

# Lean Leadership: Practical Lessons in Innovation

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How to catch up with trends, lead through uncertainty and make innovation stick

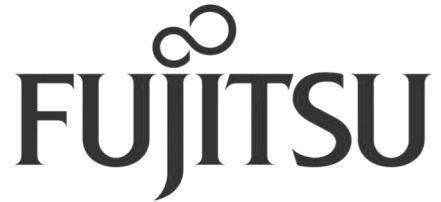




# Why we're here



**13,000**



STITCH FIX



200+



Allstate®



CommonGrounds  
WORKSPACE



MAYO CLINIC

Get ready for  
2019 with a  
personal plan  
to become the  
**very best**  
**leader** you  
can be.



Andrea Kates



Bobbie LaPorte



Be a great leader during times of  
change and uncertainty (the mindset  
of agile leadership)

Translate innovative ideas into action  
that sticks (using lean methodology)

Know what  
needs to be  
done + make  
it happen.



Competence  
+ confidence  
= readiness



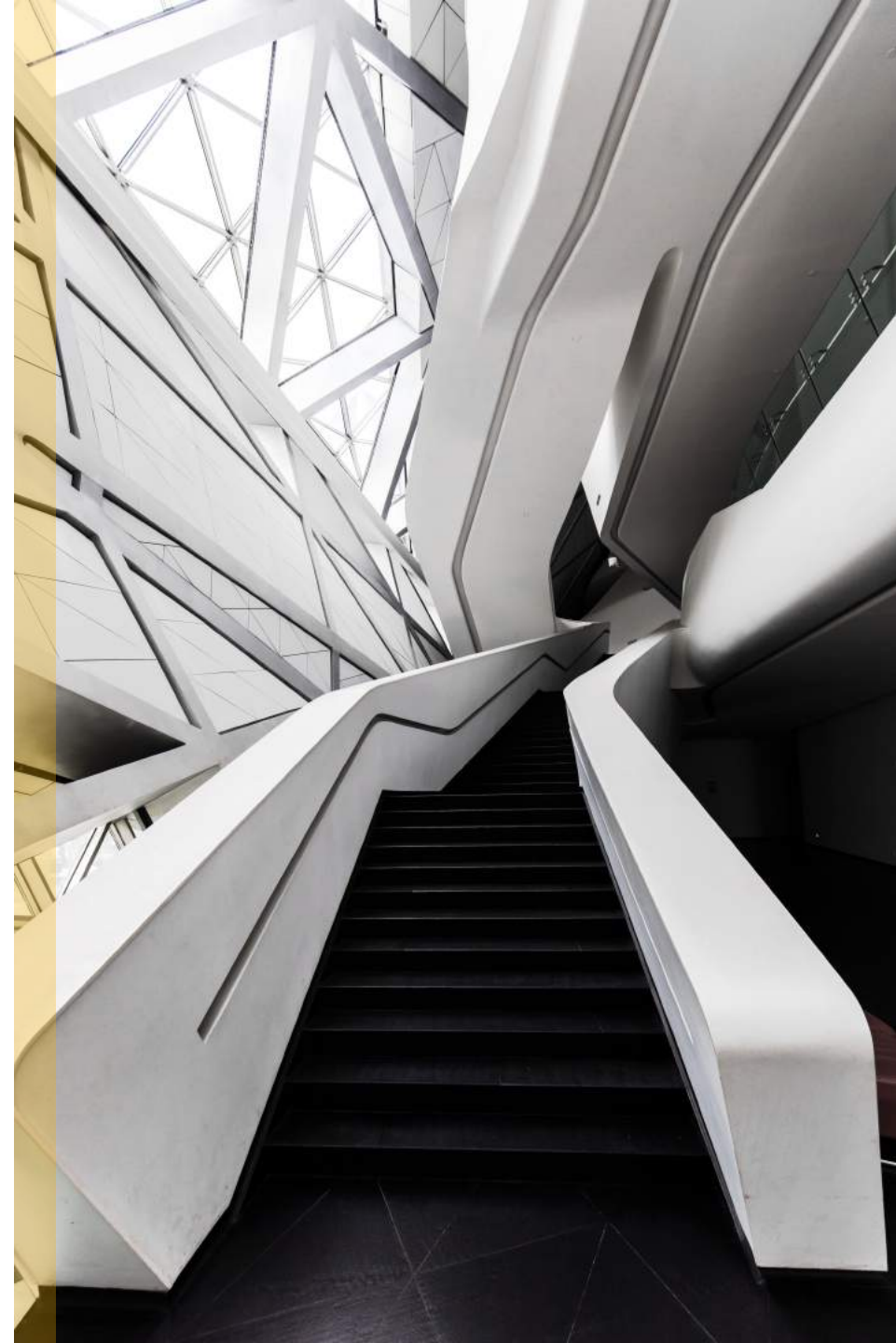


# Lean Leadership: Getting ready for “next”

- Mastering **new technology** or skills (for example, AI, machine learning, customer experience)
- Leading **teams** with confidence
- Getting inspiration for **new directions for organizational growth**
- Validating and **expanding the payback innovation initiatives** in your company
- **Knowing where to place your "bets"** on leading innovation

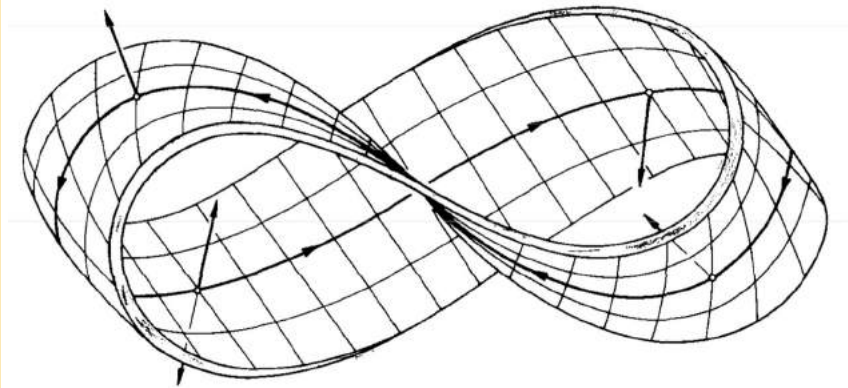
# Agenda

1. Basics of lean innovation
2. Basics of positive leadership
3. Get ready for "next"



# Perpetual Refresh.

Learn, evolve,  
iterate, test, adapt,  
see differently +  
lead with confidence



# What is Positive Leadership?

"The science of Positive Psychology applied to human challenges in the workplace.

**Helps leaders thrive by understanding behaviors based on strengths** vs. constraints, and enables a possibilities mindset and state of readiness to deal with uncertainty."

-Bobbie LaPorte

*Getting leaders ready for anything.*

# What is Lean Innovation?

"Lean, within the context of corporate growth refers to a discipline that leverages rapid learning, experimentation, and insights into untapped market needs. **Result=transform innovation into new revenue streams.**"

-Andrea Kates

*Innovation you can take to the bank.*

Imagine  
Next  
Lean Innovation



Imagine there is a new opportunity for your company to bring an innovation to market that could bring sustained revenue growth.

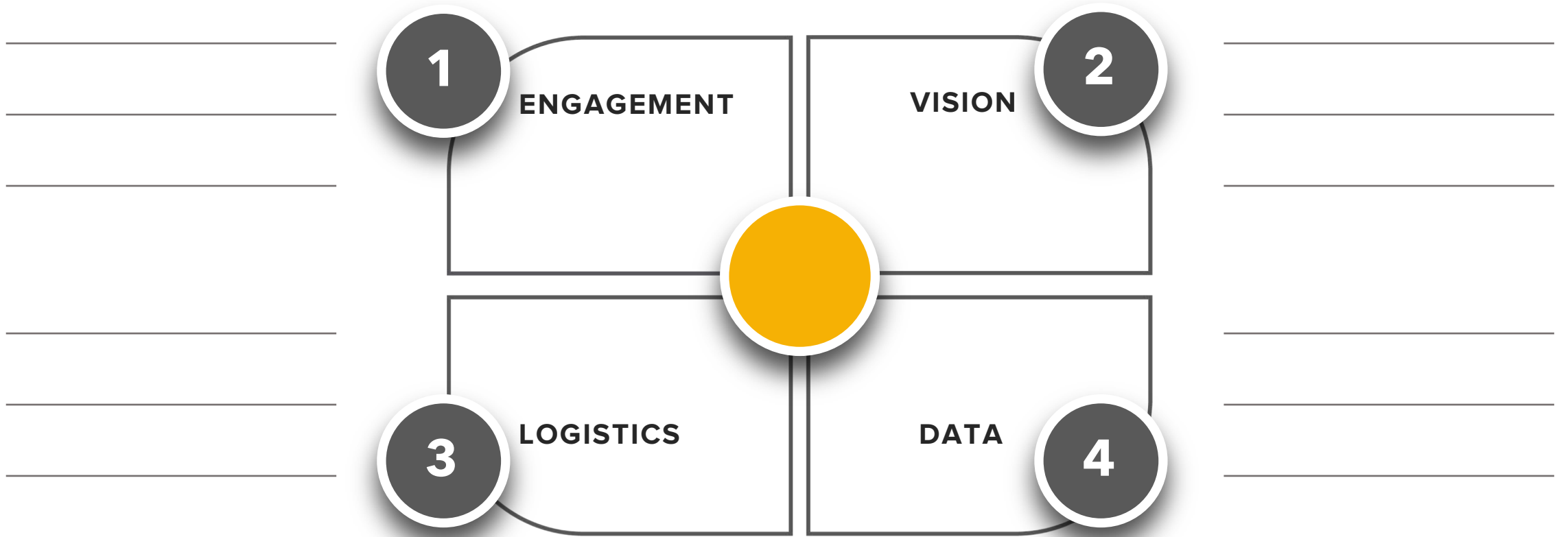
Describe your idea (hunch).

What would you do to test the idea?



# Your Idea

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**EXECUTION**

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**INNOVATION**

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# VUCA Leadership





# VUCA World

**Volatile, uncertain, complex, ambiguous**



**Then:** Leaders knew how to plan for what was ahead and feel in control

**Now:** There is no navigational compass for uncertainty; “readiness” is the new mindset to be in control in an uncontrollable environment

Leaders are  
struggling to  
understand  
how they can  
lead their  
organization to  
new  
possibilities

**Then:** expert knowledge in functional area, GSD = efficiency

**Now:** self-awareness, focus, design competence = effectiveness



Strategic  
leadership  
requirements  
are changing



**1**

## PREPARE

Strategic Awareness

How you prepare to deal with uncertainty



**2**

## MINDSET

Possibilities Mindset

How to discern what is possible in every situation



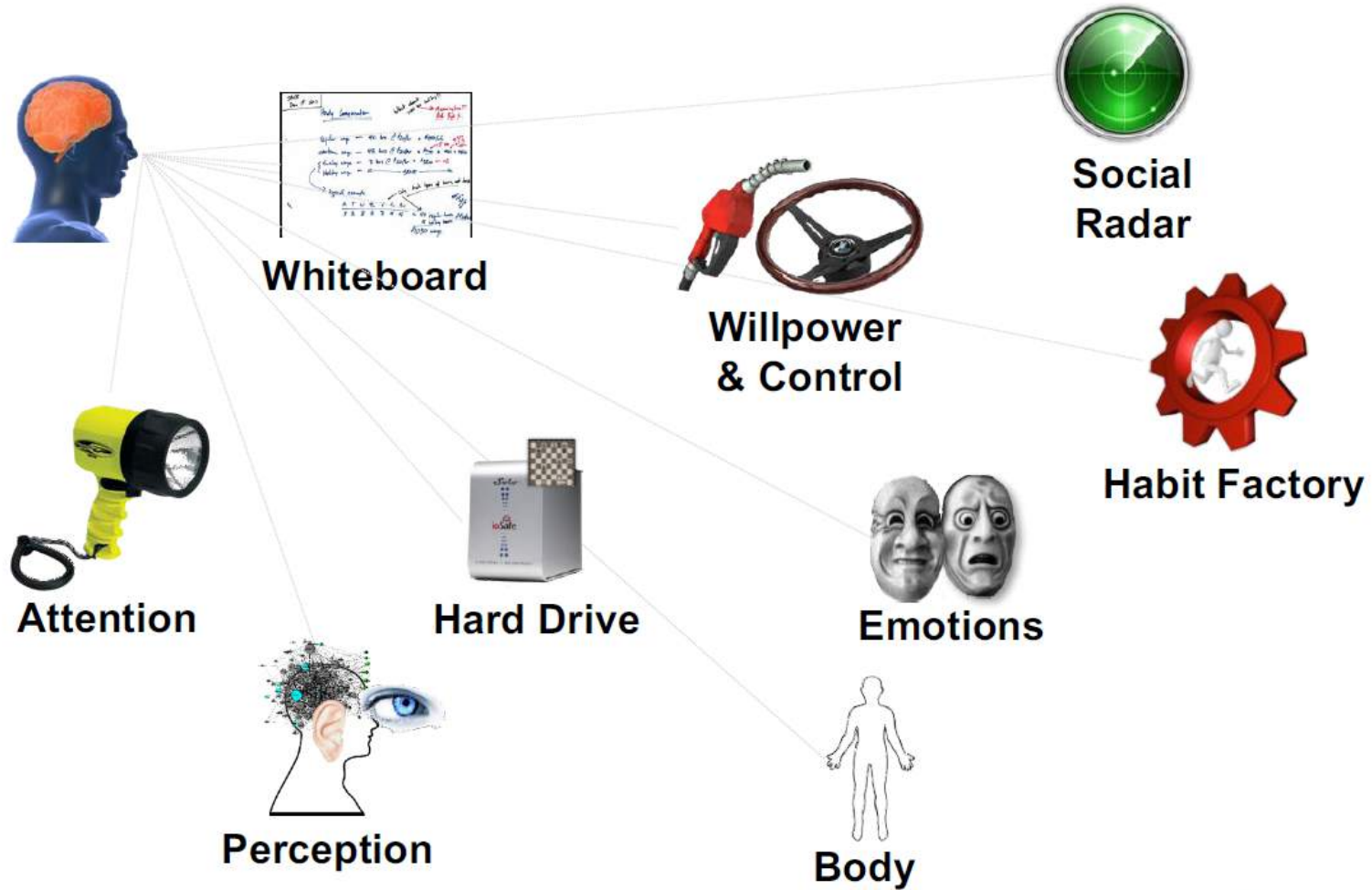
**3**

## PROCEED

Strengths-Based Development

How you deploy from a position of strength

# mindware.



Lee Newman, Ph.D.

# With Limited Mindware...



- We are often under pressure to think, reason, decide
- We welcome the easy and reasonable
- We don't doubt ourselves enough
- And this can lead to incomplete thinking

FASGMECOVKPWX

**PREPARE AND BUILD**  
strategic awareness and  
mindfulness

**CREATE POSSIBILITIES**  
**MINDSET** (discern  
possibilities in every situation)

**EMPLOY STRENGTHS**  
(versus constraints) based  
approach

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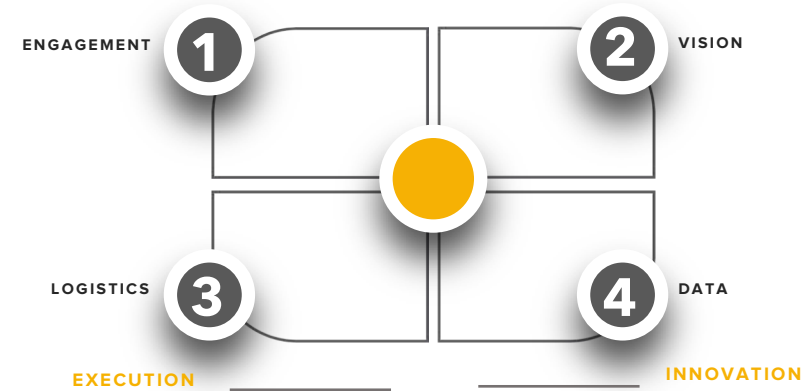
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# Lean Leadership Next



# Innovative Initiatives

Where do you truly  
want to focus in  
2019?

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# Positive Leadership

What will you do  
differently that will bring  
your vision to life?

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# What is Lean Innovation?

**Integrated forces** consider new trends and market opportunities

**Imagine** how you might drive revenue growth in new ways

**Inform** your hunches with experiments

**Inspire** the ideas with cross-industry insights

# What is Positive Leadership?

**See** what there is to value and appreciate in each situation

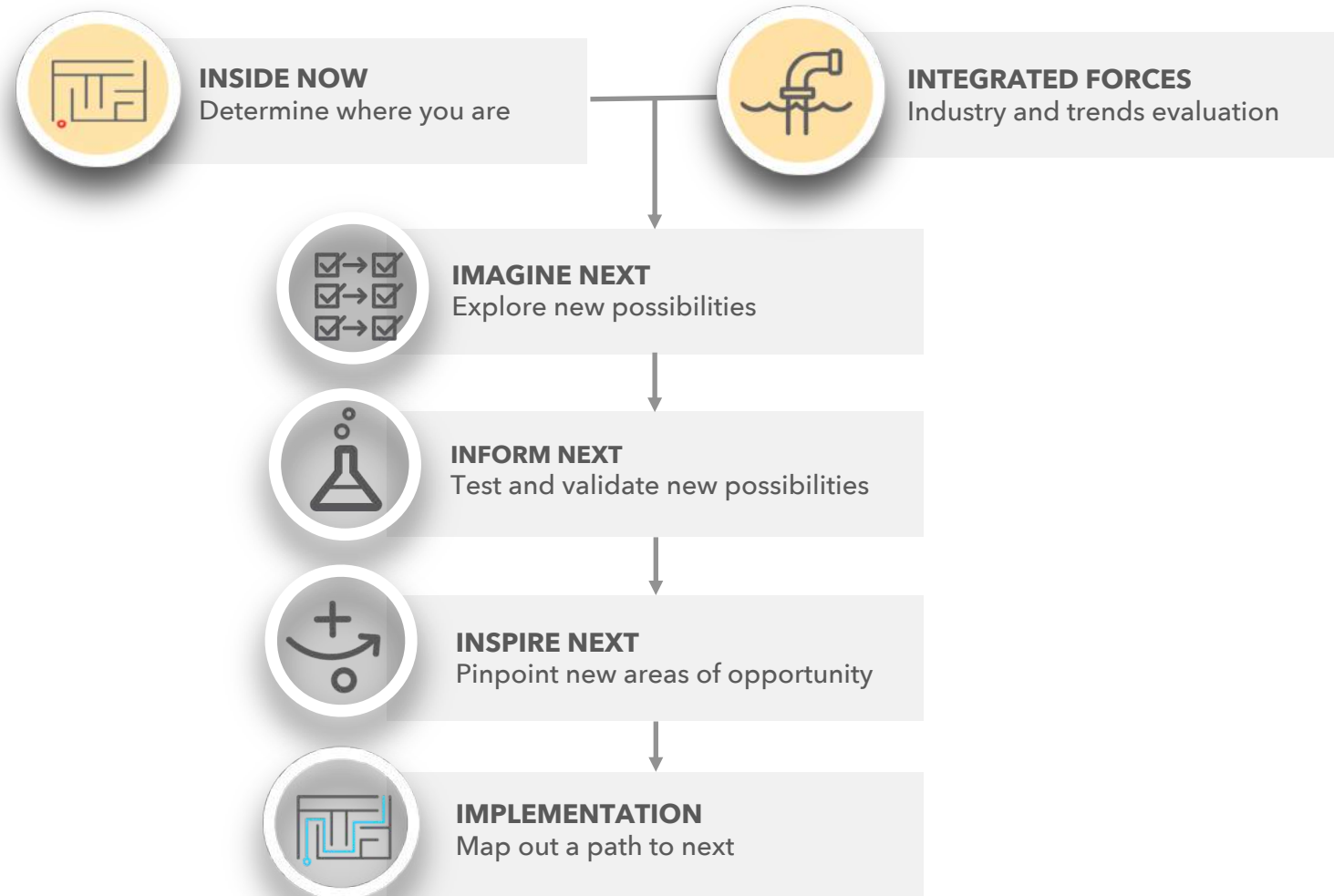
**Ask** intentionally positive questions

**Engage** and **empower** people by connecting them to their strengths

**Enliven** meetings by starting with positive stories

**Create** at least a 4-1 imbalance of Hope vs. Despair in their dialogue

# Get To Next





# We'd love to bring Lean Leadership to your organization.



iSCALE

**Andrea Kates**  
akates@i-scale.io



**Andrea Kates** specializes in equipping leaders to translate emerging trends into business growth. Based in San Francisco, she leads workshops, sprints, and multi-month immersions for teams that need to bring new ideas to market, co-create with customers to uncover new product options, or apply agile innovation to construct new business models.



BOBBIE LaPORTE  
& ASSOCIATES

**Bobbie LaPorte**  
bobbie@bobbielaporte.com

**Roberta (Bobbie) LaPorte**, is Founder and Principal of Bobbie LaPorte & Associates, a consulting firm providing leadership and organizational development services to Fortune 500 organizations, professional services firms and promising, late-stage start-ups.

# More on the team

Andrea Kates leads San Francisco-based iScale, and specializes in equipping leaders to translate emerging trends into business growth. She leads workshops, sprints, and multi-month immersions for teams that need to bring new ideas to market, co-create with customers to uncover new product options, or apply agile innovation to construct new business models.

Her corporate growth expertise includes insights from more than 100 global companies like Stitch Fix (San Francisco), KK Wind (Denmark), General Motors, Citi, Corso (Colombia), KPMG, Hyatt, CommonGrounds, and Tokio Marine (Japan).

As CEO of the SaaS company co-founded by Steve Blank—the pioneer of the lean startup movement—Andrea gained insight into how innovation transformed more than 13,000 teams. She synthesized those practices into her latest work, *Get to Next*, which builds on her book, *Find Your Next*.

Andrea is a highly sought-after thought leader, who has appeared on the TED main stage, Aspen Institute, Rueda de Innovación (LATAM), Dubai 2020, and leadership forums sponsored by Cisco, Zurich Insurance, Autodesk, and the CXO Forum in Tokyo. She is helping to spearhead initiatives with Wikibrands Collective, a global trend collaborative based in Toronto, Open Innovation Gateway, powered by Fujitsu and the Business Institute in Aalborg, Denmark.

Roberta (Bobbie) LaPorte, is Founder and Principal of Bobbie LaPorte & Associates, a consulting firm providing leadership and organizational development services to Fortune 500 organizations, professional services firms and promising, late-stage start-ups.

Before founding her consultancy, Ms. LaPorte served in CEO, COO and CMO roles in several Fortune 50 companies, including IBM, GE and United Healthcare, as well as leading two healthcare technology start-ups. She has an MBA from Harvard, and a Masters in Positive Leadership and Strategy from IE in Madrid.

As a thought leader on how to handle challenges of all kinds, an endurance athlete and multiple-Ironman triathlon finisher, Bobbie applies the sciences of positive psychology - using a “strengths first” development approach and the athletes' mindset to help professionals excel in their careers. Most importantly, she is an evangelist for the concept that your job is what makes everything else in your life possible.

Bobbie is currently training for her seventh Ironman triathlon.



# Get To Next



1 **INSIDE NOW**

Capacity, culture, talent, products



2 **INTEGRATED FORCES**

Trends, customers, competition, tech



3 **IMAGINE NEXT**

Offerings, impact



4 **INFORM NEXT**

Evidence, experiments



5 **INSPIRE NEXT**

Cross-industry, business models



6 **IMPLEMENT**

Leadership, milestones

1.	2.	3.	4.	5.	6.

# Lean Leadership: Commitment to “next”

What	By when	Monday morning

# Bobbie LaPorte

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*Getting leaders ready for anything.*

# Andrea Kates

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*Innovation you can take to the bank.*