INNOVATION IN A CMMI 5 COMPANY – THE STORY

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Systematic
The story

Customer Driven Innovation

l-Day 1 l-Day 2 l-Day 3
Creativity vs. Innovation

**Creative**

- adjective
  - relating to or involving the use of the imagination or original ideas to create something:
    - change unleashes people's creative energy
    - creative writing
    - having good imagination or original ideas:
      - a creative team of designers

**Innovate**

- verb
  - [no object]
    - make changes in something established, especially by introducing new methods, ideas, or products:
      - the company’s failure to diversify and innovate competitively
    - [with object] introduce (something new, especially a product):
      - we continue to innovate new products
Contingent world

Aristotle on contingents: “unavoidable and potentially unmanageable presence of multiple possibilities”
Contingent world and CMMI
The story

User Driven Innovation

I-Day 1  I-Day 2  I-Day 3
I-Day 1

1.

2.

3.
Ideation phase

- It did not work
- Very few discussions
- Missing culture for ideation
Facilitation

- Facilitation of groups
- Trained facilitators
- Have a good toolbox
  - Business canvas
  - Game storming
The business model canvas
The story

1-Day 1 1-Day 2 1-Day 3

User Driven Innovation
Approaches to innovation

Michael Holm (CEO)

Knowledge Network(s)

Organizational Innovation
Process Innovation
Product Innovation

1-Day 1
Approaches to innovation

Michael Holm (CEO)

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Organizational Innovation

Process Innovation

Product Innovation
Facilitation

▪ Advanced facilitation course
  ▪ Defined reference process

▪ Pre-allocation of facilitator to team
  ▪ Meeting before 1-Day
  ▪ Explain agenda for the day
I-Day 2

Executed for I-Day 2

Diagram:
- VP
- Owner
- Idea
- Team
- Owner
- Team
- Idea
I-Day 2

Lessons learned

- Involve management early
  - They must know the plan and have influence on it
  - Make clear what is in it for them

- Real sponsors must be present

- Challenges must be very good

- Ensure a shared vision by all organizers
The story

Customer Driven Innovation

I-Day 1  I-Day 2  I-Day 3
Software value chain

Product Line Owner

Customer

Market leading product

Problem solving software

Product backlog
Sprint backlog
Sprint
Working software

Problem solving software

Customer

Product Line Owner

Market leading product
Product Value chain

How do we create the backlog?

What if the software does not solve a problem?

Product backlog

Sprint backlog

Sprint

Working software

How do we create the backlog?

What if the software does not solve a problem?
Hierarchy of abstractions

- **Abstract**
  - Mission
  - Values
  - Philosophy, value for others, Reason for production
  - Vision
  - Qualities
  - Guidelines, direction, Style and intent
  - Principle
  - Concept
  - Product principles, abstract form and function
  - Concrete
  - Product
  - Product details, materials, production processes

- **Concrete**
Problem orientated innovation

Abstract

Challenge

Concrete

Possibilities

Mission
Values

t value for others,
Reason for production

Guidelines, direction,
Style and intent

Vision
Qualities

Principle
Concept

Concrete
Product

Product principles, abstract
form and function

Concrete
Product

Product details, materials,
production processes

Problem orientated innovation

Simplifying critical decision making

(Systematic)
Problem orientated innovation

Abstract

Problems

Concrete

Possibilities

Mission
Values
 Philosophy, value for others,
Reason for production
Guidelines, direction,
Style and intent
Vision
Qualities
Product principles, abstract form and function
Product details, materials,
production processes
Principle
Concept
Concrete Product

Problem orientated innovation

Simplifying critical decision making
Problem oriented innovation

Possibilities

Test other possibilities

Repeat process

Concrete Product

Vision Qualities
Principle Concept
Concrete

Product details, materials, production processes

Guidelines, direction, style and intent

For others, production

Mission Values
Philosophy, value for others, reason for production

Abstract

Problems

Refine idea

Problem oriented innovation

Test other possibilities

Concrete

Repeat process

Possibilities
The story

User Driven Innovation

1-Day 1  1-Day 2  1-Day 3
Customer involvement

- problem owner
- sponsor or coach

Customer
Takeaway’s

- Innovation is important

- Innovation is difficult – it requires practice

- Be sure to have the necessary commitment from management

- Have trained facilitators

- Be sure to have the real sponsors participating
Comments & questions
Literature

Bibliography


Oxford Dictionaries. n.d.