

Method Teaming®

Innovation Engine

The science behind highly innovative teams



Innovation is a necessity

As the speed of business increases, companies around the world must accelerate innovation if they are going to survive and thrive. Innovation is proving to be a critical enabler for sustained growth. Companies without formal innovation capabilities are rushing to develop them, while those that have considered innovation to be a differentiator are refining their capabilities in the face of high velocity, dynamic competition. Like every other major business improvement, executives are looking for a tangible method for driving innovation.

There are many approaches to implementing innovation within a company but the most successful approaches consider three critical requirements:

1) Innovation is not a singular event. It must be repeatable and systematic, producing sustainable results.

- 2) Innovation is much more than an ideation phase. It must include all the post-ideation activities, including transitioning to engineering (engineering for scalability and reliability), value propositioning, market introduction and life cycle management.
- 3) Innovation is a decidedly human process. Aligning people's natural talents to the right roles in the innovation process is absolutely critical to success and is the 'missing link' in most corporate innovation programs.

Aligning people's natural talent is the most difficult to achieve. While few leaders would argue the important role people play in innovation, most approaches focus exclusively on learned skills, knowledge and the experience of individuals as criteria for participation. While these are important, there is another dimension, a person's Intellect, which will make the difference between good innovation and world-class innovation.

The innovation process only produces the best results when a company understands how to align the process with the people with the right Intellects at the right time. The Method Teaming Innovation Engine provides the science, methodology and language for making innovation systematic by mapping the human Intellects required for each step in the innovation process.

What is Method Teaming?

A person's Intellect refers to how they behave, how they are motivated and how they channel their intelligence. Method Teaming is a powerful science, methodology and language that companies use to systematically create and manage high-performing teams. Method Teaming was developed by business people for business people. It is purpose-built for systematic innovation.

Within Method Teaming, 'Intellects' are the patterns of natural strengths and talents. The human population, regardless of vocation, is divided into four Intellects. Everyone has a primary and a secondary Intellect and in some people, the secondary Intellect can be very strong.

The highest performing teams are those in which each individual team member's Intellects are best aligned with the work they perform. Method Teaming's power lies in its ability to illuminate these natural strengths and talents and then systematically assemble the right combination of people with the most appropriate Intellects into a team for a given mission or goal.

Team functions

The most important work undertaken by any business is usually done in teams. Business objectives and goals dictate why teams have to be created. Despite this, most companies do not have a common methodology or language to build and shape teams.

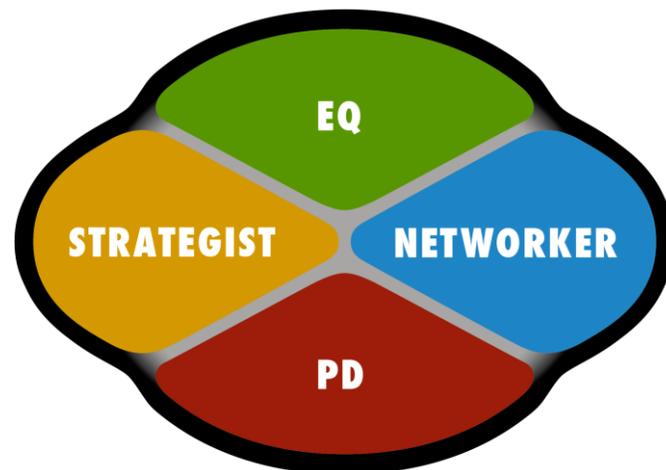
As we look at the constituent parts of any team there are 4 questions we must consider:

- What needs to be done?
- How will we do it?
- Where and when do we take action?
- Who needs to be involved?

We need to find the most appropriate alignment of people's natural talents and strengths with these four key functions of 'what, how, where and who' in mind. Method Teaming helps us do this with great accuracy by discovering the Intellects of the team members and then aligning them with the most effective role.

Method Teaming Intellects

Below is the Method Teaming Icon. It clearly shows the 4 Method Teaming Intellects in relationship to each other. Everyone is a blend to a greater or lesser extent of all four Intellects. However, we have a primary Intellect and a secondary Intellect, which in some people can be very strong.



The 4 Method Teaming Intellects

Strategists are the only Intellect capable of systematic "on-demand creativity". They are the go-to people for ideas, innovation and "outside of the box" thinking. Strategists see patterns, not protocols and are typically very independent.

PD's (Project Director) think on the "How" dimension (e.g. *how exactly do we move from point A to point B?*). They are logical, analytical, organized and bring an engineering mind set to problem solving. Of all the Intellects, they are likely to have the deepest thirst for knowledge. They thrive in complexity. PDs are vital for seamless execution.

Networkers know that success only comes through people. They think on the "who" dimension (e.g. *who do we need to work with to get this done?*). They develop trust and empathy. They are world class at building and maintaining relationships. Networkers are active listeners, can influence effectively and are often politically savvy.

EQ's (External Qualifier) love to win and think on the where dimension (e.g. *where is the opportunity?*) They are typically competitive, have high energy levels and communicate in clear sound bites. EQs are adept at persuading and selling. They have an instinct for sensing opportunity. They will take big risks for big rewards.

Optimizing Innovation

There is a place for every Method Teaming Intellect within the innovation process. Let's consider the best innovation roles for the four Intellects.

The role of Strategists:

On-demand creativity and innovation are close cousins. The Strategist Intellect can best provide ideas and creativity, on-demand. The Strategists do this through the ironic combination of a great strength and a great weakness. Their great strength is they see patterns that other people do not, which leads the Strategist to a point "outside the box". Their weakness is that they are oblivious to all protocols but the proverbial "box" is a form of protocol. It is easier to think "outside the box" when you don't see the box in the first place! In this way Strategists are not confined in their thinking.

In the innovation process, the initial stage involves ideation. The Strategist, by nature, is creating ideas all the time. However, when we ask Strategists how frequently their company uses their natural strengths and talent we typically hear "less than 10% of the time". This is nothing short of tragic because these same organizations are searching for top innovation.

Strategists should only be heavily involved in the ideation stage. While it is true that all Intellects can develop a great idea, a company will be very wise to use its Strategists to sustainably create ideas on-demand and in quantity. A company actively tapping into this ideas stream will dramatically fuel innovation.

Common mistakes companies make with Strategists in the innovation process are:

- Keeping them involved too long in the innovation process post ideation. They need to be allowed to move to the next project.
- Having too many Strategists involved in the same project can create a war of ideas. In this situation a Networker is needed to keep the peace.
- Being put off by the Strategist's oddness and inattentiveness to protocols. This can lead to Strategists being jettisoned from the project and even from the company.

The role of PDs:

An innovative idea is useless unless it can be engineered into reality. Your company has to be able to scale the innovation and give it industrial strength. The quality and reliability of the product or service derived from the innovation process must be managed.

The PD is the best Intellect to make this happen and is particularly important when bridging the world of ideation to the world of products and services. This transition has to occur with every innovation and it is extremely easy to fail at this point without PD/Strategists.

Common mistakes when using PDs in the innovation process include:

- Excluding them from early stage innovation for fear that they will try to kill every idea.
- Letting them destroy ideas where there is a lack of data, methods and/or protocols to support the idea.
- Letting them forget it is the people dimension that most determines success or failure in any process.

The Method Teaming Innovation Engine helps you keep these potential issues in check.

The role of EQs:

Successful innovations will ultimately touch the market and customers in some way. The Intellect that is most in tune with the market is the EQ, as they know what the customers will buy, particularly in the short-term market within a one year horizon. The EQ will provide critical input on how to best commercialize and monetize the innovation and bring it to market. In addition, the innovative idea will have to be sold both internally and externally and EQs are ideal for this role as they are natural persuaders.

Common mistakes when using EQs in the innovation process include:

- Taking them away from customers long enough for them to lose touch and sense of the market.
- Allowing them to oversell.
- Rushing to market before the product or service derived from the innovation is ready for "prime time".

The role of Networkers:

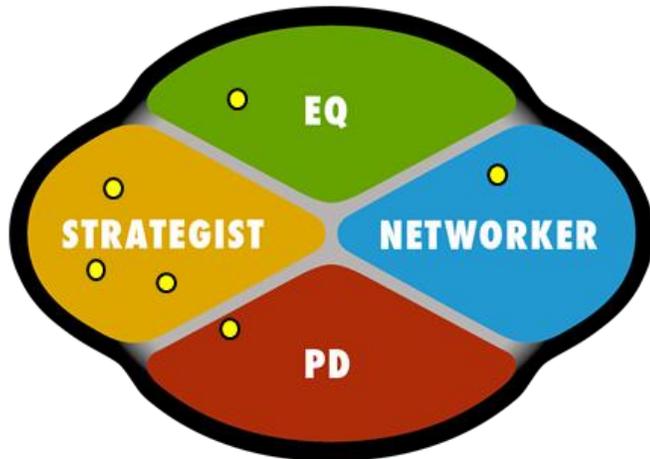
There comes a time in any innovation process when the company must ask whether its people will embrace a new innovation, make it a reality and stand behind it. The best intellect for socializing ideas and innovations is the Networker. This role is critical to successfully embracing innovation.

Common mistakes when using Networkers in the innovation process include:

- Giving them a fulltime PD responsibility while expecting them to do the socializing process as an additional, "overtime" activity.
- Having a PD micromanage the Networker.
- Not utilizing their secondary creativity, if part of their Intellect.
- Assuming that young Networkers can't effectively socialize innovation.

Key stages of innovation

Systematic Innovation is a team-driven process. It is essential to have the right mission-perfect teams in place for each phase of the innovation process. In the example below, we illustrate the mission-perfect team for the “Ideation and Selection” stage of the innovation process, where each yellow dot represents a person.



Ideation and Selection

There are 4 key observations to make about the team in our example:

1. There are three Strategists, but not more than three, for very specific reasons. One Strategist can cover a lot of creative ground. The three Strategists on this team will deliver an impressive volume of ideas. Only the Strategist whose idea is selected will stay with the innovation process for a few more stages. The other two Strategists will be redeployed.
2. The PD in this picture is a PD/Strategist. This orientation will allow this PD to relate well to both the Strategist world as well as the PD world. As such, he or she can create a smooth transition as the innovation transitions to a scalable, engineered product or service. This particular PD will not use phrases like, “It can’t be done!”
3. The Networker is there because it is never too soon to begin socializing the idea in the company. An innovation that cannot be embraced by the organization is non-starter. The Networker is also responsible for keeping the peace between the Strategists and, as such, this Networker needs to be an Alpha Networker (That is a Networker who wants to lead most of the time).
4. The EQ is there to provide the perspective of the market. Very specifically, the EQ will understand if the innovation will be accepted by the market and how much of it can be sold.

Benefits and outcomes

There is no doubt that having the right processes combined with advanced technological or solution expertise is required for successful innovation. However, systematic innovation can only be achieved by ensuring the right people with the right talent are deployed at the right time throughout the innovation process.

The benefits of using the Method Teaming Innovation Engine are clear and include:

- ✓ Assured high volume, on-demand ideation
- ✓ Smaller and more effective innovation teams
- ✓ Understanding how to change the innovation team
- ✓ Superior deployment of creative talent
- ✓ Smoother transition from ideation to engineering
- ✓ Early and effective socialization of innovation
- ✓ Market-centric, saleable innovation.
- ✓ Driving innovation from “if and when” to “what and now”

The Method Teaming Innovation Engine produces results. It is uniquely positioned to help organizations achieve outstanding business results by ensuring they have fast, systematic and optimized innovation; the sort of innovation that obliterates the competition.

About OND

OND LLP was founded in 2003 by a former Big-Four partner. OND’s core offering is called Method Teaming, which is used to create and manage mission-perfect teams using Intellectual Diversity. Method Teaming can be applied to any business function or mission-specific team to accelerate business performance.

More Information

To learn more about Method Teaming go to:

www.methodteaming.com

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METHOD TEAMING

We Build Mission-Perfect Teams