



**THE PLAYBOOK FOR GLOBAL
INNOVATION READINESS**

**LEADING
INNOVATION IN A
CHANGING WORLD**

2021-2022



GLOBAL MINDS
NETWORK

CONTENT

- 03 Ready to Lead Global Innovation?
- 04 ♦ From Innovation to Global Readiness

- 06 The Global Innovation Readiness Indicators
- 07 ♦ Develop Innovation Leadership
- 10 ♦ Create a Human Centric Focus
- 11 ♦ Facilitate the Collaboration Process
- 13 ♦ Capture Network Intelligence
- 15 ♦ Inspire a Global Innovation Culture
- 17 ♦ Master Innovation Execution

- 19 A Global Innovation Readiness Framework
- 21 ♦ Tools for Starting the Innovation Journey

- 22 About Global Minds Network
- 23 ♦ Our Authors and International Advisory



Ready to Lead Global Innovation?

The start of a new decade introduced a turbulent year shaped by a global pandemic and economic uncertainty. Organizations, governments, non-profit organizations, and educational institutions were confronted with challenges yet possibilities to learn, co-create, and deliver new solutions for global and local communities. With an acceleration and adoption of new technologies, employees explored new ways to connect and collaborate with colleagues around the world. As we enter 2021, we are facing a great opportunity to re-think how leaders and teams collaborate and innovate in order to create value for people, organizations, and the planet in the coming decade.

We are facing grand challenges that require the collective wisdom of a global network.

Multicultural collaboration is central to global innovation through the integration of new ideas and diverse perspectives. Strategic alignment and effective collaboration are required for innovative solutions that meet global and local customer needs. Organizations require new technologies for enabling innovation across the value chain. These challenges demand new leadership competencies and organizational capabilities to accelerate global innovation performance and international market success.

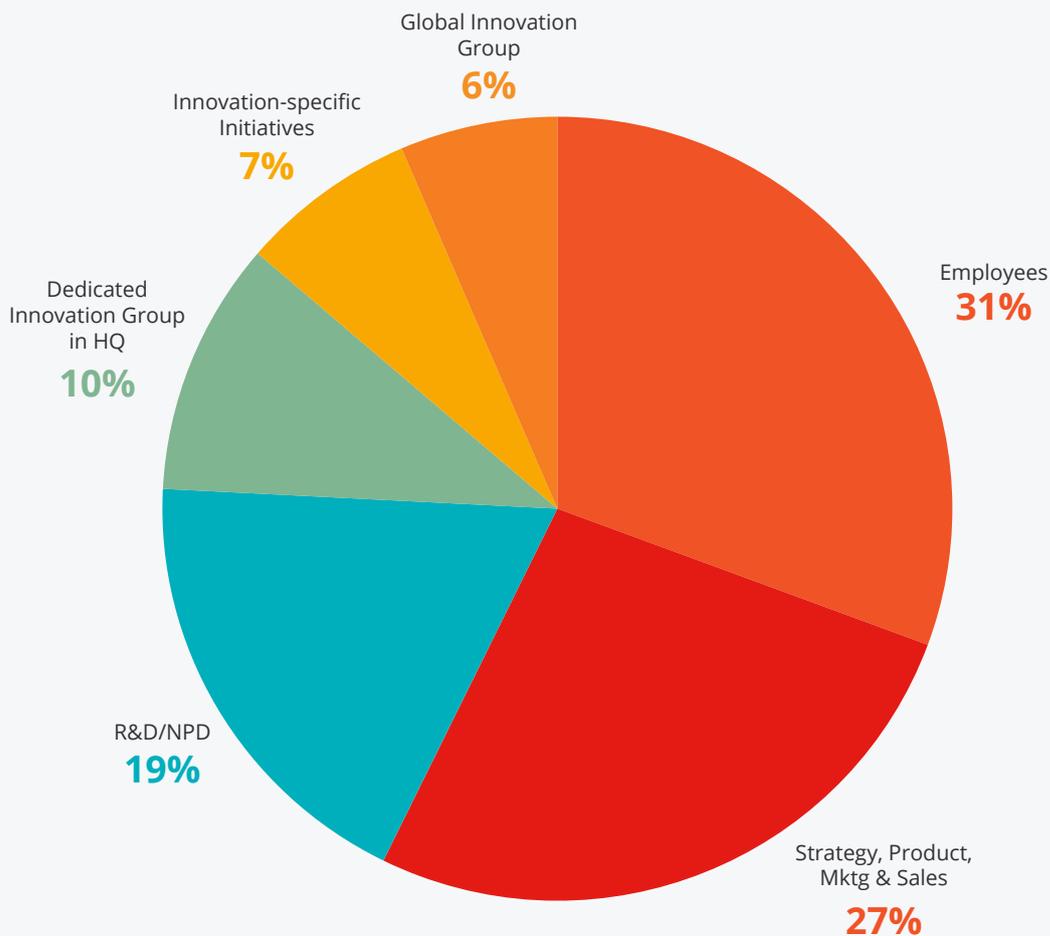
Leaders and teams require new solutions for connecting and building an innovation culture for global and local impact. The contexts for innovation are rapidly evolving in a global, multicultural, and digitally connected environment. Pre-pandemic models and practices no longer apply to a changing world. The UN Global Compact and leading international organizations have emphasized the importance of meeting the 17 Sustainable Development Goals to secure the well-being of people and the planet by 2030. Global and local collaboration, innovation, and leadership will be critical in meeting these goals. In creating and executing international initiatives, what will it take to lead human-centric and customer-centric innovation in 2021 and beyond?

Our Playbook shows you how to lead, collaborate, innovate and succeed in a changing world.

It is supported by our Global Innovation Readiness Survey 2020-21 which shows how leaders, teams, and organizations are ensuring readiness to innovate and succeed in a turbulent global economy. We invited participation of a select group of leaders responsible for global innovation initiatives with cross-cultural geographically distributed teams. Responses from 124 global executives, from 28 countries across five continents, have helped define what is important for collaborating and innovating in a complex environment.

From Innovation to Global Readiness

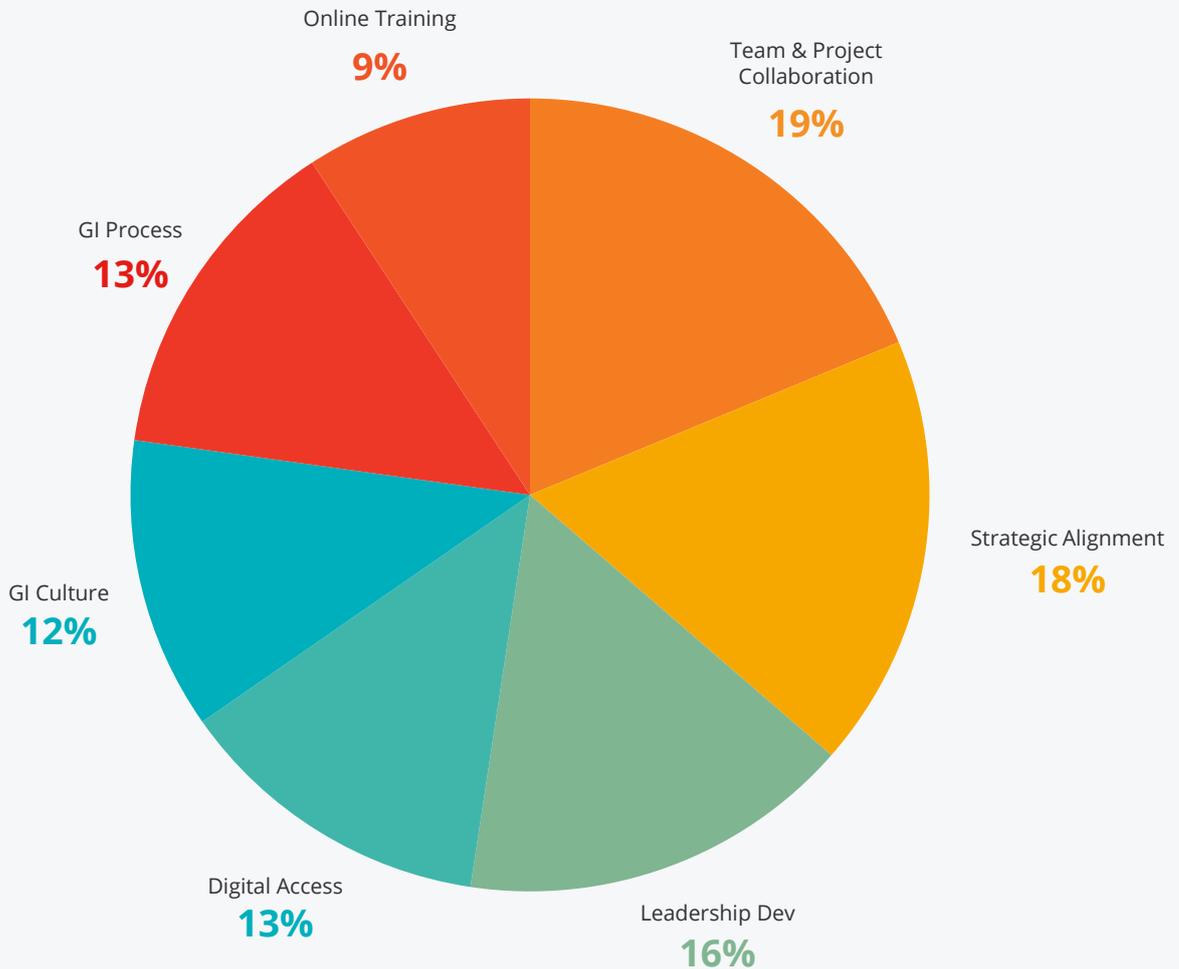
Where Innovation Belongs Today



Source: Global Innovation Readiness Study 2020-21

The gates are wide open to a new era of collaboration and innovation as demonstrated by the shift of innovation ownership to employees and the view of a company-wide mission (31%), followed closely by strategy/ product/ marketing/ sales for new initiatives (27%). A changing and dynamic environment demands a cross-functional innovation focus as well as the ability to manage innovation projects, from concept to market.

Global Innovation Priorities



Source: Global Innovation Readiness Study 2020-21

Top organizational priorities for accelerating global innovation emphasize team and project collaboration, strategic alignment, and leadership development. Additional priorities include digital access, a global innovation process and culture as well as online training. The Survey showed that organizational, leader and team readiness scales indicated less confidence in the global innovation process, training programs as well as digital platforms and tools.

Global Innovation Readiness Indicators

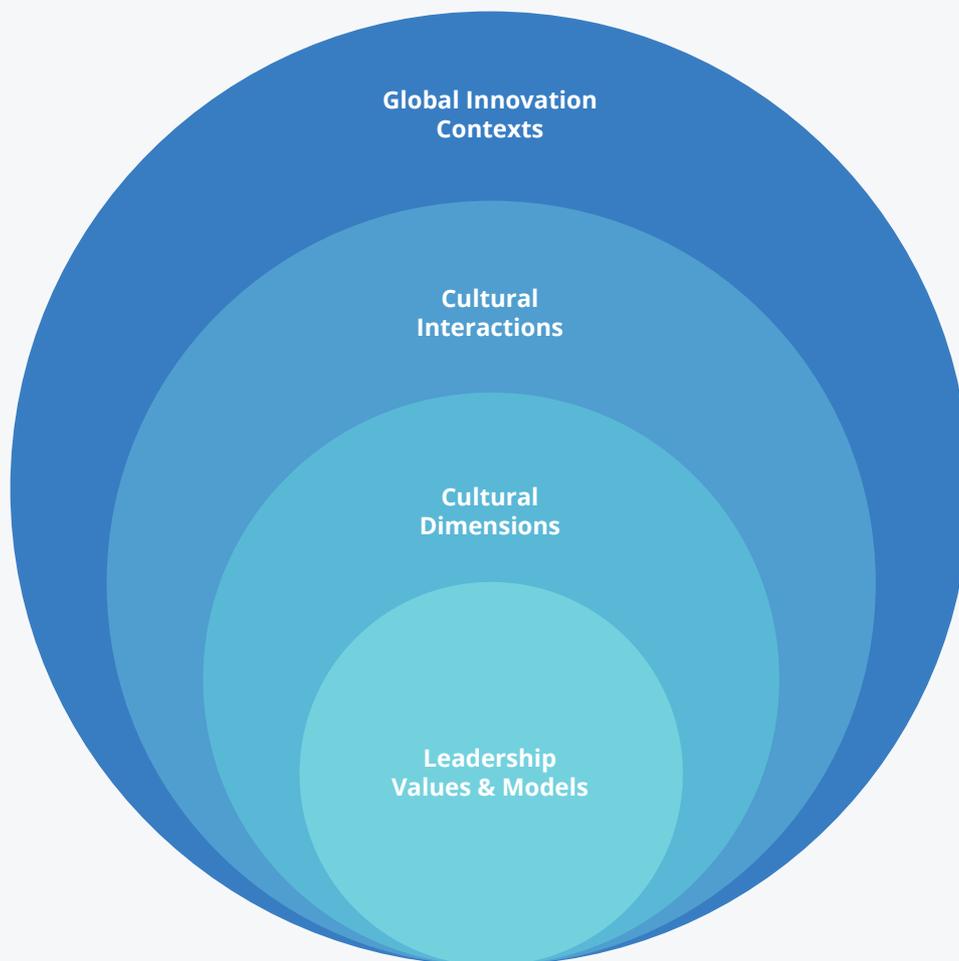
Future value will be based on solutions that are aligned with the needs of culturally diverse employees, customers and markets in an innovation-driven era. Global Minds Network understands that leaders and teams require the knowledge and skills to navigate today's complex and changing environment. Our Survey shows that Global Innovation Readiness is primarily viewed as competencies and capabilities that meet collaboration and innovation needs for a multicultural and digitally connected world. This is the new normal. Yet, the Survey also showed that organizations are lacking readiness in critical areas. We therefore present the **Six Indicators that will shape Global Innovation Readiness** for a post-pandemic era: Innovation Leadership, Human-Centric Focus, Collaboration Process, Network Intelligence, Innovation Culture, and Execution Mastery.



1. Develop Innovation Leadership

Leaders are facing changing contexts while adapting to new technologies and diverse customer needs across cultures and geographies. An increasingly project and team-driven innovation focus demands new skills for a global, multicultural, and networked environment. Leaders will need to serve as knowledge facilitators in order to facilitate team connections, sharing, and learning within a digitally connected network. In shifting to human centric needs, inclusive leadership creates an environment conducive to knowledge-sharing and collaboration across functions and geographies. Team leaders inspire and engage throughout the innovation journey and process, from ideation to execution.

The Global Leadership Journey

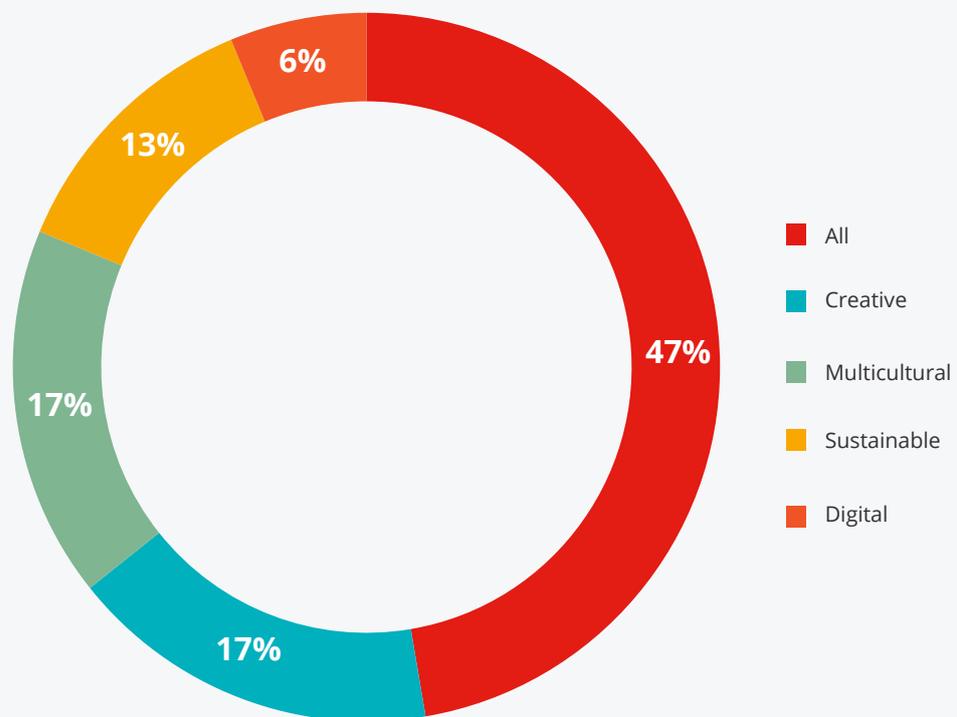


Source: Dr. Karina R. Jensen, *Leading Global Innovation*, 2017; *Global Innovation Readiness Study 2020-21*

There is great uncertainty in navigating diverse cultures, digital collaboration, and change. When leading global initiatives, the Survey showed there was confidence in building trust and relationships, facilitating project communication and knowledge-sharing, inspiring ideation and co-creation. However, there was less confidence in demonstrating cultural understanding, applying collaboration technologies and tools as well as encouraging initiative and risk-taking while managing change and ambiguity. This supports the need for new leadership competencies that address our current context of leading in a global and multicultural network.

Leadership and innovation models should consider these changing contexts rather than apply a universal approach. A complex and changing world requires attention to the four layers of the innovation leadership journey and how they shape mindsets, behaviors, and skills. Each layer is essential to developing and applying leadership practices. Consider how your core leadership values influence cultural dimensions, cultural interactions, and global innovation contexts. Knowing cultural differences and practicing cultural interactions are only as effective as their relevance to leading global innovation projects.

Global Readiness Mindset



Source: Global Innovation Readiness Study 2020-21

Leaders can no longer rely on a single mindset. As noted by a majority of survey participants, the journey ahead requires a holistic and integrated mindset for leading in a complex and changing global landscape. It is a blend of creative, multicultural, sustainable, and digital perspectives. We call this a global readiness mindset where leaders are open to developing innovation through ideas and knowledge with culturally diverse teams and customers worldwide, while paying attention to commercial, societal, and environmental solutions that are enabled by digital platforms and tools. Innovation leaders require a global readiness mindset and systemic view in order to co-create solutions that respond to the needs of a multicultural and networked environment.

When bringing new initiatives from concept to execution, leaders are increasingly required to adapt and respond to multiple roles. The survey showed that global leaders mostly viewed their roles as project visionaries, knowledge facilitators, and communicators. Additional roles included the creative catalyst, collaborator, strategic decision-maker, and results champion. This requires consideration of behaviors and skills that respond to every phase of the global innovation cycle. A global readiness mindset combined with innovation leadership enable international project success.

Inclusive Leadership for Accelerating Global Innovation

Inclusive Leadership is indispensable to succeed in a multicultural, disruptive and changing world. Today's leaders need to focus on connecting purpose to strategic co-creation. And then engage the organization through empowered teams that experiment, learn, and scale.

Inclusive leaders embody mind, heart, and gut:

- ◇ Mind: They develop a mindset for seeing possibilities and pushing boundaries.
- ◇ Heart: They are authentic as they have the courage to embrace their vulnerability.
- ◇ Gut: They create a psychologically safe environment for people to feel safe enough to take interpersonal risks by speaking up and sharing concerns, questions, or ideas.

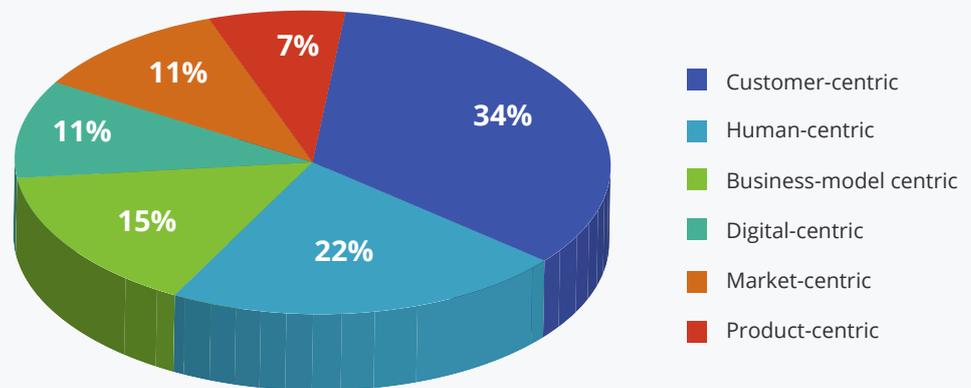
Integrated effectively, this trinity of character and competencies is at the heart of accelerating global innovation readiness.

--John Metselaar, Global Leadership and Innovation Leader

2. Create a Human Centric Focus

Organizations need to move from a reactive mode of exploitation to a proactive mode of exploration and strategic co-creation. The Survey showed that customer and human-centric innovation are strongly preferred for succeeding in a changing global economy. In balancing incremental and radical innovation, there is more power in ideas that solve critical problems and provide long-term value to global and local communities. Start with human value instead of cash value. This means human centric development of technologies rather than the frenzied tech-driven race that has resulted in human exhaustion and resource depletion. Leaders need to orchestrate a blended environment where interpersonal interactions enable the digital and employee experience.

Customer and Human Centric Innovation



Source: Global Innovation Readiness Study 2020-21

Human Centric Innovation and Systematic Ideation

Leaders must bring a common language and definition for innovation with creativity tools and techniques to collaborate, involve, and evolve a global readiness mindset.

Systematic Innovation unlocks opportunities for creating the future. Organizations have reinvented themselves overnight with work from home during the pandemic. It's a time to increase motivation, enable expertise, and collaborate across the organization.

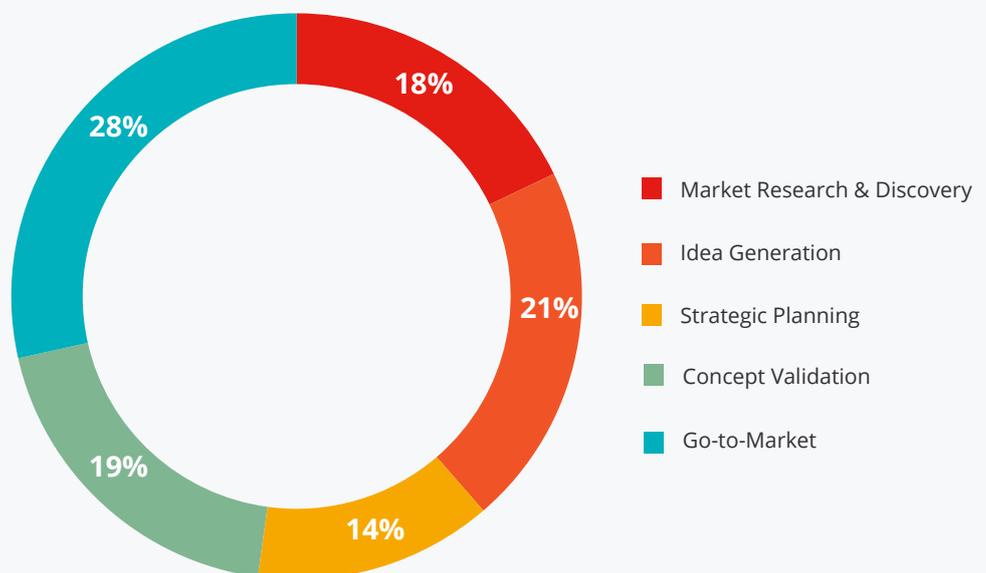
Bringing new ideas for products, processes, or services while exploring new opportunities is the 'new normal'. This enables systematic power ideation and tools to amplify innovation through new thinking of human and customer-centric innovation.

--Lokesh Venkataswamy, International Design and Innovation Leader

3. Facilitate the Collaboration Process

While project and team collaboration remain a top priority for organizations in the coming year, there is less certainty in how to develop an effective process. As the past and current realities have demonstrated, the future is all about collaboration for a new generation of culturally diverse and digitally connected teams. When connecting a global network and local eco systems, new skills are required for accelerating innovation around the world. Serving as knowledge facilitators and innovation orchestrators, project leaders will need to inspire and empower teams to initiate ideas and share knowledge, from concept to execution.

Local Team Engagement



Source: Global Innovation Readiness Study 2020-21

However, leaders are still confronted by the challenges of trust-building, team engagement, conflict management, knowledge-sharing, and risk-taking. In aligning the innovation project across the organization, the Global Innovation Readiness Survey showed that local team and subsidiary involvement, cross-cultural differences in knowledge-sharing, and local market and customer understanding remained the top challenges. Knowledge-sharing which is critical to an effective collaboration process demonstrated the greatest challenge between leaders and teams where communication styles, feedback process, safety to share ideas and opportunity to initiate are important to a successful innovation project.

In building a stronger collaboration process, leaders need to engage teams throughout all of the global innovation project phases. While local teams participate in various phases of a project, the Global Innovation Readiness Survey showed they are most involved in the go-to-market phase where marketing and sales execution is necessary for the global launch. However, they were least involved in the strategic planning phase where sharing of local customer and market knowledge is critical to execution success. The project collaboration process is central to team engagement where there is a need for effective communication and knowledge-sharing in every phase of the global innovation cycle.

Leaders should design for multicultural team collaboration to ensure inclusion and engagement. The Survey showed strongest agreement for leaders that facilitate collaboration through knowledge-sharing and team engagement with a structured feedback process, recognition and visibility for teams. The project collaboration process serves as the channel for leaders to facilitate innovation. The Survey also showed a higher preference for video and project platforms with on-site and in-person options. It will be important to design a hybrid work space where teams can enjoy both online and on-site collaboration. Technology platforms and tools are the enablers where selection and design are critical for an accessible and effective virtual work space across geographies and time zones.

Inspiring Multicultural Collaboration in a Project and Team-Driven Era

In building trust and increasing motivation for cross-cultural and geographically distributed teams, leaders will need to learn how to listen and respond in order to create an inclusive dialogue throughout the global innovation process and journey. Team leadership requires four key practices for inspiring and facilitating multicultural collaboration:

- ◆ Recognize team members' knowledge, talent, and expertise
- ◆ Listen and respond to ideas and requests
- ◆ Engage and empower team members throughout the project process
- ◆ Reward through organizational support and incentives

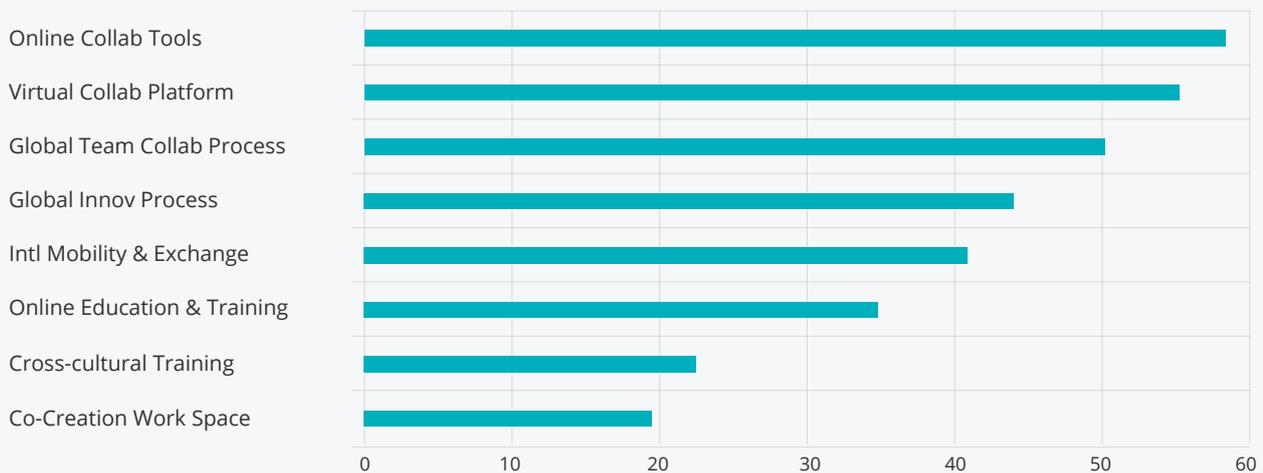
Culturally diverse perspectives offer a great opportunity to accelerate creativity and innovation in every location around the globe. Leaders and team facilitators should avoid an ethno-centric approach for inclusion and engagement. Inspire diverse ideas through a process that will optimize the knowledge of a multicultural talent pool. Consider how these practices are integrated throughout the global innovation project process for your initiatives in 2021 and beyond.

-- Dr. Karina R. Jensen, Founder and Executive Director

4. Capture Network Intelligence

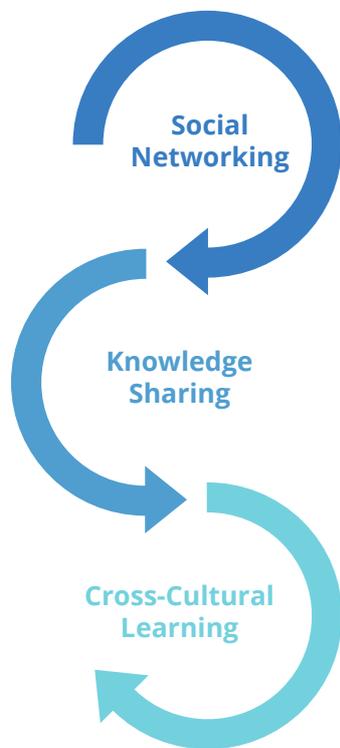
The future lies in the opportunity to harness collective intelligence in a global network. The coming year and decade will present organizations with great challenges that require collective problem-solving from creative minds across cultures and disciplines. Organizations will need to avoid limited thinking that only a select club of leaders can solve the problems of the world. Leaders will provide inspiration and guidance, yet the valuable solutions will often ignite and develop within a team of collaborators who have knowledge and experience of their contexts. We need to move from an exclusive process to an inclusive process where ideas and solutions can be found in any location around the globe.

Global Team Resources



Source: Global Innovation Readiness Study 2020-21

Organizations will need to pay attention to how they optimize the collective intelligence of a global and digitally connected network. While teams mostly rely on online collaboration platforms and tools, the internal collaboration and innovation processes are not always aligned. Leaders need to consider social and IT structures that allow teams to easily connect and share. Connecting teams around the world ignites conversations. Sharing knowledge and practices across functions and cultures enables and engages the organization. Listening and learning from diverse perspectives nurtures an open and creative mind. This opens the door to new solutions that deliver value and respond to customer needs in developing, emerging, and mature economies.



Source: Dr. Karina R. Jensen, Leading Global Innovation, 2017

In order to connect the global network, leaders will need to serve as knowledge facilitators throughout the innovation process. An effective knowledge-sharing platform should consider diverse languages and cultural practices in an online environment. The innovation project process requires interactive workflows with collaboration tools that are shared by the global team. Social networking, spontaneous sharing and forums ensure continuous engagement. As knowledge facilitators, leaders should consider how they create opportunities for local and global connections that enable sharing of ideas and practices throughout the innovation journey. This unlocks knowledge and local market intelligence that allow the creation and delivery of valuable solutions for international customers and markets.

Connecting Digital Teams in the Global Network

Global innovation readiness is about having a clear vision, a relevant purpose and the right intent to inspire and gather individuals in remote locations to address the challenges of the present moment in innovative ways. Welcoming the individual transformation that occurs as the experience unfolds, is a key factor for success.

How can leaders, teams and organizations prepare? Engaging everyone in a learning journey where they:

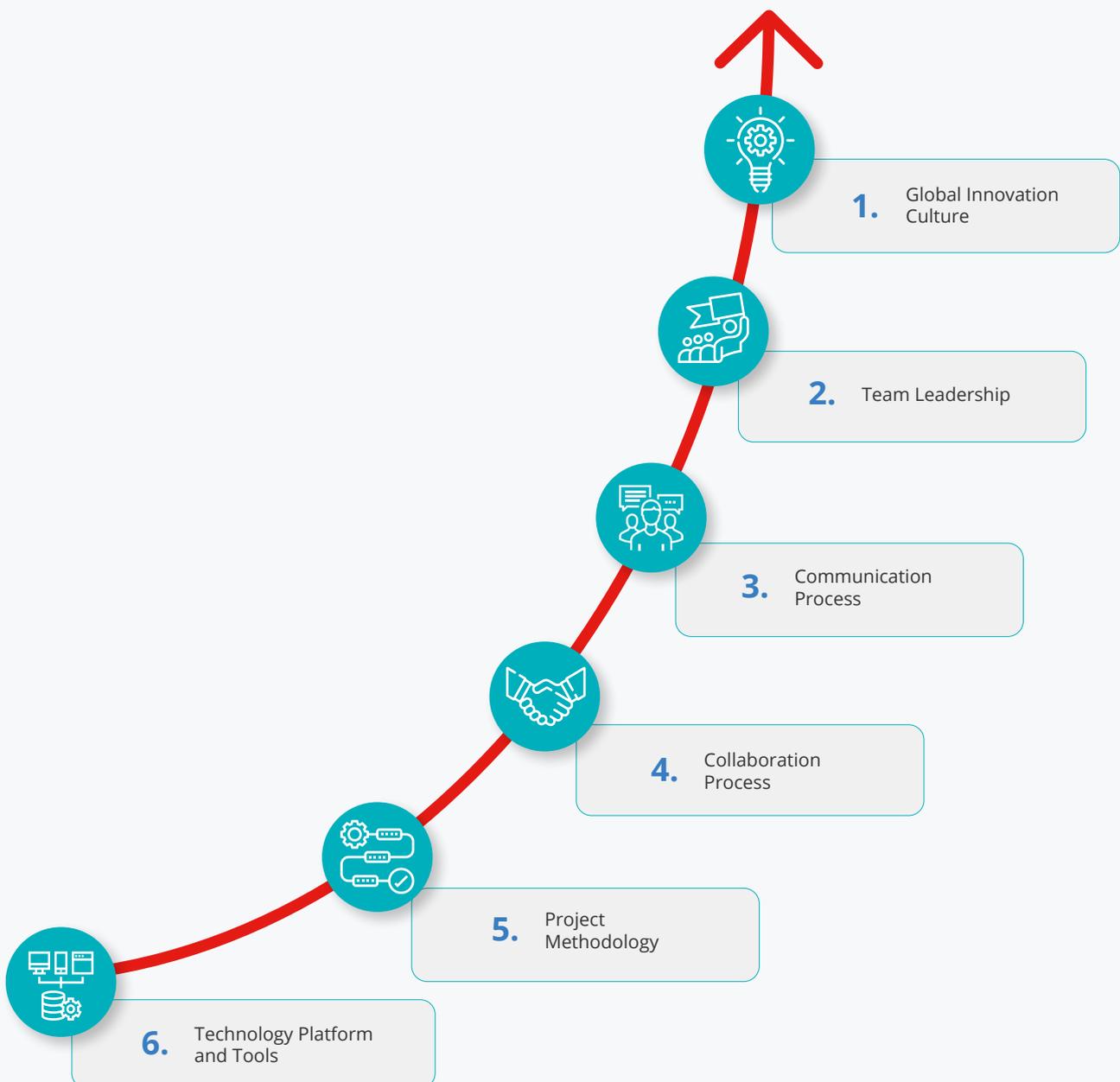
- ◇ Feel comfortable with the unknown and constant uncertainty and ambiguity.
- ◇ Experiment, adjust and re-try as the ultimate path to learn and grow.
- ◇ Appreciate that all people are unique contributors in the creation process.
- ◇ Make information technology the supporting platform, the tool and utility to make human processes more efficient.
- ◇ Use wisely these new IT platforms and ecosystems to make them be of service to humans and not the other way around.
- ◇ Embrace Oneness and Wholeness, given that our false sense of separation is the main misunderstanding that prevents innovation, collaboration, and the magic to occur.

This supports the ultimate goal of human experience that is being of service to one another while we deal with the challenges of each moment, using the tools we have, like information, technology, intuition and imagination as enablers of the creative process, as the means to make our world a better place.

--Monica Maria Sanchez, Global Transformation and Digital Leader

5. Inspire a Global Innovation Culture

There is no doubt that organizational culture is most important for facilitating global innovation. While a global innovation culture is top ranked by leaders in the Global Innovation Readiness Survey, it was closely followed and supported by team leadership, communication, and collaboration processes, project methodology, technology platform and tools. These are interdependent factors that shape an innovation culture where teams are inspired and engaged in the global innovation process, from concept to market.





Source: Dr. Karina R. Jensen, Leading Global Innovation, 2017; Global Innovation Readiness Study 2020-21

Values shape a global innovation culture

and team climate. The Survey showed strong agreement for values of cultural respect and understanding, innovative thinking and new ideas, knowledge-sharing and exchange. Values that were more difficult to sustain included initiative and risk-taking, optimizing culturally diverse perspectives, ensuring visibility and transparency as well as global and local responsiveness. In order to inspire an innovation culture, leaders need to nurture values for cultural empathy, creativity, and collaboration. This inspires a team climate that is open, enterprising, supportive, and responsive, from concept to execution success.

Enabling a Global Innovation Culture for Achieving the SDGs

Discussions on the 17 Sustainable Development Goals have been on everyone's agenda for some 25 years. Yet only Climate Change has benefited from global coordination. The remaining 16 value chains lack horizontal and vertical integration.

The accountability for coordinating these value chains, in essence, lie with the large International Organizations, and NGOs, but not only. Ensuring sustainability across value chains is most likely the greatest and most pressing driver of innovation currently, and for some time to come. And for good reason. They underpin planet Earth's Survival plan.

Strengthening alignment and global innovation readiness will be critical in order to ensure synergies for a Strategy-People-Process-Technology process. For example:

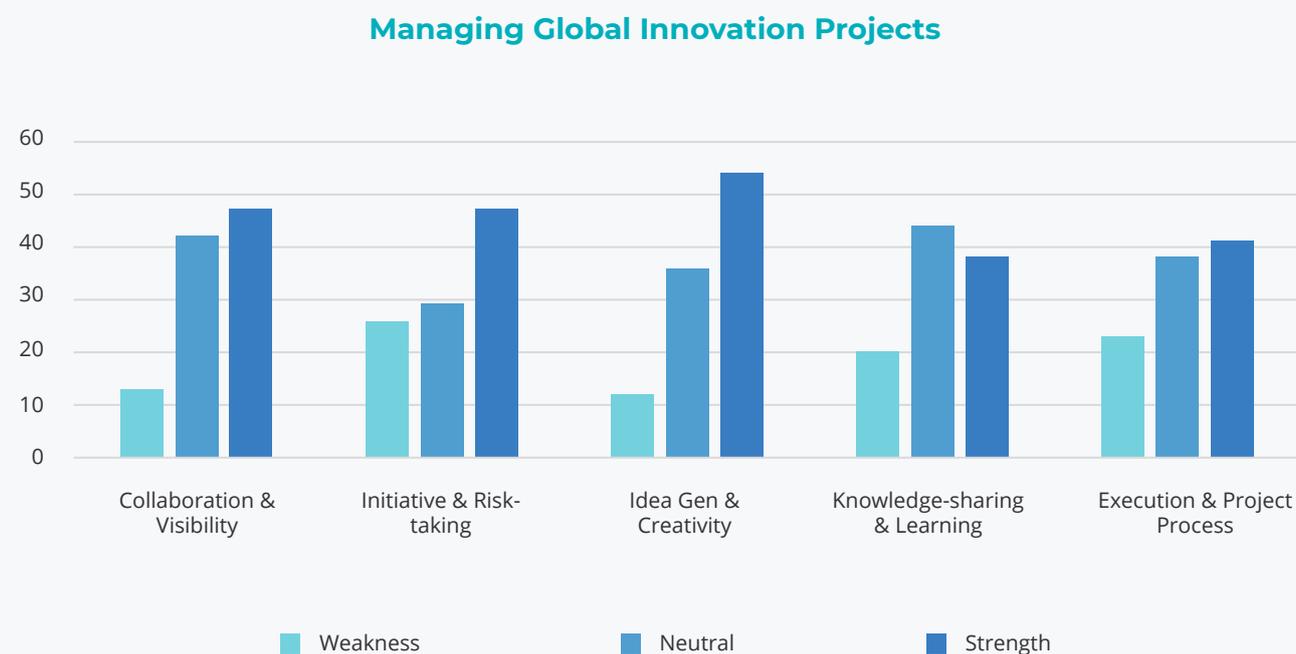
1. Strengthen or build key functions critical to enhancing strategic plan rollout.
2. Revamping of people-centric processes and core competences, including leadership levels.
3. Co-development of digital strategies across actors operating within the same SDG to underpin Strategic Plan.
4. Leveraging new technologies, such as blockchains to integrate program management across the SDGs.

It is important to consider these key elements for enhancing a global innovation culture that enables organizations to make a greater impact for people and the planet.

--Mahan Amarnath, Global OD and Transformation Leader

6. Master Innovation Execution

In moving from idea to execution, there is a growing gap for leadership competencies and organizational capabilities. While the Global Innovation Readiness Survey participants showed greater confidence in ideation and concept creation, there was less confidence in go-to-market plans, marketing and sales readiness, and in-market execution. This was further emphasized when survey participants were asked to evaluate organizational strengths and weaknesses for managing global innovation: The greatest strengths were idea generation and creativity while the greatest weaknesses were knowledge-sharing and learning as well as execution and systematic project processes.



Source: Global Innovation Readiness Study 2020-21

The ability of leaders and teams to orchestrate an effective execution process is critical for innovation performance and international market success. Although a turbulent and changing world has inspired new ideas, it is also important to co-create a relevant strategy and implement a plan that will ensure marketing and sales readiness. Organizations will need to pay attention to a systemic view and systematic project process that integrate learning and knowledge-sharing throughout the global innovation project. Understanding the readiness drivers and the questions that guide the innovation process will be critical for leaders to succeed in a post-pandemic world.

Global Innovation Process, Concept to Execution



Ensuring Readiness for Innovation Execution

You and your team are confident that you have the right market and customer insights, and have now developed the optimum solution to drive new customer and human-centric value. But have you gone through a sufficient and granular process to prepare your team and new solution for successful innovation execution?

Have you fully assessed the category dynamics and the competition? What about the channel and go-to market strategies? Have you fully integrated an omni-channel communication program to inform and excite your prospective customers on your new solution and the experience it will deliver? Have you integrated global requirements with local nuances for execution?

These and other executional requirements are generally not thought through in enough detail, rigor or with a long enough time horizon in mind.

We've seen and know that superior in-market results come from superior planning and execution, as well as organizational collaboration and alignment.

Utilizing the Commercial Readiness Construct, as a detailed execution map within the Global Innovation Readiness Framework, provides the important final component to ensure you and your team can master innovation execution and deliver the desired results, from concept to market.

--Bryan Semkuley, Global Innovation and Marketing Leader

Leading into the Future:

A Global Innovation Readiness Framework

A dynamic and changing world requires leadership and organizational readiness to collaborate and innovate, from concept to market. Yet, the global survey uncovered challenges in preparing leaders and teams to accelerate global innovation performance and international market success. The Six Indicators show what is necessary for ensuring global innovation readiness for your organization. The journey starts with inclusive leadership for inspiring and engaging cross-cultural and cross-functional teams around the world. This requires a human centric co-creation process for connecting with international employees and customers. An effective collaboration process empowers a team and project-driven network. A global innovation culture and execution mastery ensure international market success

Global Innovation Readiness Framework

A holistic and human-centric innovation process, from concept to market



Source: Dr. Karina R. Jensen,
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In responding to these needs, Global Minds Network has developed a Global Innovation Readiness framework for successfully leading initiatives in today's multicultural and digitally connected world. The framework guides our readiness solutions and is designed to help leaders and teams collaborate and innovate for global and local impact. We would like to present our framework as a valuable reference and guide for your global innovation journey.

The global innovation journey starts with three collaboration drivers that align and facilitate the innovation process – Vision, Dialogue, and Space.

- **Vision** requires global leadership and strategic co-creation. Leaders become knowledge facilitators and innovation orchestrators where strategic co-creation enables discovery, ideation and strategic planning worldwide.
- **Dialogue** nurtures knowledge-sharing and cross-cultural learning for geographically distributed teams throughout the project process.
- **Space** ensures an open and safe environment for collaboration through the development of a global innovation culture and creative team climate.

In facilitating the collaboration process through these drivers, leaders can effectively orchestrate the global innovation cycle through key project phases - Creation, Planning, Validation, Go-to-Market, and Performance. Depending on project needs, leaders and teams can explore and strengthen the innovation process through specific solutions and tools that we offer for every project phase.

The Creation phase often demands a consistent ideation process with co-creation methods designed for international teams. The Planning phase requires a strategic assessment and facilitation process for innovation impact. In order to ensure that solutions meet local customer and market requirements, the Validation phase requires testing of concepts and messaging. The Go-to-Market phase demands an effective execution plan for ensuring marketing and sales readiness worldwide. A global readiness assessment is essential to determine needs for leaders, teams, and the organization prior to launching new initiatives.

The Global Innovation Readiness Framework allows for a human centric process, from concept to market. It considers the complete innovation cycle in order to engage teams throughout the project process. This allows for a shared vision through inclusive leadership and strategic co-creation. An open and interactive dialogue develops trust and cultural understanding in order to improve connections with teams and customers in local markets. A safe space for developing common values of cultural empathy, creativity and collaboration nurtures a global innovation culture. This allows for a creative team climate that is open, intrapreneurial, and responsive in driving execution success worldwide.



Are you ready to launch your global innovation journey?

Please feel free to contact us at info@globalmindsnetwork.com if you have any questions or would like more information about our Global Innovation Readiness Solutions. Try our tools below to boost your travel kit. We look forward to bringing new inspirations and insights for your journey in 2021 and beyond.

Test your Global Innovation Readiness with our Score Card.

Take a minute to check the readiness level of your global initiative:

<https://www.globalmindsnetwork.com/global-readiness/>

Plan and evaluate your projects and initiatives with a free copy of our Global Innovation Readiness Compass.

Download our compass tool to locate your current position while identifying challenges and opportunities for your journey:

<https://www.globalmindsnetwork.com/global-readiness/>



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About Global Minds Network

Global Minds Network is an international advisory network who enables leaders and teams to collaborate and innovate for global and local impact. In order to improve strategic alignment and collaboration for global initiatives, we have spent the last decade pursuing research, advising, consulting and training hundreds of team leaders around the world. Through a unique global readiness framework, we prepare leaders and teams to innovate and succeed in a multicultural and digitally connected world.

An international advisory team of passionate innovators and change makers are ready to inspire and accelerate global innovation performance and international market success for your organization. Our valued Global Innovation Readiness solutions align, inspire, and elevate global innovation cultures by empowering and energizing leaders and teams to collaborate and innovate for greater impact worldwide. For more information, visit us at www.globalmindsnetwork.com



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