MAVERICK VERSUS MAINSTREAM
Intrapreneurship Conference 2016
design to Value
Design Thinking for Strategic Innovation

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My Intrapreneurial Adventure

2 years Design Consultancy
2 years Operations
4 years Research & Development
4 years Innovation
3 years Inclusive Design
2 months Company Director

- Chemical Engineer
- Innovation
- Designer

Mainstream
Maverick

T-Shaped skills
Technology Push
Focus on problems not solutions
The maturing from a solution push mentality, to expressed needs (pull).

**Initial Approach**

- *Silo push approach*

**Design to Value Approach**

- "Converting Need into Demand"

**Product Opportunities Dashboard**

- Greater effort to define product needs across enterprise

**Technology push vs. Market pull**

- **Technology push**
  - Research & Development
  - Production
  - Marketing
  - Need?

- **Market pull (demand pull)**
  - Research & Development
  - Production
  - Marketing
  - Expessed Market Need

**Hero Innovator**

"Serendipitous approach to matching solutions to product needs. Leading to a lot of wasted effort"

**Hero “Facilitator”, really?**
GSK (science based organisation) - Good at some things, bad at others.

GEMBA, Immersive experiences, patient journey, empathy mapping etc.

Lean Start Up - Very complimentary to design thinking.

Creative Behaviours

helps to knock “innovation” and its perceived disruption off its pedestal.
### Framing
Agree the challenge with stakeholders

### Insight
Immersion in the challenge & clues from customers

### Ideation
Stimulus and diversity to generate fresh ideas

### Deliver
Choose top ideas, rapid prototype and develop to get endorsement.

The process oscillates between expansive and reductive thinking modes

**Scope of possibilities**
- Focusing
  - Scoping
  - Constraints, vision of success

**Sample Tools and Methods**
- Clue wheel
  - Functionality Analysis
  - Competitor teardown
  - Conjoint Analysis
  - Clean sheet build up
  - Customer decision journey analysis
  - Empathy mapping
- Relate Industries
  - Re-expression
  - Revolt
  - SCAMPER
  - Rapid prototyping
  - Insight safari
- Relate Industries
  - Idea prioritisation matrix
  - Spider diagrams

**Deliverable**
- A clear agreed scope for project with understanding of constraints
- Deep understanding of cost make up, unmet needs, and growth areas
- Fresh ideas developed based on insights.
- Buy in for top ideas and momentum to progress

**The Creative Foundations**

**Nurturing**

**Signalling**

**Childlike**

**Inspiration**

**Prototyping**

**Momentum**

**Courage**
Traits of the maverick

- Self managing and hard to control, self motivated and just wants to see things done.
  - Challenges authority
- Leads / inspires, not just a follower
- Takes calculated big risks
- Right brained and intuitive, rather than left brained
  - Emotional and transparent
- Don’t fit in to the standard corporate ladder
- Disruptive and stubborn
MY TRIP HAZARDS

➤ Relationship with “Mainstream” sponsor.
  ➤ Blind sided by a change in sponsor, and quickly went from appreciated agitator to disruptive villain.
  ➤ Powerful stakeholders versus interested

➤ Simple metrics and short term KPIs
  ➤ Lack of integrative thinking, happy to be siloed.

➤ Transient innovation roles (R&D, manufacturing, Supply Chain strategy)
  ➤ Lacking an over arching top down innovation strategy
  ➤ Bottom up driven and roles often considered discretionary / time bound.

➤ Audit your company (or division) for how different a fit you are. Where is the glass ceiling for mavericks?
1. Jack of all trades - risk that your value proposition is hard to define.

2. Go fast go alone, but to go far go together.

3. Often considered a Discretionary Role - needs very senior sponsorship / air cover

4. Know when to pivot, when targets change, or persevere at personal risk

5. 80% maverick, 20% mainstream to achieve your goals

6. Know the limits of maverick roles within your organisation. Will you stay motivated?

7. Design thinking for strategic innovation