



SMARTER THAN AN MBA

Discover Your Inner Strategist

Striking the Balance between Disruption .v. Direction

Using Situational Leadership to Drive Growth

#innovationpotential

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Disruption v. Direction

DIRECTION

Guiding your team on the path
you are on

DISRUPTION

Encouraging the team to forge a
new path

Disruptor: One whose influence or action substantially and irrevocably changes the way businesses function.

Disruptors act on:

-  Products
-  Problems
-  Processes
-  Production

*Disruption breaks rules
and challenges the very
assumptions that provide
guidance and direction to
ongoing business.*

Director: One whose influence or action effectively guides and enhances the way businesses function.

Directors act on:

-  Products
-  Problems
-  Processes
-  Production

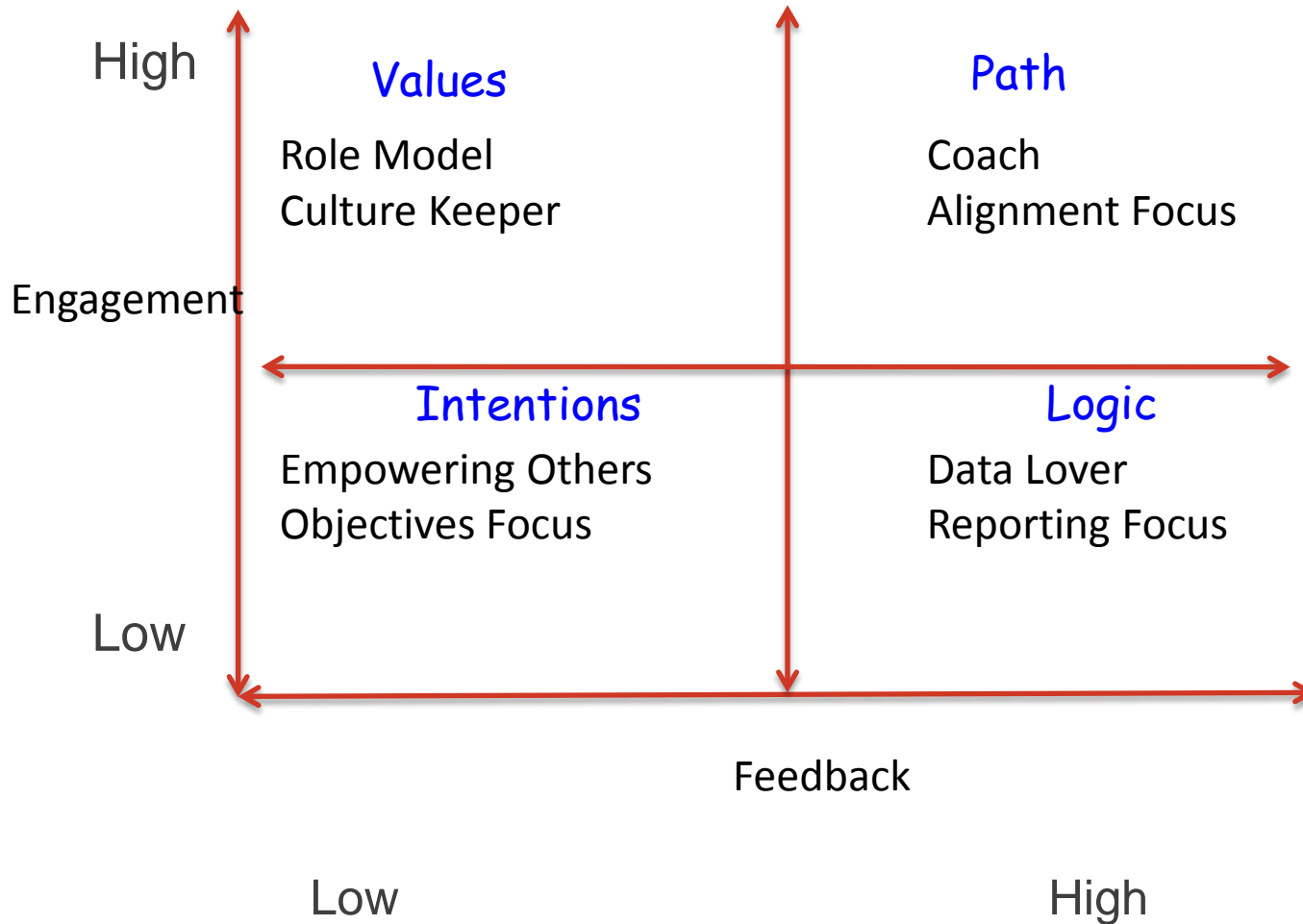
How do you balance current and future needs?

- Meeting the needs of current customers
 - Leveraging current technologies
 - Besting current competitors
 - Providing clear direction, guidance and oversight given the status quo
- Meeting the needs of our future customers
 - Anticipating future technologies
 - Imagining future competitors
 - Encouraging and supporting innovation and disruption of the status quo

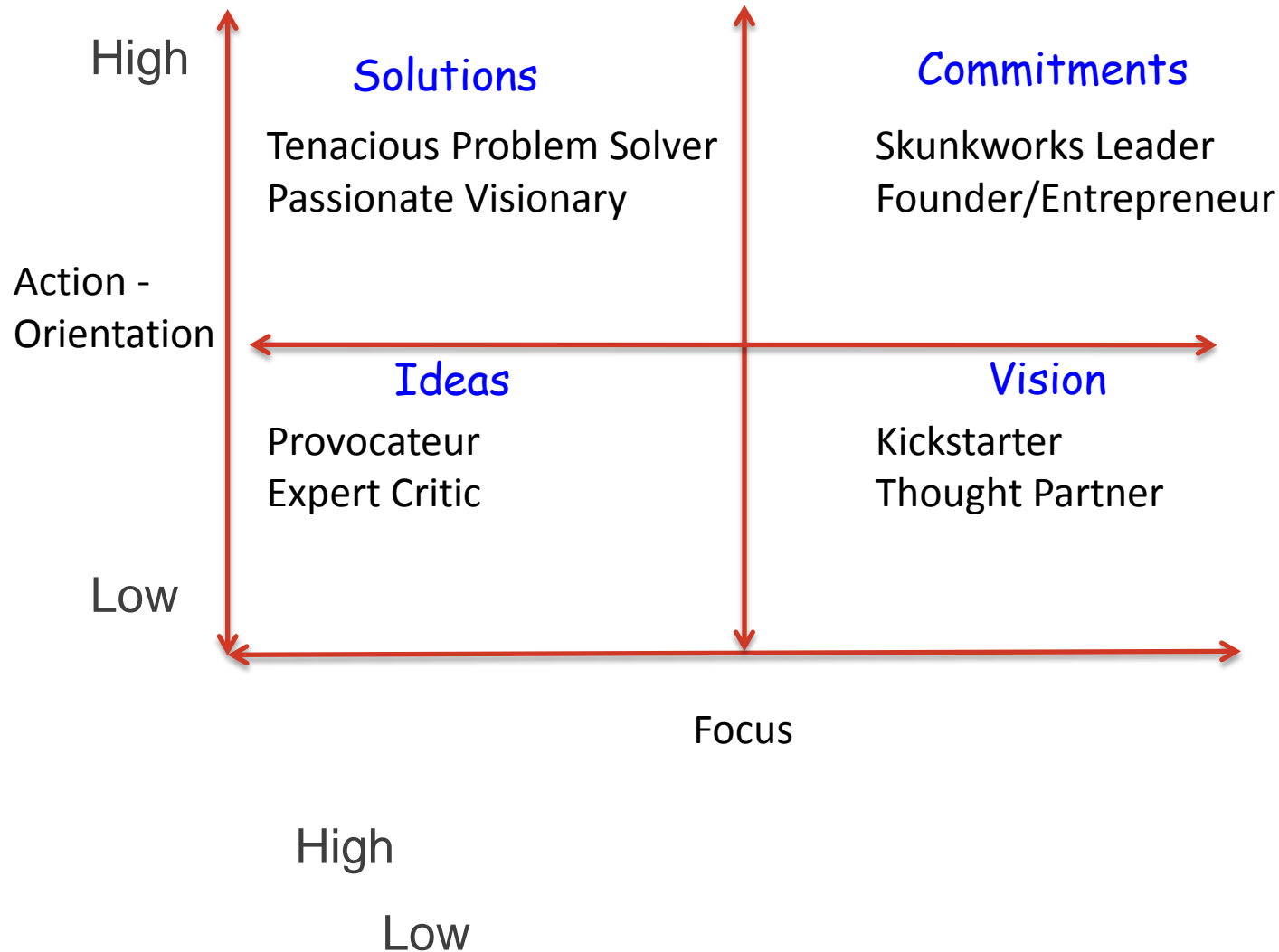
*Run the
organization you
are in*

*Build the
organization you
want.*

Engagement and Feedback Define Director Styles



Focus and Motivation Influence Disruptive Behaviors



Excel in Both Modes

- ✓ *Hone your Leadership Skills*
- ✓ *Constantly Evaluate Competitive Threats*
- ✓ *Stay Abreast of Technological Change*
- ✓ *Protect your Key Talent and IP*

*How do you excel
in Direction and
Disruption?*

Move Seamlessly from Direction to Disruption

- ✓ *Focus on a Clear Goal*
- ✓ *Shift your Time Frame*
- ✓ *Make your Assumptions Explicit*
- ✓ *Create Maps or Frameworks to Support your Thinking*

*How do you move
from one mode to
another?*

Signal to Others Which Mode You Are In

- ✓ *Set Clear Risk Parameters*
- ✓ *Adopt Consistent Terminology*
- ✓ *Use Different Tools for Different Modes*
- ✓ *Create Different Teams for Each Mode*

*How do you signal
to others?*

Measure Success in Each Area

- ✓ *Define Success Differently*
- ✓ *Let Teams Create their own Scorecards*
- ✓ *Tolerate more Learning in Disruption*
- ✓ *Reward the Behaviors you want repeated*

*How do you
measure success in
each area?*

The Value of Disruption Depends on the Situation

Bad Timing:

- ✓ Immediately after Board Level approval of new investment plan
- ✓ During a corporate crisis
- ✓ When number of ideas is 100x level of resources



Better Timing:

- ✓ When decisions are routine relative to competitors
- ✓ When employees are leaving to work for faster growing rivals
- ✓ When customer loyalty is low
- ✓ When technology is changing faster than your firm is...

More Effective Leadership Starts Now



- ✓ *Excel in both directing your core activities and disrupting your own business*
- ✓ *Move seamlessly from giving direction to supporting disruption – and back again*
- ✓ *Signal to others which mode you are in*
- ✓ *Effectively measure success in each area using different metrics and indicators*