



GROWING IN AMERICAS TOGETHER

DIGITAL TRANSFORMATION CHALLENGE FOR
INTERNATIONALIZATION



Agenda

1. Important announcements
2. Agile and innovation
3. Innovation teams
4. Adapting to new ways of working
5. Organisational challenges of innovation
6. Q&A



Important Announcements



The **individual challenge** is due Thursday 26th May



Remember that in the **ConnectAmericas Academy** in the section Topic 4, class 2 this material is available in English, Spanish and Portuguese.



Our next **inspirational session** is tomorrow (25th of May), don't miss it!



If you have any problems, please contact us at:

creciendojuntas@connectamericas.com



This is a learning environment, we come to learn, to make mistakes, to reflect, to change our minds, and **it's all good!**

Catalina Melo

Master in Innovation, with specialization in Strategic Marketing and professional in Communication. Over 13 years of experience in the retail, technology, financial, health, government, and Oil & Gas in Colombia and Spain sector.

Focused on innovation field, from the strategic definition, product roadmaps and insights capture, to the design and launch of innovative solutions for the stakeholders.

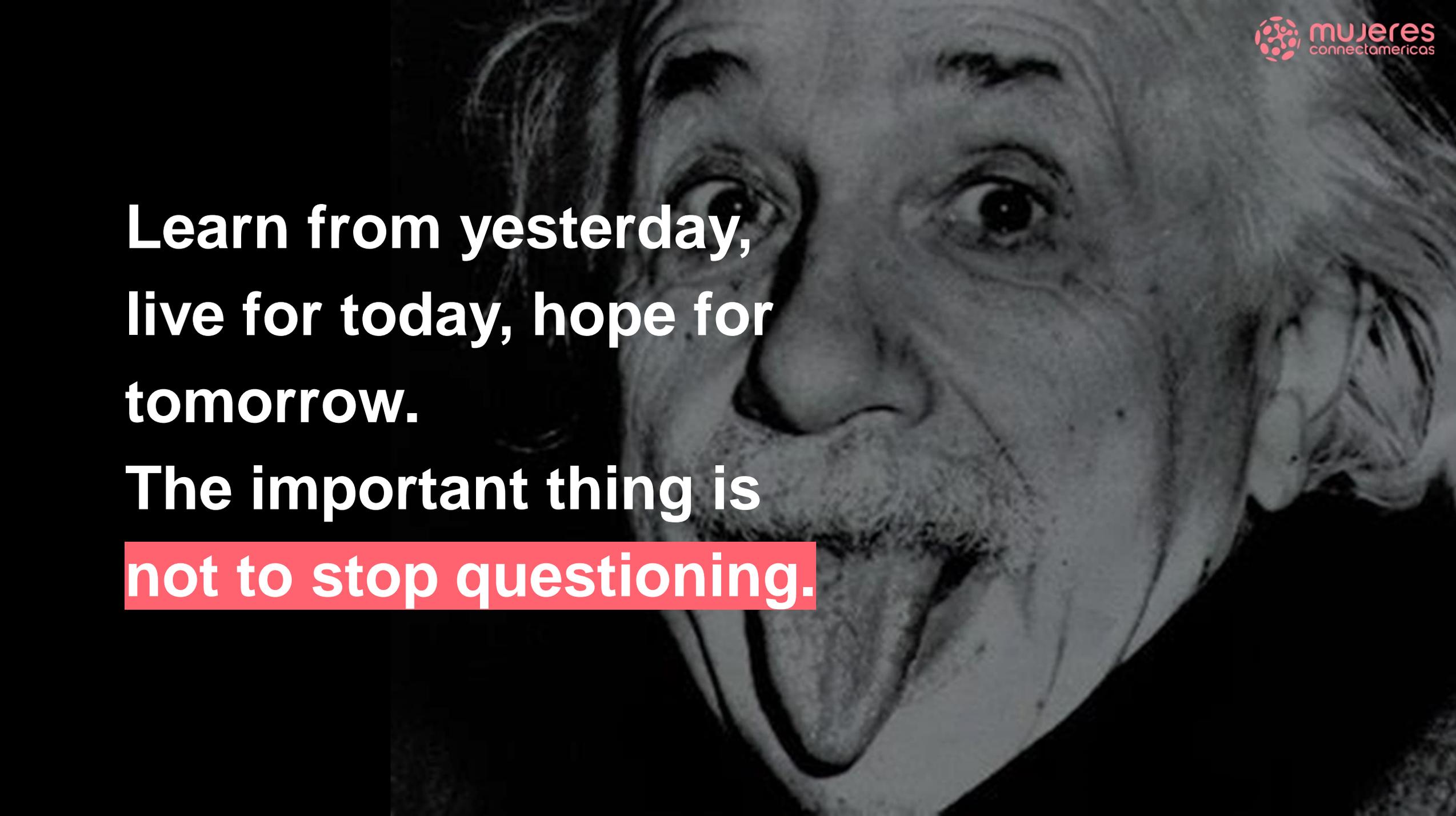
Knowledge of different strategic frameworks: user-centered innovation methodologies (Design Thinking, Service Design, Lean, Value Proposition, Waterfall, among others), and agile work schemes (Scrum, Agile Model, among others). Passionate about designing services, products, and experiences that improve people's quality of life.



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**Learn from yesterday,
live for today, hope for
tomorrow.
The important thing is
not to stop questioning.**

Agile

Agile is a delivery methodology that uses an iterative approach to continually develop and improve solutions that meet a specific need.



Innovation

Innovation covers the collaborative approach to form new ideas, products, or services.

Innovation and Agile

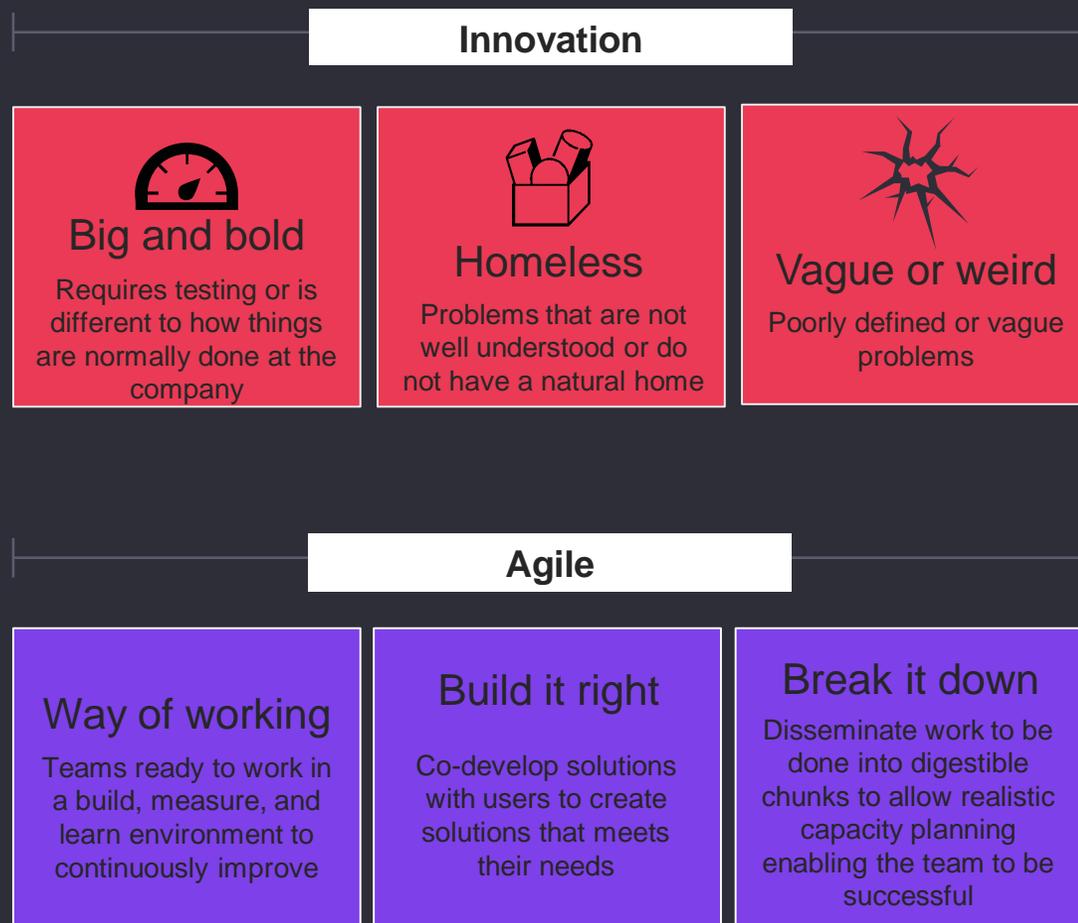
Innovation and Agile is a new way of working. Innovation and Agile will define the right problem that is focussed on a human need and the iterative development of the right solution to address this need.

This method includes:

- *Design thinking methodology to explore the problem and define a human-centric solution.*
- *Agile methodology to iteratively design, develop and deliver solutions.*

When to use Agile and when to use Innovation

Various types of projects may go through Innovation and Agile.



This are some elements to take into account...



Innovation and Agile will require an open mindset

Show, don't tell



- Draw, sketch, build 3D examples, show photos or videos
- Take innovation to the people (pop-ups for Sites/Depots)

Seek to understand



- Elicit empathy and ask “why?” to help you to truly understand the user perspective
- Identify user pain points and ensure solutions solve their needs

Fail fast, learn fast



- Embrace the potential for multiple answers to be correct
- Fail fast, fail cheap, learn and move on

Embrace diversity



- Establish multi-functional teams – break down conventional wisdom and silos - look for outside thinking
- Trust and empathy are critical to the process, so be open-minded

Collaboration is key



- Understand how you work and how others work – and be versatile in your approach
- Allow for reflection in conversations, allow for others to reflect and process before they commit

“Go do”



- When faced with unfamiliar situations or questions, have the courage to ACT and seek out the answers in any way that brings you even one step closer to a solution

Innovation and Agile is a new way of working to drive results.

These mindsets will help get people focussed and will enable the company's collaborators to deliver the most value through this process.

This mindset...

will become a part of the culture in the company over time, but require aligned goals, collaboration, practice and commitment.

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Roles of innovation teams

Diversity of ideas, backgrounds, careers, values, and more **is critical when developing a team.**



Clarifier



Ideator



Developer



Implementer



Integrator



Culture
manager

What is a clarifier?

- Define the problem
- Not quick to move to the solution
- Wants to address the problem well
- Gathers information
- Analyses details
- A lot of analysis and no progress

They are: Focused, methodical, orderly, reflexive, serious, organised; may have paralysis by analysis.

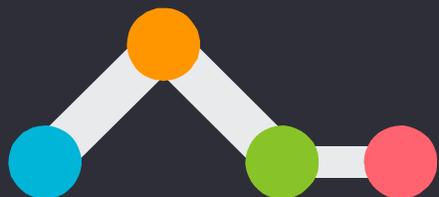
They need: Order, facts, understanding context, accessing information, permission to ask questions.

Others get annoyed with them for: Asking too many questions, pointing out obstacles, identifying areas that have not been well planned, giving too much information, being too realistic.



What is an ideator?

- Look at the big picture
- Play with ideas and possibilities
- Develops your imagination
- Has an intuitive approach
- Thinks in global terms
- Overlooks details



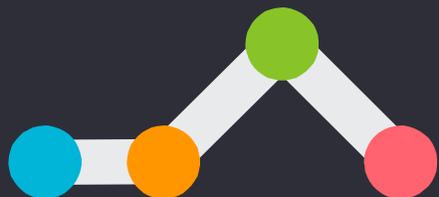
They are: Cheerful, visual, social, adaptable, flexible, adventurous, independent, overlook details.

They need: Space to be able to experiment, to be encouraged, variety and change, the big picture.

Others resent them for: Concentrating all attention on them, despairing when others don't understand their ideas, giving unconventional ideas, being too abstract, not focusing on a single idea.

What is a developer?

- Developing solutions that work
- Plan steps to implement an idea
- Analyse and compare possible solutions
- Examines the advantages and disadvantages of an idea
- Can get stuck in finding the perfect solution



They are: Reflexive, careful, pragmatic, planners, patient, dedicated, insightful; they can get stuck in achieving the perfect solution.

They need: Space to consider and evaluate options, time to map out and turn ideas into useful solutions.

Others get annoyed with them for: Being too detail-oriented, finding fault with other people's ideas, taking a one-size-fits-all approach.

What is an implementer?

- Gives structure to ideas
- Brings ideas to a real plane
- Focuses on practical solutions
- Takes the Nike approach ("Just do it")
- Can jump into action too quickly

They are: Persistent, determined, assertive, results-focused; they can move to action too quickly

They need: Others to move as fast as they do, quick responses to their ideas, control.

Others resent them for: Being too busy, expressing frustration when others don't keep up with them, placing too much importance on their ideas.



What is an integrator?

- Relates easily to the different thinking profiles.
- Dedicates his energy to the four thinking profiles.
- Cares for the harmony of the group
- Connects differences in style and fills gaps.
- May lose own opinion to please others.

They are: Stable, flexible, inclusive, good team players, stabilise influences; may lose their own opinion by accommodating the group.

They need: Cooperation collaboration, empowerment by being with others, energy from others, feel their team is committed to the challenge.

Others get annoyed with them for: Pointing out what has not been done, not allowing their voice to be heard, being overly flexible, becoming mediators



What is a culture manager?

- Key partner to mobilise innovation
- Focuses on people and team environment
- Persuades positively for the achievement of objectives
- Understands the value of innovation
- Imbues the culture of innovation throughout the organisation



They are: Empathetic, sociable and expressive. Good interpersonal relationships, very committed to what they are passionate about, easily self-motivated, adaptable, communicative, empathetic, with advanced interpersonal sensitivity, sociable, proactive, likes to delegate, is positive and disciplined.

They need: Motivate others to "join in", sharing their excitement, enthusiasm and support.

Others get annoyed with them for: Too much enthusiasm

Key competencies of innovation teams



Creative and critical thinking: Creative thinking allows for the **free flow of new ideas**, whereas critical thinking allows teams to **narrow in on ideas** they think can work and should be investigated more.

Empathy: being able to connect and understand others. This trait is important because it can help teams **better understand their end users and stakeholders** and design with them in mind.



Curious mindset: Teams who are curious are invested in **testing different solutions** and pushing themselves to **learn more**.

Problem-solving and collaboration: Being able to identify and define challenges and works well with teammates, colleagues, and customers or users to **co-create solutions**.

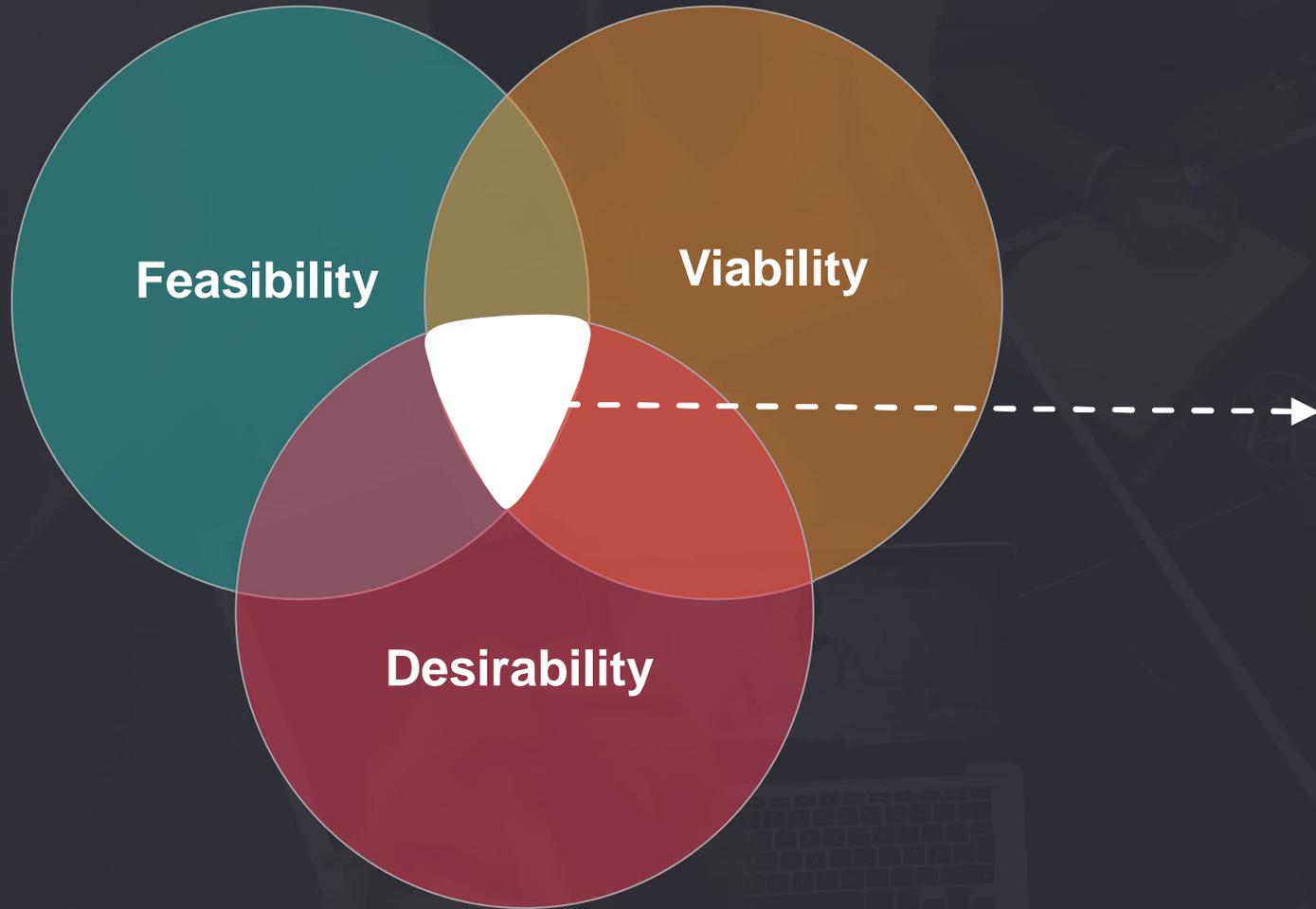


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The three guiding variables of innovation



**Opportunity for
innovation**



New ways of working means new ways of thinking

FROM	TO
Centralised decisions	Empowerment
No thinking, just executing	Decision-making
Fear of failure	Experiment and take risks
Focus on procedure	Customer and consumer focus
Rigid	Flexible
Slow	Agile
Maintaining the Status quo	Challenging the status quo
Process compliance	Results-oriented
Product innovation	Cross-cutting innovation

How to enable the new ways of working

DON'T ASSUME,
ALWAYS QUESTION

DONE IS DONE

LIVING WITH
UNCERTAINTY

DO NOT GENERATE
ZOMBIE SW...
WITHOUT QUALITY

INSPECTION AND
ADAPTION

DO NOT APPLY
SLACK AGILITY

PEOPLE ARITHMETIC
DOESN'T WORK

PERFORMANCE
METRICS NOT
EFFORTS

LESS MEETINGS...
MORE
WORKSESSIONS

STABLE TEAMS THAT
ARE SUSTAINABLE
OVER TIME

TRANSPARENCY

Benefits

Easy adaptation
to business
changes

1

Increases
visibility and
transparency

2

Early and
continuous
delivery of value

3

Improving team
motivation

4

Better alignment
between area
and business
objectives

5

Risk reduction

6

Simplifies the
development
process

7

Knowledge
sharing (no
dependencies)

8

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Building a Test-and-Learn Culture



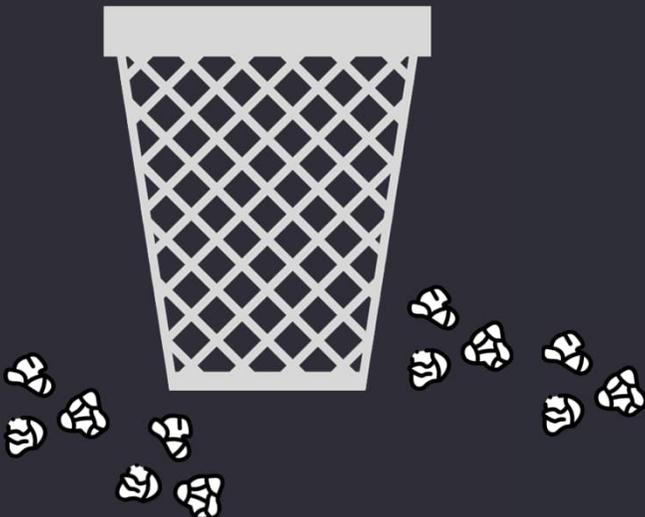
2/3 of the new ideas tested by Microsoft fail to deliver any of their expected benefits.



Only **10%** of Google's experiments were successful enough to lead to business changes.



Netflix has estimated that **90%** of what it tries turns out to be wrong.



Organisational challenges of innovation

Leading Without Deciding



Shift in role from “Chief Decision Maker” to “**Chief Experimenter.**”

In the experiment-driven organization, leadership becomes less about making the big decisions on behalf of the organization.



The role of a leader, whether CEO or head of a small team, shifts from providing the right answers to **posing the right questions.**



Planning to Fail, Adjusting and Celebrating it



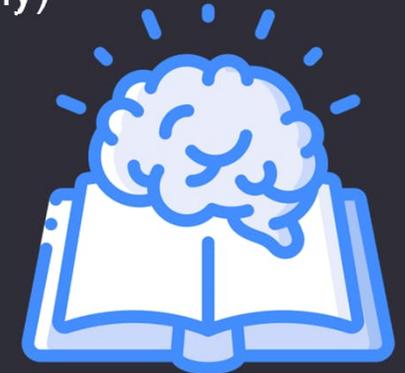
Planning to fail means developing a process for **evaluating every innovation initiative.**



Know when it's time to stop and move forward

Failing means new opportunities for innovation

1. Make mistakes (Cheaply and early)
2. Learn from them
3. Share with others



Q & A



Thanks!

See you next Tuesday



Please access the following link and give us your feedback on today's class:

<https://forms.office.com/r/zRZXPxBBUw>

Your opinion is very important to us