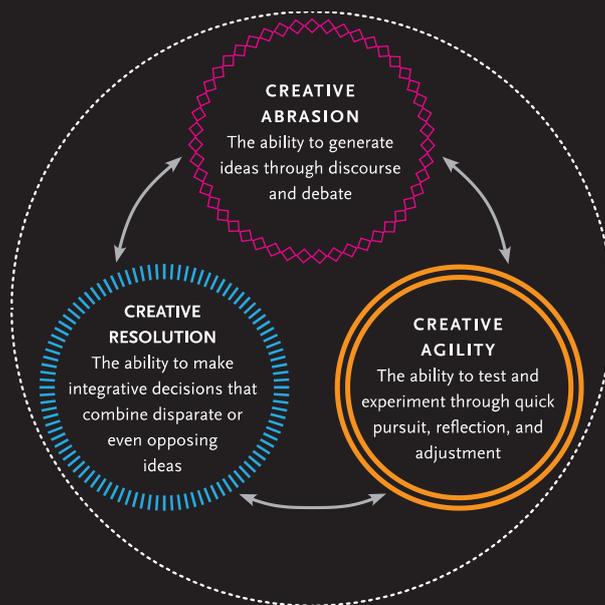


Can the organization innovate time and again?

If not, why not?

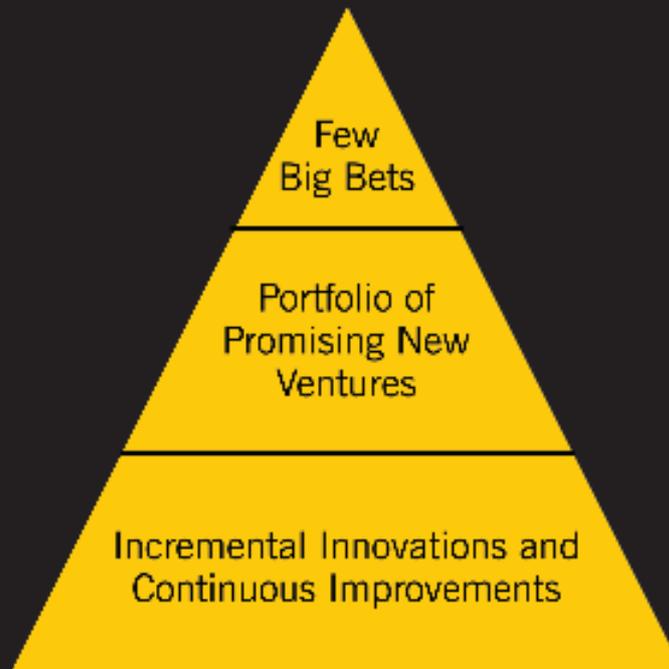
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OPPORTUNITY GAP: CAPABILITIES



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HOW MANY COMPANIES TRY TO CHANGE AND INNOVATE



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Chart adapted from *When Giants Learn to Dance* by Rosabeth Moss Kanter

OPPORTUNITY GAP: COMMUNITY



The Values:

- Bold Ambition
- Collaboration
- Responsibility
- Learning

The Rules of Engagement:

- Respect
- Trust
- Influence
- See the whole
- Question everything
- Be data-driven

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OPPORTUNITY GAP: LEADERSHIP

- Do they think their primary job as a leader is to create a context in which others can innovate?
- Are they comfortable serving as the “stage-setter” as opposed to the visionary leading from the front?
- Do they have the courage and patience required to amplify differences?

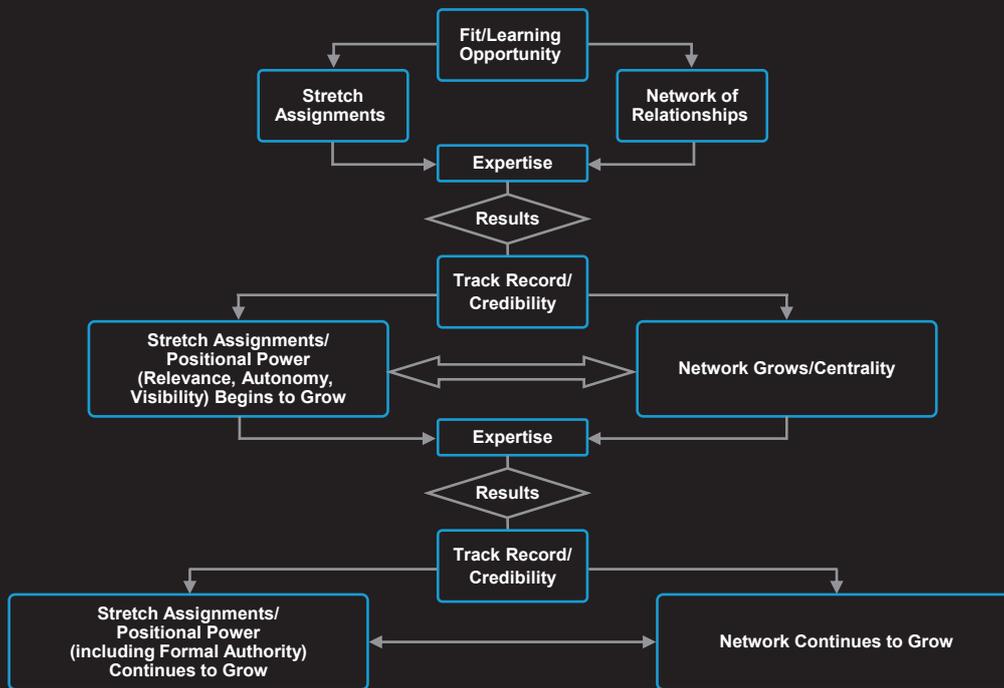
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ASSESSING YOUR PREFERRED STYLE



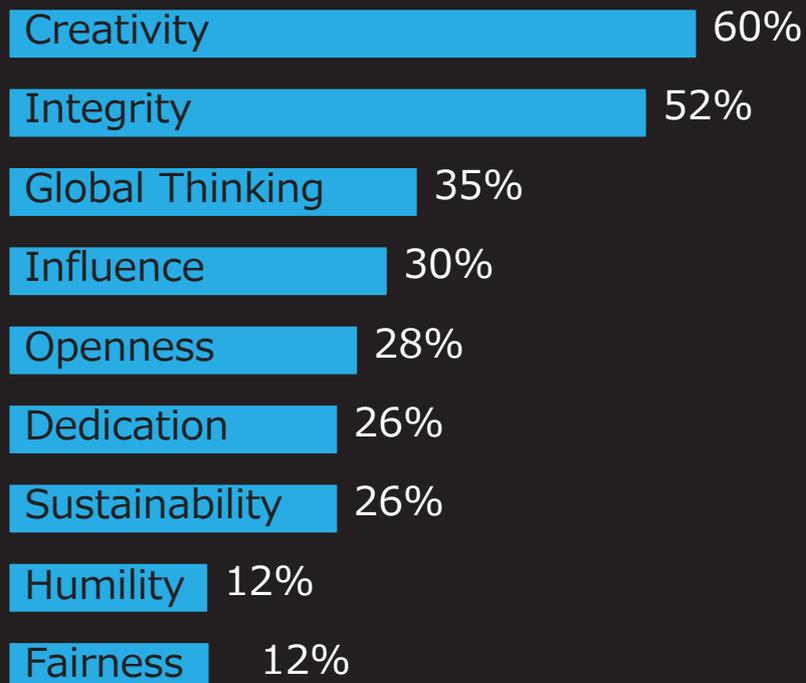
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DEVELOPMENTAL STRATEGIES



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TOP LEADERSHIP QUALITIES



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Source: IBM "Capitalizing on Complexity" CEO Study Report

LEADERSHIP AND BUILDING COMPETITIVE ADVANTAGE

	Today	Tomorrow
Core Competence	Execution	Execution & innovation
Key Task	Setting direction	Shaping context
Focus	Where we are going Minimizing differences	Who we are Amplifying differences
Outcome	Followers who execute	Communities who innovate

