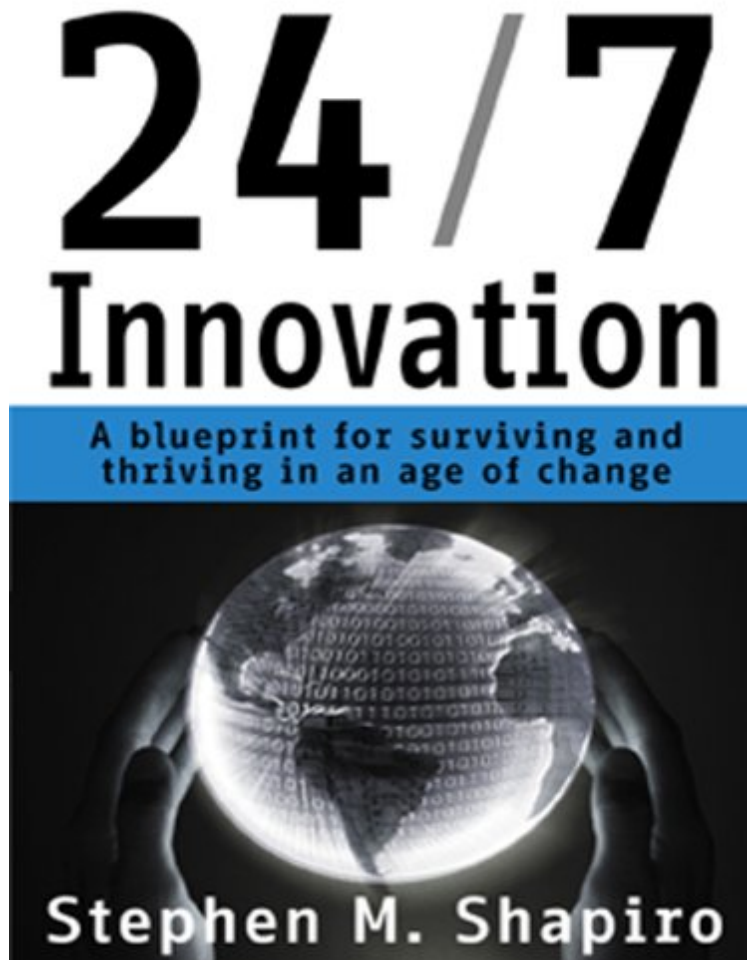


24/7 Innovation

Stephen M. Shapiro

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Stephen M. Shapiro : 24/7 Innovation before purchasing it in order to gauge whether or not it would be worth my time, and all praised 24/7 Innovation:

0 of 0 people found the following review helpful. the Rhythm of businessBy A CustomerAn invaluable book for any one looking to keep their business moving forward in this era of economic uncertainty. The author's straight- shooting style and creative use of jazz metaphors put this book head and shoulders above typical books of the genre.9 of 9 people found the following review helpful. Creating More Competitive OrganizationsBy Donald MitchellMr. Shapiro argues that continuous innovation is the only possible source of competitive advantage in a rapidly changing business environment. Yet most companies organize themselves and their efforts in ways that will discourage the development and implementation of these necessary innovations. So rather than doing what you did yesterday better, he wants you to do something new today. This requires a major change in thinking from the typical "lower your costs" and "improve your quality" mentality of many companies. The book is enlivened by many examples from Europe, where Mr.

Shapiro practices as a management consultant for Accenture. One of the things I liked best about this book was the figure on page 18 that describes the organizational progress that is typically followed to go from a functionally bound operation to one that is an alliance-based network of capabilities with partners performing many noncore roles. Many people have difficulty in grasping the different approaches, and this figure may well be helpful to some of them. The book's focus is around organizing new and improving on old capabilities. A capability is a holistic concept of something that enables "an organization to perform optimally in activities that typically require processes, people, and technology. Capabilities derive from an explicit strategy, and they deliver measurable results." It is in this context that innovation is conceived of as a capability. Mr. Shapiro wants you to focus on where outdistancing the competition will make a difference with the customer, and then use your innovation capability to enhance your capabilities in this differentiating capability. For a pharmaceutical company, this might mean improving the capability to generate new products to market. The main point here is that there is a combination of factors that need to be considered that is beyond what is contained in a single process. The best way to think in capability terms is to focus on some output of the organization that is meaningful to customers. He is also mindful of the problem of optimizing a system, rather than part of a system, as *The Fifth Discipline* has made us all sensitive to. One of the nice qualities of this book is that Mr. Shapiro has a sense of humor, something rarely found in business books. He tells a very funny story about buying airline tickets on-line as a counterpoint to his emphasis on the importance of information technology. Those who like to take an analytical approach to any problem will find Mr. Shapiro's thinking the most helpful. He has taken right-brained tasks and described them in left-brain terms. But be sure to pay attention to the Koch examples, which take a more right-brained approach to the challenge than most of the other examples do. For those with little intuition, this left-brained "connecting the dots" may be the only way to move forward. If you have also read nothing on improving corporate innovation, this is a good book to start with. While I admired the book, Mr. Shapiro seemed to have limited his thinking in two important areas that you should be aware of. First, he sees innovation as being most valuable in creating new business models, yet he pays relatively little attention to this specific form of innovation in the book. Instead, most of the book talks about enhancing capabilities where an organization needs an external partner or to blend individual processes better. Second, he sees using information technology as a critical element to improving innovation. My own experience in studying innovation has shown that using more information technology is seldom a critical element in creating a new competitive advantage. Creating better communication and mutual understanding are often quite important, and these can be aided by simply better organizing the communications that take place now. So take this part of the book with a grain of salt. I didn't know enough about the European examples to know how accurate they were. I was struck by many minor errors in the U.S. ones though. Since Mr. Shapiro worked in Accenture's New York office for 15 years and has many U.S. colleagues, I found these errors puzzling. The errors made me wonder how accurate the European examples are. If you have already been through *The Fifth Discipline*, *The Fifth Discipline Workbook*, and *The Dance of Change*, you will probably find this book more general than what you need to expand your understanding of corporate creativity that leads to successful innovations. If you are trying to decide whether to read Michael Hammer's *The Agenda* or *24/7 Innovation*, take *24/7 Innovation*. How can you continuously create improved business models?

5 of 5 people found the following review helpful. Innovate or Evaporate By Robert Morris

As Shapiro explains, when offering this "blueprint for surviving and thriving in an age of change," the term "blueprint" is a capability which combines people, processes, and technology that together "deliver business performance as defined by an organization's strategy. This is a key point, one which Bossidy and Charan emphasize in their recently published book, *Execution: The Discipline of Getting Things Done*. It is important to keep in mind that any "blueprint" provided in a book such as this must almost always be modified to serve the specific needs and objectives of a given organization. This is precisely what Shapiro has in mind when, in the Introduction, observes "in some respects writing a book that describes best practices for innovation that says that best practices are insufficient is slightly ironic. But to try and copy what another company is doing, lock stock and barrel, is just another form of box thinking. Instead, connect the dots. Make connections. Consider what some companies in this book have been doing and consider them in the context of your own business situation. And then try and use these to create new ideas for fostering innovation." Hammer wrote *The Agenda* to disabuse those who view reengineering as a "silver bullet." I'm certain that Shapiro hopes his readers will view the "blueprint" delineated in Part 1 of *24/7 Innovation* for what it is while understanding what it is not...and cannot be expected to do. Change is inevitable. Long ago, someone divided people into three categories: Those who make it happen, those who watch it happen, and those who ask "What happened?" Shapiro views desirable change as as fundamental and pervasive. "It affects customers, suppliers, alliance partners, and anyone who touches [or is touched by] the company. But in today's age of change, success requires nothing less. That's why 24/7 innovation is the only way to achieve a unique and enduring competitive advantage." One of the words now having the loudest buzz is "convergence." (Not long ago, two of the loudest buzzers were "synergies" and "integration.") As Shapiro clearly demonstrates while examining four companies (GlaxoSmithKline, Invensys, The Real Estate Assessment Center of the U.S. Department of Housing and Urban Development, and BC Hydro) in Appendix A, the most effective organizations are indeed those which achieve and then sustain an appropriate convergence of process, people, and technology. That is, they become and then remain what Shapiro

describes as an "organic organization." In his book, he offers all manner of strategies and tactics as well as real-world examples to suggest HOW any organization (regardless of size or nature) can use the principles of "24/7 Innovation" to achieve that formidable objective.

Techniques for Awakening Your Organization's Innovative Potential shy;shy;in a Global Marketplace That Never Sleeps Praise for Stephen Shapiro's 24/7 Innovation... "Shapiro's ideas provide just enough structure for innovation to grow, but never so much as to stifle it."shy;shy;Thomas H. Davenport, Director of the Accenture Institute for Strategic Change, Distinguished Scholar in Residence at Babson College "24/7 Innovation weaves a compelling picture of what will be needed to win in the new millennium."shy;shy;Steve Stanton, Coauthor, The Reengineering Revolution "Steve's book provides a timely focus on innovation as competitive advantage, and it is well worth your time."shy;shy;Charles Koch, CEO and President, Koch Industries "Steve offers a pragmatic, global, business savvy realism as well as artistic flair to anyone who needs to be an innovator in business."shy;shy;Peter Keen, CEO, Keen Innovations, Coauthor, The eProcess Edge "Steve shows how companies can be innovative everywhere, everyday, by everyone. This is a must read book for anyone who is serious about 24/7 innovation."shy;shy;Dr. Trevor G. Gibbs, Head of Global Clinical Safety and Pharmacovigilance, GlaxoSmithKline In one of the great paradoxes of twenty-first-century business, market leaders must continuously pursue the obsolescence of their own bestselling products. Why? Because they know that beyond their own corporate walls, hungry competitors are "borrowing"shy;shy;and improving on shy;shy;the strengths of those products in order to take their hard-won customer base to the next level of satisfaction. And if they plan to stay on top, leaders know it is up to them to reach that next level first. Whether you are a leader or a pursuer, 24-7 Innovation takes you beyond the rigid policies, prescriptive processes, and fragmented organizational structures that have stifled true innovation for too long. This step-by-step book shows you how to instill a mind-set of continuous innovation at every level of your organization, one that will allow you to achieve and sustain a leadership position in any market. It outlines a lean, action-based framework designed to put your organization in the state of "perpetual innovation" that is necessary for creating sustainable business success. Look to 24/7 Innovation for the latest techniques and strategies to: Create a culture of innovation shy;shy;and inject innovation continuously throughout the execution of each process Implement the Capabilities approach at every level of your organization, and coordinate its five essential components-Strategy, Measurements, Processes, People, and Technologyshy;shy;-to consistently interrelate with each other and deliver measurable results Align all stakeholdersshy;shy; from customers to shareholders to employees shy;shy;at all levels of an organization Moving far beyond theory, 24/7 Innovation reveals what today's most innovative companies are actually doingshy;shy; right now shy;shy;and provides guidelines to help you replicate these successes in your own organization. It offers a blueprint for creating a truly flexible organization, one that builds upon current successes even as it promotes rapid change and adaptability for maximizing those successes. In today's age of unprecedented access and unlimited competition, constant change is the prerequisite for survival. Let 24/7 Innovation show you how to introduce constant change throughout every level of your organization shy;shy;revolutionary change that is strategic, pervasive, and ultimately overwhelming to your competitors.

From the PublisherAs the world's largest management and IT consulting firm, with 65,000 people globally, Accenture is recognized as defining the new consulting market. Serving more than 85 of the Fortune 100 companies, Accenture has been highly regarded for combining services such as strategy and change management along with innovative technology methods. With 24/7 Innovation, one of Accenture's leading consultants show how, in the past, business processes have been thought of as something static, as a series of instructions laid down in manuals to be repeated in exactly the same way every time.From the AuthorI always knew there would be the likelihood of a good book after 15 years of consulting with major companies around the world. The pace of business expansion has been unprecedented in this period, and the changes have put managers into a whirl of uncertainty. This uncomfortable situation demands sharp reflexes and creative thinking just to stay even. Staying ahead requires pervasive innovation. Innovation is not random. In fact, it emerges best when there is a structure to nurture it. Much like jazz in the world of music. I have been playing the saxophone since I was seven years old, and although I play all types of music, jazz is my passion. I love jazz because it is heavy on innovation (ldquo;improvisationrdquo; in musical terms). Just as innovation is not random, improvisation not random. There is a simple structure to jazz, like 12 bar B-flat blues. It has a rhythm, chord progression, and tempo. Businesses need much the same to succeed. Simple structures to foster innovation to emerge. My goal in writing this book is to help companies unleash the creative potential of the people in their organization.From the Inside FlapIn one of the great paradoxes of 21st century business, market leaders must continuously pursue the obsolescence of their own bestselling products. Why? Because they know that beyond their own corporate walls, hungry competitors are "borrowing" - and improving on - the strengths of those products in order to take their hard-won customer base to the next level of satisfaction. And if they plan to stay on top, leaders know it is up to them to reach that next level first. Whether you are a leader or a pursuer, 24/7 Innovation takes you beyond the rigid policies, prescriptive processes, and fragmented organizational structures that have stifled true innovation for too

long. This step-by-step book shows you how to instill a mindset of continuous innovation at every level of your organization, one that will allow you to achieve and sustain a leadership position in any market. It outlines a lean, action-based framework designed to put your organization in the state of "perpetual innovation" that is necessary for creating sustainable business success. Look to *24/7 Innovation* for the latest techniques and strategies to: - Create a culture of innovation - and inject innovation continuously throughout the execution of each process - Implement the Capabilities approach at every level of your organization, and coordinate its five essential components - Strategy, Measurements, Processes, People, and Technology - to consistently interrelate with each other and deliver measurable results - Align all stakeholders - from customers to shareholders to employees - at all levels of an organization Moving far beyond theory, *24/7 Innovation* reveals what today's most innovative companies are actually doing - right now - and provides guidelines to help you replicate these successes in your own organization. It offers a blueprint for creating a truly flexible organization, one that builds upon current successes even as it promotes rapid change and adaptability for maximizing those successes. In today's age of unprecedented access and unlimited competition, constant change is the prerequisite for survival. Let *24/7 Innovation* show you how to introduce constant change throughout every level of your organization-revolutionary change that is strategic, pervasive, and ultimately overwhelming to your competitors.