Intrapreneurship & Innovation: Challenges, Opportunities & Trends

LOIS KELLY & CARMEN MEDINA

@RebelsAtWork

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Why isn’t anyone talking about how hard it is to create change *inside* organizations?

Why is most attention on leaders?

Why isn’t anyone helping the *individual change agent*?
REBELS AT WORK
A Handbook for Leading Change from Within
Lois Kelly & Carmen Medina

1. Effective rebels
2. The Change Quest
3. If you’re the boss
4. Open mic
The top reasons my organization resists change:

1. Execs will never agree to it
2. Not enough resources/too expensive budget
3. We’ve tried that before and it didn’t work
4. Like the way things are
My biggest challenge in creating change is:

1. Afraid I might hurt my reputation/career
2. My boss is resistant to most new ideas
3. I hate dealing with conflict and controversy
4. Working through approval processes makes me crazy
5. My ideas go against the culture of my organization
Think of someone you know who has managed to create change.

What did she or he do particularly well?
<table>
<thead>
<tr>
<th>Bad Rebels</th>
<th>Good Rebels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complain</td>
<td>Create</td>
</tr>
<tr>
<td>Break rules</td>
<td>Change rules</td>
</tr>
<tr>
<td>Me-focused</td>
<td>Mission-focused</td>
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<tr>
<td>Problems</td>
<td>Possibilities</td>
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<tr>
<td>Alienate</td>
<td>Attract</td>
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<tr>
<td>Energy-sapping</td>
<td>Energy-generating</td>
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<tr>
<td>Assertions</td>
<td>Questions</td>
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<tr>
<td>Pessimist</td>
<td>Optimist</td>
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<tr>
<td>Point fingers</td>
<td>Pinpoint causes</td>
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<tr>
<td>Worry that...</td>
<td>Wonder if...</td>
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<tr>
<td>Obsessed</td>
<td>Reluctant</td>
</tr>
</tbody>
</table>

*Source: Rebels At Work*
The Change Quest

- See need
- Face fears
- Prepare
- Frame issue
- Enlist support
- Communicate like activist
- Engage in conflict
- Refine, Reset
- Succeed or quit
All organizations need their canaries.
What assumptions might be in your way?

If not you, who?

Face fears
Resiliency
Credibility
Relationships
Organization landscape
Organization readiness

Prepare
Show what’s at stake
Connect to what’s truly valued
Walk people into the future
Show the idea can work
Scientists at Rensselaer Polytechnic Institute have found that when just 10 percent of the population holds an unshakable belief, their belief will always be adopted by the majority of the society. The scientists, who are members of the Social Cognitive Networks Academic Research Center (SCNARC) at Rensselaer, used computational and analytical methods to discover the tipping point where a minority belief becomes the majority opinion. The finding has implications for the study and influence of societal interactions ranging from the spread of innovations to the movement of political ideals.
Urgency + purpose
Persuasion science
Easy to support
Process vs. presentation

Communicate like activist
There can be no change without conflict.

- Invite conversation + listen
- Get skilled: difficult conversations
- Master the meeting
- Use good questions
- Learn from anger + manage it
- Address desire for certainty + ROI
When should a rebel quit?

- Your values are far from your company's
- There are no opportunities to grow
- You've burned too many bridges
- There is no one at work to support you
If you are the boss....
Be kind: safety
Call bullshit and be called on bullshit: authenticity
Invite cognitive diversity: creativity
Resources, newsletter, posts:

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@Milouness

Friday, June 26
24-hour online REBEL JAM