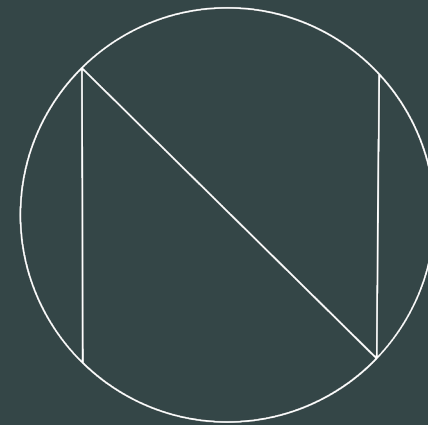


# HOW TO SUCCEED WITH LARGE-SCALE INNOVATION

Stine D. Arensbach, PhD, Senior Advisor

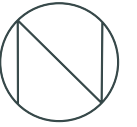


NAVIGATE

05-20-2022

GREENLAB SUMMIT

# WHAT CHARACTERISTICS ARE ESSENTIAL IN YOUR TEAM:



**#1 TIRELESS VISIONARIES WITH BEGINNER'S MINDSET**

**#2 BE LIKE PLAYDOH**

**#3 AMBIDEXTRAL LEADERSHIP**

# TIRELESS VISIONARIES WITH BEGINNER'S MINDSET

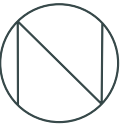


Large-scale innovation sounds and tastes good. There is a hype around it and almost a mythical tale about it in literature and the press. But the innovation leader is the one who is able to see what others cannot, insists that it is the right thing to do, even when it does not feel good for the organization. The transformation leader is at the same time the strategist, the change agent and the guerrilla leader who fights from door to door to get everyone involved. It is a lonely role that to that extent can erode the visionary leader.

A large-scale innovation leader concurs. "It is at least true that you sometimes feel both alone and in deep water when the sea level rises. That is why it is so important as a leader to seek confirmation, backing and sparring in confidence elsewhere. It gives energy to have like-minded people with whom you can play ball. It is what gives the courage to do the right thing, even when others insist on the opposite. And then one has to keep in mind that the energy that lies in creating something transformatively new together as an organization can be almost bottomless. It is very much a promise of the energy that drives the work, even when you are completely alone ”.

Source: Interview with CEO, Adam Elbæk, 2021

# BE LIKE PLAYDOH



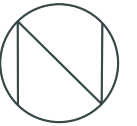
The role of playdoh is a two-fold capability: Firstly, a self-remodeling capability, that both required an ability to understand the specific needs of others then reshape oneself to fit these needs, and secondly, the ability to make the actors “stick” to the initiative.

This means that you have to replace the traditional mindset of doing the things right, with a focus on doing what was needed, that related to the situation at hand. In other words, you need to go from doing everything for the project *within* your responsibilities to doing everything for the project *beyond* your responsibilities. Basically, it is what business development is all about: being able to look at what a project needs at a certain point in time and then being able to act upon this.

The shift from embedded work practices in an organization to doing what is needed at the opportune moment, shows an organizational plasticity that insists on effectiveness rather than efficiency. This shift can be characterized as an entrepreneurial business approach to problem-solving, which, according to literature, shows as having positive associations in society and being more effectful in terms of results compared to traditional public-private partnerships

Source: S. Arensbach: Re-designing public-private partnerships, forthcoming

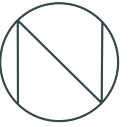
# AMBIDEXTRAL LEADERSHIP



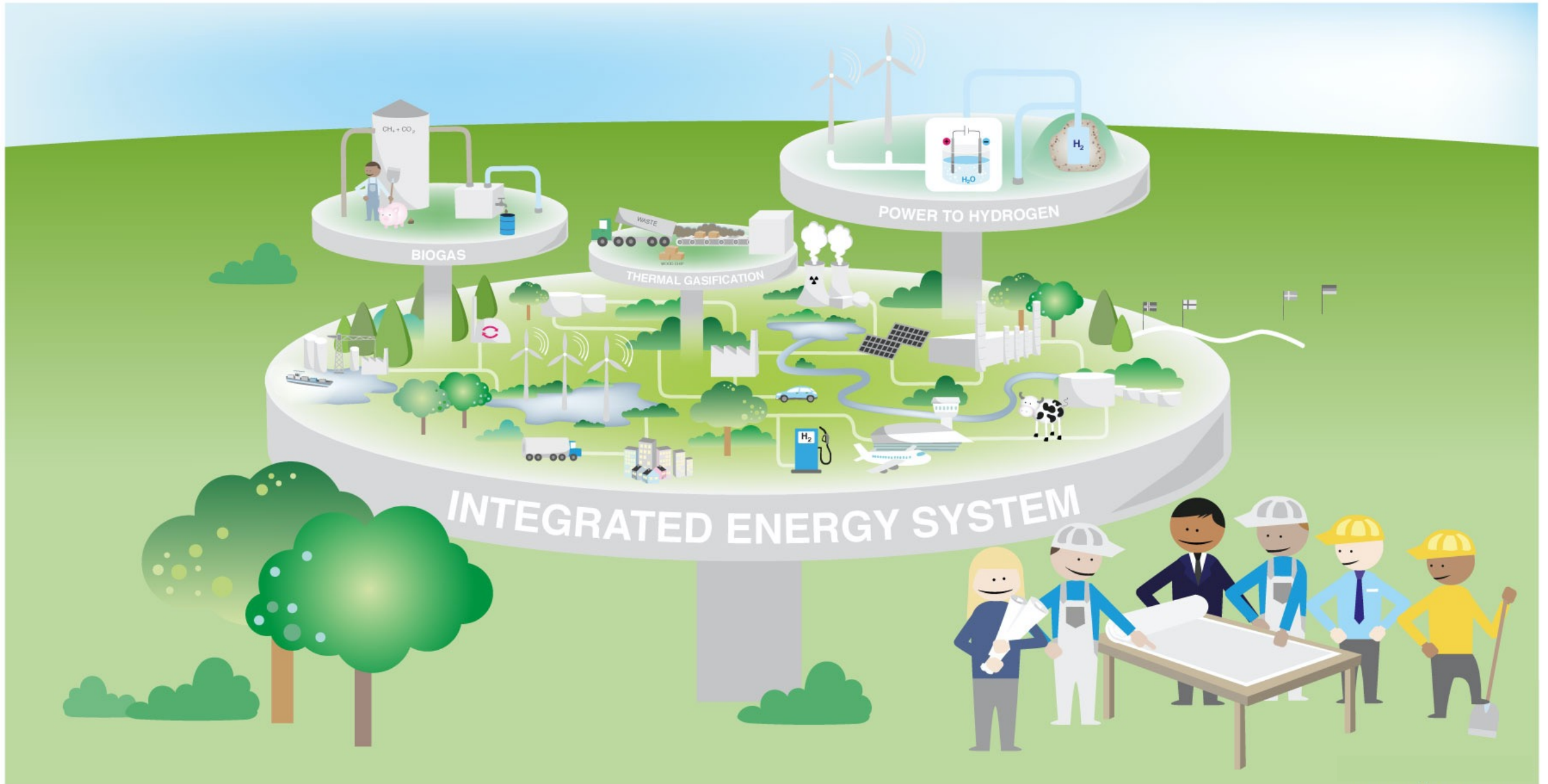
The Roman god, Janus, had two faces. One that pointed forward and could look into the future, and one that pointed backward and could look into the past. Janus symbolized change and transition - from one state to another, from past to future.

As a leader of large-scale innovation projects, you have to be intensely concerned with understanding who you are, where you come from, and why you are where you are. It is a crucial prerequisite for being able to set a clear new direction and communicate the change of course in a way that is at eye level with the organization. And when it comes to totally transforming organizations through large-scale innovation, it is important to be close to the operation and the employees who ensure that the wheels are running. The more you need to materialize your innovation effort, the more focus the existing business requires, especially in relation to close communication and development of the operation. The transformation is not about prioritizing development over operation, but about as a leader organizing oneself so that both is running. It is crucial that the team is always on top of both operation and transformation, because if you have the right team, you can reach infinitely far.

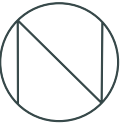
Source: Interview with CEO, Adam Elbæk, 2021



# WHERE TO BEGIN AND HOW TO ORGANIZE?



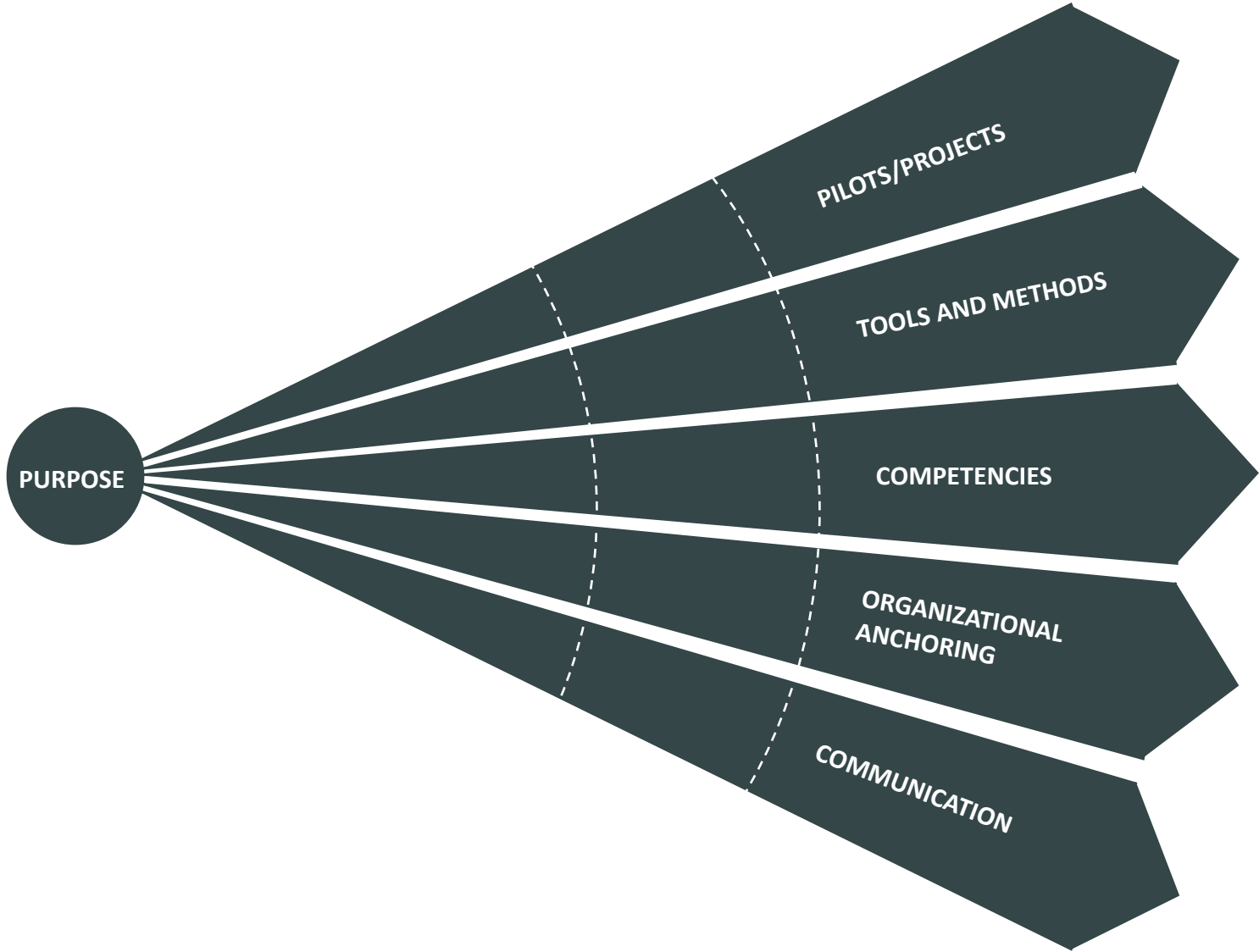
# ORGANIZATIONAL PLATFORMS



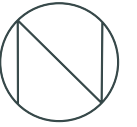
The platform structure should be seen as an alternative to, for example, the more traditional GANTT model (which is suitable for more linear projects and programs). The platform model offers a more holistic overview of the project portfolio in major transformations. The model can also embrace strategic collaborations, where external actors contribute to solutions on selected platforms. Each platform must be seen as a project, initiative or process, each with their own organizational identity / characteristics. Some platforms / initiatives can be run as classic projects, where others we have a more exploratory nature, and others will in the form of strategic partnerships.



# SCALE UP INSTEAD OF ROLL OUT



# SCALE UP INSTEAD OF ROLL OUT



- IDO is a framework for how to transform by scaling excellence – building on what works. This will ensure true implementation (it works in real life) and a evolving anchoring of development initiatives and transformation projects.
- The framework furthermore allows for transformation initiatives without risking running, critical operation.
- The framework has been developed as part of a research-initiative in collaboration with, among others, the Danish energy sector, the Danish Police, the City of Copenhagen and Stanford University.
- The framework is currently used by several public and private organizations.



# THANK YOU

Stine Degnegaard Arensbach  
[sda@navigatepa.com](mailto:sda@navigatepa.com)

