

TOTAL innovation

Innovation is everyone's job.

Creating the **TOTAL**
Innovation environment

Develop a Culture of Innovation

- encourage risk-taking
- open resource pool for participation
- open process for Idea Submission and brainstorming

Commission “True” Innovation Projects

- don't explicitly tie to Milestone delivery
- resource and fund “skunk works” projects
- include core component technology projects

Create a Showcase for Innovation

- opportunity for associates to proudly present their work
- early visibility for SBU to see working concepts
- forum for collaboration, learning & adapting ideas

Inspiration & Examples



- 20% Time



- 7 Pillars of Innovation



Key Elements

1. Control by Culture/Talent

- create an environment for innovation & risk taking
- not process-dominated

2. Broad Participation

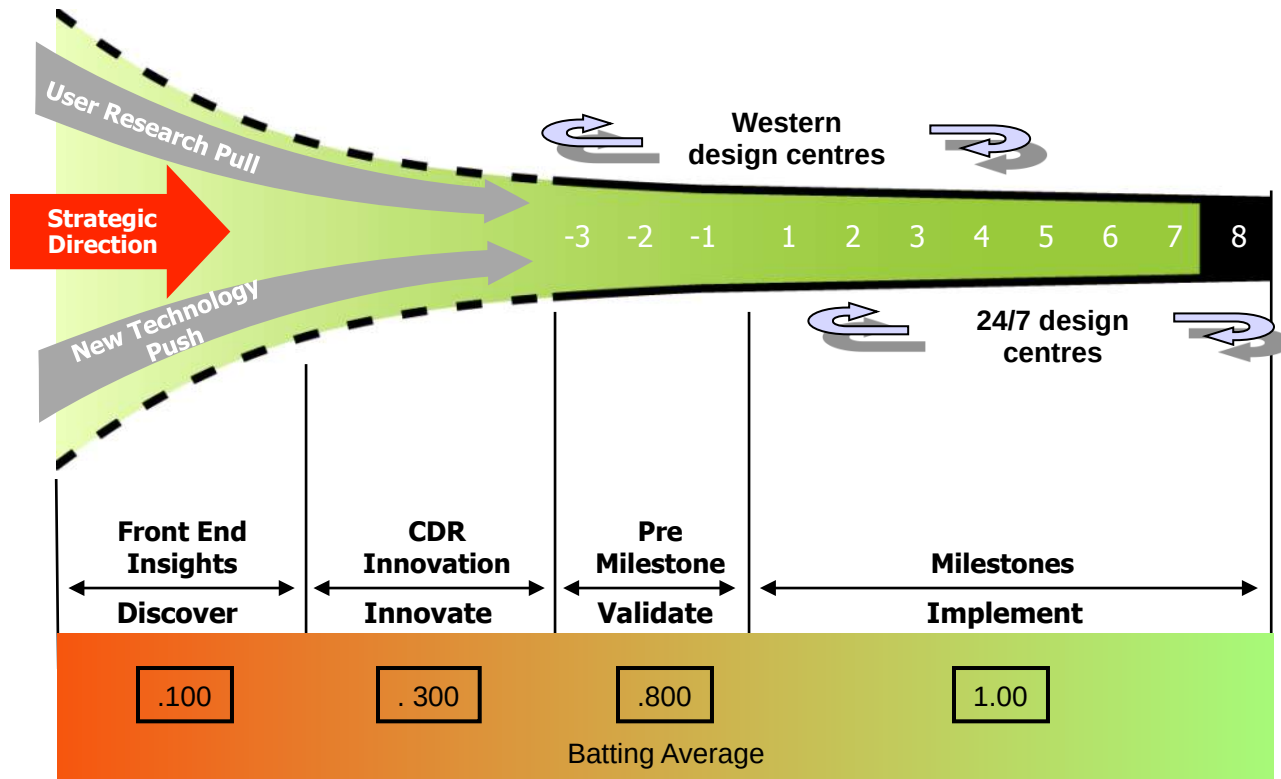
- Innovation is everyone's job
- pull in skills/knowledge of the whole organization

3. Showcase Innovation

- make success and failure visible
- reward success and build from failure

Control by Culture/Talent

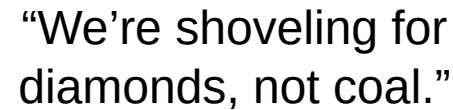
Create an environment for innovation & risk taking



- Milestone **Process** Domination
 - Execution-focus
 - Risk-averse
- Multiple **Processes** in front of Milestones to “innovate”
 - Resource restrictions (RFR)
 - Scheduled production dates
- Execution mindset crept too far into early R&D

We need to fail more often.

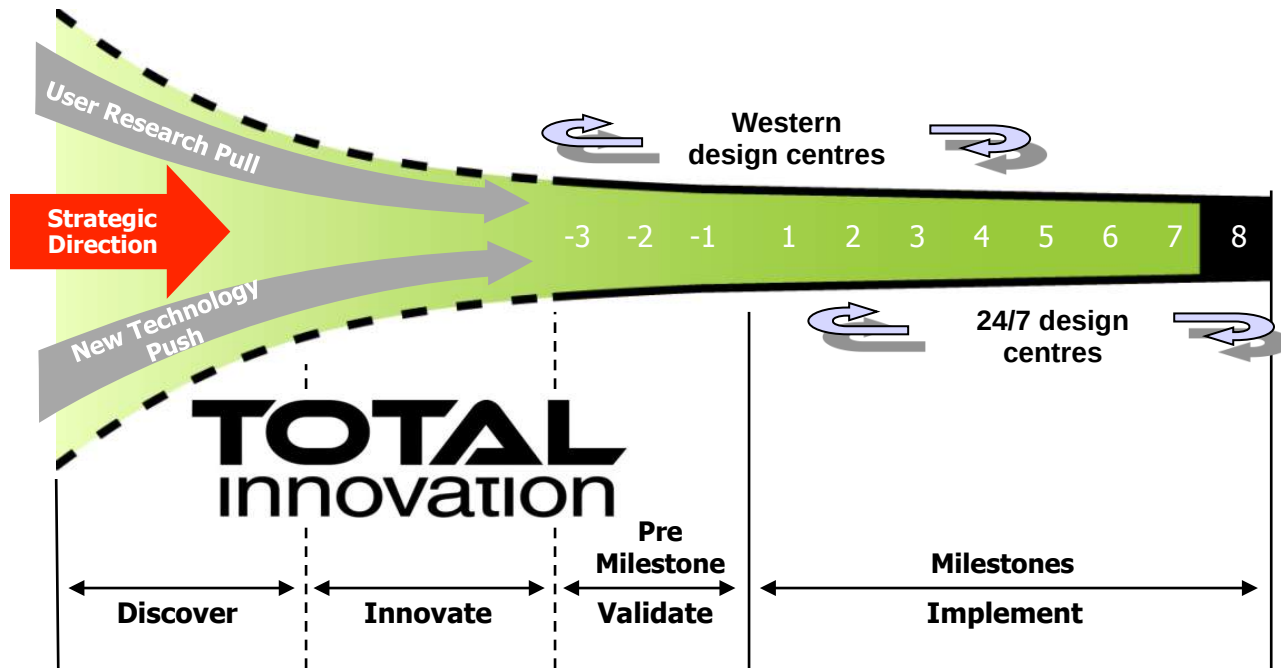
Create an environment for innovation & risk taking



– Alex Sergen

Control by Culture/Talent

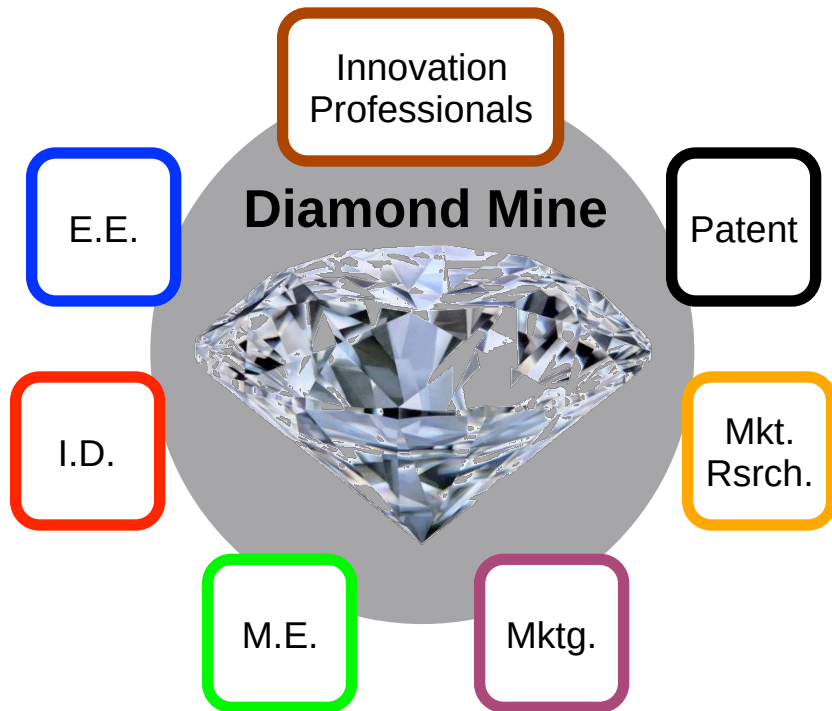
Create an environment for innovation & risk taking



- maintain Milestone Process discipline & execution focus
- install Total Innovation culture & environment for “front end”
 - break down resource barriers
 - break explicit ties to production delivery dates
 - open up idea generation & review process
 - sanction “risky” projects
 - plan & resource “20% time”

Broad Participation

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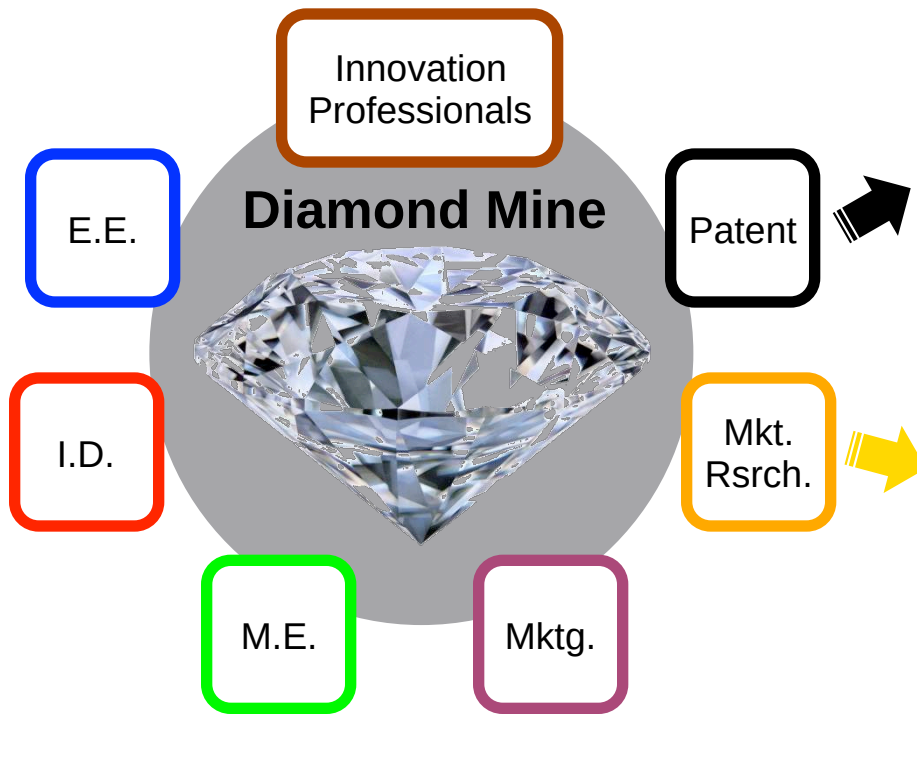


Key Points:

- project focus areas set by:
 - SBU product road needs
 - ongoing VoC and end-user contact
- small dedicated innovation team to:
 - lead projects resourced as needed from the SBU pool
 - set culture & objectives (balancing ideation with delivery)
- participation of non-dedicated resources provides:
 - self-governing reality check
 - early buy-in
 - access to professional outside influence in functional areas

Broad Participation

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VOC's

FOCUS GROUPS

ONLINE

OBSERVATION

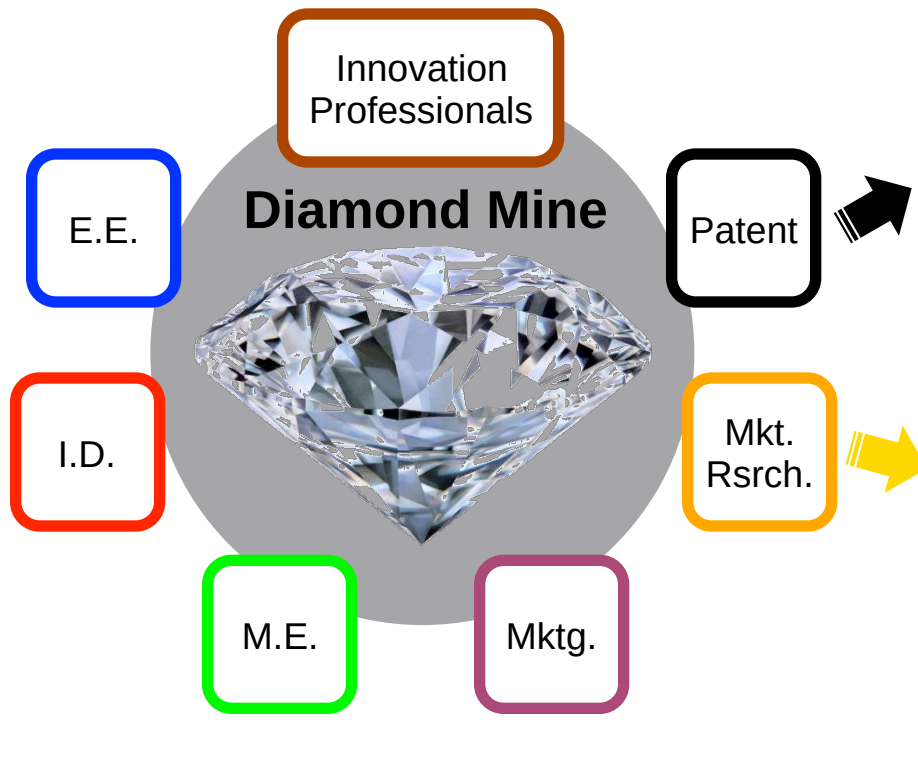
Survey: Excellent Good Fair Poor

Online survey data for 2013 Top 10 Tools

Tool	Rank
Power/PowerTool	04
Drill/Drill	05
Drill/Drill	06
Drill/Drill	07
Drill/Drill	08
Drill/Drill	09
Drill/Drill	10
Drill/Drill	11
Drill/Drill	12
Drill/Drill	13
Drill/Drill	14
Drill/Drill	15
Drill/Drill	16
Drill/Drill	17
Drill/Drill	18
Drill/Drill	19
Drill/Drill	20

Broad Participation

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VOC's

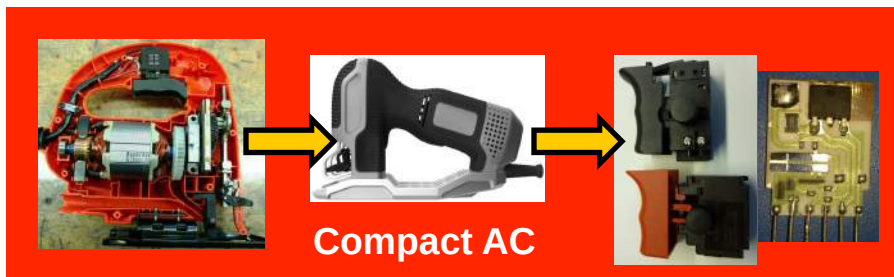
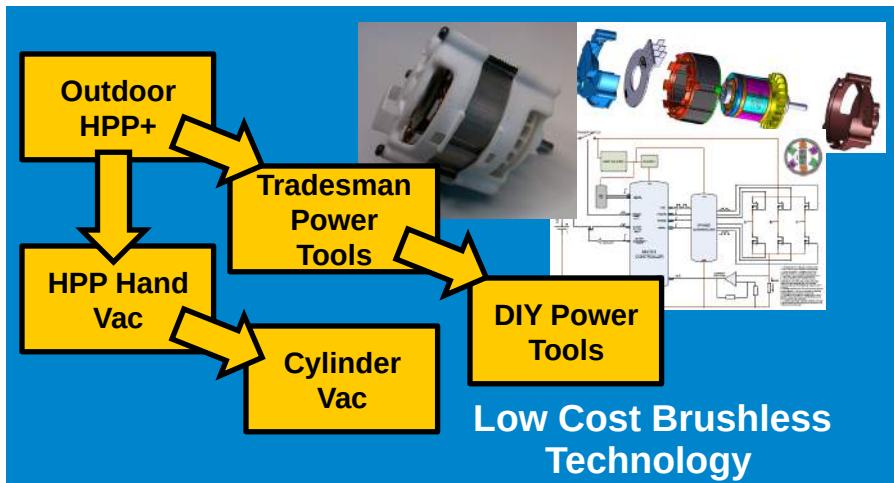
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Provide a Showcase for Innovation

October 2013 Show - Towson



Provide a Showcase for Innovation

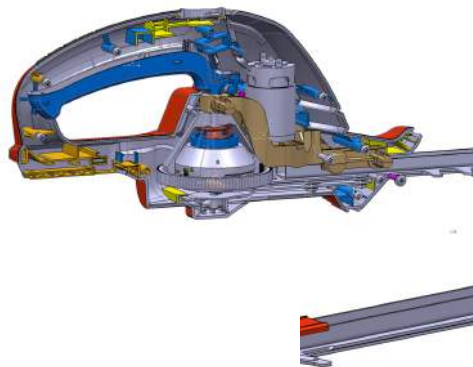
August 2013 Show - Spennymoor



Provide a Showcase for Innovation



1st Place Winner
- **Corey Barnett**



Impact Hedge
Trimmer



Provide a Showcase for Innovation

reward success and build from failure

