

# Quest for Innovators

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## Idea in brief

- Napoleon famously remarked that a general's most important asset is his luck.
- What he didn't mention is that luck comes to people who are well prepared to manage to be in the right place at the right time
- How do we find the right place and right time? The answer to it lies in grooming people to fit the bill.

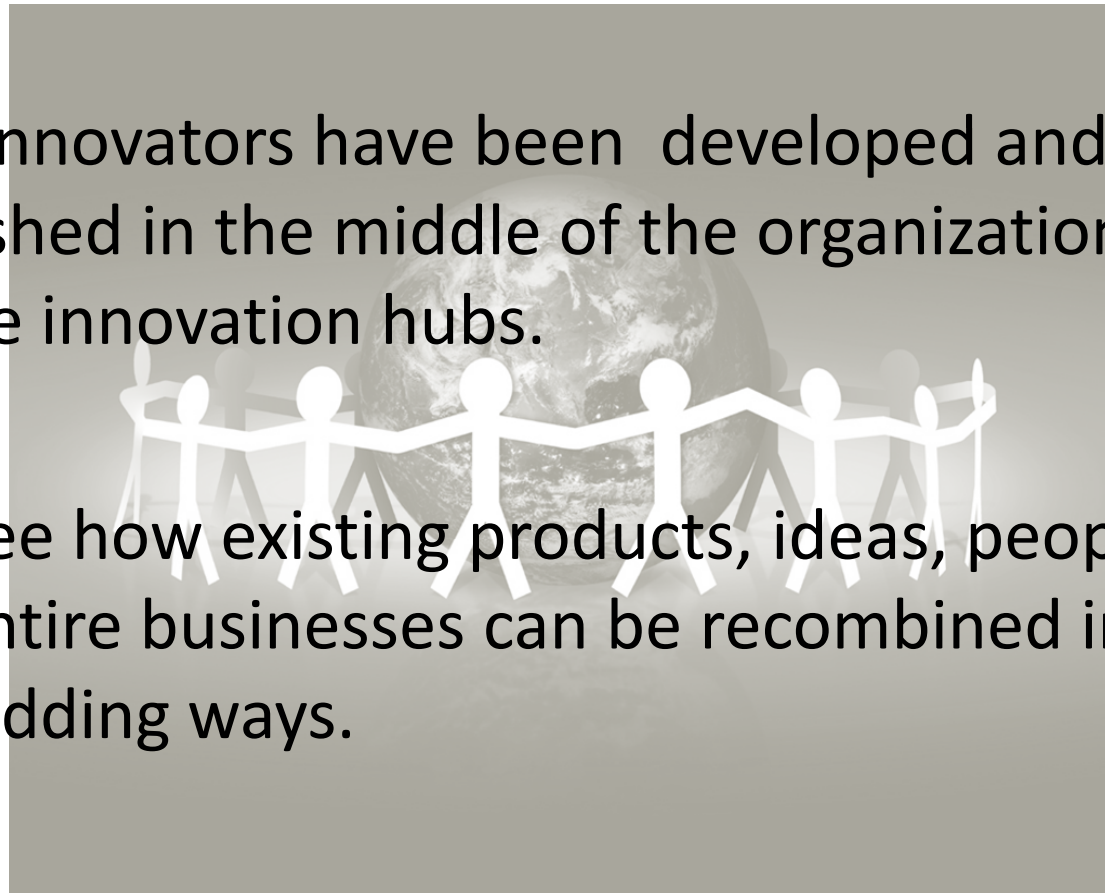
# Grooming

- Finding and grooming the next generation of innovators-key to growth
- Successful companies have talent – management processes in place and put identified innovators in the line of fire, where natural innovators thrive.
- Mentoring and peer networks are crucial for providing support.



# Innovation Hubs

- Rising innovators have been developed and established in the middle of the organization- they become innovation hubs.
- Hubs see how existing products, ideas, people, or even entire businesses can be recombined in new, value-adding ways.



# The Reuters Story

- Reuters uses a “predictive index” to help identify employees attributes- allows executives to maintain a master list of potential innovators.
- One-on-one interviews with outside experts to defend their ideas and recognize their weaknesses.



- Lesson:
- Track down the ranks for raw talent.

# The Starwood Story

- At Starwood rising innovators build and manage cross-functional teams to develop their projects and then present full-fledged marketing plans to the company's top executives
- Lesson
- Test people with live ammunition



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# The JP Morgan story

- Jamie Dimon of JP Morgan Chase and head of HR spearheaded “ascension plans” for breakthrough innovators, in concert with the innovators, in concert with the innovators themselves.
- JP Morgan creates new positions for the go getters in case appropriate ones don’t exist.
- Lesson:
- Actively manage innovators’ careers.





# The Allstate story

- At Allstate the CEO personally makes sure that innovators have access to mentors in functions relevant to the projects they lead.
- Lesson:
- Encourage mentoring and peer networks.
- Provide multiple mentors.



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# Tailor your tactics!



- Napoleon's brilliance lay in identifying future commanders early in their military careers and giving them access to authority and the opportunity to prove their mettle
- He always preached to his protégés the necessity of drawing upon good ideas and military tactics wherever they arose.
- Despite his arrogance he was smart enough to recognize a good idea and he wanted his commanders to do the same.
- The most promising among them figured out how to combine good ideas and limited resources in a novel way to conquer seemingly invincible adversaries

# Sources

- Harvard Business Review
- [www.logostage.com](http://www.logostage.com)
- [www.cartoonstock.com](http://www.cartoonstock.com)