

How to to create an innovative environment in a traditional sector

The New World of Work
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\$40m





Groceries Delivered From Local Stores

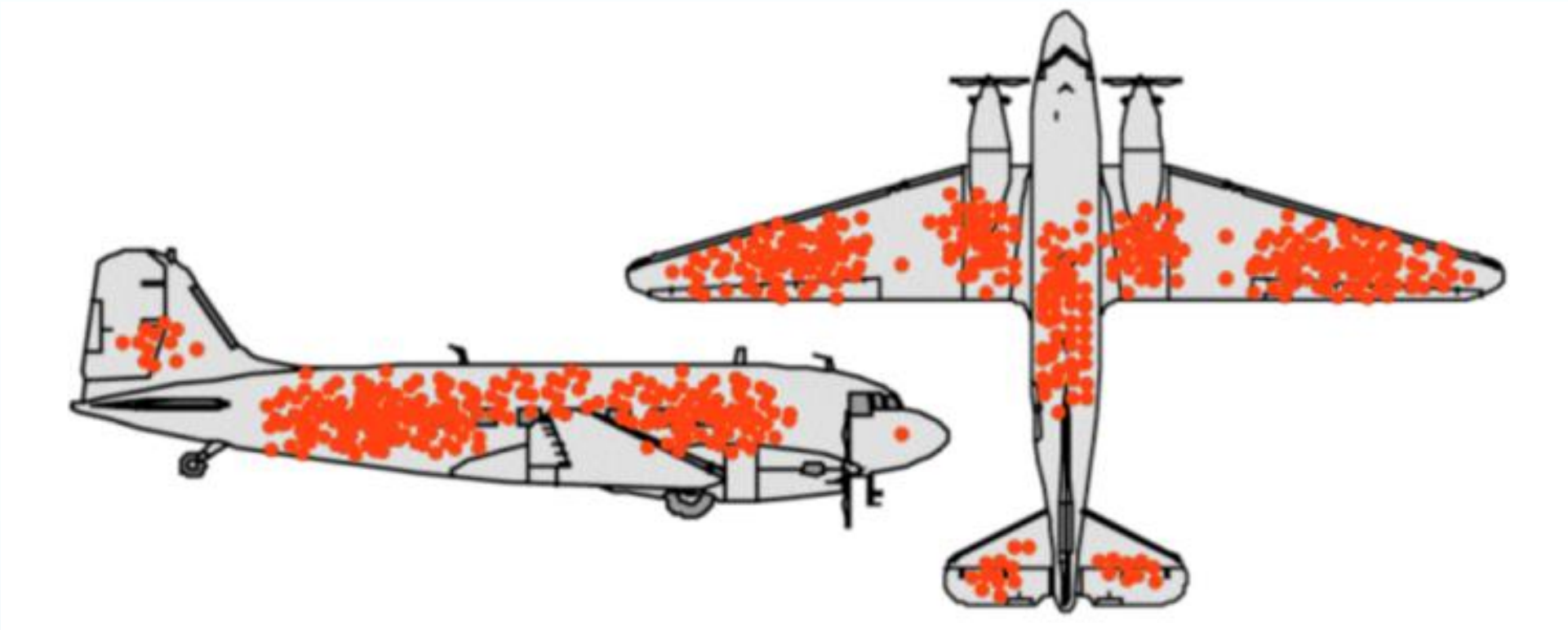
- 6 years old
- Valued today at £6bn
- M&S valued today at £5bn

Definition of innovation

“A new thing or a
new method of
doing something”

Average length of service in the room?

- Up to 1 year
- 1 to 5 years
- 5 years plus
- How do you keep yourself fresh?



If you had just started.....

- What would you change about the business to make it more innovative?

Ideal response.....

- “That’s not how we do it round here...”
- “I need to reflect on that...”
- “Seriously...?”
- “Honestly, really, the boss wouldn’t like it..”

The power of culture

- “She really wouldn’t agree.”
- “Why not?”
- “Um, well, I’m sure she wouldn’t.”
- “Has anyone, ever, been fired for disagreeing with her?”
- “Well, no.”
- “So, help me, why wouldn’t you put your idea forward?”

Clarify your values

- Make it clear that constructive challenge is welcomed
- Create opportunities for senior leadership to demonstrate that they welcome new thinking
- Reward new thinking

Your chance to.....

- Use your powers of persuasion!

Demographic challenge

- Average age of UK farmers?
- 59
- Average age of UK senior executives?
- 60
- Combined executive service in an established business
- Centuries

Tenure challenge

- Average tenure for a UK employee?
- 5 years
- Proportion of UK graduates staying for 5 years plus
- 50%

Burning platform

- UK productivity versus EU
- 15% less per employee than EU average
- Proportion of employees looking for a new job
- 52%
- Proportion of employees feeling appreciated
- 38%
- Proportion of employees who would work harder
- 72%

What to do?

- Step back – take a fresh look
- Define the values today and where they need to be in the future
- Build a coalition – the foundations for change

Succession planning

- Start with the most senior levels
- Who can replace now permanently?
 - There may be no one
- Who can replace now temporarily?
 - There must be someone
- Who could be a replacement in 2 to 3 years?
 - This is your pipeline which needs to flow

Build your talent pipeline

- Define the criteria
 - Link to your values
- Involve senior leadership as sponsors
- Build self awareness
 - 360 feedback – a 2-way learning process
- Develop strategic business skills
 - Business simulations with education
- Devolve strategic responsibility to developing talents
 - Tackle strategic projects and business challenges

Shore up the foundations

- Provide tailored support and development to senior leaders

Develop a coaching culture

- Open questions
- Devolve responsibility
- Encourage new thinking
- Build confidence to challenge

Communicate

- Share the vision and the values
- Record the development and distribute across the organisation
- Build a positive energy around the change

A glowing, circular, multi-colored energy field with the word "VISION" in the center. The field consists of numerous thin, radiating lines of light in shades of cyan, blue, and green, creating a starburst or nebula-like effect. The center is a solid black circle containing the word "VISION" in white, bold, uppercase letters. The background is dark blue/black.

VISION