Seriously Playing

with Identity

The Innovation Identity Concept

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Presentation at ISIM Chemnitz
March, 29th 2012

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Agenda

1. Innovation & Identity?
2. Creating an Innovation Identity
3. Using Serious Play
4. A Practical Case
5. Discussion

1. Innovation & Identity?

Two distinct concepts?
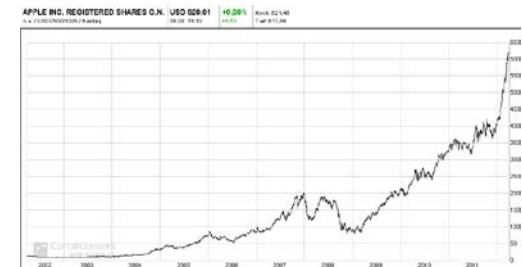
Innovation: CHANGE

Identity: CONSTANCY

1. Innovation & Identity?

Are (business) identities really invariable?

1. Innovation & Identity?

Change happens – and seems necessary!

1. Innovation & Identity?

Identity change = necessary self-disruption?

Afraid to disrupt its own business

Disrupting its own business

2. Creating an Innovation Identity

How can we support necessary self-disruption?

Existing Identity

- stays untouched
- organization &
  processes remain
  undisturbed

Shadow-Identity

- can be used to experiment
- offers possibility for risk-
  free innovation
- playing with new paradigms
- disruption w/o destruction

2. Creating an Innovation Identity

Examples of a separate entity innovation model

Lockheed / skunk works
GM / Saturn
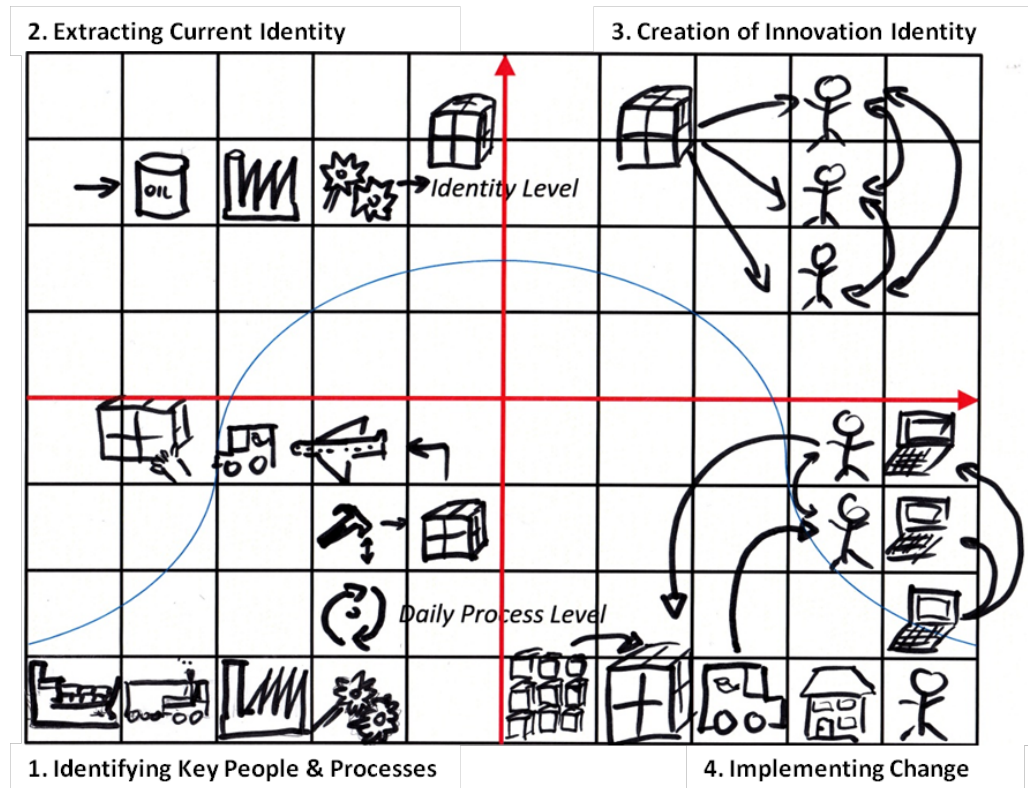Ideo
EDF Business Innovation

Oticon,
Decathlon
Gore
Google
Apple

The Ambidextrous Organization
(with 2 DNAs, O'Reilly/Tushman)

2. Creating an Innovation Identity

Stages of creating an innovation identity

2. Creating an Innovation Identity

Methods to create an innovation identity

Can be supported by Serious Play methods

(1) Identifying key people & processes
- observation
- special interview techniques
- internal crowdsourcing
- social network analysis

(2) Extracting current identity
- mapping of different perspectives on people & processes
- identifying center of gravity within the map (greatest overlap)

(3) Designing an innovation identity
- defining promising "margins of identity" by using business model modification, algorithm thinking, inter-industry-matchmaking, and design of generic industry identities

(4) Implementing change
- identifying the "adjacent possible" within identity margins
- staffing a pilot project with the right "intrapreneurs"

3. Using Serious Play

If you're looking for identity, don't believe *just* words
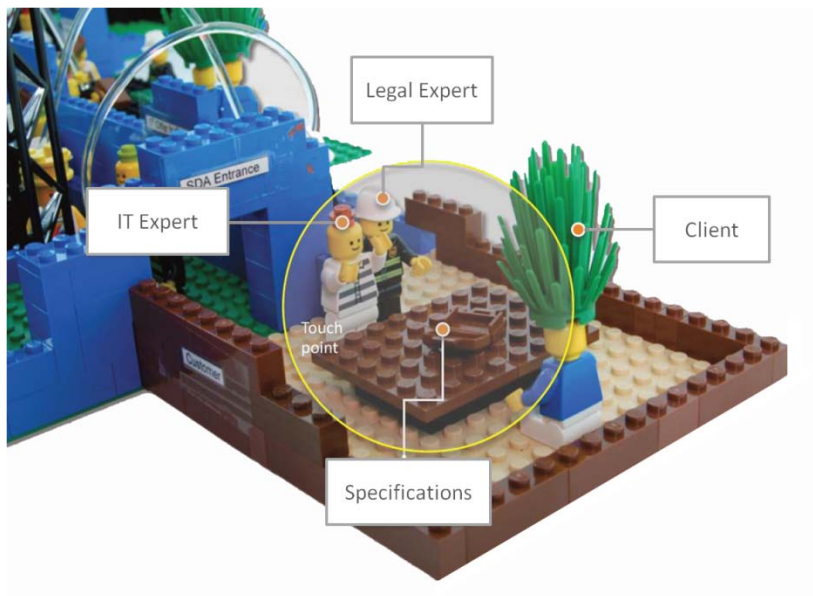
Using LEGO ® Serious Play to

- identify the real key player & processes within an organization
- understand different perspectives onto the organization
- quickly create new business model scenarios
- design generic industry identities
- prototype proposed change processes before piloting them

3. Using Serious Play

Virtual extension of Serious Play: Rapid Modeler

A Virtual Collaboration Tool to

- bridge the physical gap between employees from dispersed locations
- document the whole process of identity change
- constantly gather new material and research for specific change projects

4. A Practical Case

The Recordak introduced the first microfilm system for the handling of bank-records in **1928**

By **1929** Kodak had employed 26 technical staff

In **1929** marketed first film designed for then-new "sound" motion pictures

Mid **1930s** Kodak researchers built the first electronic colour separation scanner to prepare images for printing

Kodak first started selling materials designed for the printing industry in **1912**, and acquired Wratten and Wainright, which made photo materials for commercial printing

By **1914** Kodak had employed 2 radiography experts

In **1896** Kodak introduced a photographic paper designed specifically to capture x-ray images

During **World War II** Kodak developed the current microfilm technology to create a system for filming letters sent to the soldiers. This conserved shipping space and in the 3 years in which it was used over 1/2 billion pieces of mail were received by the troops abroad.

Kodak marketed film specially coated for motion picture use in **1896**

During **World War II** Kodak had created films to detect radiation exposure on workers creating the atomic bomb

Eastman Kodak Company was founded in **1892**

George Eastman marketed the first commercial transparent film roll in **1889**. This enabled Thomas Edison to develop the first motion picture camera in **1891**

Kodak
much more than just cameras

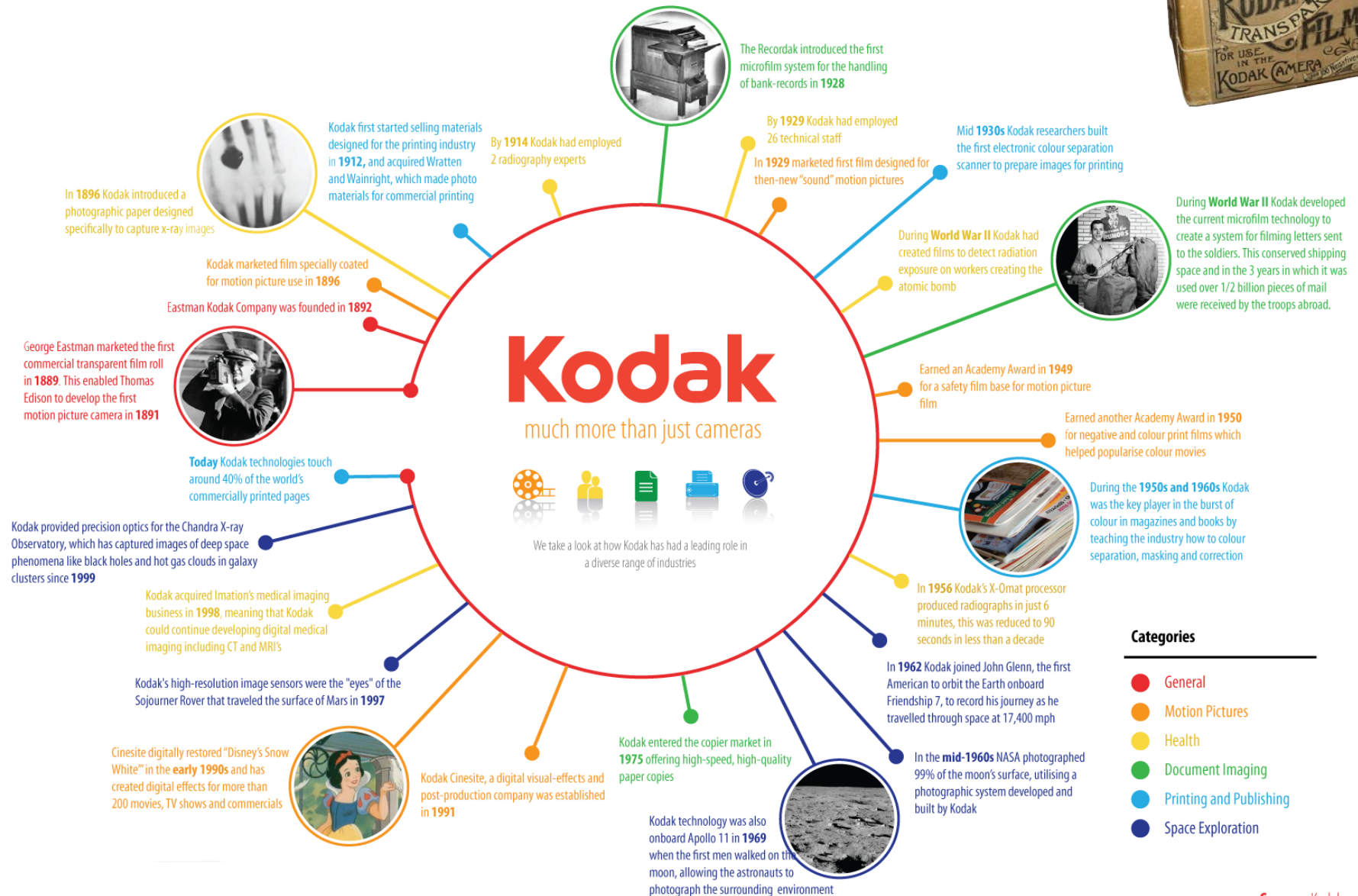We take a look at how Kodak has had a leading role in a diverse range of industries

Earned an Academy Award in **1949** for a safety film base for motion picture film

Earned another Academy Award in **1950** for negative and colour print films which helped popularise colour movies

During the **1950s and 1960s** Kodak was the key player in the burst of colour in magazines and books by teaching the industry how to colour separation, masking and correction

Today Kodak technologies touch around 40% of the world's commercially printed pages

Kodak provided precision optics for the Chandra X-ray Observatory, which has captured images of deep space phenomena like black holes and hot gas clouds in galaxy clusters since **1999**

Kodak acquired Imation's medical imaging business in **1998**, meaning that Kodak could continue developing digital medical imaging including CT and MRI's

Kodak's high-resolution image sensors were the "eyes" of the Sojourner Rover that traveled the surface of Mars in **1997**

Cinesite digitally restored "Disney's Snow White" in the **early 1990s** and has created digital effects for more than 200 movies, TV shows and commercials

Kodak Cinesite, a digital visual-effects and post-production company was established in **1991**

Kodak entered the copier market in **1975** offering high-speed, high-quality paper copies

In **1956** Kodak's X-Omat processor produced radiographs in just 6 minutes, this was reduced to 90 seconds in less than a decade

In **1962** Kodak joined John Glenn, the first American to orbit the Earth onboard Friendship 7, to record his journey as he travelled through space at 17,400 mph

In the **mid-1960s** NASA photographed 99% of the moon's surface, utilising a photographic system developed and built by Kodak

Kodak technology was also onboard Apollo 11 in **1969** when the first men walked on the moon, allowing the astronauts to photograph the surrounding environment

Categories

- 🔴 General
- 🟠 Motion Pictures
- 🟡 Health
- 🟢 Document Imaging
- 🔵 Printing and Publishing
- 🔵 Space Exploration

Source: Kodak

4. A Practical Case

Kodak, around 2000

The Situation:
VP Don Strickland did not leave the company in 1993 but kept on pushing the idea that Kodak needs a bold strategy change with regard to digital imaging and photography. He convinces the board to start into the new millennium by exploring some uncharted options and possibilities for the company. Don hires you to develop a feasible strategy.

Taking Action:
(1)   developing a compelling *innovation identity for Kodak*
(2)   *implementing change*
        - translating the innovation identity into executable business processes
        - transposing these processes into successful innovation

4. A Practical Case

(1) Transforming the strategy into an innovation identity
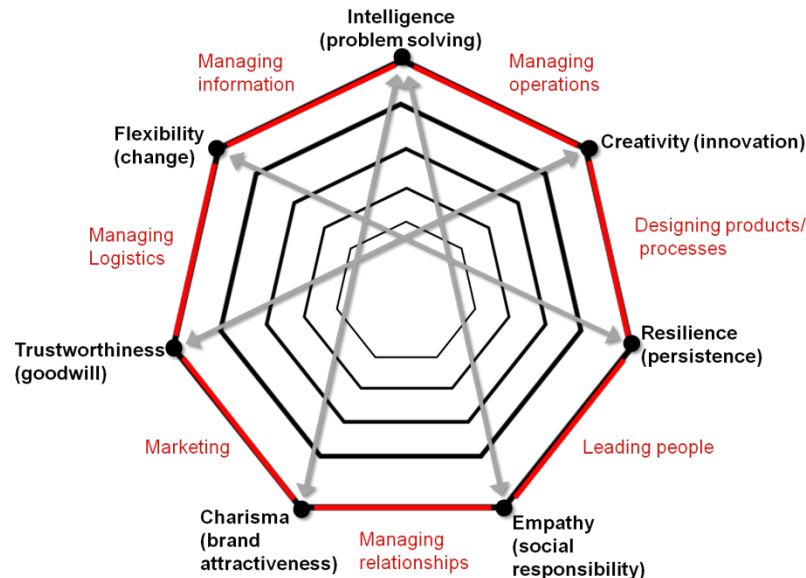
1.1 Identifying key people & processes ✔
1.2 Extracting current identity by mapping different perspectives

Existing values (black points)

Trustworthiness (goodwill)
Charisma (brand)
Creativity (innovation)
Intelligence (problem solving)
Empathy (social responsibility)
Flexibility (change)
Resilience (vision)

Value creation (red lines)

Designing products/processes
Managing logistics
Managing people
Managing relationships
Managing operations
Managing information
Marketing

opposing view

Intelligence
(problem solving)

Managing
information

Managing
operations

Flexibility
(change)

Creativity (innovation)

Designing products/
processes

Managing
Logistics

Resilience
(persistence)

Trustworthiness
(goodwill)

Leading people

Marketing

Charisma
(brand
attractiveness)

Managing
relationships

Empathy
(social
responsibility)

Exercises (juxtapositions)

Internal vs External
Formal vs Informal
Local vs Global
Short-term vs Long-term
Routine vs Flexible
Opportunities vs Risks
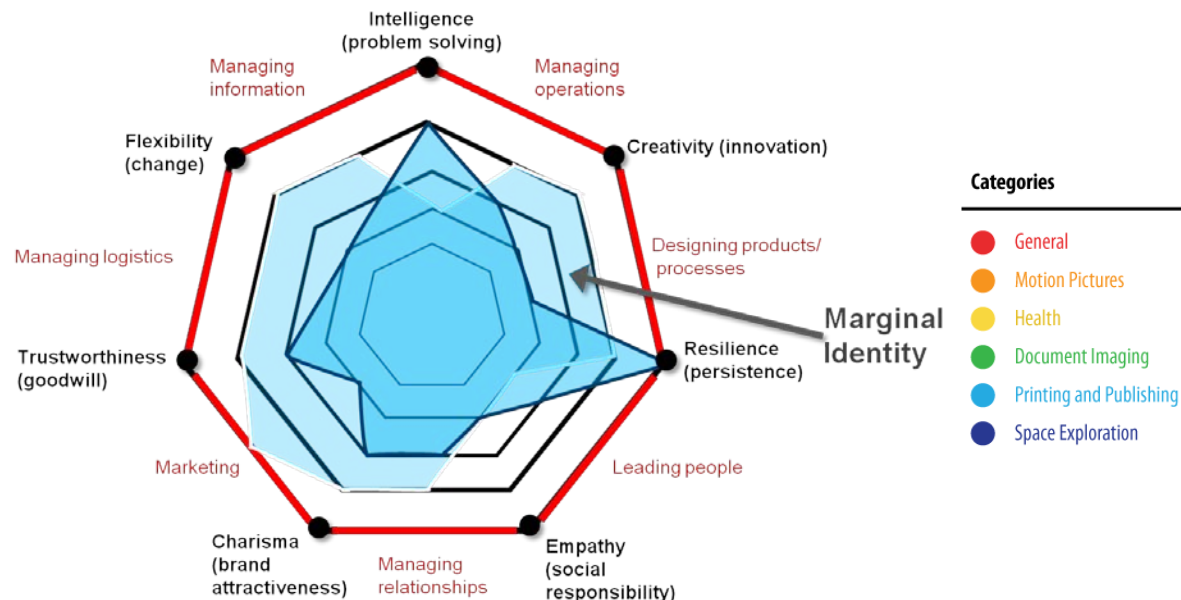
4. A Practical Case

General
Motion Pictures
Health
Document Imaging
Printing and Publishing
Space Exploration

Kodak

(1) Transforming the strategy into an innovation identity

1.1 Identifying key people & processes ✔
1.2 Extracting current identity by mapping different perspectives ✔

Exercises (juxtapositions)

Internal vs **External**
Formal vs **Informal**
Local vs **Global**
Short-term vs **Long-term**
Routine vs **Flexible**
Opportunities vs **Risks**

Intelligence (problem solving) · Managing operations · Creativity (innovation) · Designing products/processes · Resilience (persistence) · Leading people · Empathy (social responsibility) · Managing relationships · Charisma (brand attractiveness) · Marketing · Trustworthiness (goodwill) · Managing logistics · Flexibility (change) · Managing information

4. A Practical Case

General
Motion Pictures
Health
Document Imaging
Printing and Publishing
Space Exploration

(1) Transforming the strategy into an innovation identity

1.1 Identifying key people & processes ✔
1.2 Extracting current identity by mapping different perspectives ✔
1.3 Designing an innovation identity by defining promising margins of identity ✔

Exercises (juxtapositions)

Internal vs External
Formal vs Informal
Local vs Global
Short-term vs Long-term
Routine vs Flexible
Opportunities vs Risks

Intelligence (problem solving)
Managing information
Managing operations
Flexibility (change)
Creativity (innovation)
Managing logistics
Designing products/ processes
Trustworthiness (goodwill)
Resilience (persistence)
Marketing
Charisma (brand attractiveness)
Managing relationships
Empathy (social responsibility)
Leading people

Marginal Identity

Categories
General
Motion Pictures
Health
Document Imaging
Printing and Publishing
Space Exploration

4. A Practical Case

Categories
- General
- Motion Pictures
- Health
- Document Imaging
- Printing and Publishing
- Space Exploration

(2) Implementing change

2.1 translating the innovation identity into executable business processes ✔

2.2 transposing these processes into successful innovation ✔

Maximizing Opportunities of Strategy Success

Minimizing Risk of Strategy Failure
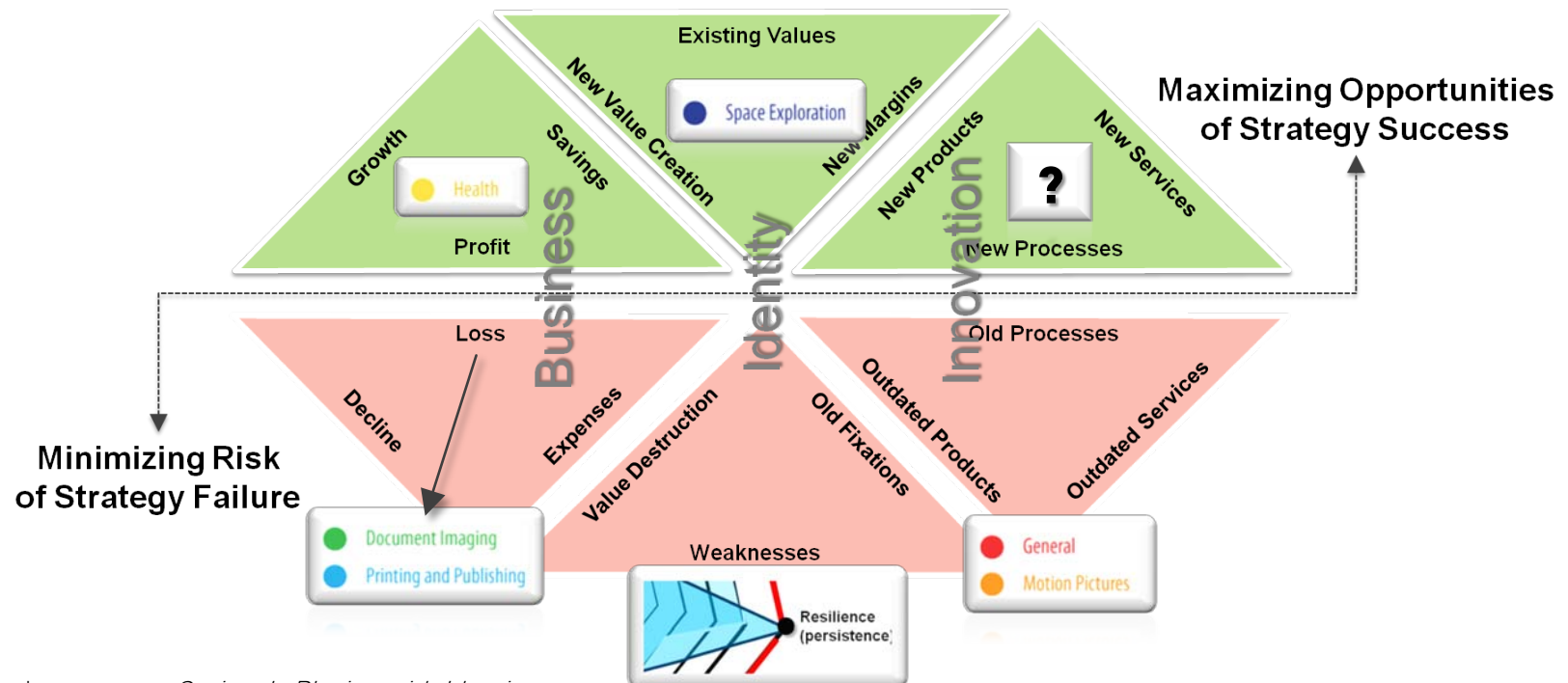
5. Discussion

What aspects of the concept need clarification?

- What is an innovation identity?
- How can such an identity foster disruptive innovation?
- How can an innovation identity be generated?
- What role does Serious Play have in this context?
- How can an innovation identity approach be implemented?
- What benefit does this approach practically yield?