

Eat, Sleep, Innovate

Adeptness in Ambiguity



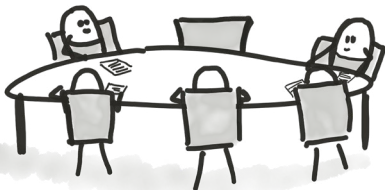
We act confidently despite incomplete information, expect iteration, excel at experimentation, and celebrate judicious risk taking



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

APPLE – MONDAY IS REVIEW DAY

MON
14



INTENDED OUTCOME

Improve decision making process

DESCRIPTION

Apple's Executive Team holds regular Monday meetings to examine every single product that the company has in design phase. If a product cannot be reviewed at one meeting – it's automatically at the top of the agenda for the next meeting. This ensures every single Apple product is inspected at least once a fortnight and keeps delays in decision making to a minimum.



ATLASSIAN – PREMORTEM



INTENDED OUTCOME

Identify potential threats and take preventive action to de-risk an idea

DESCRIPTION

Before starting a project, teams discuss the ways in which a project could fail. The process identifies critical assumptions and potential threats so that preventive actions can minimize the chances and mitigate the repercussions of failure.



DBS – WRECKOON



INTENDED OUTCOME

To encourage employees to have candid, data-driven discussions around ideas

DESCRIPTION

A PowerPoint slide randomly appears during meetings with questions to prompt candid discussions. Questions include: “What have we forgotten? What is the riskiest assumption? What could go wrong?” These questions were engineered to bring chaos to meetings, and ensuring that opposing comments are voiced out and debated.



CONDUCTRICS – BEST CASE, WORST CASE



INTENDED OUTCOME

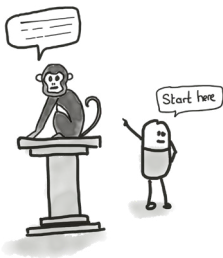
Quickly weed out low-potential ideas

DESCRIPTION

Before starting serious work on an idea, a team needs to articulate what the expected gain in terms of value (revenue, gross profit) might be in the best case, and what the loss might be in the worst. This allows Conductrics to filter out ideas where the best case will have minimal impact or ideas that could fail badly and demoralize the organization.



GOOGLE – #MONKEYFIRST



INTENDED OUTCOME

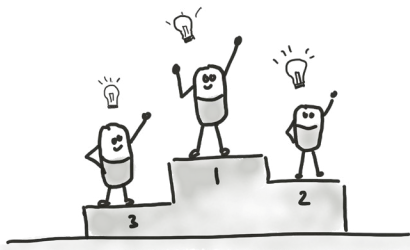
Encourage employees to evaluate the viability of projects by working on the hardest part first

DESCRIPTION

Imagine the task of getting a monkey to stand on a 10-foot pedestal and recite passages from Shakespeare... Most people would start with the easy work ('building the pedestal') to show early progress, but at Google X, the phrase #MonkeyFirst is used to encourage employees to de-risk new ideas by tackling the hardest problem first ('training the monkey to talk').



P&G – HEROIC FAILURE AWARD



INTENDED OUTCOME

Encourage risk taking and experimentation and eliminate fear of failure

DESCRIPTION

P&G gives out a “Heroic Failure” award each year to the individual or team who took the greatest ‘intelligent’ risk at the company. At the heart of heroic failure award is the idea that ‘making mistakes is ok here, trying to hide them is not.’



PIXAR – EFFECTIVE POST MORTEMMS



INTENDED OUTCOME

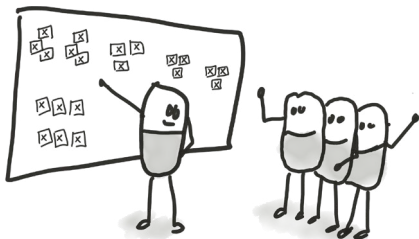
Provide a structured, data-informed way to reflect, allowing for feedback and improvement

DESCRIPTION

After a significant piece of a movie is finished, Pixar asks participants to list the top five things they'd do again and the top five they wouldn't do. Participants also bring in lots of performance data—including metrics such as how often something had to be reworked. Data further stimulate discussion and challenge assumptions based on subjective impressions.



PIXAR – FAILURE GALLERY



INTENDED OUTCOME

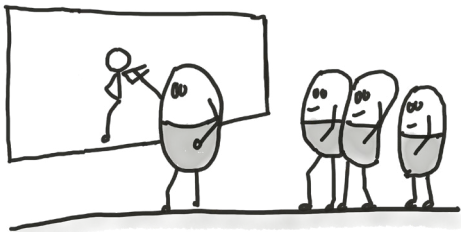
Encourage experimentation and risk taking and eliminate fear of failure

DESCRIPTION

Pixar places great emphasis on identifying, displaying and celebrating failure. Artifacts such as concept art, character design, environment design and gags that didn't directly make it into the movie are placed in their art galleries. Pixar finds beauty in the process of discarding, as out of failures comes a final work of art.



PIXAR – INCOMPLETE WORKS



INTENDED OUTCOME

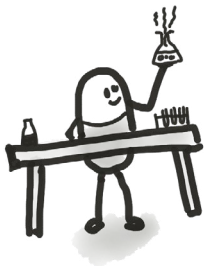
Increase comfort with sharing in-progress work to facilitate iteration and improvement

DESCRIPTION

The ritual of sharing unfinished animation work to the whole crew. This helps people get over any embarrassment about sharing unfinished work, so they become even more creative. It also enables creative leads to communicate important points to the entire crew at once.



PORCH – AROUND THE PORCH



INTENDED OUTCOME

Encourage experimentation and testing of new ideas

DESCRIPTION

A weekly meeting every Friday – named Around-the-Porch – where the teams share and discuss the results of their experiments, both success and failures. Regardless of the Conductrices results, there's clapping and celebration to commend teams on experimenting.



PORCH – MR. SPARKLES



INTENDED OUTCOME

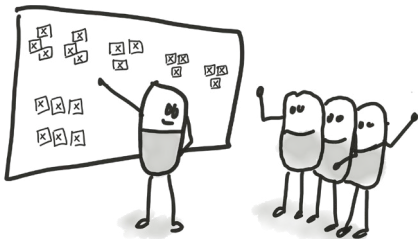
Encourage experimentation and remove the fear of failure

DESCRIPTION

A ritual in which employees who try something big and bold but spectacularly fail will be awarded a pink, pony-dog-creature-fuzzy-animal toy, named Mr. Sparkles, that they can proudly display on their desks for a week.



SPOTIFY – FAIL WALL



INTENDED OUTCOME

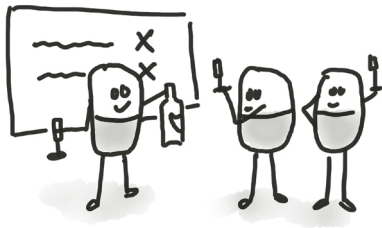
Eliminate the fear of failure and capture key learnings

DESCRIPTION

Spotify encourages finding ways to ensure fast failure recovery rather than simply avoid failing at all. The fail wall publicly showcases failures, and serves as the beginning of a ritual where a squad conducts post-mortems and retrospectives that allow it to capture key learnings from the experience.



SUPERCCELL – CHEERS TO FAILURE



INTENDED OUTCOME

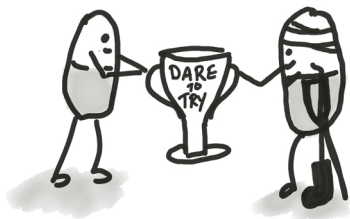
Eliminate the fear of failure and encourage experimentation

DESCRIPTION

Supercell celebrates success with beer and failure with champagne. The celebration serves as a way to make clear that a project is done; the emphasis on failed projects makes it clear that failure is acceptable.



TATA – DARE TO TRY



INTENDED OUTCOME

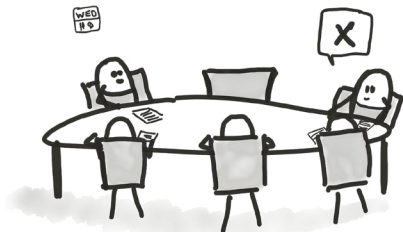
Encourage risk taking and experimentation

DESCRIPTION

Dare to Try is a prize given out as part of Tata's annual Innovista innovation awards. It celebrates the most novel, daring and seriously attempted ideas that did not achieve the desired result. In this way, Tata rewards innovation behaviors, and not just results.



TWITTER – WEEKLY LAUNCH MEETINGS



INTENDED OUTCOME

Encourage proper use of data in decision making

DESCRIPTION

Weekly team meetings in which teams review experimental results to determine what should and should not launch to a wider audience.

