Big Ideas

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Innovation Leadership is a Craft

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December 2, 2016
Innovation Leadership

What is it
Why is it missing
What is its skill set
How to teach it
Every military service member
an innovation leader
How many people does it take to make a phone call?
How to mobilize the 1000s?
Innovation is a military imperative.

We must innovate faster than our adversaries.
How do successful innovators do it?
Edwin Armstrong: AM and FM Hero

1922

1938
He did not simply invent circuits

He doggedly mobilized supporters and fought pitched battles over patents with former friends.
Mobilizing new practice is a skill

Good ideas are not adopted automatically. They must be driven into practice with courageous patience.

— Hyman Rickover

AZ QUOTES
Thomas Edison: Inventor

The light bulb
The phonograph
The motion picture
The research lab
### Thomas Edison: Innovation Leader

| The light bulb | Long lasting, manufacturable lamp  
|               | Electrical generator  
|               | Electric power distribution  
|               | Timing to meet convergence  
|               | Capital  
|               | Political support  
|               | Outmaneuvering gas |
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<th>idea</th>
<th>adoption</th>
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<td>90%</td>
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Two “Common Senses”

OLD: inventor

- Invention of new ideas
- Planning
- Individual genius
- Marketing drives diffusion

NEW: leader

- Adoption of new practice
- Navigation
- Many contributors
- Mobilizing networks
The Adoption Chasm

idea

early adoption

sustained adoption
The Crossing

idea

sustained adoption
The Crossing

idea

sustained adoption

MOBILIZATION NAVIGATION
Our Claim

We know the skill set of innovation leaders
The Skill Set is Eight Practices

1. Sensing
2. Envisioning
3. Offering
4. Adopting
5. Sustaining
6. Executing
7. Leading
8. Embodying

- invention
- adoption
- environment
Our Experiment

Sense 21
Innovation Leadership as a Craft
Innovation Creates Opportunities
Innovation Brings New Dilemmas
Make a Choice
A Craft That Can be Learned

Innovation leaders are made, not found

Every service member can be an innovation leader

We can teach them how