

Innovation Quality – Part 2

A Top Management Topic

Executive Summary

✔ Successful Innovation is

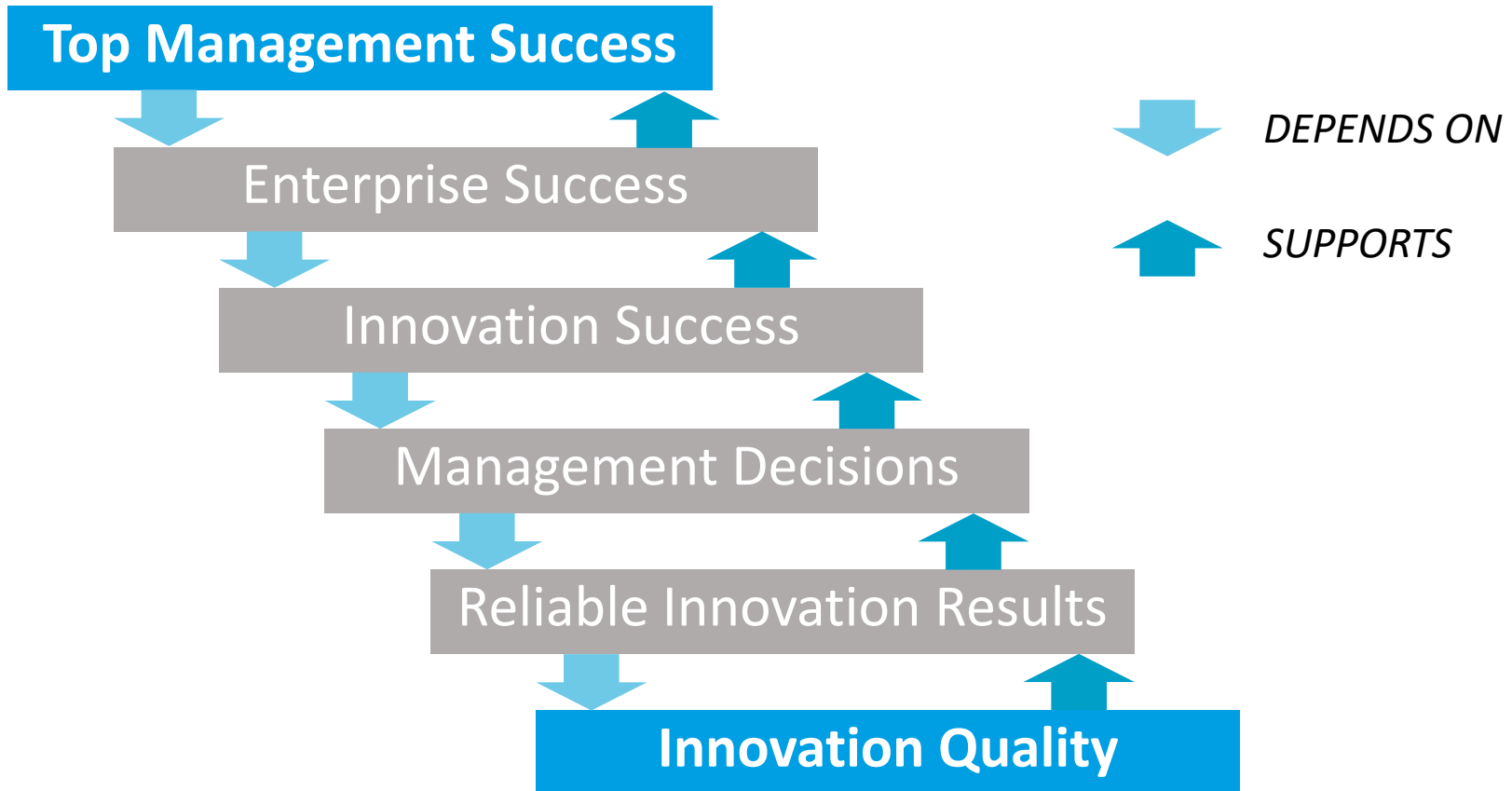
- Key to Top Management Success
- by being Key to Business Success

✔ Successful Innovation depends on

- Top Management taking the right decisions
- using reliable results which have been generated
- through the Quality of the Innovation process

✔ **Innovation Quality makes or breaks Top Management success.**

Causality Chain



Top Management and Quality

- Top Management
 - never denies the relevance of Quality for Innovation Processes
 - but is rarely involved in the topic

- **An attitude that bears the risk of personal failure.**

Entrepreneurial Bet Innovation

- Top Management gambles resources today
 - by betting on successful innovation
 - hoping for competitive advantages tomorrow
- Loosing the Innovation Bet will eventually endanger the enterprise and Top Management as well
- **Innovation is a Top Management Topic.**

Innovation Requires Decisions

- Innovation requires Top Management decisions
 - Continue the entrepreneurial bet – and risk even more?
 - Quit the entrepreneurial bet – and loose investments?
- Continuous line of Top Management decisions is required before crossing the finishing line
- Each decisions puts Innovation, the Enterprise and Top Management at risk
- **Deciding on Innovation Bets is a Top Management Topic.**

Supposedly Fact Driven

- Top Management decisions are supposedly fact driven
- In reality driven by interpreted and aggregated data
 - generated beyond the scrutiny of Top Management
 - generated with an unclear level of diligence
- Any decision exposes Top Management
 - to an unknown personal and business risk
 - due to unknown innovation quality
- **Top Management willing to ignore Innovation Quality?**

Crossing a Frozen Lake

- The Innovation Bet is like crossing a frozen lake
 - every step is a Top Management decision
 - taken on the ice of the innovation process results
- Cautious Managers will look for solid ice
 - totally missing another risk
 - unsupported ice will break
- **Stepping on Innovation Results not supported by Innovation Quality is dangerous.**

Top Management Topics

- Innovation is a Top Management Topic
- Deciding the Innovation Bet is a Top Management Topic
- Should it stop there?
 - Should Top Management be content and happy to take decisions based on unknown innovation quality?
 - Is that foolhardiness – or simply laziness?
- **Innovation Quality is a Top Management Topic as well!**

Many Top Managers expect their employees to solve this issue. An expectation frequently disappointed. More to that later.