

INFLUENCING FOR INNOVATION: University of Vienna

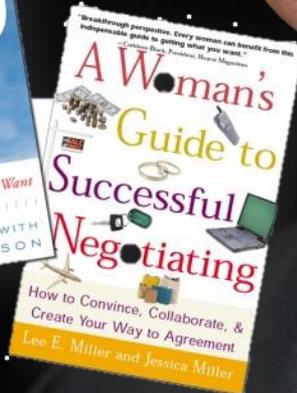
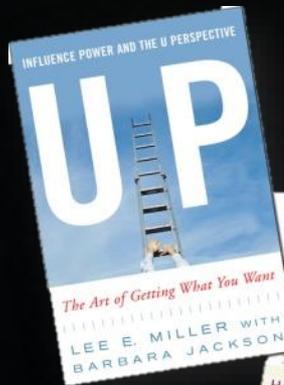


Convince
Collaborate
Create

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LEE E MILLER



Consultant, Influencing & Negotiating , Leadership & Innovation Training, Executive Coach

Management Professor -
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JD, Harvard Law School

Former Chief Human
Resources Officer at TV
Guide, USA Networks and
Barneys NY

Co-Author “*Getting People to Believe in Something They Can’t Yet Imagine,*” Harvard Business Review Online

WHY IS INFLUENCING FOR INNOVATION DIFFERENT



FORCES ARRAYED AGAINST INNOVATION

- **Social Validation**
- **Inertia**
- **Resistance To Change**
- **Fear Of Failure**
- **Financial Disincentives**
- **Government Regulation**
- **Tendency To Favor What Has Worked In The Past**



THE STORY OF GARY STARKWEATHER

Inventor of the Xerox 9700 High Speed Laser Printer

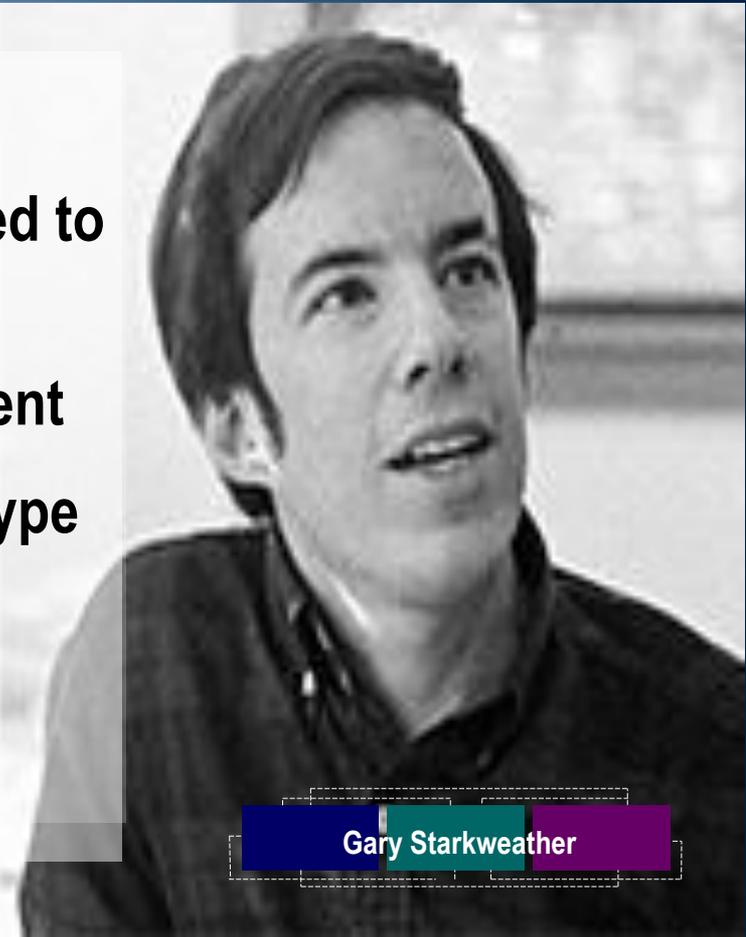
Threatened with firing if he persisted

Had to threaten to go to IBM to get transferred to new research facility to build prototype

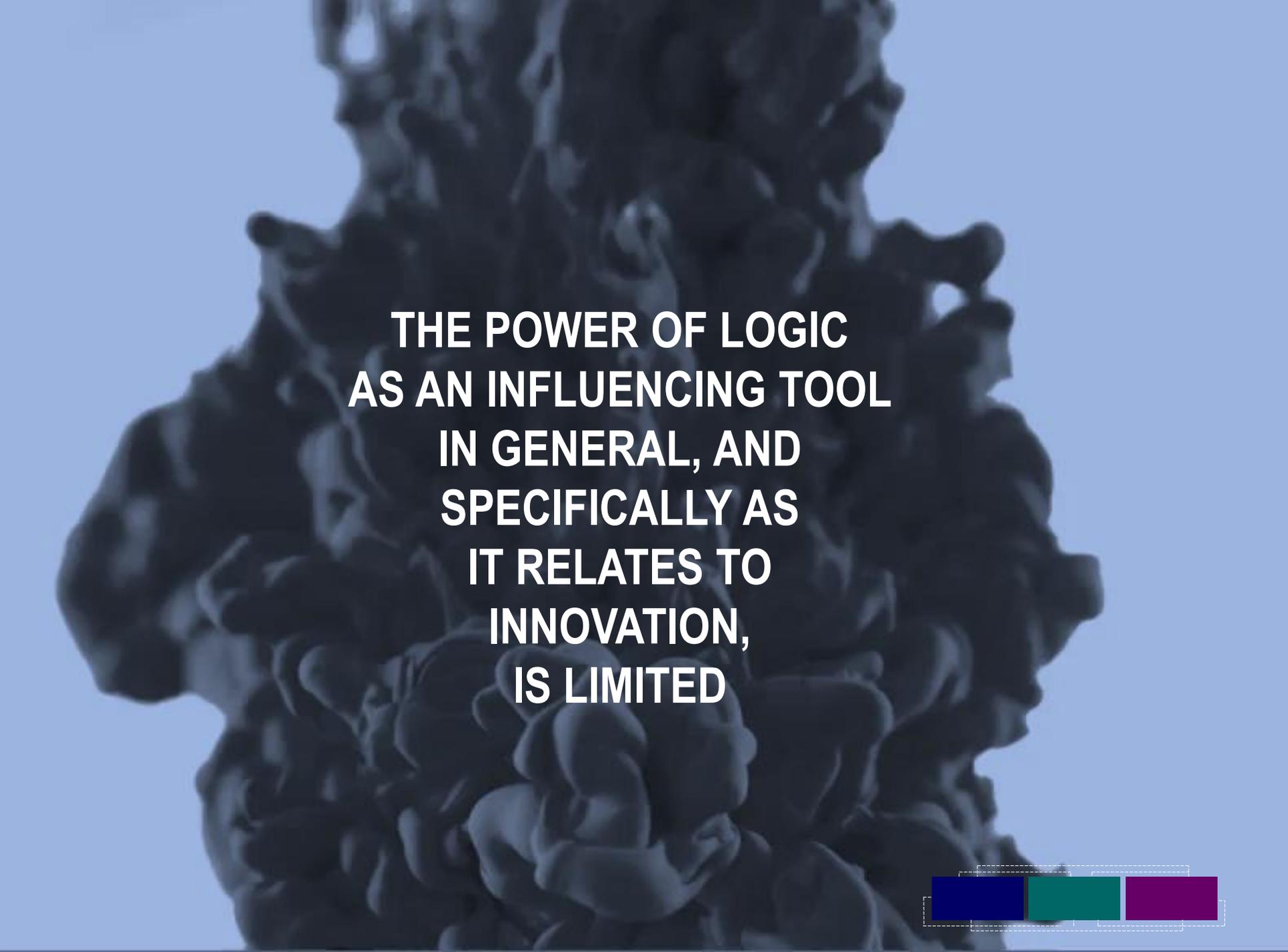
Had to find an internal sponsor in management

Had to demonstrate superiority of his prototype in a competition

Had to go out and find an initial customer himself to test customer acceptance



Gary Starkweather



**THE POWER OF LOGIC
AS AN INFLUENCING TOOL
IN GENERAL, AND
SPECIFICALLY AS
IT RELATES TO
INNOVATION,
IS LIMITED**



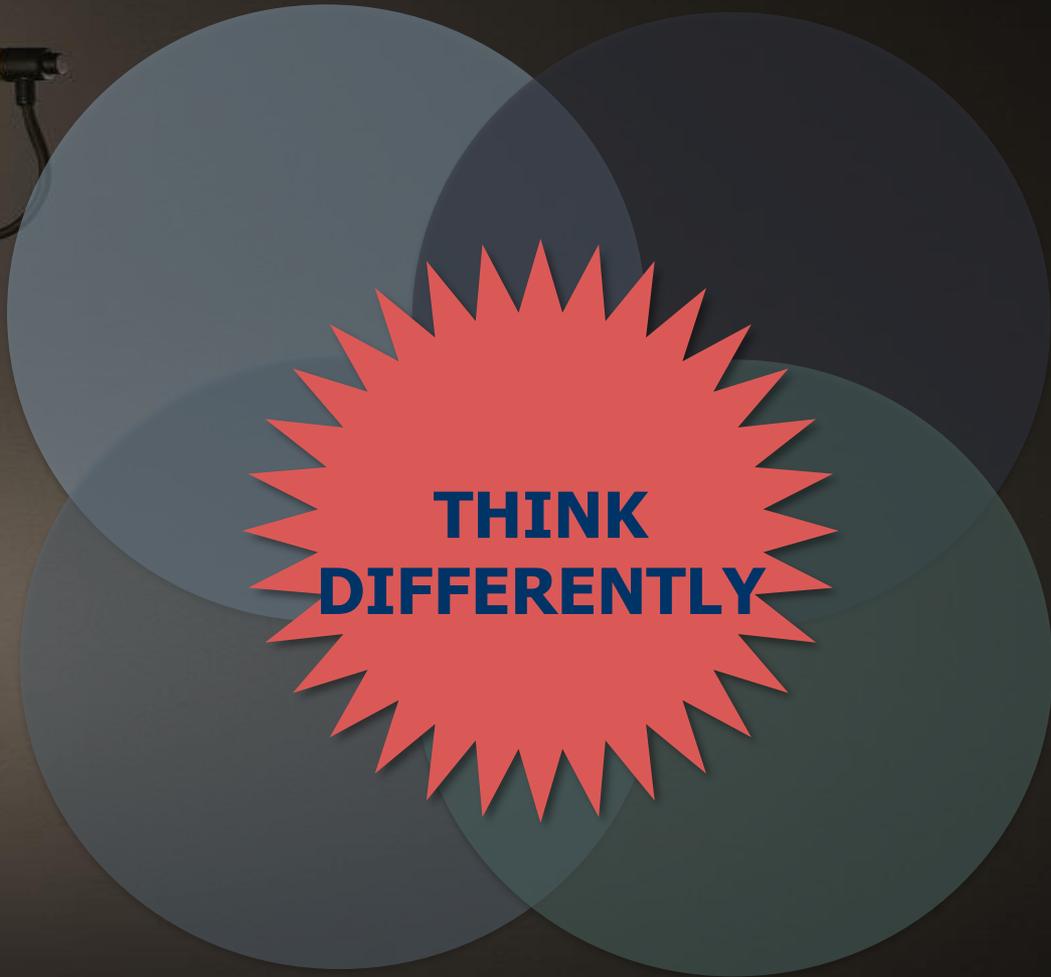


**Logic is
necessary
but not
sufficient**

**WHY A GOOD
BUSINESS
CASE IS NOT
ENOUGH**



**GOAL:
TO THINK
DIFFERENTLY
ABOUT HOW
TO GAIN
SUPPORT
FOR
INNOVATION**



NEED TO THINK DIFFERENTLY ABOUT INFLUENCING FOR INNOVATION

“If I had listened to my customers, I would have built a faster horse.”

Henry Ford

“It is really hard to design products by focus groups. A lot of times, people don't know what they want until you show it to them.”

Steve Jobs



U PERSPECTIVE

RECOGNIZES EMOTIONS

FOCUSES ON VALUES

Accepts that everyone is different
How do they see the situation?
What do they care about?

PERSONAL

Organizations have interests
Individuals have U Perspectives

U PERSPECTIVE: *WHAT MOTIVATES PEOPLE?*

Access to Latest Technology

Accomplishment

Loyalty

GREED

Family

FRIENDSHIP

Belonging

RECOGNITION

TIME

CREATIVITY

Reward

Status

Competition

Challenge

POWER

HELPING OTHERS

Fairness

FEAR

MONEY

FAME

AUTONOMY

TEAMWORK

EASE

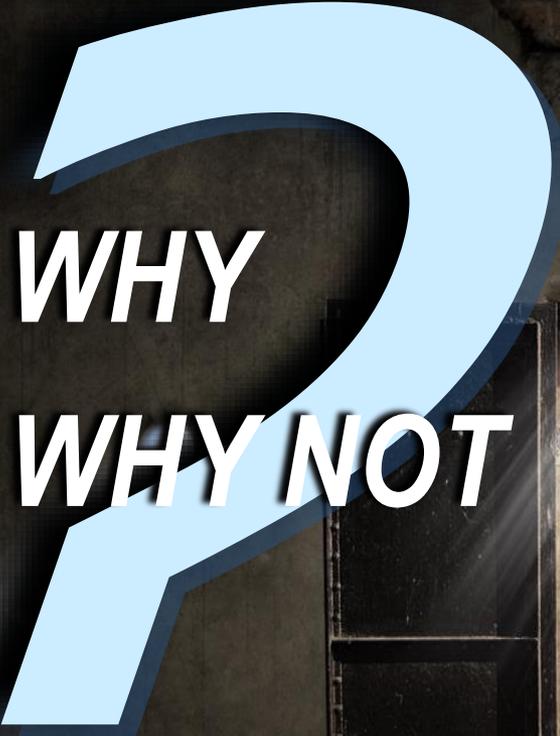
HARMONY



U PERSPECTIVE

WHY

WHY NOT



THE 3Cs INFLUENCING MODEL

CONVINCE

- Anchoring
- Legitimacy
- Active Listening
- Purposeful Questioning
- Delivering the Message

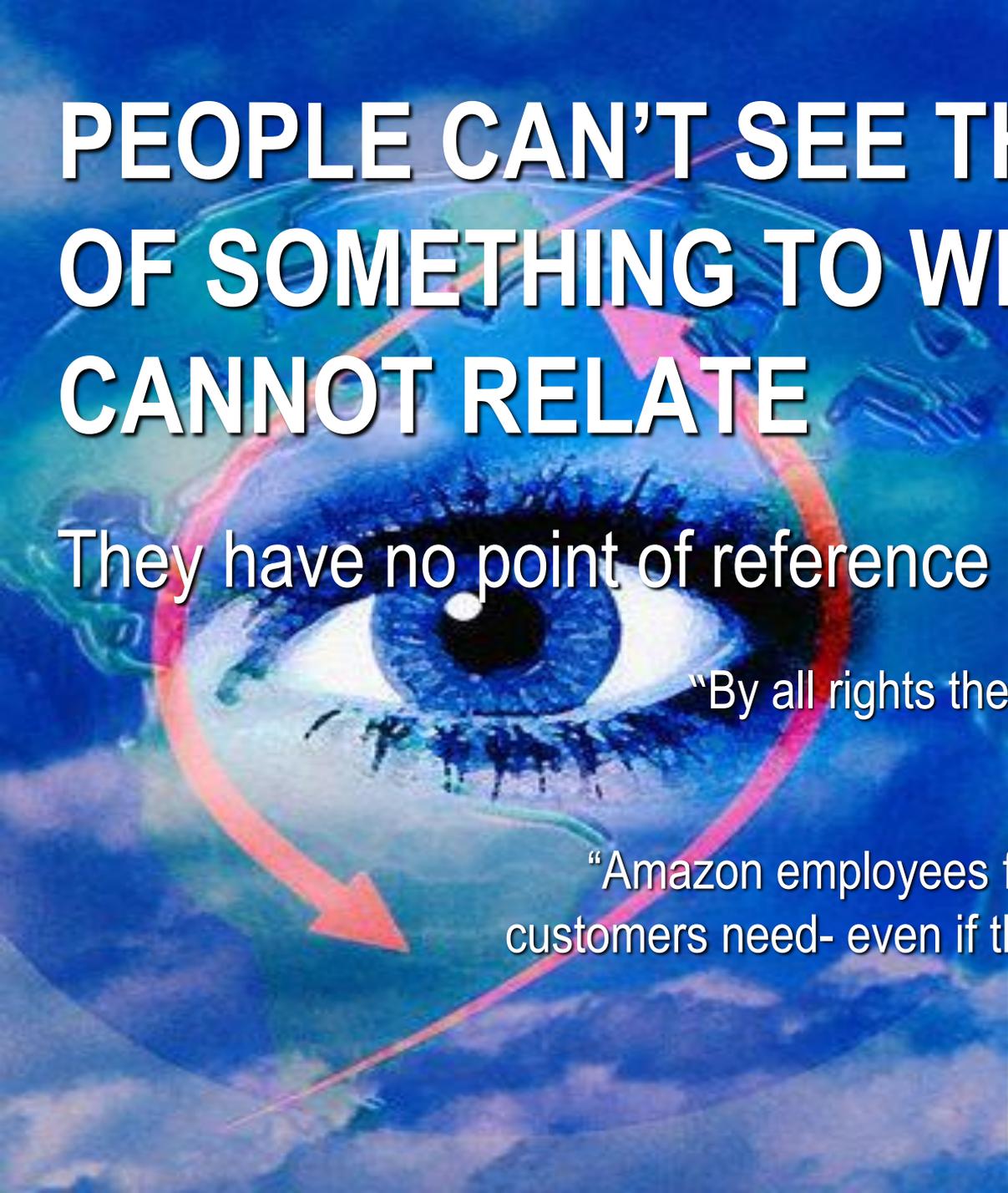
COLLABORATE

- Developing Relationships
- Leveraging Relationships
- Determining Interests
- Problem-solving
- Taking Advantage of Value Differences

CREATE

- Examining Assumptions
- Exploring Alternatives
- Changing the People
- Trying Different Things
- Creating New Paradigms





PEOPLE CAN'T SEE THE VALUE OF SOMETHING TO WHICH THEY CANNOT RELATE

They have no point of reference

“By all rights the product should have failed.”

David Yach, CTO RIM (Blackberry)
(referring to the iPhone)

“Amazon employees focus relentlessly on what its
customers need- even if they don't know they need it.”

Jeff Bezos

A blurred background image of two men in business suits running. One man on the left is wearing a white cap and a dark suit, running towards the right. The other man on the right is wearing a dark hat and a dark suit, running towards the left. The background is white.

catch me

if you can



LOGIC + LEGITIMACY



CREATING LEGITIMACY FOR YOURSELF

1

CREDENTIALS

2

EXPERTISE

3

APPEARANCE

4

WHO YOU KNOW



LEGITIMACY HAS NO POWER IF PEOPLE ARE UNAWARE OF IT

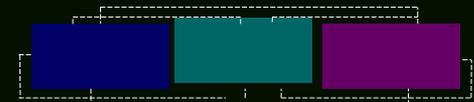
INFLUENCING FOR INNOVATION

Under the Radar

- Microsoft Courier
- Instinet



Georg Petschnigg
David Manns



UNDER THE RADAR

INFLUENCING FOR INNOVATION

A hand is shown in the lower-left corner, holding a glowing, translucent orb. The background is filled with numerous gears of various sizes, some of which are illuminated with a bright yellow light, creating a sense of motion and complexity. The overall color palette is dark blue and black, with the glowing orb and gears providing a strong contrast.

Pilot Project/ Research

- Xerox 9700 Laser Printer
- Consistency principle

Gary Starkweather



INFLUENCING FOR INNOVATION



Inevitability

- Social Media

“A revolution is coming: a revolution which will be peaceful if we are wise enough, compassionate if we care enough, successful if we are fortunate enough – but a revolution is coming whether we want it or not. We can affect its character, we cannot alter its inevitability.”

-- John F. Kennedy

Colin Foster



INFLUENCING FOR INNOVATION

Demonstration

- Post It Notes

Show,
don't tell

