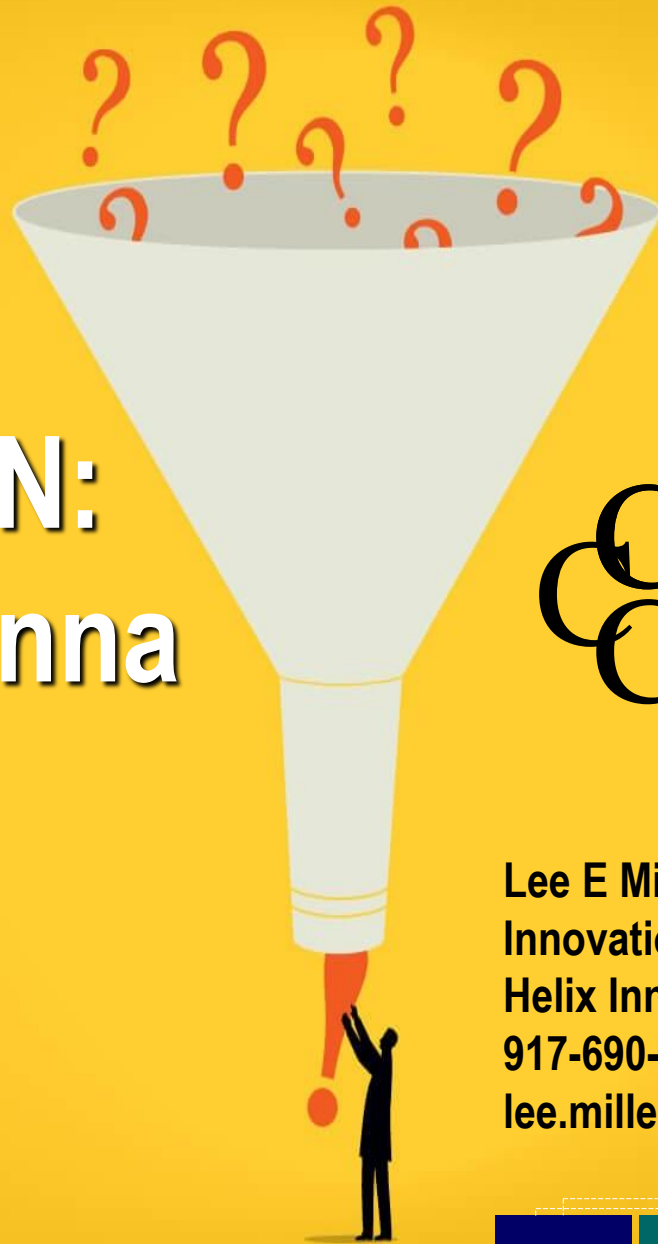


# INFLUENCING FOR INNOVATION: University of Vienna

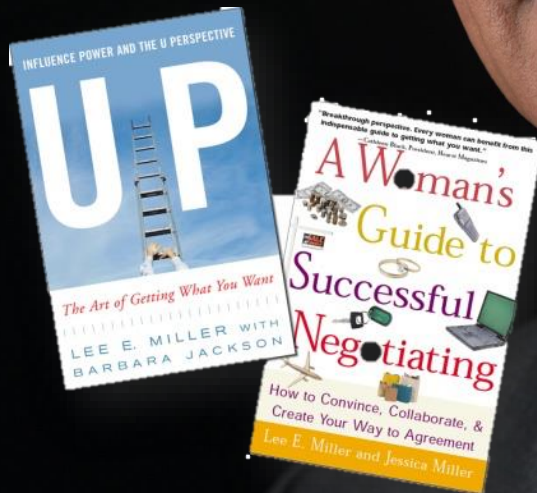


**C**onvince  
**C**ollaborate  
**C**reate

Lee E Miller  
Innovation 1030  
Helix Innovation Network  
917-690-0029  
[lee.miller@shu.edu](mailto:lee.miller@shu.edu)



# LEE E MILLER



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

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Management Professor -  
Seton Hall University  
Business School

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Adjunct Professor- Columbia  
University

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Senior Consultant Innovation  
1030; Helix Innovation  
Network

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JD, Harvard Law School

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

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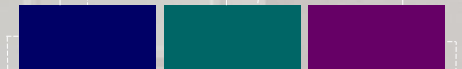
Co-Author "*Getting People to Believe in Something They Can't Yet Imagine*," Harvard Business Review Online

# 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

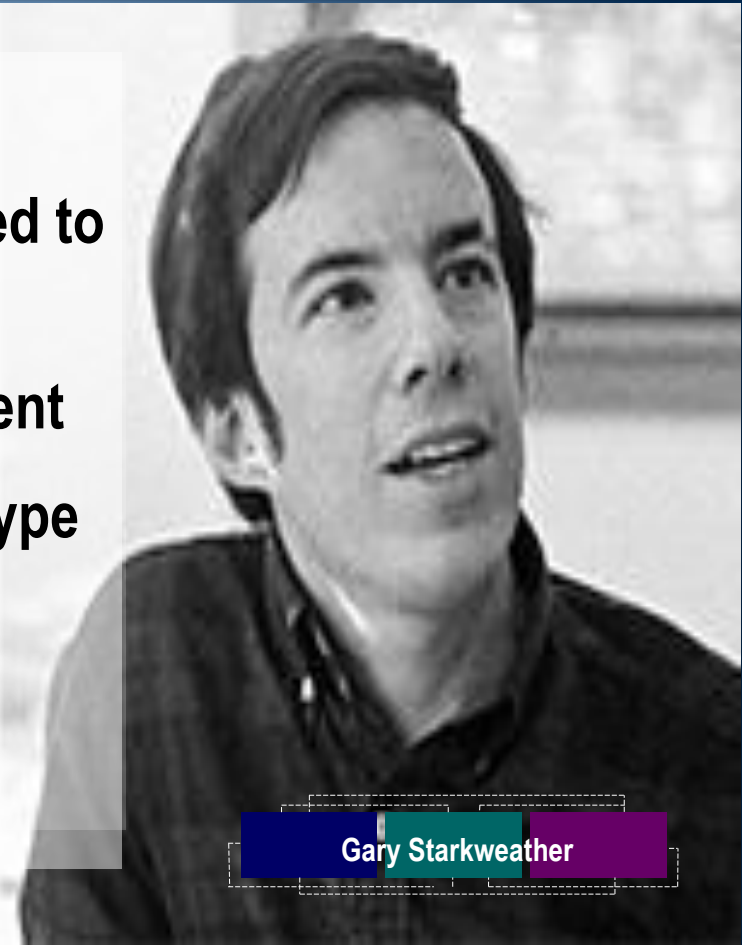
Threatened with firing if he persisted

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

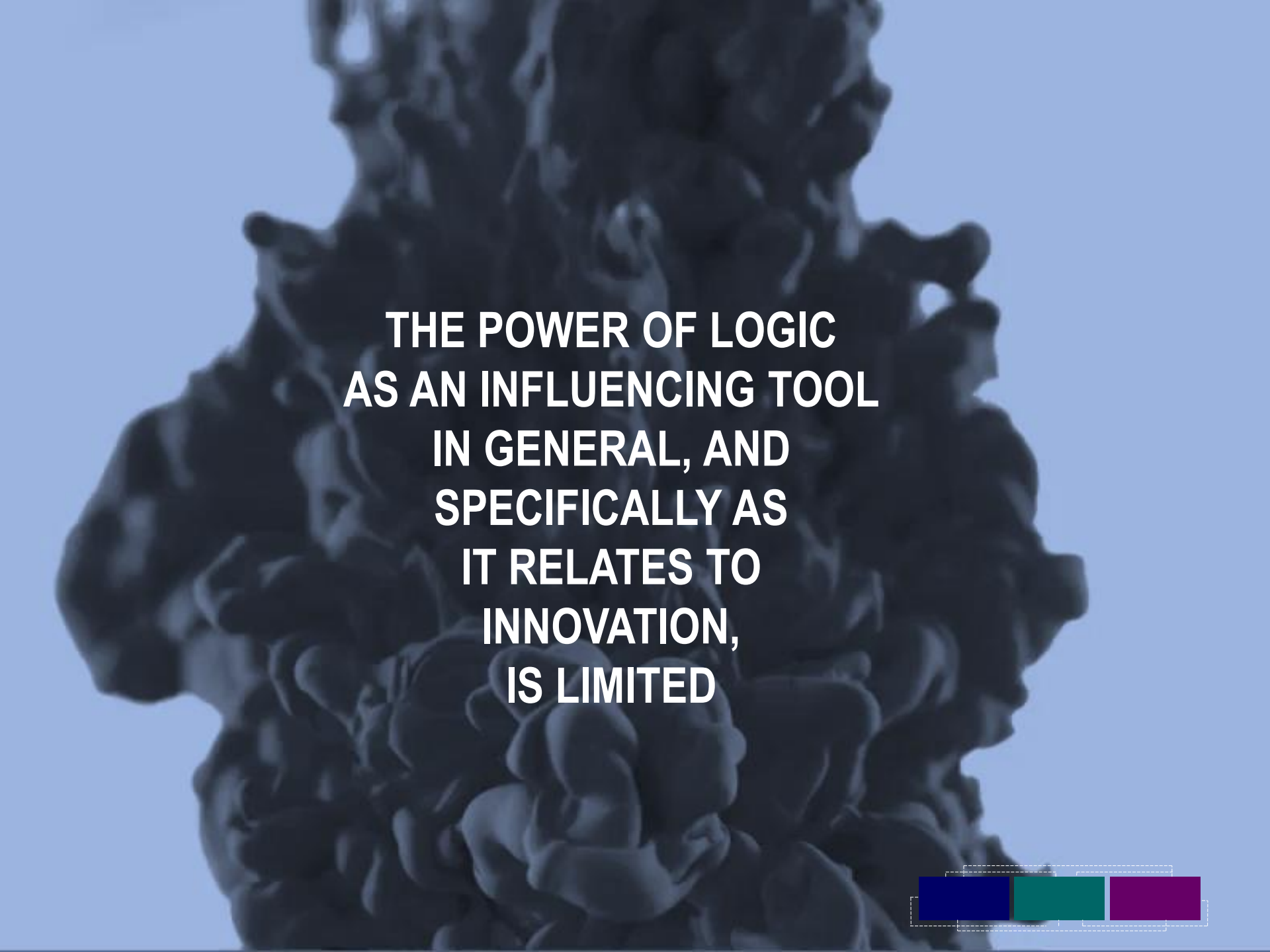
Had to find an internal sponsor in management

Had to demonstrate superiority of his prototype in a competition

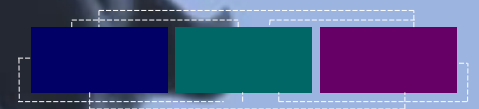
Had to go out and find an initial customer himself to test customer acceptance



Gary Starkweather



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



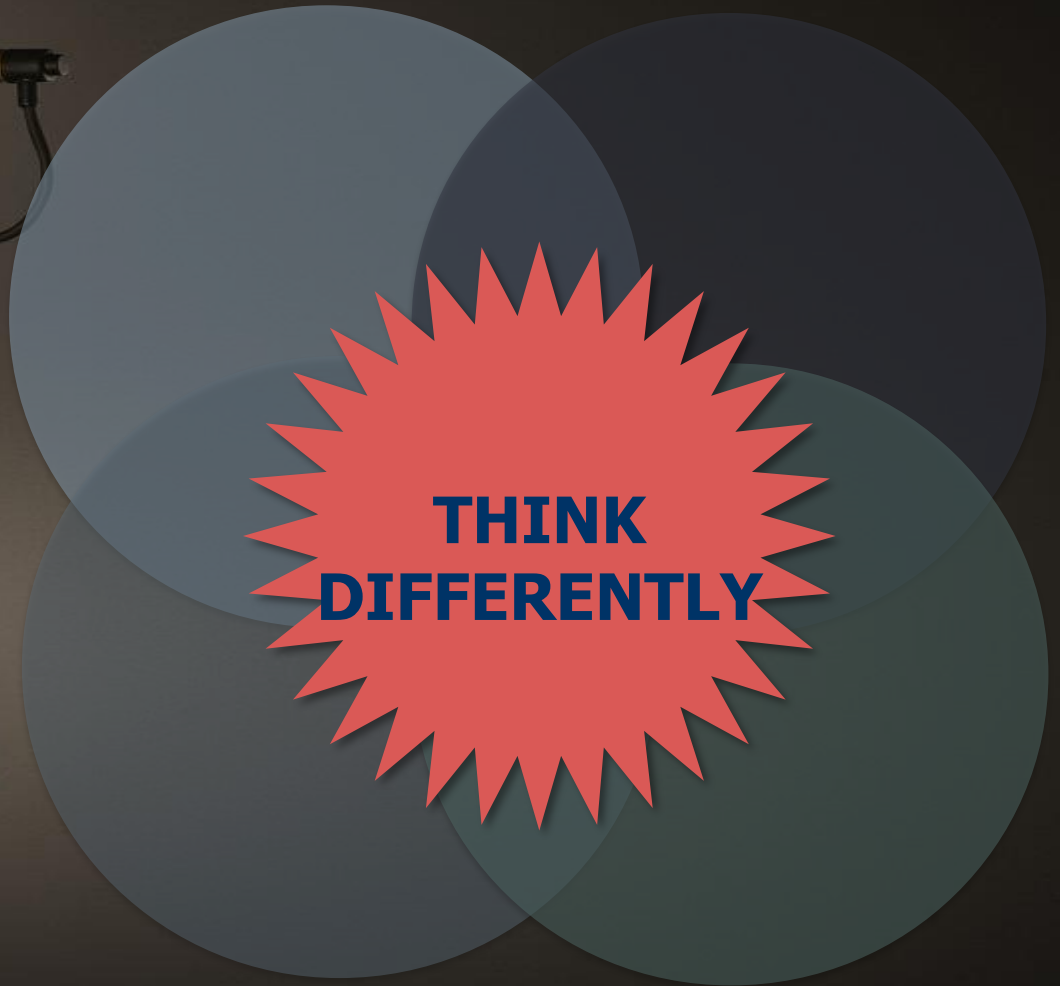


**Logic is  
necessary  
but not  
sufficient**

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



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



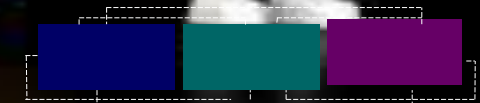
# NEED TO THINK DIFFERENTLY ABOUT INFLUENCING FOR INNOVATION

“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

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## FOCUSES ON VALUES

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

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## PERSONAL

Organizations have interests  
Individuals have U Perspectives

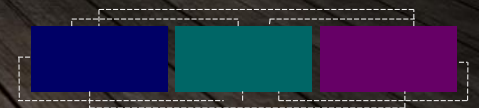
# U PERSPECTIVE: *WHAT MOTIVATES PEOPLE?*



**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



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

The background of the slide features a conceptual image of a hand holding a glowing lightbulb, with numerous gears of various sizes floating around it. The scene is set against a dark blue background, with the light from the bulb creating a warm, yellow glow that illuminates the surrounding gears.

## 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

