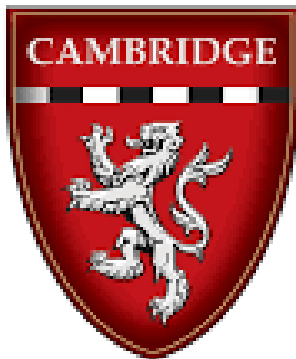


# **Leadership for Innovation and Excellence of Performance**

**Prof. Dr. Nader Nada**  
**[nnada@cambridgecu.ch](mailto:nnada@cambridgecu.ch)**



**CAMBRIDGE**  
CORPORATE UNIVERSITY

# Webinar Objectives

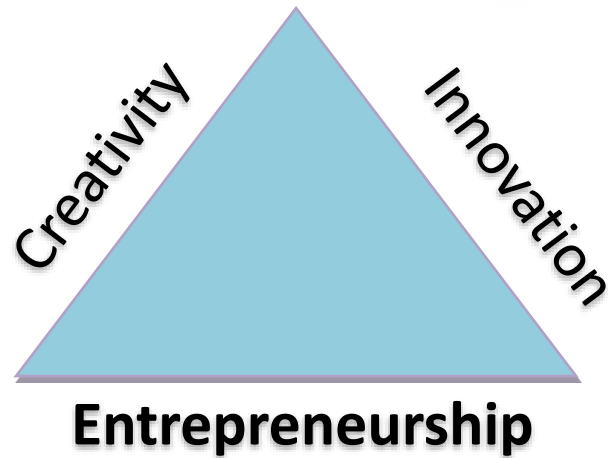
**Introduction and awareness**

**1. Innovation Framework Review**

**2. The Way to Develop your Effective, Authentic Transformational Leadership Style**



# Creativity, Innovation, and Entrepreneurship Triangle?



**CREATIVITY = IDEA GENERATION**

**INNOVATION = IDEA IMPLEMENTATION.**

**ENTREPRENEURSHIP = IDEA COMMERCIALIZATION**



# Innovation and Knowledge Economy

The world is witnessing the power of innovation and its various constituents in revolutionizing the business and economic landscape.

Innovation empowers individuals, communities and countries with profound impact on business, politics, and society.

*Innovation plays in accelerating economic growth and promoting development.*

**Global Innovation Index  
(average)**

**Innovation Efficiency Index  
(ratio)**

**Innovation Input  
Sub-Index**

**Innovation Output  
Sub-Index**

**Institutions**

Political environment

Regulatory environment

Business environment

**Human capital and research**

Education

Tertiary education

Research & development

**Infrastructure**

ICT

Energy

General infrastructure

**Market sophistication**

Credit

Investment

Trade & competition

**Business sophistication**

Knowledge workers

Innovation linkages

Knowledge absorption

**Scientific outputs**

Knowledge creation

Knowledge impact

Knowledge diffusion

**Creative outputs**

Creative intangibles

Creative goods and services



# Most Innovative Countries 2022

Top 10 Most Innovative Countries in the [World](#) - Bloomberg

1. [South Korea](#)
2. [Singapore](#)
3. [Switzerland](#)
4. [Germany](#)
5. [Sweden](#)
6. [Denmark](#)
7. [Israel](#)
8. [Finland](#)
9. [Netherlands](#)
10. [Austria](#)

INNOVATE OR EVAPORATE



# Four Rings of Innovation



Business Model Innovation

Product & Service Innovation

Process Innovation

Organizational Innovation

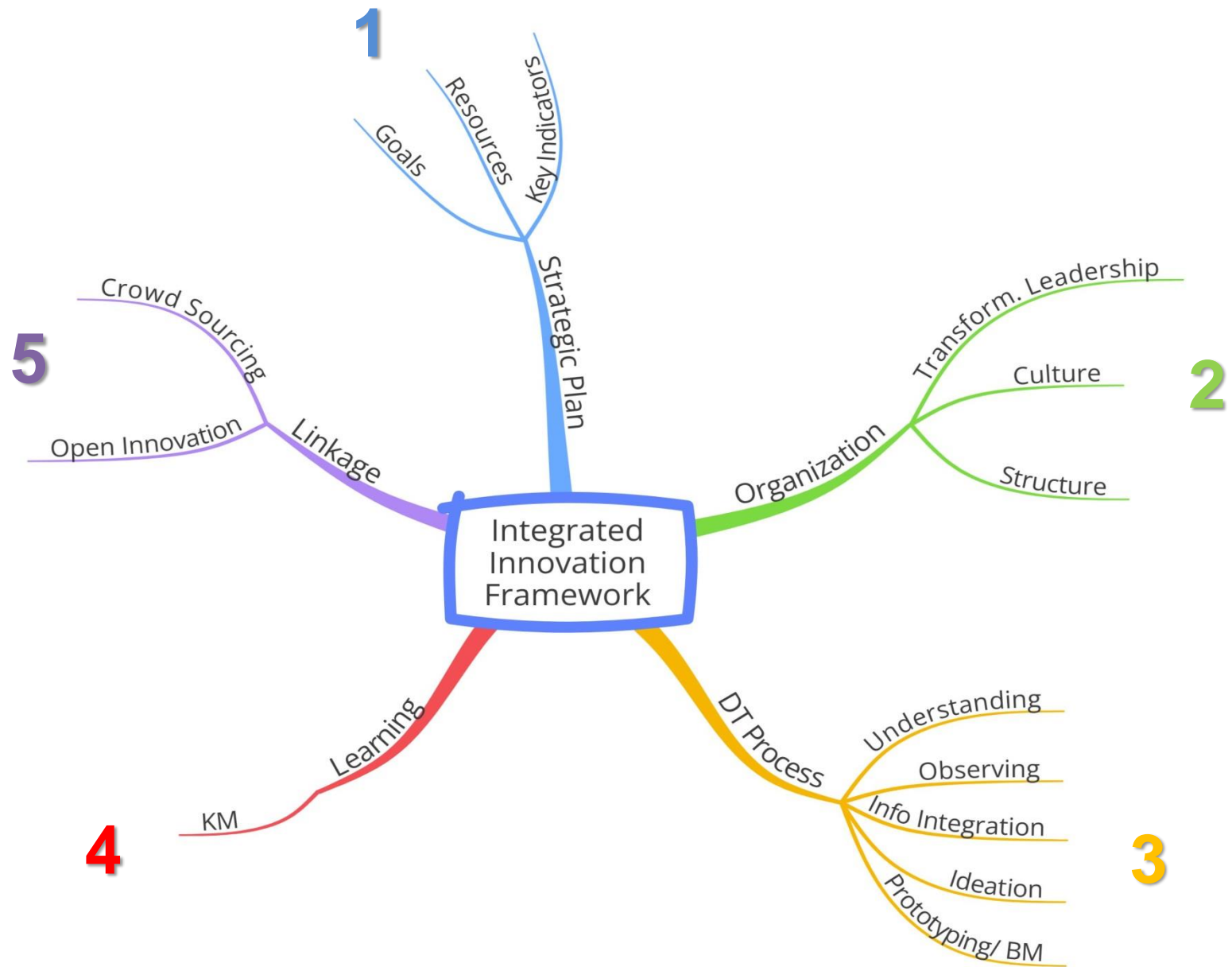


<http://www.innovation-portal.info/>





How to Manage Innovation?



# Integrated Innovation Framework

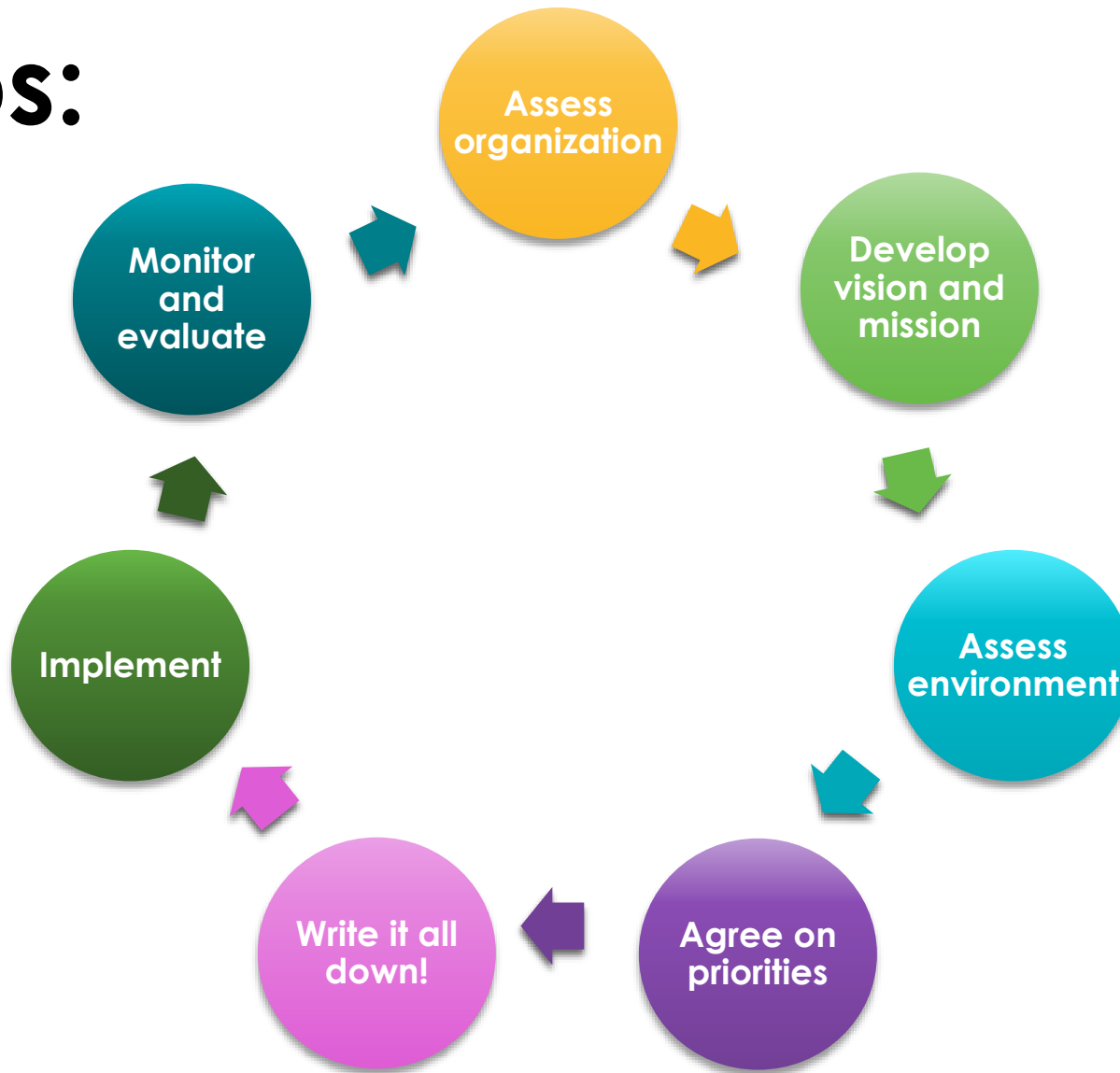


# 1 STRATEGIC PLANNING



- **Corporate Strategic Plan**
- **Digital Transformation SP**
- **Innovation Management SP**

# Steps:



# Moving forward

- Produce a document
- Develop an action plan and implement
- Monitor and evaluate
- Share progress
- Review and revise
- Share with **ALL** Stakeholders



Your new strategic plan will help to guide you in the difficult decisions you have to make as a committee—it will help you to identify the activities that best fit with your vision, mission, goals, and objectives.

**BE AWARE OF THE EXECUTION GAP!**



# PLANNING FOR A SUCCESSFUL DIGITAL TRANSFORMATION

## Components of a Robust Digital Transformation Project

Q

The Right  
Team

W

The Right  
Strategy

E

The Right  
Technology

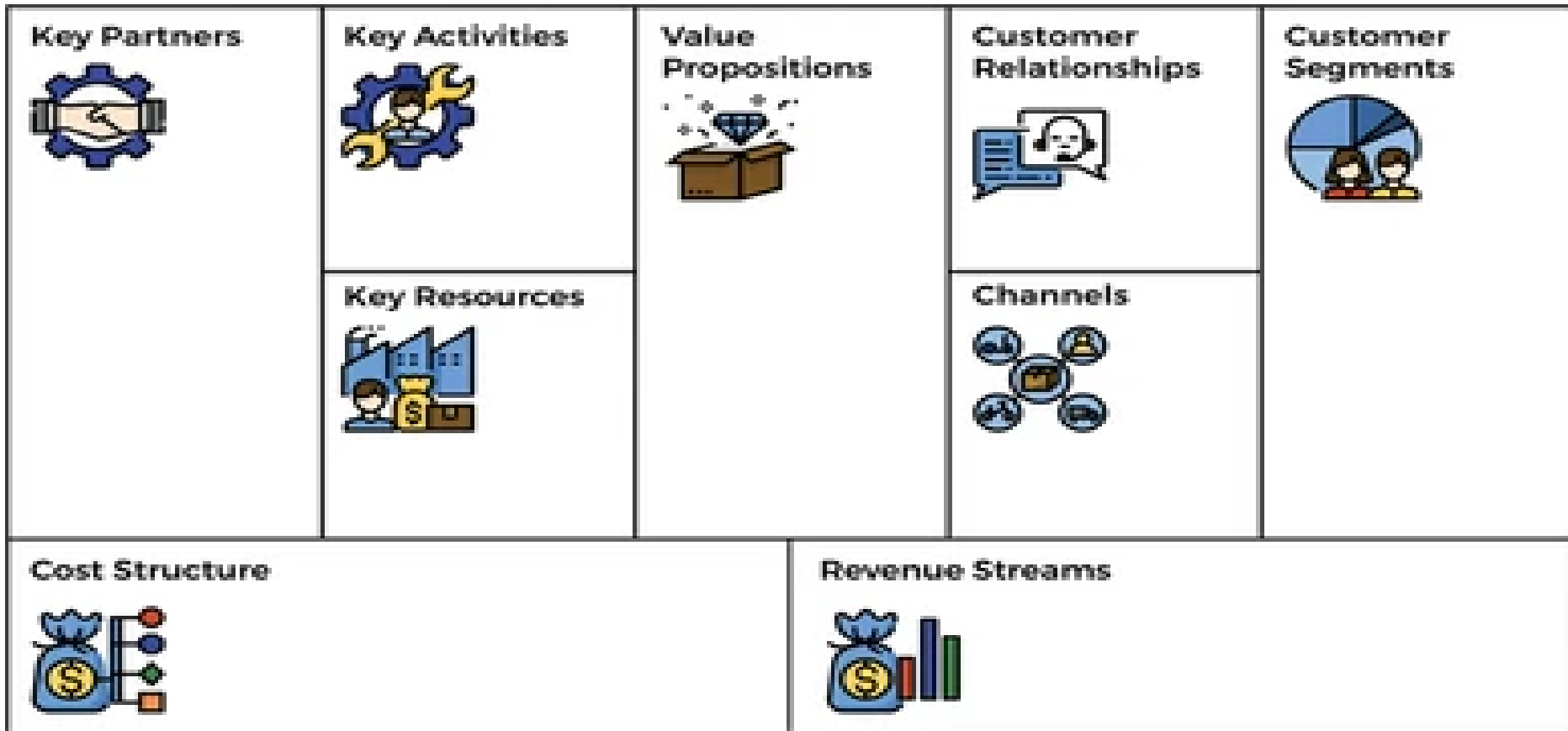
R

The Right  
KPIs

# Business Model Canvas

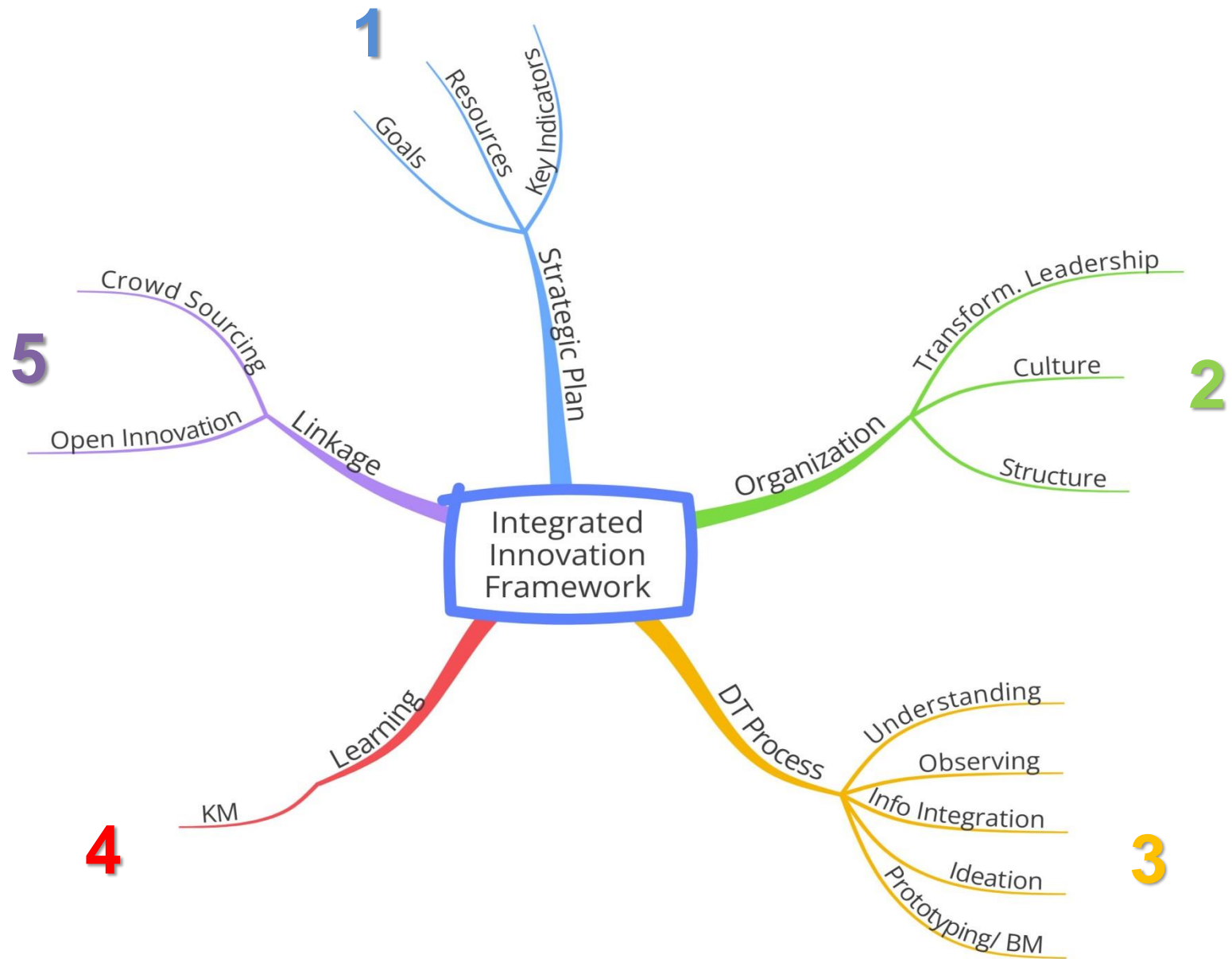


# BUSINESS MODEL CANVAS



shutterstock.com · 1476400016





# Integrated Innovation Framework

# 3 Innovation Process

“Design Thinking”



# Multidisciplinary Teams



# Design Thinking Process



# Variable Space



# 1

## DISCOVERY



**I have a challenge.**  
*How do I approach it?*

# 2

## INTERPRETATION



**I learned something.**  
*How do I interpret it?*

# 3

## IDEATION



**I see an opportunity.**  
*What do I create?*

# 4

## EXPERIMENTATION



**I have an idea.**  
*How do I build it?*

# 5

## EVOLUTION



**I tried something new.**  
*How do I evolve it?*

### STEPS

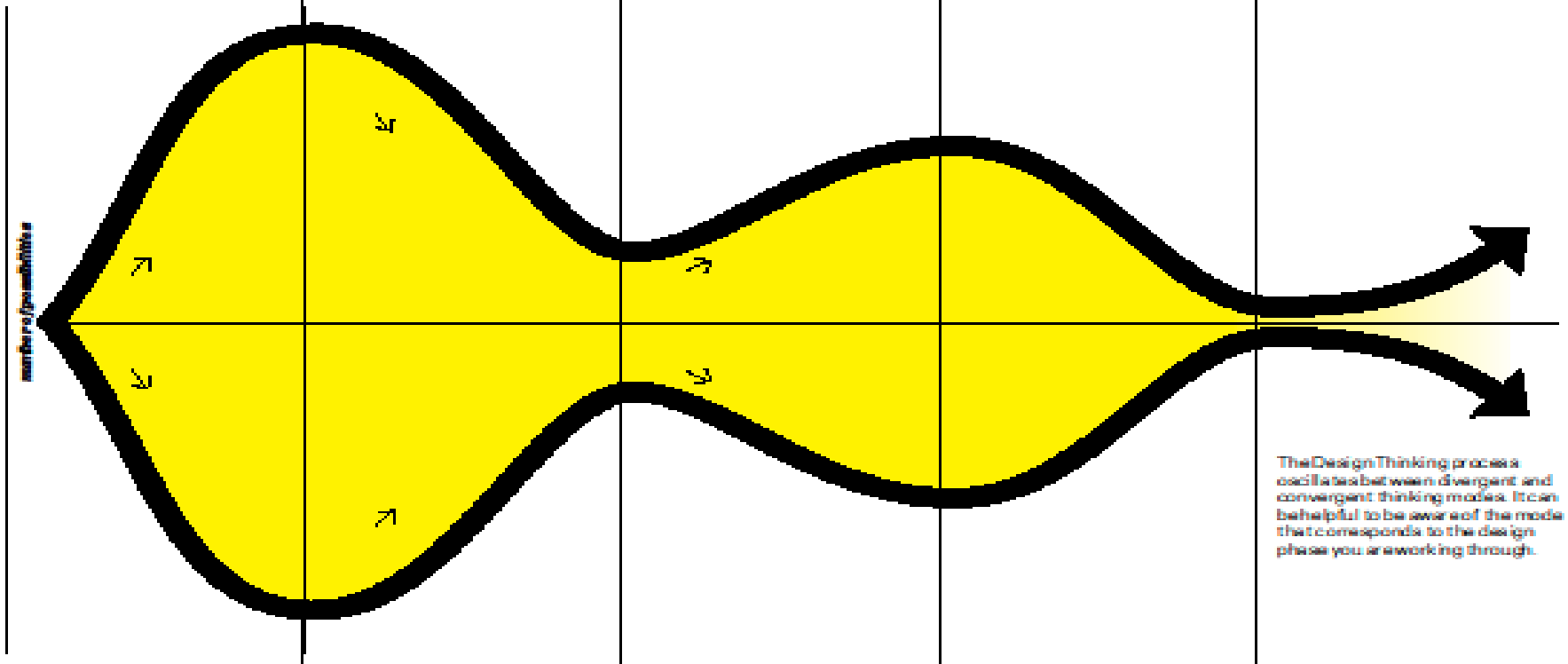
- 1-1 Understand the Challenge
- 1-2 Prepare Research
- 1-3 Gather Inspiration

- 2-1 Tell Stories
- 2-2 Search for Meaning
- 2-3 Frame Opportunities

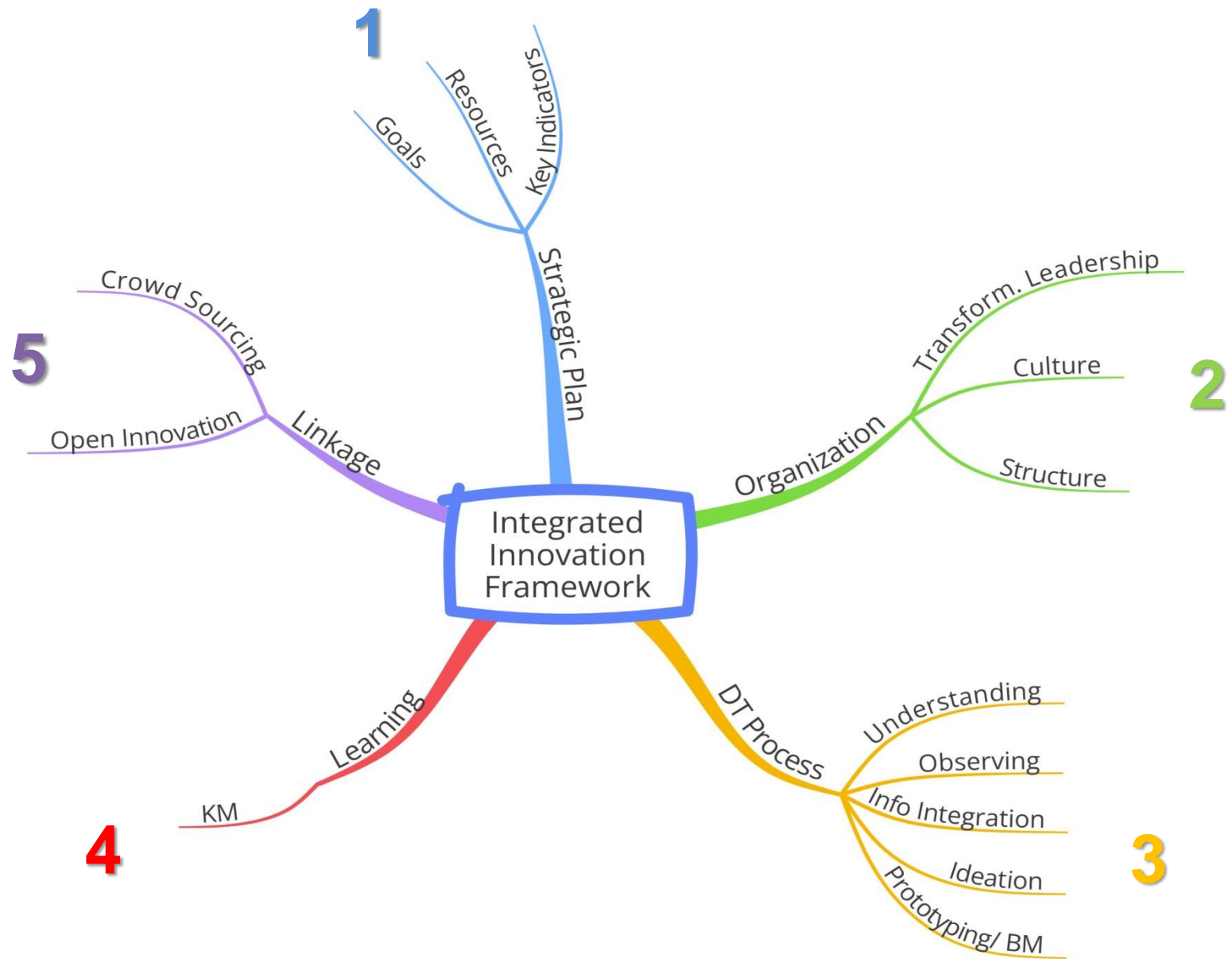
- 3-1 Generate Ideas
- 3-2 Refine Ideas

- 4-1 Make Prototypes
- 4-1 Get Feedback

- 5-1 Track Learnings
- 5-2 Move Forward



The Design Thinking process oscillates between divergent and convergent thinking modes. It can be helpful to be aware of the mode that corresponds to the design phase you are working through.



# Integrated Innovation Framework



# 4. Knowledge Management



# Knowledge Management



# Knowledge Management

KNOWLEDGE IS POWER



# What is Knowledge Management (KM)

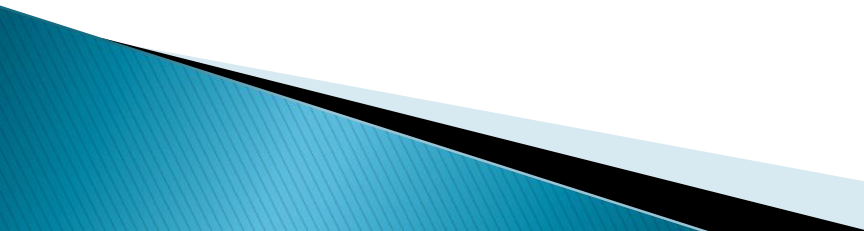
"Knowledge Management is the discipline of enabling individuals, teams and entire organizations to collectively and systematically **create**, **share** and **apply** knowledge, to better achieve their objectives.\*"

\* Ron Young, CEO/CKO Knowledge Associates International



# What is Knowledge Management (KM) Know How? /Why?

One of the most important “products” in today’s businesses is knowledge. It is experience and expertise. It is what we know about products, processes, techniques, and methods . It is rationale behind decisions. It informs risk-based decisions. It is knowhow and know-why.





# Benefits of Knowledge Management

- Reduces time-to-market
- Innovation - New products are designed and commercialized more quickly and successfully

## Resulting In

- Increased Revenue
- Retained Market Share
- Expanding Profit Margins



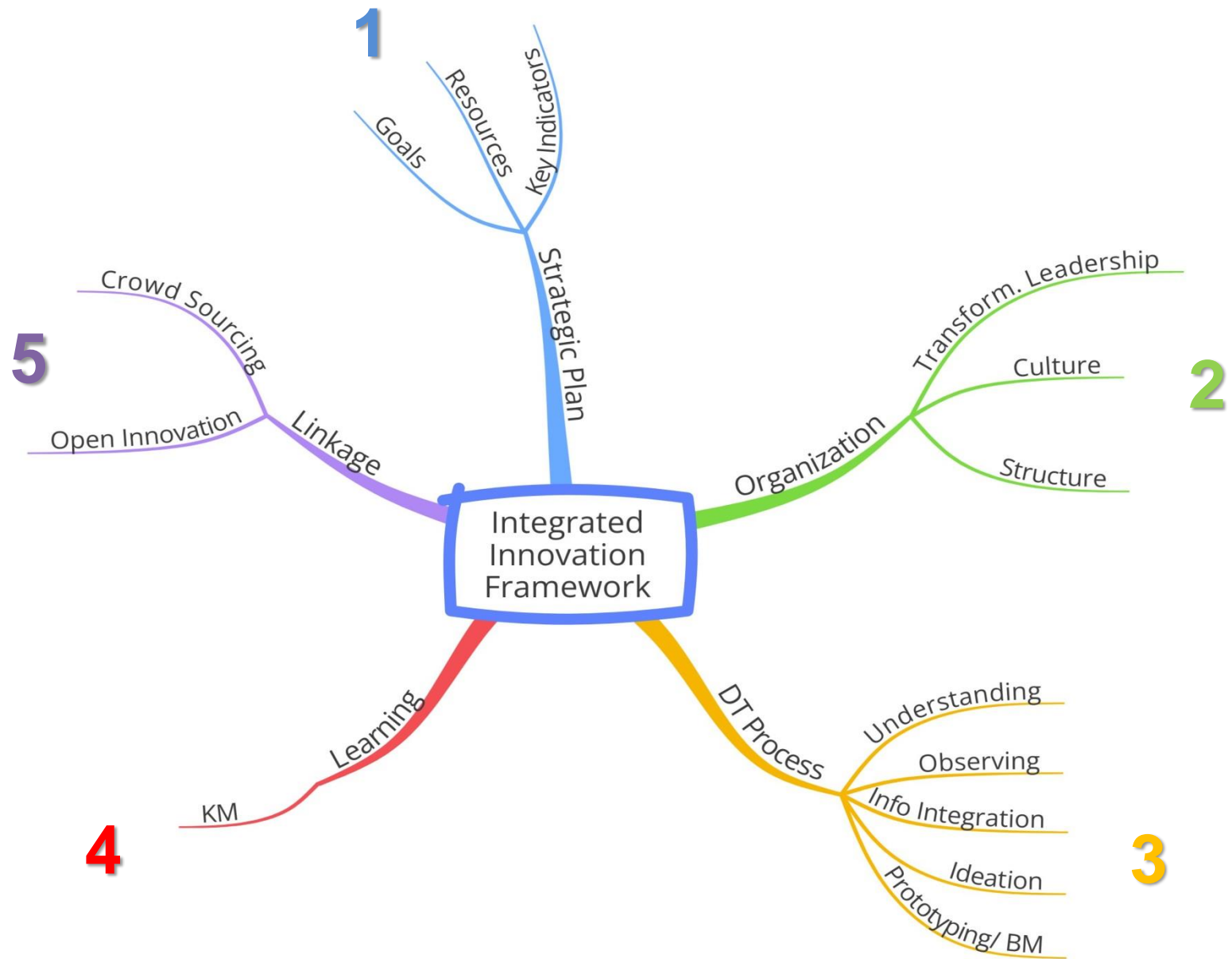
# Two Types of Knowledge

**Explicit**

- Information that is written down or codified (e.g. ERP Sys.)

**Tacit**

- Information that is stored inside a person's mind (experts)



# Integrated Innovation Framework

## 5. Linkage

Open Innovation

Open Collaboration:

The Power of “From Me to We”

Radical Collaboration

Crowd Sourcing Innovation

Not All Smart People Work for US





# Open Innovation



**How do we harness the power of the crowd?**

# The Crowd Wants to Contribute

“People are inherently creative and want to engage with organizations; they don’t want to have products and processes imposed on them.”

*Venkat Ramaswamy & Fancis Guillard  
HBR, October 2010*



# Crowdsourcing- Discover the Power!



# What is crowdsourcing?



Crowdsourcing is an invitation to all people in the crowd to **create, discuss, refine and rank meaningful** ideas or tasks or contributions **via the web**.

The crowd is essentially external to the organization.

# Build an Innovation Network

## Focus Areas

*Business Objectives*

*Boundary Conditions*

*Strategic Platforms*

*Wicked Problems*

**Innovation Programs**

**1**

**2**

**3**

**Etc.**

## Resources

*Employees*

*Customers*

*Partners/Supplies*

*Market/Trend Watchers & Experts*

*Marketplaces*

*Tech/Business Media, Analytics*



# The Targets of Innovation Are Expanding ...

.... and success is dependent on explicit goals



## **Products & Services**

*Greater customer value*

## **Operations**

*New ways of working*

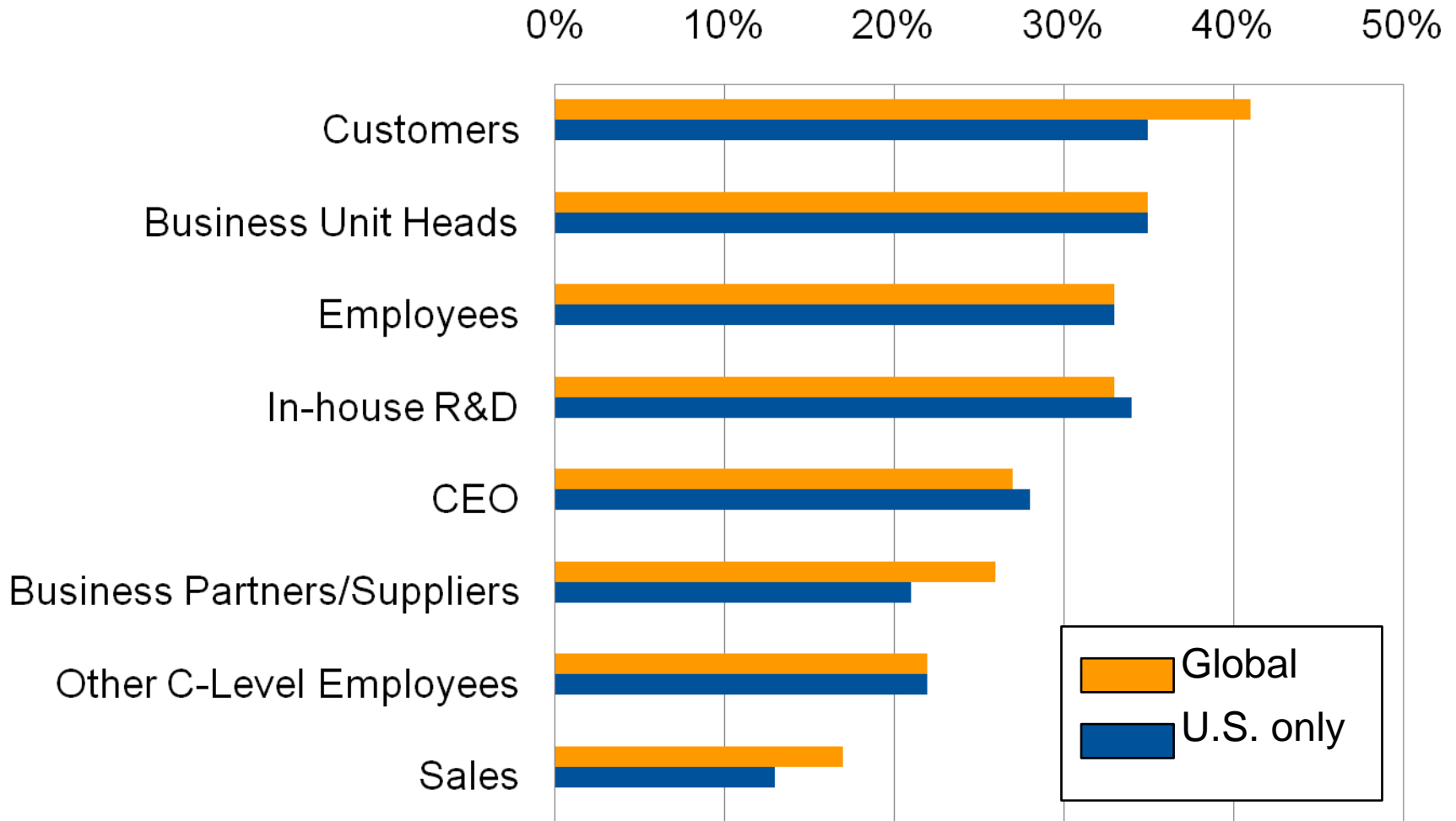
## **Management**

*Oversight & decision making structures & competencies*

# Innovation Networks can Contribute to Every Stage of an Enterprise's Innovation Process

Innovation Need	Techniques	Examples
<b>Phase: Generate Ideas</b>		
Concepts & ideas	Source to communities	Netflix crowdsourcing
Components	Acquire from idea markets	yet2.com
Patterns	Web-based pattern seeking	Social network analysis
<b>Phase: Evaluate &amp; Select ideas</b>		
Prototyping	Acquire prototypes; scale up	P&G entrepreneur network
Comment, extend	Participants review, rank	Lego User Group
Rank, vote, select	Use prediction markets	Intrade Prediction Markets
<b>Phase: Develop &amp; Implement</b>		
Co-develop	Partner to develop	Co-research on Alzheimers
Outsource	Source full development	InnoCentive challenges
	Source key components	TopCoder ESPN Challenge
License IP to others	License solution/components	Xerox PARC

# Know the Sources of Innovation



# Engaging Customers



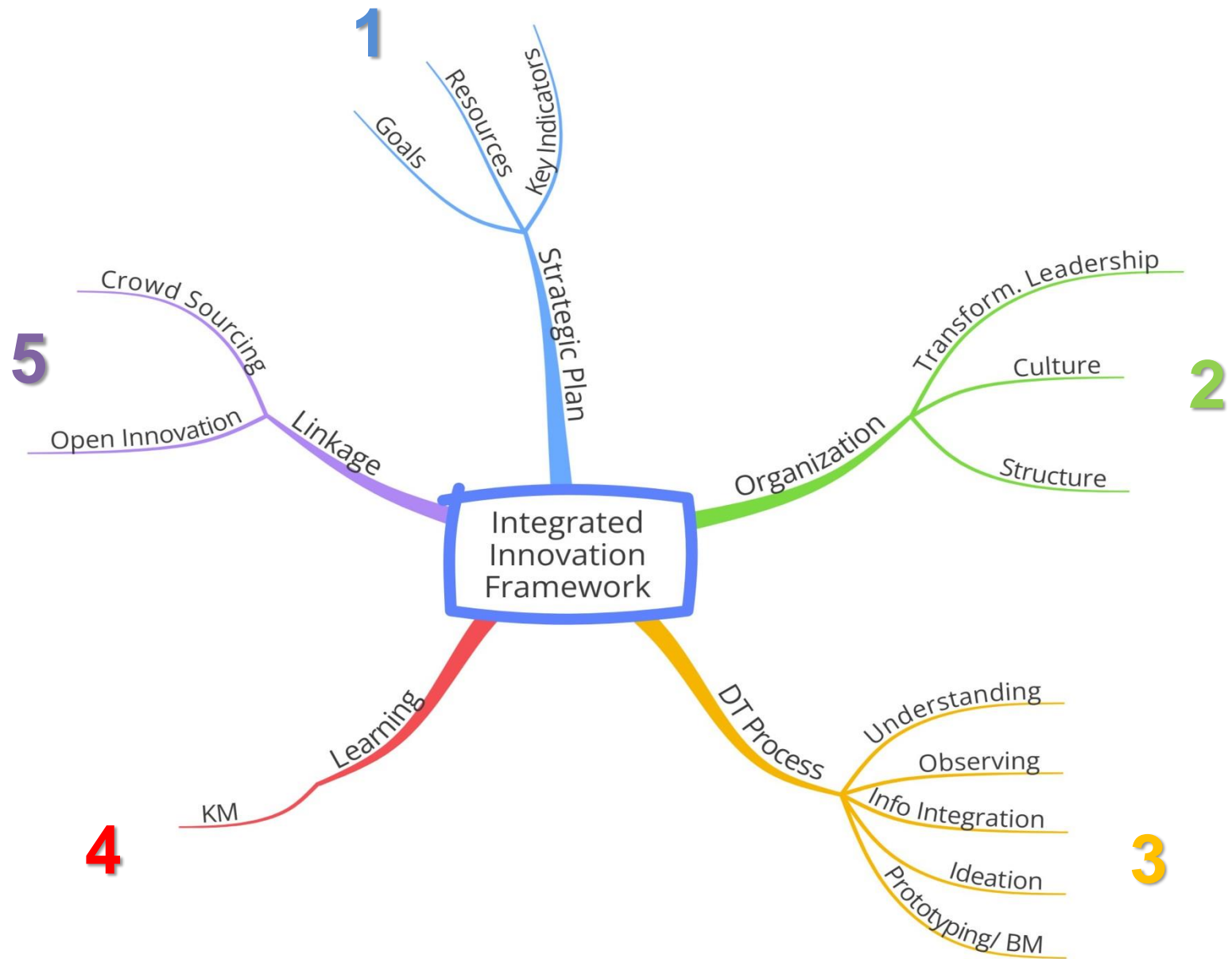
"You can't just ask customers what they want and then try to give that to them. By the time you get it built, they'll want something new."

*Steve Jobs*



# Lead Customers





# Integrated Innovation Framework



# Transform. Leadership Traits

## 1. Self-Awareness

- *An effective leader knows him- or herself and uses this knowledge to perform better.*

## 2. Positive and Self Motivated

- *Effective leaders are self-motivated, self-confident people. They want to lead. Drive and energy identify them.*

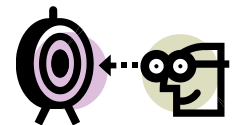
## 3. The Ability to Create Vision

- *Effective leaders, although not necessarily geniuses, are characterized by strong technical and conceptual skills. This gives them the edge in generating ideas and building visions.*

## 4. People Skills

- *Effective leaders must carry people with them. They can inspire people and get them to achieve their goals.*

## 5. Challenger/Eager to Excellence of Performance



# The Meaning of Leadership

“Leadership is the ability to influence a team towards the achievement of common goals.”



# The Meaning of Leadership

- *Leadership is a decision, not a position.*
- **Leaders: Born or Made? (wrong Question!)**
- *Can leadership be learned? “YES”*
- Some leadership skills and behaviors are already present in you. You just have to learn to tap into them fully. Some of them may be foreign to you now, but with perseverance and application, you can learn to cultivate them.



# The Meaning of Leadership

- **Becoming an effective leader, you see, is not about becoming a master of all leadership skills. Rather, it is about recognizing your strengths and weaknesses and then finding ways to nurture the former and overcome the latter.**



# The Meaning of Leadership

- Leadership usually focuses on effecting change, while management is often about bringing stability.
- *Leadership is people-focused, while management tends to be systems-focused.*
- leadership is a holistic sum of personality traits, thought processes, skills, attitudes and behaviors.



# The Meaning of Leadership

- *"Managers do things right, while leaders do the right thing."*





# The Meaning of Leadership

## 3. The Ability to Create Vision

*Effective leaders, although not necessarily geniuses, are characterized by strong technical and conceptual skills to generate ideas and build visions.*

## 4. People Skills

*Effective leaders must carry people with them. They can inspire people and get them to achieve their goals.*

## 5. The Edge/Challenger

*Ability that makes the difference such as: taking risks, implementing drastic change, making difficult decis. handling hostility and working across boundaries.*



### **3. The Ability to Create Vision**

*Effective leaders, although not necessarily geniuses, are characterized by strong technical and conceptual skills to generate ideas and build visions.*

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### **5. Challenger/The Edge**

*Ability that makes the difference such as: taking risks, implementing drastic change, making difficult decisions, handling hostility and working across boundaries.*



# Theories of Leadership

- **Transformational Leadership:** In 1978, James MacGregor Burns theorized that “transformational leadership” is actually a process where leaders interact with their followers and inspire each other to advance together.
- (Leaders are Made)



# How Good Are Your Leadership Skills?

- ***Instructions: (Survey)***

*For each statement, select the column that best describes you (1-5).*



# How Good Are Your Leadership Skills?

## *Personal Characteristics*

- **Self-Confidence**
- **Positive Attitude and Outlook**
- **Emotional Intelligence**

## *Transformational Leadership*

- **Vision of the Future, Team Motivation, Being a Good Role Model, Managing Performance Effectively, Team Support and Stimulation**



# Emotional Intelligence

- What Is Emotional Intelligence (EI)?
- EI is the ability to understand and manage both your own emotions, and those of the people around you.
- People with a high degree of EI usually know what they're feeling, what this means, and how their emotions can affect other people.





# Emotional Intelligence

There are five main elements of EI:

- 1. Self-awareness.***
- 2. Self-regulation.***
- 3. Motivation.***
- 4. Empathy.***
- 5. Social skills.***



# Emotional Intelligence

## 1. *Self-awareness.*

- having a clear picture of your strengths and weaknesses. And it means having humility.

So, what can you do to improve your self-awareness?

- **Keep a journal** – Journals help improve your self-awareness. If you spend just a few minutes each day writing down your thoughts, this can move you to a higher degree of self-awareness.
- **Slow down** – When you experience anger or other strong emotions, slow down to examine why.



# Self Awareness - SWOT

Internal	<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• What do I do well?</li><li>• What internal resources do I have (knowledge, reputation, skills, things)?</li></ul> <p><b>S</b></p>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• What could I do better?</li><li>• What do I lack?</li><li>• Do I have limited resources?</li></ul> <p><b>W</b></p>
External	<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• What opportunities can I take advantage of?</li><li>• Is there a great need for services/product I can provide?</li></ul> <p><b>O</b></p>	<p><b>Threats</b></p> <ul style="list-style-type: none"><li>• Do I have any competitors?</li><li>• Do I face any challenges that make it hard for us to do I work?</li></ul> <p><b>T</b></p>

# Module 3

## Emotional Intelligence

### *2. Self-regulation.*

- Leaders who regulate themselves effectively rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values.
- Self-regulation is all about staying in control.



# Emotional Intelligence

## *2. Self-regulation.*

*how can you improve your ability to self-regulate?*

- **Know your values** - make the right choice
- **Hold yourself accountable** -admit your mistakes
- **Practice being calm** - deep breath, write down your negative emotion and rip it up, then throw it away.



# Emotional Intelligence

## ***3. Motivation. (being optimistic-never give up!)***

- Self-motivated leaders consistently work toward their goals. And they have extremely high standards for the quality of their work.

### ***How can you improve your motivation?***

- **Re-examine why you're doing this.**
- **Know where you stand-self-esteemed**
- **Be optimistic and find something positive about bad situations or results.**



# Emotional Intelligence

## ***4. Empathy.***

- having empathy is critical to managing a successful team or organization. Leaders with empathy (1) put themselves in someone else's situation. (2) Help develop the people on their team, (3) challenge others who are acting unfairly, (4) give constructive feedback, and (5) listen to those who need it.

### ***How can you improve your empathy?***

- **Pay attention to body language .**
- **Respond to feelings – e.g. working late hours**



# Emotional Intelligence

## ***5. Social Skills.***

Leaders are great communicators, open to hearing bad news as good news (***Do not shoot the messenger***), experts at getting their team to support them, good at managing change and resolving conflicts - ***good model***

### ***How can you improve your Social Skills?***

- **Learn conflict resolution**
- **Improve your communication skills**
- **Learn how to praise others**





# Transformational Leadership

**“Transformational Leadership”:**

- 1. Creates an inspiring vision of the future.***
- 2. Motivates and inspires people to engage with that vision.***
- 3. Manages delivery of the vision.***
- 4. Coaches and builds a team, so that it is more effective at achieving the vision.***

*You manage things; you lead people.*

*Murray Hopper*

# Transformational Leadership

## *1. Creating an Inspiring Vision of the Future*

- To create a vision, leaders focus on an organization's **strengths** by using tools such **SWOT** Analysis, **PEST**.
- Therefore, leadership is proactive - problem solving, looking ahead, and not being satisfied with things as they are.
- Here, leadership combines the analytical side of the vision with the passion of shared values, creating something really meaningful to the people being led



# Transformational Leadership

## *2. Motivates and inspires people*

- Leaders recognize this, and they work hard on an ongoing basis to connect their vision with people's individual needs, goals, and aspirations.
- People admire and believe in these leaders because they are expert in what they do. “**EXPERT POWER**”
- They have credibility, and they've earned the right to ask people to listen to them, and follow them.



# Transformational Leadership

## *3. Manages delivery of the vision.*

- **Hersey-Blanchard Situational Leadership Model.**  
(Directing , Coaching, Participating, and Delegating)
- Team members need performance goals that are linked to the team's overall vision. *(KPI)*
- Leaders also need to make sure they *Manage Change* effectively.



# Transformational Leadership

## 4. *Coaching and Building a Team to Achieve the Vision*

- Individual and team development are important activities carried out by transformational leaders. To develop a team, leaders must first understand team dynamics.
- A leader will then ensure that team members have the necessary skills and abilities to do their job and achieve the vision. *(Training and Coaching)*
- Leadership also includes looking for *leadership potential* in others. Creating environment where team can continue success in the long term



# Modeling the Way

If something does go wrong, a true leader never blames his followers even if in fact they failed.

A true leader takes the blame, and then addresses how to correct the problems that arose.

*Some look at things that are, and ask why. I dream of things that never were and ask why not?*

*George Bernard Shaw*

# Being an Inspirational Role Model

- Have honesty, integrity and deal with everyone fairly, then others will see that.
- Listen to criticism, but also consider the source.



# Influencing Others' Perspectives

- If you want to influence people, they have to trust you.
- When people believe you are open to their suggestions and believe they have been heard, they will work harder even if they disagree with the methods or goals.





# Communicating Your Vision

Communication is more than just the words you say or the memos you write.

- Remember, actions speak louder than words.
- Take every opportunity to communicate your vision in words and deeds.
- One of the best ways to communicate a vision is to sum it up in a simple catch phrase.
- Focus on the message.
- Above all, lead by example.



# Identifying the Benefit for Others

Answer the question, “What’s in it for me?” as if you were one of your own followers. Certainly, performance bonuses and awards work, but most followers enjoy being part of a larger, successful organization.



# Challenging the Process

As a leader, you must search out opportunities to change, grow, innovate and improve. There is no reward without risk however, so you must be willing to experiment, take risks, and learn from any mistakes. Ask questions, even if you fear the answers.

*Leadership: the art of getting someone else to do something you want done because he wants to do it.*

*Dwight D. Eisenhower*

# Think Outside the Box

Sometimes it is necessary to “think outside the box” and break the paradigm.

- Don't be afraid to ask the question “Why?”
- Ask questions of your followers, employees, customers, former leaders.
- Often the lowest ranking persons in an organization can tell you exactly what is wrong because they see it daily from their vantage points.



# Developing Your Inner Innovator

- Not all innovative strategies will be feasible or cost effective.
- There should be solid evidence that a new way of doing things is likely to work before you invest money and everyone's time.



# Seeing Room for Improvement

- A drive to excellence always seeks improvement.
- If you accept 95% efficiency as a goal, the efficiency will inevitably slip to 90%.
- A vision is a goal that is strived for.



# Lobbying for Change

- You need to influence people and excite them to your vision.
- Do your research and never go into a meeting unprepared.
- Study and present in a short report, preferably with simple charts or graphs.
- Have the details ready but don't overload people with facts.
- Show as clearly as possible how your plan will effect positive change.



# Enabling Others to Act

- To be a true leader, you must enable others to act responsibly and not encourage bad worker habits by compensating for them or overlooking them.
- The goal of a leader is to empower others to work.

*The only man  
who makes no  
mistakes is the  
man who never  
does anything.*

*Theodore  
Roosevelt*



# Encouraging Growth in Others

A positive attitude is essential to encouragement.

- No one likes to fail and many take it very personally.
- Meeting with an employee one-on-one is important to positive motivation.
- Take disciplinary action if necessary and document the conversation



# Creating Mutual Respect

You will never be worthy of respect if you don't give respect. Respect should be given to everyone at all levels unless they deliberately do something to lose that respect.

- Be visible to your followers.
- Show them you are available and interested in knowing everything about what they do.
- Develop and demonstrate your knowledge of the organization and details of the product, service, or operation.
- If you are knowledgeable and can answer questions, you will not only earn respect.



# The Importance of Trust

- Respect inevitably leads to trust.
- Do what you say and say what you mean.
- Under promise and over deliver to manage expectations.
- If people feel they can rely on you they will trust you.



# Encouraging the Heart

Employees, workers and followers are not robots. Human beings have intellect and emotions. Failing to deal with them on those levels will ultimately backfire. You cannot program loyalty.

*Those who fail  
to plan, plan to  
fail.*

*Anonymous*

# Sharing Rewards (Culture)

If your followers are going to share in the work, make certain they share in the rewards. If you are going to get a bonus for a successful task, share at least a portion of it with your followers.

- More than one employee has felt betrayed by leadership when the boss gets a big bonus and those who do all the work get nothing.
- You don't need to give them half or divide it all up among all your followers, but you should at least throw them a party, provide a free lunch, or give everyone a pair of movie tickets or a lottery ticket.
- Do something to show they didn't work hard only to see you take all the credit.



# Celebrating Accomplishments (Culture)

- Set both personal and team goals and milestones.
- Nothing motivates someone like public recognition.
- Although some may seem somewhat embarrassed by a public display, inside they are proud they have been recognized.



# Making Celebration Part of Your Culture

You don't need to decorate the office each day or have morning pep rallies, but the workplace should never be dreaded by employees.

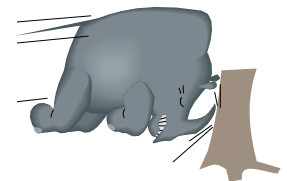
- People spend most of their waking lives at work.
- People have to feel motivated by more than just a paycheck.
- If employees only show up because they can't afford to be out of work, you will achieve the lowest possible level of performance.
- Celebrate special occasions to break up the routine, but don't make celebration itself the routine of no work will get done.



# Creating an Impact

The more of the previous leadership skills you develop, the more you will make an impact.

- A confident bearing, tempered by a kindly manner
- A strong sense of justice, tempered by mercy
- A strong intellect, tempered by the willingness to learn
- A strong sense of emotion, tempered by self control
- A strong ability to communicate, tempered by the ability to listen
- A strong insistence on following the rules, tempered by flexibility
- A strong commitment to innovation, tempered by situational reality
- A strong commitment to your followers, tempered by the ability to lead
- Above all: maintain a strong personal commitment to your vision.





# Setting SMART Goals

- **Specific:** The vision itself is general while the goals are specific targets to be met.
- **Measurable:** Goals must be measurable in terms of progress and attainment.
- **Attainable:** A goal which cannot be met, is not a goal, it is an ideal.
- **Realistic:** A goal may be attainable, but not with the resources at hand.
- **Timed:** All goals need to be accomplished within a given time frame.



# Creating a Support System

- Once your goals are established, you need a way to ensure they are set into motion.
- Duties must be assigned and documentation must be established to support and track progress.
- Monitoring and oversight is key to achieving all goals.



## Factors that contribute towards a positive business culture:

Trust in Leadership	Growth Opportunity	Positive Work Environment	Supportive Management	Meaningful Work
Mission and purpose	High-impact learning culture	Fair, inclusive, diverse work environment	Agile performance management	Select to fit
Continuous investment in people	Self-directed dynamic learning	Flexible work environment	Coaching	Empowered teams
Transparency and honesty	Training and Support	Humanistic Workplace	Clear and transparent goals	Autonomy
Inspiration	Facilitated Talent Mobility	Culture of recognition	Training of managers	Transparent and Open