

# Forces That Limit Innovation In Any Organization and Strategies To Overcome Them



**Corporate gravity:** *an invisible force preventing employees from venturing too far beyond the company's current business model.*

## Strategies/Tactics to Overcome:

1. Establish safe climate for identifying and exploring speculative possibilities in iTeam meetings.
2. Senior leadership (GM, Asset Manager, iTeam Captain) model the level of speculation/imagination they want from the iTeam.
3. Include/require "Wildcard" opportunities to be part of the Opportunity Portfolio ("Wildcards" are speculative opportunities that are not yet feasible.)



**Corporate immune system:** *the internal corporate systems and procedures that protect the business model from the potentially damaging effects of change forces.*

## Strategies/Tactics to Overcome:

1. Identify explicit criteria for ideas/concepts to be explored for growth (i.e. \$100k or greater potential, creates "new" value, changes the basis of competition) – different from metrics to "run the current business".
2. Encourage and reinforce entrepreneurial thinking and action by the iTeam that challenges the current business model.
3. Engage a leadership style that supports and inspires new thinking on the traditional ways of delivering value in the world of hospitality, (gets easier with practice.)



**Corporate myopia:** *condition where the urgency of today's business supersedes the importance of future business.*

## Strategies/Tactics to Overcome:

1. Senior Leadership and iTeam on the lookout for "future forces" that might diminish current value creation or provide the opportunity for new value creation (new technology, new alliances, new competition, new demographics, etc.)
2. Envision a hospitality scenario for 2030 and plan backwards to identify emerging opportunities on the horizon near-term.
3. Reframe the business you are in (McDonald's founder Ray Kroc famously observed that McDonald's is not in the food business, it is in the real estate business.)