



UPSET THE STATUS QUO:
BUILDING HIGH-PERFORMANCE INNOVATION TEAMS

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Innov8rs Dec-2020

Meet Our Innovators



Anna

Robert

"The Dream Team"

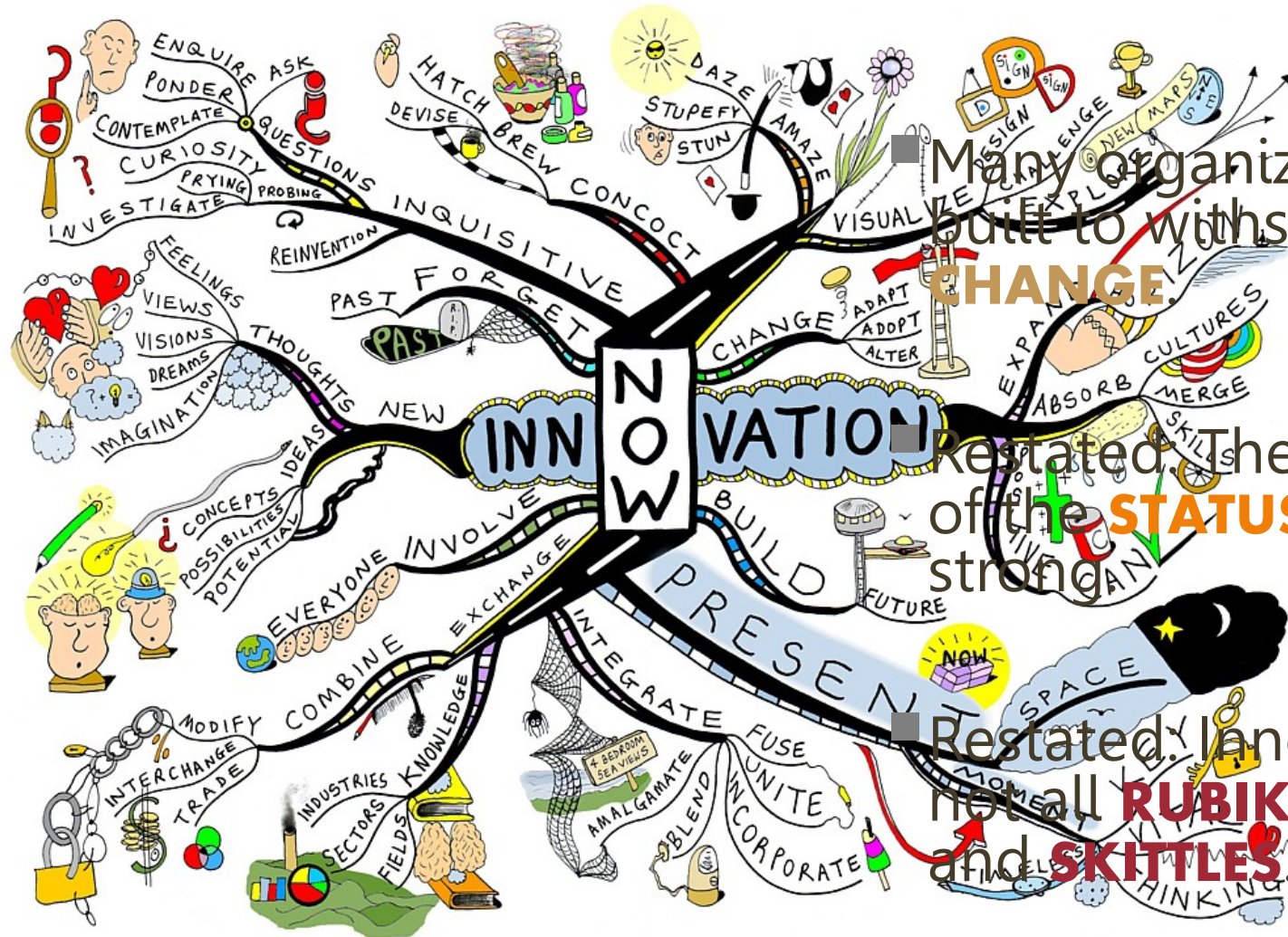


Lisa

Jason

- Each were hand-selected by senior leaders to **UPSET THE STATUS QUO**
- They are asked to pursue innovation as an **OUTCOME**
- Jason, a manager, assumes the team **LEAD** role
- Robert contributes technical **EXPERTISE**
- Anna understands consumer **TRENDS**
- Lisa is a strong **GENERALIST**

The Innovation Conundrum



Many organizations are built to withstand **CHANGE.**

Restated: The **GRAVITY**
of the **STATUS QUO** is
strong

Restated. Innovation is not all **RUBIK'S CUBES** and **SKITTLES**.

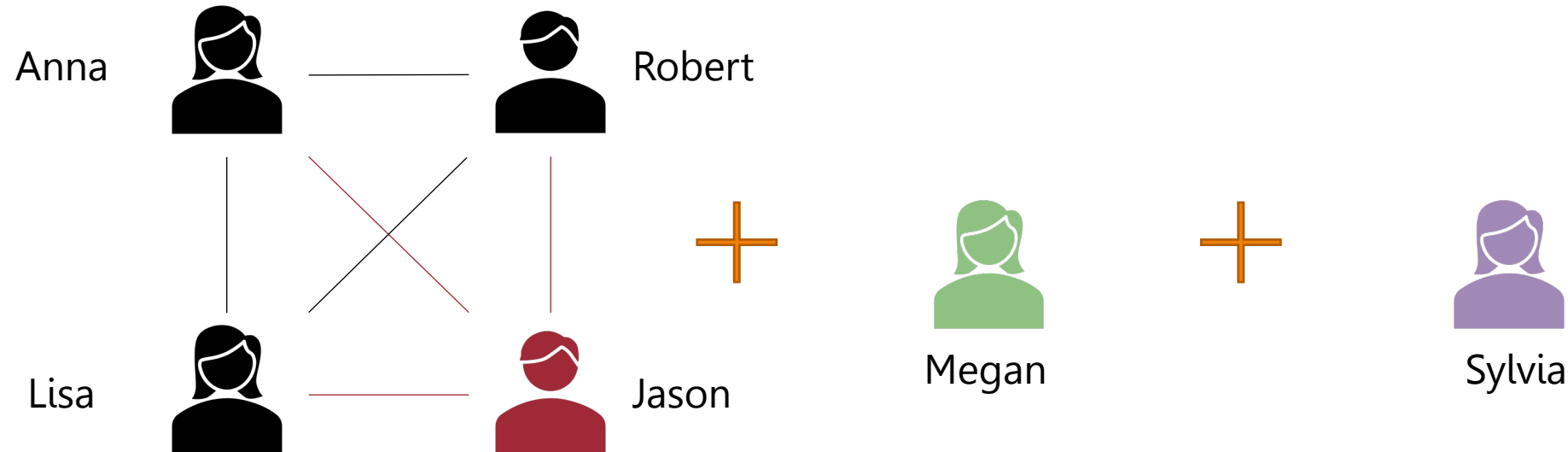
Meet Our Innovators



- What happens when Jason is absent?
- What happens when Jason must contribute his technical expertise?
- What happens when Jason is wrong about consumer trends?
- What happens when Jason and Lisa compete for the team's attention?

What **NORMS** should this team develop to
UPSET THE STATUS QUO?

Complexity of Teams

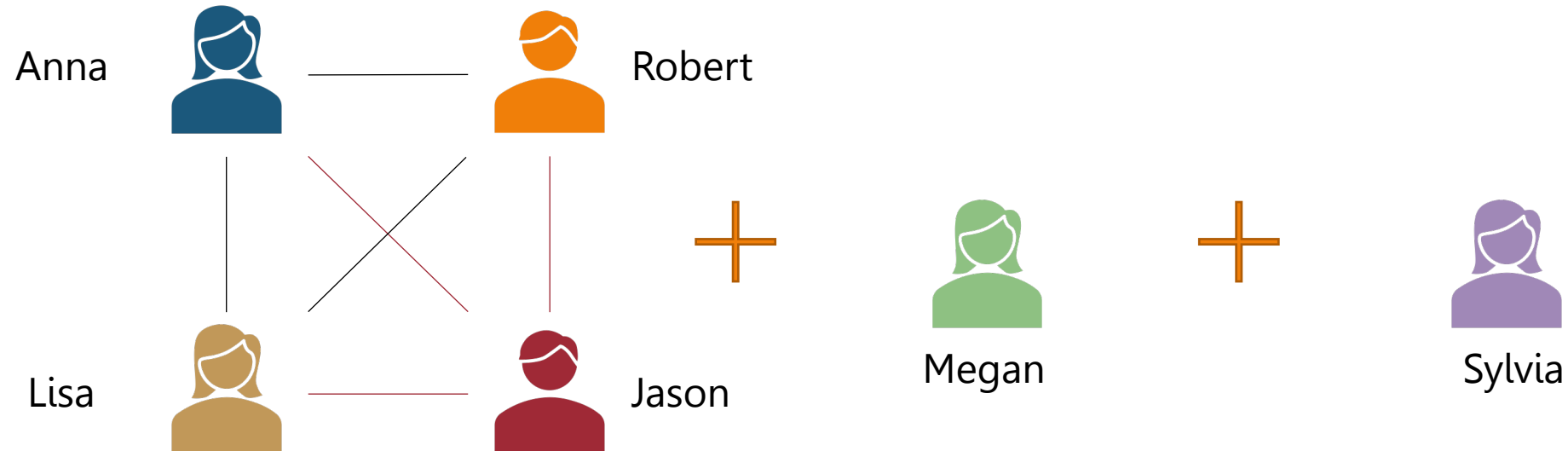


6 one-on-one relationships
4 three-way relationships
1 four-way dynamic

10 one-on-one relationships
10 three-way relationships
5 four-way relationships
1 five-way dynamic

15 one-on-one relationships
20 three-way relationships
15 four-way relationships
6 five-way relationships
1 six-way dynamic

Complexity of Teams



As the team grows:

- The more time Jason spends managing the **TEAM** rather than the **WORK**.
- **COMMUNICATION** becomes increasingly difficult

Shift in Norms

"The New Dream Team"

Anna



Robert

Lisa



Jason

Megan



Sylvia

To create a **HIGH PERFORMING TEAM**, move ...

From **FUNCTIONAL ROLES:**

Specific responsibilities that appear in a job description; tend to be fixed, such as subject matter expertise

To **TEAM ROLES:**

Behavioral roles that do not appear in job descriptions; can be variable, such as meeting note taker

Team Roles

"The New Dream Team"



- Anyone can assume the **LEAD ROLE**
- Everyone has **EXPERTISE**, no one knows the answers
- Roles are **DYNAMIC**, shifting as circumstances change
- Team moves from **KNOWING** what work to do to **LEARNING** what work to do

High-Performance Teams

Empathetic and
Honest

Creative and
Collaborative

Fast and
Accurate

Lean and Agile

Courageously
Adaptable

Nimble and
Resilient

Responsive to
Change

Deep Expertise
and Broad
Experience

Empowered to
Perform

Three Critical Questions for Innovators

1

What does the organization require **FROM INNOVATION** in order to achieve its objectives?

2

What does the organization require **FROM MY TEAM** in order to achieve its objectives?

3

Who does the organization **NEED ME TO BE**?

INTRODUCING THE TODAY'S INNOVATOR PROFILES™

For Designing Teams for Maximum Impact
When Innovating and Driving Change

8 Today's Innovator Profiles™



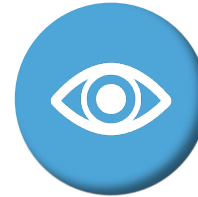
EXPERT



CONNECTOR



INITIATOR



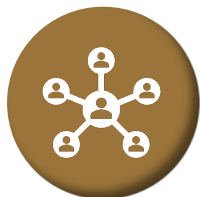
OBSERVER



TEAMMATE



AGITATOR



INNOVATION LEADER



CHAMPION

THE EXPERT



“

An expert is a man who has made all the mistakes that can be made, in a narrow field.

-Niels Bohr, Nobel Prize Winning Physicist

”

- Applies deep **SUBJECT MATTER EXPERTISE** to well-defined problems
- Involved in **IMPLEMENTATION** and **EXECUTION** activities
- Stays connected to **EXTERNAL ENVIRONMENT** through expertise

THE CONNECTOR

“ ”

A designer knows he has achieved perfection not when there is nothing left to add, but when there is nothing left to take away.

-Antoine de Saint-Exupéry, French writer and poet

- The **CREATIVE GENIUS**, the **VISIONARY**
- Connects **PEOPLE** and **IDEAS** through **DESIGN**
- Asks **“HOW COULD WE ...”** and **“WHAT WOULD IT LOOK LIKE IF ...”**



THE INITIATOR



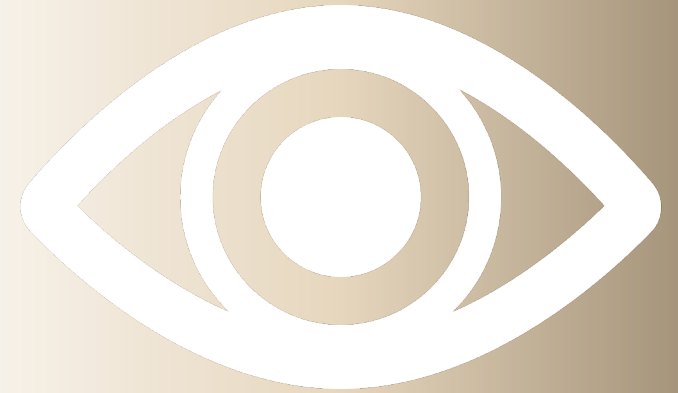
“ Don't wait for direction that will never come.
-Me ”

- **CHANGE AGENT** who relentlessly pursues **STRATEGIC OBJECTIVES**
- Enlists **ALLIES**; makes **SWIFT DECISIONS**
- Creates space for **CREATIVITY**, **COLLABORATION** and **RISK-TAKING**

THE OBSERVER

“ Even the genius asks his questions. ”
-Tupac Shakur

- Constantly **AWARE, LISTENING** and **QUESTIONING**
- Favors **LEARNING** over knowing
- Extreme **EMPATHY** – applied to both customers and employees
- Picks up **WEAK SIGNALS** from **CHANGE FACTORS**



THE TEAMMATE

“ Michael, if you can't pass, you can't play.”

play.

-UNC Head Coach Dean Smith, to Michael Jordan

- **SUPPORT** others: lifts them **UP**, brings them **TOGETHER**
- Provides **GUIDANCE** and **COACHING**
- **MAKES OFFERS** to achieve **TEAM OBJECTIVES** (CQ #2)



THE AGITATOR



“ What stands in the way, becomes the way. ”

-Marcus Aurelius, *Meditations*

- **UPSETS** the **STATUS QUO** to inspire new thinking
- Challenges others to leave their **COMFORT ZONE**
- **BREAKS** (some) **RULES**
- Asks **QUESTIONS** that silence the room

THE CHAMPION

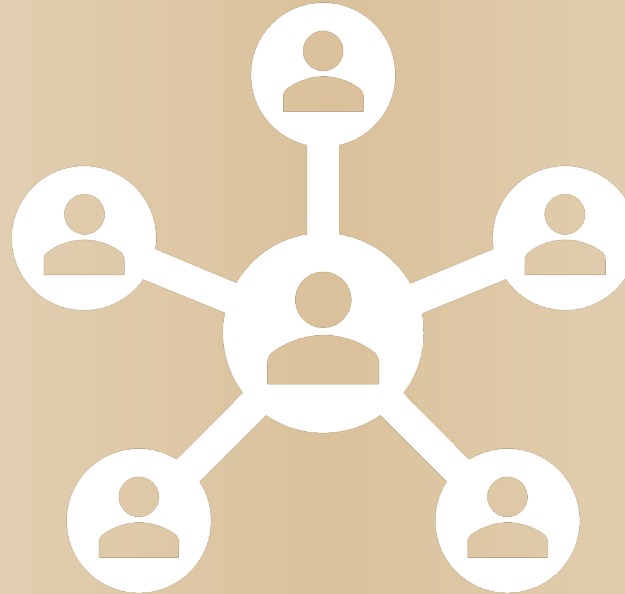
“ All things are subject to interpretation.
Whichever interpretation prevails at a
given time is a function of power and not
truth.
-Friedrich Nietzsche ”

- Gains **PRE-COMMITMENT**; Manages **PERCEPTIONS**
- Negotiates **POLITICS** and **POWER STRUCTURES** to **INFLUENCE** decisions
- Fall in love with **CRITICAL QUESTION #1**



THE INNOVATION LEADER

Great leaders provide the **STRUCTURE** to channel an organization's energy in a way that is both:



- Grounded in your **CURRENT REALITY**

and

- Pointed towards a **SHARED VISION**

Creates an **EMPOWERING ENVIRONMENT** for others to succeed

8 Today's Innovator Profiles™



EXPERT



CONNECTOR



INITIATOR



OBSERVER



TEAMMATE



AGITATOR



INNOVATION LEADER



CHAMPION

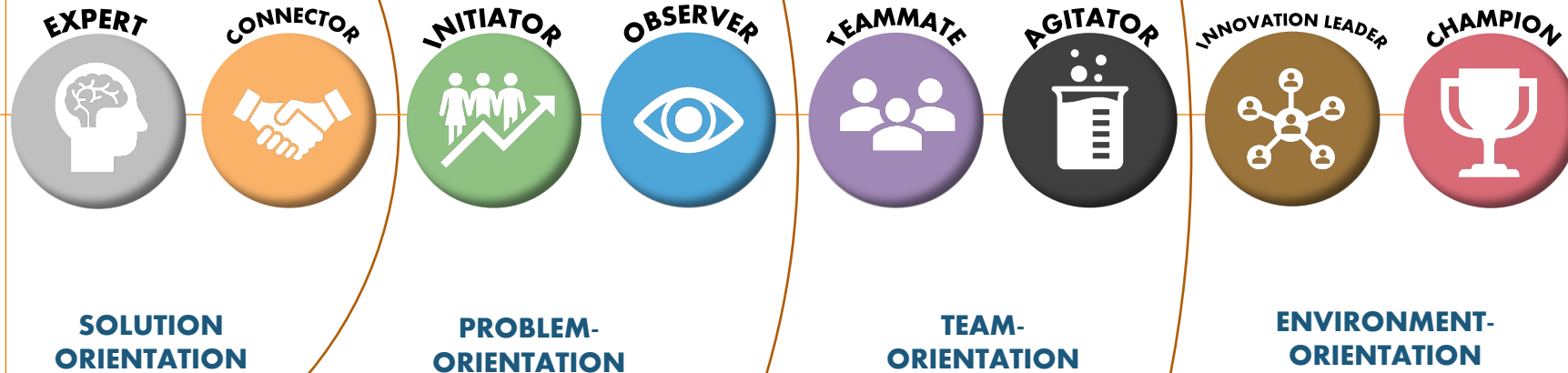
HOW THE PROFILES RELATE

Action-Inquiry Spectrum

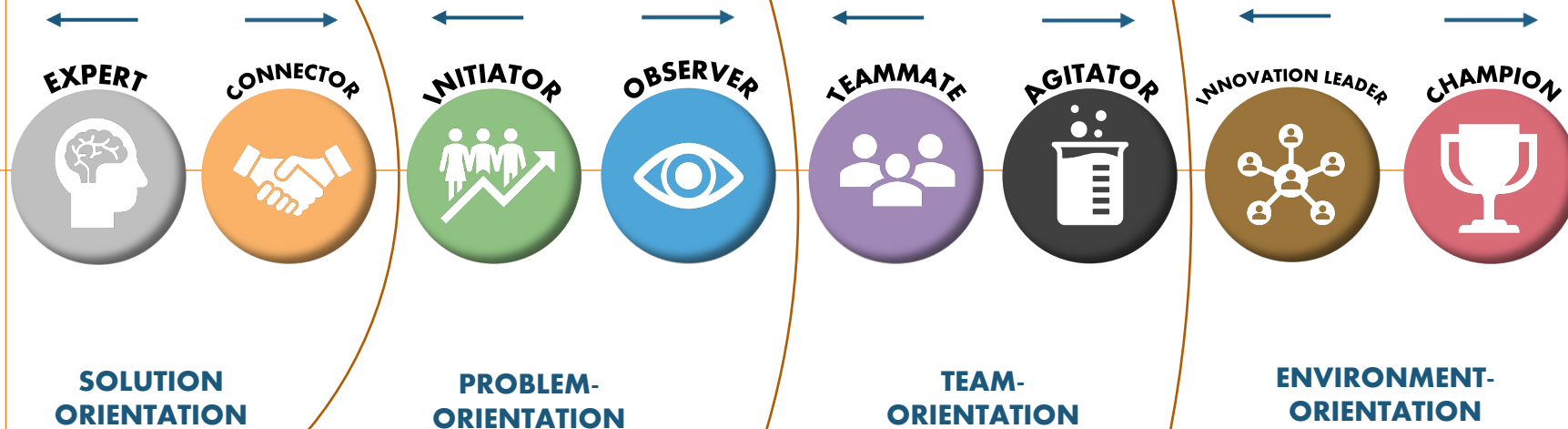
ACTION ← → **INQUIRY**



Profile Domains



Profile Domains

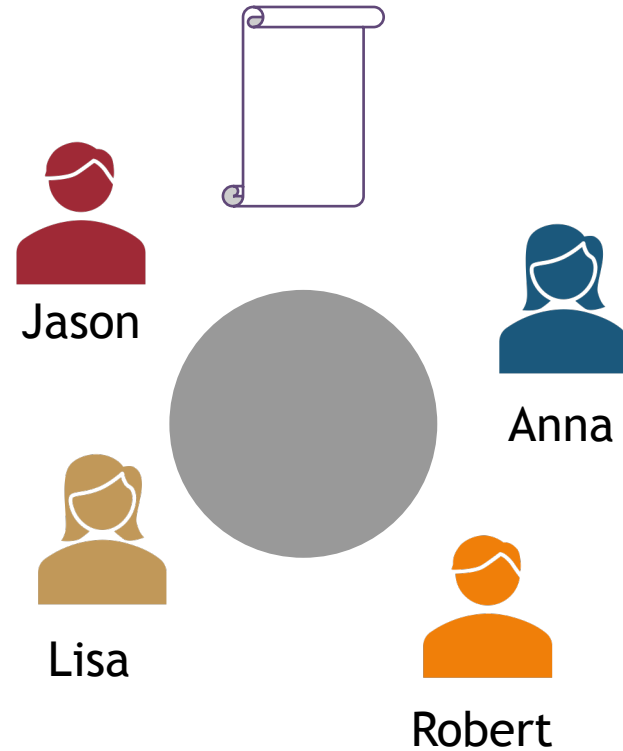


USING TEAM ROLES IN PRACTICE

Roles in an Ideation Session



The Dream Team Ideation Session

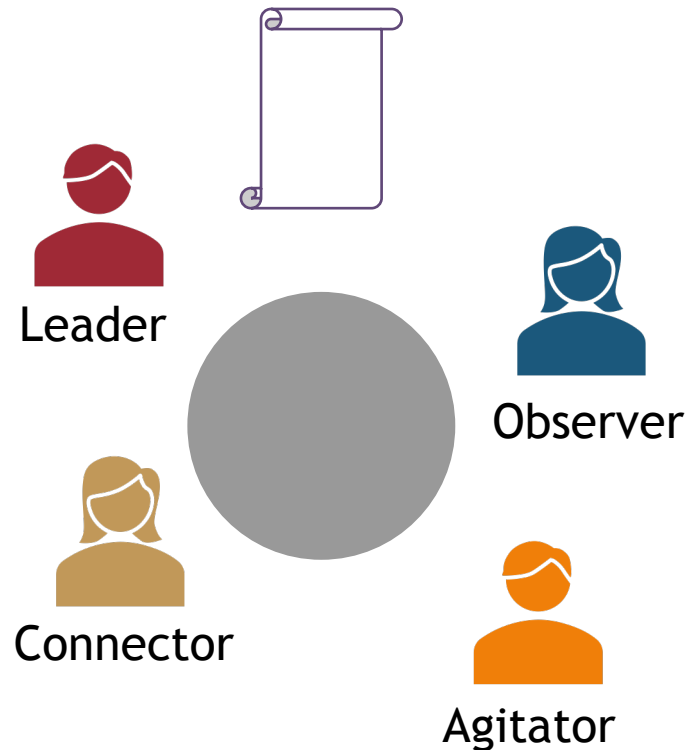


The Dysfunctional Ideation Session #1



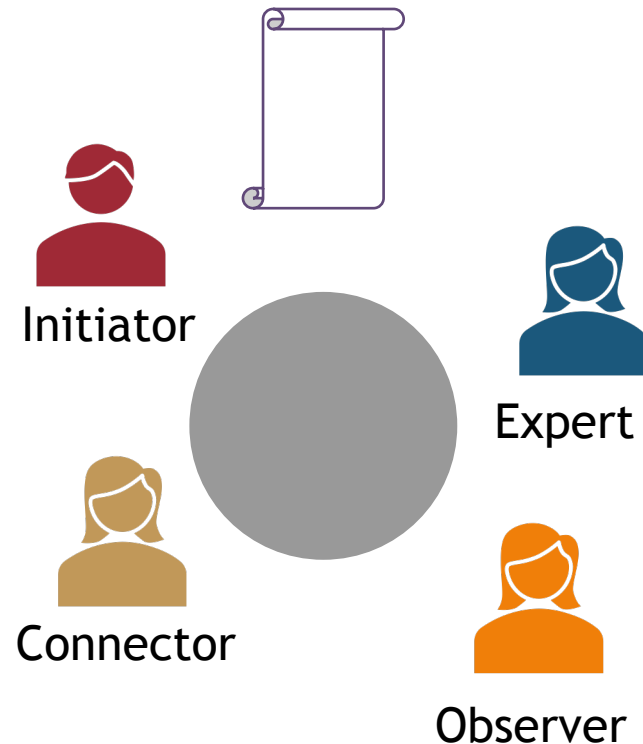
- Each of the participants are oriented either in the **TEAM** or **ENVIRONMENT** domain
- None of the participants are oriented in the **PROBLEM** or **SOLUTION** domains
- Ideas likely to be uninspired: May not **SOLVE A PROBLEM**, may not be **VIABLE**

The Dysfunctional Ideation Session #2



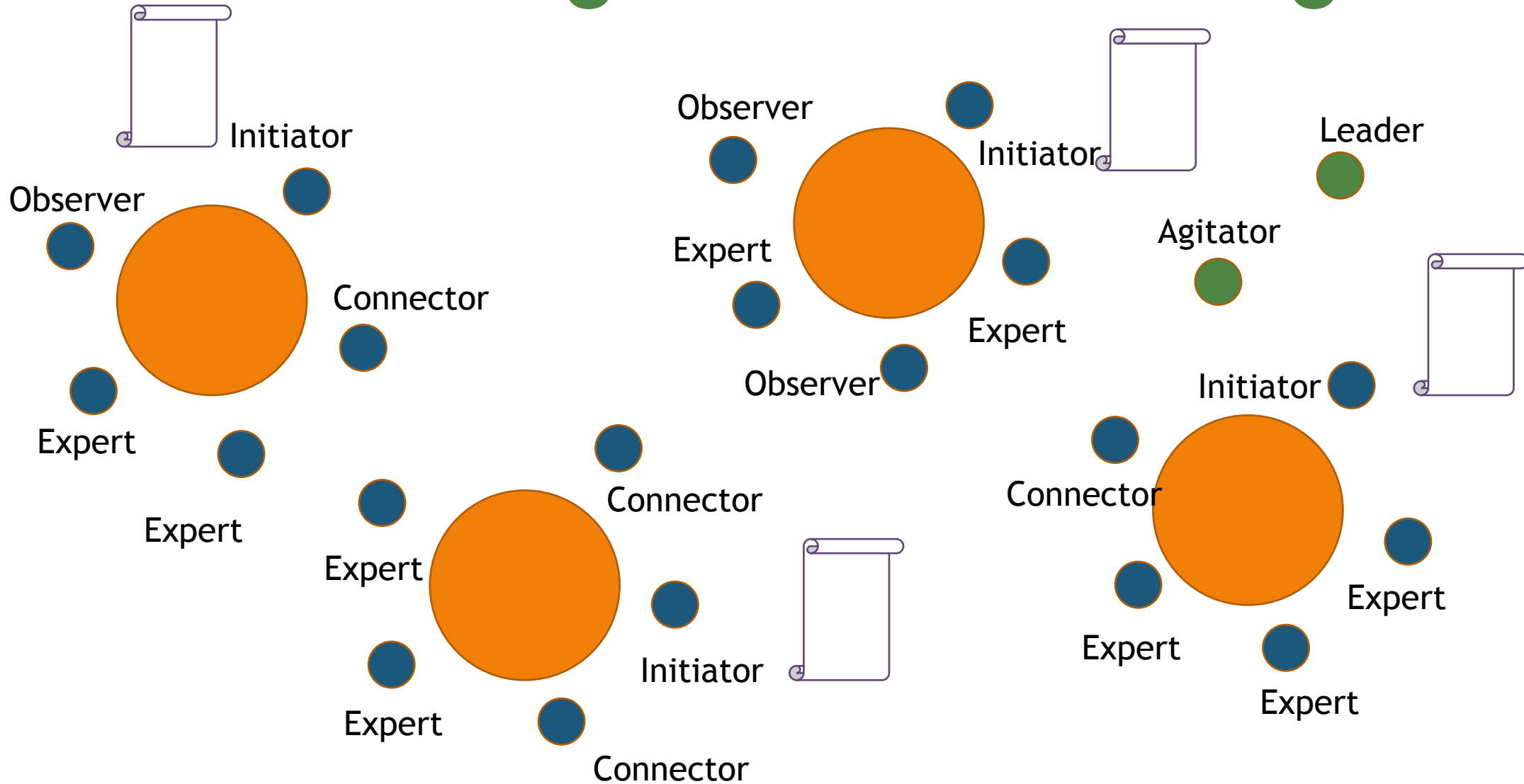
- **CONNECTOR**, **OBSERVER**, and **AGITATOR** roles are all inquiry-based roles focused in different domains
- **LEADER** may get **FRUSTRATED** over lack of progress; this group may just **DEBATE** the whole time

A Well-Designed Ideation Session

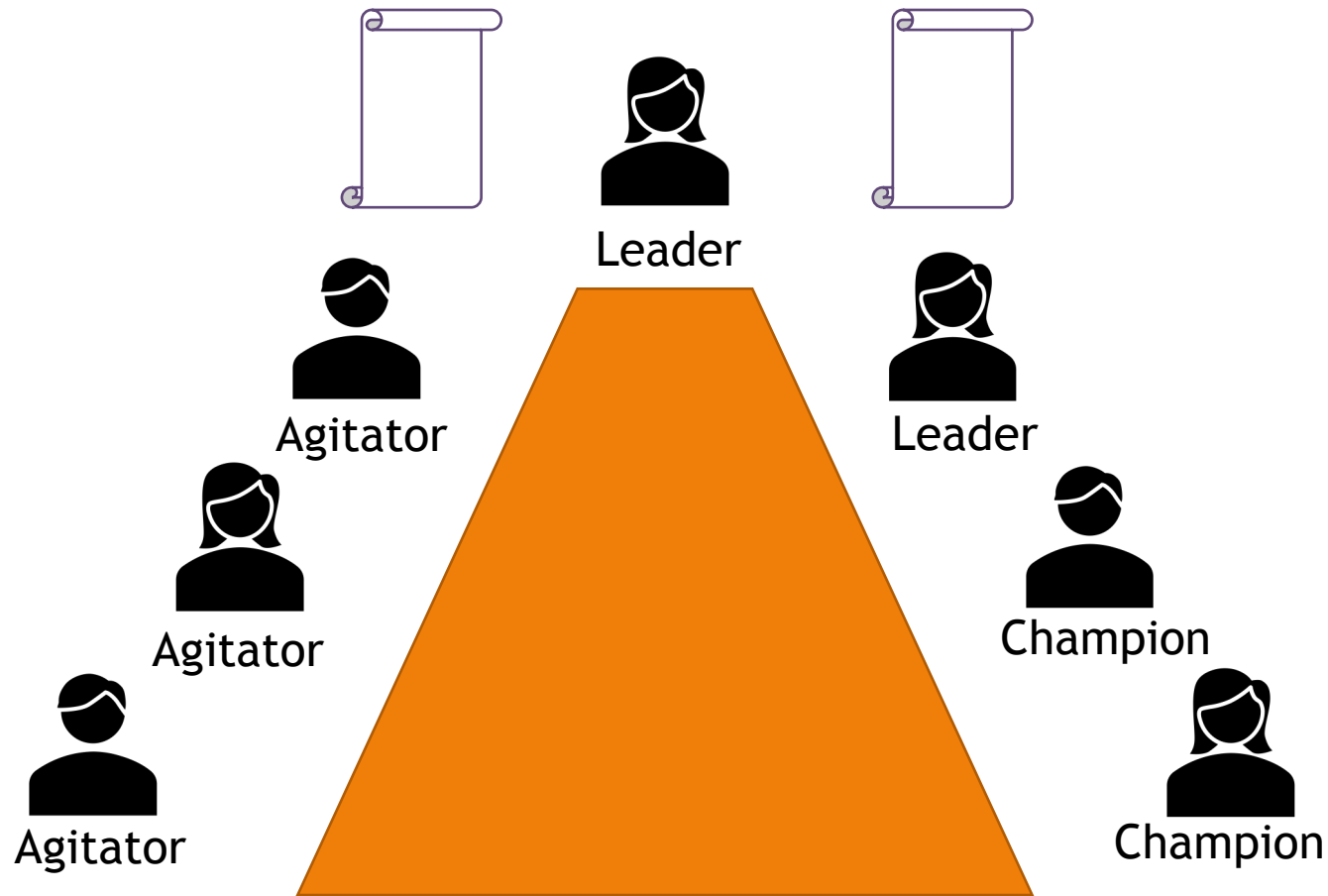


- **INITIATOR** serves as the table host; focused on **PROBLEM DOMAIN**
- **OBSERVER** is data-driven in the **PROBLEM DOMAIN**
- **CONNECTOR** and **EXPERT** are **SOLUTION-ORIENTED**
- **INITIATOR** can moderate dialogue to work toward **UNIQUE, VIABLE** ideas

A Well-Designed Brainstorming Room

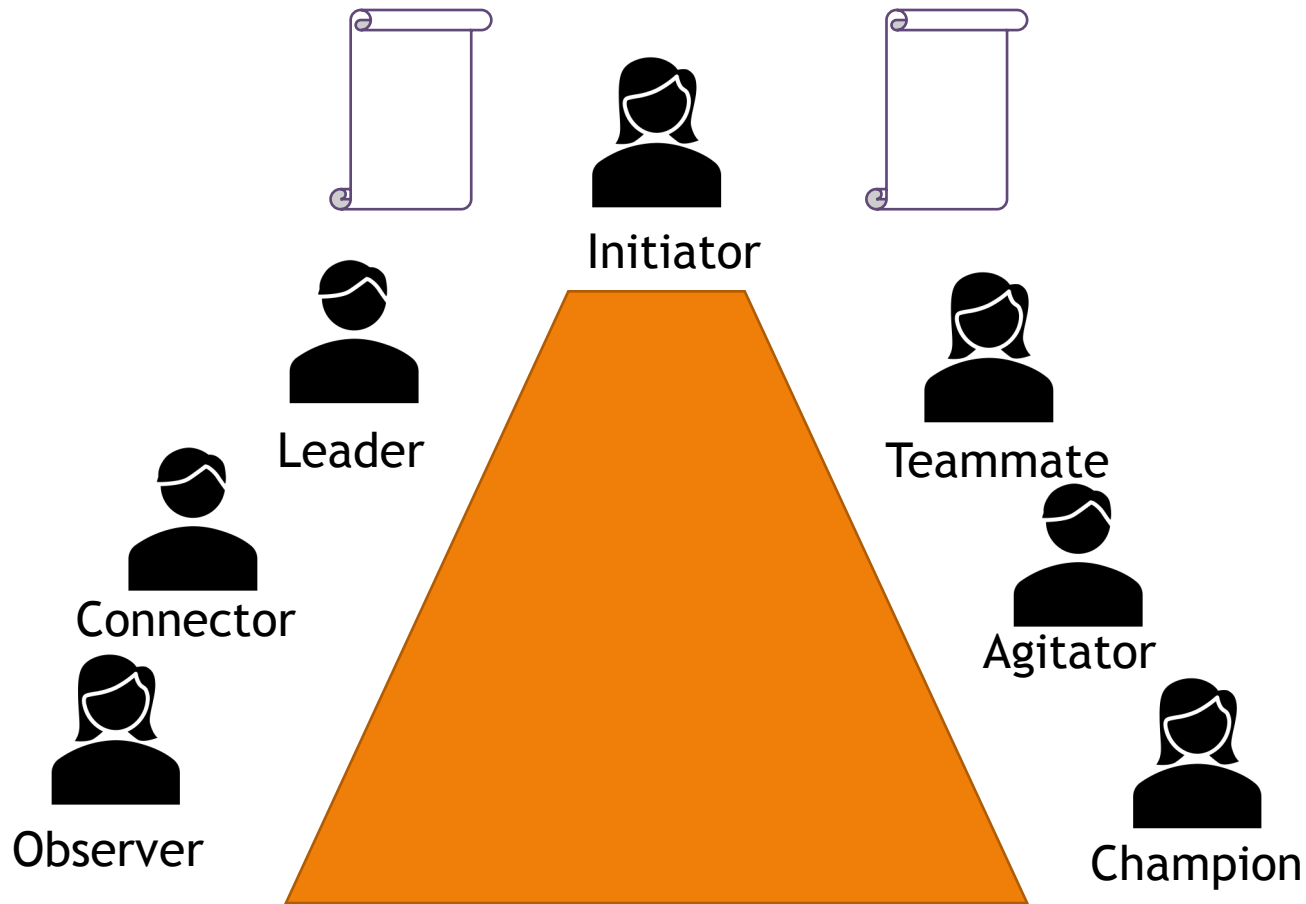


Dysfunctional Strategy Planning



- **LEADER** may be overly **ENVIRONMENT-oriented**, disconnected from reality
- Too many **AGITATORS**
- **CONNECTOR** and **EXPERT** not represented

Well-Designed Strategy Planning

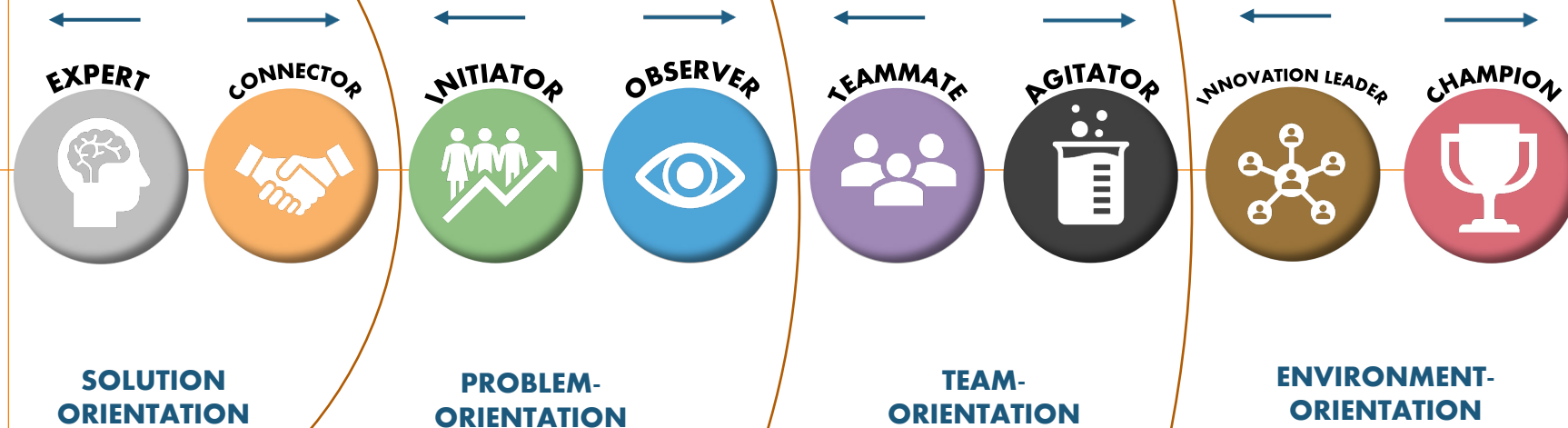


- **INITIATOR** serves as the moderator; focused on the problem of **PRODUCING A STRATEGY**
- Most roles represented, though heavy in **ENVIRONMENT** and **TEAM DOMAINS**
- **ROLES** can be **SHARED** or **ALTERNATED** throughout the session

When To Use Team Roles

- Building the case for change
- Team forming & norming
- Strategy planning/Goalsetting
- Attending a conference
- Discovery
- Customer journey mapping
- Brainstorming sessions
- Conceptualization & Prototyping
- Building and presenting pitch decks
- Sprint planning and retrospectives
- Alpha- and beta-testing
- Teambuilding

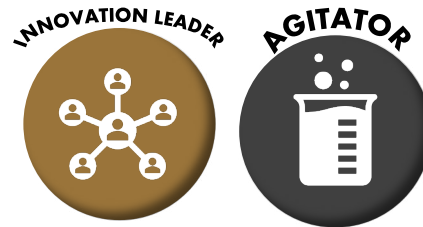
Profile Domains



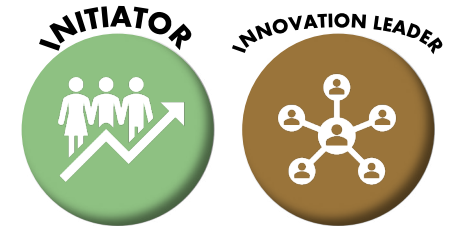
Sample Profile Power Pairs

PROJECT STAGES

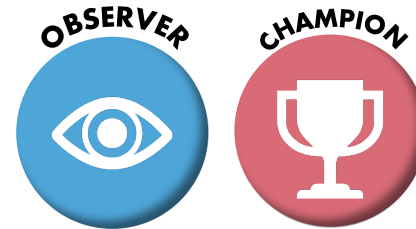
DEFINITION



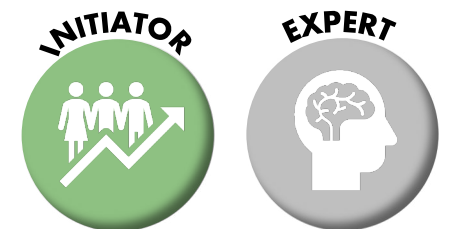
ROADMAPPING



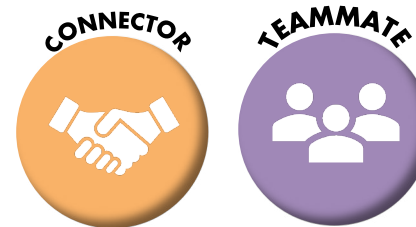
DISCOVERY



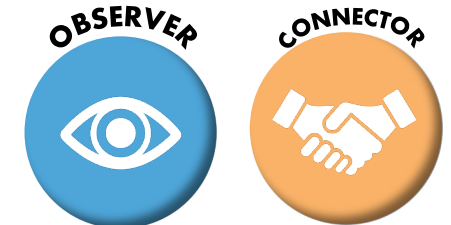
IMPLEMENTATION



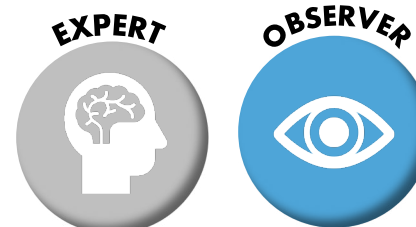
**SOLUTION
GENERATION**



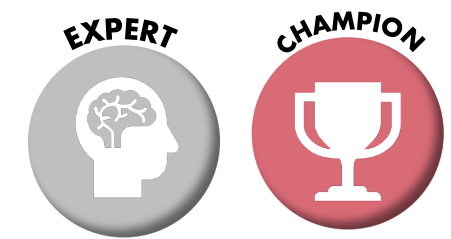
ITERATION



PROTOTYPING



IMPROVEMENT



Sample Profile Power Pairs

SYSTEMS OF INNOVATION DEVELOPMENT

**NETWORK/
STAKEHOLDERS**



**DECISION
STRUCTURES**



**PHYSICAL
SPACE**



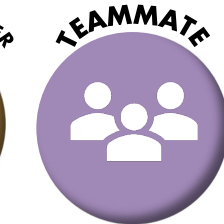
**SCREENING
CRITERIA**



**MEETING
STRUCTURE**



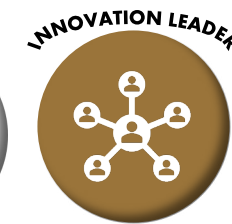
**RESOURCE
ASSIGNMENT**



**REWARDS
MECHANISMS**



**TECHNOLOGY
READINESS**



Individual Profile Report

THE 8 TODAY'S INNOVATOR PROFILES

There is no correct answer to the question, "What does Today's Innovator look like?" Innovators come from all walks of life. They draw upon different experiences and skills to overcome complex problems with innovative solutions. The following profiles illustrate how we behave, contribute, and relate to others when innovating.

PROFILES



EXPERT

Applies deep subject matter expertise to well-defined problems



CONNECTOR

The visionary, creative genius, connecting people and ideas



INITIATOR

Change agent who relentlessly pursues strategic objectives



OBSERVER

Constantly aware, questioning, listening, and learning



TEAMMATE

Supports others, provides guidance, and makes offers to achieve team objectives



AGITATOR

Upsets the status quo to inspire new thinking



INNOVATION LEADER

Creates an empowering environment for others to succeed



CHAMPION

Negotiates power structures to influence decisions

Your profile report shows you your Top Three Profile Strengths and your Power Domain when innovating. It is not the intent for you to "check the box" on all of these profiles. Not every profile will be relevant to every innovator, and challenges will require you to use unique mixes of these traits.

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Aaron Proietti

YOUR TOP THREE PROFILE STRENGTHS

Utilize these strengths when performing on a team to optimize team performance

Strength 1 Champion

You have a well-developed understanding of the environment in which teams operate and decisions are made. You know and appreciate those in power positions, and you work to understand what drives their decision-making. You know how to sell change and you are not deterred by a "No" response; you will find a way to get to "Yes." You ask questions to gain clarity and eliminate uncertainty. You rely upon the expertise of others to help you influence and negotiate outcomes. You may not fully appreciate all the work that is being done to drive change. Be sure to spend time with those who do the work to maintain a presence throughout the entire change process.

Strength 2 Innovation Leader

You work to create the conditions required to get others to achieve at a high level. You are focused on the future, often thinking ahead of others. You readily form new work relationships, and you work to make connections among team members so they can be successful. You understand business problems well, and you seek to design teams that can solve challenging problems. Your broad contextual awareness is an asset, but be sure to spend time establishing context for others who may not have access to the same information you have.

Strength 3 Expert

You possess deep subject matter expertise that others find valuable. You continue to develop your expertise by maintaining a network of academics and/or leading-edge experts. You thrive when working on solutions to problems, and can be trusted to get the job done at a high level of quality. You might keep your nose down to get work done, but you stay connected to the external environment through your expertise. You may feel underappreciated by dynamic leaders who place value on extroversion and creativity.

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TODAY'S INNOVATOR PROFILE DOMAINS



YOUR POWER DOMAIN

Spend time in this domain to show off your strengths to others:

Environment - Oriented Domain

The Environment-Oriented domain is where the Innovation Leader and the Champion thrive. While the Innovation Leader and the Champion may not interact with the environment in the same way, their approaches are each required to ensure teams have the support and space to operate effectively. The Expert will spend some time in this domain to further connect her subject-matter expertise with the outside world. The Agitator will spend some time in this domain trying to understand what changes are coming that will shift the work that needs to be done.

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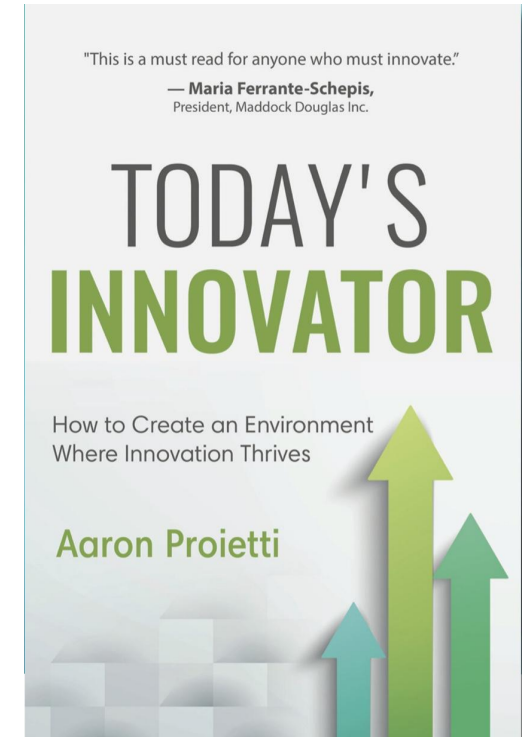
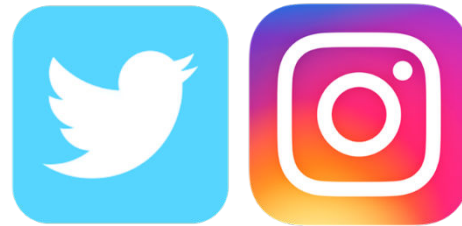
LET'S CONNECT

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Assessment link:

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