

**CORPORATE INNOVATION;  
THEATRE, BULLSH\*T, OR  
FUTURE SHAPING CAPABILITY?**

*Cris Beswick*

innov8rs

We now have lots of robust research and data around innovation maturity...

**But, is what it reveals  
an inconvenient truth?**

# Innovation theatre is dead; or is it?

**72%**

of CEOs admit their companies are too reliant on fading revenue streams.

**75%**

of CEOs say fast-changing market conditions are forcing companies to reinvent themselves quicker than ever before.

**93%**

of CEOs say their long-term success is dependent on their ability to innovate.

“ARE WE HAPPY WITH OUR RETURN ON THE INNOVATION INVESTMENT PROMISE?”

“ARE WE CONFIDENT IN OUR ABILITY TO LEAD AND SHAPE OUR INDUSTRY?”

# How do we close the innovation bullsh\*t gap?

## STRATEGY LEADERSHIP

**53%**

*of leaders say their board often talks about innovation, but nobody seems clear what it means.*

**56%**

*of leaders say they are unclear on how to think about innovation strategically.*

**33%**

*of leaders say they are unclear about their innovation leadership responsibilities.*

**41%**

*of leaders say they are unclear how to define the desired outcomes of innovation.*

## CULTURE

**66%**

*of leaders say their organisational structure makes it difficult to share knowledge and understanding.*

**59%**

*of leaders say bureaucracy is stopping innovative ideas before they reach fruition.*

**60%**

*of leaders admit their leadership team fails to understand their customers.*

**61%**

*of leaders claim innovation is difficult because most people in their organisation think in the same way.*

A close-up portrait of Mike Parker, CEO of Nike, looking slightly to the left with a thoughtful expression. He has dark hair and a beard, and is wearing a dark suit jacket, a light blue shirt, and a blue tie. The background is dark and out of focus.

**60% say Creative Leadership rocks!**

***“One of my fears is being this big, slow, constipated, bureaucratic company that’s happy with its success. Companies fall apart when their model is so successful that it stifles thinking that challenges it.”***

**Mike Parker**  
CEO, Nike

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# Is our organisation genuinely structured to pursue innovation?

***“While there is variance between the frameworks, they all put the user in the center. Human-centered approaches are no longer a curiosity or a ‘nice to have’, they are the future of business.”***

**Teaque Lenahan**

National Director of Design + Innovation at Fjord (Accenture)

# Is our organisation genuinely structured to pursue innovation?

## DEFINE

**You can't unearth high value problems when...**

**60%** of major business leaders admit their senior teams fail to understand their customers.

## DEVELOP

**You can't develop compelling solutions when...**

**66%** of major business leaders claim their current organisational structure makes it difficult to share knowledge and understanding.

## DELIVER

**You can't match the pace of change when...**

**68%** of corporates take just as long to get new solutions to market now as they did five years ago.

# Our ambition is to be an innovation pioneer?

Nearly **75%** of leaders believe they have a culture of innovation, experimentation and risk taking.

But unfortunately, only **37%** of employees agree.

Maybe it's because, **57%** of companies don't have a formal innovation process.

Also, whilst there is no single correct innovation mix, nearly **78%** of organisations still just focus on incremental changes.

Which is probably why just **41%** would see their organisation as being an innovation pioneer.

# Shifting perspectives for 2019...

- 1** Is what we're doing now working well enough to dramatically drive growth and value? If not, how do we answer the key question; what do we do/where do we go next?
- 2** To deliver the above, we'll need a change in perspective at senior level. But if we acknowledge that traditional leadership development isn't enough to answer question 1, how do we enable our leaders to shape the future?
- 3** Doing something dramatically different requires a combination of dramatic and different. As leaders, what does that look and feel like and how will we bring it alive?

# Shifting perspectives for 2019...

- 4 As part of answering question 1, do we shift from trying to win the 'finite' game to prolonging the 'infinite' game?
- 5 If scaling innovation capability relies on embedding new work practices, how do we use 'innovation theatre' to energise our organisation and in turn, scale corporate innovation performance?
- 6 What does our innovation culture and ecosystem need to look like in order to deliver the innovation investment promise and enable us to genuinely shape the future?

Visionary leaders and their organisations will  
be the ones that shape the VUCA world!

# Global Recession

## \$3.7 trillion

***Share, discuss, answer and  
start to shape the future?***



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