

THE EMERGENCE OF INNOVATION

By Simon Kubski



WE IMPACT
绿色冲击

WE – a collective of people dedicated to **changing our future for the better.**

IMPACT – the result of the work we do: from **insight** to **innovation** to **creative.**

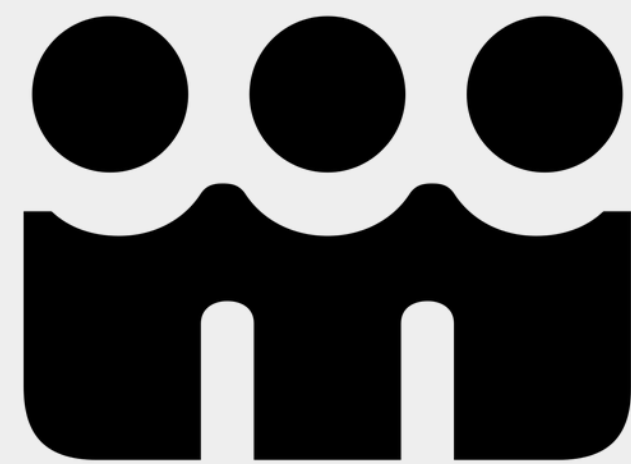
INNOVATION OCCURS THROUGH EMERGENCE

How do you cultivate a culture in which this is possible?

There are 4 **CORE ELEMENTS** in the Periodic Table
of EMERGENT INNOVATION.



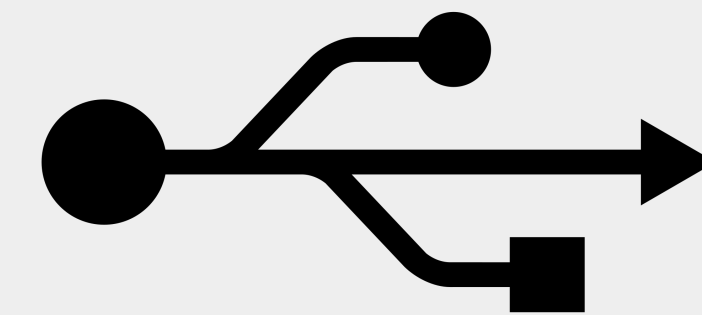
The Big Unknown



People



Constraints

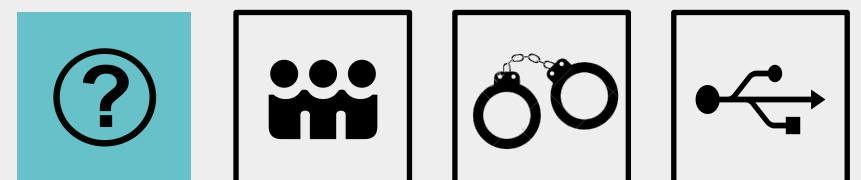


Processes

Every adventure starts with a **BIG UNKNOWN...**

By saying we don't know, we open up a space for things to happen in.

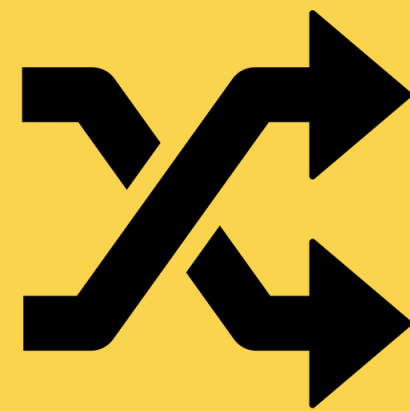
...COMPLEXITY



A team of **PEOPLE** designed to succeed...



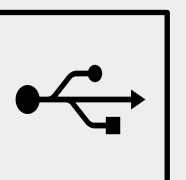
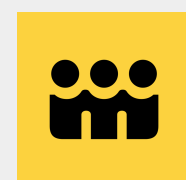
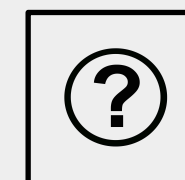
Flat



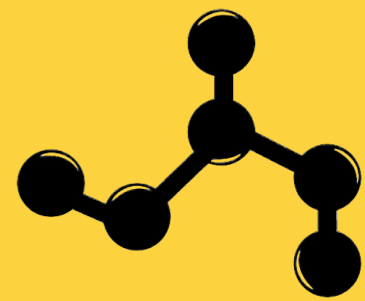
Cross-Functional



T-Model Talent



A team of **PEOPLE** inspired by the possibility of something new...



**Embrace
Change**



**Embrace
Constraints**



**Embrace
Ambiguity**



**Continuous
Learning**

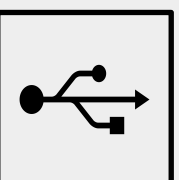
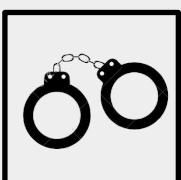
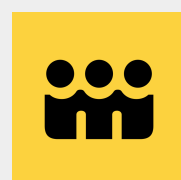
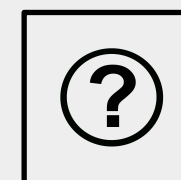


Transparency



Authenticity

...guided by Key Principles & Values.



CONSTRAINTS as creative opportunities...



Time

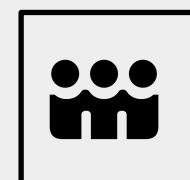
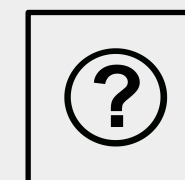


Money



People/Skills

... and challenges become inspiration.



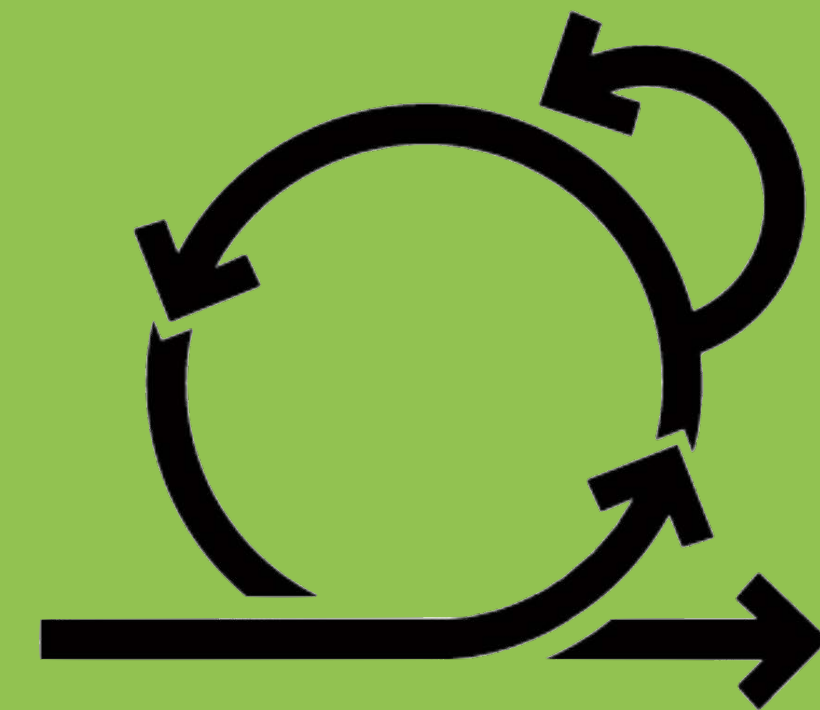
PROCESSES engineered for emergence...



Human Centered Design



Art of Hosting



Agile Development

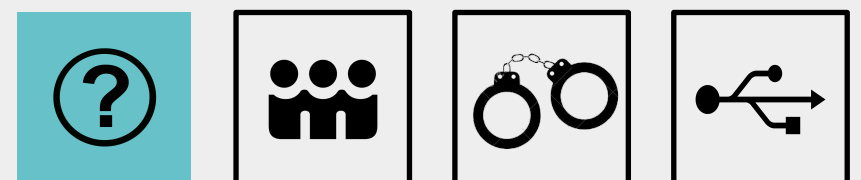
One year ago Phil asked...

“WHAT DO YOU DO?”



Can you build us...

AN INNOVATION LAB TO DEVELOP CUTTING EDGE TECHNOLOGIES



We **STARTED** with intimidating constraints...

THE CLIENT

2 People

0 Plan

5 Month Budget

0 Space

0 Partners

A Lot of Buzzwords

Slow Processes and Risk Adverse Culture

WE IMPACT

3 People

1 Untested Plan

0 Budget

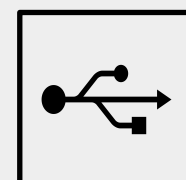
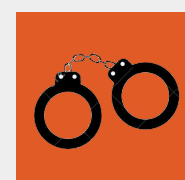
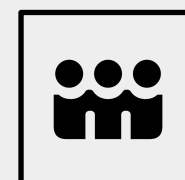
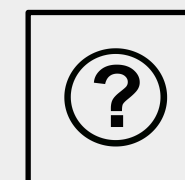
0 Space

0 Partners

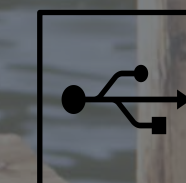
Passion, Ideas, Skills

Impatient and Intransigent

...but we still **JUMPED...**



INTO THE DEEP END



We **BEGAN BY EXPLORING...**



We knew we had to...

...build a fast and flexible

INNOVATION MANAGEMENT SYSTEM

**Hire and train
a team**

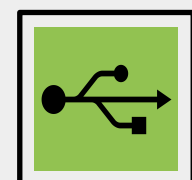
**Find internal
stakeholders**

**Produce
Prototypes**

**Market and
Sell**

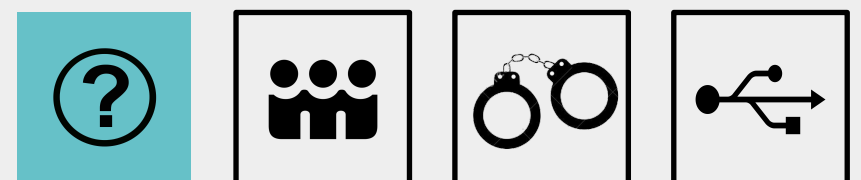
**Create a
Space**

**Build a partner
network**



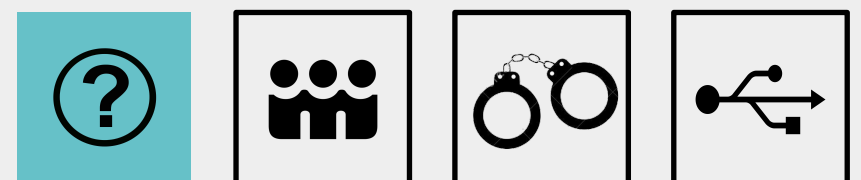
LEAN STARTUP

IN A HUGE COMPANY



When you don't know what to do next...

**TAKE THE FIRST STEP
and KEEP WALKING**



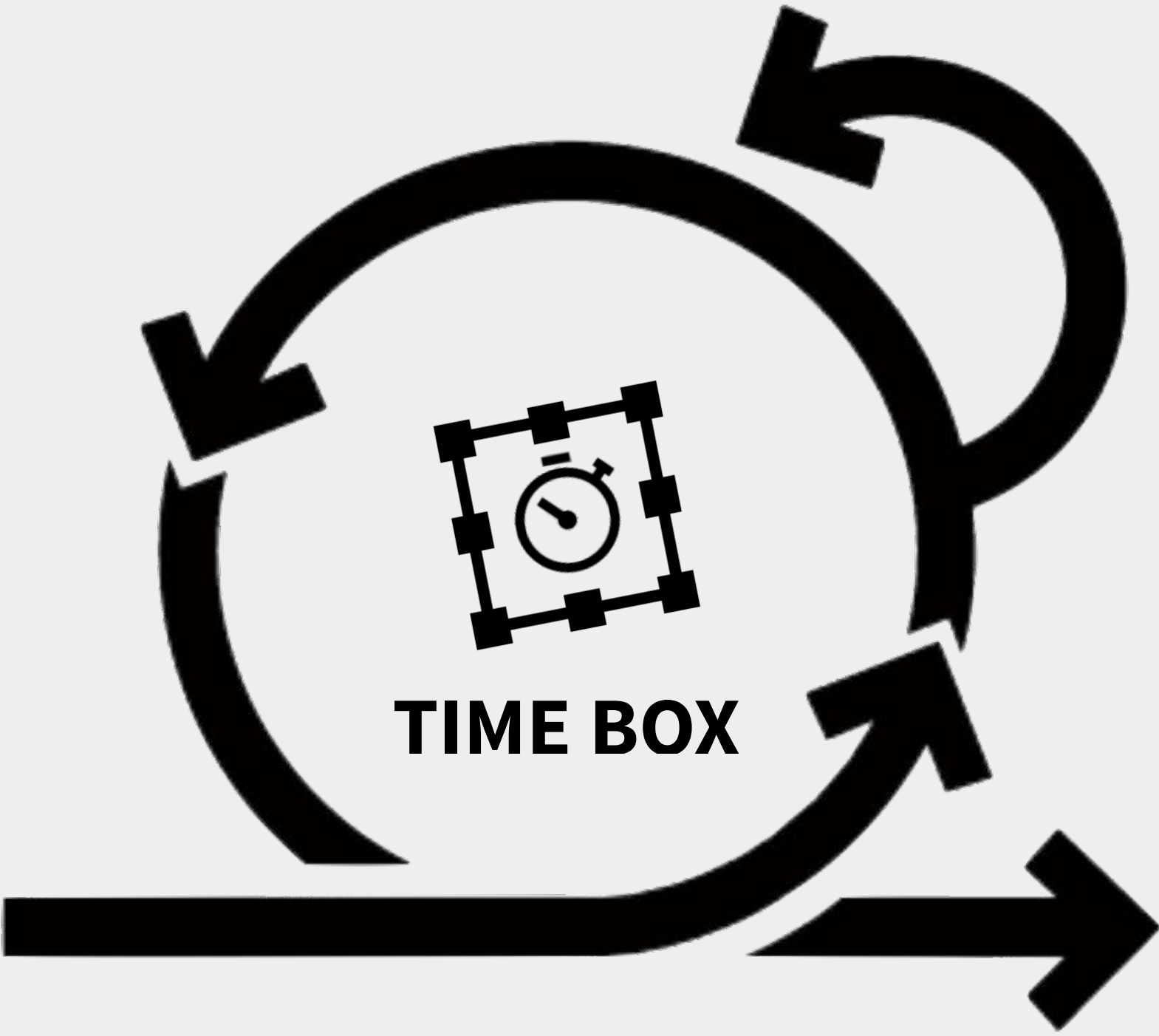
We created a **WORKING MODEL**



Retrospective



Team

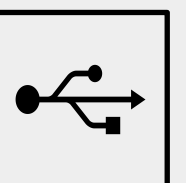
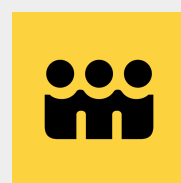
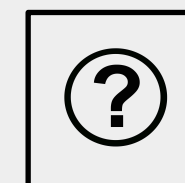


Product Review



Minimum Viable
Product

How do you hire a whole team as quickly as possible?



In the meantime, we got to work...



We had to engage potential project stakeholders...

...so we developed

Pop Up Labs.



Vision

ITECH is a game-changing platform to realize the potential of information technology.

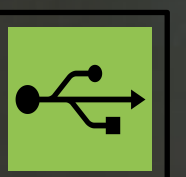
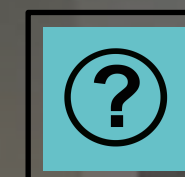
Mission

ITECH exists to prototype cutting-edge ideas that will drive the future demand for Daimler Digital China.

Pop-Up Lab

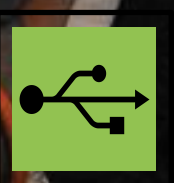
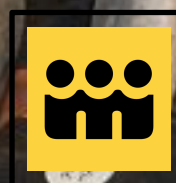
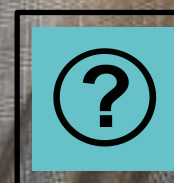


itech POP-UP LAB

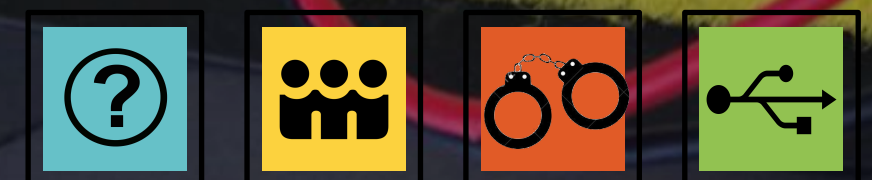
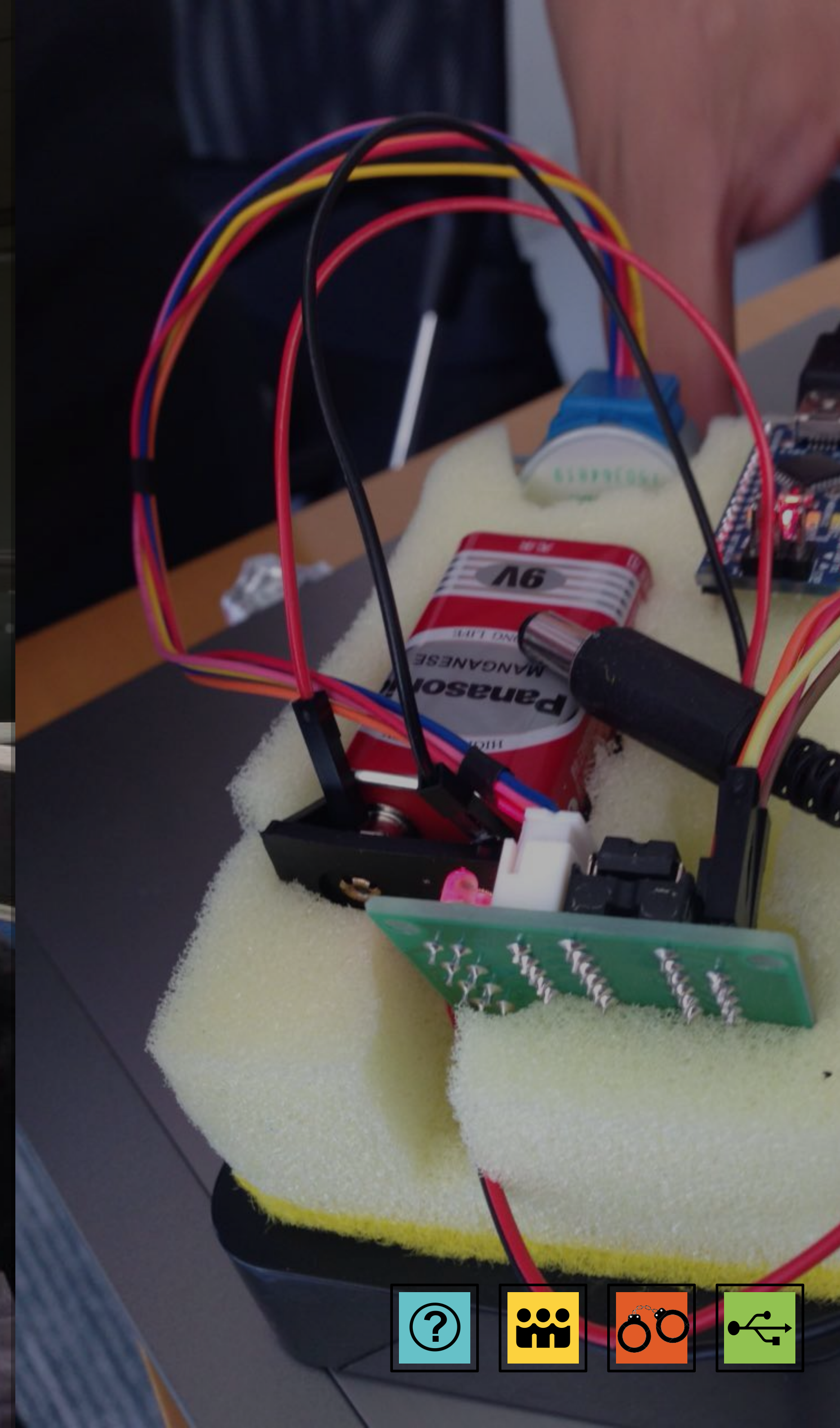




We designed & hosted
IDEATION
WORKSHOPS...



We began
RAPID PROTOTYPING...



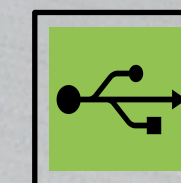
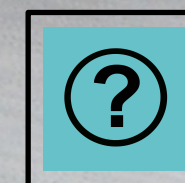
We used
STORYTELLING
across the
organization...

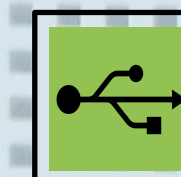


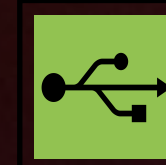
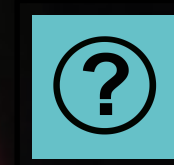
FAST DEVELOPMENT CYCLES



We
BUILT
a LAB...



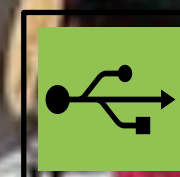
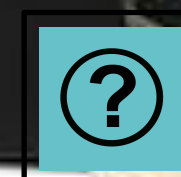
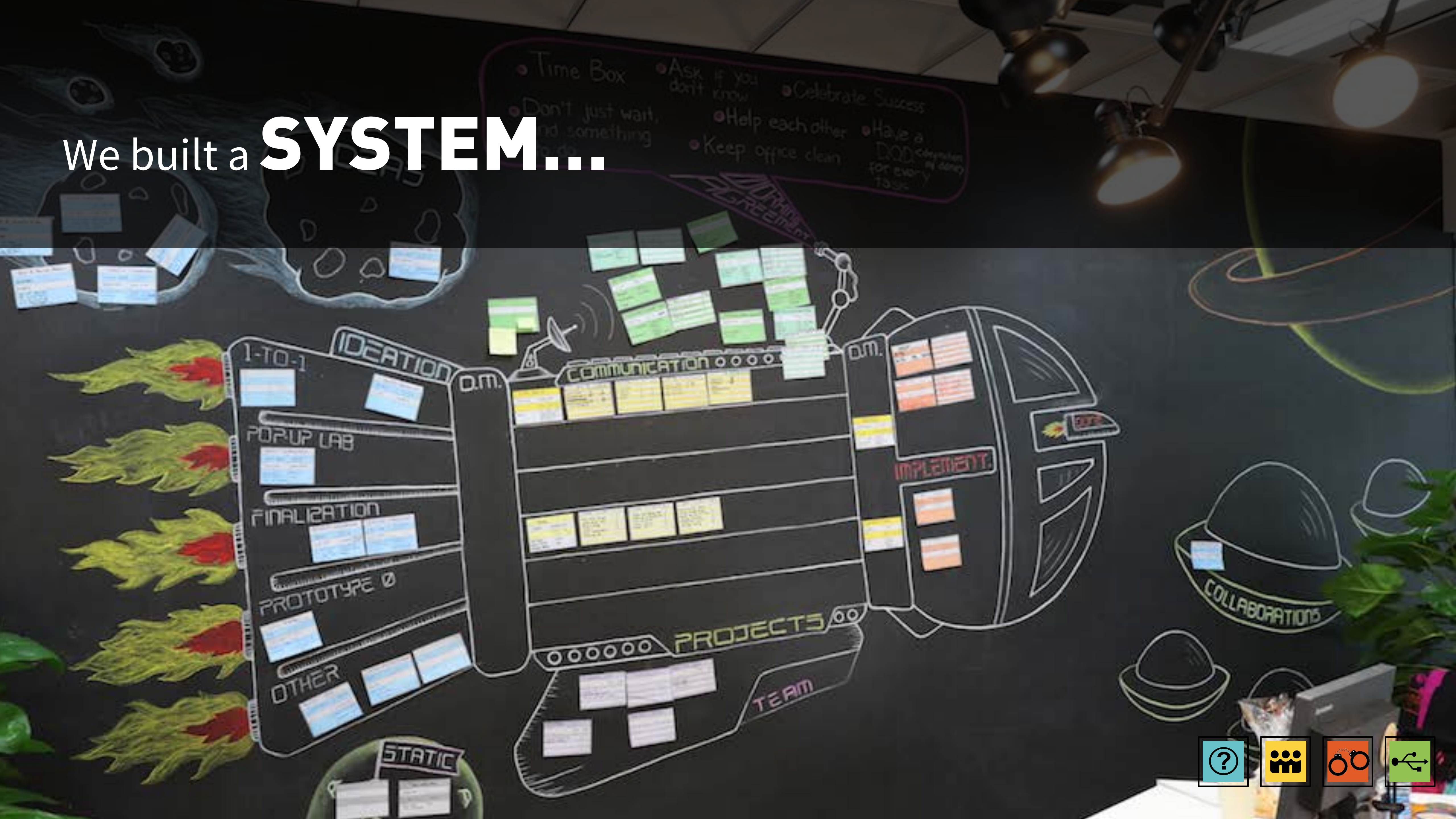




We created a
PARTNERS PLATFORM...



We built a **SYSTEM...**



Around SELF ORGANIZATION...



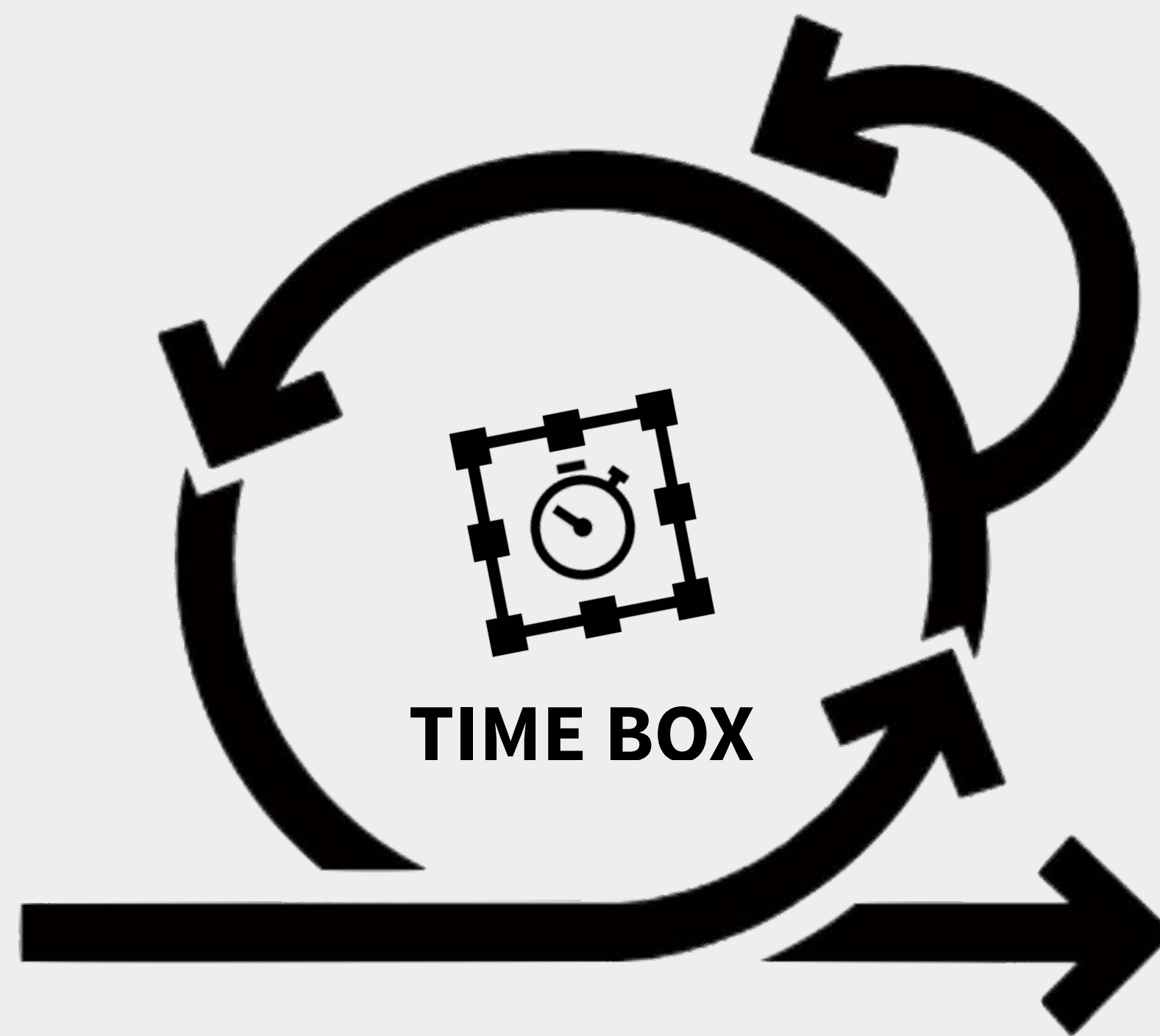
The Key to **ORGANIZED CHAOS**



Retrospective



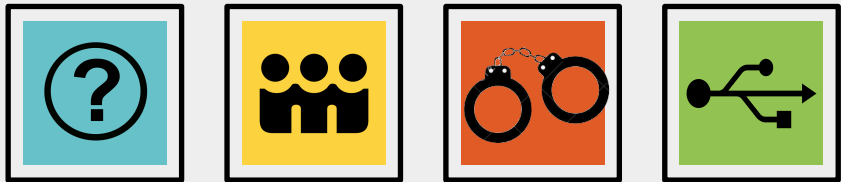
Team



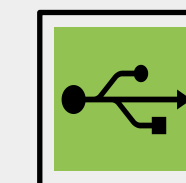
Product Review



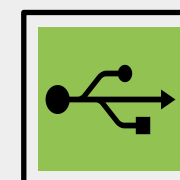
**Minimum Viable
Product**



HUGE SUCCESS



We created a culture that
**FOSTERS and CELEBRATES THE
EMERGENCE of INNOVATION.**

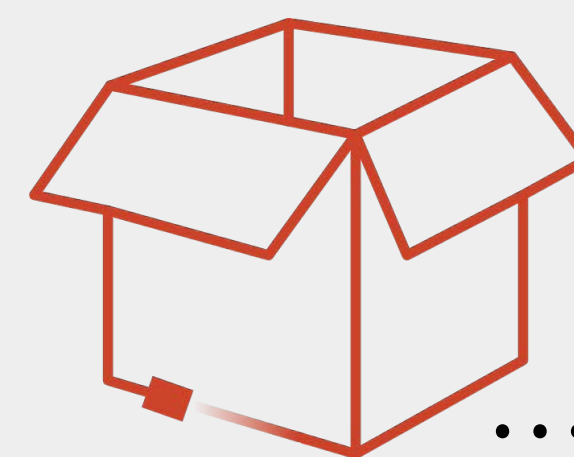




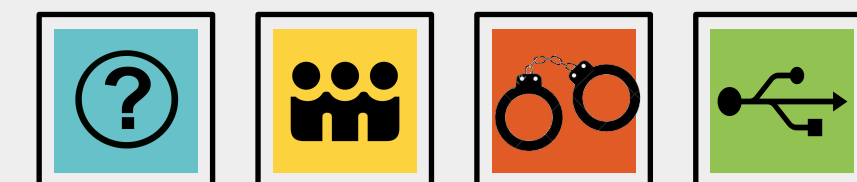
4 KEY LEARNINGS



Take a **BIG IDEA**



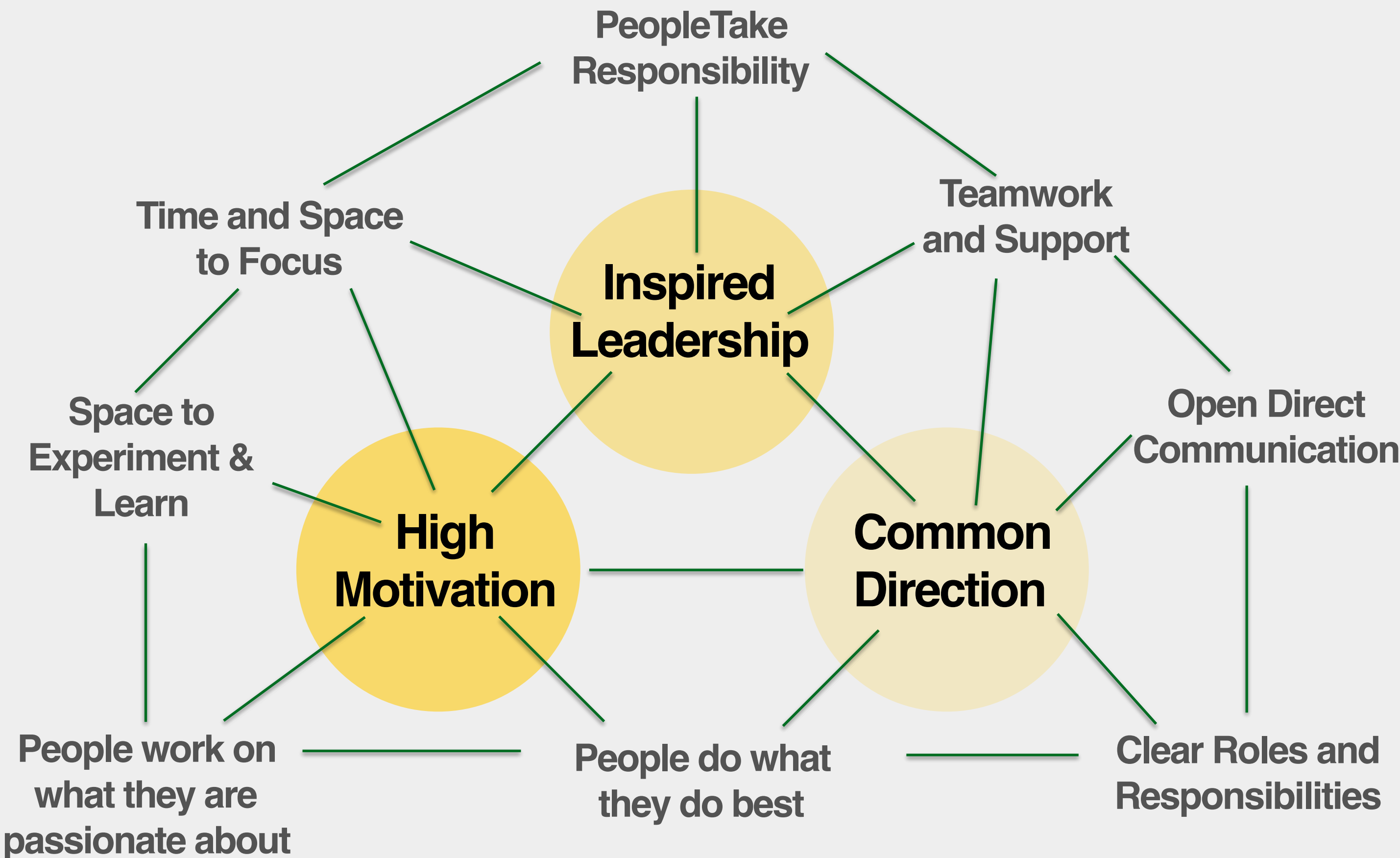
...and MAKE IT SMALL.



We discovered **KEY SUCCESS FACTORS**



We can **MEASURE & PREDICT SUCCESS** based on the presence of....



KEY SUCESS INDICATORS

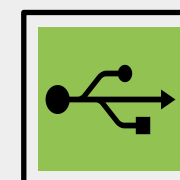


The “Boss” is here **to SERVE by**
HOLDING SPACE and
SUPPORTING the
dreams of others.

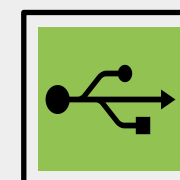
LEADERSHIP THROUGH LEARNING



Make **CONTINUOUS LEARNING**
THE CORNERSTONE OF
YOUR CULTURE



**EMERGENCE
HAPPENS WHERE
REFLECTION HAPPENS**





Come Learn with Us!



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