

# VIEWPOINTS ON INNOVATION LEADERSHIP



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# Innovation Leadership: How to Reignite Innovation in Your Organization

by Ken Parekh

Reigniting the innovation engine after a turbulent two years of layoffs, cutbacks, mergers and consolidations will prove to be difficult, especially for those companies left with limited resources for innovation. This Supply & Demand Chain Executive article discusses four leading practices that executives can apply to their organizations and their supply chains.

Organizations typically kick-start innovation with disciplined processes guided by a new product development strategy and facilitated by IT. But the reality is that they're set up to fail, because real innovation requires not just a change of what we do, but a deeper and more fundamental transformation of the extended supply chain. And companies fail to execute because they neglect the fuel of their engine - their people.

In late 2009, the Society for Information Management's annual conference, SIMposium 09: Fresh Ideas for Peak Performance, provided an opportunity for CIOs from The Dannon Company, Group Health Cooperative, Oregon State University and the Port of Seattle to join me in a panel discussion on how to align teams on core objectives in a way that sustains innovation transformation. Here are four best practices that emerged in the discussion:

## Address the Fuel of Innovation: People

All the panelists indicated that at one point in their careers, their organizations did not realize the benefits of innovation because they didn't address their people and their culture. One of the best investments leaders can make is to cultivate high-performing teams that effectively leverage the capabilities and experience of each team member.

While it's crucial for talent to have real domain and industry expertise, they must also maintain some level of agility to adapt to changing market conditions.

## Cultivate a Culture that Promotes Risk-taking, Collaboration and Agility

Innovation culture starts from the top with enlightened, aligned leaders that "walk the talk," and it has to extend beyond the C-level. Within business groups, team leaders must facilitate conversations that create clarity and unity around vision, purpose, mission, values and strategy. For supply chain executives, this includes forming win-win collaborative partnerships not only internally but also with customers and suppliers. In addition, the organizational culture must foster risk-taking internally and with strategic partners and suppliers, and accept that having some failures is critical to driving innovation.

## Establish Clear Goals and Guardrails to Encourage Continuous Improvement

Innovation doesn't always have to happen on the bleeding edge. "Fast follower" organizations that make incremental improvements can be successful, too. The supply chain represents a prime opportunity for

incremental changes, and supply chain executives that establish clear innovation goals and metrics, and gain alignment within their organizations, can lay the groundwork for continuous improvement and risk-taking. While necessity drives innovation, persistence and endurance win in the long run.

## There Is No Such Thing as a Separate Strategy for Innovation

To paraphrase Jeff Hutchinson, CIO of The Dannon Company, there's no such thing as an IT strategy for innovation -only a business strategy. In any organization, multiple business functions must coordinate and synchronize information across a complex, interconnected supply chain to deliver on innovation. Unified governance must exist between the supply chain and IT, finding a balance between a strong IT foundation and business goals.

This process must be first instituted at the executive level so that leadership can align their people on core objectives, immerse them in innovation and mobilize them to rapidly achieve results. Next, line-of-business managers need to establish a strategy for their business units, as well as their supply chain partners. With strategies in place at the corporate and LOB-level, enterprise IT then can implement systems to execute to support them.

As a result, the entire business is integrated, facilitating collaboration, visibility and execution internally and across the total supply chain. This top-to-bottom alignment lays the foundation for a process-driven, disciplined infrastructure across the organization that will enable, support and sustain innovation.



# The Chief Innovation Officer: Mastering Influence and Building a Cross-Functional Coalition

by Jamie Lahiere and Sean Klein

Although the role of the Chief Innovation Officer is on the rise, most businesses still operate in traditional functional structures that add significant complexity to this role.

Companies with innovation engines that outperform their competitors understand that meaningful solutions develop horizontally across vertical reporting structures and require a cross-functional mindset. For a Chief Innovation Officer, developing this mindset requires the establishment of horizontal reporting, rewards and incentives.

However, creating horizontal solutions across a large organization is not easy. Most Chief Innovation Officers operate in matrixed organizations, where profit and loss statements flow vertically through functions, geographies, and business units. In these vertical reporting structures, employee accountabilities, rewards, and incentives pass through functional leaders.

## Become a Master of Influence

Without positional authority, the Chief Innovation Officer must influence the work that others are doing. Building a coalition among business leaders and creating functional alignment between everyday operations and innovation initiatives are the first steps to combating this structural challenge.

Innovation officers must recognize that businesses have to make payroll today, and employees will

not drop existing accountabilities to focus on innovation without the assent of their managers.

A Chief Innovation Officer's role involves actively convincing others to invest their time in innovation activities. Stakeholders must believe that adopting innovation initiatives will benefit them in the long term and functional employees must be motivated to work beyond their current scope of responsibilities.

## Build a Coalition

Business leaders should be treated as clients and allies. Chief Innovation Officers must become trusted advisors to business leaders by helping them save resources, improve performance, and by providing information for better decision-making. When creating these internal alliances, it's important to speak the language of functional leaders and communicate why investing time and resources in innovation is in their best interest.

To help connect with these leaders effectively, innovation officers can use a stakeholder value sheet. Value sheets provide an at-a-glance look at what is most important to business leaders; their value drivers, key concerns, and accountabilities.

**Stakeholder Value Sheets help determine:**

- What are these business leaders held accountable for?
- What information do they need to make decisions?
- What are their day-to-day concerns?
- What are their key objectives and timeframes for evaluation?
- What are their key value drivers?
- How can I provide value to them?
- What questions might they have for me?

Having this information readily available allows the Chief Innovation Officer to recognize stakeholder value drivers and tailor messaging in a language each individual is more likely to understand

**Actions Speak Louder Than Words**

Speaking in a language that resonates with internal stakeholders is an important first step in building a cross-functional coalition. But when it comes to cementing alliances across an organization, actions speak louder than words. A Chief Innovation Officer must demonstrate real value to their constituents.

**Here are a few influential tasks that an innovation officer can tackle to demonstrate value to their fellow business leaders:**

- Help with trend-based horizon planning by identifying strategic gaps and vulnerabilities for disruption five, ten, and fifteen years out.
- Provide views, interpretations and recommendations on their current portfolio mix. Help them think through tough questions regarding portfolio alignment to business strategy, objectives, and organic growth goals.
- Publish innovation metrics and measures that help improve their decision-making confidence.
- Build innovation capabilities that share benefits with core business activities.
- Supplement funding for projects that meet specific innovation criteria.

These are only a few examples of ways a Chief Innovation Officer can make themselves a valuable asset and trusted advisor to business leaders. By becoming a master of influence and building a coalition, the Chief Innovation Officer can overcome barriers posed by traditional functional structures to deliver transformational value to their organization.

# Leading Innovation in Large Organizations: Should Rebels be in Charge?

by Amber Lyons and Sean Klein

We like rebels. Just think about how many movies have been made to portray rebels like Jessie James, Bonnie and Clyde and Baby Face? We like them in business too. We value them as entrepreneurs who defy traditional business rules, take uncalculated risks and design innovative products. They work in nontraditional environments, without bureaucracy or shareholders. Steve Jobs, Bill Gates and Mark Zuckerberg are a few great innovators that come to mind from the past few decades, and even though they may run the largest corporations of the world, they began as leaders of innovative startups.

The rebels of history and in business make good stories. But while rebel innovators make great leaders in small startups that focus on fewer products and maintain flat hierarchies that are “often only one or two layers deep – adaptive, and flexible,” not all rebel characteristics carry over to the innovation leader in a large company. (Spinelli, 2008) The innovation leader in a Fortune 500 company must have the skills necessary to work with leadership, policy and culture to influence existing business and not work against it. Here are some attributes we feel the innovation leader of a large business must have, that a rebel may not

The individual leading innovation in a large company is responsible for developing a culture supportive of innovation. They are held accountable for delivering results from innovation. This position may be the Chief Innovation Officer or some role that reports directly to the CEO. It goes without saying that large companies must be operated differently than small ones.

The attributes of the individual needed for this role is not the typical startup innovator. The environment is too different, with a unique set of challenges and required skillsets. The most obvious difference between the large and small firm is the necessity for tighter controls on budget, processes, policies and leadership. The attributes necessary for the innovation leader in a large firm are distinctly different to those of the rebel innovator in a startup. Those differences must be acknowledged.

## LEADERSHIP



### Master of Influence

Large organizations are established with leadership hierarchy and functional business units silos. An innovation leader must be a politician who can bridge the gap between business silos to influence and drive the cross-functional process of innovation

## POLICY



### Process Transformation

Business models of successful large companies are well defined and processes are tightly monitored, maintained and improved to ensure the efficient execution of the core business

Innovation leaders need to encourage controlled experimentation with new ideas and learn from their results by developing people, processes and tools to drive innovation growth

## CULTURE



### Climate Changer

Company climate is built and supported to shape culture and behaviors over time while maintaining the core business and processes. Innovation often requires a cultural transformation

Innovation leaders build support for a transformational innovation climate from the executive level down through all functions of the business

# Innovation Executives: Who NOT to Put in Charge

by Michael Glessner

I just hung up from a call with a colleague in which we were planning how to bring up a difficult topic at tomorrow's client meeting regarding innovation. It is surprising how often this situation occurs in consulting work. This time the root of the situation may be traced to an observation Vijay Govindarajan and Chris Trimble made in their book *The Other Side of Innovation*, regarding the characteristics of successful innovation executives.

Many executives responsible for innovation have worked their way through both product development and operations jobs. They were likely viewed as successful in their previous positions, often due to the results they created. Over the years this success has fed on itself and they now identify with and successfully drive toward results in all their assignments.

On the surface, this sounds like a great person to lead innovation. But in reality, this is one of the last people you want responsible for innovation efforts within your company. Managing innovation effectively is a different game than managing typical business operations.

In our client meeting tomorrow we will ask difficult questions about current innovation efforts and surface some key issues. What makes this conversation so difficult? I believe the root cause is that this "wrong" executive is not seeking to promote structured learning, nor is the executive concerned with seeking the truth about their current innovation efforts. Instead, they are most concerned about how their team's current

innovation work will be perceived by other operational executives and whether this executive will meet previously established goals.

This is a very depressing and stifling situation for those involved within the "wrong" executive's organization. Individuals working within this environment see the dynamic and understand the situation and reality quite well. They often know in their hearts the best way to create shareholder value is to surface a key issue quickly, and they also realize that such a move is a big gamble for them personally. If they are just a few years from retirement, a comfortable retirement, the option to raise the issue does not seem as attractive as just letting it go. No one gets fired for not raising the issue. What would you do in this situation?

This dangerous environment is the direct result of the management style of the "wrong" executive, and it is not the healthiest way to promote maximum shareholder value creation from innovation.

The "right" innovation executive is typically a humble individual who seeks the truth, advocates structured learning, and often works within a very different incentive structure from operations executives. This individual promotes rapid learning within their teams and constantly challenges innovation professionals to refine their plans, assumptions, and causal relationships. Such an innovation leader wants issues raised as soon as they are discovered.

# The Chief Innovation Officer: Is It CIO, CNO, or CINO?

by Bill Poston and Sean Klein

The great Chief Innovation Officer acronym confusion has obscured a much more important conversation. Just what is a Chief Innovation Officer? I don't care what acronym becomes the norm, but I am concerned about the number of executives claiming the mantle of Chief Innovation Officer without having the requisite scope of responsibilities to do the job well.

A Chief Technology Officer can't just change their title and expect to dramatically improve their organization's innovation results from within R&D. Likewise, simply changing "Information" to "Innovation" in your title doesn't fundamentally alter your role. The "New CIO" is not just a more creative version of the Chief Information Officer. At their core, these roles are radically different.

The role of the Chief Innovation Officer is to drive innovation capabilities across functions and geographies to deliver better business results. In large, multinational, multi-business unit companies, this role typically has limited positional authority. A successful Chief Innovation Officer is a master of influence. They formulate strategy and establish a coalition of individuals across business units, functions, and geographies to improve the execution of all types of innovation.

This includes innovation beyond products to include service, business model, channel and commercial innovation. Importantly, they also lead the development of domain expansion and incubate disruptive innovations that might not survive in an established business.

In my opinion the Chief Innovation Officer must be a member of the corporate executive team, preferably reporting to the CEO. The best people in this role lead small dedicated teams and are charged with the following set of cross-functional responsibilities and accountabilities:

- **Improve and deliver business results from innovation**
- **Lead the measurement and analysis of innovation results**
- **Formulate and communicate innovation strategy**
- **Identify disruptive threats and opportunities based on trends**
- **Shape and manage the corporate innovation portfolio**
- **Cultivate and sponsor breakthrough innovation initiatives**
- **Evolve innovation business disciplines and competencies**
- **Create and nurture a culture conducive to innovation**
- **Develop innovation roles, talents, and career paths**
- **Define and monitor innovation metrics and measures**

This is a big job. One that I wouldn't want to adopt the title of unless I was chartered by the CEO and had the staff, funding and executive support necessary to tackle these responsibilities effectively.

With this full scope of responsibilities considered, I think you will agree that, unless your company's value proposition is delivered through information systems, this role is beyond the reach of the Chief Information Officer or even the Chief Technology Officer. The cross-functional nature of the role, and the broad skillsets required, necessitate someone with a balance of commercial, technical, and managerial experience.

# Responsibilities of the Chief Innovation Officer

by Bill Poston

The roles of the Chief Innovation Officer is to drive innovation capabilities across functions and geographies to deliver better business results. In my opinion the Chief Innovation Officer must be a member of the corporate executive team, preferably reporting to the CEO. The best people in this role lead small dedicated teams and are charged with the following set of cross-functional responsibilities (each of these bullet points links to the specific post with more detail about that responsibility):

1. [Improve and deliver business results from innovation](#)
2. [Lead the measurement and analysis of innovation results](#)
3. [Formulate and communicate innovation strategy](#)
4. [Identify disruptive threats and opportunities based on trends](#)
5. [Shape and manage the corporate innovation portfolio](#)
6. [Cultivate and sponsor breakthrough innovation initiatives](#)
7. [Evolve innovation business disciplines and competencies](#)
8. [Create and nurture a culture conducive to innovation](#)
9. [Develop innovation roles, talents, and career paths](#)
10. [Define and monitor innovation metrics and measures](#)

This is a big job. One that I wouldn't want unless I was chartered by the CEO and had the staff, funding and executive support necessary to tackle these responsibilities effectively. To be a legitimate Chief Innovation Officer you have to be able to sustain superior returns on your firm's investment in innovation. In most large organizations this will require a transformation in the way products are developed, businesses are created, and innovation is delivered.

This is a big job.



## #1: Business Results

A few months back I wrote about the rising role of the Chief Innovation Officer and listed a set of responsibilities that should define the job on most executive teams. The number one responsibility on the list was “improving and delivering results from innovation.”

This must be the top priority of the Chief Innovation Officer. It is the only way to justify the position and must be her primary reason for being. Many of the other responsibilities address the “how” of innovation. Business results is all about the “what.” We don’t invest in innovation for the sake of innovation. Cool technology and unique business models may be exciting, but they must also create value for the organization in order to matter.

With all of the work to do to define strategy, shape the portfolio, and build organizational capability, it is easy to lose sight of the goal and spend all your time focused on inputs and processes. Delivering improved business results should be the mission and ambition of the Chief Innovation Officer.

## #2: Measure

While the first responsibility of the Chief Innovation Officer is to deliver improved business results from innovation, the only way to prove that is to measure those results. The Chief Innovation Officer should gladly accept responsibility to lead the measurement and analysis of innovation results.

Measuring innovation results is a challenging task in a global organization. Even a “simple” metric like percent of revenue from new products is fraught with issues and difficult questions. What do you count as a new product and for how long? Do you start the clock at first launch or first launch in each market? How do you aggregate data from dozens of ERP systems using different product numbers, currencies and units of measure?

The technical capabilities available in the latest enterprise-class business intelligence software tools can help with the aggregation and normalization process. These systems can also create custom dashboards that serve up summary information in real-time. An innovation dashboard is an invaluable tool for the Chief Innovation Officer to keep the executive team’s attention focused on delivering results.

## #3: Formulate Strategy

The Chief Innovation Officer has a multifaceted set of responsibilities that require an array of skills. Improved business results is the goal, and being able to measure those results is important to gauge effectiveness, but the innovation officer must also define the company’s destination by formulating and communicating an innovation strategy.

Many organizations can articulate a business strategy – or at least define a set of financial goals. However, there are very few that can explicitly tie their organic growth goals to a well-articulated innovation strategy. This strategy should tell the organization how those organic growth goals are going to be met.

Good innovation strategies answer simple, but rarely asked, questions.

I work with a large pharmaceutical company that develops products in five primary therapeutic areas. When we asked the company’s leadership how R&D investment should be allocated across the five areas, we got a different answer each time. Another one of our medical device clients is struggling with the geographic allocation of innovation investment. In a number of earlier posts, we have discussed the appropriate allocation of investment in breakthrough concepts. I have a current industrial client who is trying to balance central technology development with business unit-driven new product development. There is also the identification of threats and potential disruptions that require specific competitive strategies.



These are just examples of the types of questions and issues that should be addressed by a well-crafted innovation strategy. The ultimate test of these strategies is whether they deliver on the organic growth goals of the business. It is the Chief Innovation Officer's responsibility to give the CEO and the rest of the executive team a reason to believe those goals can be met.

### #4: Identify Threats and Opportunities

In our previous posts on the responsibilities of the Chief Innovation Officer, we have mainly been looking inward- focusing on improving business results, putting a measurement system in place, and formulating innovation strategy. With those things covered, it is time to pick our head up and look outside the organization. One of the primary responsibilities of the innovation executive is to identify threats that may disrupt the core business and to look for opportunities based on trends in the market.

Competitive threats - real and imagined - should be documented, evaluated, and tracked. These threats should inform innovation strategy. The successful Chief Innovation Officer will not only find threats that are imminent, but will think longer-term about the potential for competitors to fundamentally undermine their business model. If you are in the business of selling laundry detergent, ask yourself what would happen if someone developed a fabric that never needed to be washed. What could someone possibly develop that would completely eliminate the need for your product?

Of course, threats can also create opportunities. We must look beyond the active innovation portfolio and create long-term market, product and technology roadmaps that blunt the threat of disruption, while taking advantage of whitespace opportunities based on trends in the industry. The timeframe of these roadmaps should be several multiples of the typical product development cycle in your organization.

The successful Chief Innovation Officer will learn to balance their time between focusing on efficient execution and ensuring that the organization is executing on innovation that will win in the marketplace.

### #5: Shape the Portfolio

Shaping and managing the corporate innovation portfolio may be the biggest lever the Chief Innovation Officer has to improve business results. Culture, process, metrics, and tools are all important, but they won't move the needle if you are working on the wrong stuff. The portfolio should reflect innovation strategy, and should be composed of initiatives that have the potential to deliver on organic growth goals.

Many innovation portfolios fail these two simple tests. Are we balanced appropriately based on our strategy, and is there enough in there to enable us to hit targets?

While this responsibility is further down the list, it does not imply that it should be considered serially after the first four responsibilities have been mastered. I believe that one of the first things a new Chief Innovation Officer should do is to characterize the existing innovation portfolio to find out what she has to work with initially.

Don't wait six months to begin exerting influence on the shape of the portfolio. Find a small number of high potential projects, make sure they are properly resourced, and look for ways to accelerate their time to value. Then you can go about reshaping the rest of what is in the pipeline by cleaning out low value initiatives and shifting resources to more breakthrough concepts.

Over time, maintaining control of the allocation of investment and the shape of the innovation portfolio may be the most important day-to-day responsibility of the Chief Innovation Officer. Pick the winners.



## #6: Cultivate Breakthroughs

Shaping the innovation portfolio and ensuring that it will deliver expected business results is a core responsibility of the Chief Innovation Officer. In most organizations, hitting growth targets will require investment in breakthrough innovation initiatives. Simply allocating investment to these types of projects is not enough. The Chief Innovation Officer must cultivate, nurture and sponsor these initiatives as well.

Cultivating breakthroughs involves maintaining a robust front-end capability that is continually exploring new business concepts and developing high-growth business opportunities. Breakthrough concepts often must be proactively promoted and protected. This is especially true if the concept has the potential to cannibalize or disrupt part of the core business.

Nurturing concepts into the development pipeline and ensuring that they have sufficient space and resources to succeed is the only way to get a breakthrough initiative to launch. These ideas may begin in skunkworks, but they will not make it to market as night and weekend projects. They need active executive sponsorship to navigate the treacherous waters of core business motivation, short-term orientation, and risk aversion. Strategic innovation initiatives must be executed differently to succeed.

The new Chief Innovation Officer should consider launching one or more breakthrough development projects early in their tenure. Given that it is likely to take several months to get to market, identifying high-value concepts early and getting started will enable them to put points on the board and generate value that can be reinvested in new capabilities and additional breakthrough initiatives.

## #7: Evolve Competencies

The ability to sustain innovation performance over time requires the Chief Innovation Officer to evolve innovation business disciplines and competencies. We can get a short-term improvement in performance by shifting the mix in the innovation portfolio and pushing breakthrough initiatives into market, but the ability of the organization to do these things repeatedly is the key to long-term success.

Achieving best-in-class innovation capabilities may take several quarters, if not years. That is why we should get started in parallel with other key responsibilities. Creating a smooth running innovation engine requires the Chief Innovation Officer to address a number of business processes, organizational competencies, and enabling technologies.

The core competencies include a front-end process for vetting ideas and turning them into viable concepts, the decision-making and governance disciplines of portfolio and pipeline management, development and launch execution, value management, and good information systems supporting design, collaboration, analytics, product portfolio management, and product lifecycle management.

Too often, new Chief Innovation Officers choose to focus on innovation strategy and portfolio management exclusively. They ignore the weaknesses in the core business capabilities required to move an idea through development and into a viable commercial product. Great strategies and innovative product concepts are worthless if we can't get them to market.

Successful innovation officers will work on short-term strategy while building a sustainable set of innovation disciplines that can deliver beyond their tenure.



## #8: Nurture Culture

The Chief Innovation Officer must look beyond strategy and process to create and nurture a culture conducive to innovation. This can be a tremendous challenge in large, established enterprises that have been focused on efficiency for decades. Nurturing a culture of innovation means redefining success for those that work in the functions supporting innovation. It doesn't mean changing the entire company.

The mantra "innovation is everyone's job" is bunk. Most people in large organizations are there to efficiently execute the core business and generate the earnings that provide us the capacity to invest in innovation. The Chief Innovation Officer should focus on the culture within their area of influence.

The culture question is often posed in terms of the organization's tolerance for risk. The implication is that we must get comfortable with failure if we are to succeed in innovation. I do not believe in this line of thinking. Yes, there is risk in any innovative endeavor, but it is our job to manage it, not celebrate it. When an initiative fails to deliver against expectations, it is our job to ensure the organization learns something from the experience.

Ultimately, an innovative culture is a learning culture. One that tolerates risk and failure only for what it can teach us. We should maintain high standards for performance and hold people accountable for delivering results or clearly articulating learnings from failure. Let's save the celebrations for success.



## #9: Develop Career Paths

The people element of innovation extends beyond nurturing culture. The Chief Innovation Officer must also take responsibility for developing innovation roles, talents, and career paths. The people that work in innovation functions should be able to define a clear path for their career that allows them to grow and continue to do the work that they love.

One of the big issues we face in innovation is that long product development cycles often mirror the average tenure of an individual's role. That means they may serve in the same role for only one cycle before moving on to another job and leaving someone else to learn the same lessons over and over again. This job-hopping is viewed as necessary for career progression because we often cannot articulate a clear path for individuals that work in innovation.

The second challenge is that many people assigned to work in innovation are still firmly committed to their home function. The innovation project is viewed as temporary or part-time. Performance reviews and career progression are managed within the department, not the innovation function.

The Chief Innovation Officer should define roles and paths with the objective of keeping people in positions where they can be of most value while developing their talents and ensuring that there is a clear pathway for them to follow over a long-term career. The model of the brilliant engineer moved into a management role is one that has too much of a basis in reality. It is the same with the assistant brand manager that successfully coordinates a launch and is then moved into a role that has nothing to do with product development.



## #10: Monitor Metrics

The final responsibility of the Chief Innovation Officer is to define and monitor innovation metrics and measures. This goes beyond the reporting of business results outlined earlier in Responsibility #2 to the monitoring of a broad array of innovation health measures.

The innovation dashboard should incorporate those in-market business results measures, but should also track:

- Total expected commercial value of the innovation pipeline
- Innovation pipeline productivity and utilization measures
- Innovation cycle times by phase and project type
- Innovation portfolio mix, balance, and phase reports
- Project attrition and financial forecast degradation metrics
- Strategic alignment reports on budget, resources, and growth

The list of things to track can be overwhelmingly long and the monitoring process can be tedious. The responsibility of the Chief Innovation Officer is to build the monitoring framework, define the metrics, and begin the job of creating a living dashboard to measure the health of the innovation function.

It all comes back to improving business results and delivering organic growth from innovation, but we must also measure the inputs and monitor the process to ensure the innovation engine is tuned and poised to produce.

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