

# De-Risking Innovation





MISSION: To change the world through systems that enable everyone to think smarter, faster & more innovatively.



**\$19 Billion in WOW! Ideas**  
Patentable Breakthroughs  
Smarter Work Systems  
Margin Innovations



**Innovation Culture Success**

100+ **CLASSES** for LMS Systems  
100+ Industrial Strength **TOOLS**  
Culture **ACTIVATION** Systems

Powered by Reliable  
Academic Science



**Contract R&D  
Acceleration**

***Your Ideas turned Into Reality  
6X Faster with 80% Less Risk***

**Double Gold WHISKeY**



Of the People  
For the People  
By the People







# What this presentation IS NOT about



**Start-ups & Incubators**



**Venture Capital**



**Gambling**

**Fun Fact: A Vegas Slot machine has greater odds of success than an innovation in today's large company.**



# The De-Risking Baker's Dozen for Established Companies

the most dangerous  
choice you can make  
early on in innovation

the easiest way to shut  
down innovation

the most irresponsible  
thing you can do

the most short-sighted  
thing you can do

the worst way to  
benchmark innovation

where you lose the most  
money in innovation

the most under-utilized  
asset of innovation

the most over-looked  
energy source

the biggest oversight of  
innovation processes  
and systems

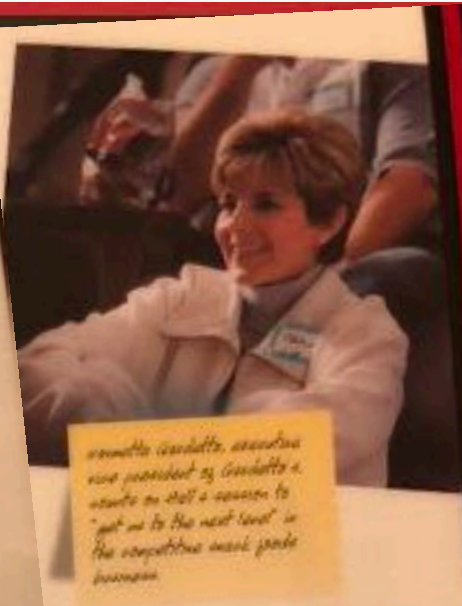
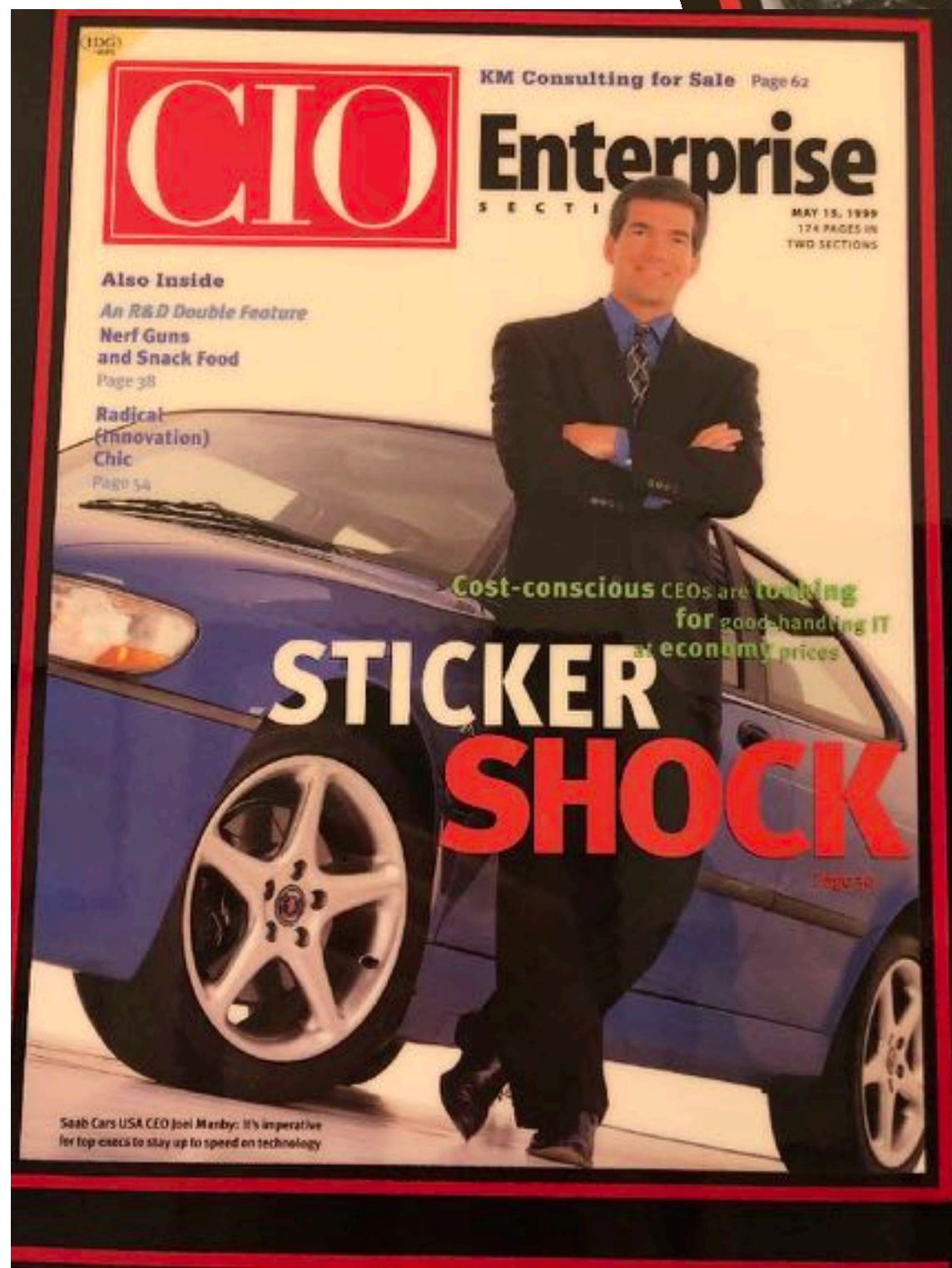
the easiest way to get  
instantly better thinking

the easiest way to get  
better math

the best way to get  
accurate math

the greatest sin of all innovation





ideas leads to a high number of breakthrough—"wicked good" in Hall's parlance—ideas. Most clients walk away with 15 to 40 quality ideas, many of which they will pursue further. (See "Brainstorming Technology," left.)

That's a lot of ideas for just under three days of work. How does Hall do it? Simple: He insists that the inventing sessions must be fun. He likens the typical corporate lock-yourself-in-a-conference-room-and-create-new-ideas session to a mental shoot. Someone yells "Pull," someone else shoots off an idea and someone else shoots it down. Mix in the usual defensiveness and self-censorship endemic to this approach, and it's not surprising that only the safest, nonthreatening ideas merge. At Eureka Ranch, overloads of stimuli in a fun environment are key to treating better ideas. Instead of staring at bad office art on beige conference room walls, participants brainstorm in a oversize kids' play room, replete with deck games, toys and plenty of music on the ranch jukebox, which Hall uses for brains pumping.

**he Mission**

JARDETTO'S IS A FAMILY-RUN business whose flagship product is a snack mix called Snack-ems— a mixture of seasoned pretzels, rye crisps and breadsticks. Nannette ("Nan")



These are the most popular ideas from the previous session. Hall gives the group an hour to review them, write for their favorites.

The group spends the rest of the day discussing each idea in detail. After the session, Hall gives the group an hour to review them, write for their favorites.

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## MY FIRST YEAR

stamps.com®

hp  
invent

AMERICAN  
EXPRESS



Reckitt  
Benckiser



Schlumberger



MARS

ConAgra  
Foods®



## 36 COMPANIES IN 52 WEEKS!



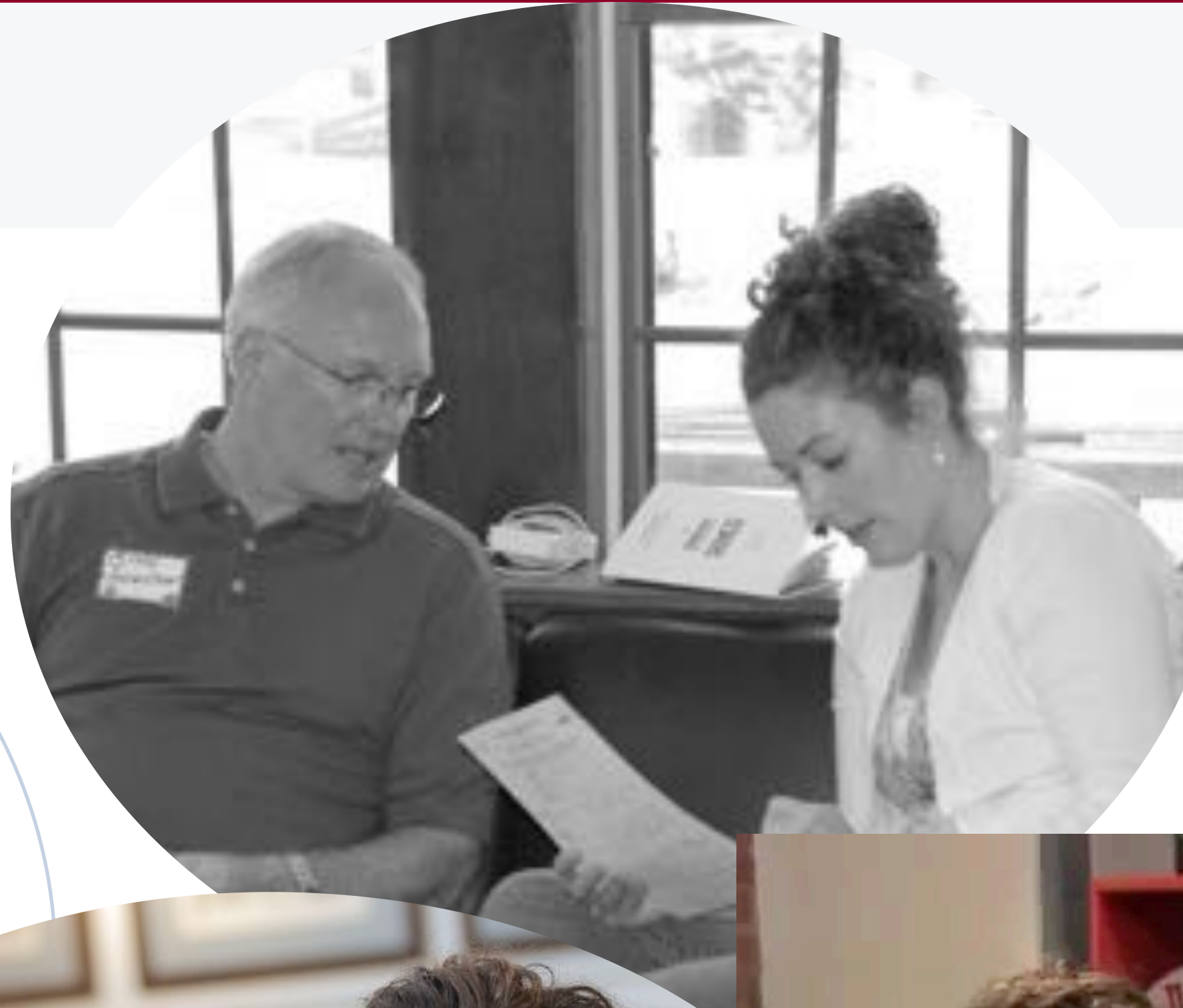
36 PROJECTS X AVG 30 IDEAS =  
**1,080 BIG IDEAS**







# I'M MAGGIE NICHOLS





# 35+ Years of Experience in a Wide Range of Industries

Adult Body Cleansers  
Adult Candy  
Adult Education Services  
Adult Skin Care  
Advertising  
Air Filters  
Aspirin

Candies & Confectionary  
Car Care Products  
Carbonated Soft Drinks

Engine Oil Additives  
Engineering  
Enrollment Programs  
Entrepreneurs  
Expandable Foam  
Eye Care  
Eyeglasses  
Fabric Treatments  
Facial Cleansers

Gov't. Budgeting  
Government Services

Services  
Lunch Meats  
Management

REGULATED

SYSTEMS FOR WORKING SMARTER

SERVICES

PRODUCTS

NONPROFITS

B2B

CONSUMER

RETAIL

Boats and Boat Retailing  
Bottled Coffee & Teas  
Boxed Chocolates  
Branding  
Burial Caskets  
Business Communications  
Business Insurance  
Business Research Services  
Butters and Spreads  
Canister Snacks

Electric Utility Services  
Electronics

Gardening Products  
Gourmet Breads  
Gourmet Coffee

Library Science  
Life Insurance  
Locks/Security Systems  
Long Distance Phone  
Ice Cream and Deserts

Online Security Systems  
Paper & Pulp Processing  
Paper Cups, Plates  
Pay Phones/Systems  
Peanuts and Peanut Butter  
Personal Grooming  
Pest Control  
Pet Foods  
Pharmaceuticals  
Photographic Equipment  
Pickles  
Playground Equipment  
Pork Products  
Q-Z listed on EurekaRanch.com



# 35,000

innovations in development  
using our systems







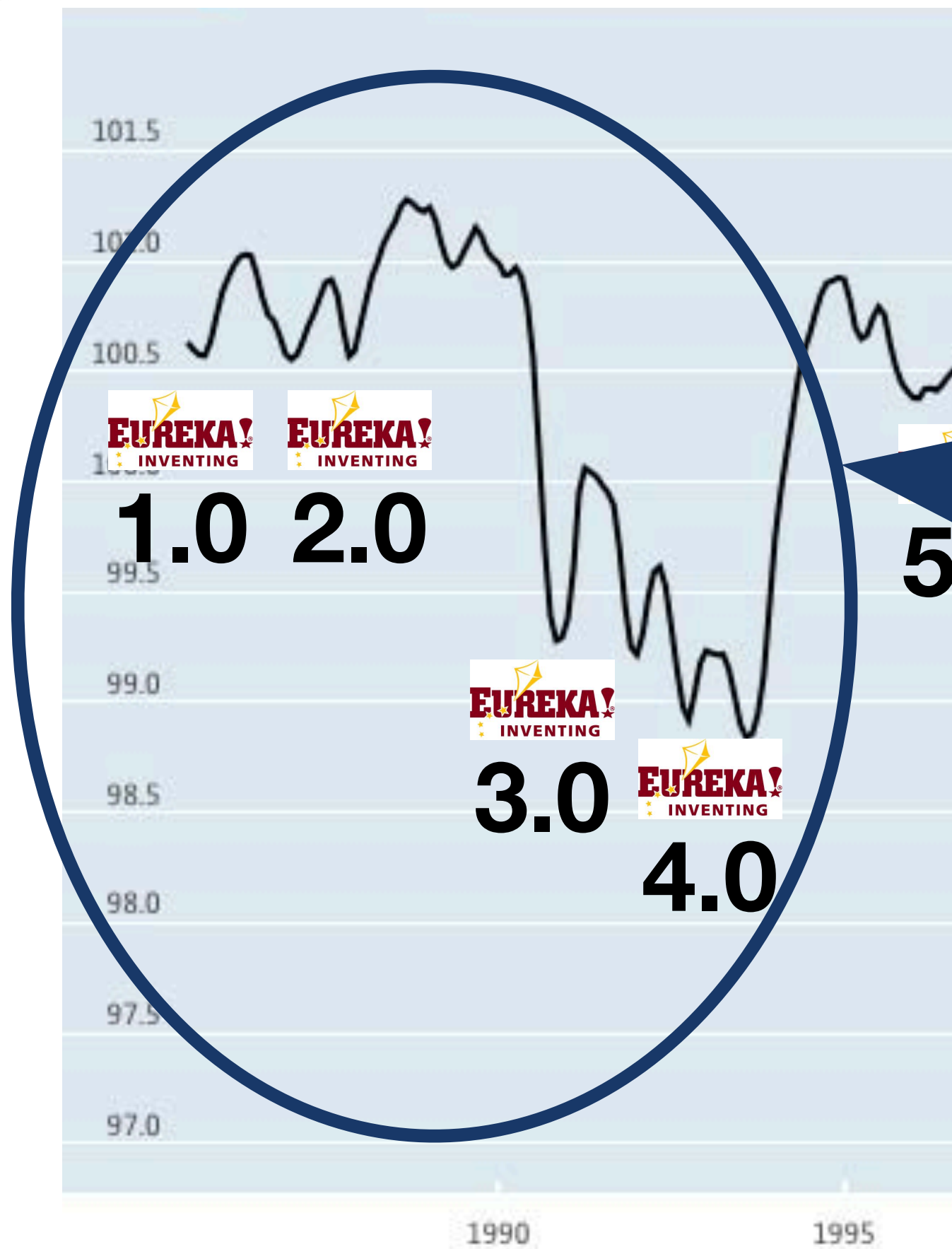
Living  
Laboratory



## INNOVATION ON INNOVATION METHODS

### 10 Major UPGRADES When Confidence Dropped

Global  
Consumer  
Confidence



# 1 BIG IDEAS come from Smarter Idea Systems

*"It's important to know customers,  
but they won't get you to WOW."*

***Stimulus and Diversity  
Stretch Our Thinking***





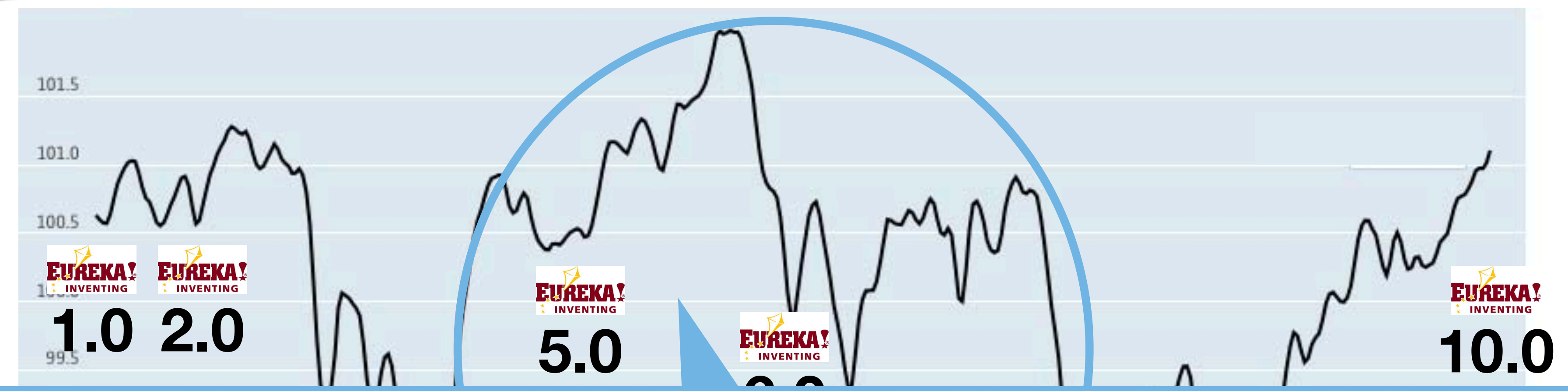
Living Laboratory



# INNOVATION ON INNOVATION METHODS

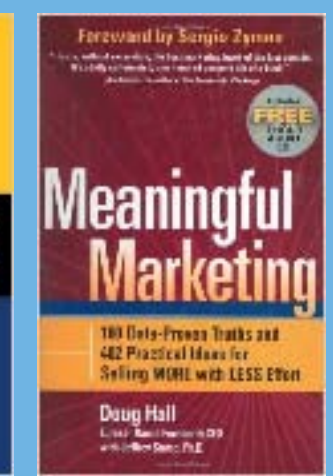
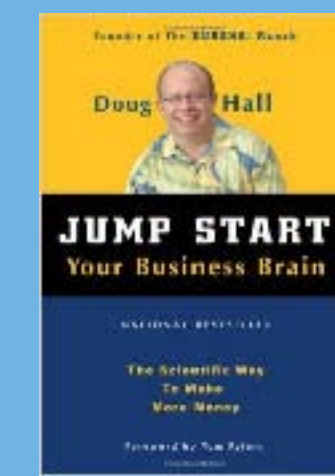
## 10 Major UPGRADES When Confidence Dropped

Global Consumer Confidence



# 2

*DATA Drives Decisions on Big Ideas*



*Write and Test for Meaningful & Unique*





Living  
Labo



# INNOVATION ON INNOVATION METHODS

## 10 Major UPGRADES When Confidence Dropped

**3** *FAILURE NOT AN OPTION*  
*Need to Turn from ART to Science*  
*= System Driven Innovation*



*Methods to Reduce Risk  
and Drive Out Fear*

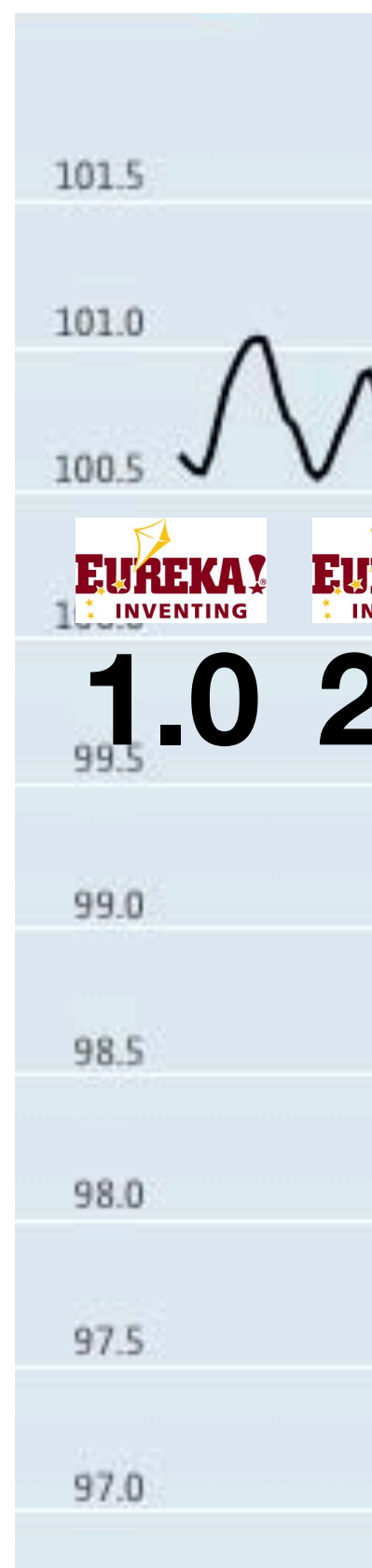






Living  
Laboratory

Global  
Consumer  
Confidence



## INNOVATION ON INNOVATION METHODS

### 10 Major UPGRADES When Confidence Dropped

# 4

*INNOVATION IS TOO IMPORTANT  
TO BE LEFT TO 1 DEPARTMENT*

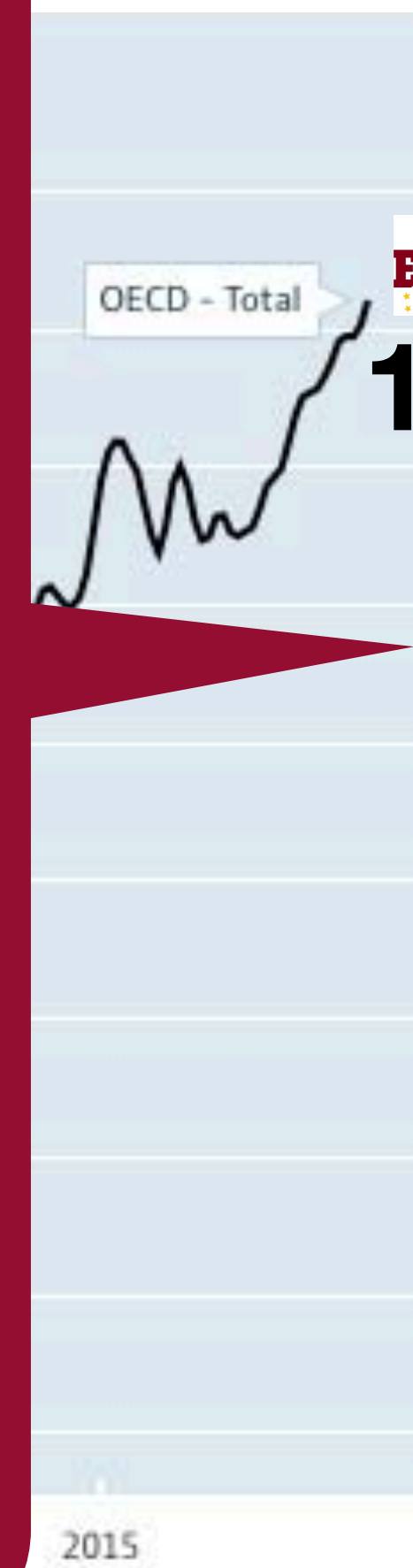
*Need to Democratize*

*Innovative Thinking across org.*

**= Scalable Systems**



**CURRICULUM, TOOLS &  
ACTIVATIONS**



10.0





PROFESSIONAL DEVELOPMENT CURRICULUM,  
TOOLS & ACTIVATIONS

An excerpt  
from our  
Curriculum





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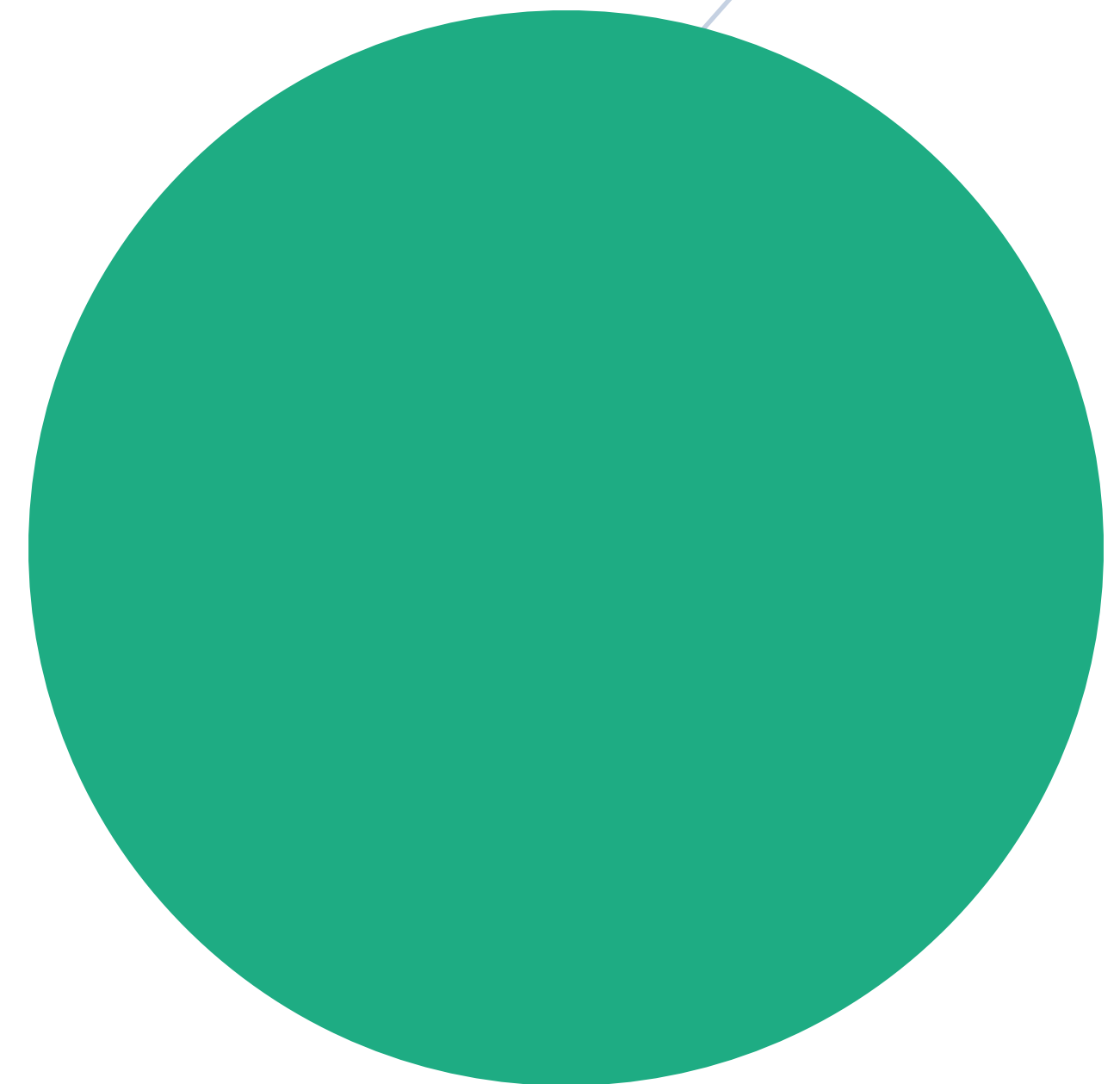
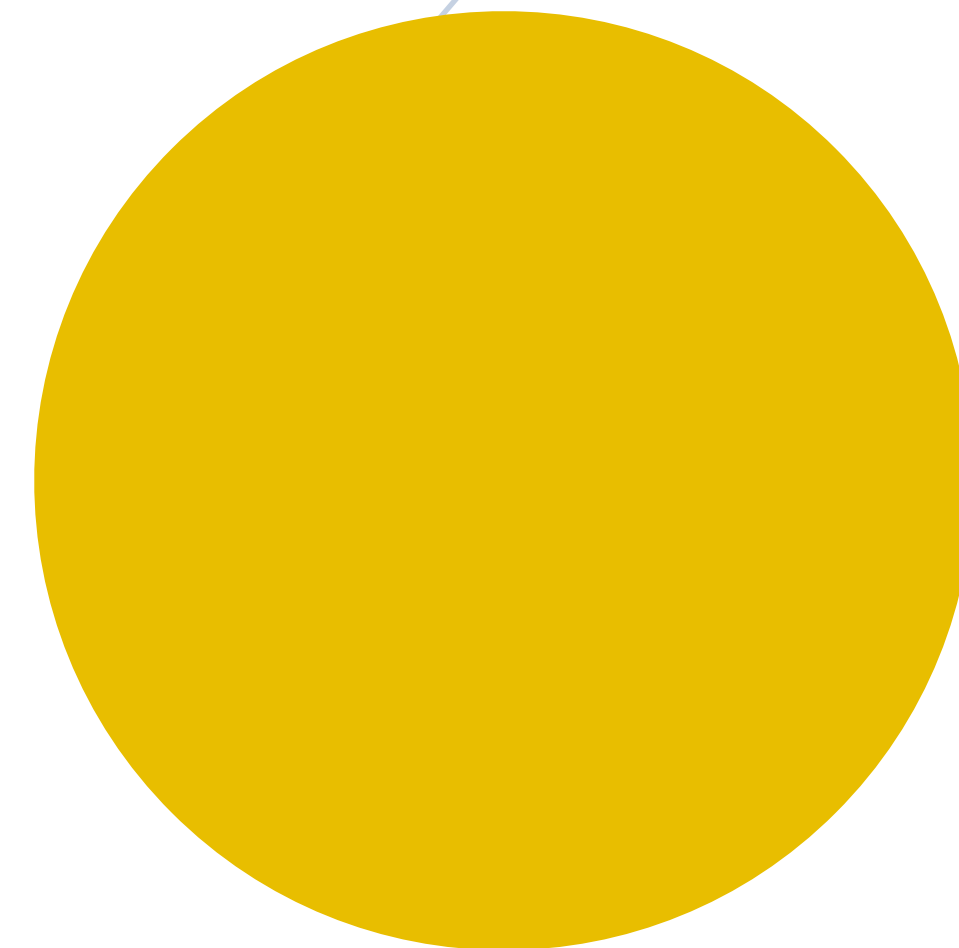
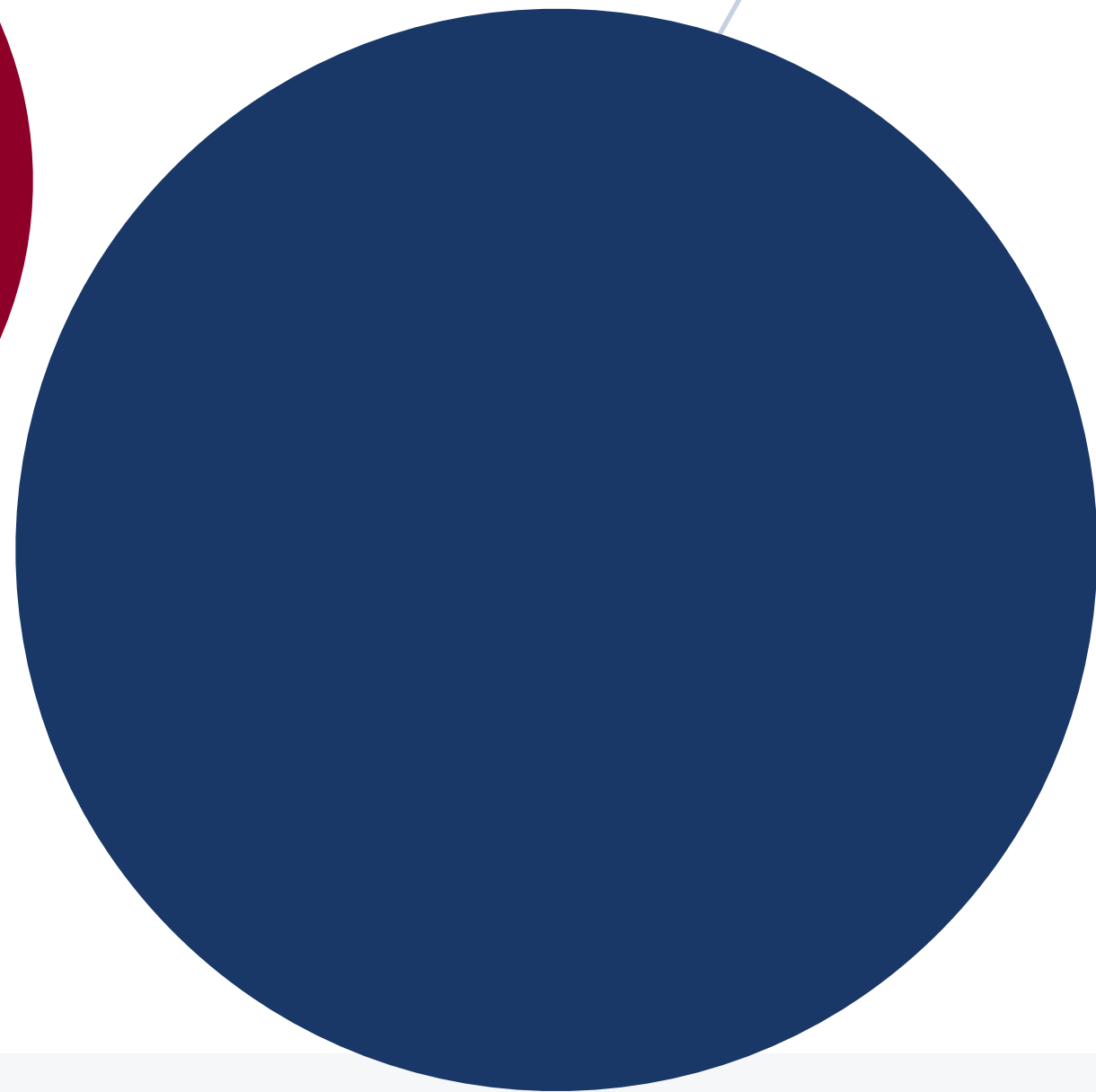
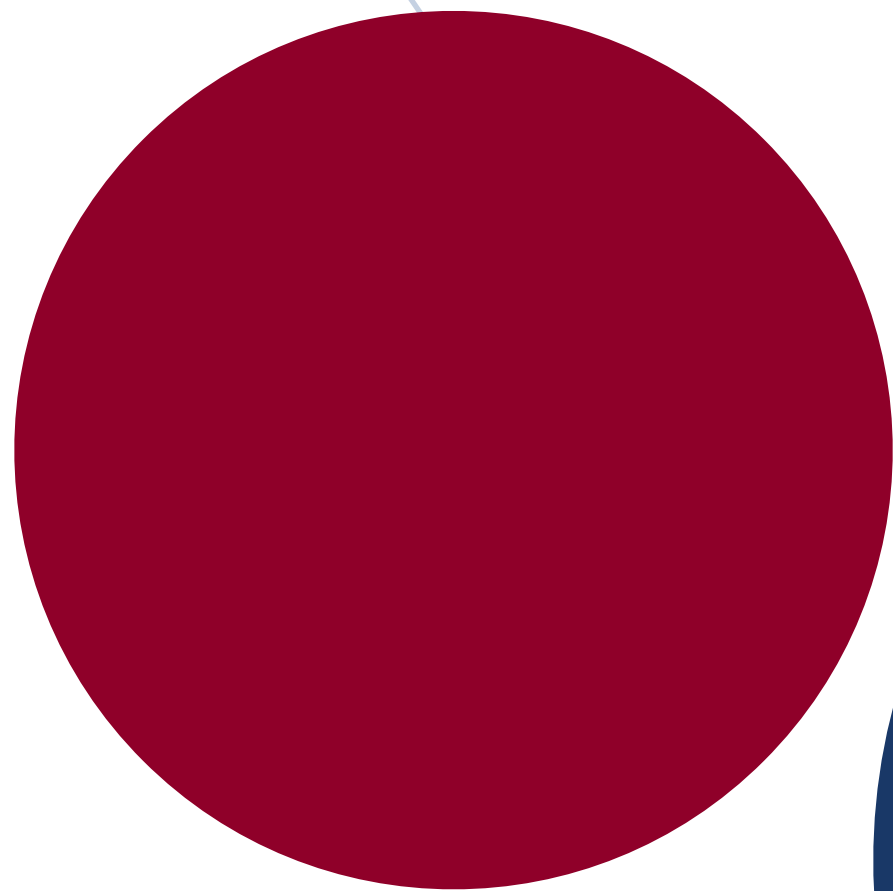
the greatest sin of all innovation







# Meaningfully Unique





**Meaningfully Unique**

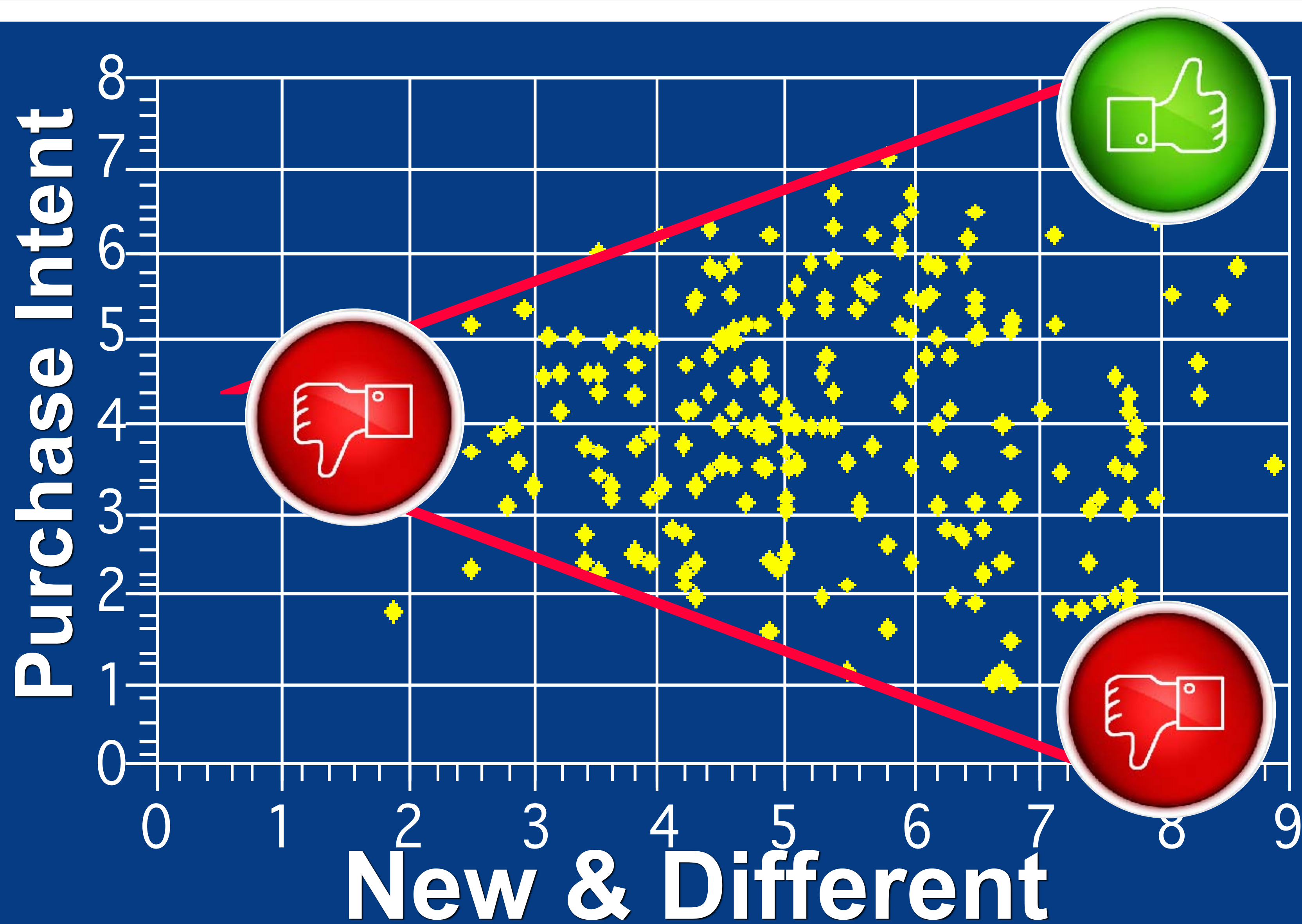


**Meaningfully Unique**



**Meaningfully Unique**







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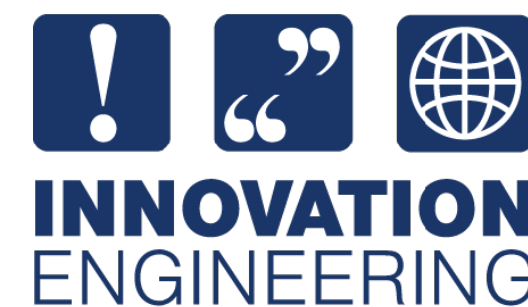
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# TORTURE TEST

**IMPOSSIBLE**  
**BIG PLAYERS OWN IT**  
**NO EXPERIENCE**  
**NO FUNDING**

**“Put your Money where  
your MOUTH IS”**







# BRILLIANT OR INSANE????

1.



2.



3.



4.



5.



6.





1.



2.



3.



4.



5.

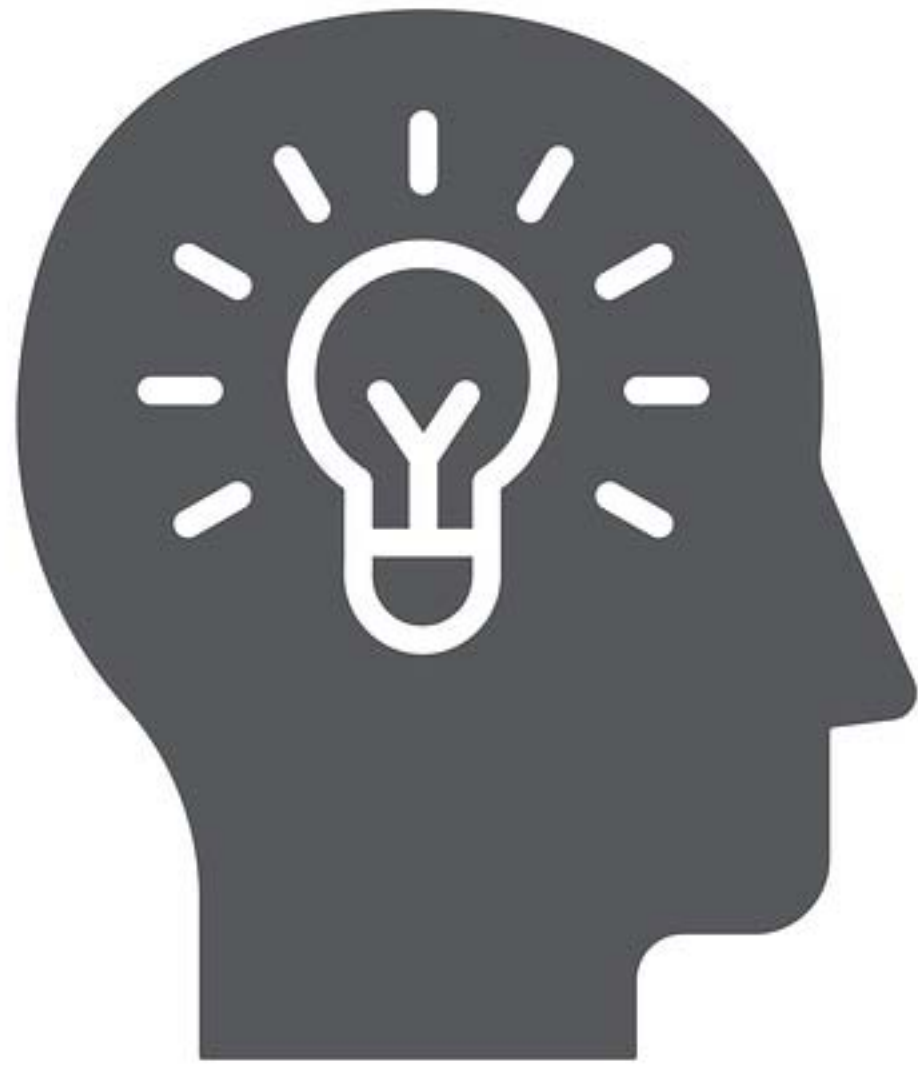


6.



THEY'RE ALL BAD!





**IDEA**

**What if we returned  
to before prohibition?**

**What if everyone  
had their own  
CUSTOM WHISKEY!**



# Fielded Consumer Research

## ON CUSTOM WHISKEY

Meaningful Uniqueness

**5.0**

**IS GOOD**

**7.0**

**IS GREAT**



**8.9**

**After Use**

**A NEW RECORD**



# THINK: Smarter



**Became**











Shameless Plug:

Custom Bourbon Events  
Saturday's at 4pm

Register at:  
[BrainBrewWhiskey.com](http://BrainBrewWhiskey.com)





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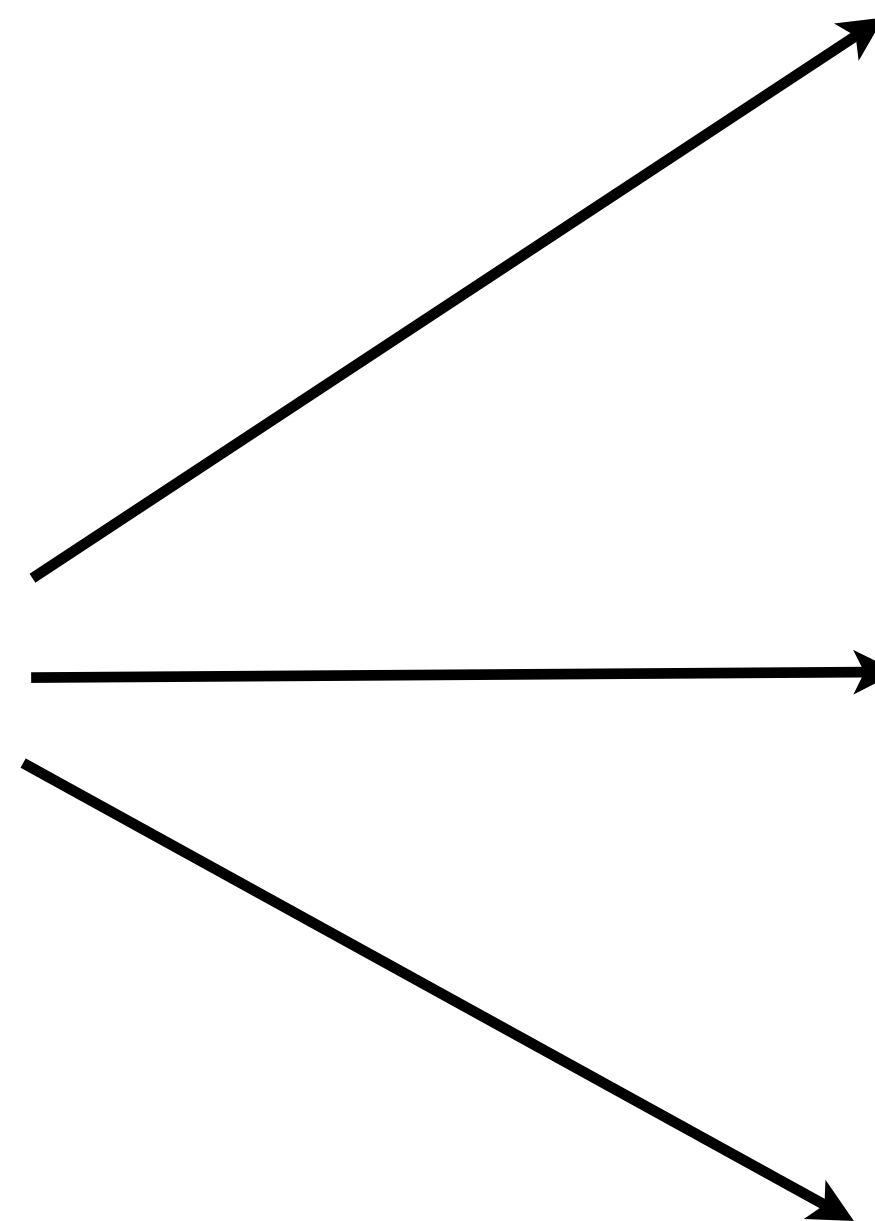
**Another quick  
way to identify if  
you have a BIG  
Meaningfully  
Unique Idea :**





MEANINGFULLY  
UNIQUE  
IDEAS HAVE  
BY DEFINITION

UNCERTAINTIES  
& RISKS



**"Re-Label" as**  
**DEATH THREATS**  
And Problem Solve

**Compromise Idea**  
To Avoid Any Risk

**Kill the IDEA**  
To Avoid Any Risk





# RESPECT THE EMOTIONAL NATURE OF FEAR

“RE-LABEL” RISKS & UNCERTAINTIES WITH  
EQUALLY EMOTIONALLY CHARGED WORDING

**Fear**



**Death Threat**

**“No”**



**Death Threat**

**Can't Make it**



**Death Threat**

**Can't Afford It**



**Death Threat**

**Can't Sell It**



**Death Threat**



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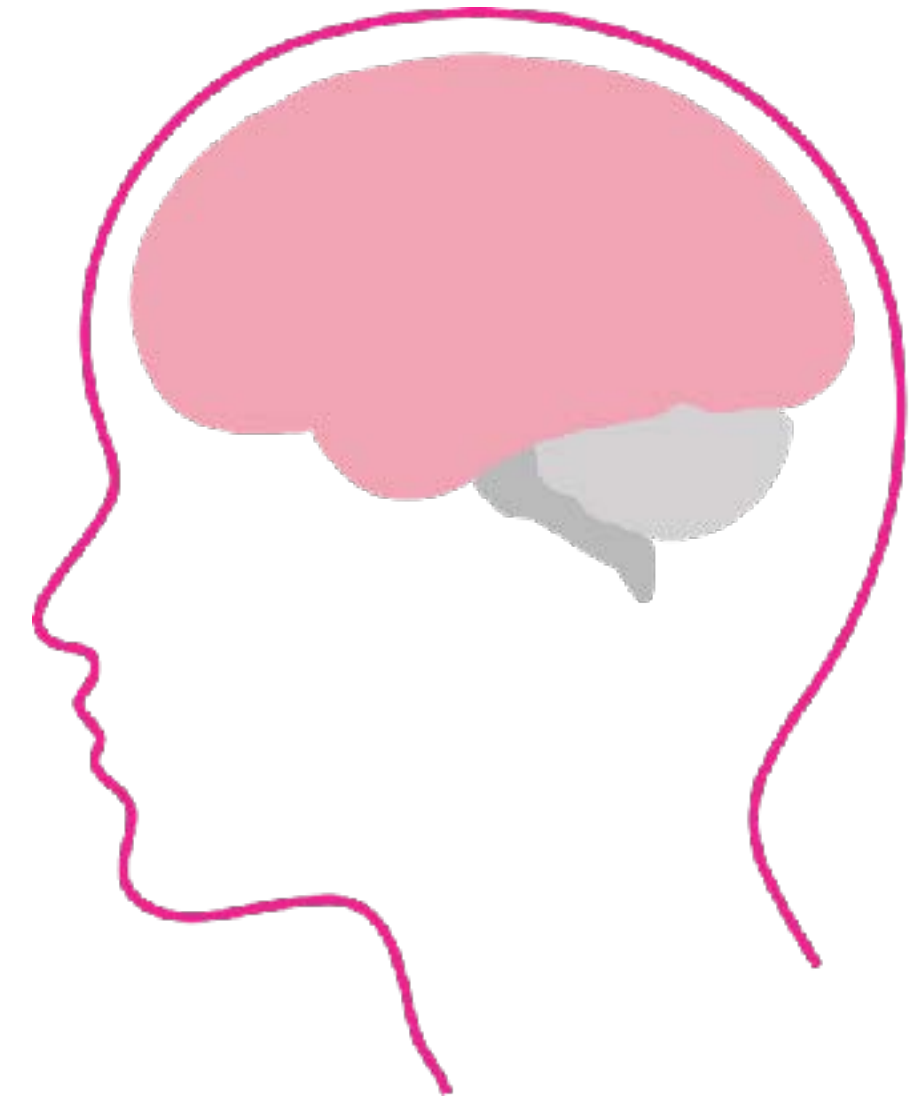
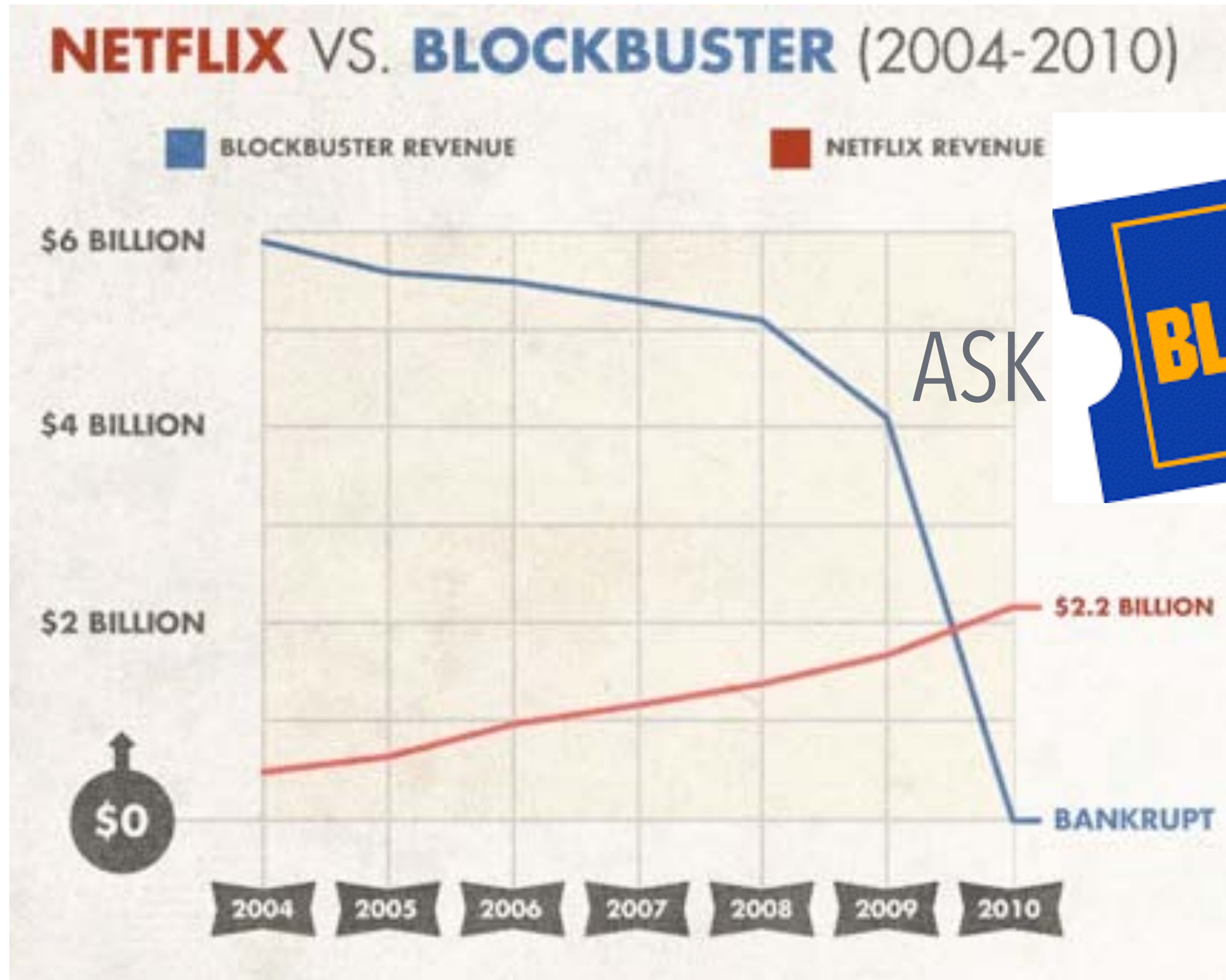
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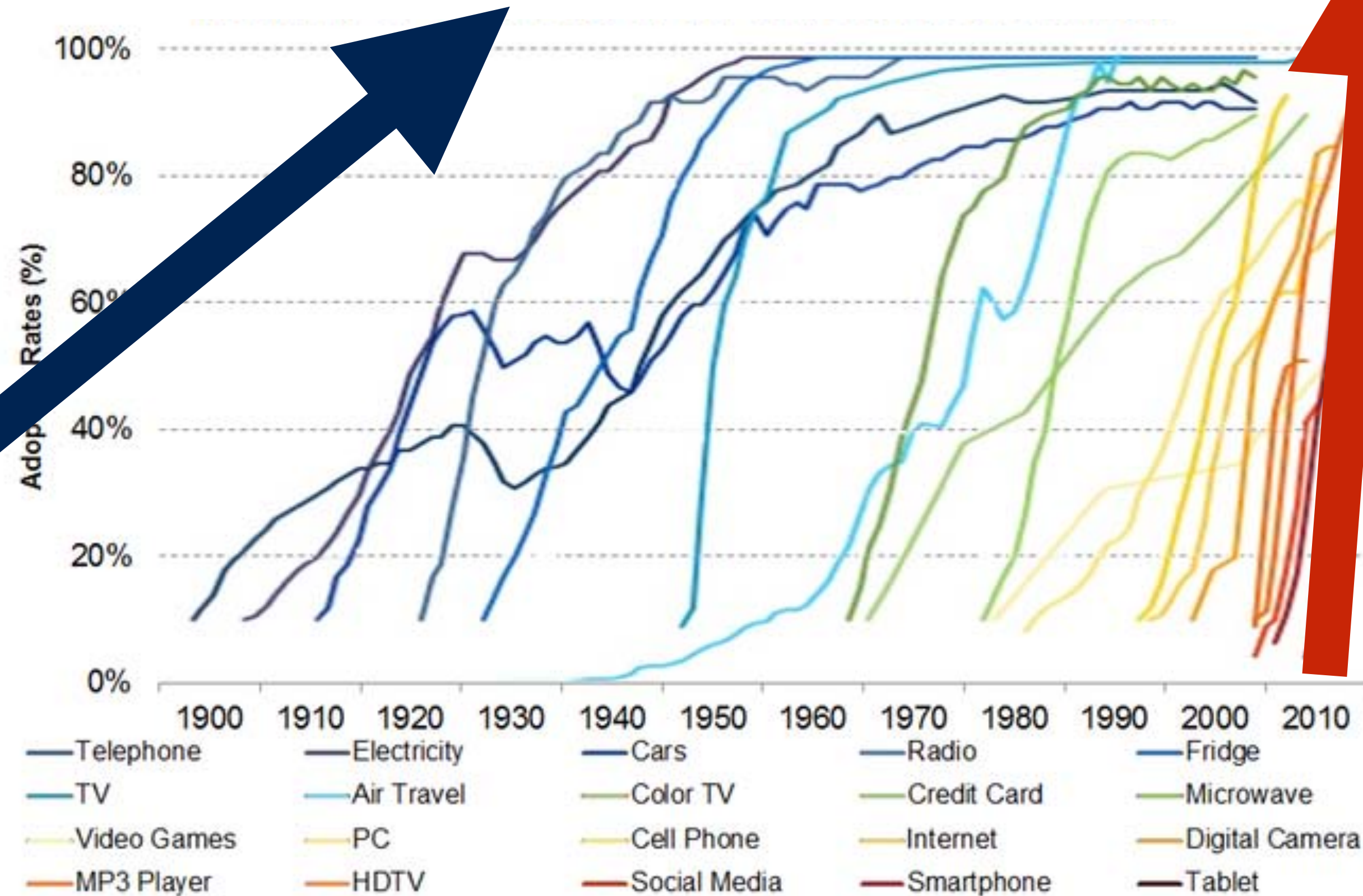
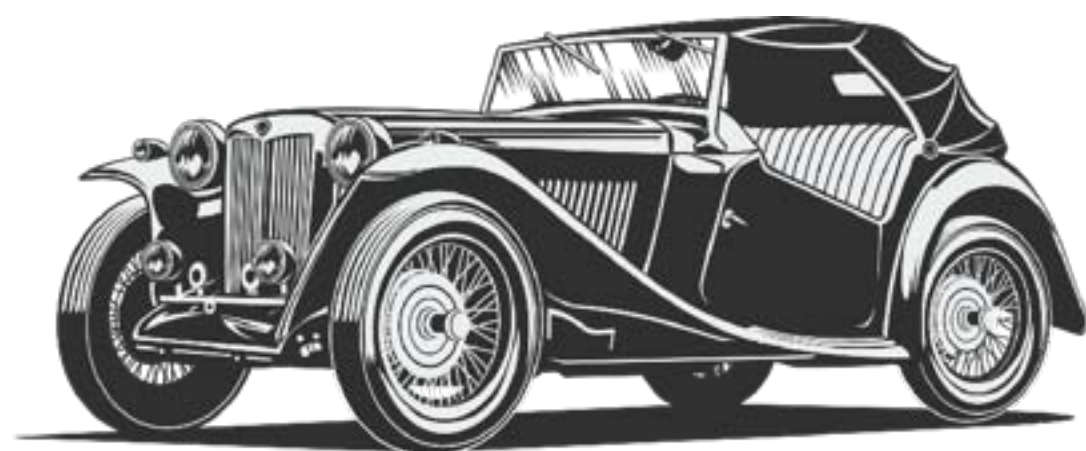
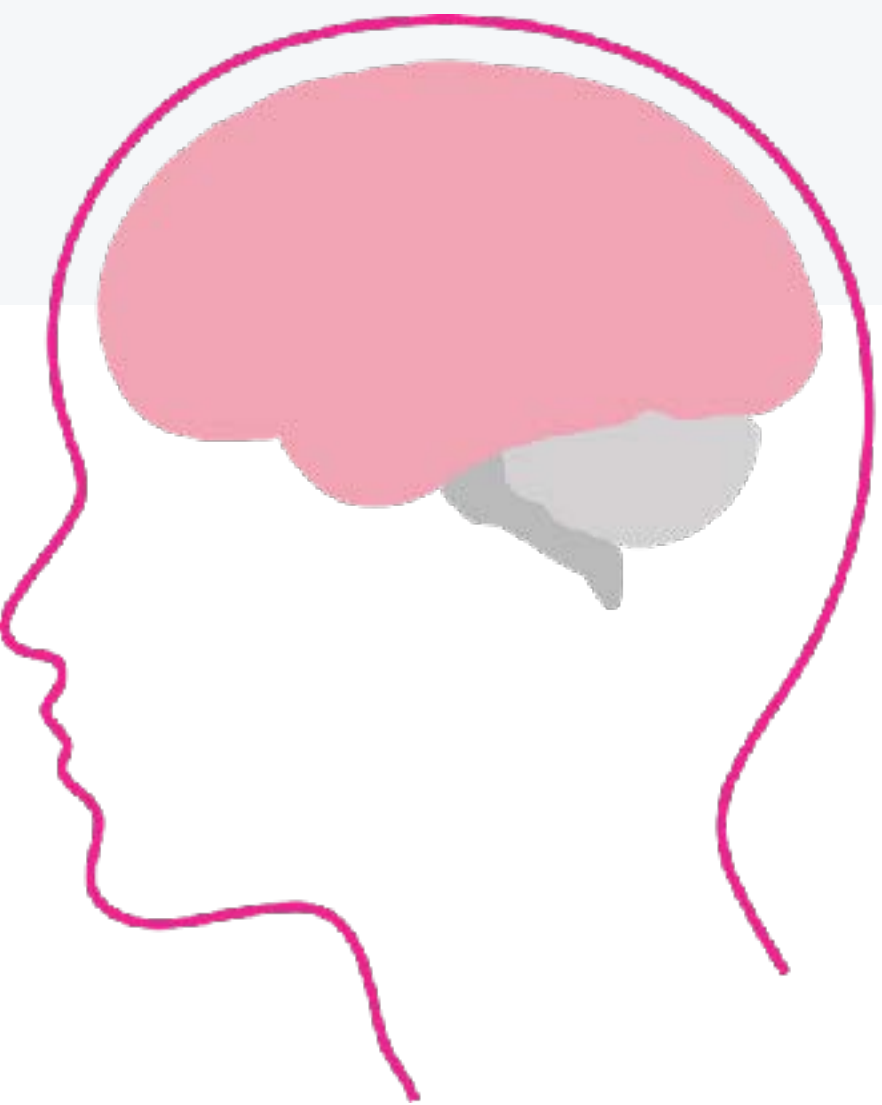


# YOU CANNOT 'OPT OUT' OF INNOVATION



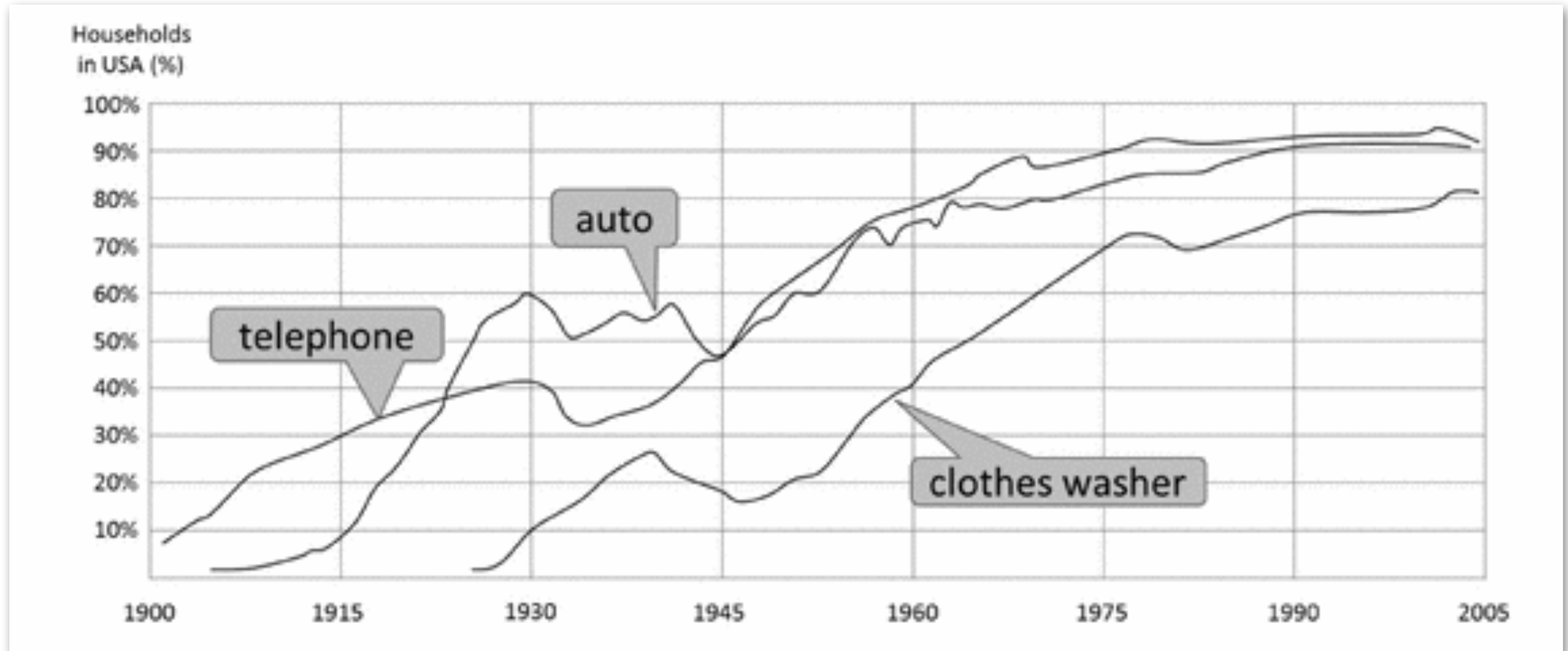


# INNOVATION IS ONLY GOING FASTER & FASTER.

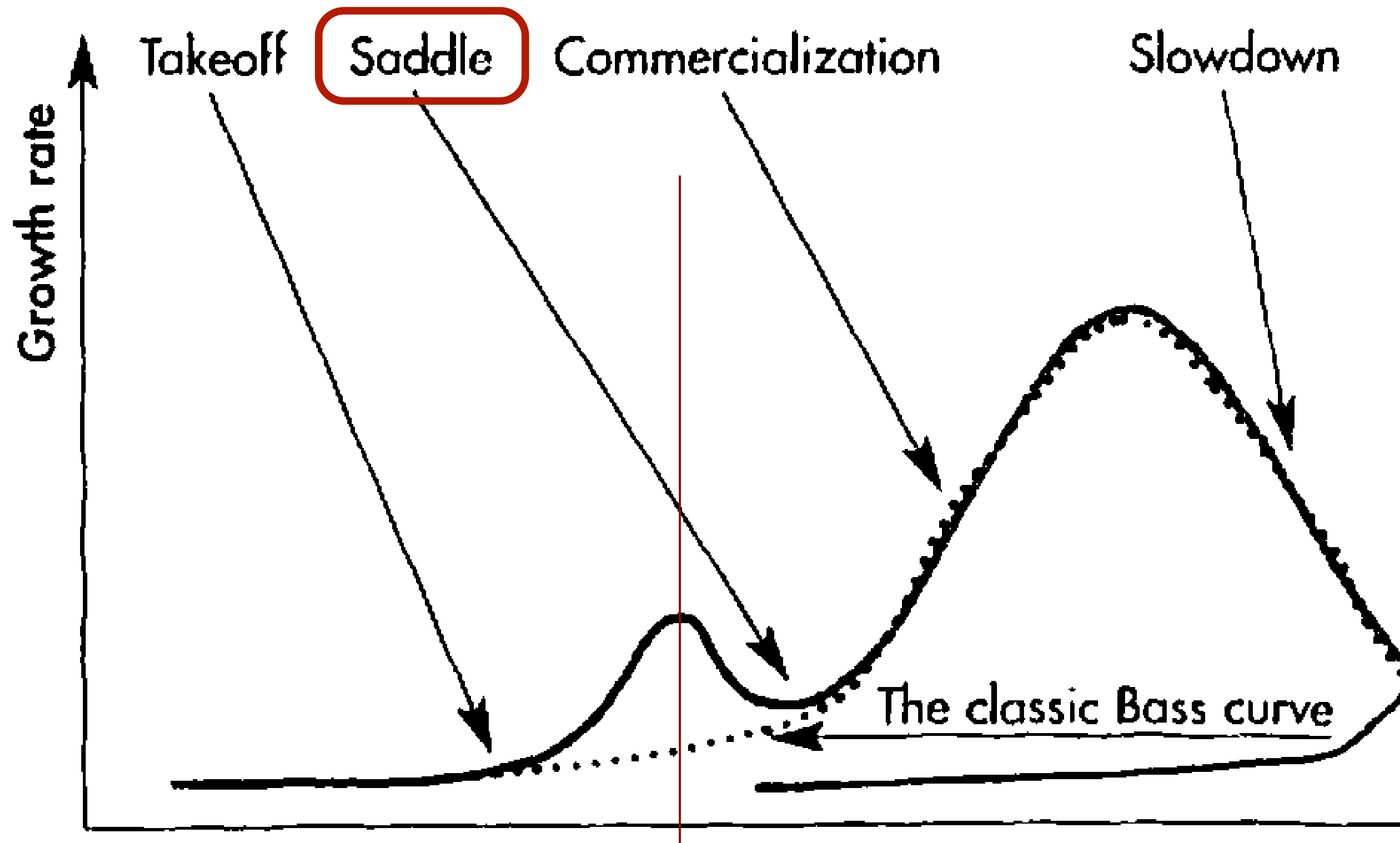




# Major Innovations/Culture Change faces a "Saddle"







**Innovators**  
"Crazy People"

**Early Adopters**  
**Early Majority**  
"Sane People"



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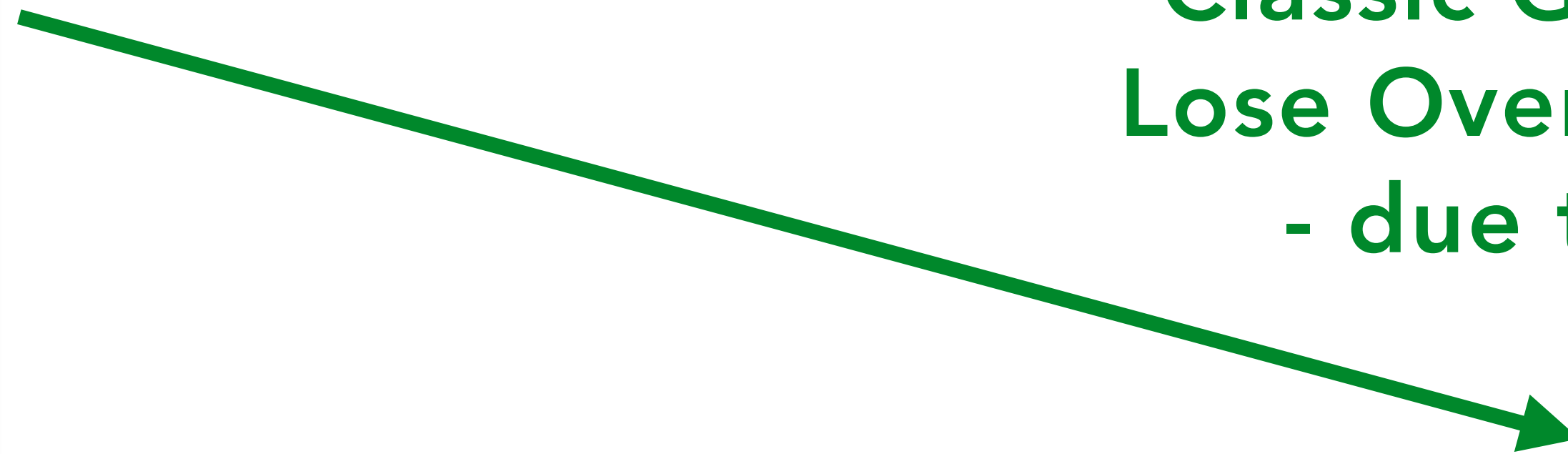


# Multiple Research Studies Find

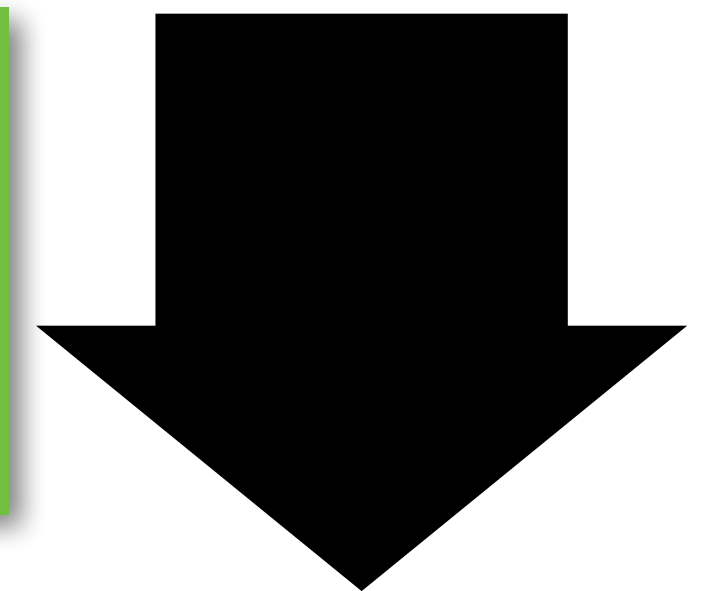
**VALUE of Projects  
When Enter  
DEVELOPMENT**

**DEVELOPMENT  
SYSTEM**

**VALUE of Projects  
When Exit  
DEVELOPMENT**



**Classic Gate System - Ideas  
Lose Over Half of their Value  
- due to Compromises**





VALUE of Projects  
When Enter  
DEVELOPMENT

DEVELOPMENT  
SYSTEM

VALUE of Projects  
When Exit  
DEVELOPMENT



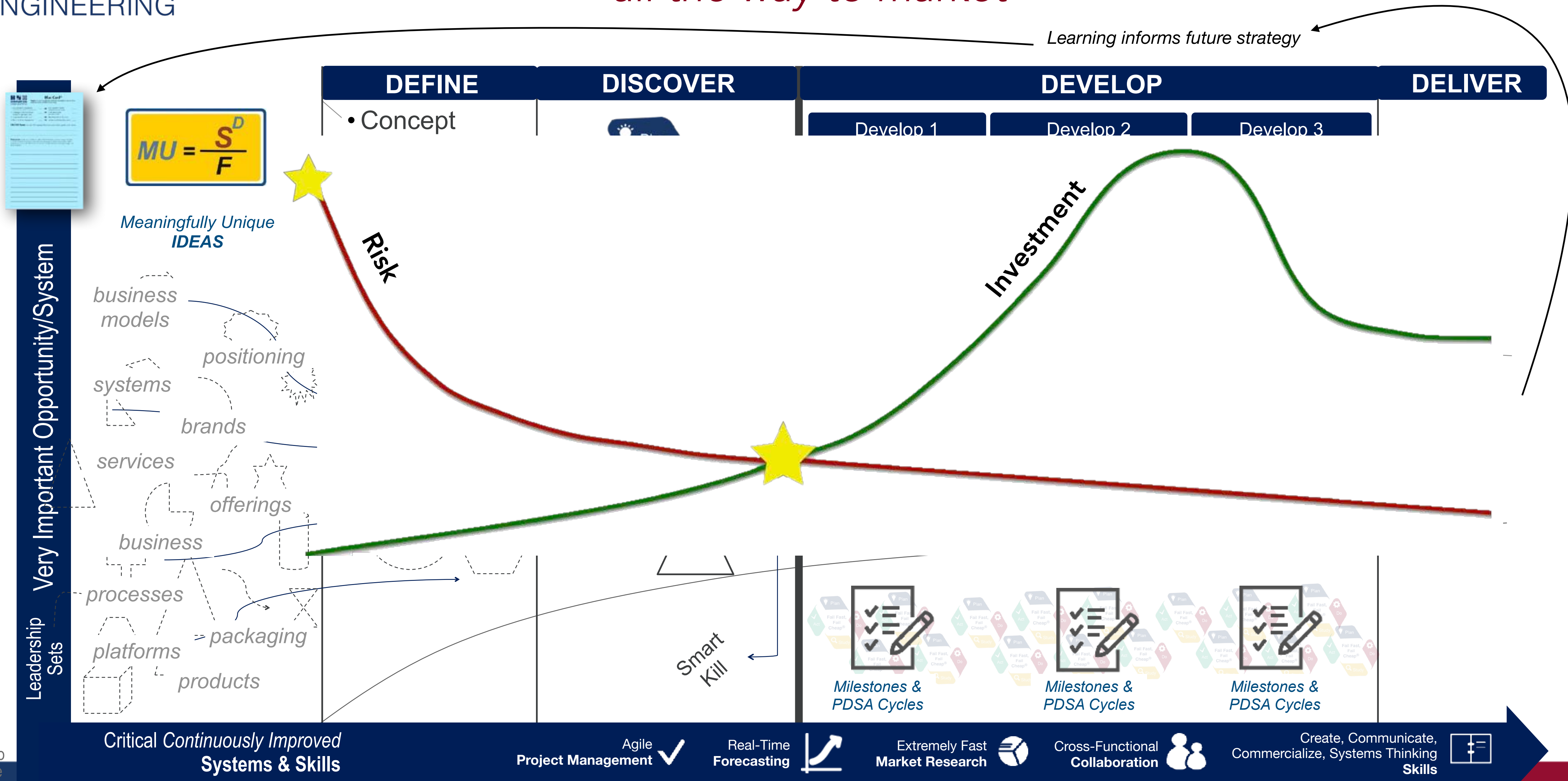
! “ G  
**INNOVATION**  
ENGINEERING®  
**System**  
Upgraded  
“Gate” System





# We Get Smarter as Fast & Cheap as Possible

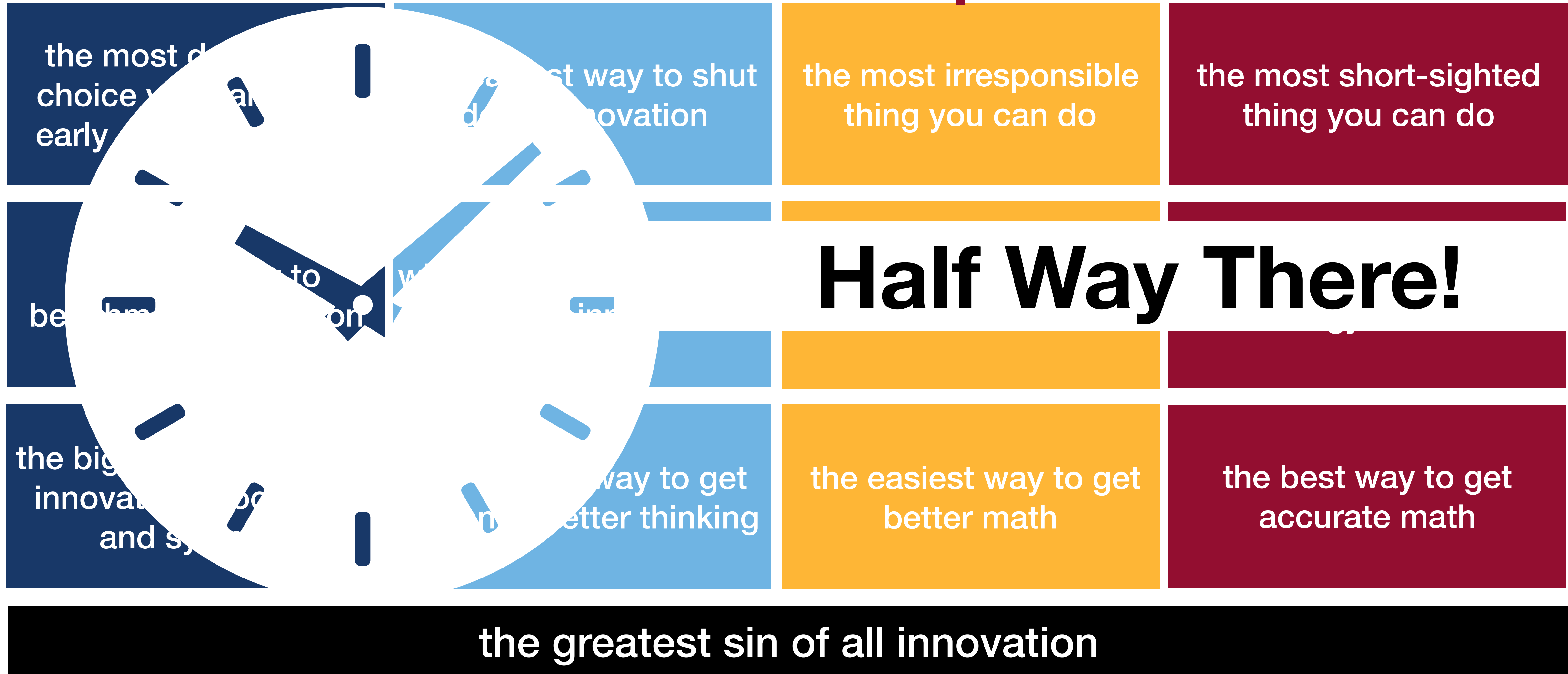
*all the way to market*





# The De-Risking Baker's Dozen for Established Companies

7.05









# INNOVATION ASSESSMENT RESULTS



## Innovation Agreement

1. Do you **PERSONALLY** agree to  
to accelerate innovation  
meaningfully in your business?

**AMAZING!**

Do you to take action

**25TH PERCENTILE**

significantly unique versus competition?

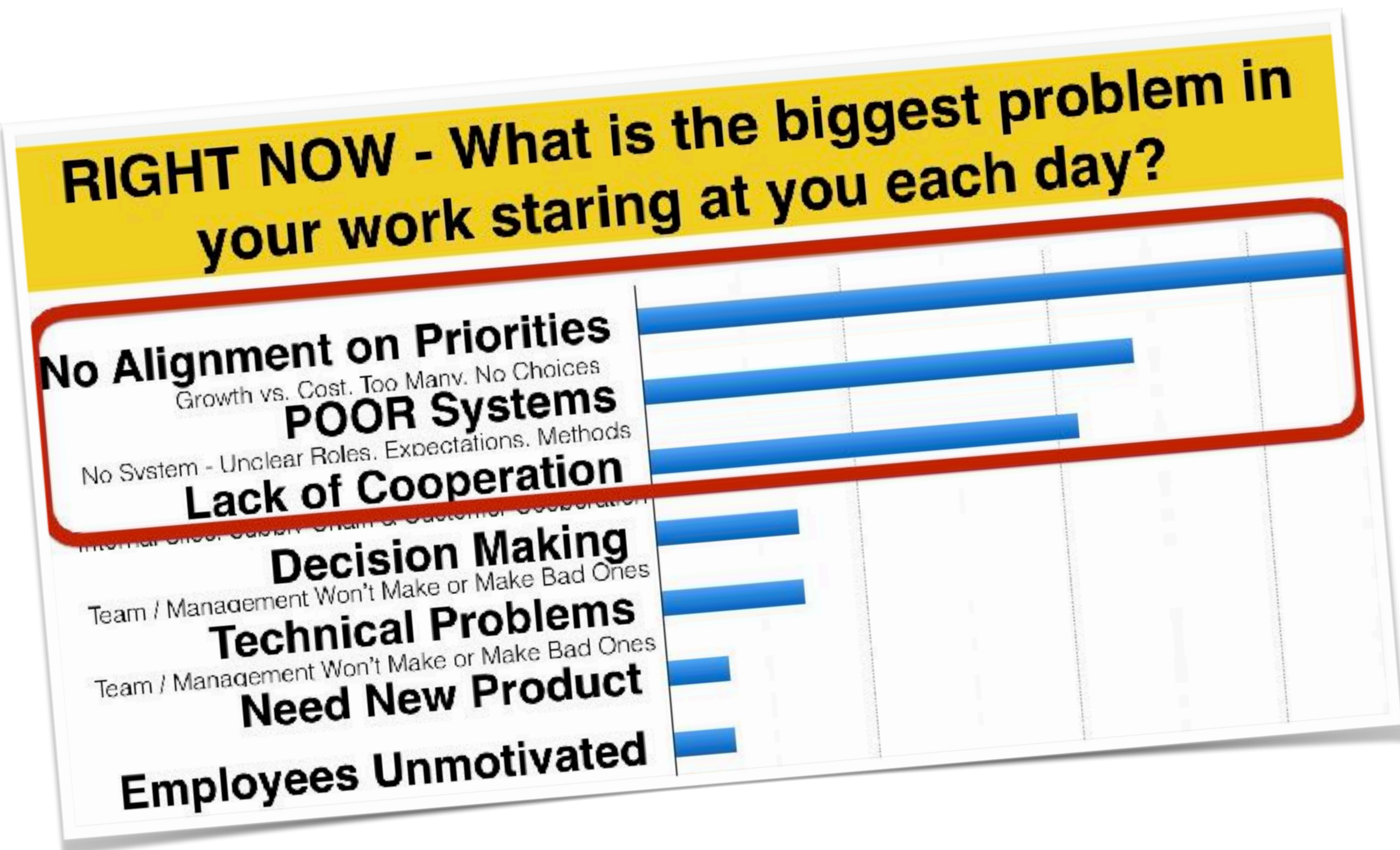
**BENCHMARK VERSUS 35,000+ OTHERS**



# Communicated with absolute Clarity

## Alignment System Based on the Military's REPLACEMENT for “Command and Control”

**Commander's Intent:** A clear and concise expression of the purpose of the operation and the desired end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired result without further order, even when the operation does not unfold as planned.




***In the absence of further orders you would know what to do...***



# What is VERY Important

- **Narrative** *(motivates employees)*
- **Strategic Mission** *(real & clear vision)*
- **Strategic Exclusions** *(what not doing)*
- **Tactical Constraints** *(reality check)*
- **Exploration Areas** *(where to start)*

**Blue Card™**  
Purpose: To maximize alignment between leadership's strategy and how employees invest available time & energy.

1. Very Important Opportunity <small>Innovations for current or new customers</small>	OR Very Important System <small>Innovations for how we work</small>
2. Looking for LEAP Innovations <small>Potential for High Impact &amp; Risk</small>	OR CORE Innovations <small>Low Impact &amp; Risk</small>
3. Long Term Blue Card "years"	OR Short Term Blue Card "months"
4. This is for the Total Company	OR for Specific Division/Department

**VIO/VIS Name:** Give this VERY Important Blue Card a name that is suggestive of the mission.

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**Narrative:** Tell the story of WHY it is VERY IMPORTANT that we focus energy on this Blue Card. The Narrative should be so clear that if employees get no further direction they will be motivated to work on this Blue Card and will know exactly what the Leadership's strategic and tactical intent is.

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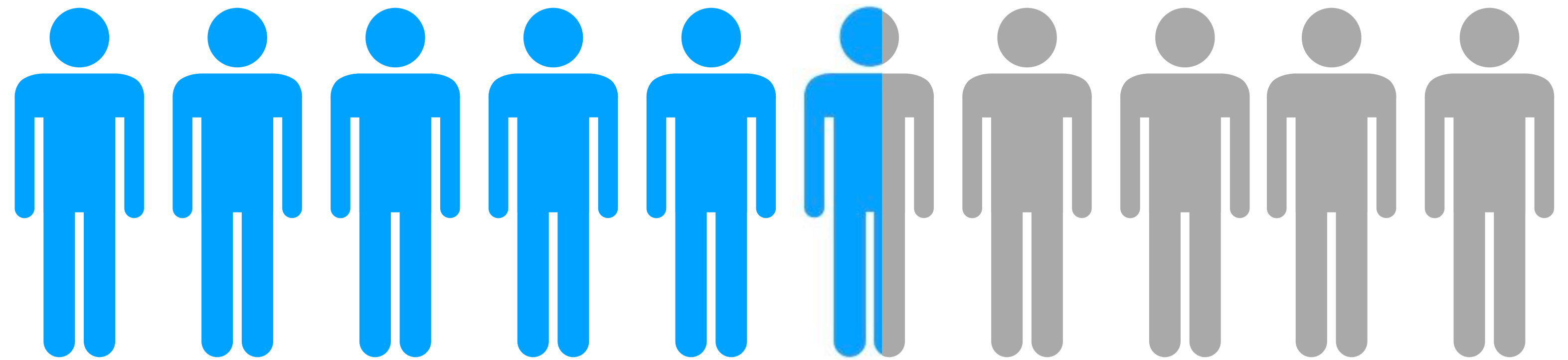






# World Economic Forum, Future of Jobs

By 2022, no less than **54%** of all employees will **require significant re- and upskilling.**



**Skills needed:**

Analytical Thinking

Innovation

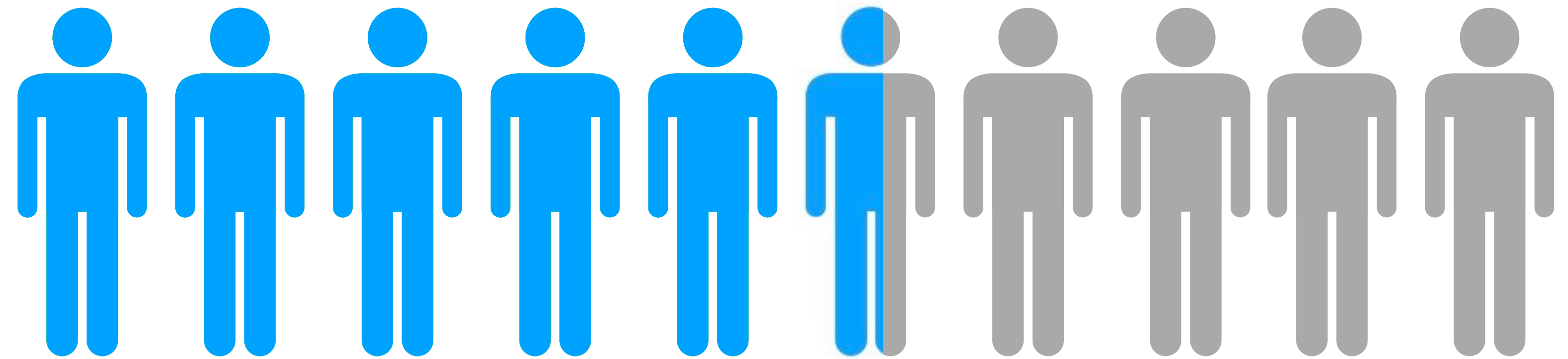
Active Learning

Learning Strategies



# #1 Strategy for Addressing the Skill Gap

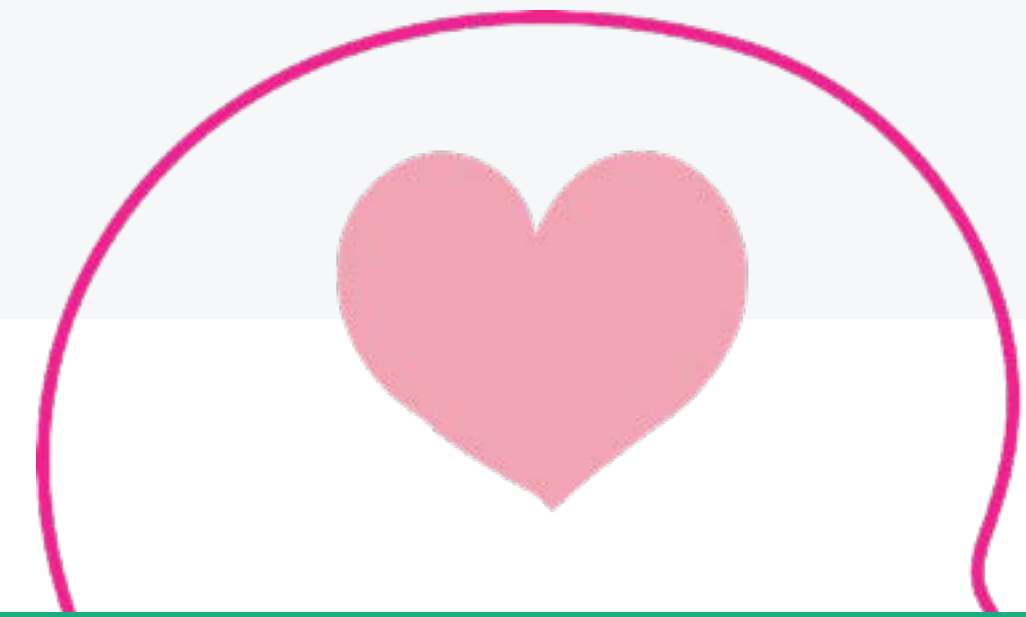
“hire wholly new permanent staff, external contractors, temporary staff & freelancers.”



*Skills are transferrable, business knowledge (product/customer/market) is as well but has a much bigger learning curve.*



**YOU CAN CHANGE YOUR OWN WORLD...  
EVEN IF IT SEEMS IMPOSSIBLE.**



**YOU CAN'T GET WATER TO PEOPLE  
IN AN EMERGENCY FAST ENOUGH.**



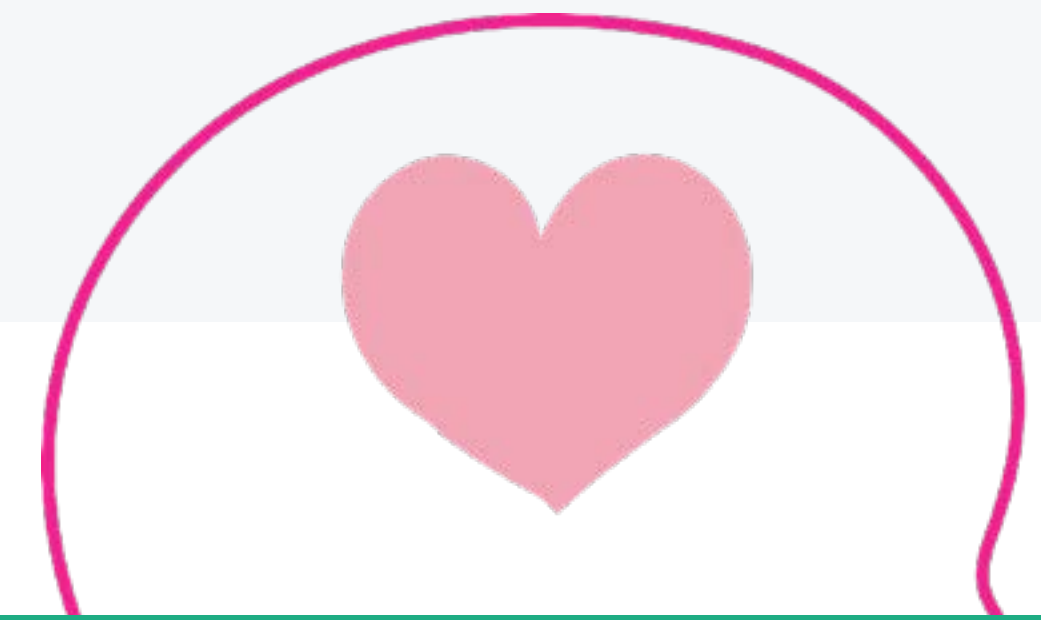
FIONA BEDDINGTON  
**DESIGN ENGINEER**



Invented a water distribution system that can be set up in 3 minutes and provide water for 650 people after a disaster. And that means, survival.



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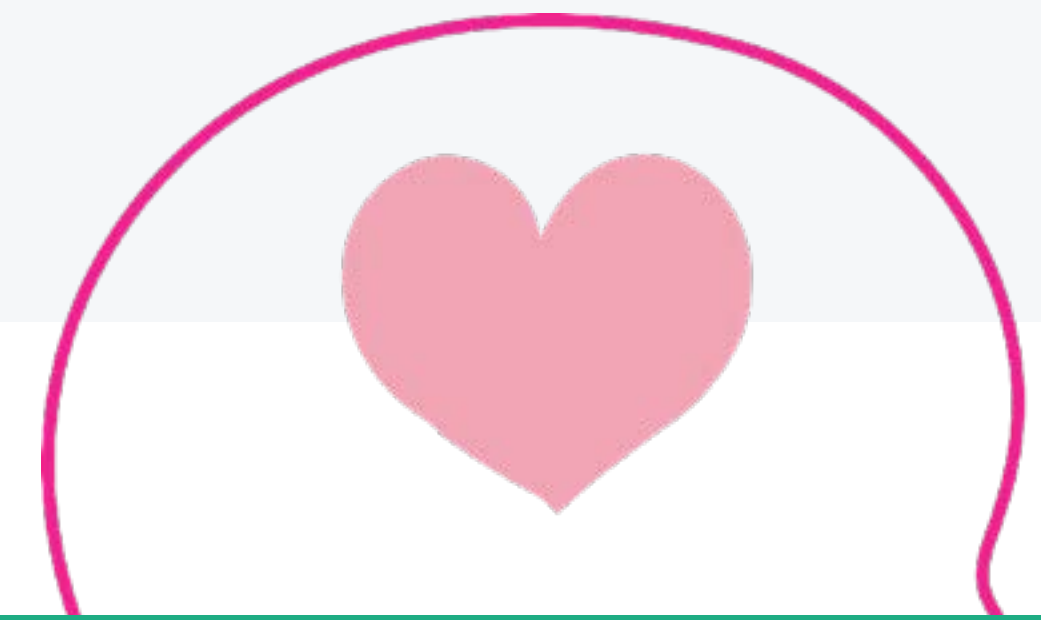
YOU CAN'T INNOVATE IN A COMMODITY BUSINESS  
LIKE BOLTS.

A screenshot of the SmartBolts website. The header features the 'SmartBolts®' logo in orange and white, with the tagline 'Direct Tension Indicating Fasteners' below it. A small 'MADE IN AMERICA' flag is on the right. A red navigation bar contains links: HOME, ABOUT US, DTI SMARTBOLTS®, BLOG, and CONTACT US. Below the navigation bar is a large image of several hexagonal bolts with red centers. The main content area is divided into two columns. The left column has a close-up image of a bolt head with 'JDTE' and 'SKIDMORE' markings, followed by a headline in red: 'Fastener installation and inspection has never been more safe, accurate, and fast — with visual Direct Tension Indicating SmartBolts®'. Below this is a paragraph in grey: 'With SmartBolts® you'll know FOR CERTAIN whether critical joints are tight at installation and whether they remain tight throughout the service life of the fastener.' and a sub-headline 'Get the SmartBolts Advantage'. The right column is titled 'Company News' and lists three items in green: 'SII Adds CNC Turning Center to Manufacturing Capability', 'Representatives from NIST's Manufacturing Extension Partnership Visit SII', and 'The 'Friction Flaw' with'.

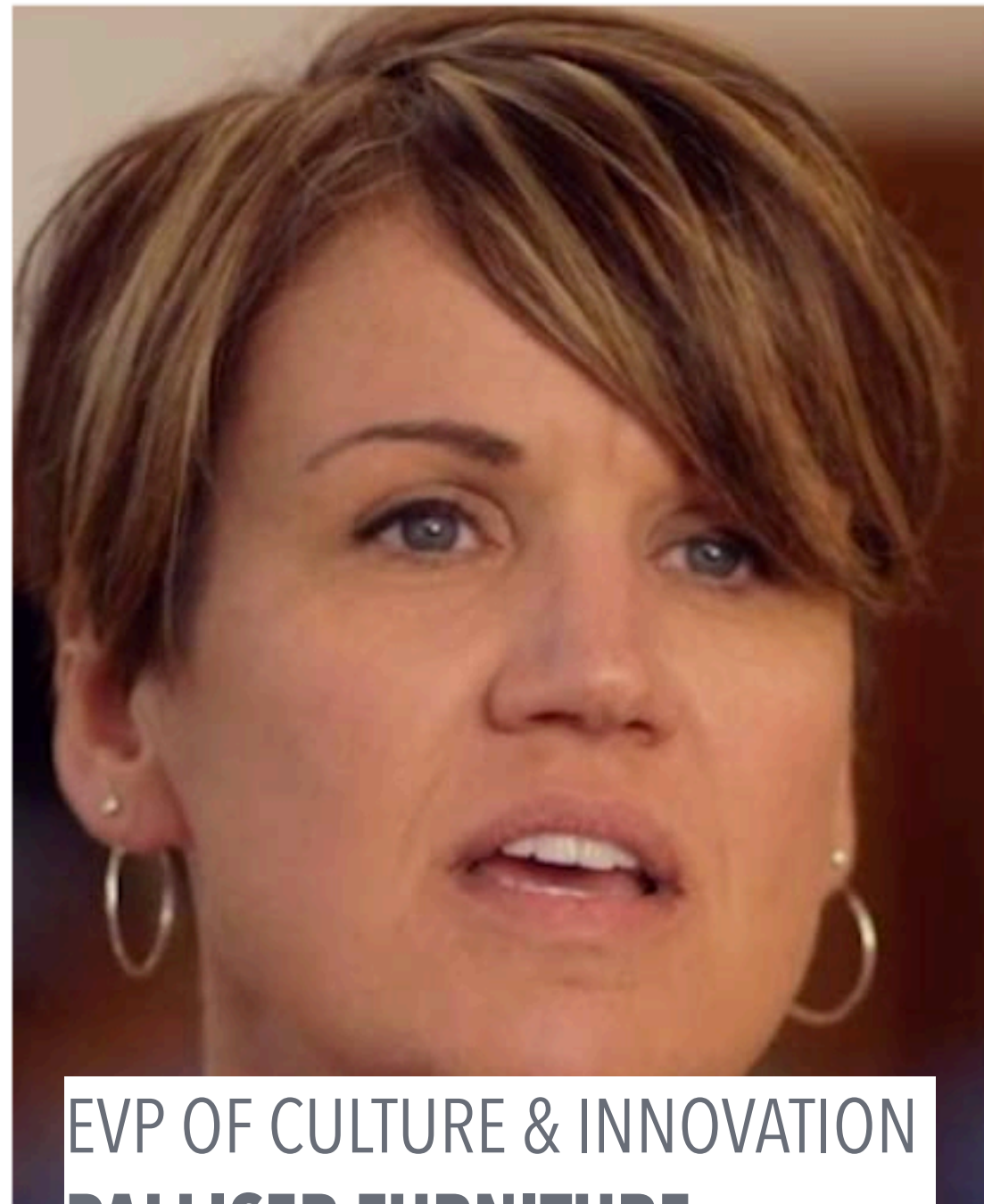
REDUCES  
MAINTENANCE  
TIME BY 80%



**YOU CAN CHANGE YOUR OWN WORLD...  
EVEN IF IT SEEMS IMPOSSIBLE.**



**YOU CAN'T FIND GOOD EMPLOYEES  
AT A TIME WHEN YOU NEED THEM MOST.**



**EVP OF CULTURE & INNOVATION  
PALLISER FURNITURE**



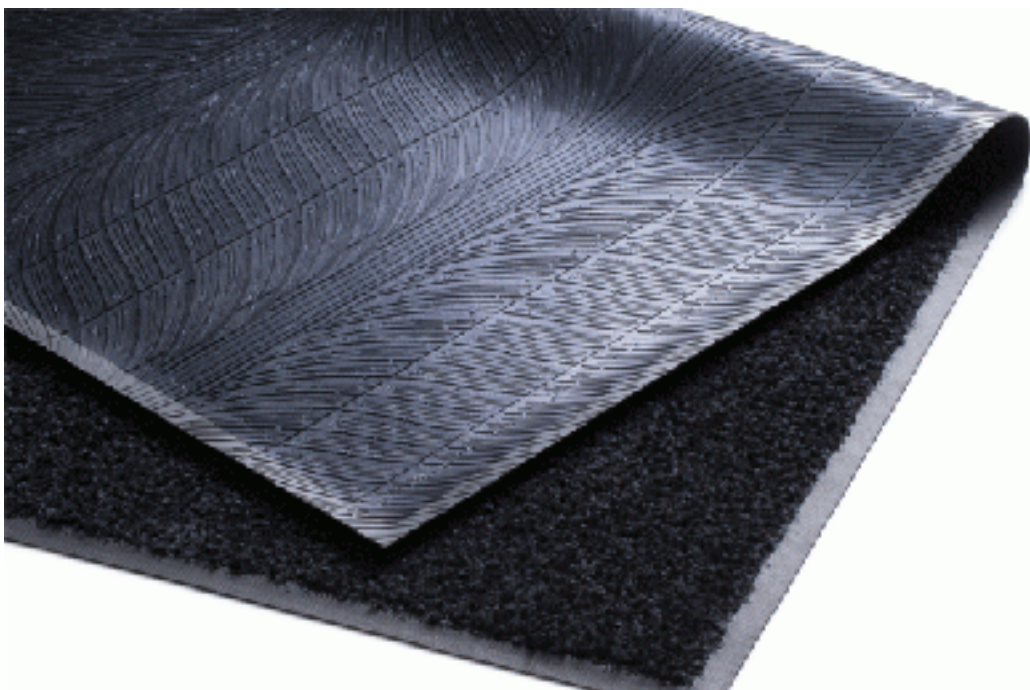
Re-invented  
recruiting through  
local happy hours to  
get millennials to  
engage with them.



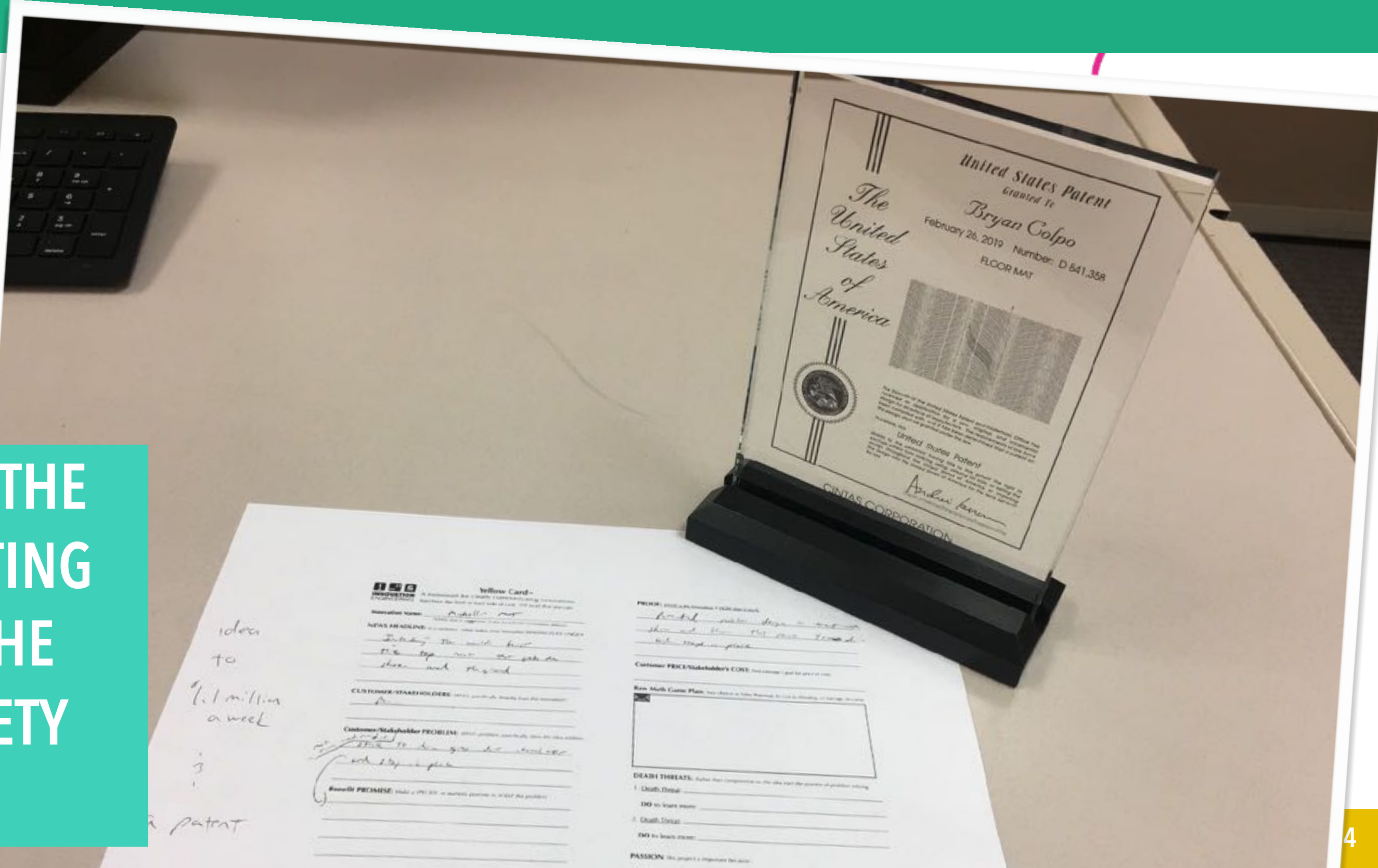
YOU CAN CHANGE YOUR OWN WORLD...  
EVEN IF IT SEEMS IMPOSSIBLE.



INTERNAL STAFF GROUPS CAN'T INNOVATE.  
ESPECIALLY NOT PROCUREMENT.

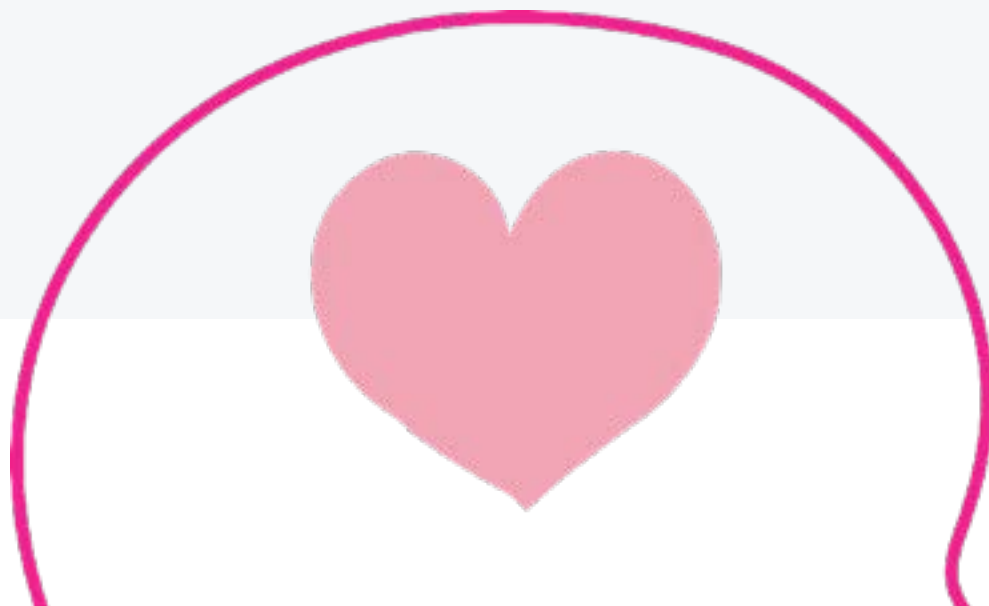


CINTAS MAT FEATURES THE  
HIGHEST TRACTION RATING  
EVER RECORDED BY THE  
NATIONAL FLOOR SAFETY  
INSTITUTE

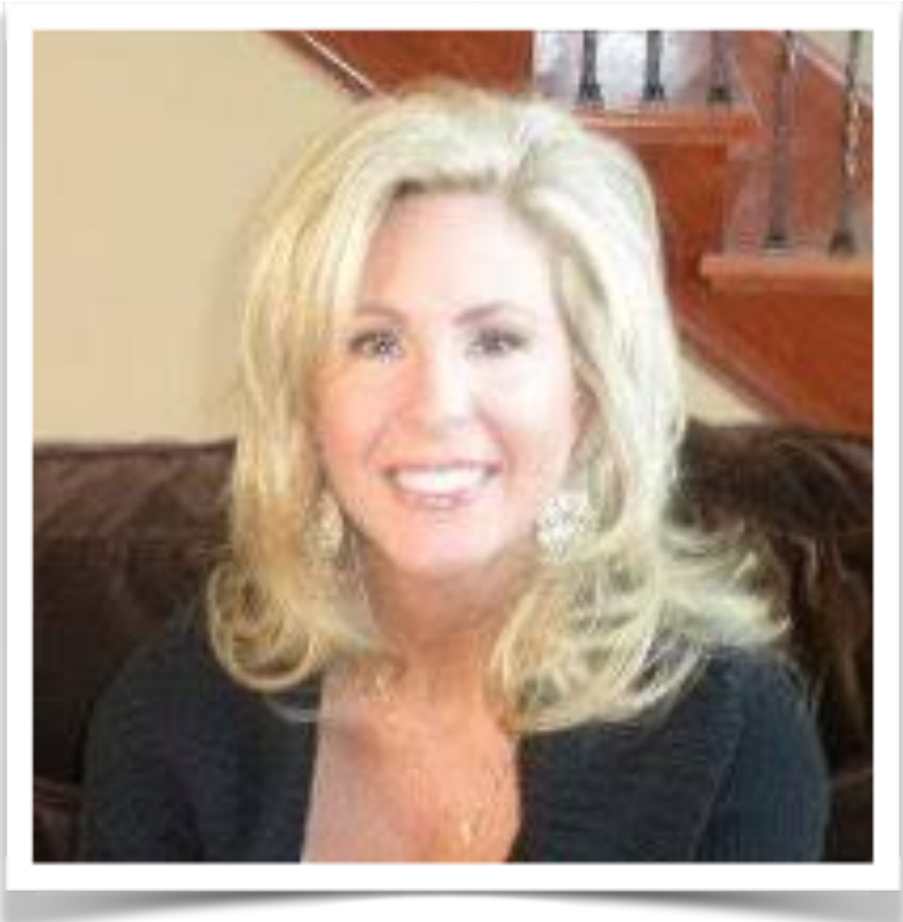






YOU CAN CHANGE YOUR OWN WORLD...  
EVEN IF IT SEEMS IMPOSSIBLE.

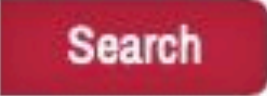


YOU CAN'T INNOVATE IN A GOVERNMENT RFP RESPONSE.  
AND ESPECIALLY NOT IN HEALTHCARE.









Plans & Eligibility

Find a Doctor

What's Covered

Costs

Life Events

Forms & Claims

About Us

News Center

Changes

Regions

[Home](#) > [About Us](#)


[Print](#) | [Need Larger Text?](#)

### About Us


TRICARE is the health care program for uniformed service members, retirees, and their families [around the world](#).

TRICARE provides [comprehensive coverage](#) to all beneficiaries, including:


- [Health plans](#)



Find a TRICARE Plan



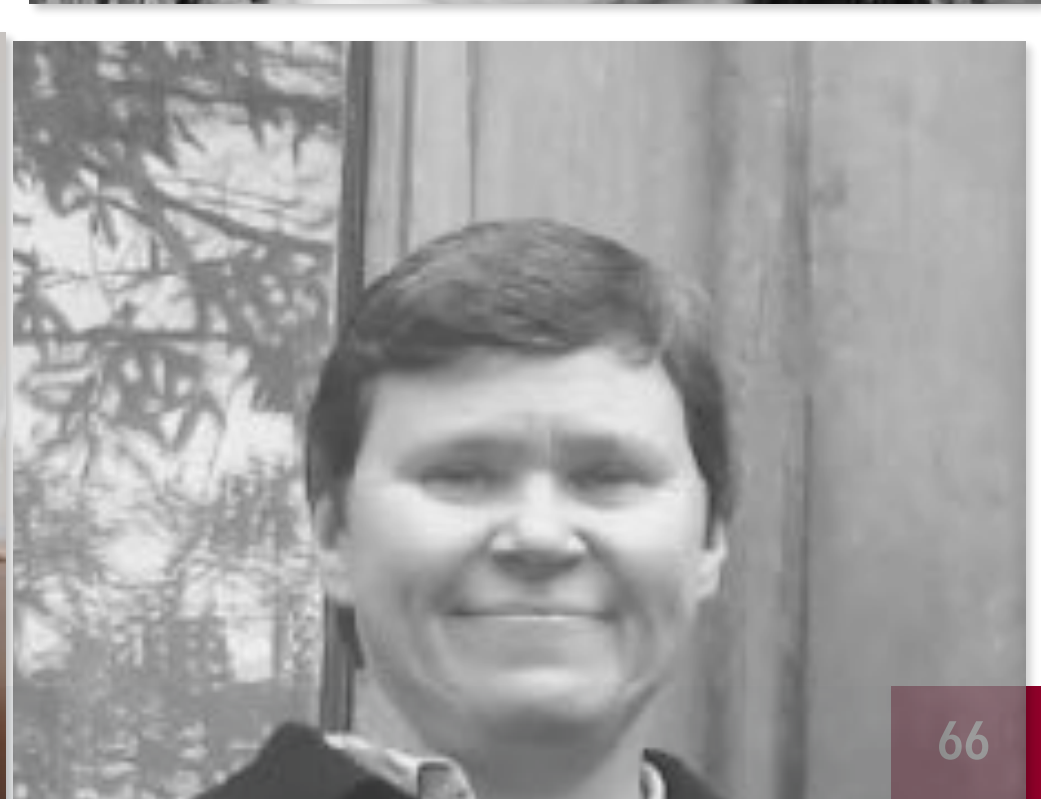
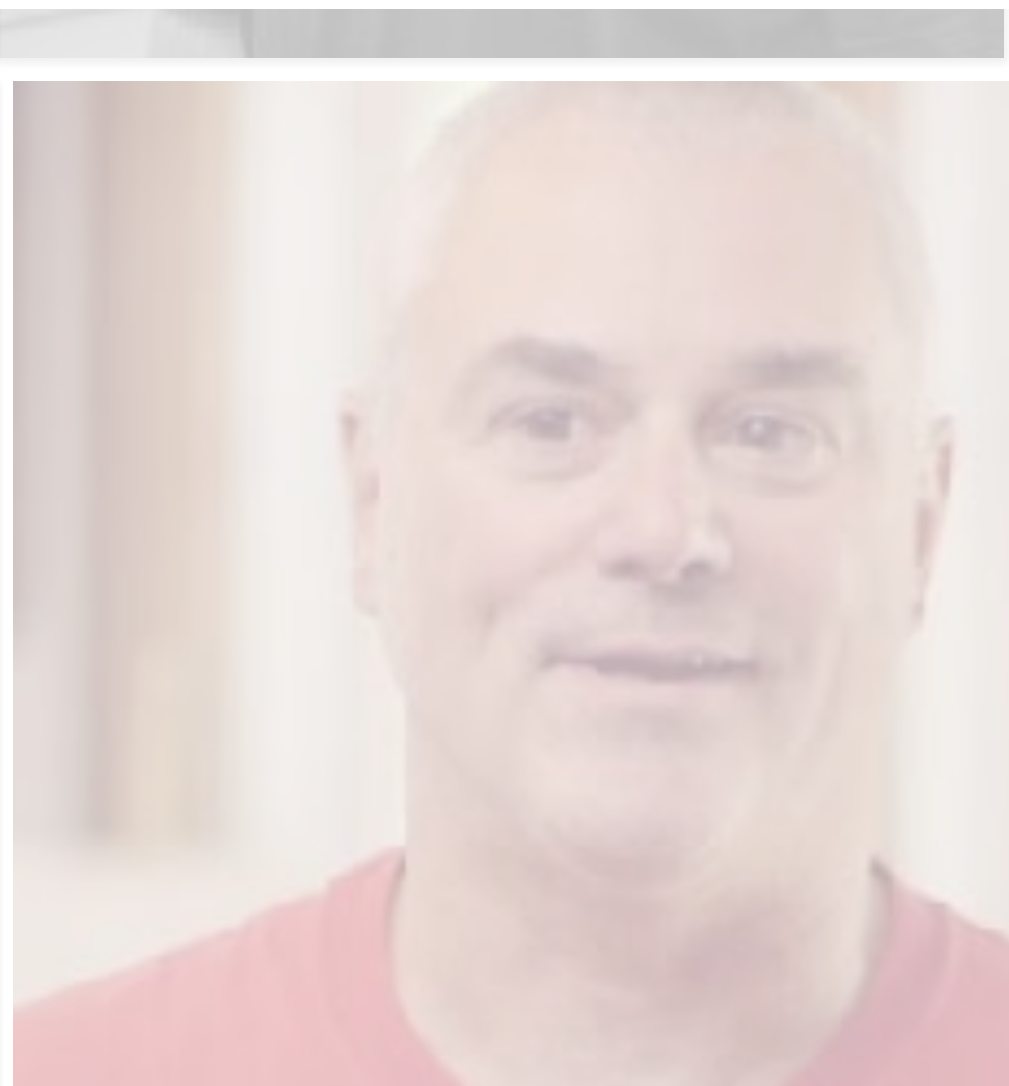
Find a Doctor



Find a Phone



# THOUSANDS MORE...

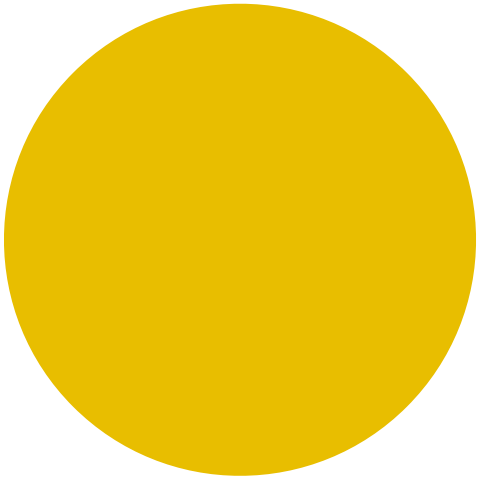






The Deming of America DVD

[PriscillaPetty.com](http://PriscillaPetty.com)





# Stimulus 1 + 1 = 3



+



=



+



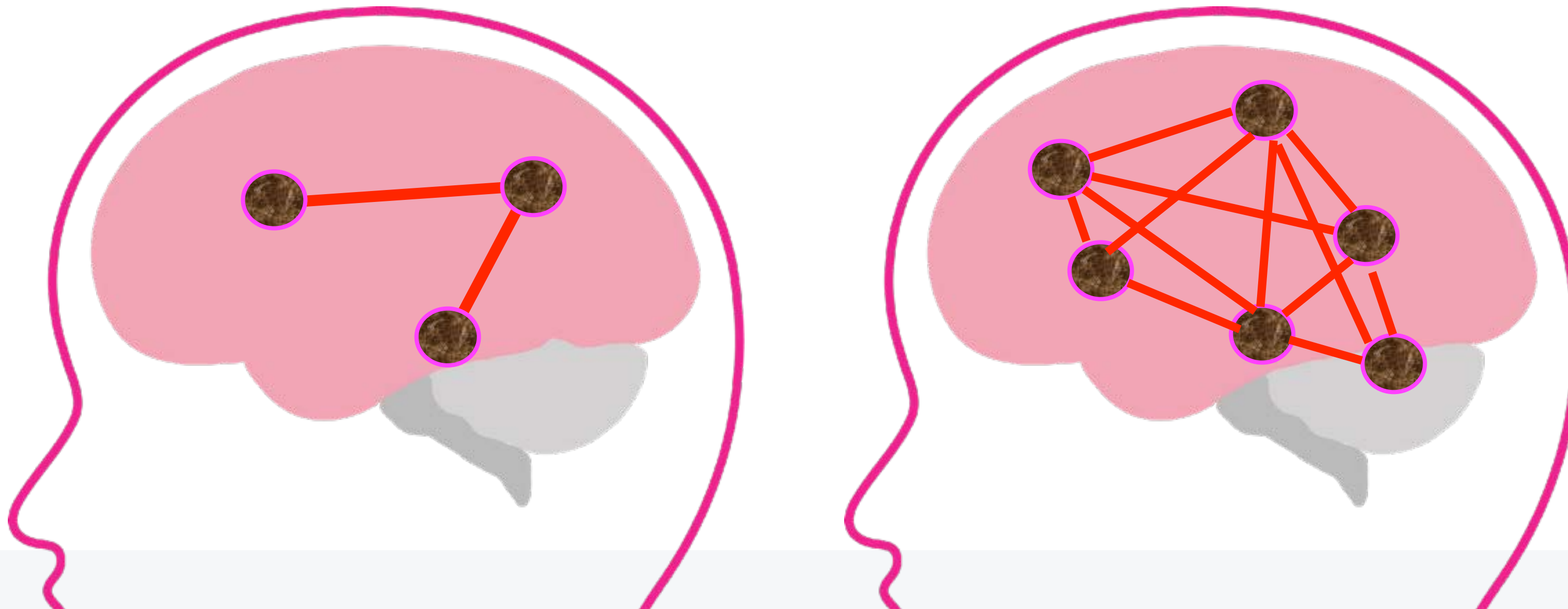
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# STIMULUS RESPONSE IS SIMILAR TO HOW THE BRAIN WORKS

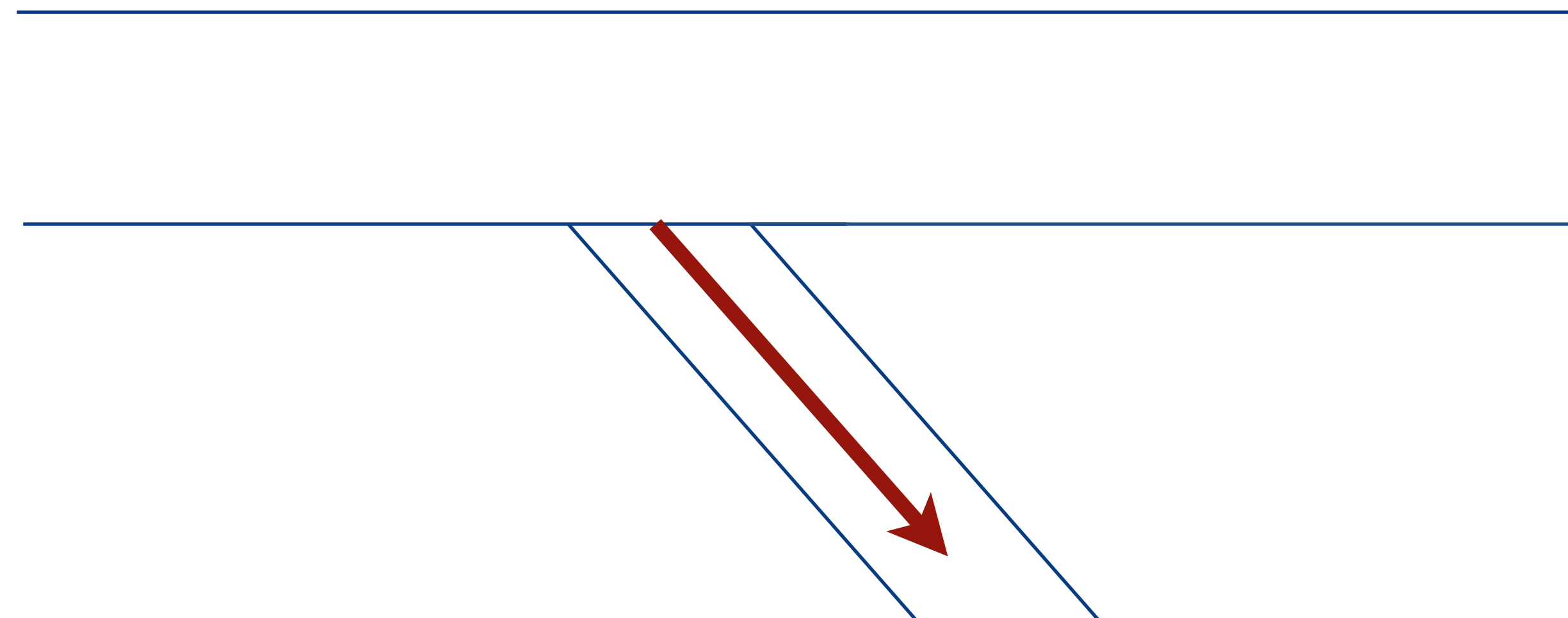
- We all have about 200 Million Neurons
- Stress Kills Brain Cells
- Difference in brain power is the NUMBER of Synapses & CONNECTIONS





# LATERAL THINKING

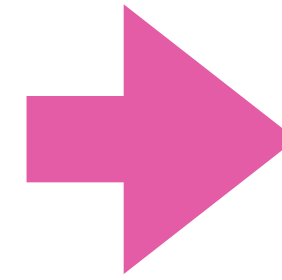


















# The De-Risking Baker's Dozen for Established Companies

the most dangerous  
choice you can make  
early on in innovation

the easiest way to shut  
down innovation

the most irresponsible  
thing you can do

the most short-sighted  
thing you can do

the worst way to  
benchmark innovation

where you lose the most  
money in innovation

the most under-utilized  
asset of innovation

the most over-looked  
energy source

the biggest oversight of  
innovation processes  
and systems

the easiest way to get  
instantly better thinking

the easiest way to get  
better math

the best way to get  
accurate math

the greatest sin of all innovation







# Meaningfully Unique = Patent

Meaningful  
(Useful)

Unique  
(New to the World & Non Obvious)

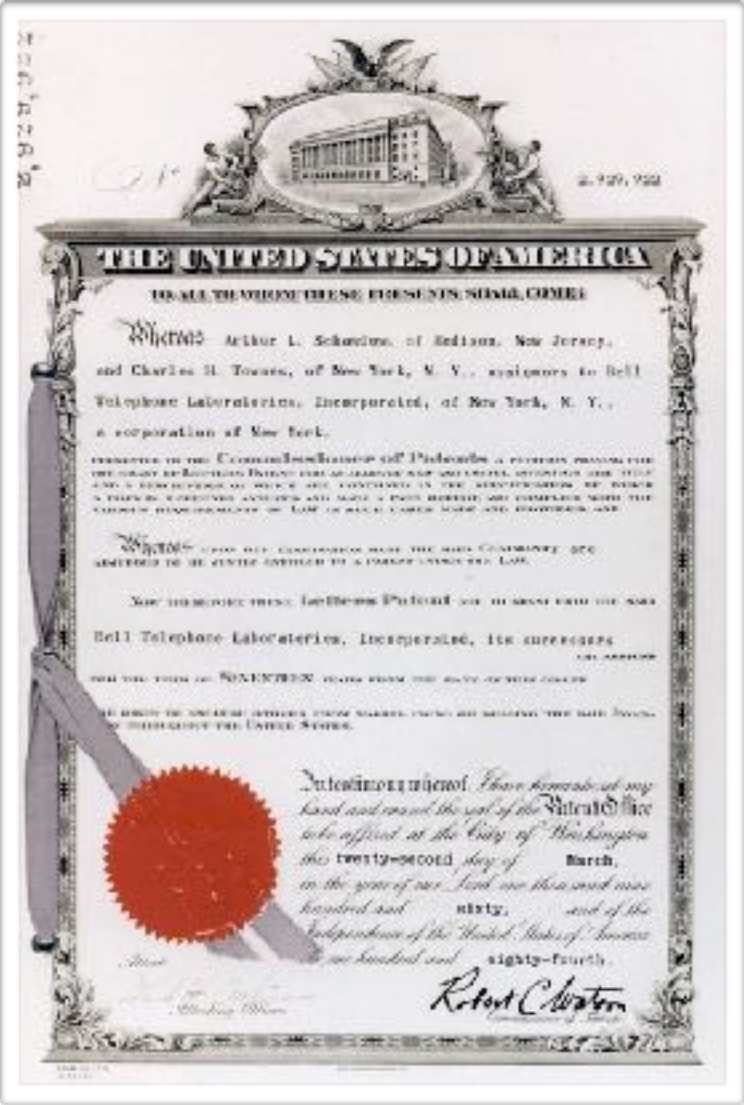
Solves a  
PROBLEM

Benefit  
PROMISE

Not been  
Done

Not Been  
Patented

Not a  
Logical  
LEAP  
To someone  
skilled in area





**Profits come from being  
Meaningfully Unique**



**Competitive  
Advantage**

**Patent**

**Meaningfully  
Unique**





# Fair Market Technology Valuation



**NIST**  
**National Institute of  
Standards and Technology**  
U.S. Department of Commerce





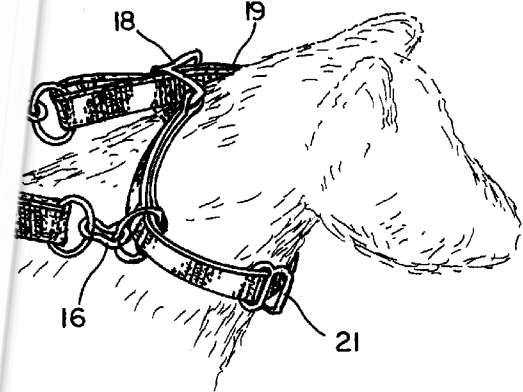




So, we ran a test with a small sample...

- 20 True/False Questions
- 50% Chance of being correct by guessing

•60% correct in our test





# PROBLEM - The World Has Changed

**Business are losing competitive advantage by moving slowly**

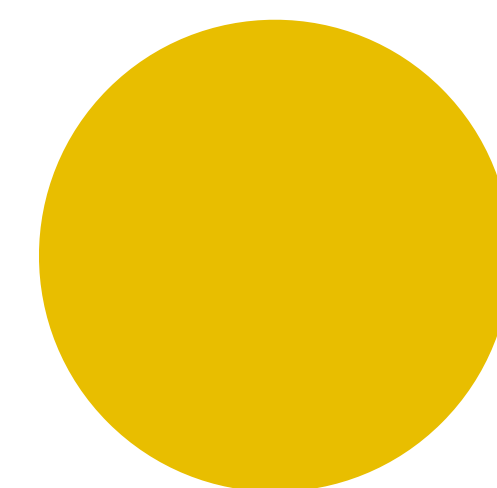


**And the legal rules have changed, and it is a race to the Patent Office**



**First to File!**







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THE BRAIN BEW CREW

COLLECTIVE YEARS OF  
EXPERIENCE MAKING  
WHISKEY = ZERO

RESTAURANT  
OPERATIONS

CHEMICAL  
ENGINEER

PULP & PAPER  
ENGINEER

MAINTENANCE  
MANAGER

LIFETIME  
FARMER





1 R&D CYCLE  
IN 3 YEARS

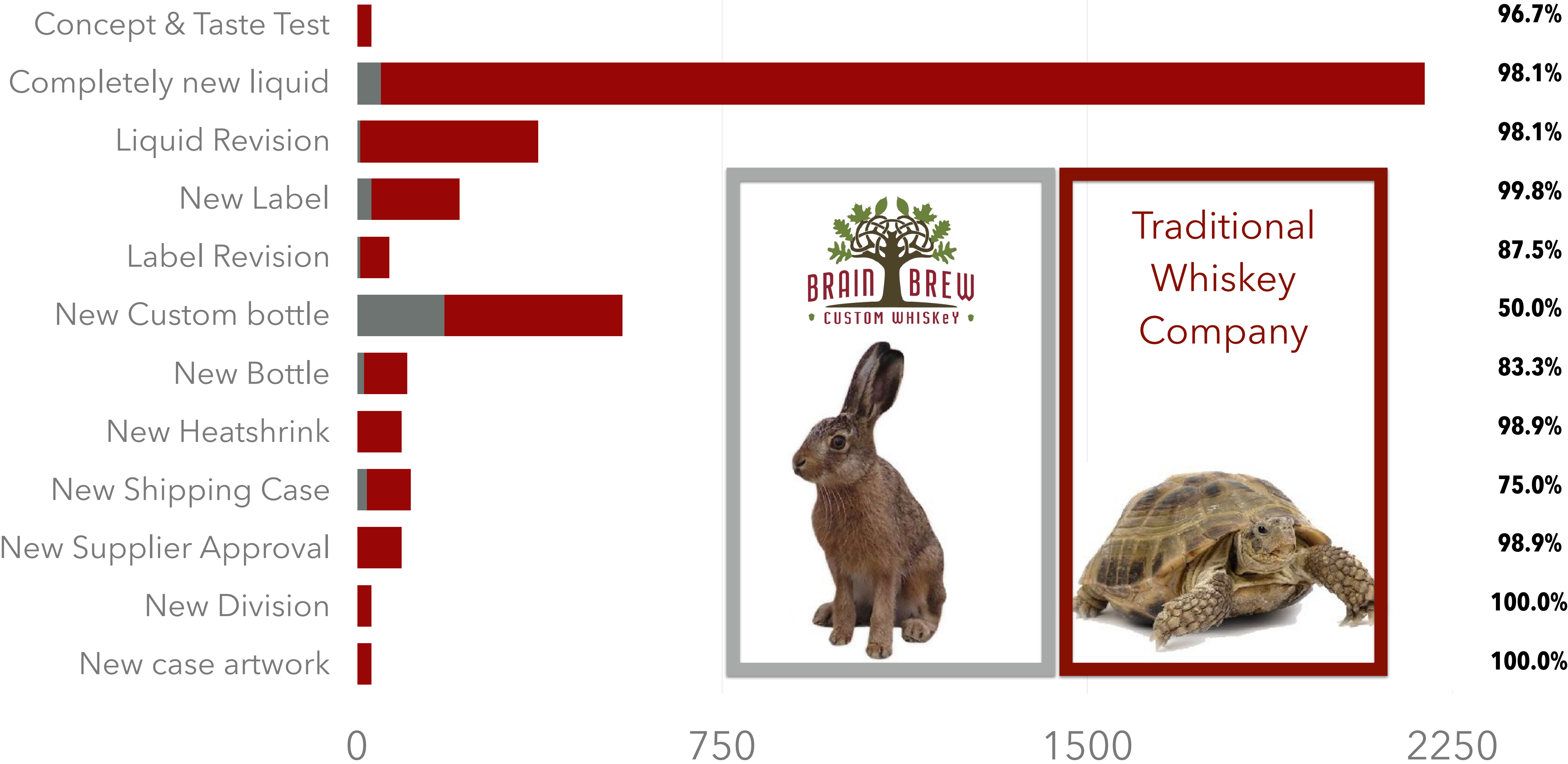


72 R&D CYCLES  
IN 7 DAYS



# HOW LONG DOES IT TAKE TO...

How much faster  
is Brain Brew?





**Sure you can go fast.  
You're a start-up.  
Big Co's can't do that.**

Fortune 50 Company  
Innovation 911 Call:  
*I've been put on the board  
agenda for tomorrow to  
deliver a recommendation,  
and I have NO DATA.*





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# Problem:

“Doing sales forecasting”  
when there is a lot of  
**uncertainty**



# Solution:

## Fermi Estimating

## Enrico Fermi

- Nobel Prize Winner for Physics
- Worked on the Manhattan Project
- Known for his ability to make good approximate calculations with little or no actual data





# To enable EVERYONE to do math we teach...

## Fermi Estimating

Creating estimates with limited information

**Step 1:** Deconstruct into a Few Key Factors

**Step 2:** Estimate Factors to an Order of Magnitude

**Step 3:** Do Simple Math





# SPOILER ALERT: It's a THINKING EXERCISE.

**ALL forecasts are wrong.  
Some are useful.**

Make your estimation useful by...

**1. Documenting confidence**

Pure guess or solid fact?

**2. Explaining logic**

How did you get to that number?





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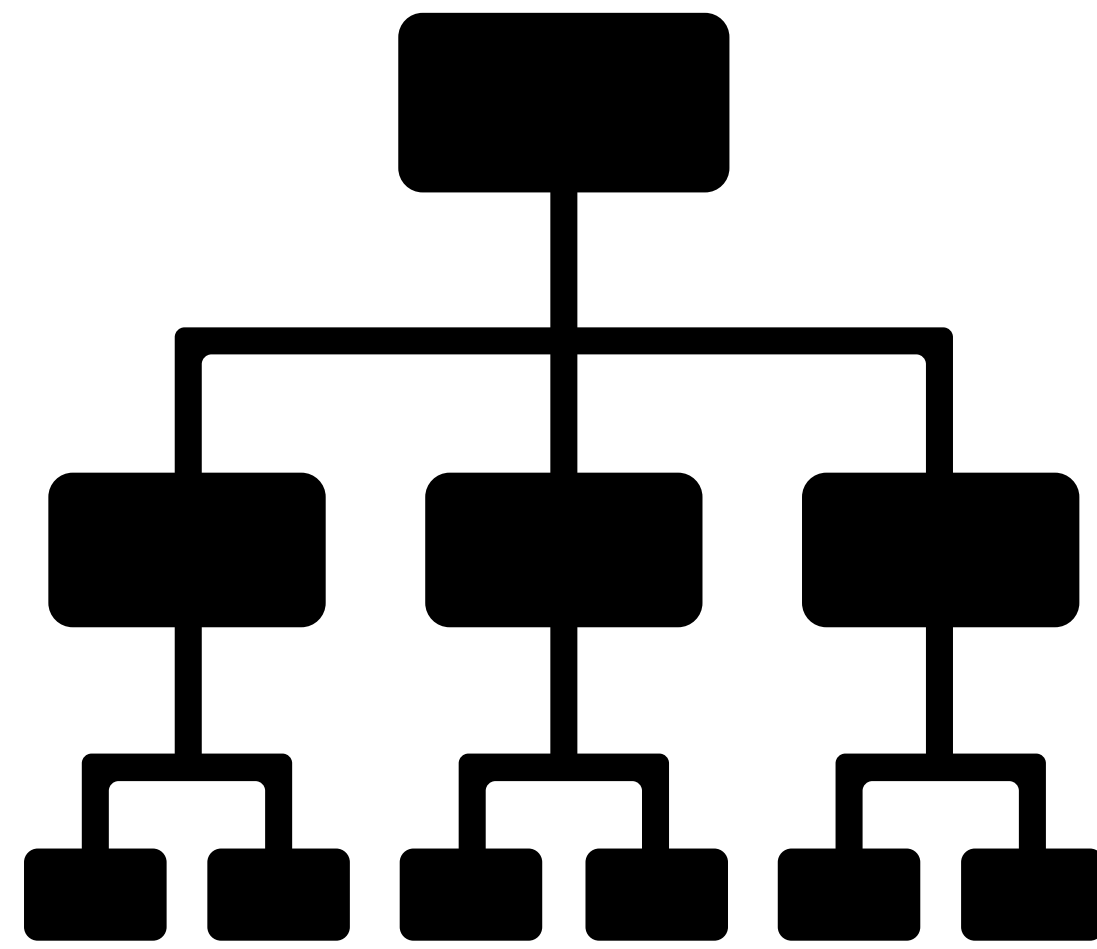




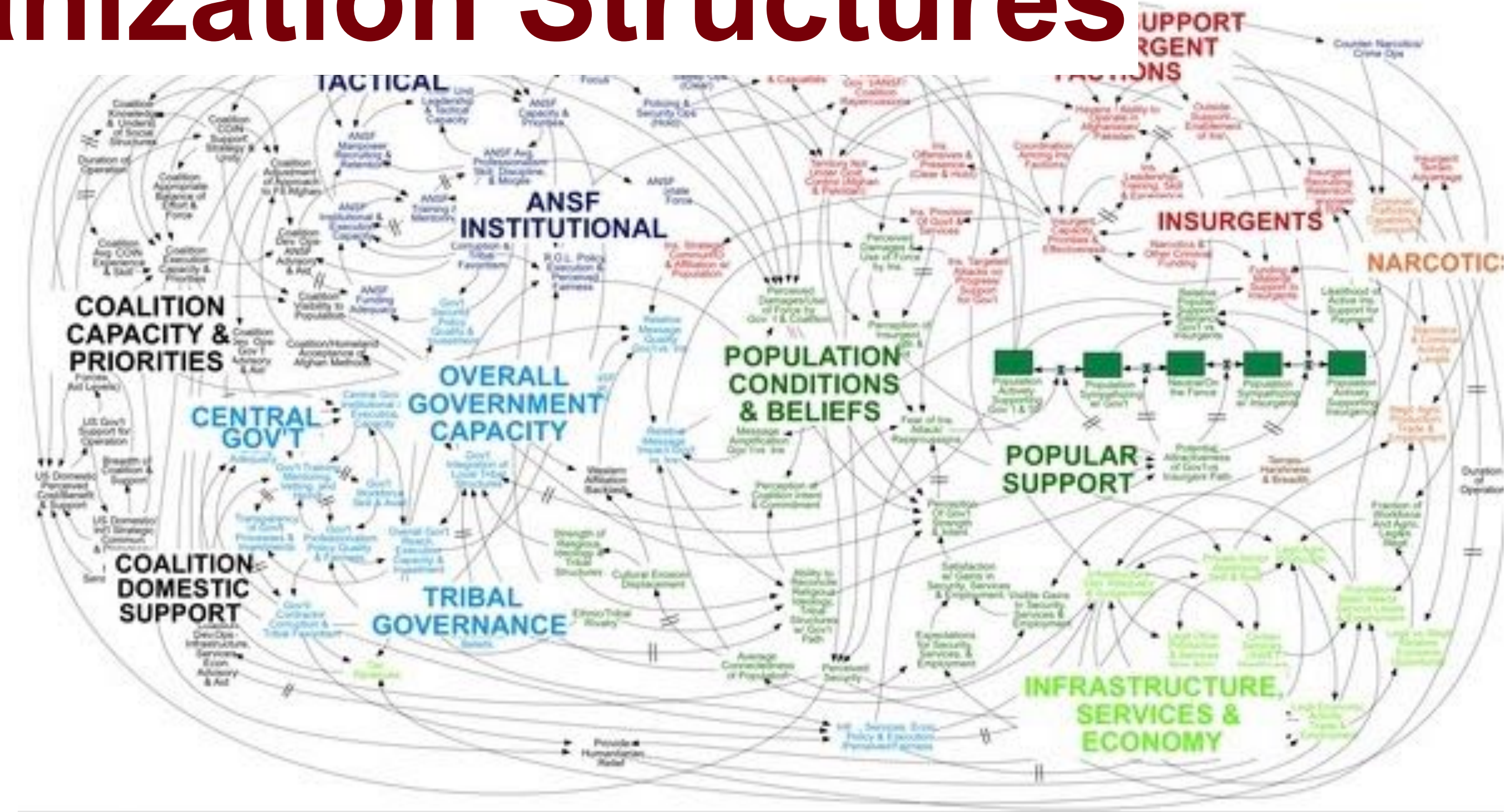
94% of failures are due to the **SYSTEM**  
6% are due to the **WORKER**



# Example: Organization Structures



vs.

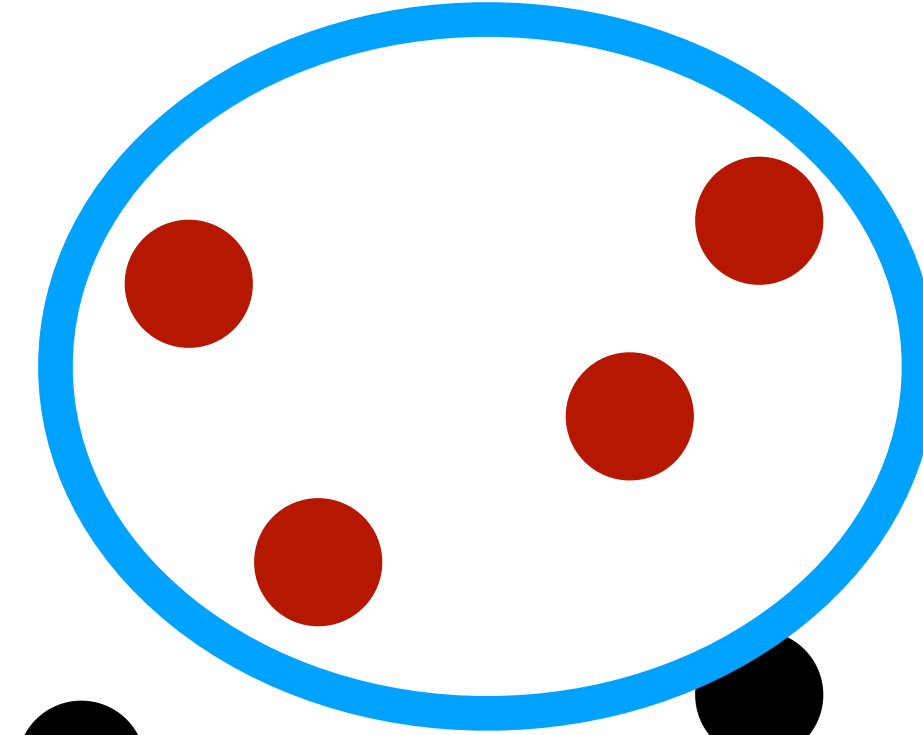


A PowerPoint diagram meant to portray the complexity of American strategy in Afghanistan certainly succeeded in that aim.

“In battle, refusal or hesitation to follow orders can spell disaster. But at the same time, the rigid hierarchy and absolute power of officers slows down execution and stifles rapid adaptation by the soldiers closest to the fight.”

— Stanley McChrystal,  
Four-Star Army General, Former Commander, U.S. Forces Afghanistan (USFOR-A)

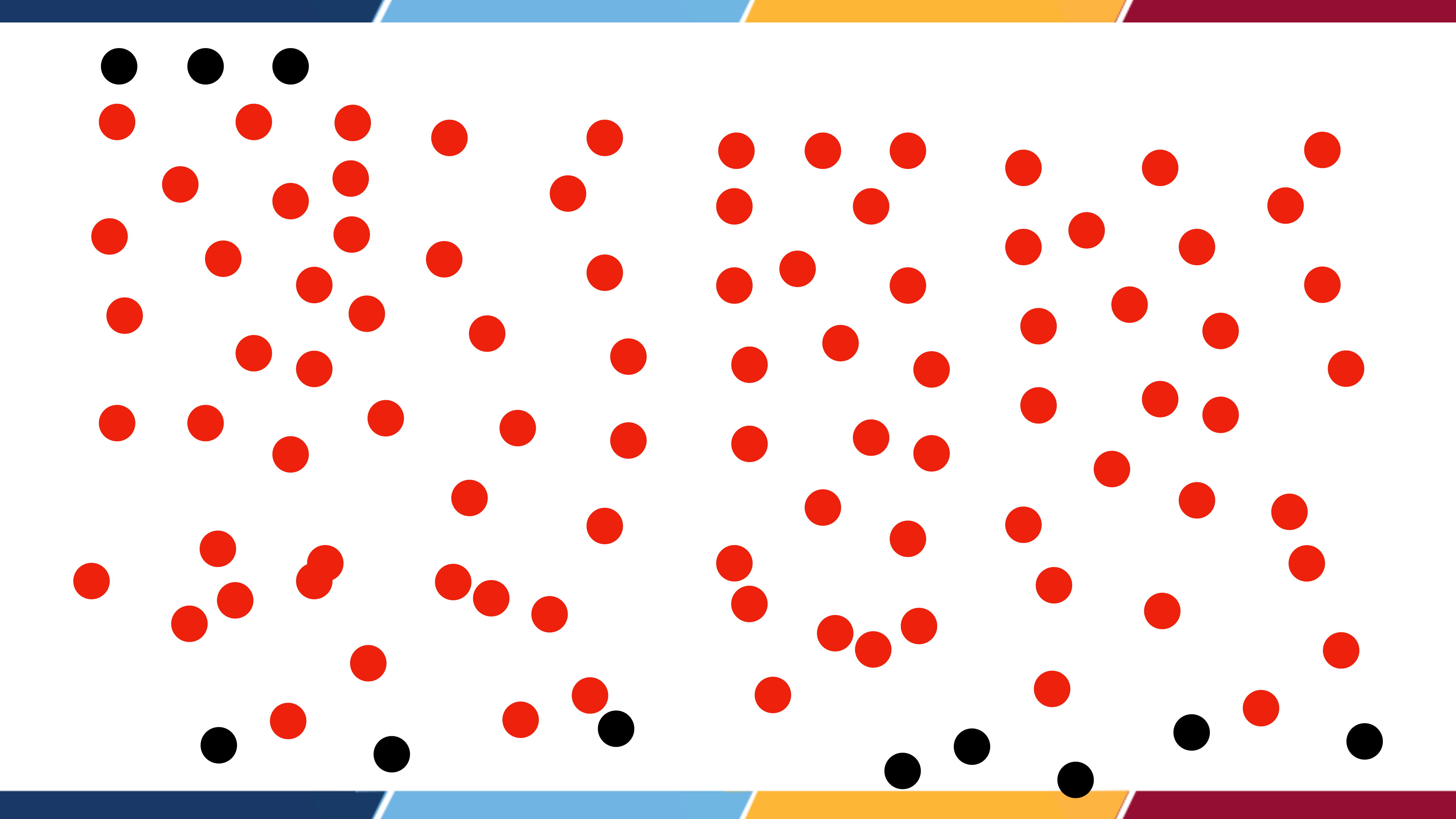
## CENTRALIZED Innovation Team



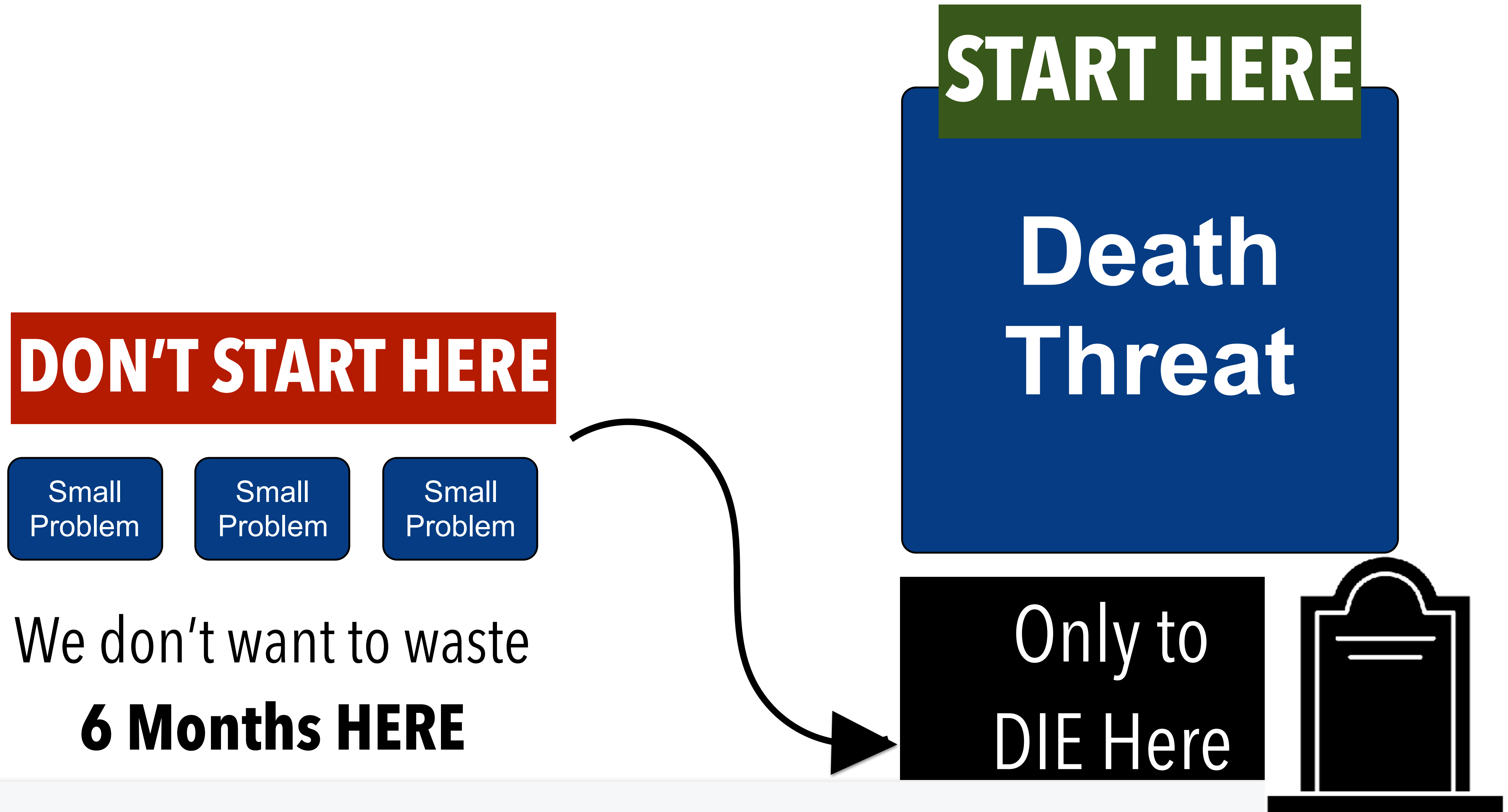
**Innovation is TOO IMPORTANT TO BE  
LEFT TO 1 TEAM**

**Low odds of “migration”**





# Example: Work Prioritization Systems





# Fail FAST Fail CHEAP

**PLAN:** Our specific success standard or metric  
for this Death Threat / Milestone

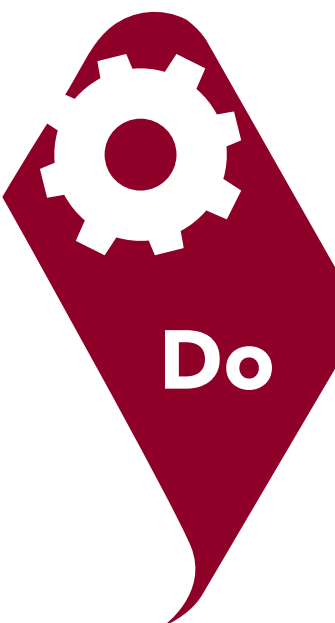
**DO:** To achieve this...

**SUCCESS IS GUARANTEED**  
We just don't know the number of cycles.

...the work / activity we learned...

Why did we or didn't we achieve Plan goal?

**ACT:** Based on what we have learned we will  
do the following...





# WHEN WE LAUNCHED BRAIN BREW...



\$3,500  
per bottle!



**BRAIN BREW**  
DISTILLING

Brown - Foreman's Woodford Reserve



750,000 sq ft.  
**\$1.9 Million Facility**  
within \$35k Million  
expansion

**SUNTORY**  
\$16 Billion acquisition





  
**BRAIN BREW**  
Custom Whisk(e)y



# GET HER COMPANY TO CHANGE IT'S BUSINESS MODEL, ATTRACT A NEW CUSTOMER SET & CREATE SOMETHING PROPRIETARY



Millennials  
won't like  
it.



We can't  
make it  
goof proof.





# GET HER COMPANY TO CHANGE IT'S BUSINESS MODEL, ATTRACT A NEW CUSTOMER SET & CREATE SOMETHING PROPRIETARY



**New Technology**  
**Frozen to Plate**  
**10 Minutes**  
Patent Pending

**New Technology**  
**Reverse Sous Vide**  
**12 Minutes**  
Patent Pending

**New Category**  
**Leverages Scrap**  
Patent Pending

**New Category**  
**Steam Grill**  
**New Form**  
Patent Pending









A person with long brown hair, seen from the back, wearing a black short-sleeved t-shirt and blue jeans. Their hands are on their hips. The background is a plain, light-colored wall. The text is printed in white, bold, sans-serif capital letters on the back of the t-shirt.

**I DON'T KNOW.  
I NEED HELP.  
I FAIL A LOT.**



# The De-Risking Baker's Dozen for Established Companies

trying to make a choice  
too soon

make the “No” personal

Having systems that work  
against innovation &  
innovative thinking!

assume your staff "aren't  
creative enough to  
innovate."

assuming the rest of the  
world will stay steady

development (and NOT  
because of CapEx)

patents

intrinsic motivation

not going fast enough

make everyone do their  
own math - at the start.

provide simple  
forecasting tools and  
reference data (bonus  
points for forensic data)

make it easy  
to model the risk

not knowing what one is.





**PROFESSIONAL DEVELOPMENT  
CURRICULUM,  
TOOLS & ACTIVATIONS**

Want to learn how to  
upskill employees with  
the most critical life skill  
of the 21st century –  
innovative thinking?

**Contact Us to Set up a Demo**  
**[JumpStartYourBrain.com](http://JumpStartYourBrain.com)**  
**USA: 513.271.9911**





# Thank You! Questions?

