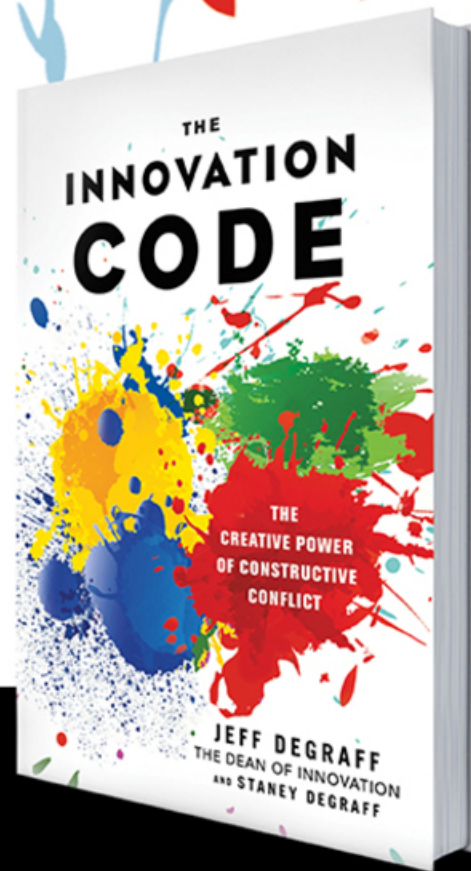


THE CREATIVE POWER OF CONSTRUCTIVE CONFLICT





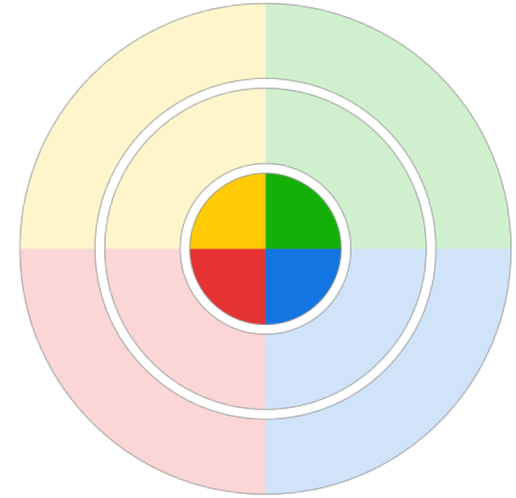
ANNOYING COMMANDERS & COLLEAGUES

How we are



UNCONCERNED & BUREAUCRATIC ORGANIZATION

How things are



PRACTICALLY PERFECT YOU

How I am

Renewables

Cyberwars

Blockchains

Autonomous
vehicles

Augmented
reality

Artificial
intelligence

Microbotics

3D printing

Quantum
computing

Implantables

Genetically
modified
lifeforms

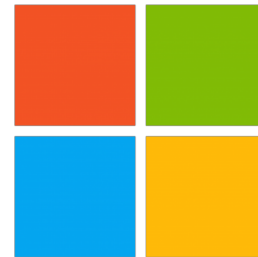
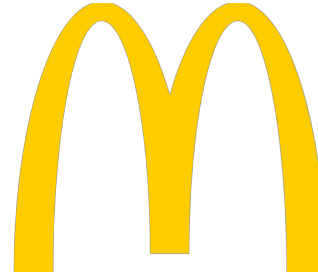
Robots
innovating

EVERY MAN TAKES THE LIMITS OF HIS
OWN FIELD OF VISION FOR THE LIMITS
OF THE WORLD.

ARTHUR SCHOPENHAUER

sears

amazon



Pays in the
future

Limited shelf
life

Enhances
something

Eliminates
something

Returns us
to
something

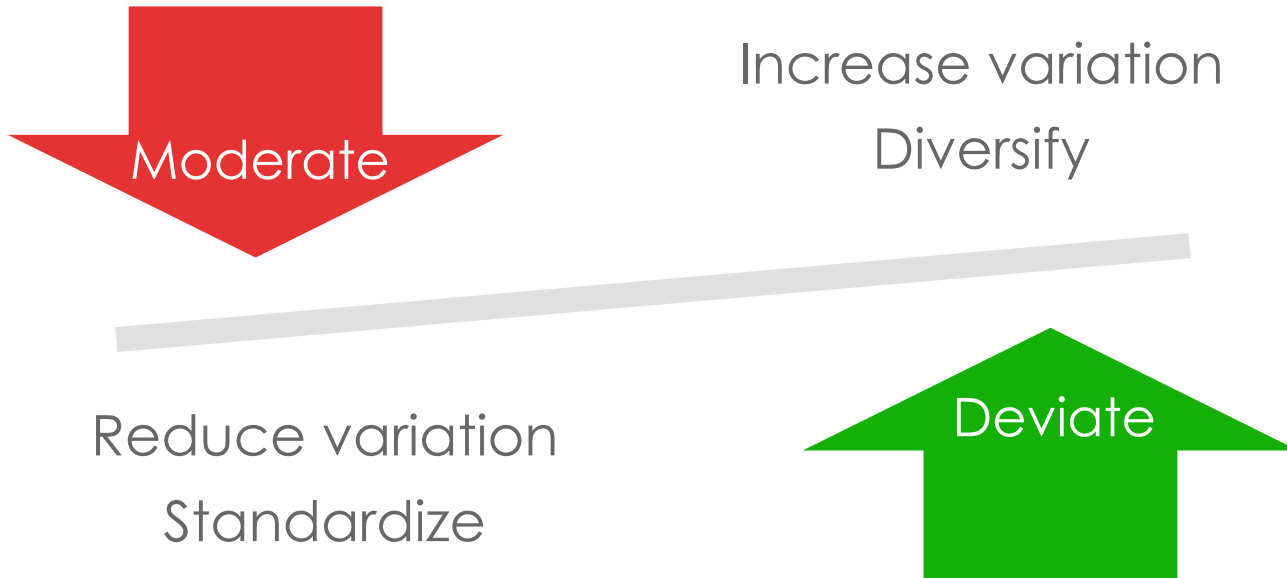
Reverses
into its
opposite



THE ART OF PROGRESS IS TO PRESERVE
ORDER AMID CHANGE, AND TO
PRESERVE CHANGE AMID ORDER.

ALFRED NORTH WHITEHEAD

POSITIVE TENSION OF ORGANIZATIONS



INNOVATION THROUGH THE DECADES

1950 - 2000

- Deep domain experts
- Research universities and institutes
- Corporate development centers

2000 - Now

- Entrepreneurs
- Collaborative open innovation networks
- Incubators and venture capital



JEFF

- Born 1958
- 48 states
- European grandparents
- Catholic
- Moon landing
- Married
- Three kids
- Professor
- Big house
- Three cars
- Talks on the phone
- Goal oriented
- Used to be in the majority
- Leaving the sunny side of the hill



RUBY

- Born 1988
- Seamless world
- Asian parents
- Spiritual
- Financial crisis
- Fluid relationships
- No kids (unsure)
- Self employed (NGO)
- Apartment
- Ride sharing
- Texts on the phone
- Values oriented
- Is now in the majority
- Entering the sunny side of the hill

MODERATE	DEVIATE
<ul style="list-style-type: none"> • Corporations 	<ul style="list-style-type: none"> • Federated Organizations
<ul style="list-style-type: none"> • Strategic Planning 	<ul style="list-style-type: none"> • Idea Markets
<ul style="list-style-type: none"> • Hurdle Rates 	<ul style="list-style-type: none"> • Crowdfunding
<ul style="list-style-type: none"> • Portfolio Management 	<ul style="list-style-type: none"> • Innovation Tournaments
<ul style="list-style-type: none"> • Talent Management 	<ul style="list-style-type: none"> • Creativity Clusters
<ul style="list-style-type: none"> • Research and Development 	<ul style="list-style-type: none"> • Collaborative Open Innovation Networks
<ul style="list-style-type: none"> • Phase Gate Systems 	<ul style="list-style-type: none"> • Crowdsourcing
<ul style="list-style-type: none"> • Intellectual Property 	<ul style="list-style-type: none"> • Open Source Innovation

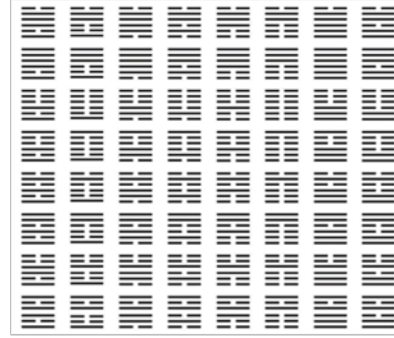
CONFLICT IS THE GADFLY OF
THOUGHT. IT STIRS US TO OBSERVATION
AND MEMORY. IT INSTIGATES TO
INVENTION. IT SHOCKS US OUT OF
SHEEPLIKE PASSIVITY, AND SETS US AT
NOTING AND CONTRIVING.

JOHN DEWEY

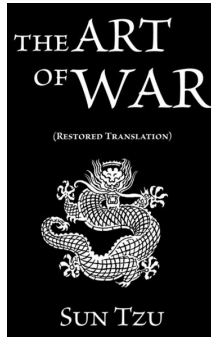
Tao



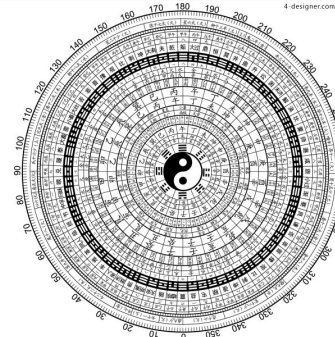
I Ching



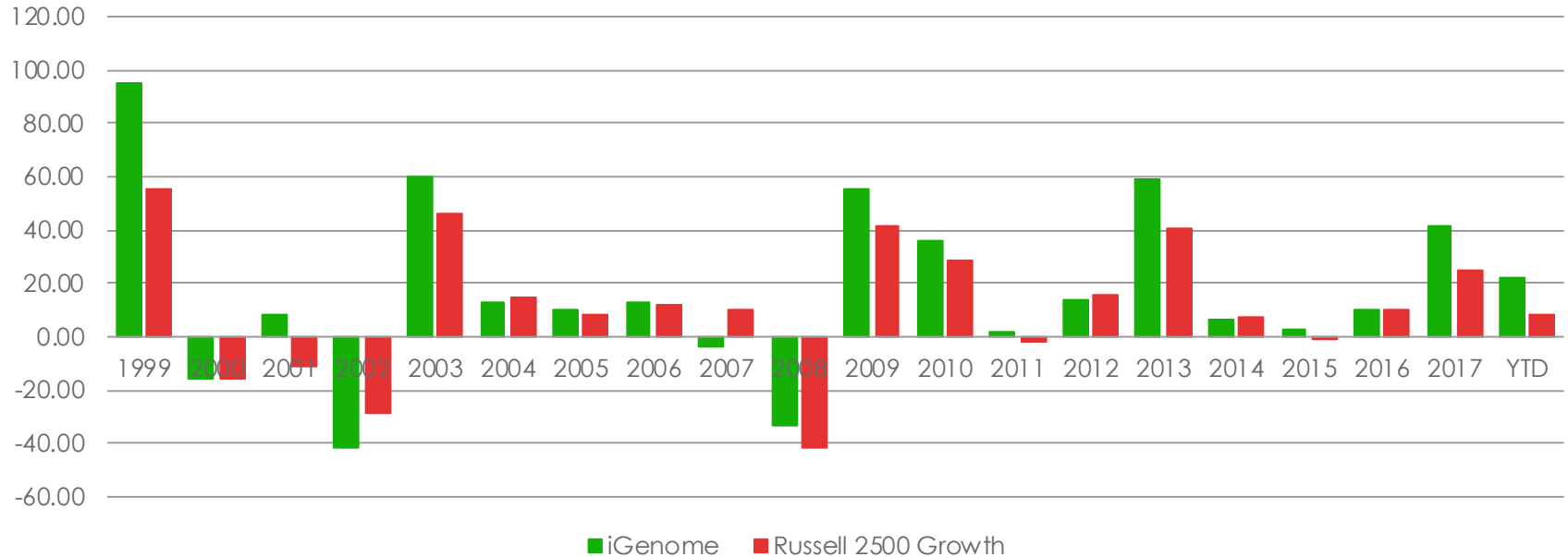
Art of War



Luo Pan



CONSTRUCTIVE CONFLICTS PORTFOLIO



COLLABORATE

DO THINGS THAT LAST



CREATE

DO NEW THINGS

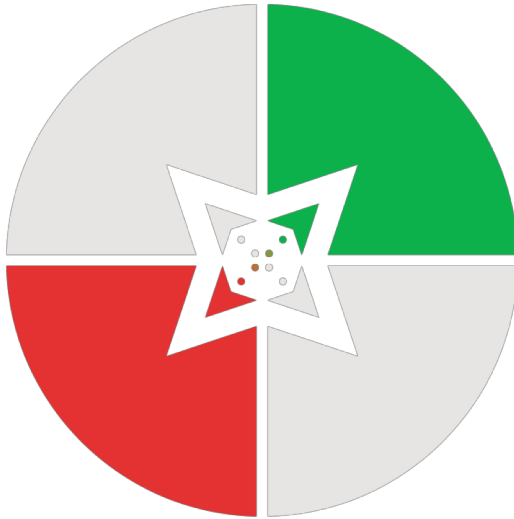
CONTROL

DO THINGS RIGHT

COMPETE

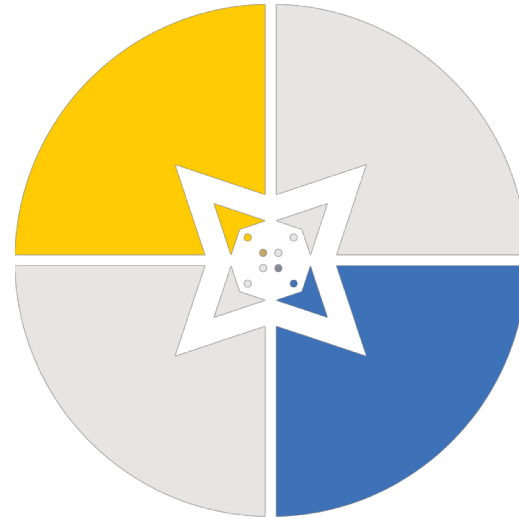
DO THINGS NOW

MAGNITUDE



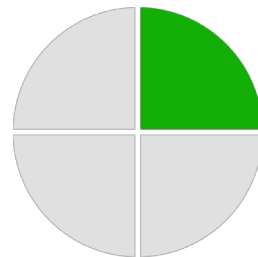
HOW MUCH?

MOMENTUM



HOW FAST?

CREATE



Unique

BREAKTHROUGH

- Miracle drugs
- Visual prosthetics

DIFFERENTIATION

- Craft beers
- Haute couture fashion

Adhocracy

INNOVATION

- Discovery strategy
- Radical experiments

GROWTH

- New market speculation
- Greenhouse funds

Artist

CREATIVITY

- Aesthetic vision
- Artistic expression

DISCOVERY

- Psychological
- Spiritual exploration

Magnitude: HIGH • Momentum: MEDIUM • Risk: HIGH

CARE AND FEEDING OF THE ARTIST

- **Situations where the Artist shines**
 - Big changes require radical, new approaches and high degree of risk
- **Tasks where the Artist thrives**
 - Taking risks
 - Inciting change
 - Focusing on the future
 - Discovering opportunities
 - Envisioning new products or services
 - Experimenting through pilot projects
 - Testing boundaries
 - Finding new ways of doing things
- **Where you are likely to find the Artist at work**
 - Marketing
 - New product development
 - Strategy
 - The arts
 - Independent contractor
 - Working for themselves
- **What attracts the Artist**
 - Freedom and opportunity to create and achieve their vision

Design Thinking

Reimagining design, fashion

Less product, more solution

New uses of existing tech:
operation, learning, attention

Global, developing markets

First mover, experimental, V1

Disrupting incumbent extensions

New revenue streams



EMOTIV

CREATE: Unique • Adhocracy • Artist

CONTROL



Predictable

SCALE

- Airline logistics
- Heavy manufacturing

CAUTIOUS

- Surgical procedures
- Power generation

Hierarchy

EFFICIENCY

- Lean manufacturing
- Supply chain innovation

QUALITY

- Total quality control
- End to end IT system

Engineer

SECURITY

- Safety
- Savings

PRODUCTIVITY

- Accomplishment
- Advancement

Magnitude: LOW • Momentum: MEDIUM • Risk: LOW

CARE AND FEEDING OF THE ENGINEER

- **Situations where the Engineer shines**
 - Large scale projects with significant complexity, and failure is not an option
- **Tasks where the Engineer thrives**
 - Applying technical expertise
 - Analyzing and managing data
 - Making incremental improvements
 - Refining methods and processes
 - Developing policies and procedures
 - Establishing technological systems
 - Maintaining the structure and flow of work
 - Influencing through objective information
- **Where you are likely to find the Engineer at work**
 - Operations management
 - Engineering
 - Legal departments
 - The military
 - Medicine
 - The sciences
 - Computer and information services
 - Companies that provide a stable work environment
- **What attracts the Engineer**
 - Responsibility and position to advance in their profession

Process Redesign

Redesign core operating processes to improve efficiency

Build technological platform around customer preferences

Use technology to bypass bottlenecks

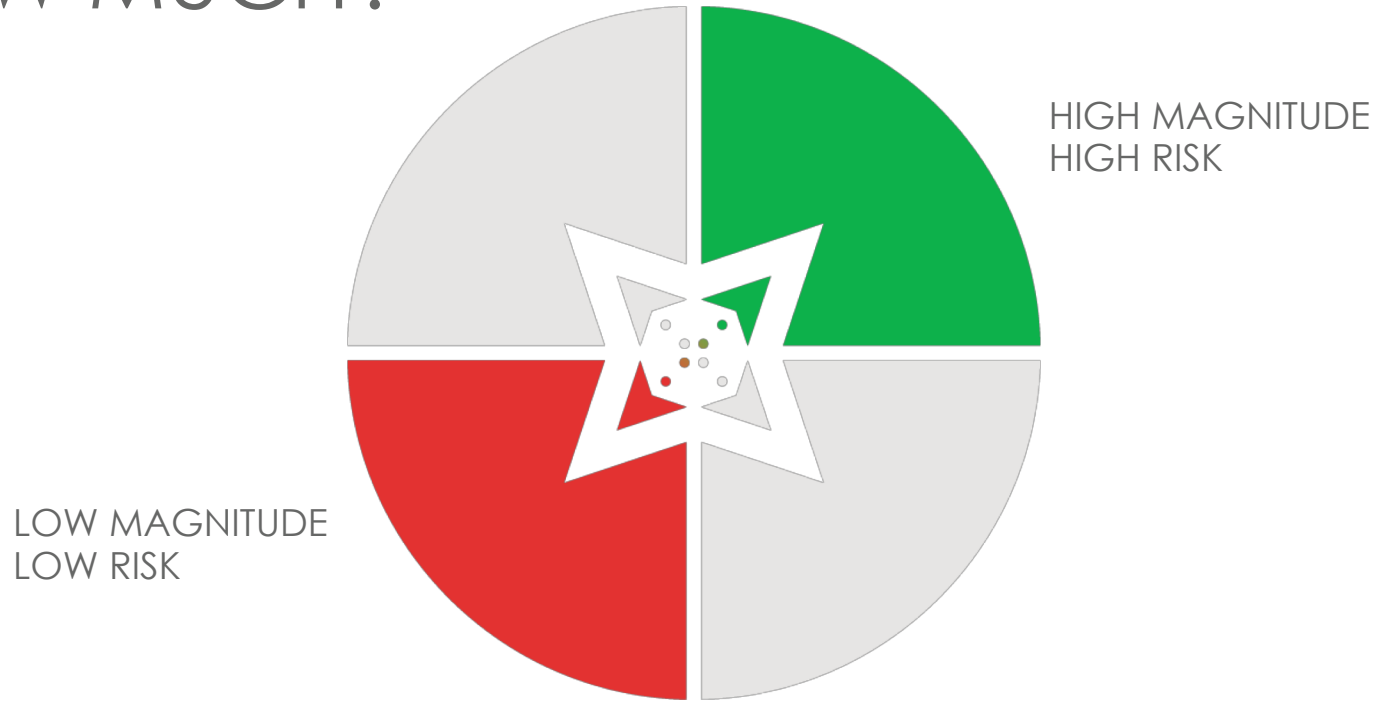
Shrink distance between purchase and supply

Use data to adjust system in real time

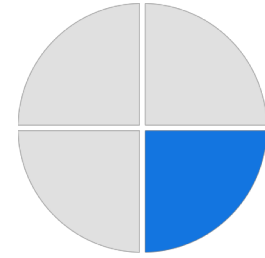


CONTROL: Predictable • Hierarchy • Engineer

HOW MUCH?



COMPETE



Contentious

AGGRESSIVE

- Smart phones
- Snack foods

DEMANDING

- Financial services
- College football

Market

SPEED

- Mergers and acquisitions
- Rapid action problem solving teams

PROFIT

- Revenue insight processes
- Market adjacencies

Athlete

VITALITY

- Physical health
- Emotional health

PROSPERITY

- Financial well-being
- Best in class

Magnitude: MEDIUM • Momentum: FAST • Sustainability: LOW

CARE AND FEEDING OF THE ATHLETE

- **Situations where the Athlete shines**
 - Challenges and challengers require rapid action and result-driven focus
- **Tasks where the Athlete thrives**
 - Pursuing key goals
 - Aggressively striving to win
 - Focusing on competitors
 - Redeploying resources
 - Focusing on strategic projects
 - Overcoming barriers
 - Solving challenging problems
 - Influencing through logic
- **Where you are likely to find the Athlete at work**
 - Sports
 - Finance
 - Brand management
 - Mergers and acquisitions
 - New investment services
 - Managing a company
- **What attracts the Athlete**
 - Challenges and resources to achieve their goals

PROGRESSIVE

at's what Snapshot is all about. Your safe driving habits can save you money. It's as simple as th

Pay for Performance

Redefine how company gets paid

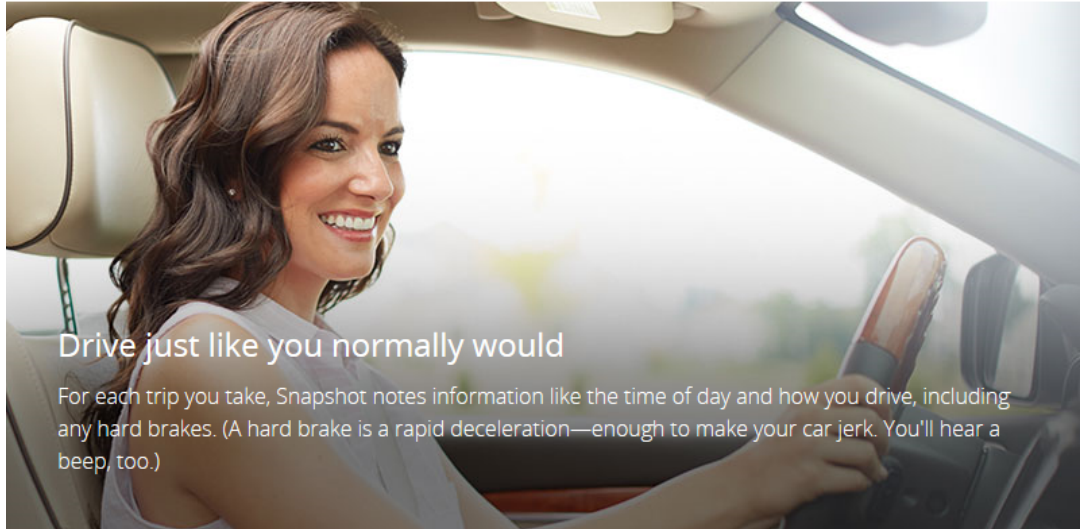
Create innovative new revenue stream

Capture value from adjacent or underserved customer segments

Integrate technology incrementally to extend products or services

Increase touch points with customers

This little device turns your safe driving into savings



Drive just like you normally would

For each trip you take, Snapshot notes information like the time of day and how you drive, including any hard brakes. (A hard brake is a rapid deceleration—enough to make your car jerk. You'll hear a beep, too.)

Plug

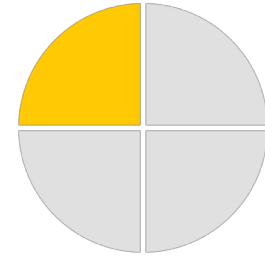
Drive

Results

COMPETE: Contentious • Market • Athlete

J E F F
THE DEAN OF INNOVATION

COLLABORATE



Cooperative

BELIEFS

- Fair trade coffee
- Not for profit groups

LIFESTYLE

- Bicycle lanes
- Gaming

Clan

COMMUNITY

- Communities of practice
- Culture development

KNOWLEDGE

- Knowledge management
- Search and reapply

Sage

CAPABILITY

- Apprenticeship
- Continuing education

COMMUNITY

- Family outings
- Service associations

Magnitude: MEDIUM • Momentum: SLOW • Sustainability: HIGH

CARE AND FEEDING OF THE SAGE

- **Situations where the Sage shines**
 - Long-term development of an intact community and sustainability is essential
- **Tasks where the Sage thrives**
 - Developing people
 - Managing relationships
 - Building community
 - Pursuing commitment
 - Managing conflict
 - Seeking consensus
 - Influencing through empowerment
 - Facilitating learning
- **Where you are likely to find the Sage at work**
 - Human resources
 - Training and development
 - Customer service
 - “Lifestyle firms” that offer daycare, exercise facility, caterers, etc.
 - Not for profits
 - Service professions, such as nursing, counseling, teaching, and ministries
 - Volunteering time for causes they believe
- **What attracts the Sage**
 - Harmonious community and culture to live their values

Customer Experience

Redesign customer interaction
across all moments of contact

Improve customer intimacy

Move power of customization to
service provider

Shared language and values

Search and reapply best
practices

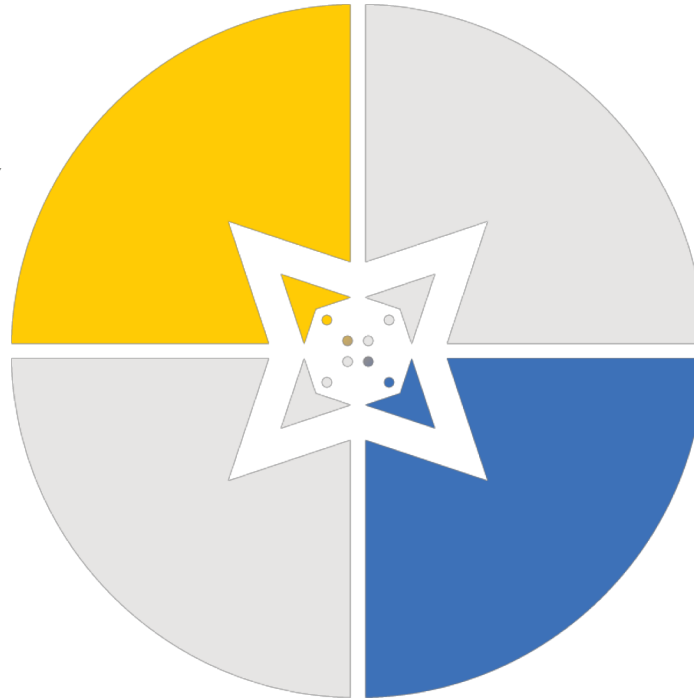
Service as performance



COLLABORATE: Cooperative • Clan • Sage

HOW FAST?

LOW SPEED
HIGH SUSTAINABILITY



HIGH SPEED
LOW SUSTAINABILITY

THE WHOLE PROBLEM WITH THE
WORLD IS THAT FOOLS AND FANATICS
ARE ALWAYS SO CERTAIN OF
THEMSELVES, BUT WISER PEOPLE SO
FULL OF DOUBTS.

BERTRAND RUSSELL

	SAGE	ARTIST	ATHLETE	ENGINEER
Domain	Social	Generative	Business	Technical
Gift	Empathy	Imagination	Courage	Discipline
Central question	Is it ethical?	Is it beautiful?	Is it valuable?	Is it functional?
Experience of time	Natural	Eternal	Manmade	Sequential
Experience of space	Balanced	Integrated	Aligned	Structured
Experience of energy	Gathering	Expanding	Pursuing	Focusing
What they seek	Harmony	Transcendence	Power	Perfection
How they seek it	Reflection	Experimentation	Challenge	Observation
What they value	Integrity	Novelty	Winning	Standards
How they learn	Dialog	Synthesis	Competition	Analysis
How they create	Values	Vision	Goals	Process

SAGE	ARTIST
<ul style="list-style-type: none">• Reach out to the community• Search and reapply solutions	<ul style="list-style-type: none">• Look for escape routes• Create unorthodox solutions
ENGINEER	ATHLETE
<ul style="list-style-type: none">• Review the data• Make a sequenced plan	<ul style="list-style-type: none">• Focus on short term tasks• Fight to overcome barriers



HOW YOU INNOVATE IS WHAT YOU INNOVATE



ASSEMBLE
A DIVERSITY OF
PERSPECTIVES

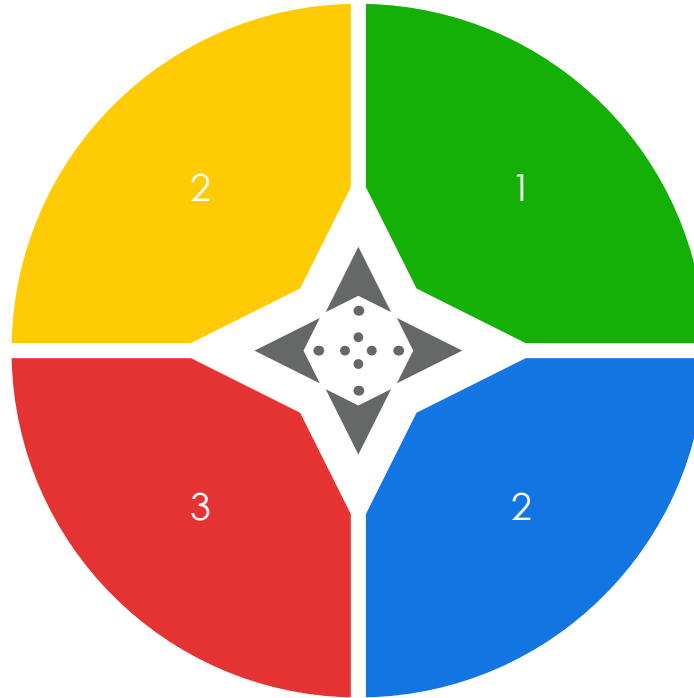
ENGAGE
IN THE
CONFLICT

ESTABLISH
A SHARED GOAL
OR VISION

CONSTRUCT
HYBRID
SOLUTIONS

COLLABORATE

MIDDLE POSITION
PERPETUATE



CREATE

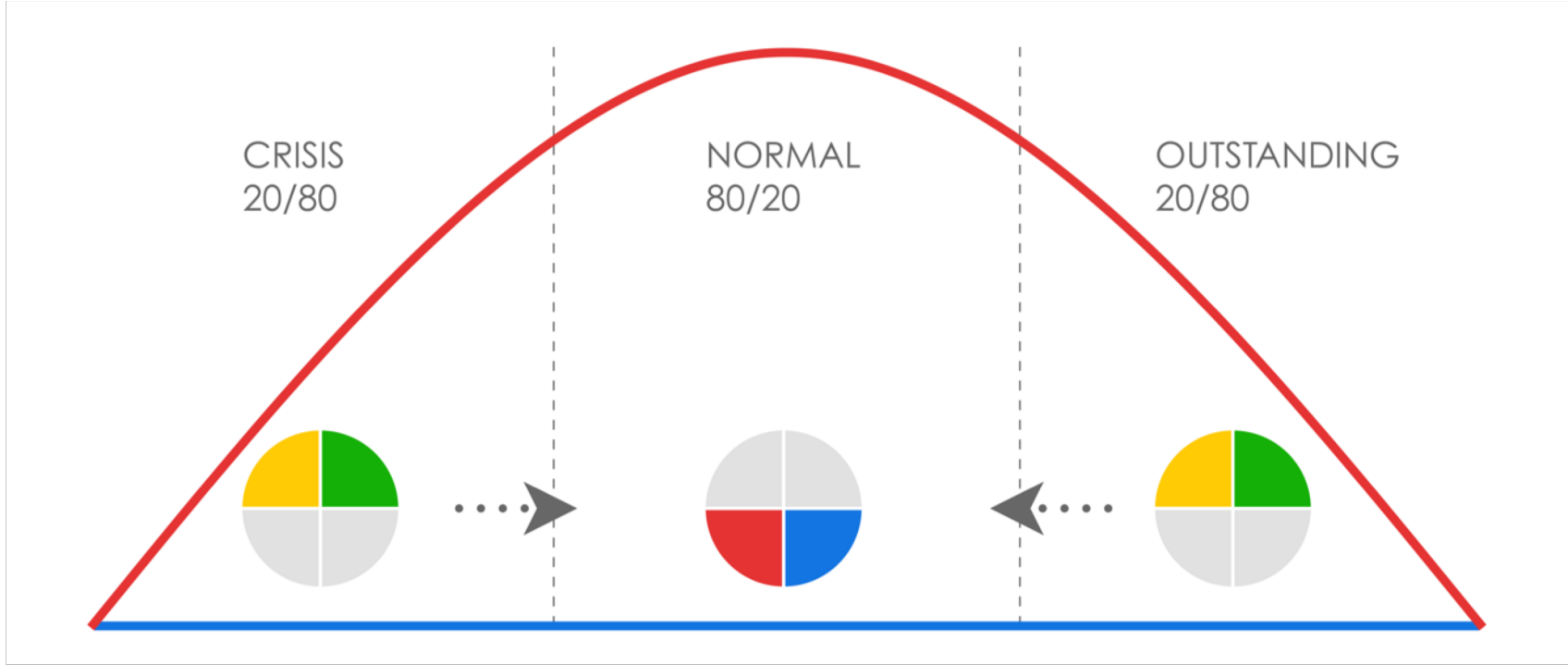
FORWARD POSITION
HEDGE

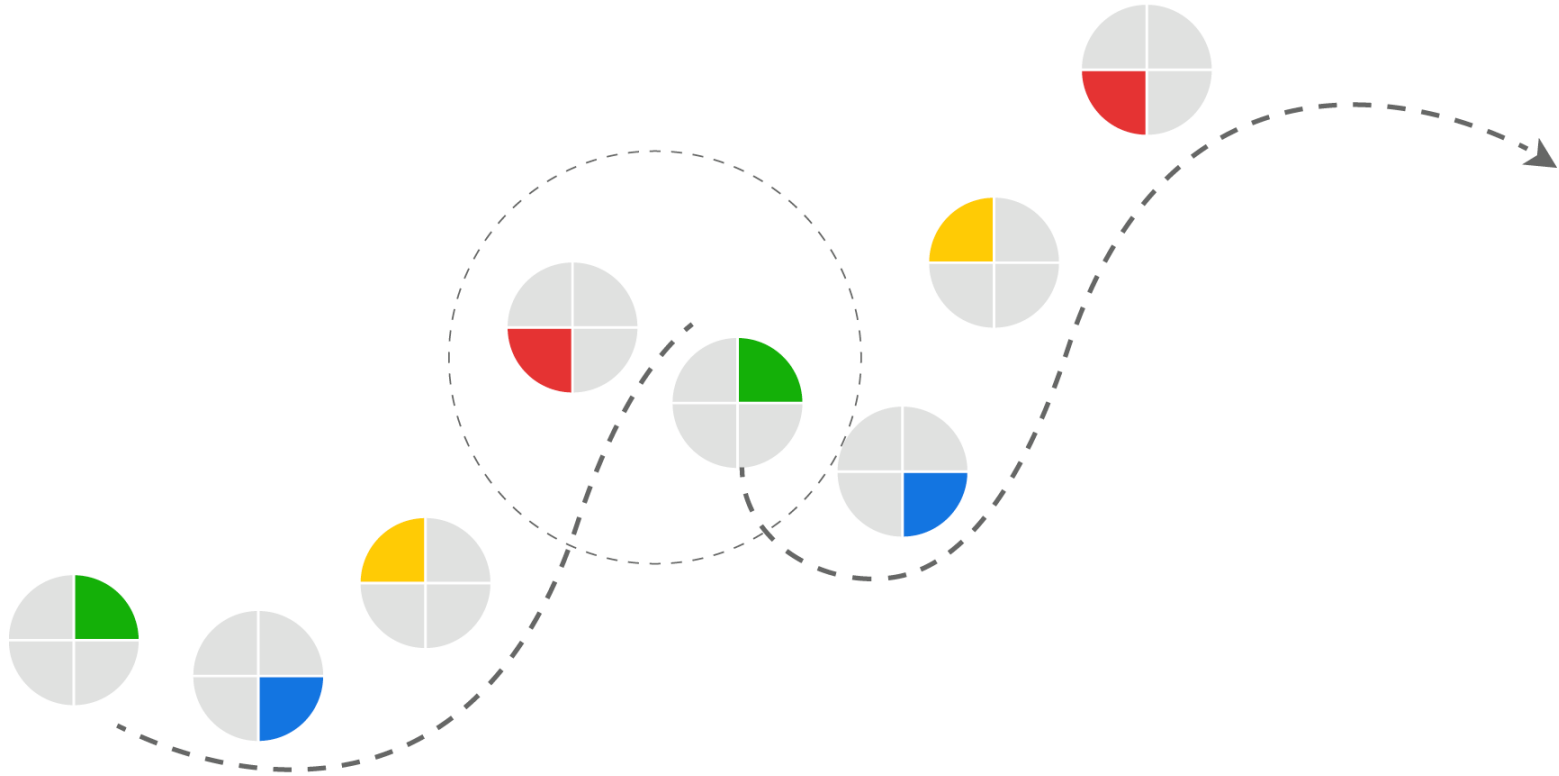
CONTROL

AFT POSITION
OPTIMIZE

COMPETE

MIDDLE POSITION
PERPETUATE





MISTAKE	CORRECTION
Believing you can see the future	Make smaller and wider bets
Choosing big over fast	Pick up your pace
Mistaking your managers for innovators	Encourage and support your deviants
Having more ambition than capability	Base your strategy on your capability
Starting at the center and moving out	Work your innovations from the outside-in
Listening to the wrong customers	Follow the customers that move first
Failing to connect the dots	Create cross boundary solutions and sync up business models



TAKE A HIGHER POINT OF VIEW



RIDE WHAT MOVES...
AND MOVE YOUR FEET



THE CAVALRY ISN'T COMING



MASTER THE ART OF SODOTO



HIDE INSIDE TROJAN HORSES



FAIL EARLY AND OFF BROADWAY



SHOW
DON'T TELL



LEAVE ROOM FOR THE STUFF YOU DON'T KNOW

THE DEGRAFF HYPOTHESIS

The amount of innovation an organization produces is inversely related to the number of PowerPoint slides or elaborate process diagrams it makes about innovation.

innv.at/DS-AETC

RESOURCES

- Take the FREE quiz
- FREE booklets and “how-to” guides

MEDIA

- [Twitter.com/JeffDeGraff](https://twitter.com/JeffDeGraff)
- [LinkedIn.com/influencer/degraffjeff](https://www.linkedin.com/in/influencer/degraffjeff)

CONTACT

- JeffDeGraff.com

