

HR: Innovation's Accelerator

A CAHRS Webcast

May 22, 2017



Webcast Agenda

1. Introduction
2. Barriers to Innovation
3. Drivers of Innovation Success
4. Recommendations for HR Leaders



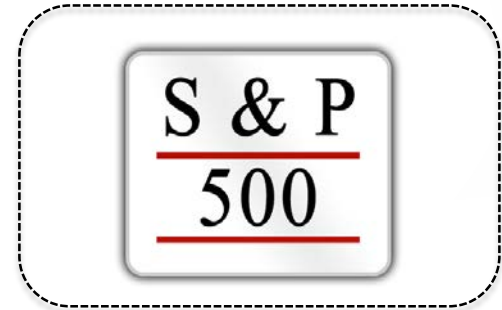
Why Innovation?



**Shifting Markets Have Caused
Countless Companies to Fail**

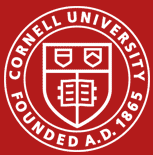


**Yet, Many Firms Remain
Overconfident or Unprepared**



**Projected to Turnover By 50% By 2026*,
Driven by M&A and Startup Activity**

Source: Innosight, 2016 Report



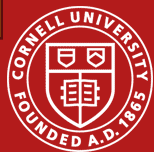
HR Is Uniquely Situated to Drive Value



Innovation Value Chain



HR Leaders Are Embedded Every Step of the Way



Methodology

41

Interviews

31

Companies

11

Line Leaders

3

Key Questions



Overview

Barriers to
Innovation

Key Drivers of
Innovation Success

HR Actions to
Support Innovation



Overview

Barriers to
Innovation

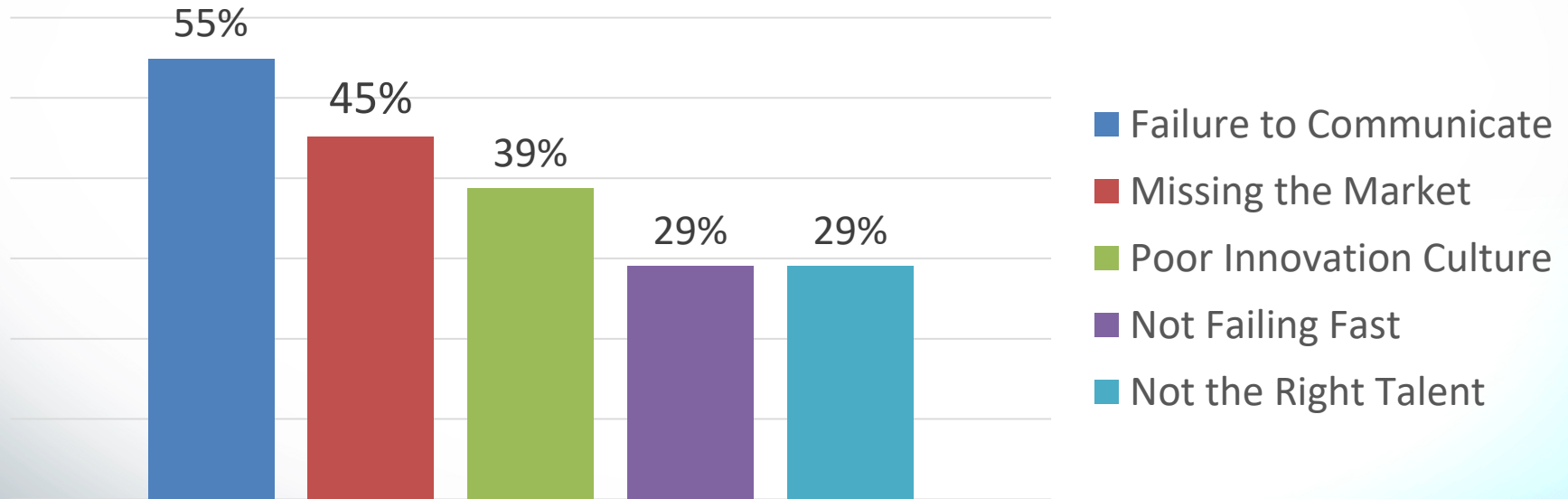
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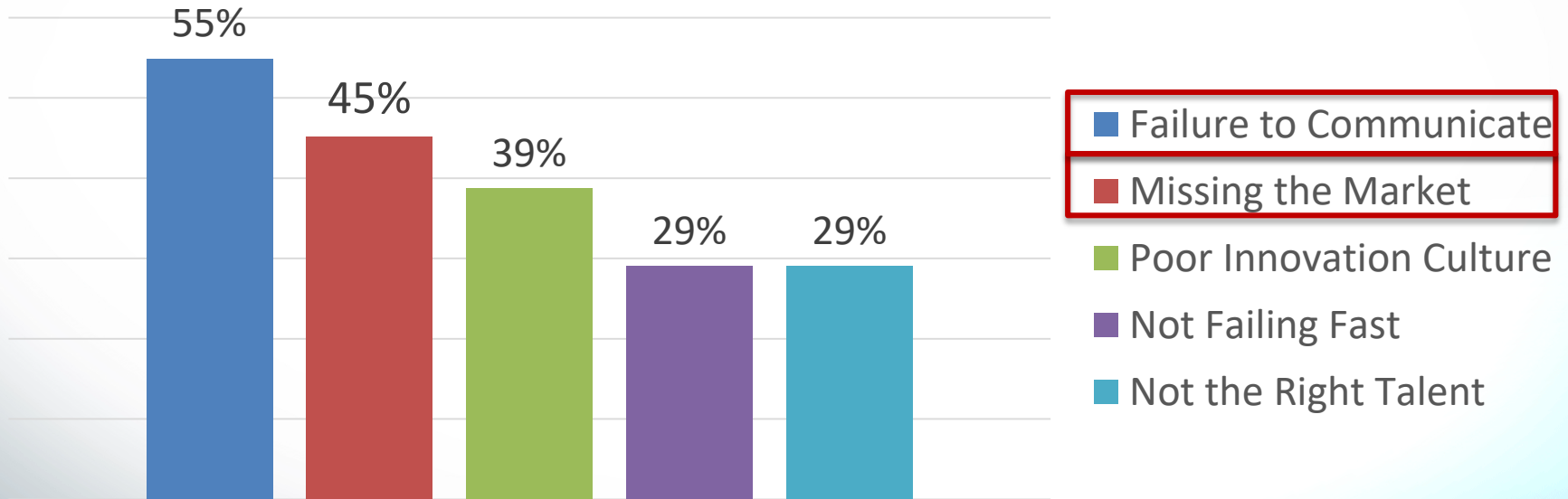


Barriers to Innovation Success





Barriers to Innovation Success

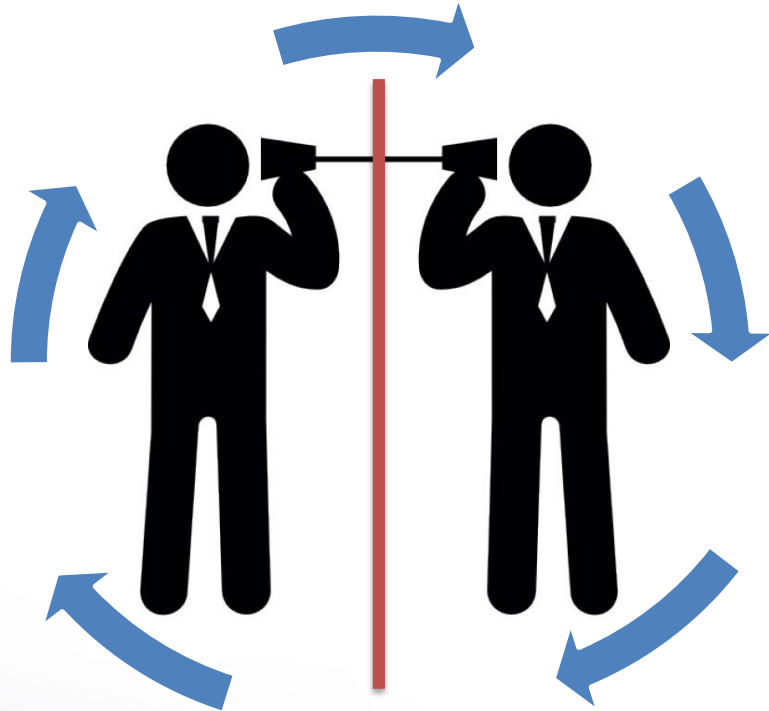




Lack of Communication

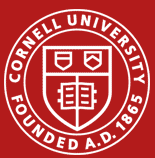
Internal

- Information Silos
- No Networking
- No Data Capture



External

- Internal Focus
- No Effective Partnering



Missing the Market



- Development process took too long
- Product not what customer wanted
- Product was DOA due to internal misalignment



Escalation of Commitment





Q&A



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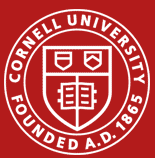
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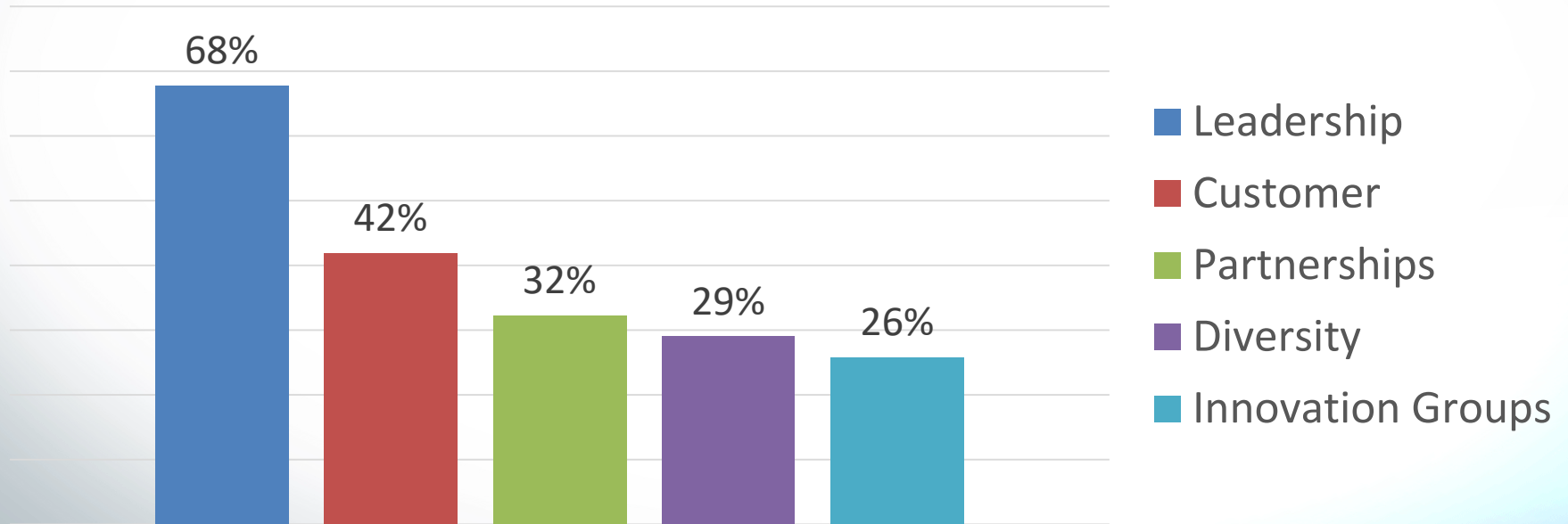


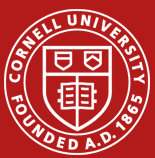
Overview



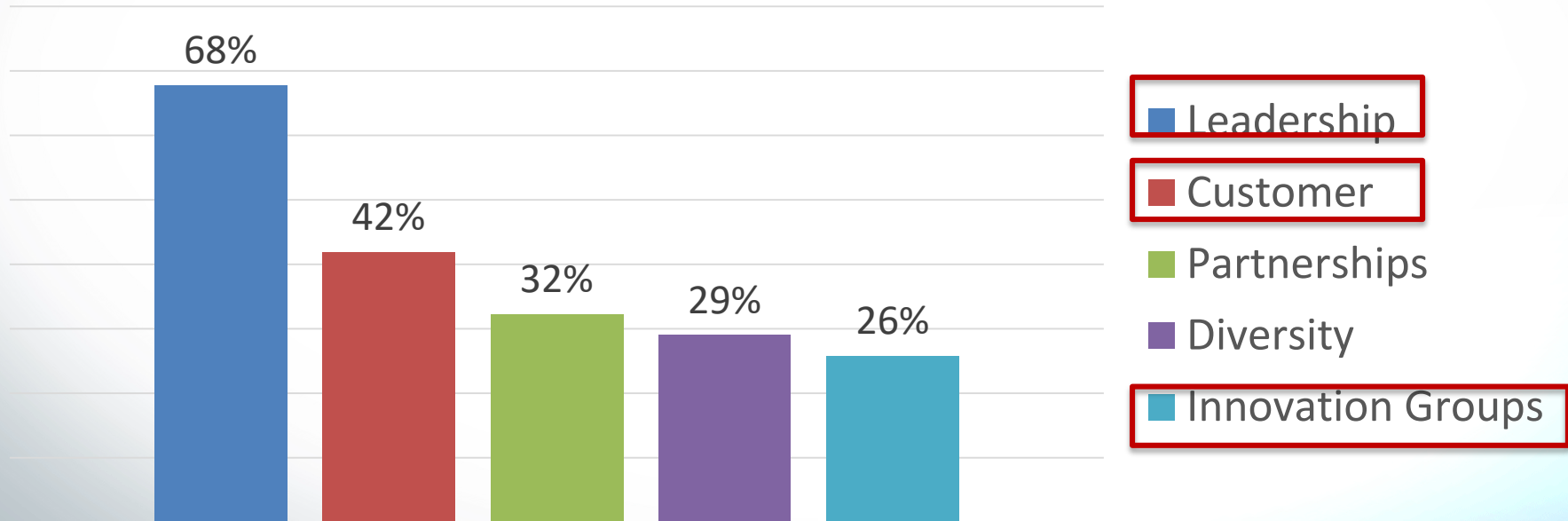


Drivers of Innovation Success





Drivers of Innovation Success



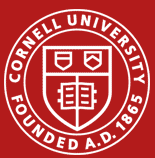
How Leaders Can Drive Innovation

**1: Vision setting &
clear communication**

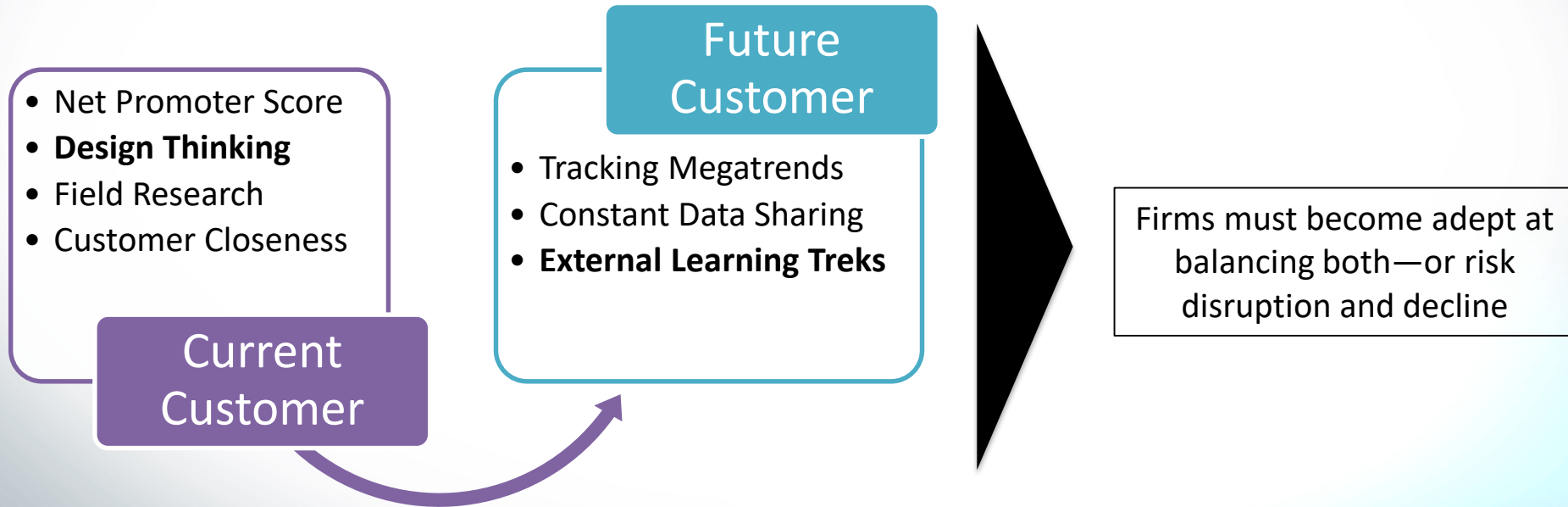


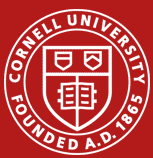
**2: Role-modeling &
leading by example**

3: Pushing teams to achieve the “impossible”

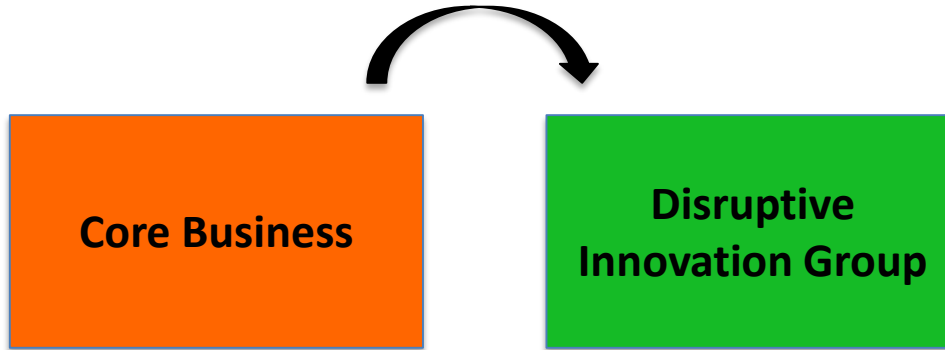


Focusing on the Customer





Disruptive Innovation Groups



WHAT:

- Autonomous groups
- Future, non-existing products
- Disrupt or create new markets
- Different timelines

WHY:

- Not tied to “core capabilities”
- Free from ROI expectations
- Empowered to act like a startup
- Ability to create disruptive tech.

HOW TO MANAGE:

- Report to C-Suite
- Customized HR elements
- Dynamic mix of talent
- Lean teams and process



Q&A



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Recommendations

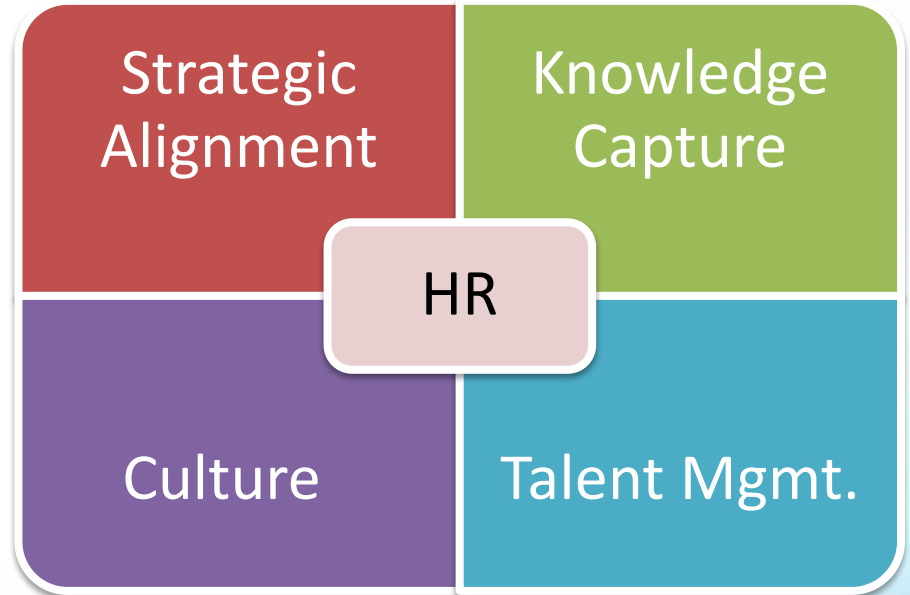
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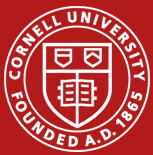


Success Factors



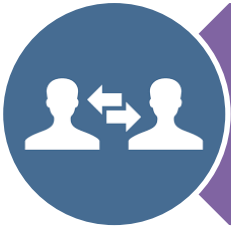
HR Actions





Strategic Alignment

HR can communicate the company's innovation strategy and align their people and organization



Steward of strategic communication



Coach leaders and “hold up the mirror”



Talent Management

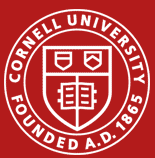
Starts with deep understanding of strategy, partnering with leaders, and aligning all HR efforts

Pull Right Mix of HR Levers

- Hire key talent, diverse teams, reinforcing process
- Up-skill talent through creativity assessments and trainings

External Partnering

- Missing capabilities, new projects, lack of diversity, talent mapping
- University partnering, strategic with geographic locations



Culture

Partnering with leaders, HR plays a key role in shaping culture



Know what innovative culture looks like, and be willing to change



Create and manage a diverse portfolio of culture creation efforts



Incentivize the right culture through appropriate rewards

Knowledge & Information Sharing



Helping employees get
close to the customer



Structuring physical
workspaces



Creating internal
databases to capture
lessons learned



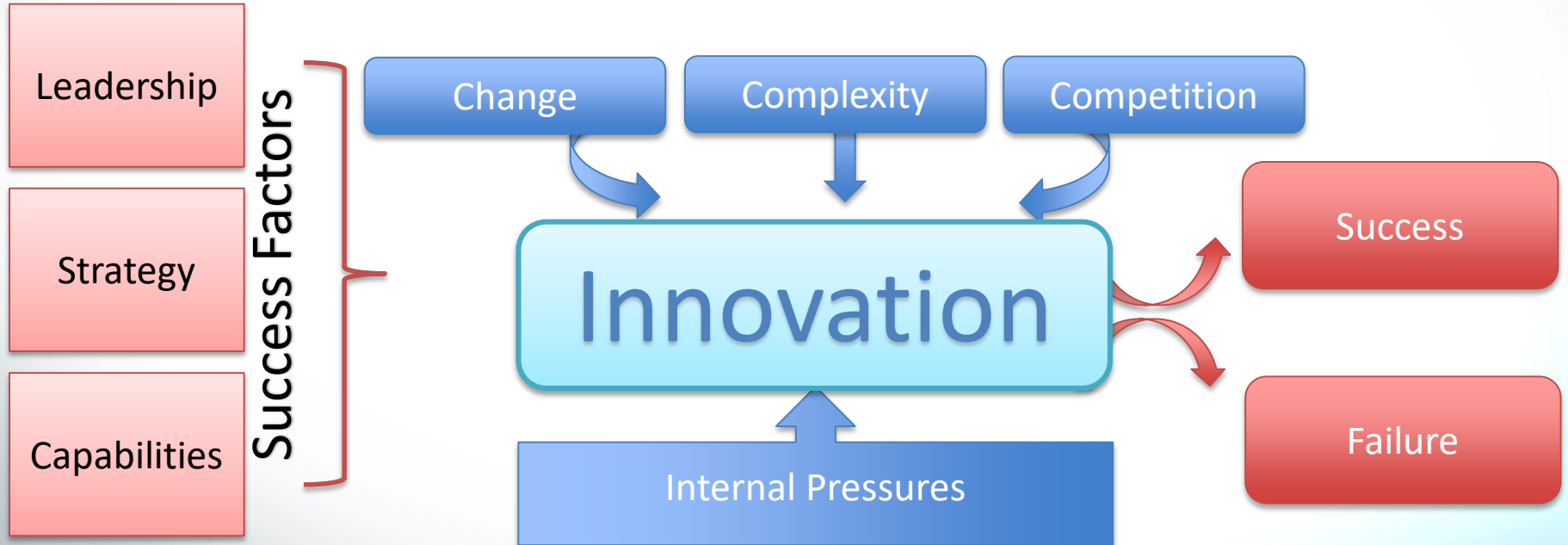


Q&A



Conclusion

No matter the driver or category, HR can play a vital role in innovation





Thank You