Innochat

Organization for Innovation

Times shown in: Eastern Daylight Time and Coordinated Universal Time

Between 2017 Jul 06 11:45 and 2017 Jul 06 13:15
18 people sent 237 messages containing #innochat

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Time	User		Message
11:53:35 15:53:35	**Kathleen Kruse (KK)** @kkruse		TODAY Noon ET at #innochat: How can we organize more effectively for #innovation? See framing post by @JohnWLewis: https://t.co/pzrbbXBQ45
11:54:45 15:54:45	**John W Lewis** @JohnWLewis		Who's up for #innochat? @quickmuse @adhansen @DreaVilleneuve @Renee_Hopkins @Carol_Stephen
12:00:04 16:00:04	**John W Lewis** @JohnWLewis		Welcome to #innochat!
12:00:36 16:00:36	**Dale H. ⬛⬛⬛⬛⬛** @dshlvrsn		RT @JohnWLewis: Welcome to #innochat!
12:01:01 16:01:01	**John W Lewis** @JohnWLewis		Let's #innochat about "Organization for Innovation". How do we? Don't wait for questions, but there is a framing: https://t.co/MUjZ93aLqB
12:01:44 16:01:44	**John W Lewis** @JohnWLewis		@dshlvrsn Hi Dale. The organizational aspects of innovation are many and various! #innochat
12:02:08 16:02:08	**Dale H. ⬛⬛⬛⬛⬛** @dshlvrsn		RT @JohnWLewis: Let's #innochat about "Organization for Innovation". How do we? Don't wait for questions, but there is a framing: https://t...
12:02:31 16:02:31	**Dale H. ⬛⬛⬛⬛⬛** @dshlvrsn		RT @JohnWLewis: @dshlvrsn Hi Dale. The organizational aspects of innovation are many and various! #innochat
12:03:22 16:03:22	**John W Lewis** @JohnWLewis		Let's run #innochat without prepared questions. But let's start with the organizational aspects that you think are important.
12:03:58 16:03:58	**Dale H. ⬛⬛⬛⬛⬛** @dshlvrsn		@JohnWLewis Innovation centers around empathy. The degree to which the organization is good at that will suggest structure. #innochat
12:04:09 16:04:09	**Dale H. ⬛⬛⬛⬛⬛** @dshlvrsn		RT @JohnWLewis: Let's run #innochat without prepared questions. But let's start with the organizational aspects that you think are importan...
12:04:42 16:04:42	**Brenda Young** @4byoung		Great topic! How to organize for innovation with the Innocats #innochat
12:04:52 16:04:52	**Dale H. ⬛⬛⬛⬛⬛** @dshlvrsn		@JohnWLewis As with most things it needs to start at the top and be measured, in some fashion, often. #innochat
12:05:06 16:05:06	**John W Lewis** @JohnWLewis		@dshlvrsn Empathy is definitely necessary, but is it sufficient? #innochat
12:05:22 16:05:22	**Shelly Lucas** @pisarose		Culture is imperative for fostering innovation in orgs. Must be diverse, invite dialogue, establish psychological safety. #innochat
12:06:09 16:06:09	**Jim Katzaman** @JKatzaman		Jumping into #innochat to talk about organization for innovation.
12:06:12 16:06:12	**John W Lewis** @JohnWLewis		@4byoung Hello Brenda! The choice of topic was triggered by @bpmfocus, as well as other background examples. #innochat

12:06:26 16:06:26	**Brenda Young** @4byoung	@dshlvrsn @JohnWLewis True. Two keys to successful innovation: good leadership and consistent measurement #innochat
12:06:36 16:06:36	**Dale H. ������** @dshlvrsn	@JohnWLewis David Weidman, former CEO of Celanese suggested that any change requires a team the size of the square… https://t.co/NIIIkC1yXm
12:06:48 16:06:48	**seempli** @seempli	And really mean it! #innochat https://t.co/RrFsFbo2nm
12:07:16 16:07:16	**John W Lewis** @JohnWLewis	@pisarose Hi Shelly! Culture is important. But can we organize culture? #innochat
12:07:34 16:07:34	**Dale H. ������** @dshlvrsn	@JohnWLewis That means if your company has 144 people you need 12 people leading the charge. #innochat
12:07:51 16:07:51	**Dale H. ������** @dshlvrsn	RT @seempli: And really mean it! #innochat https://t.co/RrFsFbo2nm
12:07:55 16:07:55	**Shelly Lucas** @pisarose	Leaders must model innovative behaviors--activate change, take risks, learn from failures. #innochat
12:08:12 16:08:12	**seempli** @seempli	@4byoung @dshlvrsn @JohnWLewis I think in many cases orgs settle for a measured process and forget the leadership #innochat
12:08:14 16:08:14	**Brenda Young** @4byoung	RT @pisarose: Leaders must model innovative behaviors--activate change, take risks, learn from failures. #innochat
12:08:18 16:08:18	**John W Lewis** @JohnWLewis	You're reminding me of back of the envelope/head calculations of "hull speed" for yachts!! ;-) #innochat https://t.co/UlyQryva2V
12:08:35 16:08:35	**seempli** @seempli	RT @pisarose: Leaders must model innovative behaviors--activate change, take risks, learn from failures. #innochat
12:08:42 16:08:42	**Dale H. ������** @dshlvrsn	RT @pisarose: Leaders must model innovative behaviors--activate change, take risks, learn from failures. #innochat
12:08:50 16:08:50	**Dale H. ������** @dshlvrsn	RT @JohnWLewis: @pisarose Hi Shelly! Culture is important. But can we organize culture? #innochat
12:08:56 16:08:56	**Shelly Lucas** @pisarose	@JohnWLewis The way we organize businesses reflects how we work. Fewer companies are organizing by function these days. #innochat
12:08:59 16:08:59	**Derek Miers** @bpmfocus	#innochat OK - sorry I am late; looked for the framing earlier … but there wasnt one
12:09:19 16:09:19	**Dale H. ������** @dshlvrsn	@JohnWLewis @pisarose Yes. #innochat. Off to find a great article that I just read… Back soon…
12:09:22 16:09:22	**Brenda Young** @4byoung	@seempli @4byoung @dshlvrsn @JohnWLewis Or worse, think they are providing leadership when they are clueless about how to do so #innochat
12:09:24 16:09:24	**John W Lewis** @JohnWLewis	But, #innochat, what about organizational structures to implement the innovative culture? #innochat
12:09:43 16:09:43	**Andrew Marshall** @DrewCM	Quick pop into say, "g'day" - it's been a while. #innochat
12:09:44 16:09:44	**seempli** @seempli	@JohnWLewis @pisarose We can create an org that supports certain cultural aspects. #innochat
12:10:20 16:10:20	**John W Lewis** @JohnWLewis	That's a major point. The companies mentioned in the framing avoid functional silos. #innochat https://t.co/PA7XVuo1Wa
12:10:35 16:10:35	**Derek Miers** @bpmfocus	Most organizational innovation initiatives run into problems because of entrenched functional silos #innochat
12:10:43 16:10:43	**Dale H. ������** @dshlvrsn	@JohnWLewis @pisarose OK… that went better than I thought it would. https://t.co/gawgmKftu6 #innochat
12:10:47 16:10:47	**Brenda Young** @4byoung	@JohnWLewis @pisarose Good question. Don't think we hear "organize" and "culture" in the same sentence very often #innochat

12:10:48 16:10:48	**John W Lewis** @JohnWLewis	@bpmfocus Hi Derek. Guilty as charged. #innochat
12:11:00 16:11:00	**Dale H. ������** @dshlvrsn	RT @bpmfocus: Most organizational innovation initiatives run into problems because of entrenched functional silos #innochat
12:11:00 16:11:00	**Shelly Lucas** @pisarose	Some businesses organize around networked teams vs. functional depts. Shakes up the old matrix. #innochat
12:11:10 16:11:10	**seempli** @seempli	@JohnWLewis Less structured teams…. Encouraging changes in teams… #innochat
12:11:13 16:11:13	**John W Lewis** @JohnWLewis	@DrewCM Drew!! It's been far too many whiles! How are you? #innochat
12:11:20 16:11:20	**Stephen Percival** @ProfitWhisperer	RT @pisarose: Leaders must model innovative behaviors--activate change, take risks, learn from failures. #innochat
12:11:29 16:11:29	**seempli** @seempli	@JohnWLewis Diversity in teams… #innochat
12:11:48 16:11:48	**Derek Miers** @bpmfocus	The trick to overcome this is to focus on componentizing the org … underpins a revamp of the operating model #innochat
12:12:00 16:12:00	**Shelly Lucas** @pisarose	RT @dshlvrsn: @JohnWLewis @pisarose OK… that went better than I thought it would. https://t.co/gawgmKftu6 #innochat
12:12:23 16:12:23	**John W Lewis** @JohnWLewis	Yup, that's what we are talking about. Silos are created by organizations, not required by organizations, as many d… https://t.co/1LxTPwStvb
12:12:39 16:12:39	**Dale H. ������** @dshlvrsn	@bpmfocus Organizations are collections of people and exhibit similar traits. I believe that it's possible for orgs… https://t.co/eyFKJUPSQC
12:12:39 16:12:39	**seempli** @seempli	@JohnWLewis Self structured teams…? #innochat
12:13:12 16:13:12	**Derek Miers** @bpmfocus	@seempli @JohnWLewis Most importantly, it's #diversity of thinking rather than ethnic/gender #innochat
12:13:18 16:13:18	**Jim Katzaman** @JKatzaman	Corporate innovation often runs into the old standby, "That's how we're always done things." Plus, natural resistance to change. #innochat
12:13:27 16:13:27	**John W Lewis** @JohnWLewis	The key of three organizations in the framing is that they focus on value streams, and let functions look after themselves. #innochat
12:13:31 16:13:31	**Andrew Marshall** @DrewCM	@JohnWLewis Doing well. Thriving. Thanks for asking. How about you? #innochat
12:13:33 16:13:33	**Dale H. ������** @dshlvrsn	@bpmfocus Look at the graphic from a business stand point and you may have encountered these situations. When prese… https://t.co/Tnm3HsDQkB
12:14:03 16:14:03	**Brenda Young** @4byoung	@JohnWLewis Wouldn't that depend on size of org, how long in business, opposition to change, leadership, and mission? #innochat
12:14:22 16:14:22	**John W Lewis** @JohnWLewis	But why, Jim? Often it's because the functional boundaries take precedence over value stream boundaries. #innochat https://t.co/lTVZAfzrHA
12:14:40 16:14:40	**Brenda Young** @4byoung	RT @pisarose: Some businesses organize around networked teams vs. functional depts. Shakes up the old matrix. #innochat
12:14:51 16:14:51	**Brenda Young** @4byoung	RT @bpmfocus: Most organizational innovation initiatives run into problems because of entrenched functional silos #innochat
12:14:59 16:14:59	**Andrew Marshall** @DrewCM	I notice in the organizations moving away from functional alignment that they are focusing directly on customer value #innochat
12:15:05 16:15:05	**John W Lewis** @JohnWLewis	@DrewCM Great to hear! Thanks too: moving forward. #innochat
12:15:14 16:15:14	**Brenda Young** @4byoung	RT @seempli: @JohnWLewis Less structured teams…. Encouraging changes in teams… #innochat

12:15:46 16:15:46	**Brenda Young** @4byoung	RT @bpmfocus: The trick to overcome this is to focus on componentizing the org ... underpins a revamp of the operating model #innochat
12:15:50 16:15:50	**Andrew Marshall** @DrewCM	One of the challenges of organizing where there are no functional demarcations is that human performance issues rise to the fore #innochat
12:15:53 16:15:53	**John W Lewis** @JohnWLewis	@4byoung Probably, yes. But there are some common features, such as letting value streams do things their own way. #innochat
12:16:13 16:16:13	**Dale H. �����** @dshlvrsn	@JohnWLewis Bain started in middle with Decision Making (Should come after design...) Good D making is req not suff... https://t.co/vBpYPYLtje
12:16:31 16:16:31	**Brenda Young** @4byoung	RT @bpmfocus: @seempli @JohnWLewis Most importantly, it's #diversity of thinking rather than ethnic/gender #innochat
12:16:44 16:16:44	**Dale H. �����** @dshlvrsn	RT @JohnWLewis: But why, Jim? Often it's because the functional boundaries take precedence over value stream boundaries. #innochat https://
12:17:02 16:17:02	**Dale H. �����** @dshlvrsn	RT @bpmfocus: @seempli @JohnWLewis Most importantly, it's #diversity of thinking rather than ethnic/gender #innochat
12:17:04 16:17:04	**John W Lewis** @JohnWLewis	@DrewCM Definitely, the Lean (real Lean, not the MFP stuff) focusses on pulling value through the stream. #innochat
12:17:27 16:17:27	**Derek Miers** @bpmfocus	#innochat It also swings around to the cocreation issue and engagement of people into seeing past their current silo blinkers
12:18:17 16:18:17	**John W Lewis** @JohnWLewis	@DrewCM Yes, each of the three orgs in the framing have ways of dealing with that: Haier, Semco, W.L.Gore. #innochat
12:18:29 16:18:29	**Dale H. �����** @dshlvrsn	@bpmfocus @seempli @JohnWLewis Absolutely. When I google images of diversity I see way more sameness. The only chan... https://t.co/ZLT24xh7SD
12:18:35 16:18:35	**EK** @eksays	@DrewCM Customers initiate & drive innovation thanks to their demands & differences. Innovation is the product of d... https://t.co/JTLtjGkiQN
12:18:53 16:18:53	**Derek Miers** @bpmfocus	#innochat When you engage people to think differently, it unlocks their natural insight - envision new ways of delivering value
12:18:53 16:18:53	**John W Lewis** @JohnWLewis	Much truth in that! #innochat https://t.co/3PZLS8Twr7
12:18:53 16:18:53	**Dale H. �����** @dshlvrsn	RT @bpmfocus: #innochat It also swings around to the cocreation issue and engagement of people into seeing past their current silo blinkers
12:19:40 16:19:40	**Shelly Lucas** @pisarose	A place where orgs often stumble: learning & development programs aligned to strategy + outcomes. Learning fuels innovation. #innochat
12:19:52 16:19:52	**John W Lewis** @JohnWLewis	IMHO, the value stream vs. silos outcome is much easier to generate than most believe: it depends mainly on budget allocation. #innochat
12:19:59 16:19:59	**seempli** @seempli	@eksays @DrewCM Although many innovations didn't start with explicit customer demand #innochat
12:20:15 16:20:15	**Brenda Young** @4byoung	RT @bpmfocus: #innochat When you engage people to think differently, it unlocks their natural insight - envision new ways of delivering val...
12:20:23 16:20:23	**Dale H. �����** @dshlvrsn	Product Management is often counter to #innovation as it starts with a solution in mind. #innochat
12:20:30 16:20:30	**Dale H. �����** @dshlvrsn	RT @JohnWLewis: Much truth in that! #innochat https://t.co/3PZLS8Twr7
12:20:32 16:20:32	**Silvie Krebs** @SilvijaKrebs	RT @bpmfocus: Most organizational innovation initiatives run into problems because of entrenched functional silos #innochat
12:20:47 16:20:47	**seempli** @seempli	@pisarose Learning fuels just about anything! #innochat
12:21:08 16:21:08	**John W Lewis** @JohnWLewis	@pisarose Learning is another important aspect. Focussing on the value in solving a need/problem encourages explora... https://t.co/F2It4MtxjA

12:21:13 16:21:13	**Andrew Marshall** @DrewCM	@eksays Yes, yet the dominant paradigm is mostly about configuration to exploit customers as resources (time, attention, money) #innochat
12:21:15 16:21:15	**Derek Miers** @bpmfocus	@pisarose #innochat If you dont start with a organisational culture of learning, you're going nowhere
12:21:19 16:21:19	**Dale H. ������** @dshlvrsn	@pisarose Yup. People change for two reasons. They learn and they want to or they hurt and they have to. #innochat.
12:21:29 16:21:29	**Shelly Lucas** @pisarose	@seempli Including distraction. ;-) #innochat
12:21:34 16:21:34	**Dale H. ������** @dshlvrsn	RT @seempli: @eksays @DrewCM Although many innovations didn't start with explicit customer demand #innochat
12:22:06 16:22:06	**EK** @eksays	@JohnWLewis @DrewCM Very well put John!... Maybe fair to say, innovation is more about creating value & taking away... https://t.co/PbQKA6kdNb
12:22:07 16:22:07	**Andrew Marshall** @DrewCM	@seempli @eksays True, discovering hidden and unmet needs is integral to innovation. #innochat
12:22:12 16:22:12	**John W Lewis** @JohnWLewis	Can you say more about that, Dale? Product Management can be a good step towards "wing-to-wing" value stream manage... https://t.co/cjgoCOzdJ6
12:22:18 16:22:18	**Derek Miers** @bpmfocus	@JohnWLewis JWL it's not just about Value Streams - it's about the engagement of people to design their future #innochat
12:22:24 16:22:24	**Brenda Young** @4byoung	@pisarose Unfortunately a lot of cos don't understand the strategic value of development & learning programs #innochat
12:23:37 16:23:37	**seempli** @seempli	@dshlvrsn That's a huge challenge #innochat
12:23:42 16:23:42	**seempli** @seempli	RT @dshlvrsn: Product Management is often counter to #innovation as it starts with a solution in mind. #innochat
12:23:56 16:23:56	**John W Lewis** @JohnWLewis	Well that depends on where one considers the value stream to end! By I'm emphasising "value stream" to mean a "hori... https://t.co/H7Twxy8NUz
12:23:58 16:23:58	**Derek Miers** @bpmfocus	@4byoung @pisarose #innochat Agree - they see it as something from HR, rather than central to reinventing themselves
12:24:05 16:24:05	**Dale H. ������** @dshlvrsn	RT @bpmfocus: @pisarose #innochat If you dont start with a organisational culture of learning, you're going nowhere
12:24:11 16:24:11	**Brenda Young** @4byoung	@JohnWLewis Yes. Easy to expand something already in budget and often hard to get that first dollar for something innovative #innochat
12:24:18 16:24:18	**Shelly Lucas** @pisarose	In reality, how effective is holacracy in diluting political barriers to innovation? How can we improve it? #innochat
12:24:19 16:24:19	**EK** @eksays	@seempli @DrewCM Absolutely! I totally agree with you! And that brings up the concept of forward thinking & sustain... https://t.co/EhAjHoY64b
12:24:35 16:24:35	**Brenda Young** @4byoung	RT @dshlvrsn: Product Management is often counter to #innovation as it starts with a solution in mind. #innochat
12:24:37 16:24:37	**seempli** @seempli	@dshlvrsn @eksays @DrewCM @Ulwick Of course.. But part of the #innovation is identifying it before it is commonly articulated #innochat
12:24:46 16:24:46	**Dale H. ������** @dshlvrsn	@DrewCM @eksays If the relationship isn't valuable for both sides it will eventually die. #innochat.
12:24:50 16:24:50	**John W Lewis** @JohnWLewis	@eksays @DrewCM Hi Ehsan, Hoping you're well. #innochat
12:25:21 16:25:21	**Dale H. ������** @dshlvrsn	RT @seempli: @dshlvrsn That's a huge challenge #innochat
12:25:35 16:25:35	**Brenda Young** @4byoung	RT @dshlvrsn: @pisarose Yup. People change for two reasons. They learn and they want to or they hurt and they have to. #innochat.

12:25:56 16:25:56	**John W Lewis** @JohnWLewis	When will Twitter introduce the "haha" response that I need for this! ;-D #innochat https://t.co/zspckuatsZ
12:26:12 16:26:12	**Brenda Young** @4byoung	RT @DrewCM: @seempli @eksays True, discovering hidden and unmet needs is integral to innovation. #innochat
12:26:21 16:26:21	**Dale H. ������** @dshlvrsn	@JohnWLewis When Don Chadwick designed the Aeron chair his design brief was 'make a better task chair' not 'create... https://t.co/VSMQCV6bVU
12:26:37 16:26:37	**Andrew Marshall** @DrewCM	@dshlvrsn Yes, because now we are addressing the wider systems at play into which innovations fit (or don't!) #innochat
12:26:53 16:26:53	**EK** @eksays	@DrewCM Great point! To "exploit" customers' time, attention & money; organisations got to offer something genuinel... https://t.co/7sqgHVjMuv
12:26:58 16:26:58	**John W Lewis** @JohnWLewis	@4byoung @pisarose How can orgs learn the importance of learning? �� #innochat
12:27:54 16:27:54	**Antonio Santos ��** @akwyz	RT @kkruse: TODAY Noon ET at #innochat: How can we organize more effectively for #innovation? See framing post by @JohnWLewis: https://t.co
12:28:07 16:28:07	**Dale H. ������** @dshlvrsn	@JohnWLewis "The only thing worse than a standard office chair is sitting on a spike." -Galen Cranz https://t.co/clDOfaSpO4 #innochat
12:28:17 16:28:17	**Derek Miers** @bpmfocus	@JohnWLewis @4byoung @pisarose #innochat By becoming extinct ... too often they only seek to exploit what they alre... https://t.co/LrMTKTVegT
12:28:22 16:28:22	**EK** @eksays	@JohnWLewis @DrewCM Good evening John, all good sir, thanks for your tweet! Hope all is well at your end too! Thank... https://t.co/BTHptFNpUU
12:28:37 16:28:37	**Dale H. ������** @dshlvrsn	RT @JohnWLewis: When will Twitter introduce the "haha" response that I need for this! ;-D #innochat https://t.co/zspckuatsZ
12:29:04 16:29:04	**Dale H. ������** @dshlvrsn	@JohnWLewis They are coping everyone else, so I'm guessing it won't take long... #innochat
12:29:12 16:29:12	**Andrew Marshall** @DrewCM	Well, that's it from me for my fleeting appearance. Thanks all. #innochat
12:29:17 16:29:17	**John W Lewis** @JohnWLewis	@eksays @DrewCM You're welcome, Ehsan. Glad you're enjoying it. #innochat
12:29:22 16:29:22	**Dale H. ������** @dshlvrsn	RT @bpmfocus: @JohnWLewis @4byoung @pisarose #innochat By becoming extinct ... too often they only seek to exploit what they already do, re
12:29:55 16:29:55	**John W Lewis** @JohnWLewis	@DrewCM Great to see you, for however short a time. Come back again sooner! ;-) #innochat
12:29:56 16:29:56	**Dale H. ������** @dshlvrsn	@bpmfocus @JohnWLewis @4byoung @pisarose YUP! @GuyKawasaki calls it 'jumping the curb.' Few do. #innochat
12:30:22 16:30:22	**Brenda Young** @4byoung	@JohnWLewis @4byoung @pisarose Those who need to realize the imp of learning are usually the last to do so. #innochat
12:30:30 16:30:30	**John W Lewis** @JohnWLewis	"Curb" or "curve"? #innochat https://t.co/2iGIDhZkxr
12:30:38 16:30:38	**Dale H. ������** @dshlvrsn	@bpmfocus @JohnWLewis @4byoung @pisarose Imagine a Kodak that kept to the mission of "You press the button, we do the rest." #innochat
12:31:01 16:31:01	**Brenda Young** @4byoung	@JohnWLewis @4byoung @pisarose I have sometimes told reluctant learners that keeping up is a lot easier than catching up. #innochat
12:31:29 16:31:29	**EK** @eksays	@dshlvrsn @DrewCM What you just said is gold dust! Your most valuable relationship is your next contact (if it's ge... https://t.co/rNPs44qbb7
12:31:34 16:31:34	**Dale H. ������** @dshlvrsn	Curb. The visual is starting on one level and moving up to the next one. #innochat https://t.co/WVY3iD6sZH
12:31:40 16:31:40	**John W Lewis** @JohnWLewis	@dshlvrsn @bpmfocus @4byoung @pisarose Yes, imagine that. However, I think Kodak's problem was something else altogether. #innochat

12:31:54 16:31:54	**Shelly Lucas** @pisarose	@JohnWLewis @4byoung Tie learning directly to implementation. That way, it's not perceived as a barrier to getting... https://t.co/3jvrPMTlGn
12:32:14 16:32:14	**John W Lewis** @JohnWLewis	@dshlvrsn OK, thanks. Note to self to revisit that. #innochat
12:32:43 16:32:43	**Jim Katzaman** @JKatzaman	People and organizations learn from examples, preferably successful ones with tangible results. #innochat https://t.co/AMECSG6jOw
12:33:18 16:33:18	**John W Lewis** @JohnWLewis	@4byoung @pisarose Much truth in that, Brenda. When I was in IT training, people asked how I kept up. I usually rep... https://t.co/kRV9iCBNnY
12:33:21 16:33:21	**kim flum** @kimflum	@eksays @dshlvrsn @DrewCM that's too much like a rat race for me. on to the next... #innochat
12:33:31 16:33:31	**Brenda Young** @4byoung	RT @JKatzaman: People and organizations learn from examples, preferably successful ones with tangible results. #innochat https://t.co/AMECS...
12:33:41 16:33:41	**Derek Miers** @bpmfocus	@pisarose @JohnWLewis @4byoung #innochat I think it was a student of confucius who said "What I do, I understand"
12:33:59 16:33:59	**Shelly Lucas** @pisarose	I've justified learning by showing how an activity integrates into my workflow--& generates results that wouldn't exist otherwise. #innochat
12:34:17 16:34:17	**John W Lewis** @JohnWLewis	@kimflum @eksays @dshlvrsn @DrewCM Kim!! Welcome back to #innochat! How are you?
12:34:36 16:34:36	**Dale H. ������** @dshlvrsn	RT @bpmfocus: @pisarose @JohnWLewis @4byoung #innochat I think it was a student of confucius who said "What I do, I understand"
12:34:51 16:34:51	**kim flum** @kimflum	@JohnWLewis @eksays @dshlvrsn @DrewCM great John! How are you? #innochat missing you guys!
12:35:36 16:35:36	**Dale H. ������** @dshlvrsn	@pisarose I'm a fan of all learning. Sometimes its decades before I really need it... Deepen the pool. #innochat
12:35:45 16:35:45	**John W Lewis** @JohnWLewis	Puling this (gently) back to "organization" — what aspects of organizational models facilitate all these good things? #innochat
12:36:17 16:36:17	**Brenda Young** @4byoung	RT @bpmfocus: @4byoung @pisarose #innochat Agree - they see it as something from HR, rather than central to reinventing themselves
12:36:31 16:36:31	**John W Lewis** @JohnWLewis	@kimflum @eksays @dshlvrsn @DrewCM Great to hear, Kim! Doing OK, thanks. Don't miss us, hit us more often!! #innochat
12:36:55 16:36:55	**Dale H. ������** @dshlvrsn	@JohnWLewis Communicating the successes, highlighting the methods that got them. #innochat
12:36:57 16:36:57	**Derek Miers** @bpmfocus	@JohnWLewis #innochat Service level interfaces internally certainly help
12:37:24 16:37:24	**Dale H. ������** @dshlvrsn	RT @bpmfocus: @JohnWLewis #innochat Service level interfaces internally certainly help
12:38:03 16:38:03	**Dale H. ������** @dshlvrsn	Daily huddles that discuss current challenges and possible solutions. #innochat
12:38:11 16:38:11	**kim flum** @kimflum	@dshlvrsn @JohnWLewis never can have too much of this! #innochat
12:38:26 16:38:26	**John W Lewis** @JohnWLewis	@bpmfocus YES!! This came up recently on the #innochat Facebook group, I mentioned Amazon taking SOA models and app... https://t.co/oRYUmm4QiC
12:38:31 16:38:31	**Brenda Young** @4byoung	RT @bpmfocus: @JohnWLewis #innochat Service level interfaces internally certainly help
12:38:36 16:38:36	**Dale H. ������** @dshlvrsn	RT @kimflum: @dshlvrsn @JohnWLewis never can have too much of this! #innochat
12:38:43 16:38:43	**Derek Miers** @bpmfocus	@JohnWLewis #innochat Point is that if functions have to develop service interfaces to each other, they will naturally reorg themselves

12:39:00 16:39:00	**Dale H.** ������ @dshlvrsn	RT @JohnWLewis: @bpmfocus YES!! This came up recently on the #innochat Facebook group, I mentioned Amazon taking SOA models and ~~applying th~~
12:39:10 16:39:10	**Shelly Lucas** @pisarose	Smaller, nimbler teams ("sandboxes") in which authoritative figureheads aren't a bottleneck. #innochat
12:39:14 16:39:14	**Brenda Young** @4byoung	RT @bpmfocus: @JohnWLewis #innochat Point is that if functions have to develop service interfaces to each other, they will naturally reorg...
12:39:54 16:39:54	**Dale H.** ������ @dshlvrsn	Something to avoid is tying comp to customer feedback. Sounds silly but the results kill real VOC #innochat
12:40:01 16:40:01	**Dale H.** ������ @dshlvrsn	RT @pisarose: Smaller, nimbler teams ("sandboxes") in which authoritative figureheads aren't a bottleneck. #innochat
12:40:01 16:40:01	**Derek Miers** @bpmfocus	@pisarose #innochat agree on that one
12:40:22 16:40:22	**John W Lewis** @JohnWLewis	@bpmfocus Yes, and they can innovate internally. However, the other BIG issue is to differentiate services from protocols. #innochat
12:40:23 16:40:23	**Derek Miers** @bpmfocus	RT @JohnWLewis: @bpmfocus YES!! This came up recently on the #innochat Facebook group, I mentioned Amazon taking SOA models and ~~applying th~~
12:40:32 16:40:32	**Dale H.** ������ @dshlvrsn	@pisarose YES! The 2 pizza rule comes to mind. If 2 pizza's aren't enough to feed the team the team is too big... #innochat
12:40:42 16:40:42	**Dale H.** ������ @dshlvrsn	RT @bpmfocus: @JohnWLewis #innochat Point is that if functions have to develop service interfaces to each other, they will naturally reorg...
12:41:20 16:41:20	**Brenda Young** @4byoung	RT @pisarose: Smaller, nimbler teams ("sandboxes") in which authoritative figureheads aren't a bottleneck. #innochat
12:41:36 16:41:36	**Ari Yares** @ariyares	@dshlvrsn @pisarose Love it! Definitely going to use that one at work. #2PizzaRule #innochat
12:41:52 16:41:52	**Derek Miers** @bpmfocus	@JohnWLewis #innochat when groups have service level interfaces, they can easily reconfigure them into external delivered services
12:41:58 16:41:58	**John W Lewis** @JohnWLewis	OK, another issue, #innochat: who finds these more innovative organizational structures most difficult to handle? #innochat
12:42:02 16:42:02	**Dale H.** ������ @dshlvrsn	RT @ariyares: @dshlvrsn @pisarose Love it! Definitely going to use that one at work. #2PizzaRule #innochat
12:42:37 16:42:37	**Shelly Lucas** @pisarose	@bpmfocus Too often, a "cross-functional" team balloons into a gargantuan group of "entitled" representatives. #innochat
12:42:59 16:42:59	**Ari Yares** @ariyares	.@JohnWLewis perhaps, anyone who stands to lose power (perceived or real) in a change in structure #innochat
12:43:04 16:43:04	**Dale H.** ������ @dshlvrsn	RT @pisarose: @bpmfocus Too often, a "cross-functional" team balloons into a gargantuan group of "entitled" representatives. #innochat
12:43:24 16:43:24	**John W Lewis** @JohnWLewis	I worked in an org like this (in the 1980s), and it is unsettling if one is used to hierarchies. #innochat https://t.co/z7ciN6k6am
12:43:38 16:43:38	**Brenda Young** @4byoung	@JohnWLewis Sometimes a different physical location can help. Keep innovators away from the naysayers and others to get work done #innochat
12:43:42 16:43:42	**Derek Miers** @bpmfocus	@JohnWLewis #innochat Problem is middle management; they've spent their lives climbing the dung heap and are not about to give up the fight
12:44:09 16:44:09	**Shelly Lucas** @pisarose	But small, agile teams must be given decision-making authority. If projects are shuttered from on high, it's devastating. #innochat
12:44:10 16:44:10	**John W Lewis** @JohnWLewis	@ariyares Yes, Ari, it's about power. Surely, it all depends on the source of power in an org. #innochat
12:44:29 16:44:29	**Elinor Stutz** @smoothsale	RT @pisarose: Leaders must model innovative behaviors--activate change, take risks, learn from failures. #innochat

12:44:41 16:44:41	**Dale H.** ◆◆◆◆◆ @dshlvrsn	@pisarose @bpmfocus Touched on in 'Who has the D?" Imagine Marketing and Product Management both believing they have final say... #innochat
12:44:42 16:44:42	**John W Lewis** @JohnWLewis	Like a "Skunk Works", Brenda? #innochat https://t.co/N3rpbtNJNm
12:45:17 16:45:17	**Mike Brown** @Brainzooming	Trying to instill disruptive thinking? Try great questions! https://t.co/88gvWlvxGA #innochat #StrategicThinking
12:45:38 16:45:38	**Derek Miers** @bpmfocus	@JohnWLewis #innochat As in "we'll send someone to your meeting" for them to report back so that they can kill anyt... https://t.co/AnjOnjR7Dl
12:45:51 16:45:51	**John W Lewis** @JohnWLewis	But who creates "middle management"? #innochat https://t.co/noN6TBH9lG
12:45:52 16:45:52	**Brenda Young** @4byoung	@JohnWLewis People who: have a hard time adjusting to change; know everything already; have a conflicting agenda; don't agree... #innochat
12:45:53 16:45:53	**Dale H.** ◆◆◆◆◆ @dshlvrsn	@4byoung @JohnWLewis Some have suggested and entirely separate P&L... #innochat
12:46:02 16:46:02	**Ari Yares** @ariyares	.@JohnWLewis Feel like it might be time to go back and re-read The Starfish and the Spider #innochat
12:46:15 16:46:15	**Dale H.** ◆◆◆◆◆ @dshlvrsn	RT @bpmfocus: @JohnWLewis #innochat As in "we'll send someone to your meeting" for them to report back so that they can kill anything that...
12:46:34 16:46:34	**Jim Katzaman** @JKatzaman	Often it's the same people in group after group. Many are content to let the few gung ho types carry the water for... https://t.co/vMf2guUY1l
12:46:43 16:46:43	**Dale H.** ◆◆◆◆◆ @dshlvrsn	RT @ariyares: .@JohnWLewis Feel like it might be time to go back and re-read The Starfish and the Spider #innochat
12:47:07 16:47:07	**Shelly Lucas** @pisarose	@JohnWLewis Seems like middle management's original function was information-sharing. Tech has usurped some of this. #innochat
12:47:33 16:47:33	**Brenda Young** @4byoung	Yes! RT @pisarose: @bpmfocus Too often, a "cross-functional" team balloons into a gargantuan group of "entitled" representatives. #innochat
12:47:47 16:47:47	**Ari Yares** @ariyares	@pisarose @JohnWLewis there is also an HR function. Upper management often doesn't want to have difficult conversations w/staff #innochat
12:47:51 16:47:51	**Derek Miers** @bpmfocus	@JohnWLewis #innochat Middle management exists ... think C level -2 ... spend all their time maintaining status quo
12:48:21 16:48:21	**Dale H.** ◆◆◆◆◆ @dshlvrsn	@JohnWLewis Competing Values Framework suggests some like to things fast, others right, others first, and others together. #innochat
12:48:37 16:48:37	**Dale H.** ◆◆◆◆◆ @dshlvrsn	RT @bpmfocus: @JohnWLewis #innochat Middle management exists ... think C level -2 ... spend all their time maintaining status quo
12:48:50 16:48:50	**Brenda Young** @4byoung	Love this! RT @Brainzooming: Trying to instill disruptive thinking? Try great questions https://t.co/tWS7f143JO #innochat #StrategicThinking
12:49:02 16:49:02	**John W Lewis** @JohnWLewis	@4byoung @pisarose @bpmfocus In my view, one simply needs to follow the money! Who has the budget? If it's allocate... https://t.co/DsuIGJfHMf
12:49:03 16:49:03	**Ari Yares** @ariyares	@bpmfocus @JohnWLewis I would disagree. Most of the middle management that I've worked with often feels stifled by the C-suite #innochat
12:49:31 16:49:31	**Dale H.** ◆◆◆◆◆ @dshlvrsn	@bpmfocus @JohnWLewis I would say that I fall squarely in that layer and you won't find a person in the company tha... https://t.co/yQUG7rl2m1
12:49:33 16:49:33	**Brenda Young** @4byoung	RT @ariyares: .@JohnWLewis Feel like it might be time to go back and re-read The Starfish and the Spider #innochat
12:49:57 16:49:57	**Brenda Young** @4byoung	RT @bpmfocus: @JohnWLewis #innochat As in "we'll send someone to your meeting" for them to report back so that they can kill anything that...
12:50:18 16:50:18	**Shelly Lucas** @pisarose	RT @bpmfocus: @JohnWLewis #innochat As in "we'll send someone to your meeting" for them to report back so that they can kill anything that...

12:50:27 16:50:27	**Dale H.** ������ @dshlvrsn	@bpmfocus @JohnWLewis ...in fact what @jeanneliedtka found is that it's often a middle manager with no resource tha... https://t.co/gl5dIf1ZvX
12:50:50 16:50:50	**Dale H.** ������ @dshlvrsn	What he said... #innochat https://t.co/xfUbo71FC0
12:50:58 16:50:58	**Derek Miers** @bpmfocus	@dshlvrsn @JohnWLewis #innochat point is that they maintain the existence of their silo
12:51:14 16:51:14	**John W Lewis** @JohnWLewis	10 mins left, any other aspects we've missed #innochat?
12:51:20 16:51:20	**Dale H.** ������ @dshlvrsn	RT @bpmfocus: @dshlvrsn @JohnWLewis #innochat point is that they maintain the existence of their silo
12:51:34 16:51:34	**Dale H.** ������ @dshlvrsn	@bpmfocus @JohnWLewis That's a hypothesis that can be tested. #innochat
12:52:08 16:52:08	**Derek Miers** @bpmfocus	@JohnWLewis #innochat goto go ... ciao for now
12:52:12 16:52:12	**Ari Yares** @ariyares	@dshlvrsn @bpmfocus @JohnWLewis How would you test it? #innochat
12:52:54 16:52:54	**Dale H.** ������ @dshlvrsn	@JohnWLewis A thorough understanding of how to find unmet needs and how to properly segment markets. #innochat
12:53:08 16:53:08	**Shelly Lucas** @pisarose	Accountability can be difficult to incorporate in flat organizations & networked team org structures. #innochat
12:53:12 16:53:12	**Brenda Young** @4byoung	@JohnWLewis Good example of need to change org & innovate is in retail. e.g., Amazon buying Whole Foods - very disruptive #innochat
12:53:24 16:53:24	**John W Lewis** @JohnWLewis	Exactly! If the "middle" management are in horizontal layers (not vertical silos) then they are contributing to val... https://t.co/kXVdLowIvI
12:53:37 16:53:37	**Brenda Young** @4byoung	RT @bpmfocus: @dshlvrsn @JohnWLewis #innochat point is that they maintain the existence of their silo
12:53:53 16:53:53	**Brenda Young** @4byoung	RT @dshlvrsn: @JohnWLewis A thorough understanding of how to find unmet needs and how to properly segment markets. #innochat
12:55:53 16:55:53	**John W Lewis** @JohnWLewis	@bpmfocus Good to see you, Derek, and thanks for triggering this choice of topic. #innochat
12:56:10 16:56:10	**Dale H.** ������ @dshlvrsn	RT @pisarose: Accountability can be difficult to incorporate in flat organizations & networked team org structures. #innochat
12:56:53 16:56:53	**John W Lewis** @JohnWLewis	@4byoung Yes, it was interesting to discuss this over on the #innochat FB group, Brenda.
12:56:59 16:56:59	**Brenda Young** @4byoung	@pisarose Yes. There's always a downside and it's much easier to "hide" in a networked team / flat organization #innochat
12:57:08 16:57:08	**Dale H.** ������ @dshlvrsn	@pisarose Correct. When the structure gets too 'soft' decision making falters. #innochat
12:57:50 16:57:50	**John W Lewis** @JohnWLewis	Thank you very much all innocats for another great #innochat.
12:58:20 16:58:20	**Dale H.** ������ @dshlvrsn	@4byoung @JohnWLewis Time will tell. You have a potential clash of two very different Telos (not sure what the plur... https://t.co/TXYQiCzhKG
12:58:29 16:58:29	**Dale H.** ������ @dshlvrsn	RT @JohnWLewis: Thank you very much all innocats for another great #innochat.
12:58:38 16:58:38	**Dale H.** ������ @dshlvrsn	RT @4byoung: @pisarose Yes. There's always a downside and it's much easier to "hide" in a networked team / flat organization #innochat
12:59:50 16:59:50	**John W Lewis** @JohnWLewis	The trick is to understand that vertical functional silos do not spend, ... they earn by serving horizontal value-cre... https://t.co/awQVJKl2EV

13:00:31 17:00:31	**John W Lewis** @JohnWLewis	A lively #innochat today! There will be a transcript soon.
13:00:39 17:00:39	**Ari Yares** @ariyares	Always enjoyable @johnwlewis #innochat
13:02:44 17:02:44	**Anders Hjort** @ANDERSHJORT	#sales RT pisarose: Leaders must model innovative behaviors--activate change, take risks, learn from failures. #innochat via smoothsale
13:04:21 17:04:21	**John W Lewis** @JohnWLewis	@ariyares Thanks for taking part, Ari. #innochat