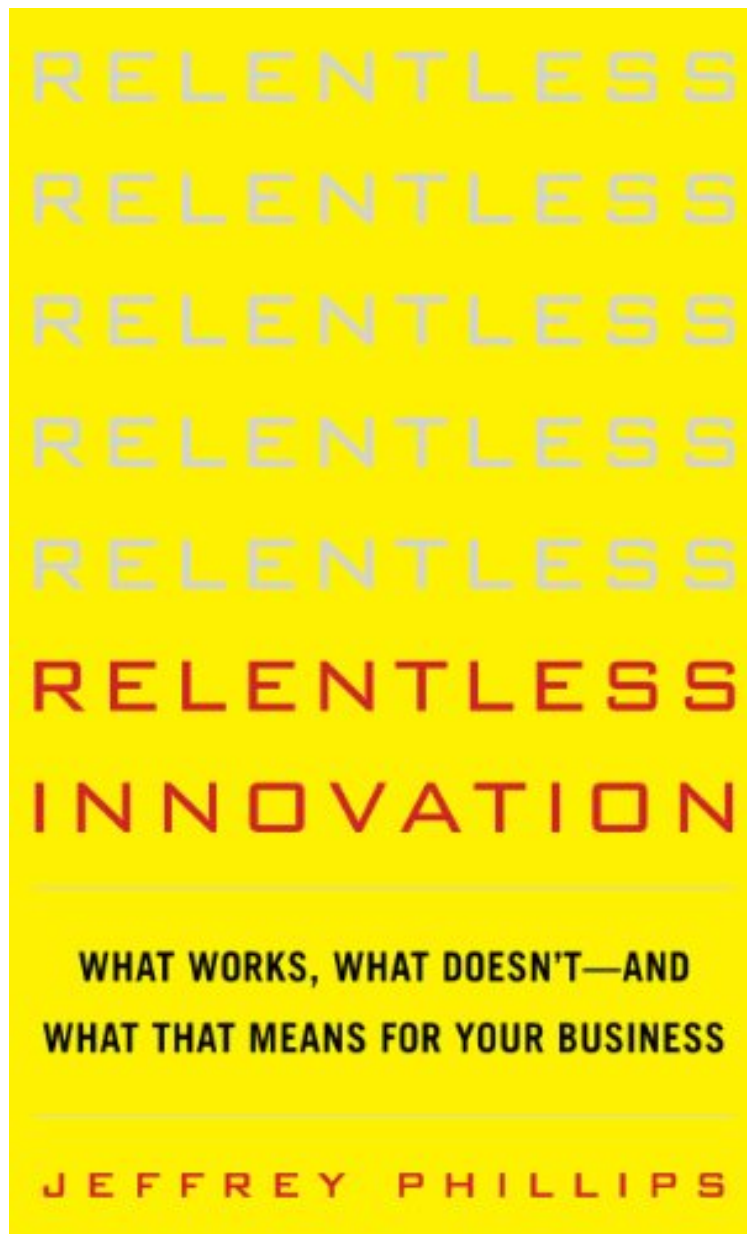


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Relentless Innovation: What Works, What Doesn't—And What That Means For Your Business

Jeffrey Phillips

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Jeffrey Phillips : Relentless Innovation: What Works, What Doesn't—And What That Means For Your Business before purchasing it in order to gauge whether or not it would be worth my time, and all praised Relentless Innovation: What Works, What Doesn't—And What That Means For Your Business:

1 of 2 people found the following review helpful. A must read on innovation

By W Krause

Relentless Innovation by Jeffrey Phillips is a must read for any Innovation or Business Improvement practitioner. The book provides practical insights on how to balance innovation and business improvement initiatives and thinking, turning innovation into a business as usual function. I can attest to the examples and pain points highlighted by Phillips in this book, having myself been responsible for both innovation and business improvement roles in a banking environment before, where we embarked on such a journey. The book provides clear guidelines on what is needed to move from pure improvement to a state of balance between improvement and innovation, without sugar-coating the effort and time required to make this shift. Relentless Innovation is by no means the Silver Bullet to success and some of the examples may not be applicable to your organisation, but it provides a broad enough framework, yet practical advice which will help any organisation to get closer to their innovation goals. Without a doubt, a must read.

1 of 2 people found the following review helpful. Outstanding!!

By Renee Hopkins

Longtime blogger Jeffrey Phillips of OVO Innovation has just published "Relentless Innovation", an excellent addition to the growing library of books on innovation. The chapter "The Mythology of Innovation" alone makes "Relentless Innovation" a worthwhile read, as Phillips takes on such enduring innovation myths as the success of the fast-follower strategy and the idea that sustained innovation is impossible for any firm. But the mythology chapter is just the warm-up for the book's very sharp point: The real barriers to innovation are "business as usual" and middle management, and in order to become more innovative, firms need to transform these from innovation barriers into innovation drivers. And Phillips puts his money where his mouth is by spending the rest of the book showing exactly how that can be done. I sent Phillips five questions about his new book and he kindly provided email answers:

Q: If you had to sum up the main point of your book in a sentence, what would it be?

A: For businesses to succeed in the future, their "operating models" must be rebalanced between efficiency and innovation.

Q: You talk a bit about how middle managers charged with innovation can succeed in the absence of a clear innovation strategy or creation of innovation competency within the company. Understanding that that is the ideal circumstance, what would you say is the best course of action for a middle manager who wants to try to innovate, or start the ball rolling to make his or her company more innovative?

A: I doubt that a middle manager, in isolation, can create an innovation discipline or competence. He or she simply won't have the attention and the authority to create the processes and rewards necessary to shift the culture. Individual managers can conduct innovation projects, but I doubt that by themselves they can fully engage the business. That said, if I had to recommend an approach for an individual middle manager, I'd suggest starting with trend spotting and scenario planning exercises, leading to idea generation. In this manner the manager can get his or her team thinking about the future and how to be proactive, rather than reactive. As those becomes a "standard" actions or functions, the team can build on this by adding other innovation tools and processes. The middle manager will also want to change or impact cultural perspectives and attitudes such as how the teams are evaluated, compensated, and rewarded.

Q: Can you talk about how collaboration helps (or hurts) innovation efforts in corporations? Is internal collaboration more/less important than external collaboration (open innovation)? Why or why not?

A: Internal collaboration is important, because the number of people who review and comment on an idea can actually strengthen the idea and build an internal community, which is reinforcing. We recommend building a internal capability for managing ideas before opening up to external partners and customers, so that your firm can manage customer or partner ideas effectively. Eventually, we won't talk about "open" innovation, because all innovation will include a component of external collaboration.

Q: You say that companies need to create a "Cortez" moment, where they decide there's no turning back in their quest to be innovative. I'm wondering if the ongoing erosion of the American consumer market in the face of the recession and focus on growth of BRIC consumer markets has created such a moment for American companies. Do you agree or disagree, and why or why not?

A: The Cortez moment is the famous "burning of the boats" leaving no way to go back to the old ways of doing business. I don't think that many executives are ready to discredit their existing business processes; rather, I think we are in a blame game, blaming the rise of external and foreign competitors, taxation, open borders, etc. There are only a few visible Cortez moments, and we are aware of them because they are dramatic - A.G. Lafley declaring that 50% of products would originate from external ideas, or Jobs cutting over 80% of Apple's product line. These were acts of visionaries who were forcing a course change and creating specific barriers to returning to the old models. For other businesses to do that, they first have to realize that the old models no longer work. I doubt many firms have arrived at that conclusion yet. Rather, they are blaming externalities for problems in the model.

Q: PG and 3M famously and publicly threw down gauntlets with strong innovation goals. What would you suggest a company focus on in creating such "Big, Hairy, Audacious Goals" (BHAGs)? Percentage of collaboration with outsiders, like PG? Percentage of profits from new products, like 3M? or to your mind is there something better on which companies should put a proverbial stake in the innovation ground?

A: To create such a "stake in the ground," it is more important that the communication originate from a senior executive or the CEO, be explicit and quantifiable, easily measured and a significant change. Then, it will be important that the corporation commit resources to fulfilling that communication. The goal could be more external innovation resulting in new products, or it could be the revenue generated from new products, or it could result in the entry into a completely new market. The outcome is less important than the implementation. I wrote recently about the statements of the new CEO of Yahoo. When asked how

he intended to improve Yahoo and return it to former glory he stated "innovation", but didn't provide any strategy, any investment goals or resource commitments. So his statement appears to be a throwaway line, rather than something we observers can measure and evaluate over time. 1 of 1 people found the following review helpful. Achieving relentless innovation; here's what to expect By jlareau Excellent book on innovation, with a heavy focus on how to allow innovation to take hold in your company (and the barriers to expect).

You can't ask for more than efficient, effective operations. Or can you? Given today's business landscape—increasing customer demand, global competition, lower trade barriers—being good isn't enough. This groundbreaking guide provides the knowledge and tools you need to transform your organization from a well-run company to a relentlessly innovative company. Innovation expert Jeffrey Phillips has helped businesses around the world achieve the dream—the implementation of innovation as a consistent business discipline. In *Relentless Innovation*, he reveals his secrets for the first time. Phillips argues that today's typical business models actually impede innovation because they place so much focus on efficiency, cost cutting, and short-term gain. Does this describe your business model? If it does, you need to revisit your approach and redefine your idea of what success actually is. You may find that your "business as usual" processes actively reject innovation efforts. *Relentless Innovation* has everything you need to strike the right balance between efficiency and innovation. Striking that balance will help your firm: Become proactive instead of reactive Create a more engaged workforce Establish deeper capabilities to define and achieve strategic goals Increase revenues and profits while retaining efficient cost management Sustain market differentiation Improve your public reputation Increase your ability to leverage internal knowledge and external partnerships Offering the broadest view to date of the relationship between innovation and business strategy, *Relentless Innovation* provides you with the information and tools you need to transform innovation from an infrequent activity to a core capability in your organization. **PRAISE FOR RELENTLESS INNOVATION** "A thoughtful, intelligent, and practical manifesto by a highly experienced innovation professional. Phillips demonstrates with clarity and insight how organizations can assess their current innovation potential, identify vulnerabilities, and most important, create a systemic innovation-as-usual culture that can make the difference between also-ran and yes-we-can." —Tim Hurson, author of *Think Better* "Relentless Innovation is a must read for innovation junkies and executives who want practical ideas on creating an innovation business-as-usual culture. Phillips has worked in the innovation trenches and shares big-win ideas on how to unleash trapped middle management potential." —Saul Kaplan, Founder and Chief Catalyst, Business Innovation Factory "Phillips has long been in the top tier of professionals who have a clear understanding of what makes innovation work in business. This book will provide you (and your team) with proven creative strategies and practical ideas that you can use to gain greater success in your market. Relentless Innovation is highly recommended." —Roger von Oech, author of *A Whack on the Side of the Head* and *The Creative Whack Pack* "Relentless Innovation not only outlines the barriers to innovation in a way most readers will quickly understand, it provides a prescription that, when followed, can remedy the situation before efforts stall out." —Dominic Venturo, Chief Innovation Officer, U.S. Bank Payment Services

About the Author Jeffrey Phillips leads the innovation consulting team at OVO Innovation, a consulting and training firm working primarily with Fortune 500 firms. OVO Innovation partners with its clients to create a sustainable, repeatable innovation capability by training and building innovation teams, defining innovation processes, and developing open innovation partnerships. He is a well-known thought leader in the innovation space and regularly blogs about innovation.