

Innovate

BTS Practice Overview

"Innovation has nothing to do with how many R&D dollars you have. It's about the people you have, how you're led, and how much you get it."

— Steve Jobs

Innovation is the discipline of serving needs in new ways that create value. It is a core capability that allows firms to sustain competitive advantage and grow. It is a skill that can be learned, practiced and mastered. Innovation can be made a part of a firm's culture, but it requires openness to disciplined experimentation and uncertainty. It requires looking at customers and markets in new ways and an ability to simultaneously scale today's business model while directing resources to discover tomorrow's. Most of all, innovation requires a willingness to challenge the assumptions that may have made the company successful in the first place.

BTS Innovation Practice solutions help firms build the critical leadership capabilities needed to create and advance a culture of innovation at the individual, team, business unit and enterprise level.

The BTS Experience

BTS Innovation solutions are fast-paced, hands-on experiences that combine a sequence of short, mini-lecture sessions, hands-on "table top" workshop exercises and a customized innovation simulation that compresses the months and years of high-risk innovation projects into a few short hours.

Through the customized programs, ranging from 2-5 days long, participants learn the essential principles, techniques and tools needed to:

- 1) Generate unique consumer insights and apply design thinking
- 2) Ideate and refine novel solutions to customer (both internal and external) problems
- 3) Execute and manage a portfolio of innovation projects by running disciplined experiments
- 4) Learn and understand the critical leadership behaviors required in the organization to create a culture in which innovation can flourish

The simulation and case studies are customized to reflect the client's unique internal and external tensions that managers experience today, and those they are likely to face as they advance in their careers. Regardless of length, all programs provide a visceral understanding of the interactions and challenges leaders are most likely to face as they lead innovation within their firms.

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Target Audience

BTS programs can be customized either for middle- to upper-level executives responsible for leading innovation within their organizations, or front-line leaders challenged to develop new ideas or manage innovation projects. These programs are particularly effective for large company off-sites or all-company meetings intended to align managers around a new strategic initiative or kick off an innovation effort.

A Program at a Glance

While the program will always depend on the specific client audience and objectives, all sessions generally take place in a workshop format. First beginning with an overview of the topic as well as the most recent research in the area, an innovation case study, exercise or simulation sets up an environment for discussion. Throughout the program, participants work to generate new ideas in their chosen category using various techniques and filters. As a result of the experience, participants leave with new ideas and tools that they can apply immediately upon returning to the workplace.

Introduction: The Innovative Imperative

- Why should our firm innovate
- What are the key trends happening in our space
- What do the key trends suggest about the opportunities and threats that innovation represents
- How do we define the relevant domains in which innovation should occur to ensure our efforts advance our core strategy and drive economic value creation

Part I: Identifying Opportunities

- What are critical techniques, principles and tools we can use to develop unique insights about customer problems (internal/external) that we can solve

- What are the limitations of the traditional approaches to understanding customers
- How can we better understand "hidden" customer needs

Part II: Ideation

- What are critical techniques, principles and tools we can use to develop novel and differentiated approaches to solving customer needs
- What are the critical behaviors leaders must practice during the ideation phase of innovation

Part III: Harvesting and Strengthening Ideas

- What are the initial questions leaders must ask to begin to screen and harvest the most promising innovative ideas
- What are the key techniques leaders can use to strengthen and stress-test their most promising ideas

Part IV: Executing Innovation ideas – Discovery Driven Execution

- How do we manage a portfolio of innovation projects
- How do we run innovation projects in environments of high uncertainty as disciplined experiments
- To what measures of success must we hold ourselves (and our teams) accountable
- What are the specific decision-traps and biases leaders must be aware of during innovation efforts

Part V: Leading Innovation

- What is risk aversion; how does it weigh on a firm's efforts to innovate; and why are customers and managers risk averse
- What are most important leadership actions we must practice to develop an environment in which innovation can thrive
- What are the upper limits or "tolerated behaviors" for leaders trying to create an innovative culture
- How do we simultaneously scale today's business model while discovering tomorrow's

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"I submit that creativity is an art—a workable art—a teachable art—a learnable art—an art in which all of us can make ourselves more proficient, if we will."

— Alex F Osborn, MIT

Outcomes You Can Expect

"BTS Team—Congratulations on a wonderful year in which you have truly been our partners in driving capability across the system to all key markets. The impact that the simulation created is changing the way we work."

-Sr. VP, The Coca-Cola Company

"We took our entire Sony Direct online web team offline for an entire day (~250-300 people) to train them around innovation techniques. We baselined employees before and after the program to determine if they felt they had the tools needed to become more innovative in their roles. This course kicked off an innovation program that included topical "brain sailing" sessions every few weeks. The post workshop survey demonstrated a positive correlation between participating in this event and employee engagement/morale. In addition, the team filed several patents in the 6 weeks after this workshop, which they had not done before."

*- Senior Manager, Innovation Center,
Sony Electronics Inc.*

"The customization of the BTS learning process was a critical enabler of our success. The relevancy of the design accompanied by a strong team of facilitators at BTS made the learning experience very rich and impactful. The multitude of tools highlighted in the session will play a key role in driving higher levels of innovative activity as they are implemented into how we lead within our organization."

*- Chief Learning Officer, Global Medical Technology
Conglomerate*

"I honestly cannot believe anyone could go through this training without modifying their decisions and ramifications on customers in the future. As a veteran now of two BTS developments at TI, I strongly recommend this teaching vehicle and BTS's delivery as achieving first class results."

-Senior Vice President, Texas Instruments

About BTS

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

For more information, please visit www.bts.com.