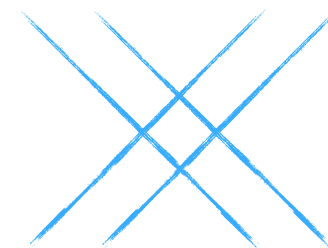
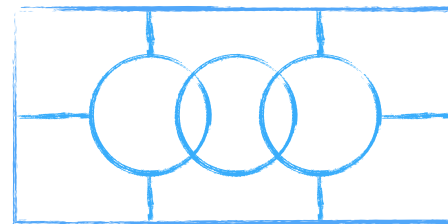
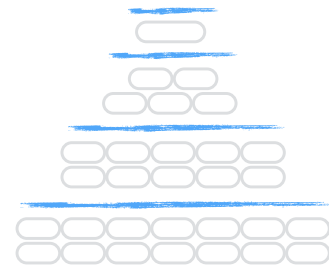
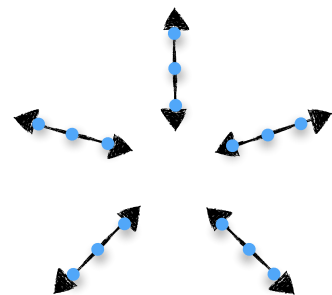




raphaël briner, co-founder

innovative alliances

in a **connected** world



4 practical toolkits + 1 big model to think about your open innovation strategy and culture

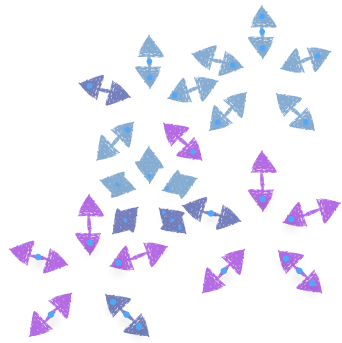
global forum, eindhoven, 2016



**Do we have to innovate with
technologies or alliances ?**



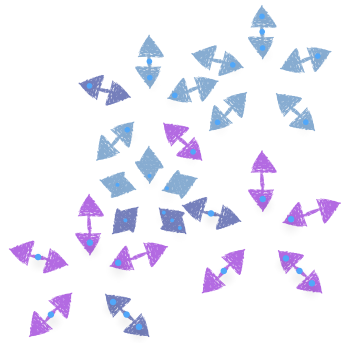
- + **New Levers** five levers for exponential growth
- + **New Values** digital enterprises are built on new customer values
- + **New Environment** transition
- + **New Collaboration types** mastering is not an option, and it starts with diversity and openness
- = **New Knowledge** knowledge sharing to accelerate transformation



First model: The Pentagrowth

50 startups in 2013 were analyzed for their growth factors during 5 years. A very interesting model that I'm using at Knowledge Plaza. My startup is playing in a very competitive environment, in front of Google, Microsoft, even Facebook. So what can I learn from the best startups such as Medium, Pinterest, Airbnb who succeeded to do an accelerated growth ?

MACRO LEVEL (ORGANIZATIONAL)



Hypergrowth context

Digital enterprises have a global impact, what's in it for you ?

TESLA

AIRBNB

MEDIUM

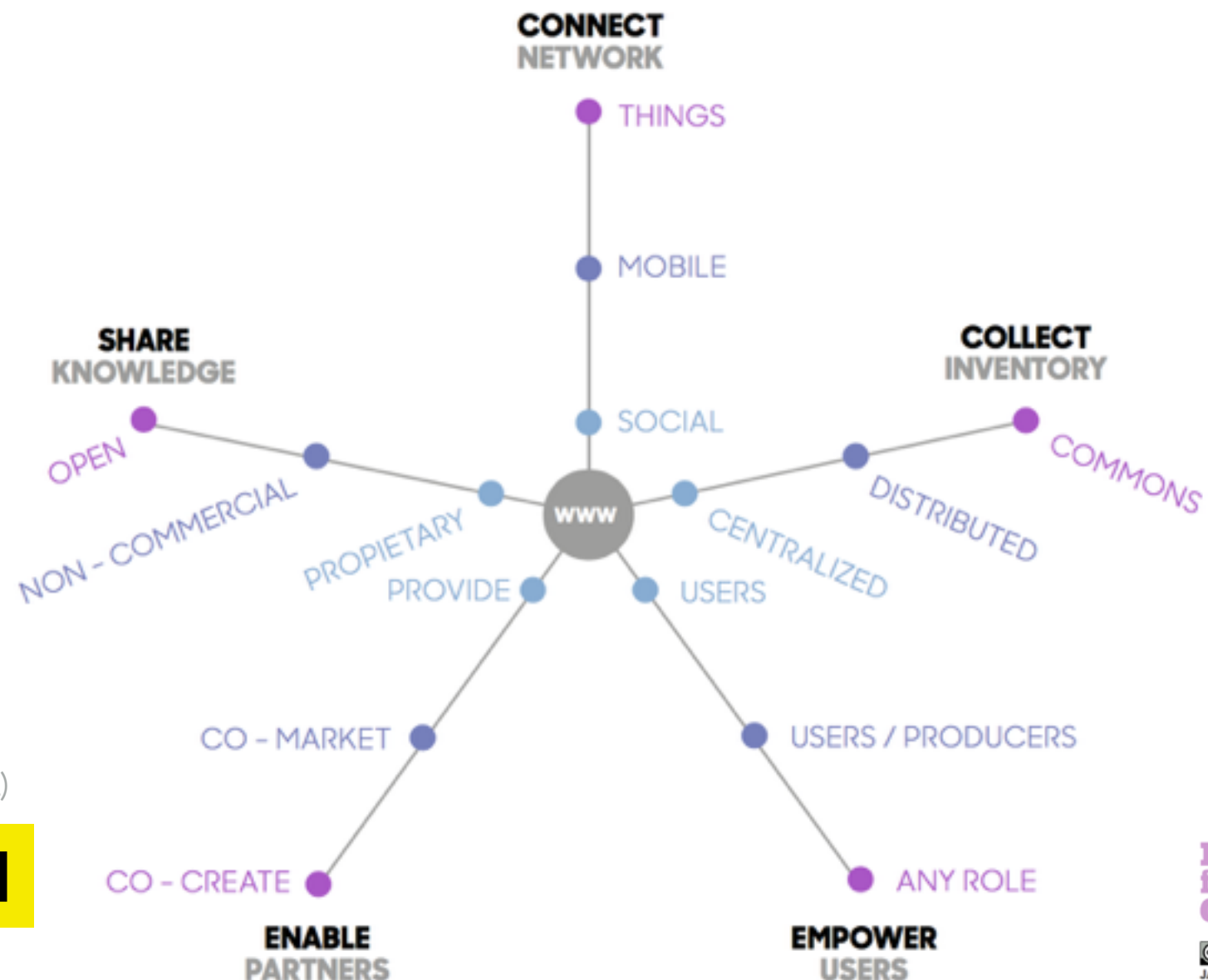
PINTEREST

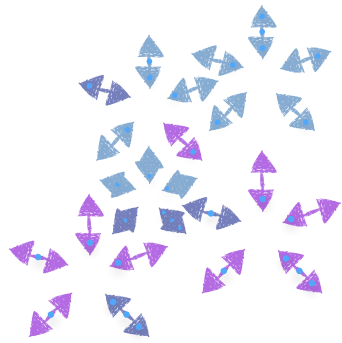
POKEMON GO

SLACK

MACRO LEVEL (ORGANIZATIONAL)

**PENTAGROWTH
MODEL**

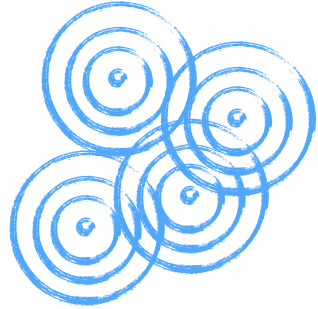




I have an opportunity to develop partnerships, in a similar way to Slack. Opening the platform to new usages and values. I can embrace Google or Microsoft ecosystems, but choose to focus on only one. Or I can choose to embrace them all.

Questions for you

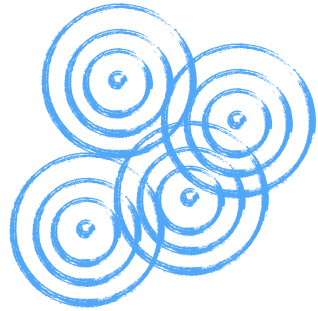
- *How do you plan to select your future digital and physical partners ?*
- *How do you map your company strategy on those new digital levers ?*



Second model: The 30 Elements of Value

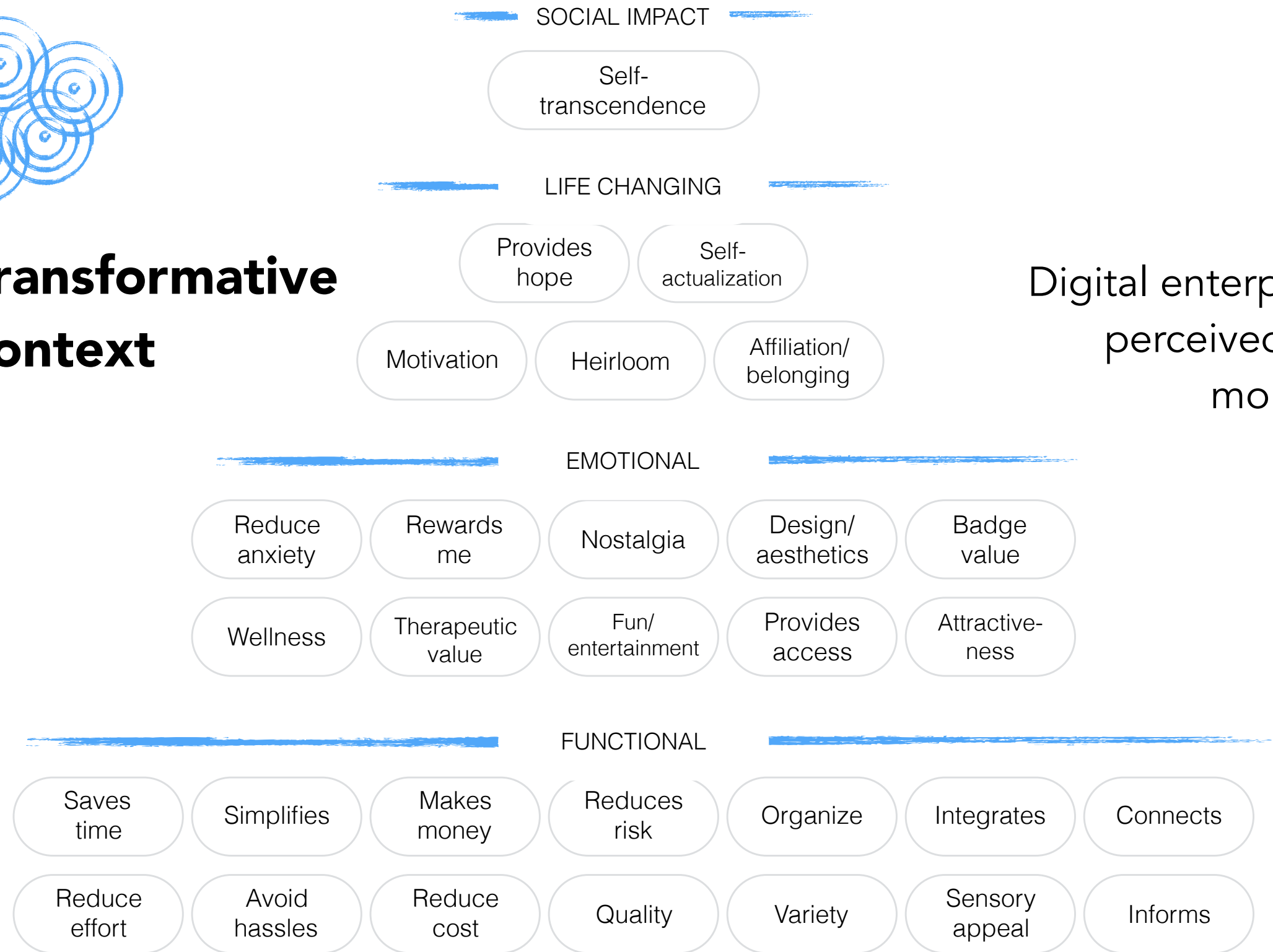
Yes, it is about empathy, and how to transform your company into an empathic one. It's even more than that. How can you create new values on your product ? What are the perceived values of your clients and employees regarding current values ? I'm not talking about your company values. I'm talking about the ones embodied by your products and services.

MICRO LEVEL (INDIVIDUAL)



Transformative context

Digital enterprises are perceived to offer more values

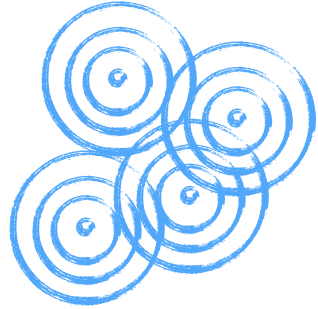


MICRO LEVEL (INDIVIDUAL)

THE ELEMENTS OF VALUES

from Bain & Company Inc

<https://hbr.org/2016/09/the-elements-of-value>



I am using this holistic model to do:

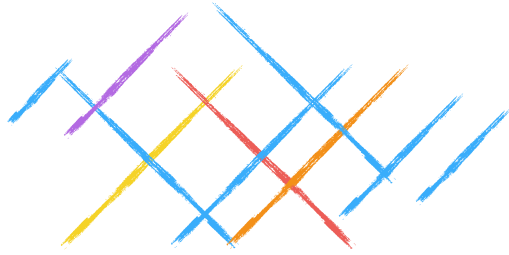
- **a survey with my employees**
- **a workshop at the next customer club**

I expect to see where there are biases, surprises and have some serious conversations on it. Of course I hope my clients will perceive my product as life-changing, transformative. And if it's not the case, I can decide to make it clearer and change my messages and functions.

Question for you

Who's in charge to define the future values of your company's product ?

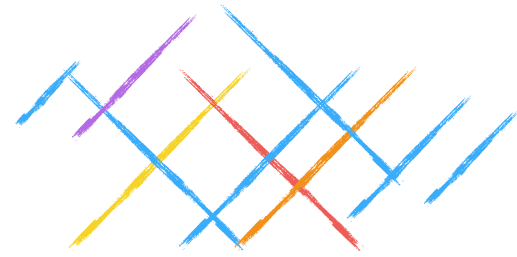
If you answer a small team, then you might have a problem



Third model: **the Double X**

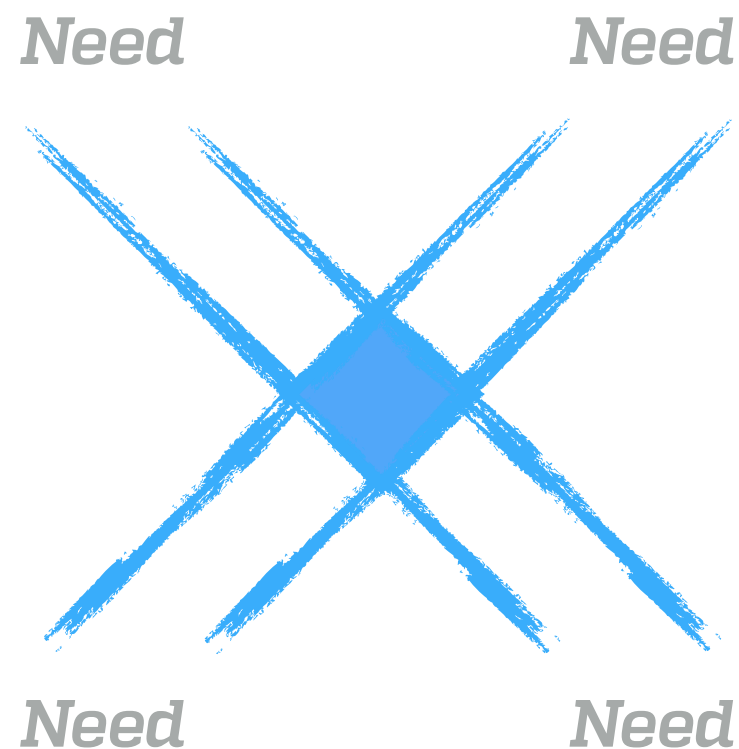
Collaboration. So critical for Open Innovation ! I'm in the process to understand what are the key needs to master collaboration. I could sense that people had different visions and expectations. I created a very small toolkit called Double X to collect collaboration needs and try to see patterns emerge.

Note: This on-going process will be completed with more workshops in various countries. All data are shared in open data.



Open Innovation is **Diversity**

Emerging outcomes when
collaboration is mastered



MESO LEVEL (GROUP)


DOUBLEX

Everyone feels 100% accountable, Successful project, Egrégore, Value creation / Transcendence, Empathy, Understanding, Responsive, Achievement, Flow, Happiness, how do we relate to each other / increase the impact of the, ideas we share, Common spirit, Enjoy working, Clarity, Availability, Creativity, Satisfaction & impact, Game, Common >1+1, Sustainable, team, Trust, Crowdsourced projects, New product experience, Openness, Fullfilment, Liability / ENABLING, Dynamics, Joy, Maximum results, making the best from each one, Unknown, rewarding & sustainable experience

First, what are my key needs to master collaboration with the people I work with ?

Primary need

secondary need (optional)

Then in the center  **What do I see emerge when these key needs met ?**

Signature:



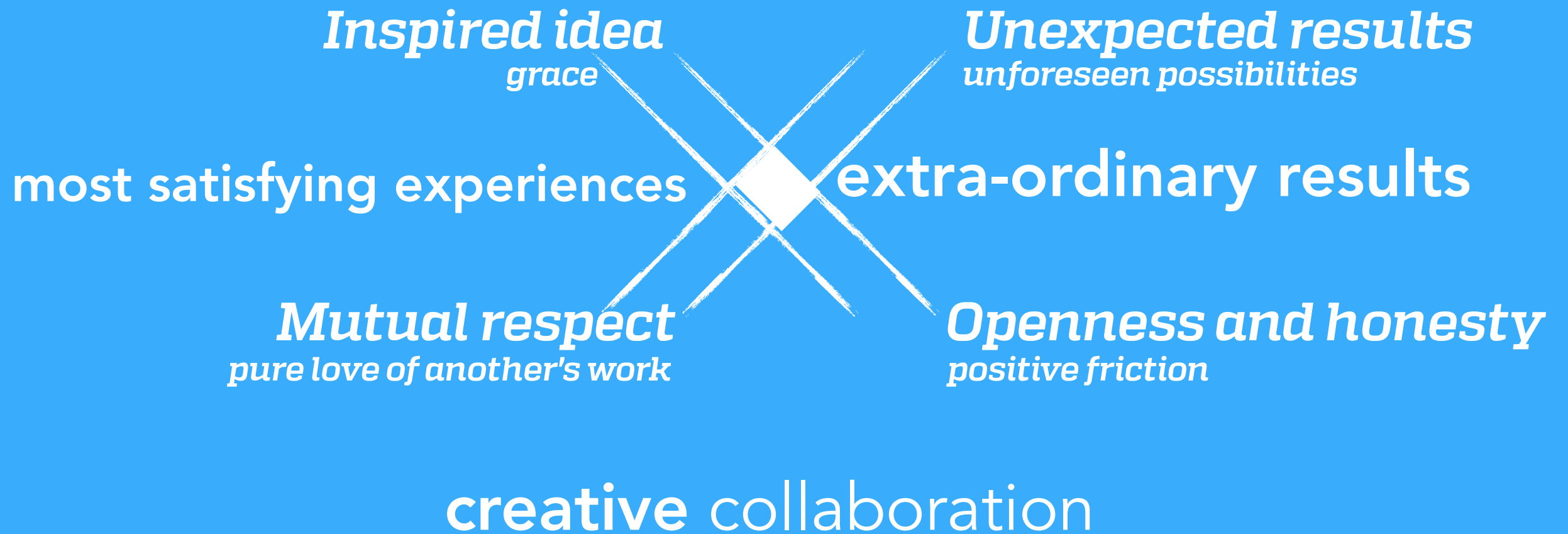
I authorize Whatever SA to share the visual of my Double X Model under a Creative Commons Attribution-shareAlike 3.0 Unported licence and to share the data of my own Double X Model under a OPENDATA ODC-ODb168 licence

This work is licence under a Creative Commons Attribution-shareAlike 3.0 Unported licence



Double X

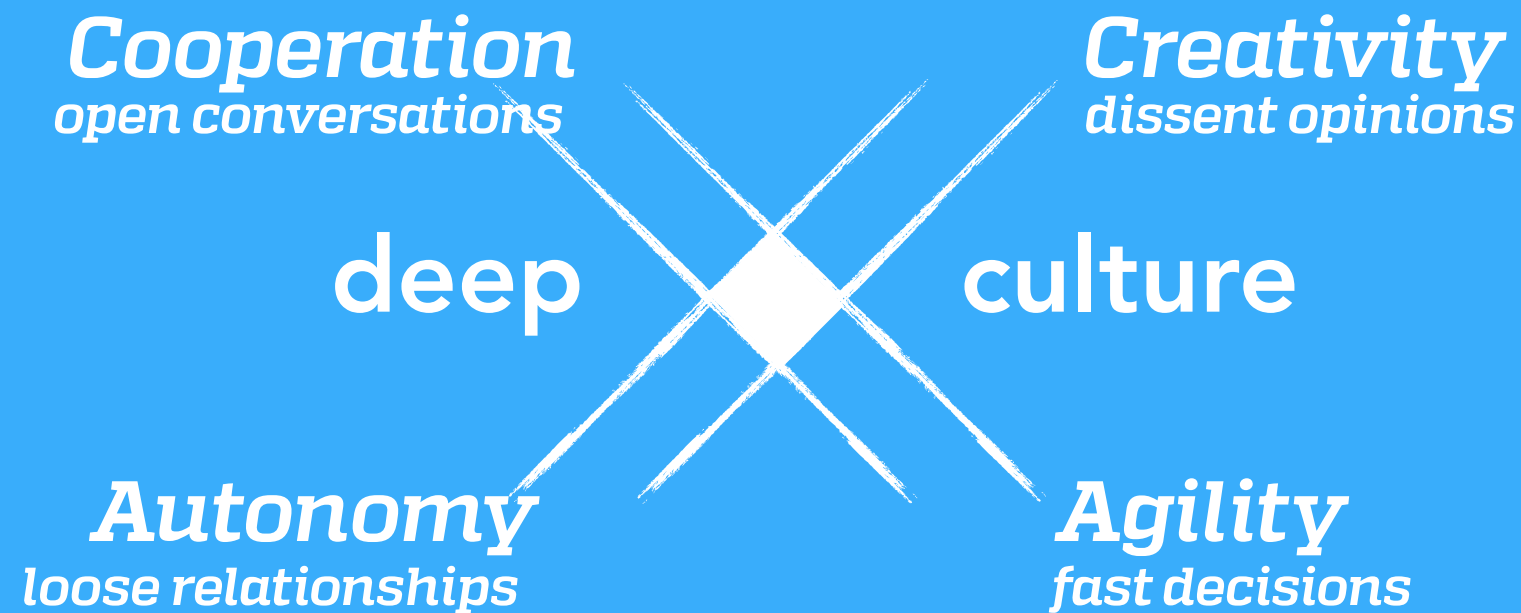
Alex Calderwood + John C Jay



<http://arkitip.com/magazines/0053-X/>

Double X

Stowe Boyd (Talk on Future of Work @ Social Now - 2015)

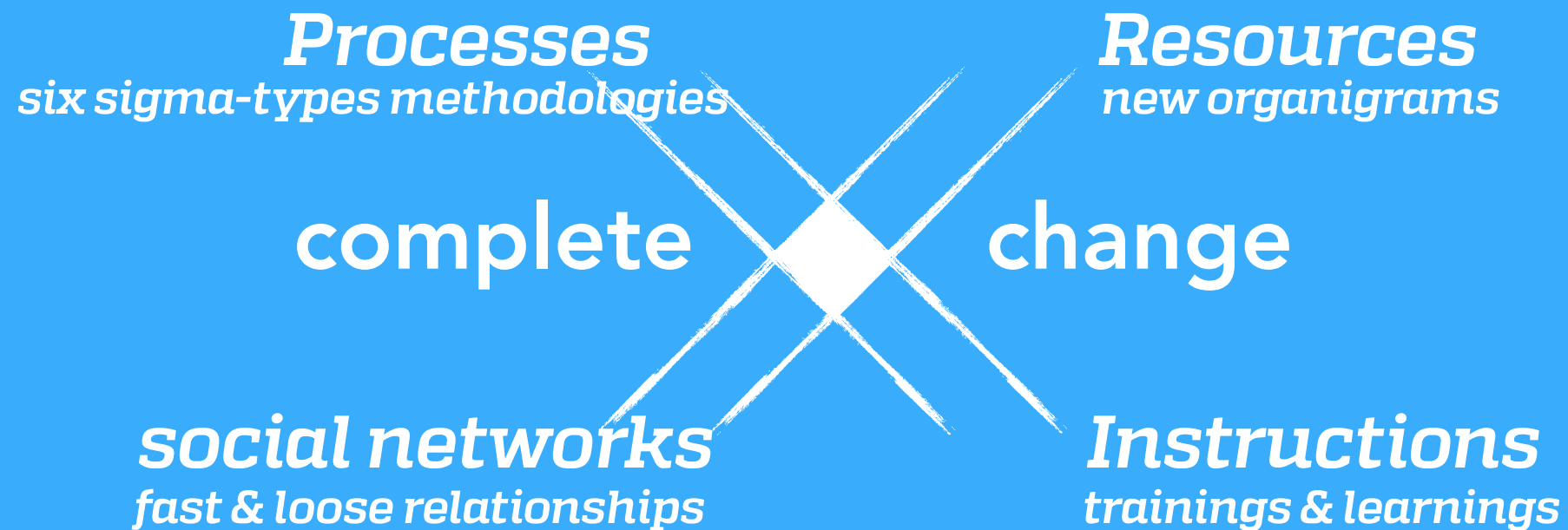


lean collaboration

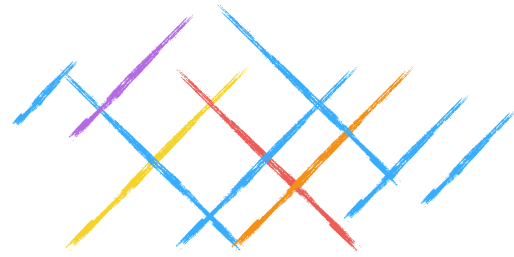
<https://www.knowledgeplaza.net/future-of-work/>

Double X

Martin Roulleaux Dugage



transition collaboration



The learning outcomes I have yet from that toolkit resonates with Paul Dolan researches ("[Happiness by Design](#)", 2015) and Google's [internal study](#) of 100 Google teams concluding that the most performing ones are those who are just nice.

People collaborate for pleasure and for purpose, the two pillars of happiness

Questions for you

- *Is your company open to embrace multiple collaboration types, for instance very creatives ones, something that might be new for you ?*
- *How do you promote happiness and kindness within your company ?*



Forth model: the quintuple helix

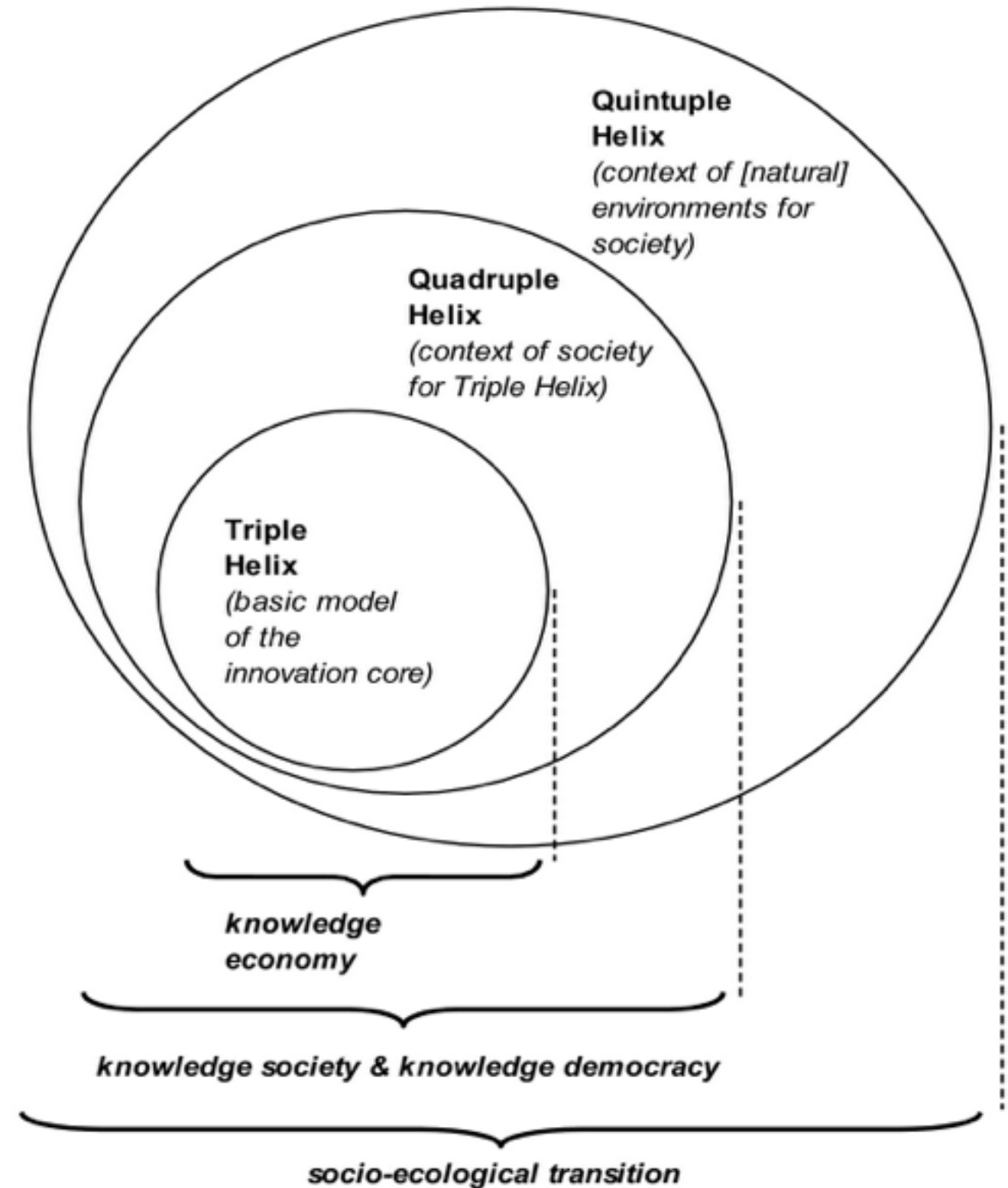
Once you have started your digital transformation, now what ? Artificial intelligence ? Yes and No.

Transition (global warming, new energies...) will be the major challenge we will face, impacting values, economical levers, collaboration types, purposes and pleasures.

Those changes are emerging from everywhere. Just read a Facebook feed and you can sense a global awareness which as to get inside companies.



Open Innovation is **Contextual**



MUNDO LEVEL (WORLD)

**QUINTUPLE
HELIX**



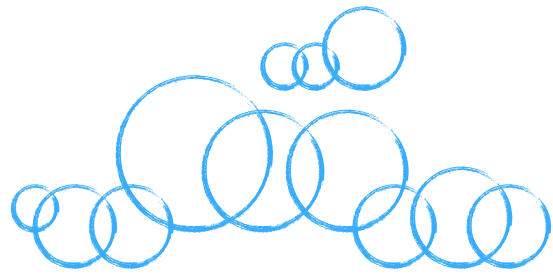
Context awareness is one of the most critical challenge for leaders and leadership.

In order to prepare the transition and give your coworkers a chance to prepare for the future, we need to create spaces for the unknown and invite them to connect emerging and existing knowledge.

Question for you

- *Who should be the stakeholders/sponsors to support your internal knowledge sharing network ? IT ?*

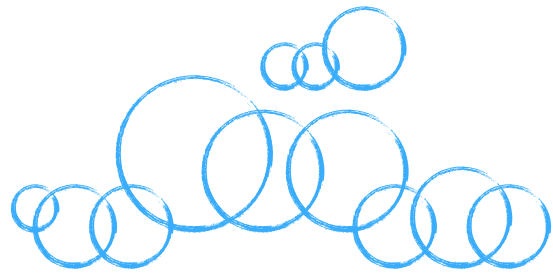
I know that you still have to transform your company. It's a never-ending process.



Fifth model: The Knowledge Sharing Canvas

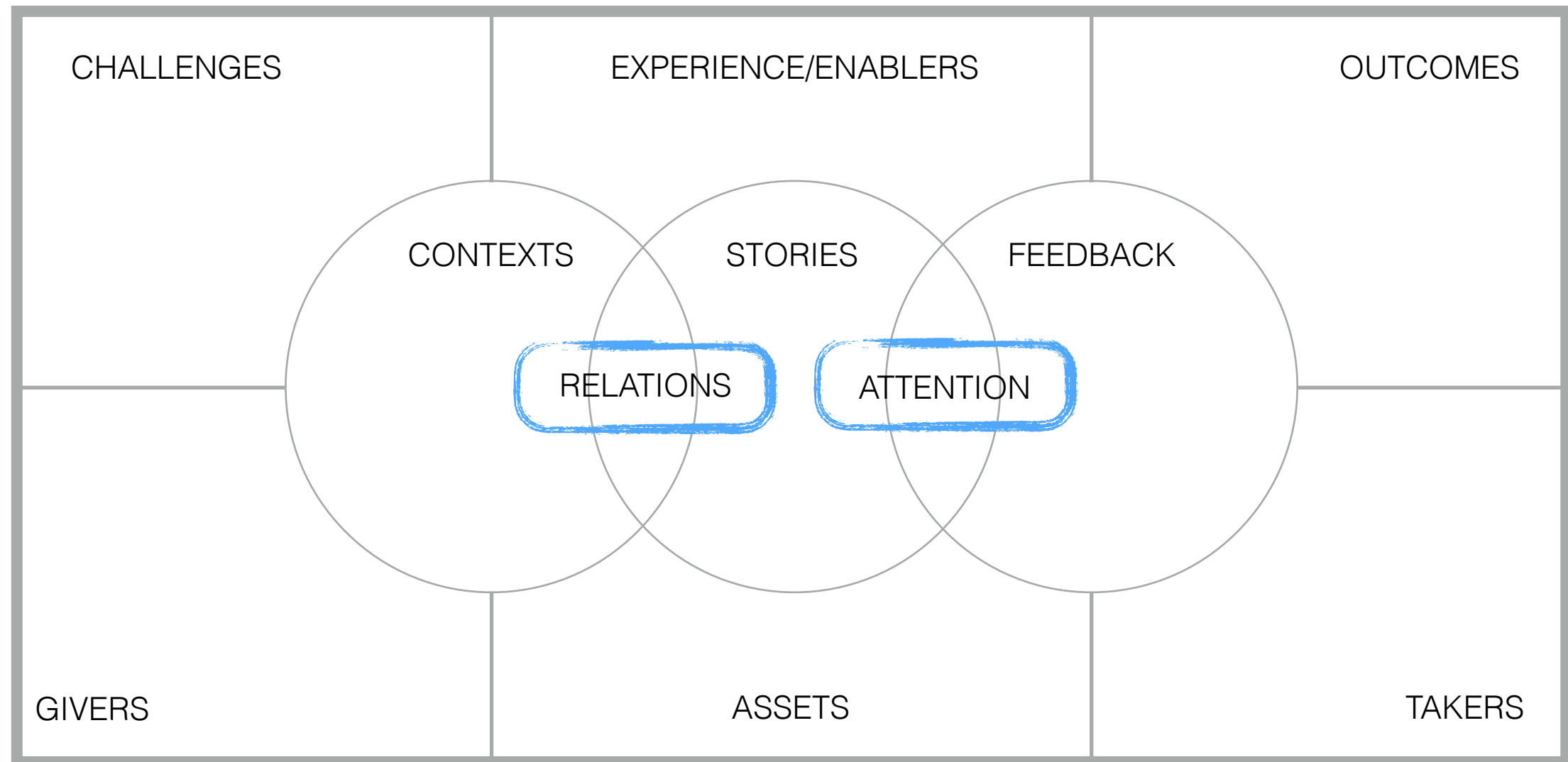
Because nowadays Knowledge Sharing is done through Enterprise social networks such as Jive, Yammer, Chatter, Slack, Knowledge Plaza ("Tome 8", Lecko 2016)...

(disclaimer: I work for Knowledge Plaza, providing Knowledge Sharing Networks), I created a canvas to help project managers to understand the key building blocks of knowledge sharing and realign employees to invest more than just sharing files in folders...



Conducive **Knowledge**

Digital enterprises are
empowering their employees



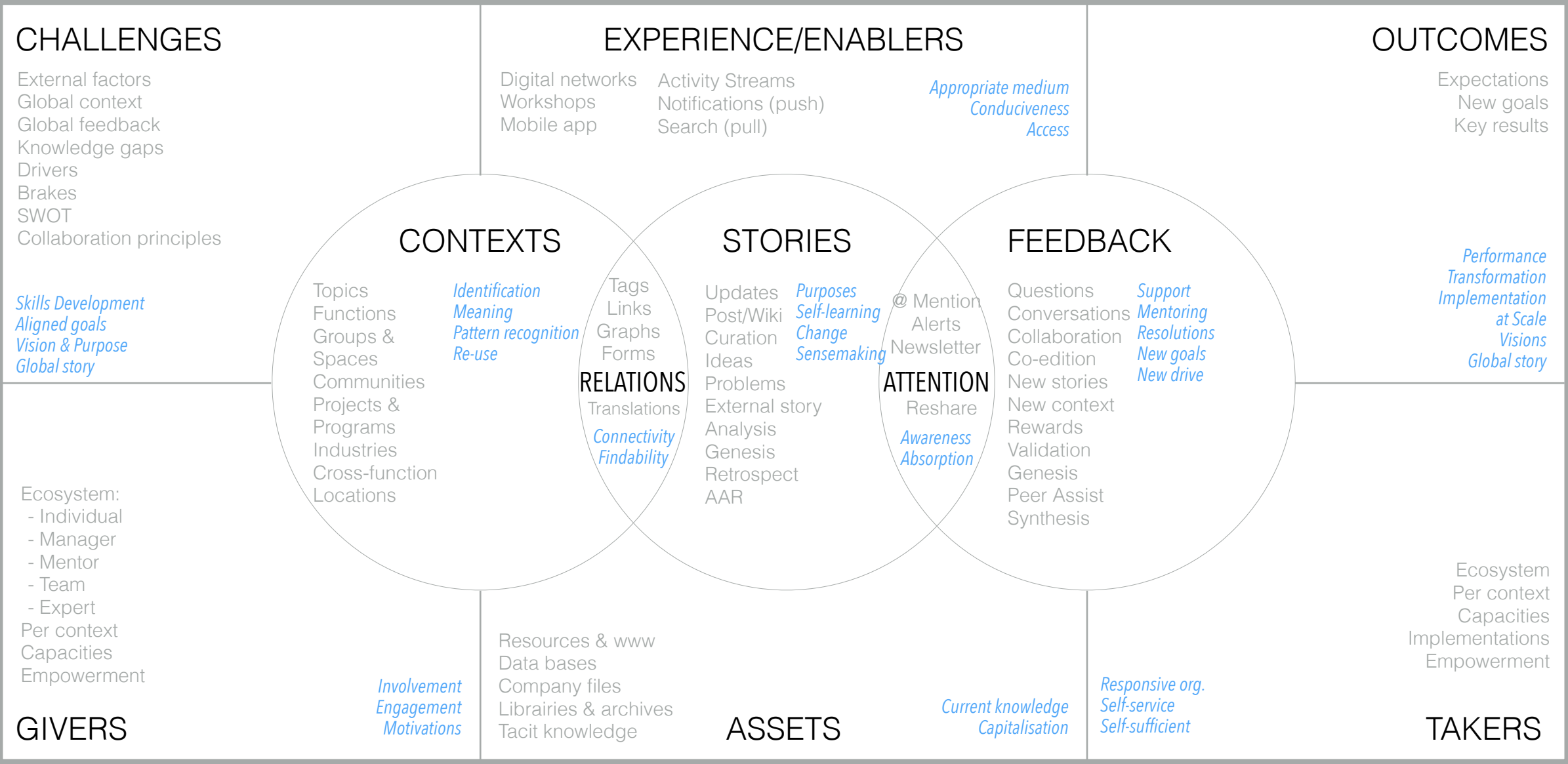
**KNOWLEDGE
SHARING CANVAS**

MACRO LEVEL (ORGANIZATIONAL)

Knowledge Sharing Canvas v2

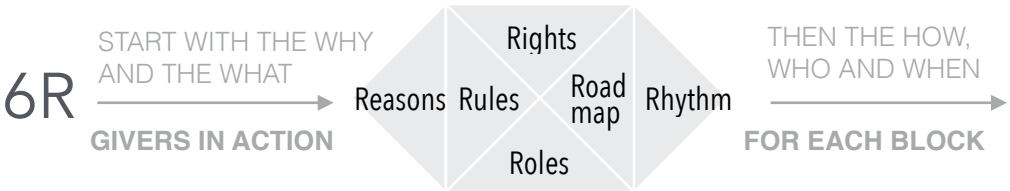
FIRST STEP FOCUS ON ONE DIGITAL OR PHYSICAL NETWORK

THINK ABOUT EACH Need & Outcome



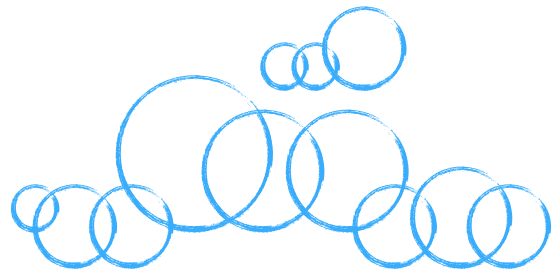
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DESIGN BY:
COMPANY NAME:



By Knowledge Plaza/Whatever SA.
www.knowledgeplaza.net/ksc





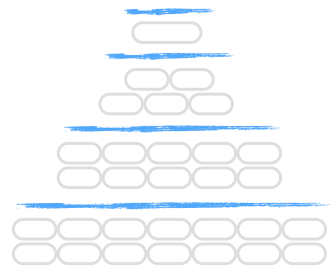
Connections need to be done, silos need to be broken

("The Magnetic Organisation", Meijer, E.Nicholson, Priester, 2016) and for those two critical leadership challenges, you have to empower your employees to put key information into the right containers, feel supported to come with stories and embrace a healthy feedback loop.

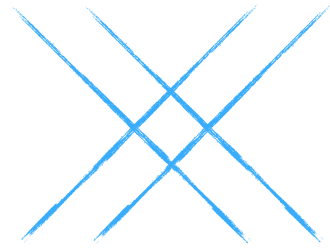
Question for you

- *Are you a wiki company ?*

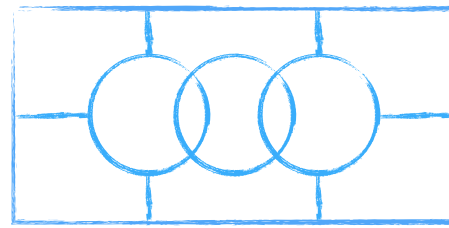
If not, start with workshops, surveys ([such as this one](#)), some communities with internal high-potential people and come with evidences and new strategical goals



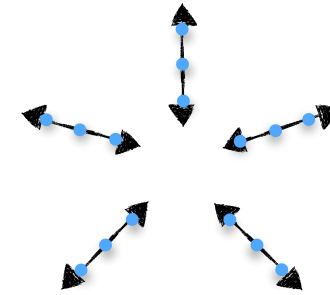
MICRO



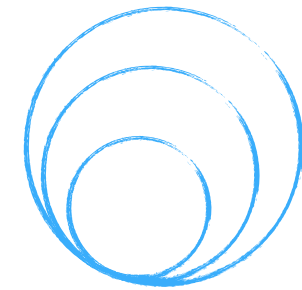
MESO



MACRO



MACRO/MUNDO



MUNDO



Conclusion Open Innovation 2.0 is embracing diversity & uncertainty (“Innovating together”, Salmelin, 2015) to find new ways to solve the right problems. Maybe Artificial Intelligence will help us to retrieve new customer/citizen values, to connect further people and objects, to find new ways to collaborate and do business. Meanwhile we have the choice to do it today by enabling people and ecosystems with platforms, co-creation, learning, co-strategy, design-thinking and collective knowledge. What George Siemens called Connectivism.

I hope those toolkits will help you to reflect and change.

More on knowledgeplaza.com/blog



This presentation is also available [online](#) (article format). Follow me on medium.

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