



INVENIAS PARTNERS

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Is it Time for a Chief Innovation Officer?



Chief innovation officers--often called the new CIOs--are all the rage, according to a *Harvard Business Review* blog (<https://hbr.org/2014/12/what-it-really-means-to-be-a-chief-innovation-officer>) by the author of *Innovation as Usual: How to Help Your People Bring Great Ideas to Life* (<https://hbr.org/product/innovation-as-usual-how-to-help-your-people-bring-great-ideas-to-life/an/10843E-KND-ENG>). While these executives are eager to measure their impact, they're reluctant to commit to metrics. Instead, they often wait a year or longer to create their success metrics. Recommendation: Reflect on your need for an innovation executive. Or consider if your organization can build a culture of innovation and transformation without creating a new C-Suite position?

Check Your Smartphone: Your Next Job Could Be Calling

More organizations are investing in mobile recruitment strategies, according to a December 2014 article in *CIO* (http://www.cio.com/article/2855727/careers-staffing/the-next-sea-change-in-recruiting-mobile.html?google_editors_picks=true). The author advises organizations to leverage mobile in conjunction with other social media strategies, but sustain a personalized approach to recruitment. "A mobile recruiting strategy will help ensure your organization is best positioned to find and attract candidates on their own terms, and make the application process smoother and easier for both applicant and hiring company," says the article. Recommendation: Evaluate how mobile and social media compare with other more traditional approaches in recruiting locating top executive and board candidates. Consider the value of mobile in the recruitment and retention of millennials.



IT Needs to Speak the Language of Business



CIOs need to "demonstrate value in the context of business results," according to a December 2014 article in *Wired*. IT professionals are likely to rely on metrics related to adoption, engagement and satisfaction, partner with multidisciplinary product teams and perhaps move into positions like Chief Digital Officer, predicts the article. Recommended questions: How well does IT speak the language of business? Does IT demonstrate how technology design optimizes the user experience? Does IT generate outcomes that build brand loyalty and generate impact? Adds the author: "As IT and the business get closer to understanding each other, IT will become a partner to the business. When IT can speak the language of business, we can communicate. As this technology revolution continues to unfold, does your IT teams have a survival plan?"

How Many Hats Are in Your Closet?



Executives wear many hats on their way to the C-Suite and during their C-Suite and board tenure, according to a woman executive writing in *American Banker* (<http://www.americanbanker.com/news/national-regional/wear-many-hats-on-the-way-to-bankings-c-suite-td-exec-says-1071414-1.html>). While the author directs her comments at women executives in banking, they also apply to other industries like healthcare. The concept of wearing multiple hats originated in Edward deBono's theory, "Six Thinking Hats" (http://www.debonogroup.com/six_thinking_hats.php). The theory claims that executives put on their white, yellow, black, red, green or blue hats depending on the problem or situation they happen to face. Recommendation: Think about your wardrobe of hats. Are you able to move through challenges that call for information, optimism, judgment, intuition, thinking and new ideas? Effective C-Suite executives and board members wear many hats.

Is Your Workday Wasted?



How do you spend your workday? If you're anything like the people interviewed in the American Time Use Survey (<http://www.bls.gov/tus/charts/>), you spend a healthy portion of your workday in e-mail, meetings and other tasks that have little to do with your position description. Recommendation: Think about it. Is your workday "wasted" on tasks you could consolidate, delegate, streamline or eliminate? Design an optimum workday that will allow you to fulfill roles and responsibilities, earn recognition and rewards and move your career forward.

How to Bring Entrepreneurial Spirit into the C-Suite

Organizations might not be able to place a full-blown entrepreneur in the c-suite, as recommended

in an article in Entrepreneur

(<http://www.entrepreneur.com/article/240404>). But even if an organization can't find a spot for a chief innovation officer, it can build a spirit of innovation and entrepreneurship within the C-suite, board and organization. Recommendation: Consider how to educate, train and mentor for innovation and achievement. Reflect on the impact of internal entrepreneurship--also known as intrapreneurship--on recruitment, retention, satisfaction, productivity and enterprise-wide support of mission, vision, values and value proposition.



Does the Essence of Innovation Reside in Pixar?

Creativity Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration (<http://www.creativityincbook.com>) comes

out of the movie business--specifically the creative process at Pixar Animation Studios. How do you manage a business how to manage a business fueled by inspiration? The answer, according to the man who made computer-animated films possible, rests partially in building organizations where people can communicate with each other without having to move through hierarchies. Other ideas from the guy who created "Finding Nemo": Make it safe for people to take risks--that's a leader's job; uncover what is unseen-- it will prepare you to lead; and give a mediocre idea to a great team and they'll either fix it or come up with something better.



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Definition of Invenias

In*ven*i*as verb \in -`ven - ē - əs\

1. To Find
2. Discover
3. To come upon by searching or effort