

What the **agile corporation** can learn from **entrepreneurs**

MSD – Inventing for life

Marts 5th, 2020

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Agenda

01

Learn to see

02

Learn to act

03

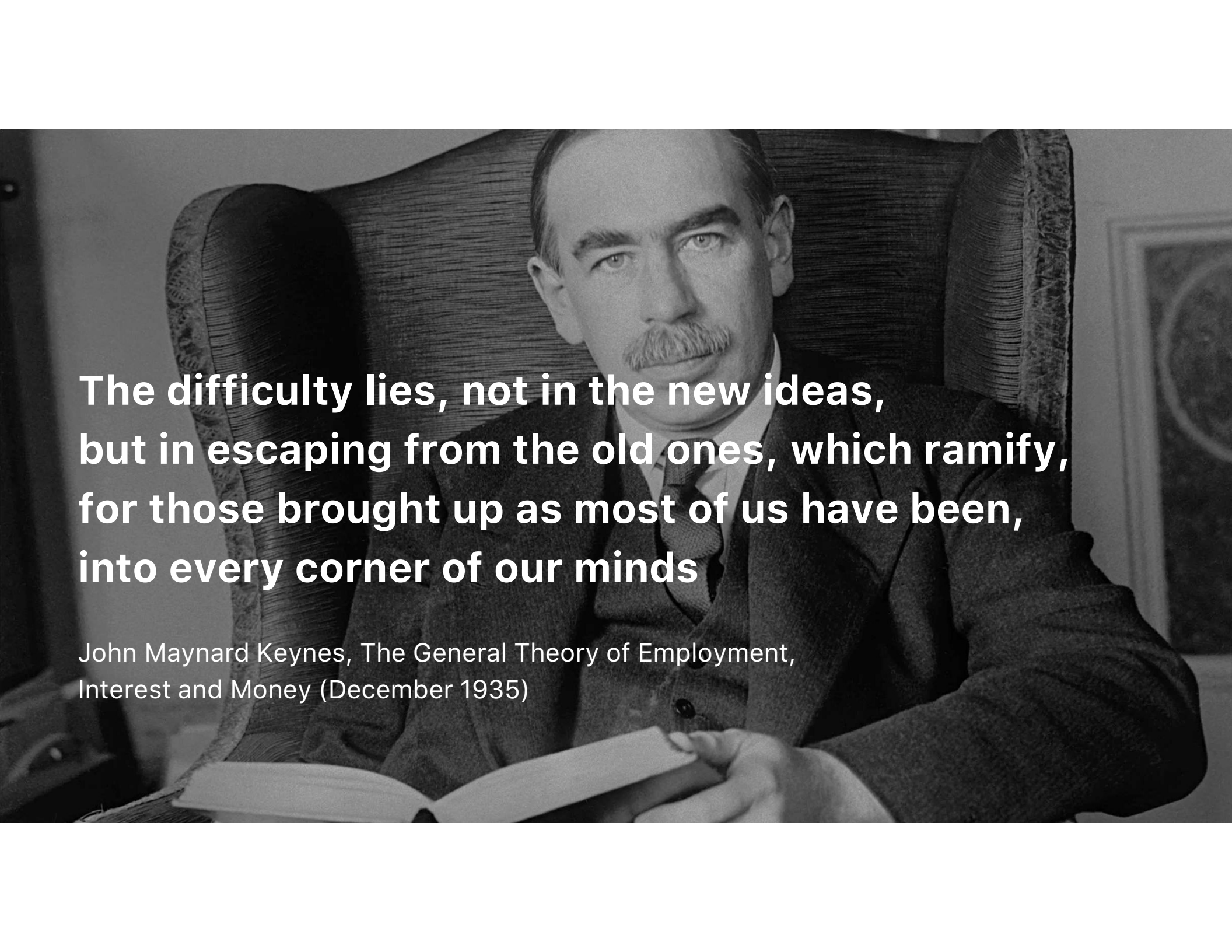
Entrepreneurial methods

04

Culture and intrapreneurship

Agenda

- 01 **Learn to see opportunities**
- 02 **Learn to act on opportunities**
- 03 **Entrepreneurial methods**
- 04 **Culture and intrapreneurship**

A black and white photograph of John Maynard Keynes. He is seated in a large, high-backed armchair, looking directly at the camera with a serious expression. He has a mustache and is wearing a dark suit, a white shirt, and a patterned tie. His hands are resting on an open book held in his lap. The background is slightly out of focus, showing a framed picture on the wall to the right.

**The difficulty lies, not in the new ideas,
but in escaping from the old ones, which ramify,
for those brought up as most of us have been,
into every corner of our minds**

John Maynard Keynes, *The General Theory of Employment,
Interest and Money* (December 1935)

Your first idea ...

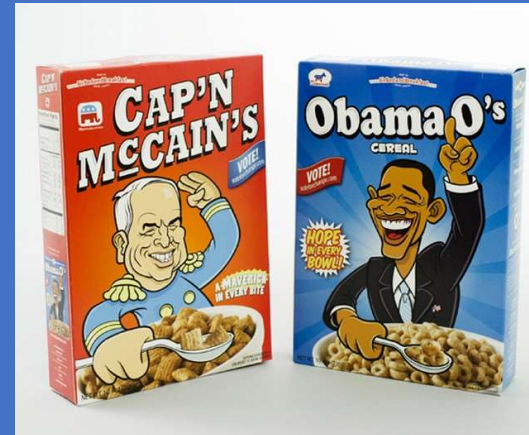
is often bad ...

and that is OK

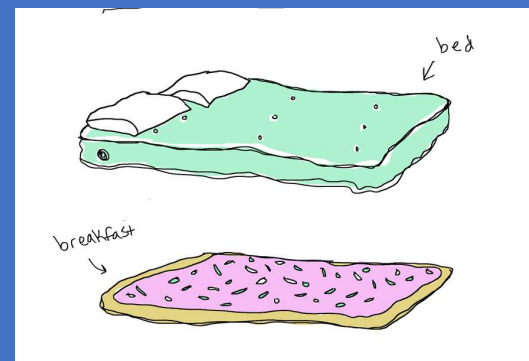
01



03



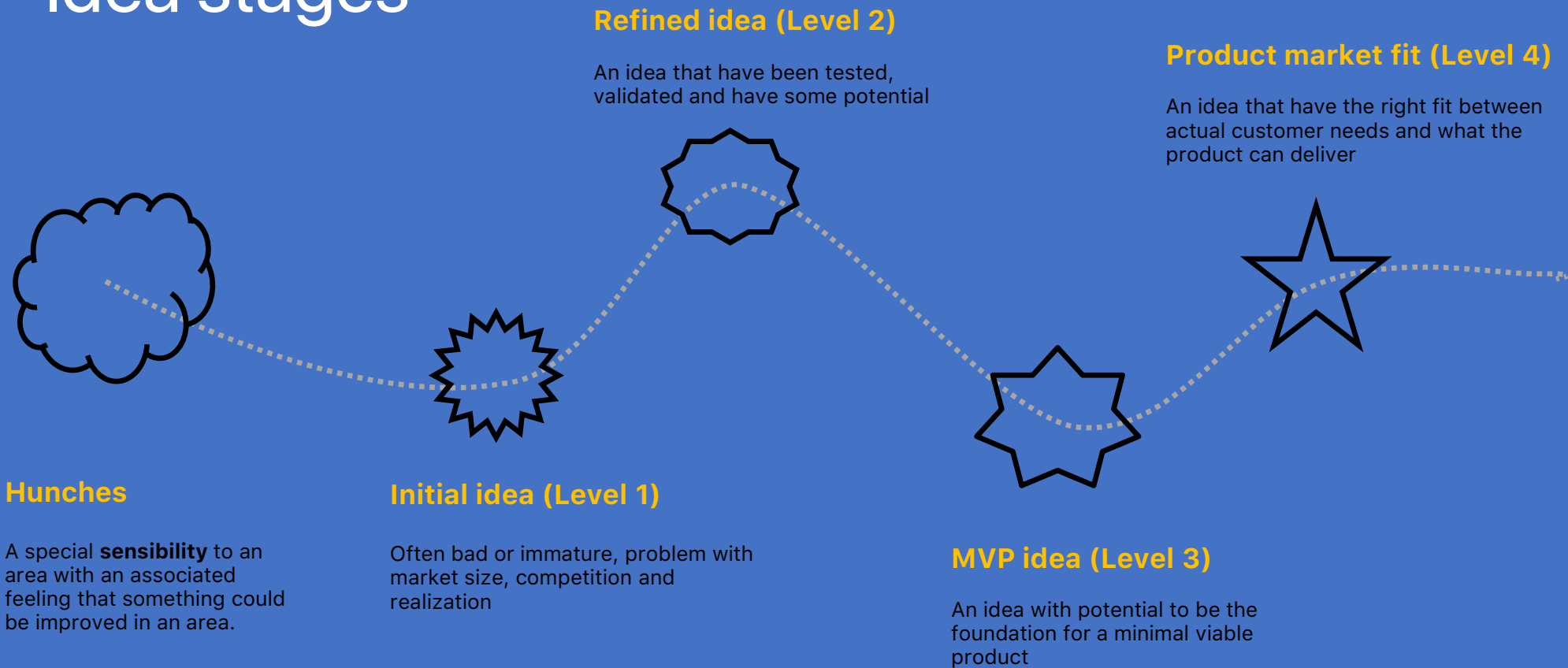
02



Main point

“It takes effort to make a good idea”

Idea stages



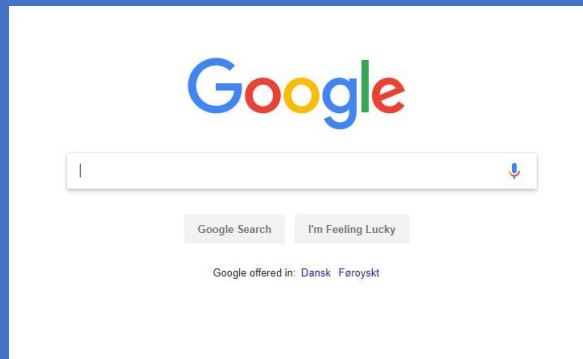
Brainstorming



4

alternative models for working with ideas

Exercise



Your project



Chose either Google or your own case

How can you create a 7-star experience?

7-star design by AirBnb

A lot better than expected



Better than expected



Expected good service



Less than expected or behind
the competitors' offerings



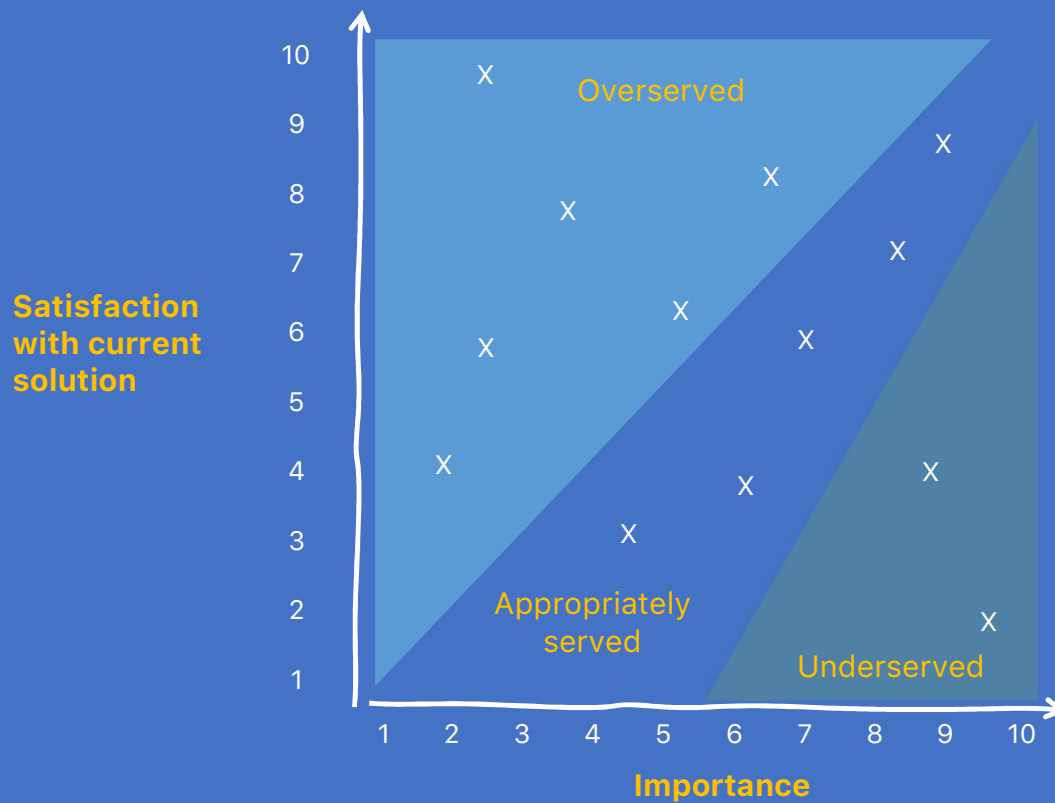
Triggers viral loops

Pushes expectations



<https://www.youtube.com/watch?list=PLnsTB8Q5VgnVzh1S-VMCXiuwJgIk5AV--&v=W608u6sBFpo>

Opportunity landscape model



X = average of input from user tests

Ref: Modified from Outcome driven innovation (Strategynstrategyn.com)

Kite Invent

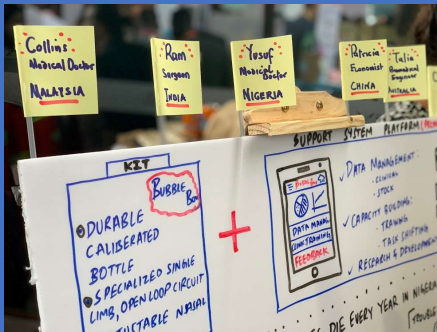
Technology enablers – Next Framework



- 01 Giving a hammer – find all the nails
- 02 X+Y Fusion of the dissimilar
- 03 X^d Extend it to next dimension
- 04 Giving a problem – find other solution
- 05 Make it "adjective" (better, faster, smarter ...)
- 06 X-op – Do exactly the opposite

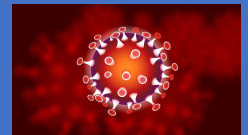
Ref: How to Think Like an MIT Media Lab Inventor: Ramesh Raskar

Create diversity and monitor change



Why has it not been exploited already?

Opportunities that is not visible for everybody



How do new opportunities arise?

1. New technology
2. Inefficiencies – information asymmetry (time, geography)
3. Societal changes (political, demographic, regulatory)



Ref: Shane and Venkataraman, 2000, The promise of entrepreneurship as a field of research

Summary: working with ideas

- 01** Your first idea is often bad – it takes effort to create a good idea
- 02** 7-star design
- 03** Opportunity landscape
- 04** Next framework
- 05** Diversity and monitoring change

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Increase your speed



01

Personal initiative

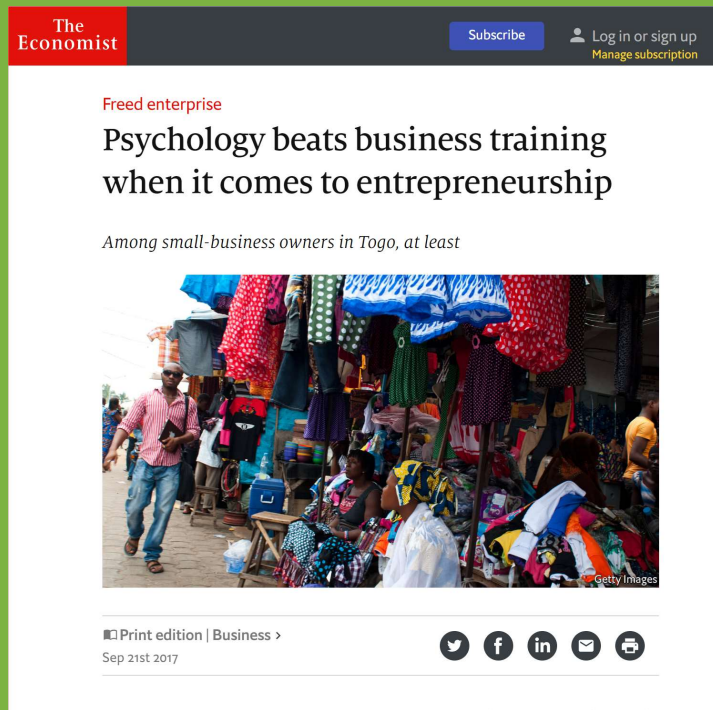
02

Self efficacy

03

Creative confidence

Personal initiative training



In Togo, training participants increased their level of **profits** by **30 %** within two years

Profit growth in Togo was **2.70 times higher** than after attending a traditional business training

Personal initiative

Self-starting

Not just goals that are taken over from others — setting higher goals (growth goals)

Proactive

Anticipate future opportunities and problems and convert them into goals

Overcome barriers / redefinition of tasks

Protect goals when frustrated or taxed by difficult environment or complex goal structure

Locus of control



External locus of control



Internal locus of control

Self-efficacy



Self-efficacy

refers to an individual's **belief** in his or her ability to **exert control** over one's own motivation, behavior, and social environment to produce specific performance **results**

Reference: Bandura, 1977, 1986, 1997.

Improving self-efficacy

Experience

Success raises self-efficacy, while failure lowers it.

Modeling

When we see someone succeeding, our own self-efficacy increases; where we see people failing, our self-efficacy decreases.

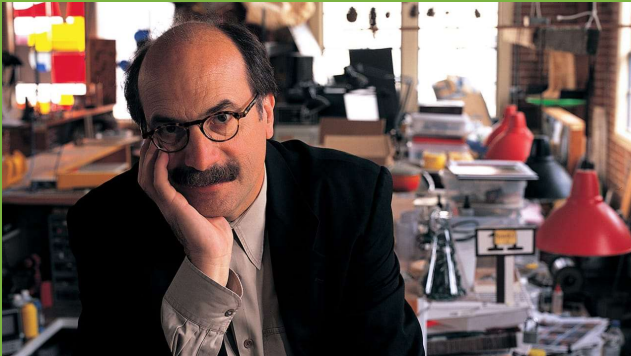
Social persuasion

Social persuasion generally manifests as direct encouragement or discouragement from another person.

Physiological factors

In stressful situations, people commonly exhibit signs of distress: shakes, aches and pains, fatigue, fear, nausea, etc.

Creative confidence



People come to Stanford University's "d.school" to develop their creativity.

We've learned that our job isn't to *teach* them creativity.

It's to help them **rediscover their creative confidence**—the natural ability to come up with new ideas and the courage to try them out.

Method

We do this by giving them strategies to get past four fears that hold most of us back

Reference: David Kelley, Stanford, IDEO

Play – John Cleese

Hvor mange kirurger ...?

<https://www.youtube.com/watch?v=Pb5oIIPO62g>



Fear #1: the Messy Unknown

Get out of the office

Creative thinking in business begins with having empathy for your customers and you can't get that sitting behind a desk.

You must deal with unexpected findings, with uncertainty, and with irrational people who say things you don't want to hear. But that is where you find insights—and creative breakthroughs



Fear #2: Being Judged

Safe environment

If the scribbling, singing, dancing kindergartner symbolizes unfettered creative expression, the awkward teenager represents the opposite: someone who cares—*deeply*—about what other people think.

Most of us accept that when we are learning, say, to ski, others will see us fall down until practice pays off.

But we can't risk our business-world ego in the same way.



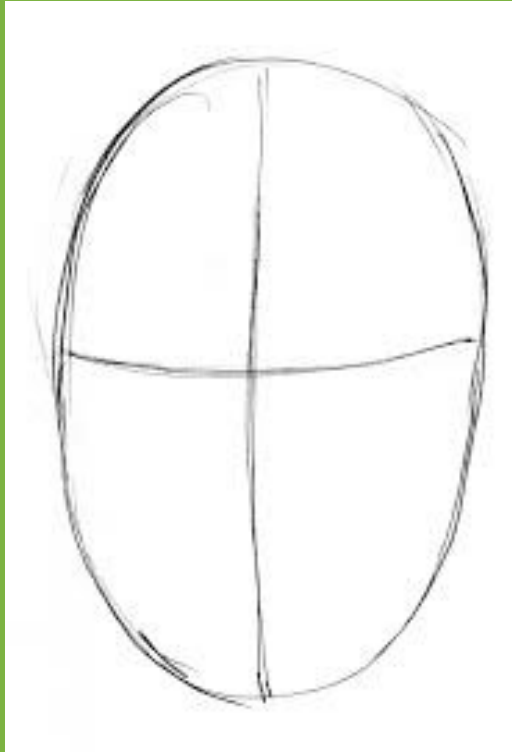
Exercise

Grab a piece of paper and a pen

Draw the person sitting next to you
You have 60 seconds

GO!

Show your results...



Fear #3: the First Step

Don't get ready, get started!

Creative efforts are hardest at the beginning.

- The writer faces the blank page;
- businesspeople, the first day of a new project.

Take small steps

The first step will seem much less daunting if you make it a tiny one and you force yourself to do it *right now*. Rather than stalling and allowing your anxiety to build...



Fear #4: Losing Control

Cede control and leverage different perspectives

Confidence doesn't simply mean believing your ideas are good.

It means having the humility to let go of ideas that aren't working and to accept good ideas from other people.

When you abandon the status quo and work collaboratively, you sacrifice control over your product, your team, and your business.

But the creative gains can more than compensate.



Summary: Increase your speed

Central concepts

Locus of control

Self-efficacy

Creative confidence

Personal Initiative

Self efficacy training

Experience

Social Modeling

Social persuasion

Physiological factors

Creative confidence

Fears of messy unknown

Fear of being judged

Fear of first step

Fear of loosing control

You are not born with being creative or fast acting

It can be trained...

Given the right mindset and culture ...

(Home) Exercise - From idea to market

Start a "bike business"

Go to Alibaba.com

What does a customized bike costs and when can you get it delivered?

https://www.alibaba.com/product-detail/Fast-delivery-MTB-factory-stock-bike_62050293811.html?spm=a2700.galleryofferlist.0.0.381846f333MNUg



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Culture and intrapreneurship

Existing companies versus startups

Innovation in existing companies

People

Money

Brand / Market presence

Existing products

Customers

Knowledge

...

Means

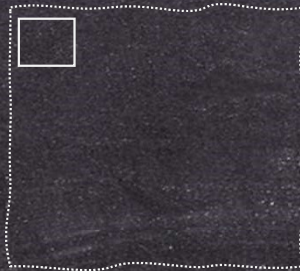


Constraints



Uncertainty low

Playing field defined



Startups

Founders

Idea

Means



Constraints

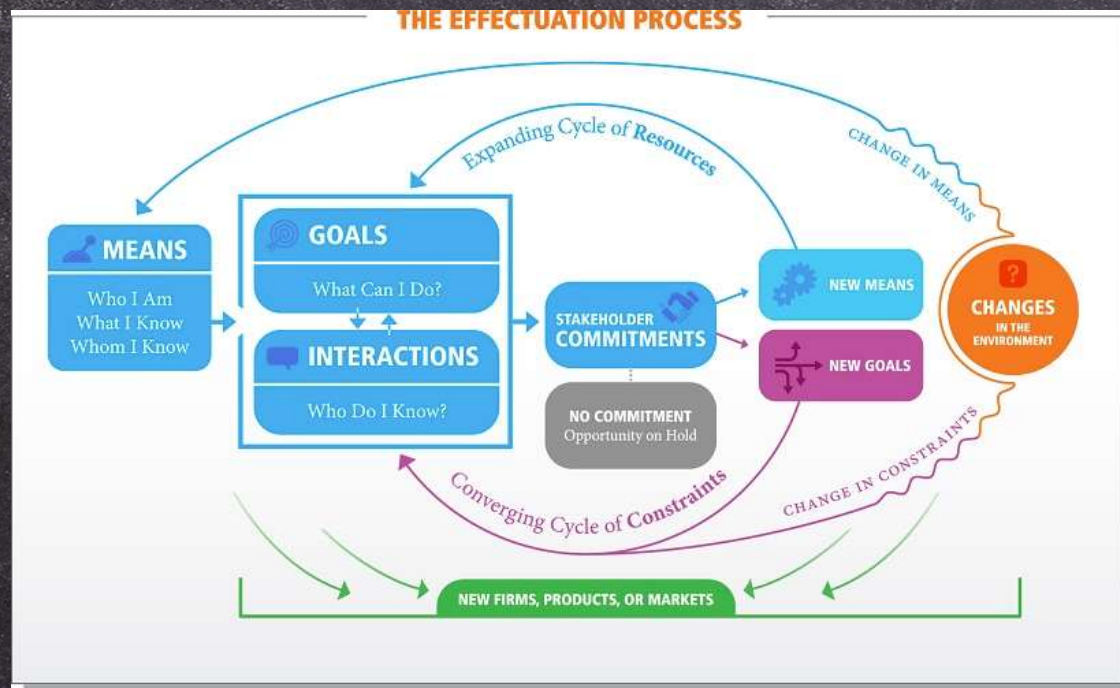


Uncertainty high

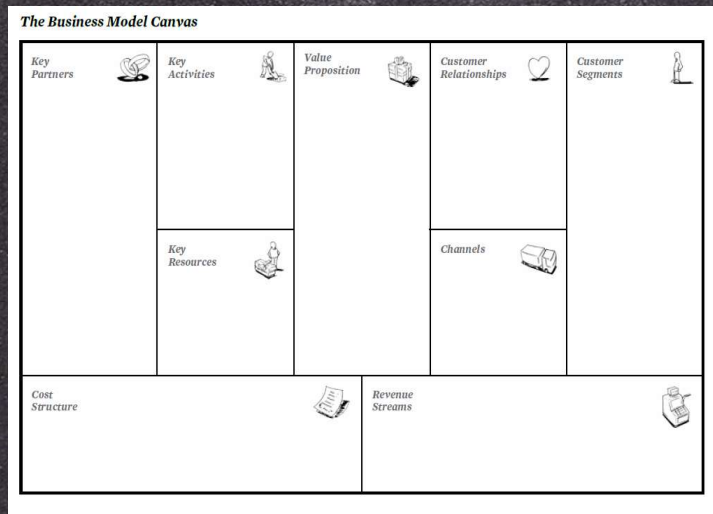
Playing field not defined



Effectuation



Where to start ?



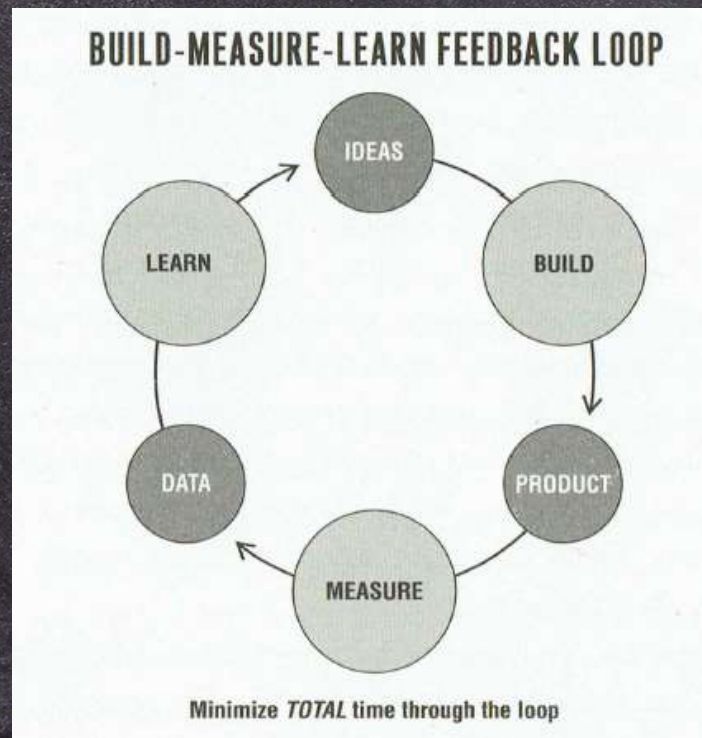
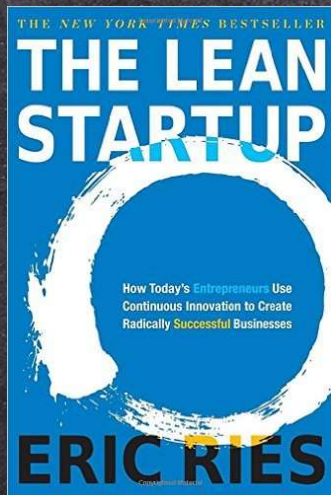
Make a test plan

Describe your business using light weight frameworks e.g. Business Model Canvas

Do not write answers! Write hypothesis

Find out the cheapest/fastest way to test the hypothesis

Build -measure-learn loop



In summary

1. Identify hypotheses



2. Design and execute experiments



3. Setup data-driven learning framework



4. Increase the speed of testing

5. In the process, build new means (and constraints)

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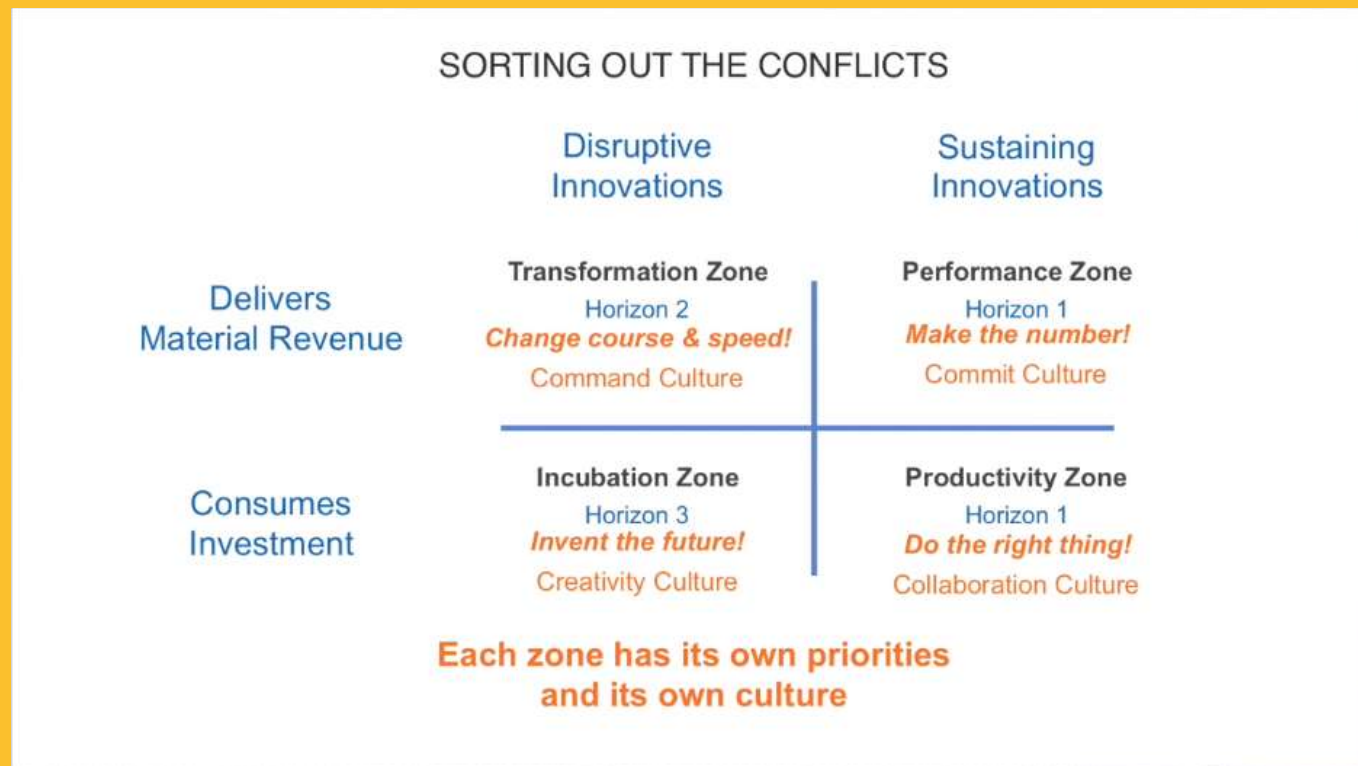
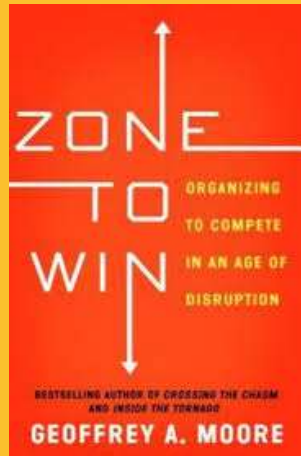
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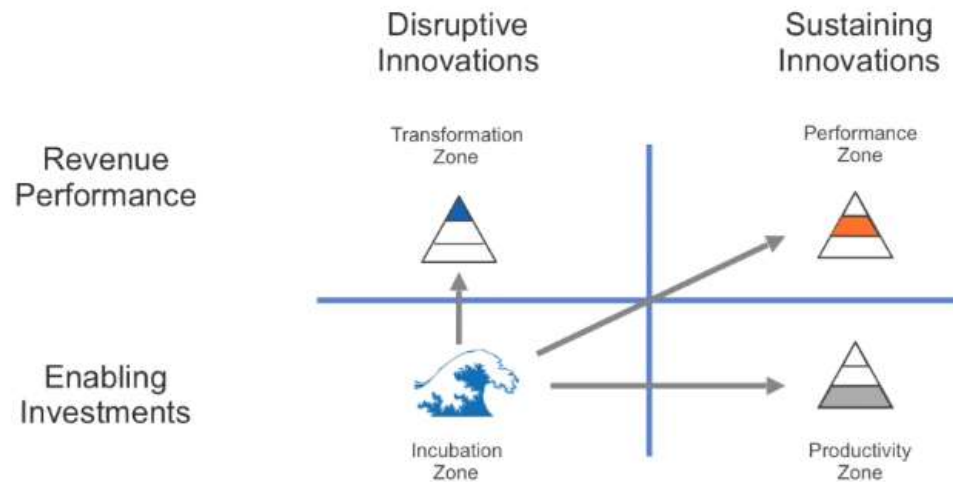
Four zones of innovation



Innovation in all zones

FINAL TAKEAWAY

THREE ROUTES FORWARD



Transformations are the exception, not the rule

Build an innovation culture

01 **Safe** environment

02 From **"Yes, but ..."** to **"Yes and ..."**

03 Identify **"one-way"** versus **"two-way"** decisions

04 Working with the **speed** of the organization and resist and fight pseudo work

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Thank you for your attention

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