



RITA GUNTHER | MCGRATH  
Author. Speaker. Consultant.

CONTACT RITA

Rita Gunther McGrath

[rdm20@columbia.edu](mailto:rdm20@columbia.edu)

[Sign up for news at](#)

[www.ritamcgrath.com](http://www.ritamcgrath.com)

Follow me

[@rgmcgrath](#)





# *Why do companies struggle so much with innovation?*

- 
- Lack of incentives
  - The existing business is too powerful
  - Management wants near-term success
  - Too many silos
  - Lack of customer focus
  - Fear of failure
  - It's 'no one's job'
  - Innovations are small, relative to the 'mother ship'
  - Innovations don't get big enough fast enough for us
  - We are focused on our quarterly earnings
  - We are afraid of cannibalizing our successful businesses
  - We have no tolerance for unpredictable results
  - There is no career incentive to work on innovation / growth projects

**What do they all, ironically, have in common?**

***What to watch out for...***

# *Innovation is Episodic*





# *Resources held hostage*



# *New ideas squeezed into existing structures*

---



**Kevlar.**



**Nomex.**



**Tyvek.**

# Lack of connection to customer's experience



MotorBeam.com



# Seeking to be right rather than learning



Revlon

Vital

Radiance



AOL/  
TimeWarner



Google  
Radio



Condé Nast  
**Portfolio.com**



Microsoft  
Kin Phone



Tropicana redesign



PAX tire



Webvan



Flip Video



CargoLifter

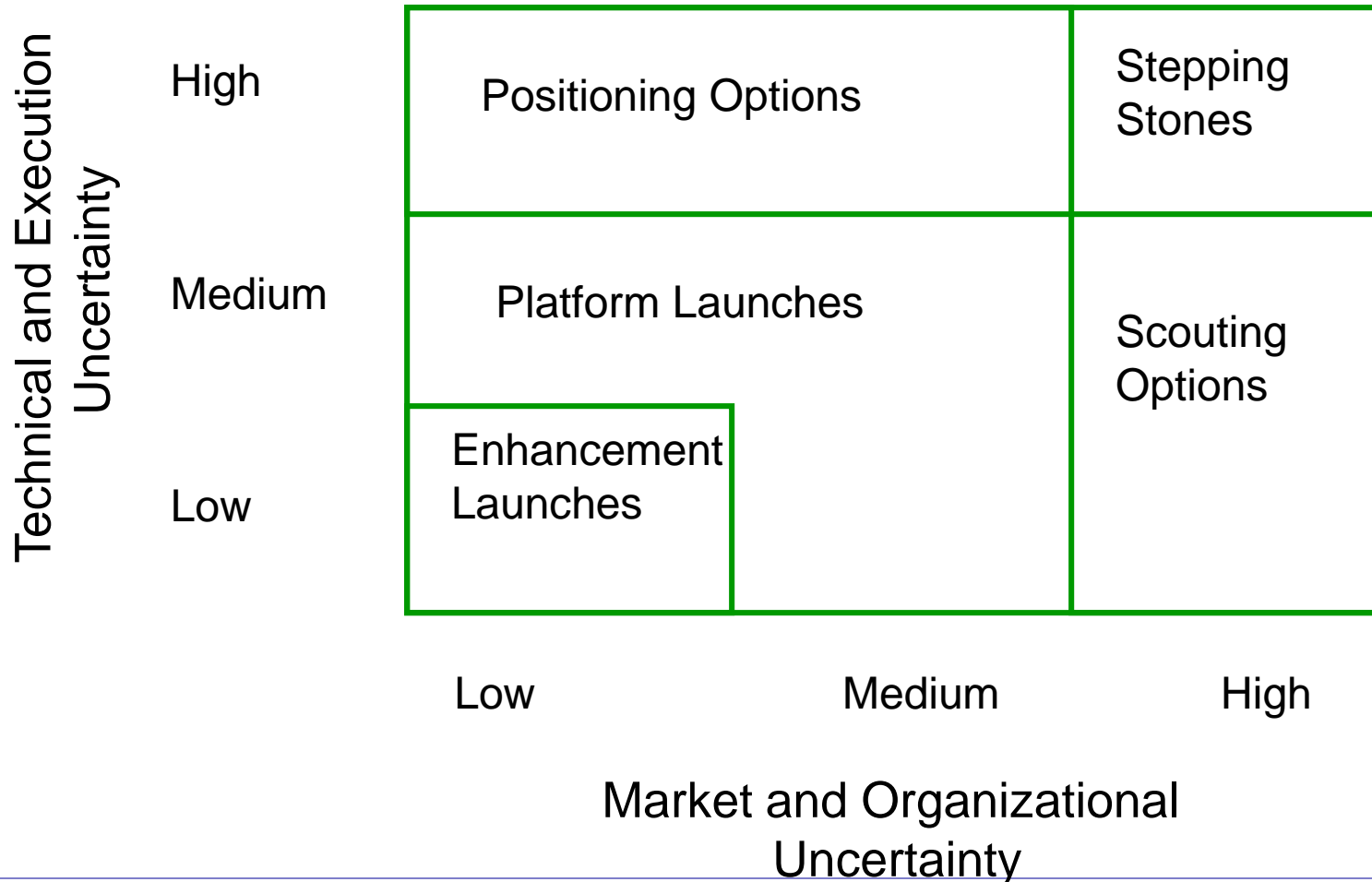
# ***Building an Innovation Proficiency***

# Governance and Funding processes

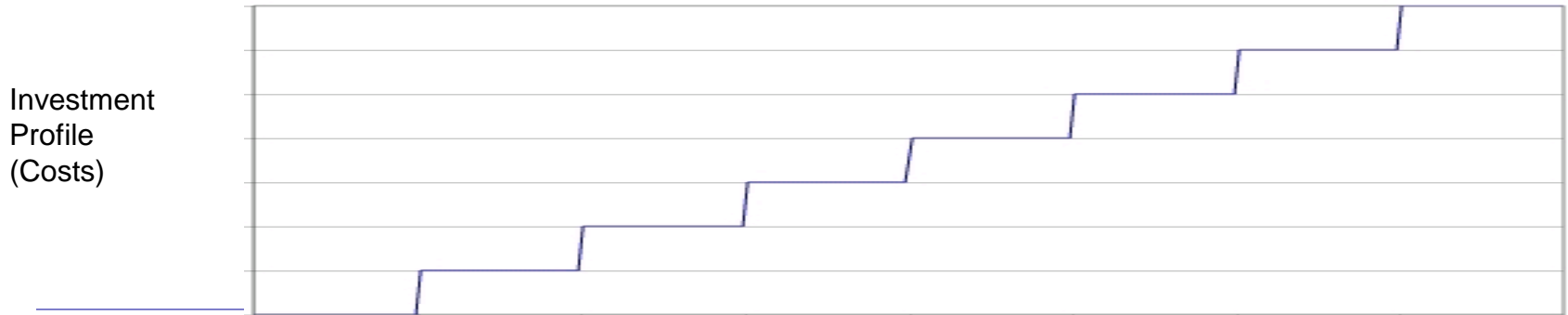
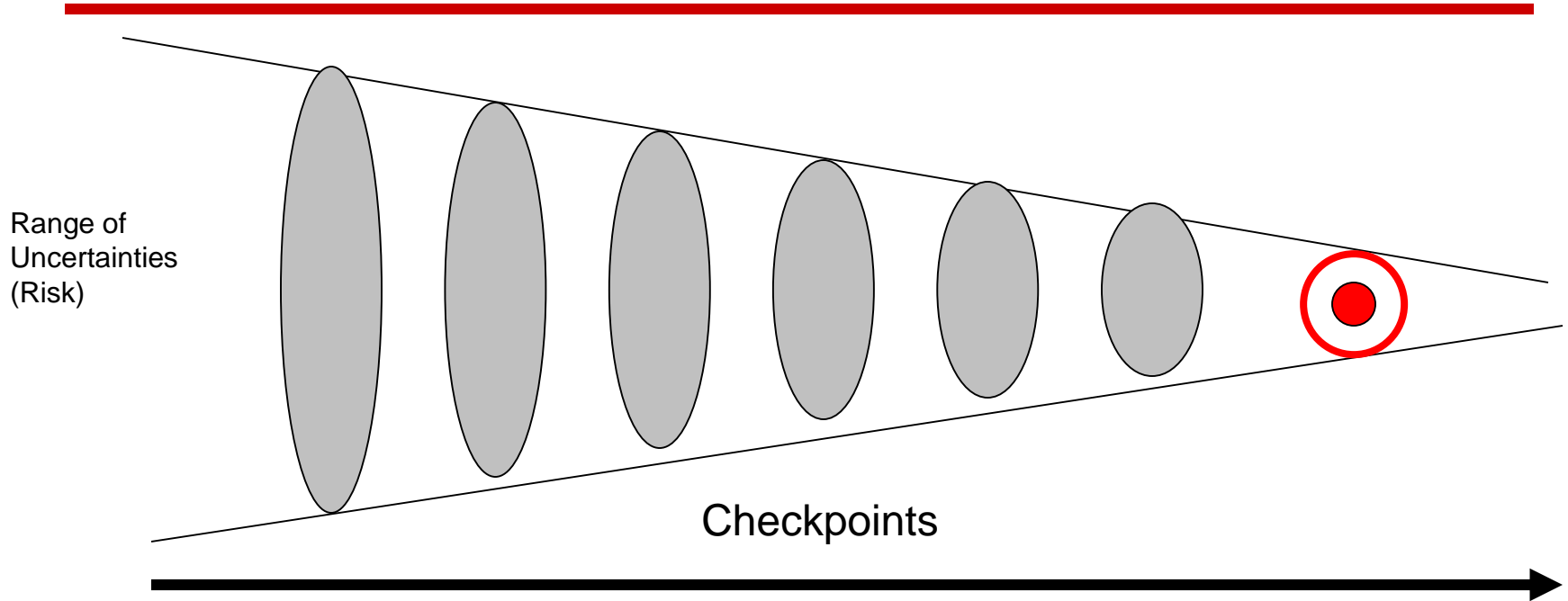


Ron Adkins from UNIX to the “pervasive computing” EBO

# A balanced portfolio

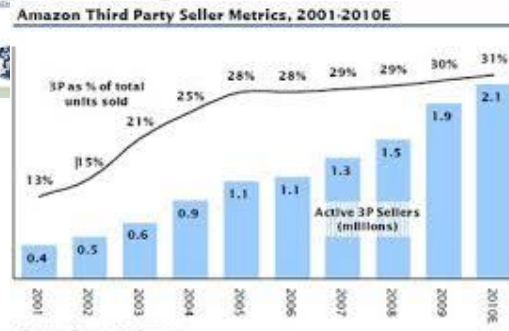


# Assumptions Tested & Learning through Pivots





# “Intelligent” failures

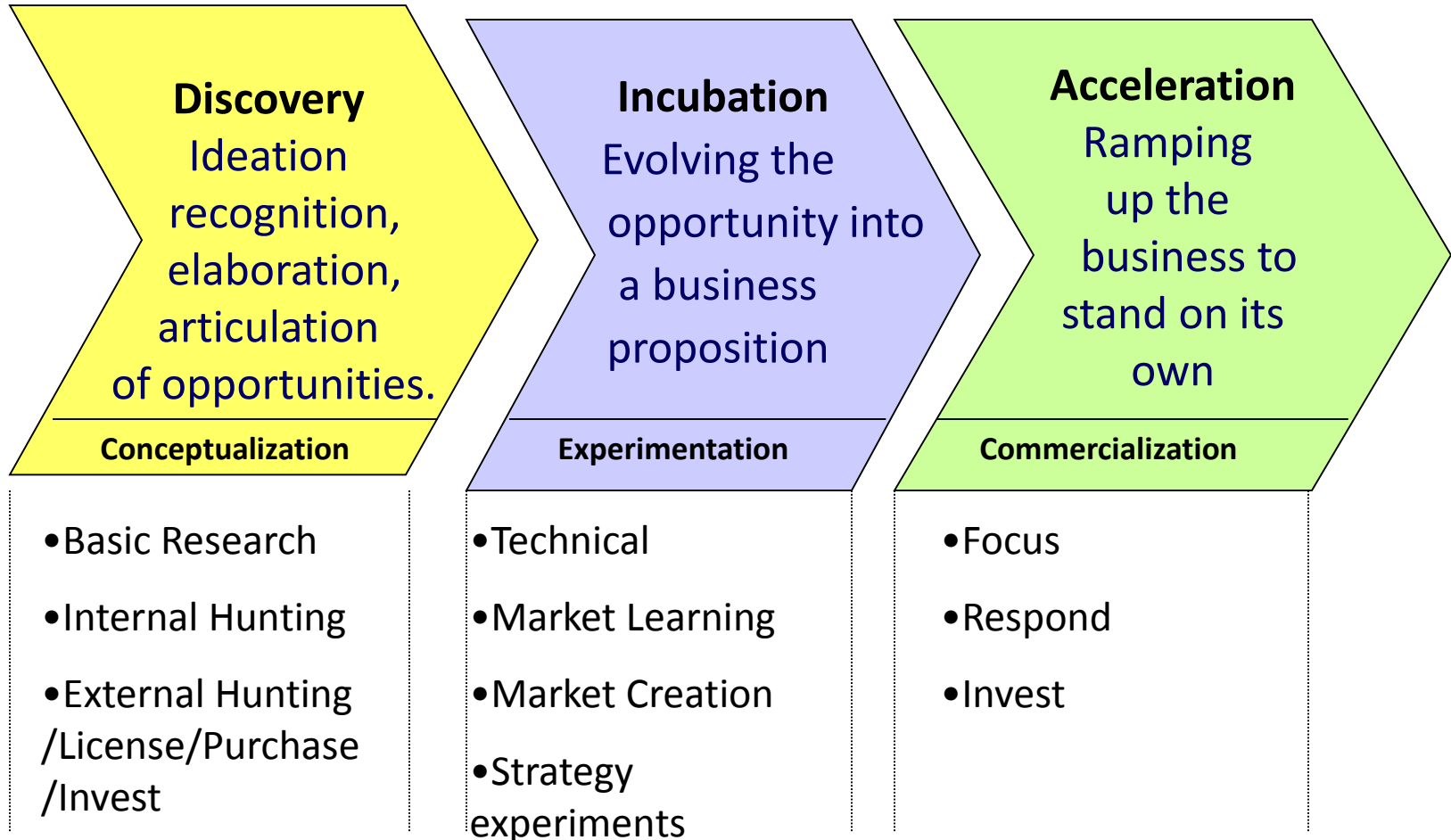


# ***Begin with the customer & outcomes...***

---



# Not just one competency...but 3!



Source: Radical Innovation Group

# ***What does it all mean for individual careers & talent?***

<b>From</b>	<b>To...</b>
<b>Organizational systems</b>	<b>Individual skills</b>
<b>A stable career path</b>	<b>A series of 'gigs'</b>
<b>Hierarchies and teams</b>	<b>Individual superstars</b>
<b>Infrequent job hunting</b>	<b>Permanent career campaigns</b>
<b>Careers managed by the organization</b>	<b>Careers managed by the individual</b>

# *Concluding Thoughts*

---

1. There is a new playbook for strategy, one whose elements are becoming clear;
2. We can learn to master it!
3. Doing so more quickly than others offers the potential to create a pipeline of advantages





RITA GUNTHER | MCGRATH  
Author. Speaker. Consultant.

CONTACT RITA



Be the first to know!

[To join my mailing list,](#)

[Put a card in the envelope](#)

[Or sign in at](#)

[www.ritamcgrath.com](http://www.ritamcgrath.com)

[rdm20@columbia.edu](mailto:rdm20@columbia.edu)

Follow me @rgmcgrath

