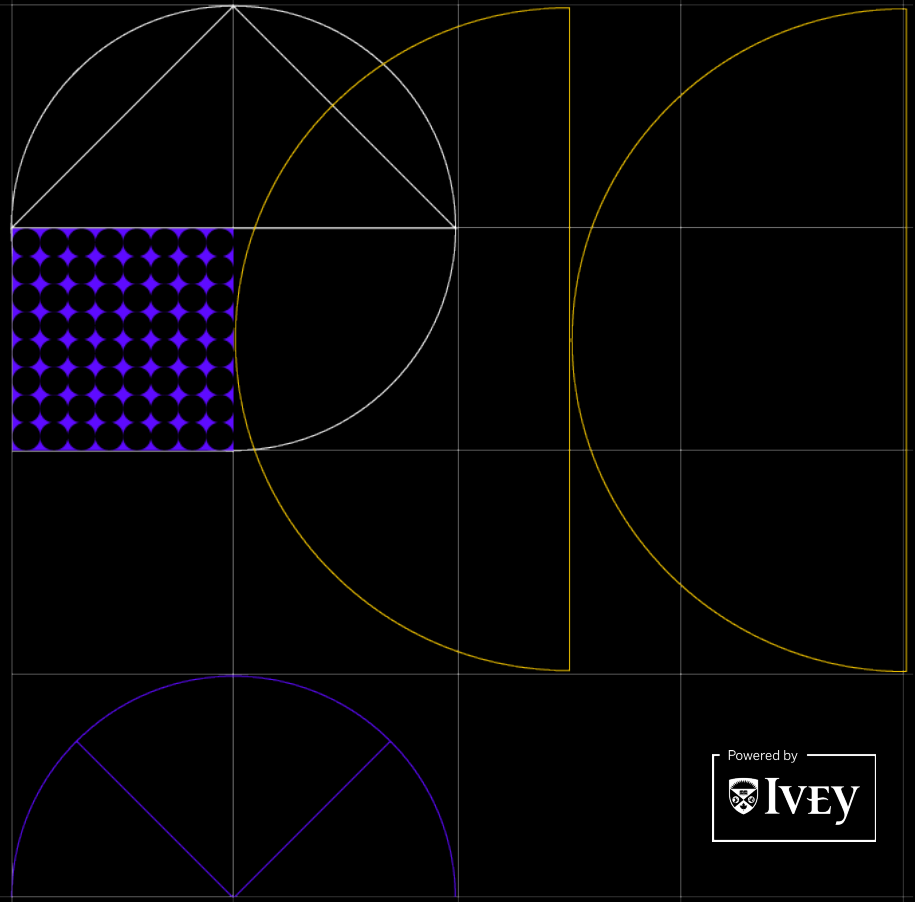


**INNOVATION
NORTH**

SESSION 14 SLIDES

**LEADING
INNOVATION TEAMS**





Leadership in an Exponentially-Changing World

What do I do now?

X-teams and Distributed Leadership

Deborah Ancona



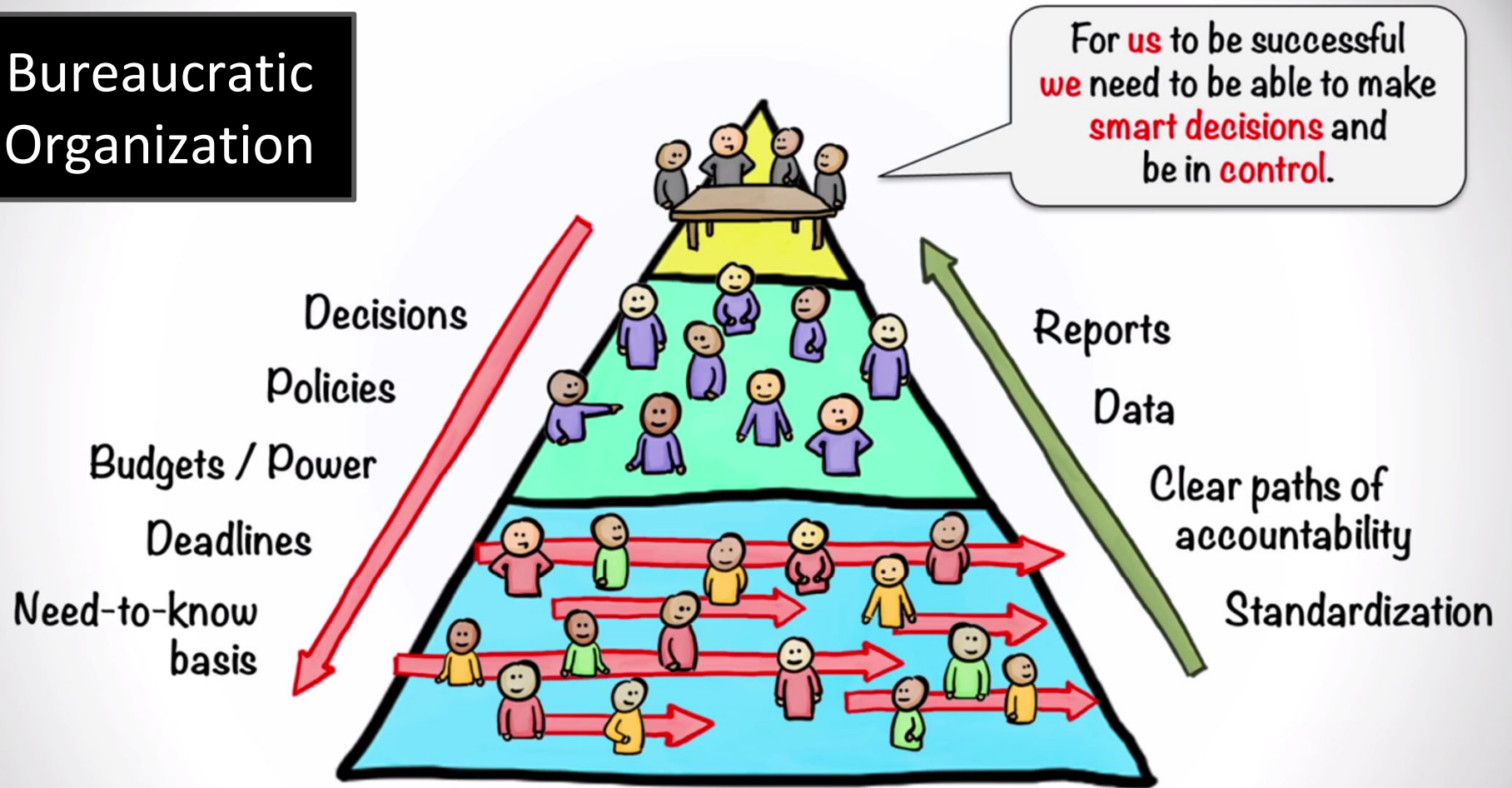
THE
OLD...

complex
specialization
formalization
rules
red.tape
authority
slow
obedience
siloes
efficient
inflexible
bureaucracy
command&control
hierarchy rigid

THE
NEW...

collaborative
distributed
networked
adaptive
low-formalization
agile
customer-centric
fluid
self-organizing
decentralized
fast
flexible
nimble
team-centric
cross-functional

Bureaucratic Organization



Nimble Organization

Strategic mindset
High self-efficacy
xTEAM activity

Coach
Connect
Communicate
Remove obstacles

Purpose & values
Simple rules
Small bets
Funneling
Distributed risk mgmt.

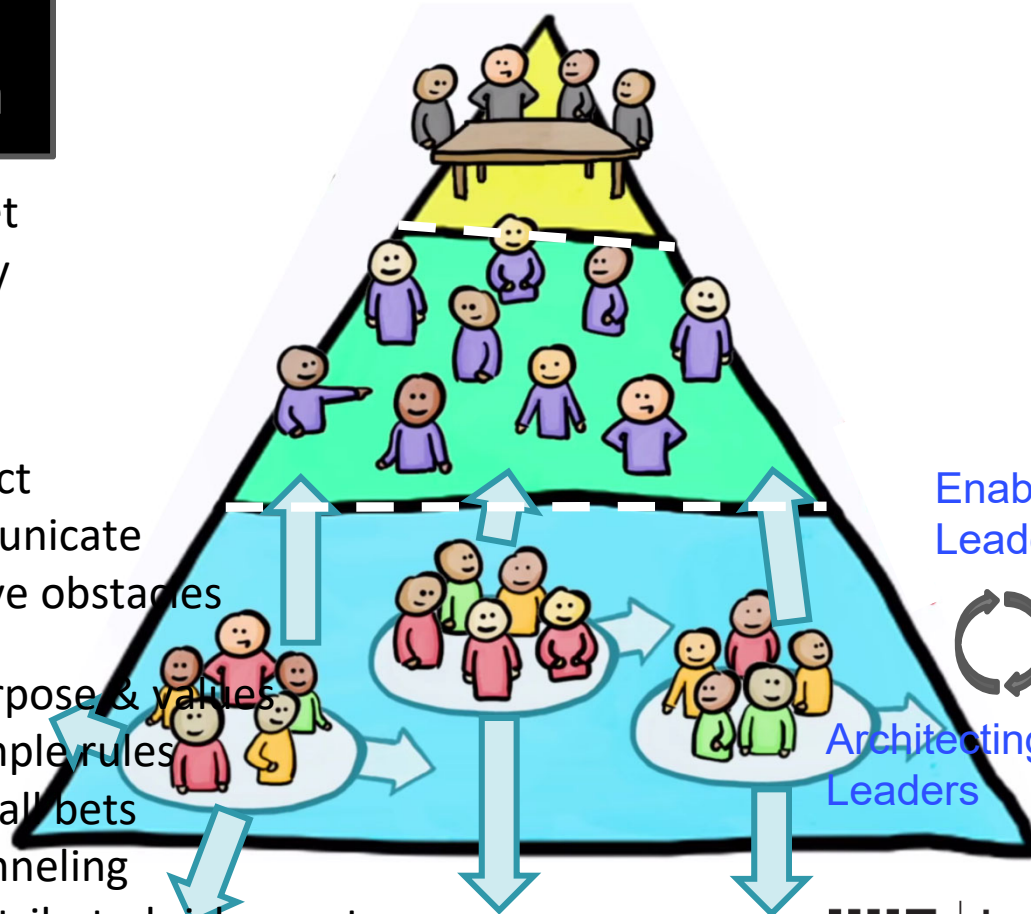
Entrepreneurial
Leaders



Enabling
Leaders

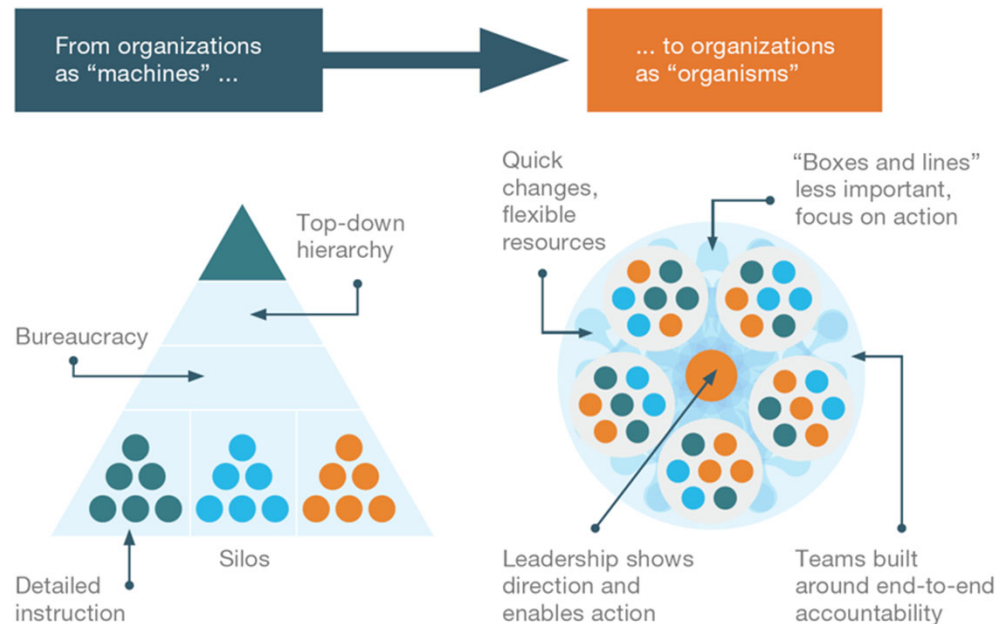


Architecting
Leaders



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TEAMS: THE CORE BUILDING BLOCK FOR NIMBLE ORGANIZATIONS



McKinsey&Company

WHAT KIND OF TEAM DO YOU NEED TO HAVE A VICTORY?



xTEAMS...
engine of change...
kernel of distributed/nimble
leadership

What Do YOU Think Accounts for Strong Team Innovation & Performance?

THE TRADITIONAL TEAM MODEL

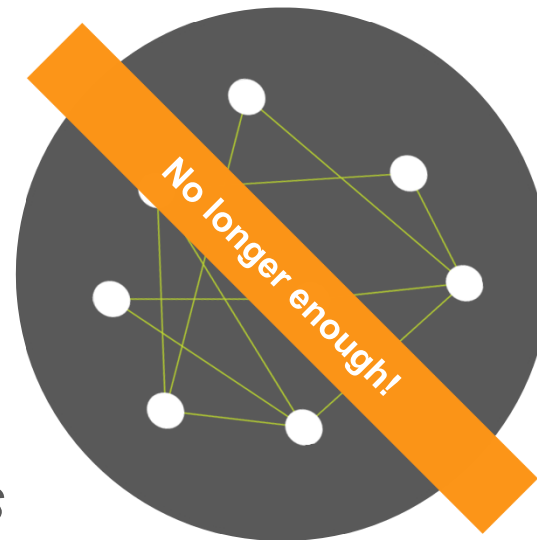
Focus on team:

... *Goals*

... *Roles*

... *Processes*

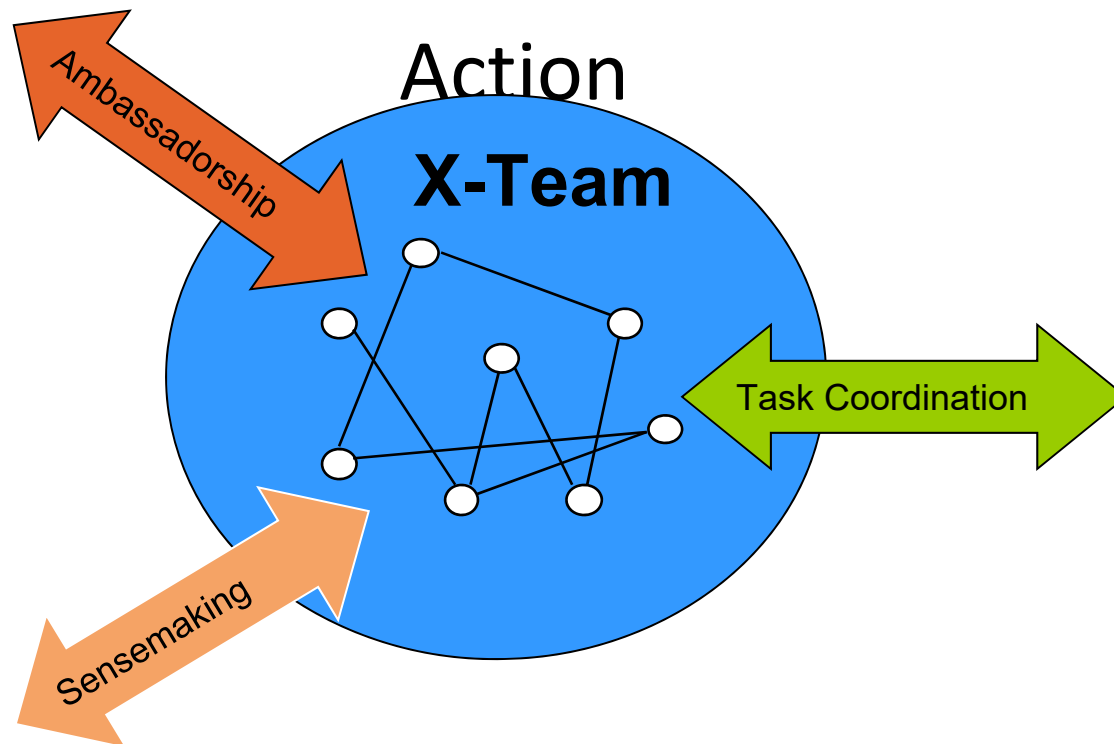
... *Interpersonal relationships*



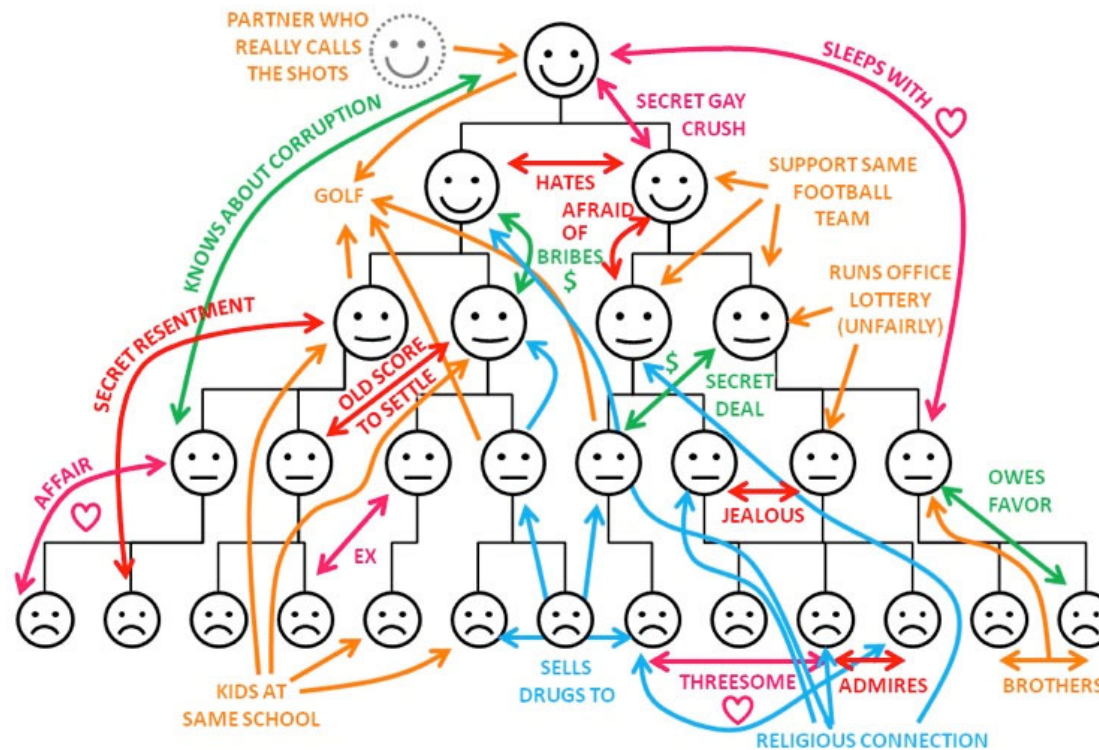


What is an X-Team?

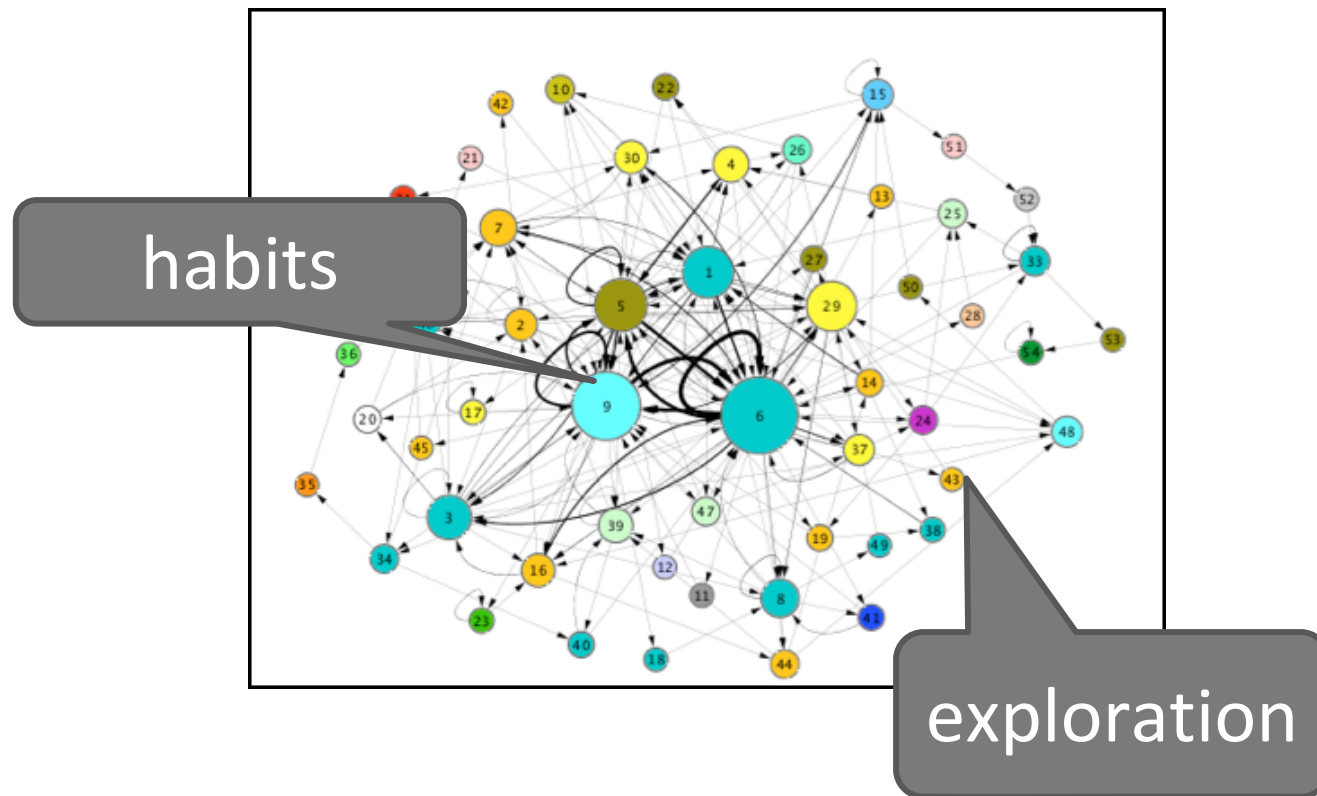
External Action



THE REAL ORGANIZATION CHART



HUMAN FORAGING

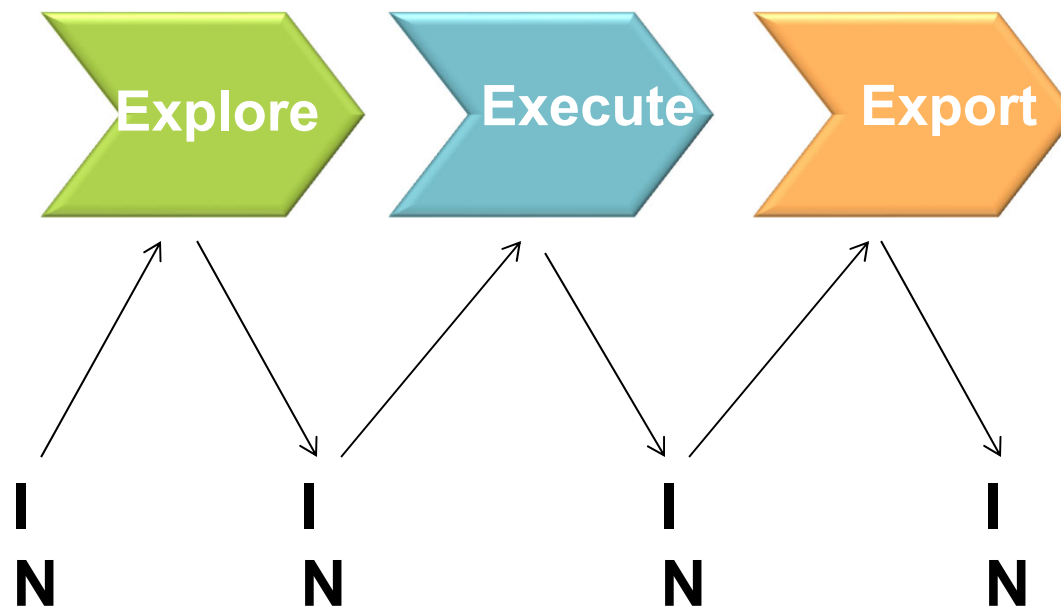


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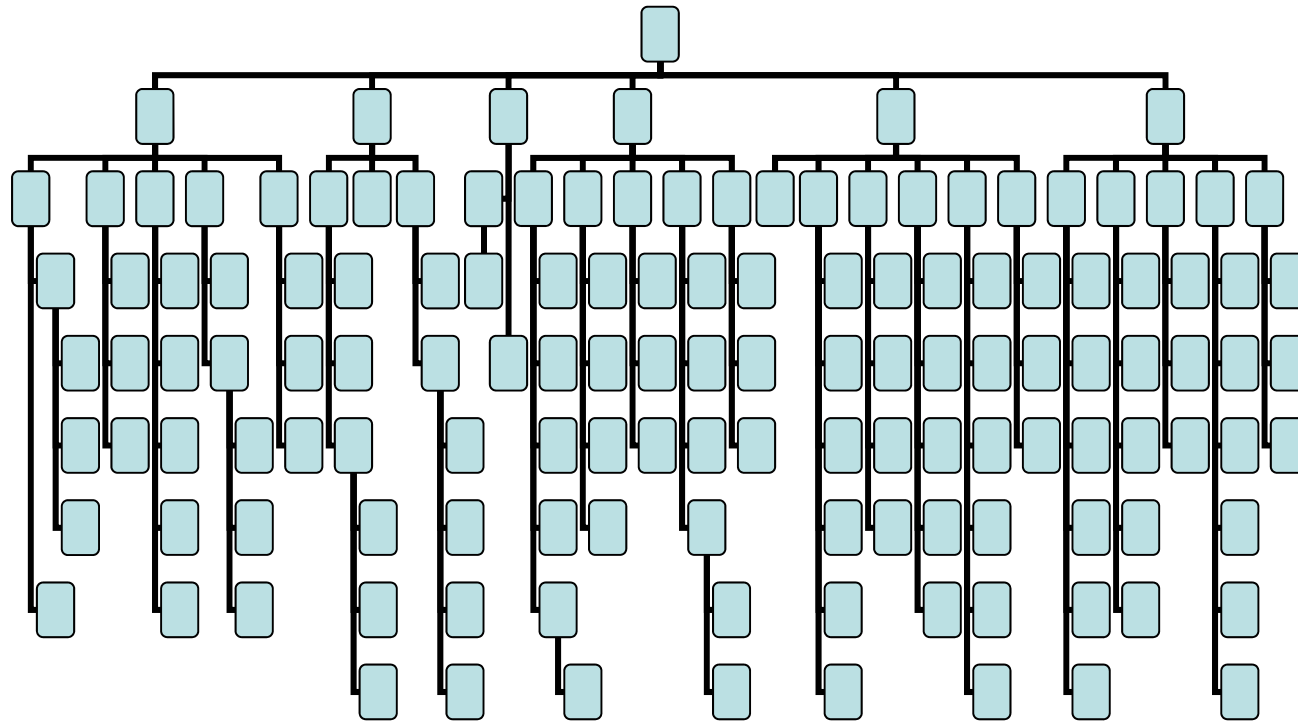


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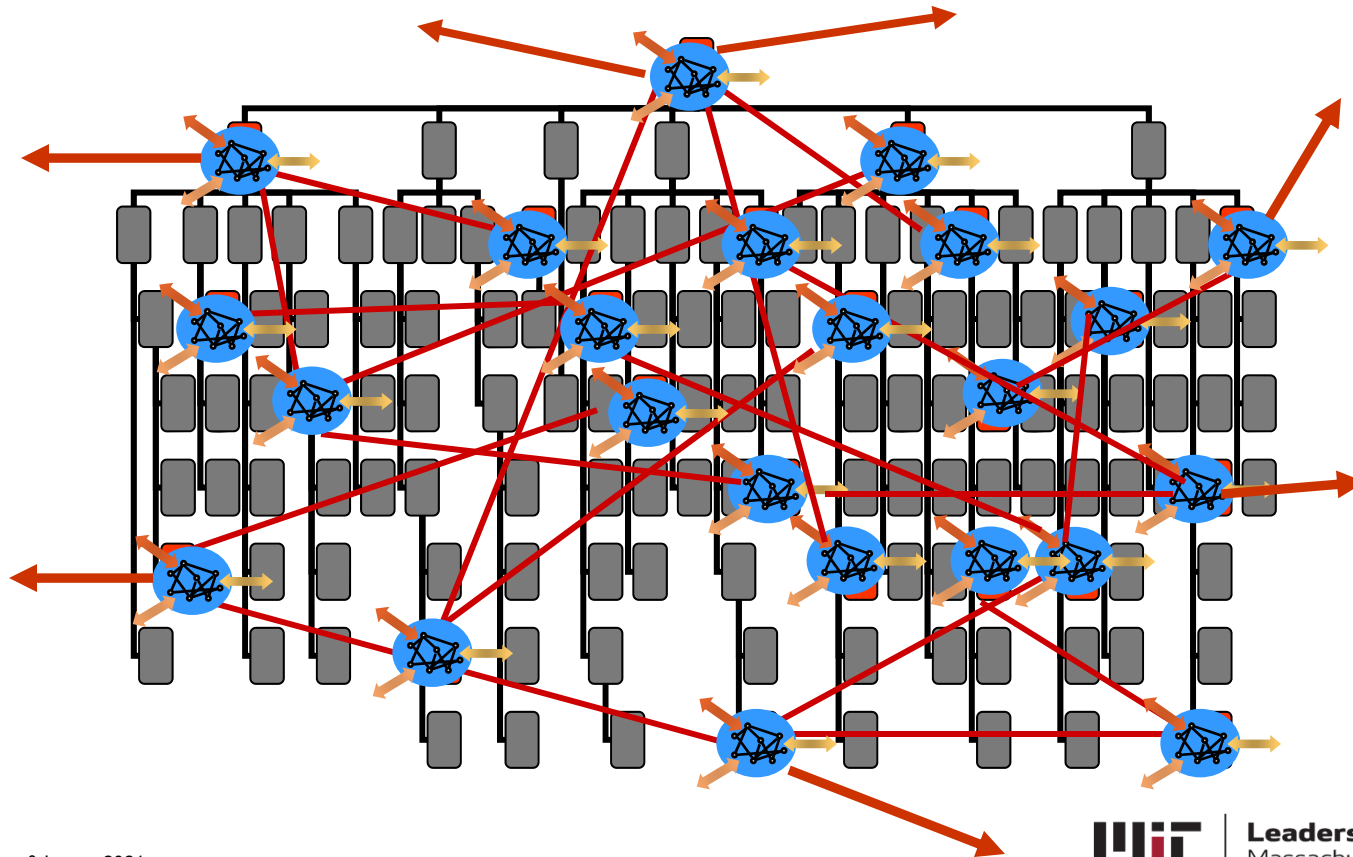
X-TEAMS...FLEXIBLE PHASES



HOW DO YOU SHIFT TO BE MORE NIMBLE?



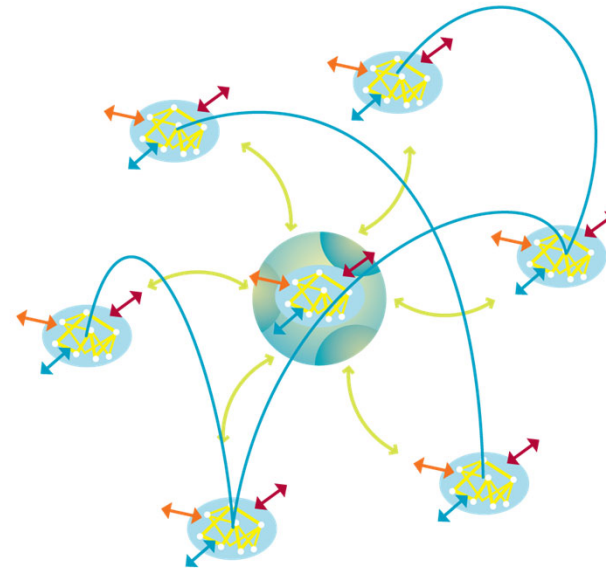
XTEAMS: AN INFRASTRUCTURE FOR INNOVATION



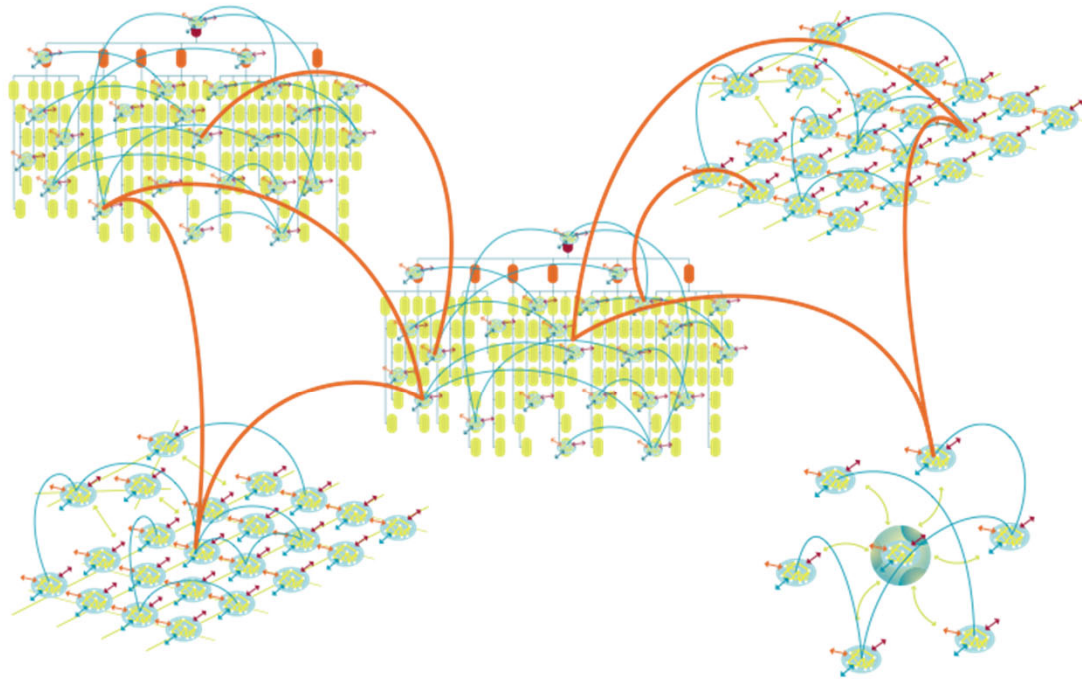


xTEAMS...
Nimble leadership
in action.

- Outwardly focused
- Strategically linked
- Innovation & execution
 - Infrastructure of innovation



DISTRIBUTED LEADERSHIP ACROSS ORGS



MIT Leadership Center

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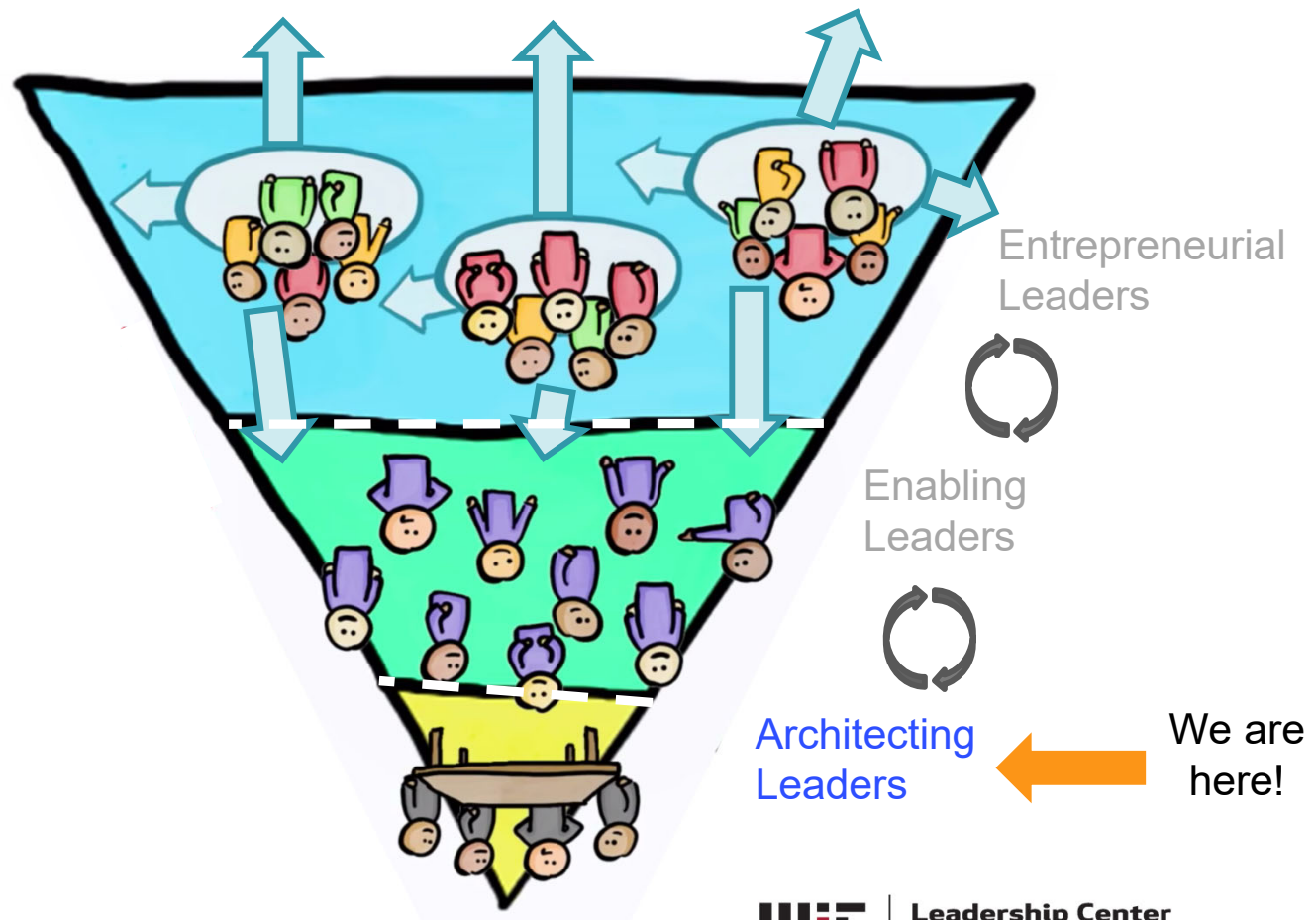


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XTEAM EXERCISE: IN TEAMS...

- 1. What did you learn about teams, innovation, and nimble?**
- 2. How might you “x-ify” your organization? Will you focus on a new team, an existing team, or a set of teams?**
- 3. How can you carry out sensemaking, ambassadorship, and task coordination? How can work on explore, execute, and export?**

Nimble Organization



WHAT IS CULTURE?

An organization's culture is the shared **assumptions, values and beliefs** that govern how people behave in it.

Cultures vary with respect to the **unwritten rules about how to act and what is important**, e.g., innovation, risk, efficiency, customer needs, employee development, or financial targets.

Culture is formed early in an organization's history and evolve slowly based on successes and failures, change efforts and leadership.





"Pursue something so important that even if you fail, the world is better off with you having tried."

TIM O'REILLY. 



Note: The O'Reilly conference room at HubSpot is named after Tim.

THE HubSpot CULTURE CODE

1. We commit maniacally to both our **mission** and **metrics**.
2. We look to the long-term and **Solve For The Customer**.
3. We **share openly** and are **remarkably transparent**.
4. We favor **autonomy** and take **ownership**.
5. We believe our best perk is **amazing people**.
6. We dare to be **different** and question the status quo.
7. We recognize that **life is short**.



We encourage
experimentation.

Better to try and
sometimes fail
than to sit
tight and...
fail for sure.



ARCHITECTING A NIMBLE CULTURE

Stepping up
& out to lead

Promoting
autonomy &
innovation

Creating an
innovative learning
environment

Including
others

CULTURE CARD EXERCISE

1. Individually, download and fill out the xLEAD culture card exercise. This will mean going through the exercise and indicating:
 - Which attributes characterize your org now?
 - Which attributes do you wish your org had?
 - If you could pick just 3 things to change in the near-term what would you choose?
2. In teams, go around and share your individual cultural analysis. For each person brainstorm some initial thoughts on how to make your changes a reality.

STEPPING UP AND
OUT TO LEAD

1

People are confident
in their ability to lead



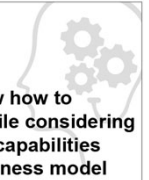
4

People experiment
with new approaches
to work



5

People know how to
innovate while considering
customers, capabilities
and the business model



SETTING UP FOR
INNOVATION

6

Teams form
and reform as new
opportunities emerge



9

Decisions are
made with a high
level of transparency



10

People at all
levels can sense and
seize new opportunities



CREATING THE
CULTURE

12

In this culture,
cheating, lying and
deceptive practices are
not tolerated



14

There is a
culture of learning
from mistakes - not
punishing people for them



16

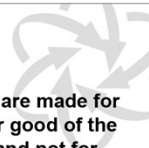
Coaching and
people development
is a priority



INCLUDING
OTHERS

18

Decisions are made for
the greater good of the
company and not for
personal or political gain



19

People respect
diverse views
and backgrounds



21

People feel
appreciated
and valued



INSPIRING

Wow

Wow, and lives
on the wall

Wow, and lives
in the water

Meh

Meh, and lives
on the wall

Meh, and lives
in the water

Lives on the wall

ACTIONABLE

Lives in the water

What do you do at KPMG?

WE GO GREEN.

KPMG's with C of environ

Frank Erickson

KPMG

What do you do at KPMG?

I ADVANCE SCIENCE.

The financial management and property reporting services KPMG provides to the National Science Foundation help make important climate research in the Antarctic possible.

KPMG. You're here for a purpose.

NATIONAL WINNER 10,000 STORIES CHALLENGE

Nikki Reid

KPMG

Inspire confidence. Empower change.

What do you do at KPMG?

I POWER INNOVATION.

Before the world's largest cloud service providers and Fortune 500 technology companies launch new products, they turn to the tax advice of the forward-thinking professionals at KPMG.

What do you do at KPMG?

WE RESTORE NEIGHBORHOODS.

KPMG audits development programs that contribute to the revitalization of low-income communities in Boston, opening new possibilities for every resident.

KPMG. We're here for a purpose.

NATIONAL WINNER 10,000 STORIES CHALLENGE

John Hession Stephanie Gallagher John Healey Greg Driscoll

KPMG

Inspire confidence. Empower change.

What do you do at KPMG?

I HELP FARMS GROW.

When family farms and ranches need

What do you do at KPMG?

WE HELP NATIONS HEAL.

After the tragic events of 9/11, KPMG teams worked around the clock to monitor the cleanup, helping the city track \$9 billion in expenses and laying the foundation for recovery.

KPMG. We're here for a purpose.

KPMG

Inspire confidence. Empower change.

Alec Dalton's Line-up at The Ritz Carlton Corporate Office





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Ritz Carlton Gold Standards

2. I am always responsive to the expressed and unexpressed wishes and needs of our guests.

3. I am empowered to create unique, memorable and personal experiences for our guests.

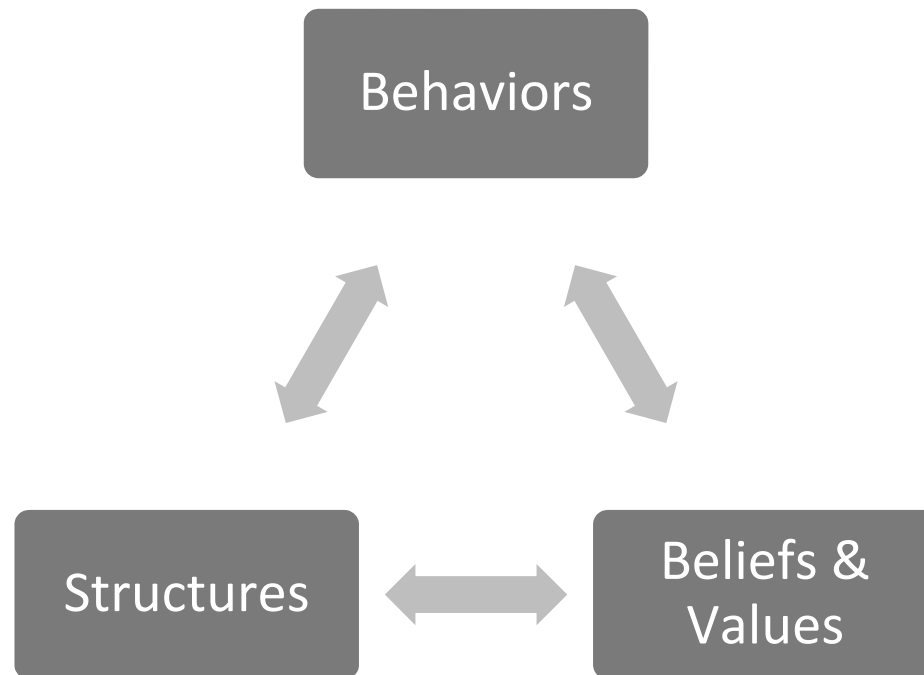
8. I have the opportunity to continuously learn and grow.

Have fun, get as creative as they can, tap into those natural talents...“not many organizations encourage, allow it, and celebrate it.”



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CULTURE & CULTURE CHANGE



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MENU OF POSSIBLE CHANGES

Behaviors

- Storytelling
- Focus on Big Impact Projects
- Practice a Learning Mindset
- External Sensemaking
- Implement best ideas
- Distributed Leadership
- Communicating Success

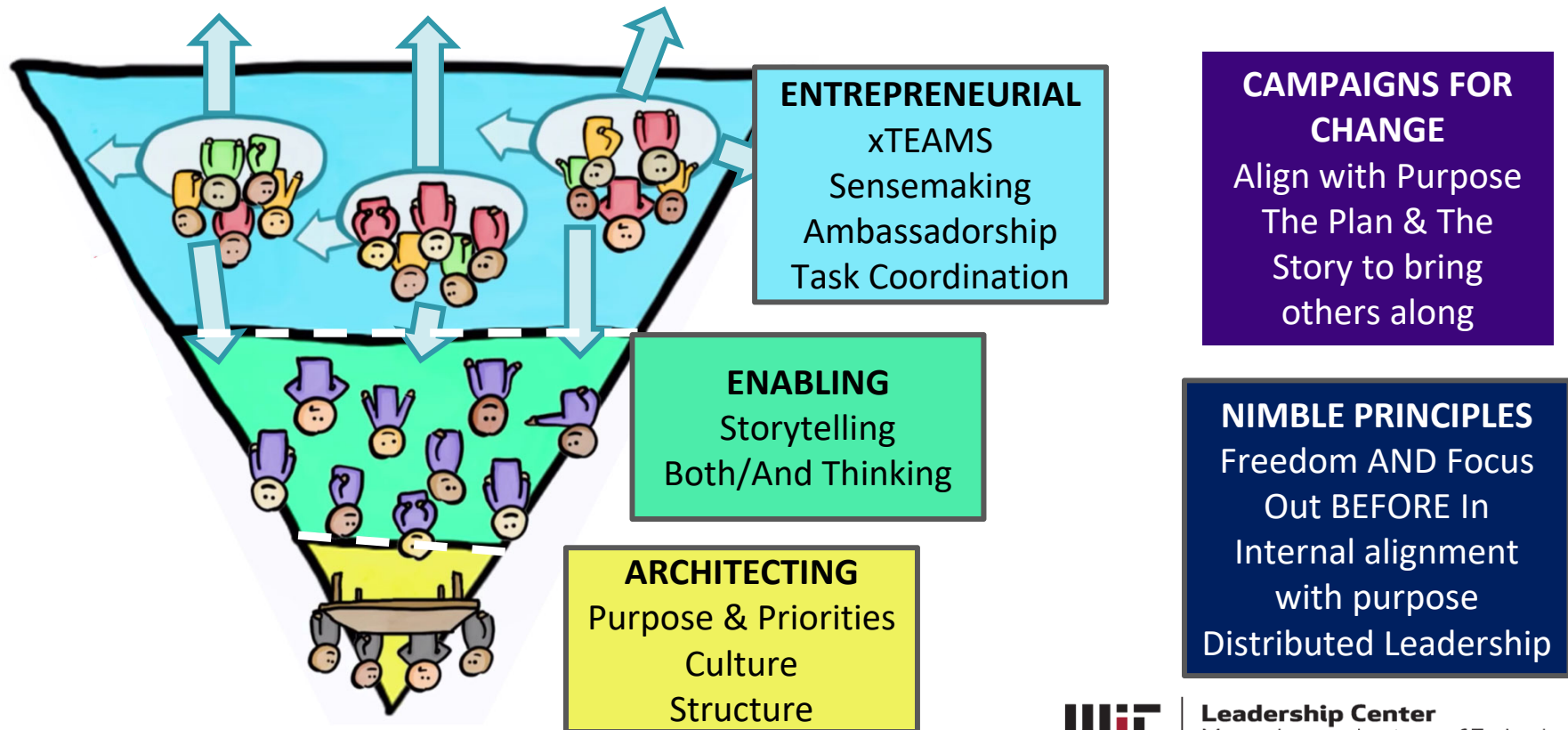
Structures

- Morning story tied to culture
- Simple rules—only over \$500M
- Give feedback at the end of meetings; share a mistake and what you learned
- Interview one external stakeholder each week/invite a customer to a meeting
- Funneling
- Rotate meeting management
- Briefings, presentations

CULTURE CARD EXERCISE CON'T

1. Individually, add to your list of things you might want to change going forward.
 - Consider the behaviors and structures you want to change.
 - Consider how to embed them in day-to-day activities.
 - How will you communicate the change? What is the dream of what can be done and the nightmare if nothing is done?
2. In teams, go around and share your enhanced plan for change. Coach each other on how to make the change a reality.

NIMBLE LEADERSHIP...OUR JOURNEY SO FAR

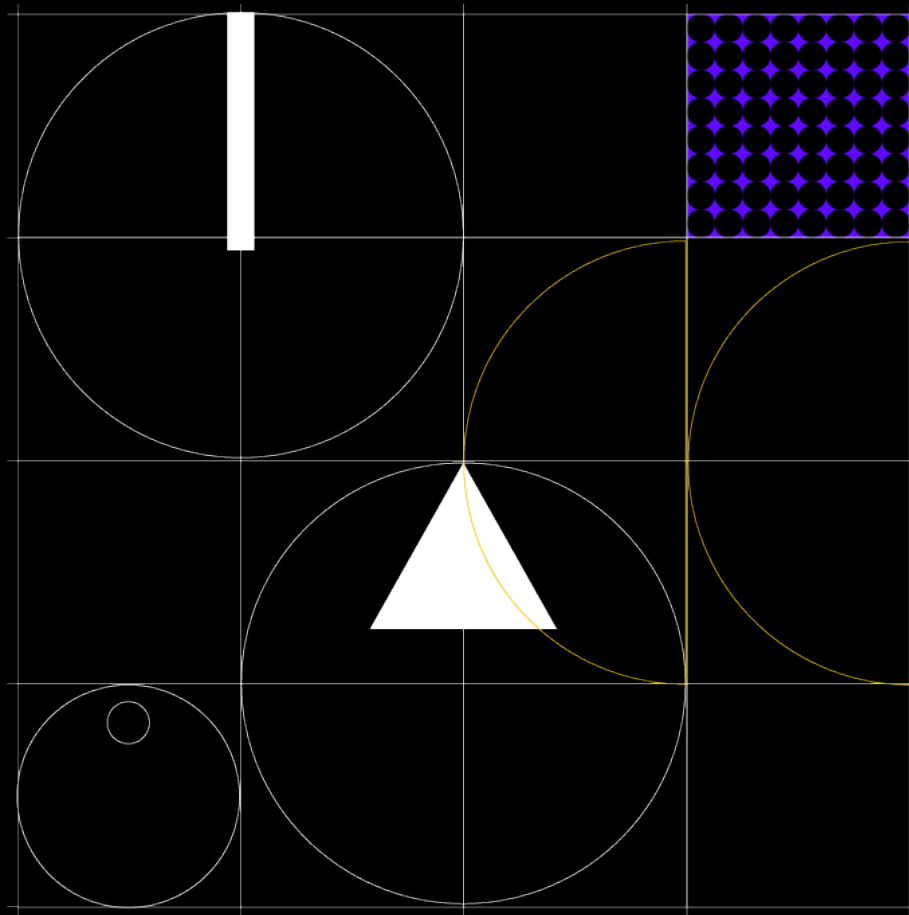


XTEAM QUESTIONS

- **Sensemaking:** Do you need to learn more about new technologies, competitors, customer needs, market changes?
- **Ambassadorship:** Do you need to advocate for your team's ideas, align among senior leadership, get buy-in from above or below, get more resources, map your political allies and adversaries?
- **Coordination:** Do you need to better link to suppliers, upstream activity, downstream activity, other functions?

QUESTIONS FOR LEADING CHANGE

- 4 Do enough people share a sense of urgency?
- 5 What changes are we proposing and how do they fit with our patient's needs and our firm's strategic priorities?
- 6 What obstacles will we face and how will we remove them?
- 7 How can we communicate the vision, the plan, and the progress?
- 8 Where are the quick wins and where do we go next to keep the momentum?
- 9 How will we make the change “stick” and become part of the culture?



Innovating for a better future.

innovationnorth.ca

**INNOVATION
NORTH**

