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They can emulate the practices of giants such as Amazon, Starbucks and 3M, and adopt a number of popular innovation recipes – using design thinking, acting more like a lean startup, cocreate with customers, and so on. Although much of this well-intentioned advice has merit, it often leads to patchwork interventions with disappointing results. It is better to start with a coherent, affirming narrative of how the business is equipped to innovate for growth. Of course, once this message is in place, society must be strengthened by action. The authors tested 18 widely touted levers that companies could pull to support their innovation stories, identifying four that organic growth leaders use the most to stay ahead of the competition: 1) investing in innovative talent, 2) encouraging prudent risk-taking, 3) adopting a customer-focused innovation process, and (4) aligning metrics and incentives with innovation activity. Keywords for digital transformation Shantanu Narayen (Adobe), interviewed by Paul Michelman (MIT SMR) According to many rights, one would expect to find Adobe in the register of companies disrupted by digital transformation. And yet the 35-year-old software developer persevered – even excelled – by using very technological forces (think cloud computing, mobile technology, IoT) that could well have been for an older manufacturer of packaged desktop software. In interviews that took place via videoconference and email, MIT Sloan Management Review editor-in-chief Paul Michelman asked Adobe Chairman and CEO Shantanu Narayen to share his thoughts on several key words related to Adobe's journey: communication, artificial intelligence, platforms, expectations, and uncertainty. The promise of targeted innovation by Marcel Corstjens (INSEAD), Gregory S. Carpenter (Kellogg School of Management, Northwestern University), and Tushmit M. Hasan (University of Texas) The largest consumer goods companies each spend more than \$1 billion a year on R&D. Q. What did they get in return for their high expenses? On average, practically nothing in terms of sales. An industry analysis found that the largest R&D expenditure in the sector did not have any noticeable impact on revenues. This is worrying for companies whose growth has declined over the past five years. Are you already a subscriber? Subscribe Tags: Content, Corporate Strategy, Innovation Management, MIT Sloan Management Reviews What to Read Next Sign up today For free 5 free articles per month, \$6.95/article thereafter, free newsletter. \$75/ Year Unlimited digital content, quarterly, free newsletter, full archive. Sign me up for a 30,000-foot corporate suite, digital change planning is a heady, exciting thing. Business leaders can almost feel the increase in efficiency and speed and the increase in data-driven customer satisfaction. But success depends less on inspired strategic planning than on the way people on the front lines implement new digital tools, and most leaders do not lay the groundwork for these employees to succeed. For the most part, this is because top managers have no idea what's really going on at ground level. So when tools don't use them as they should (or even at all), data-driven insights turn out to be meaningless and expected profits don't take place, companies are surprised. Their digital transformations are becoming digital flops. To avoid this fate, leaders need to understand the six stages of digital adoption in order to create an environment that provides optimal conditions. This article describes this phase of the process after the phase and shows how planning in the opposite direction can lead to a change that sticks. Many articles offer theories and strategies for digital transformation. This will help you anticipate and manage the harsh, often overlooked details that destroy many well-intentioned plans. Noble Purpose Itself will not transform your company of Rob Cross, Amy Edmondson, and Wendy Murphy Many leaders believe that nothing deals with and motivates people as well as the greater good they might do or the chance to change the world. Accordingly, they exote the higher merits of their companies' mission and the they offer. However, research by authors over the past 20 years shows that purpose is only one of the factors contributing to employee engagement; the level and quality of people-to-people cooperation actually has the greatest impact. This article discusses why collaboration has this effect and how you can develop it in your organization to trigger change. First, you need to lay a solid foundation of psychological safety and trust. This is a necessary, but not sufficient condition. Once you establish trust, you need to instill meaning - the belief that the work done has meaning and impact. And once the purpose is established, you need to produce energy - everyday enthusiasm within the workforce. The authors found that 27 leadership behaviors promote trust, purpose and energy. Are you already a subscriber? Sign up tags: Blockchain, Change Management, Digital Transformation, Employee Motivation, Machine Learning, Marketing Analytics What to Read Next Sign up today For free 5 free articles per month, \$6.95/article thereafter, free newsletter. \$75/ Year Unlimited digital content, quarterly, free newsletter, full archive. Sign up as we head into the final days of 2019, it's a good time to look back at the research, perspectives and insights that resonated most with readers this year, with our collection of most read articles. What does this collection say about how our readers think about business challenges and management practices? First, the diversity of themes and ideas reflects how modern leaders must embrace change and rapidly evolving innovation, but also offer stability and support to their teams and employees moving in the new world of work. Continuous learning, responsiveness and adaptability excel at key themes of this year's collected works. By adopting these characteristics, leaders and organizations can help promote their employees and meet tomorrow's goals. 1. The surprising value of obvious insights may not be earth-shaking to be helpful. Confirming what people already believe can help organizations overcome the obstacles of change. 2. A structured approach to strategic decisions reducing errors of judgment requires a disciplined process. Authors provide leaders with a framework that is easy to learn, involves little additional work, and (within limits) leaves room for their own intuition. 3. Nondisruptive Creation: Rethinking Innovation and Growth It's time to embrace the idea that companies can create without destruction – and expand the conversation about the issues they can solve and the opportunities they can take advantage of. Get weekly updates on how global companies are governed in a changing world. Enter a valid email address Thank you for registering for privacy policy 4. Leisure is our killer app in addition to reducing burnout, leisure is human activity that robots cannot do, and in fact could make us better thinkers and workers. 5. Agile is not enough three obstacles, especially work against agile adoption in most organizations. By addressing architectural rigidity, closing talent gaps, and adopting product access, leaders and companies can realize agile power in delivering business value. 6. Learning for living employers and managers can better promote learning, and individuals can do it more effectively, by understanding that there are two types of learning, and that everyone needs their own space. 7. Beat odds in M&A; Turnovers It is difficult to create value by buying and fixing troubled businesses. Six events can improve your chances of success. 8. Already a participant? Subscribe To Ally MacDonald (@allymacdonald) is senior associate editor, digital, at MIT Sloan Management Review. Tags: artificial intelligence, communication, culture, digital leadership, digital transformation, disruption, strategic thinking Page 2 Last year's challenges highlight that people work best when they work as a team for a common purpose. December 08, 2020 Frontiers is an MIT SMR initiative that explores how technology reshapes management practices. For more information, see frontiers protocols, which are used to root out bias in AI tools that can and must be turned on by the industry itself. The September 21, 2020 MIT SMR winter issue addresses why teams are working (or not), plus innovation, supply chains and data for AI. 08 December 2020

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