



# Management Guidelines for Stimulating Innovation

**Ard Willems**

Technical Manager

Alten Innovation Seminar

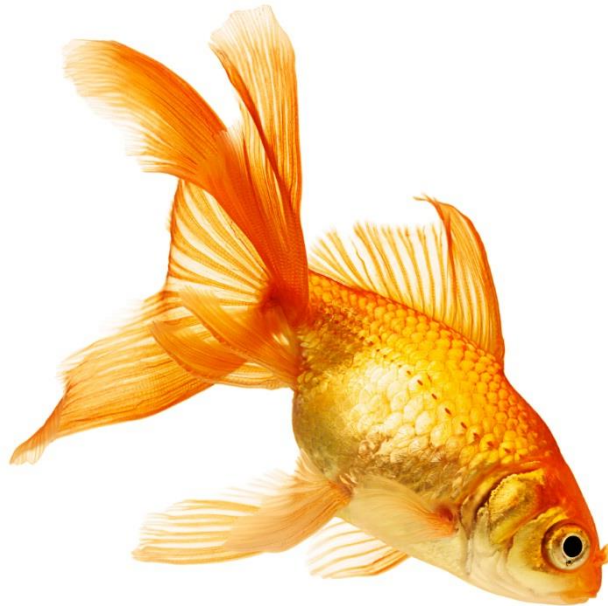
12 November 2015



[twitter.com/ArdWillems](https://twitter.com/ArdWillems)



[linkedin.com/in/ard-willems-3a83242](https://linkedin.com/in/ard-willems-3a83242)



I am a mathematician

$$\frac{1}{2} + \sum (a(k) \cos kx + b(k) \sin kx) \quad a(k) = \frac{1}{\pi} \int_{-\pi}^{\pi} f(x) \cos kx \, dx$$
$$b(k) = \frac{1}{\pi} \int_{-\pi}^{\pi} f(x) \sin kx \, dx$$

I did a successful  
graduation project at a  
high tech systems  
company.

It involved a revolutionary  
algorithm to improve  
their products.

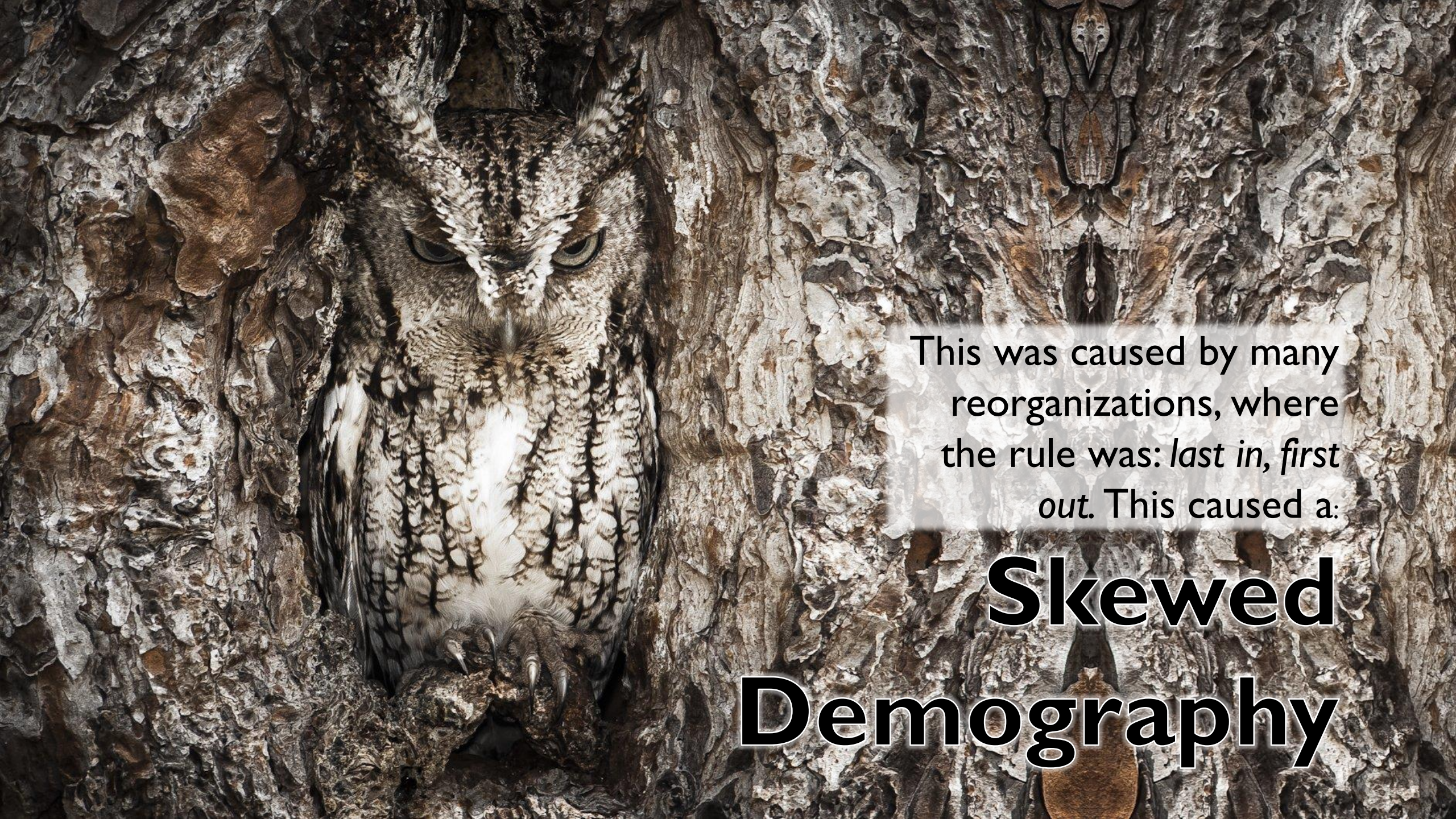


The audience of my  
**Graduation  
Presentation**

was the R&D  
department of the  
company I did the  
research at.  
They were  
unimpressed.





A Great Horned Owl is perched on a tree trunk, looking directly at the camera. The owl's feathers are a mix of brown, white, and black, providing excellent camouflage against the rough, textured bark of the tree. The owl's large, yellow eyes are prominent. The background is a close-up of the tree bark, showing various shades of brown and grey. A vertical text overlay is positioned on the right side of the image, containing a paragraph of text and a title.

This was caused by many  
reorganizations, where  
the rule was: *last in, first  
out*. This caused a:

# Skewed Demography



However, even a bigger problem was

# Insufficient Personnel Circulation

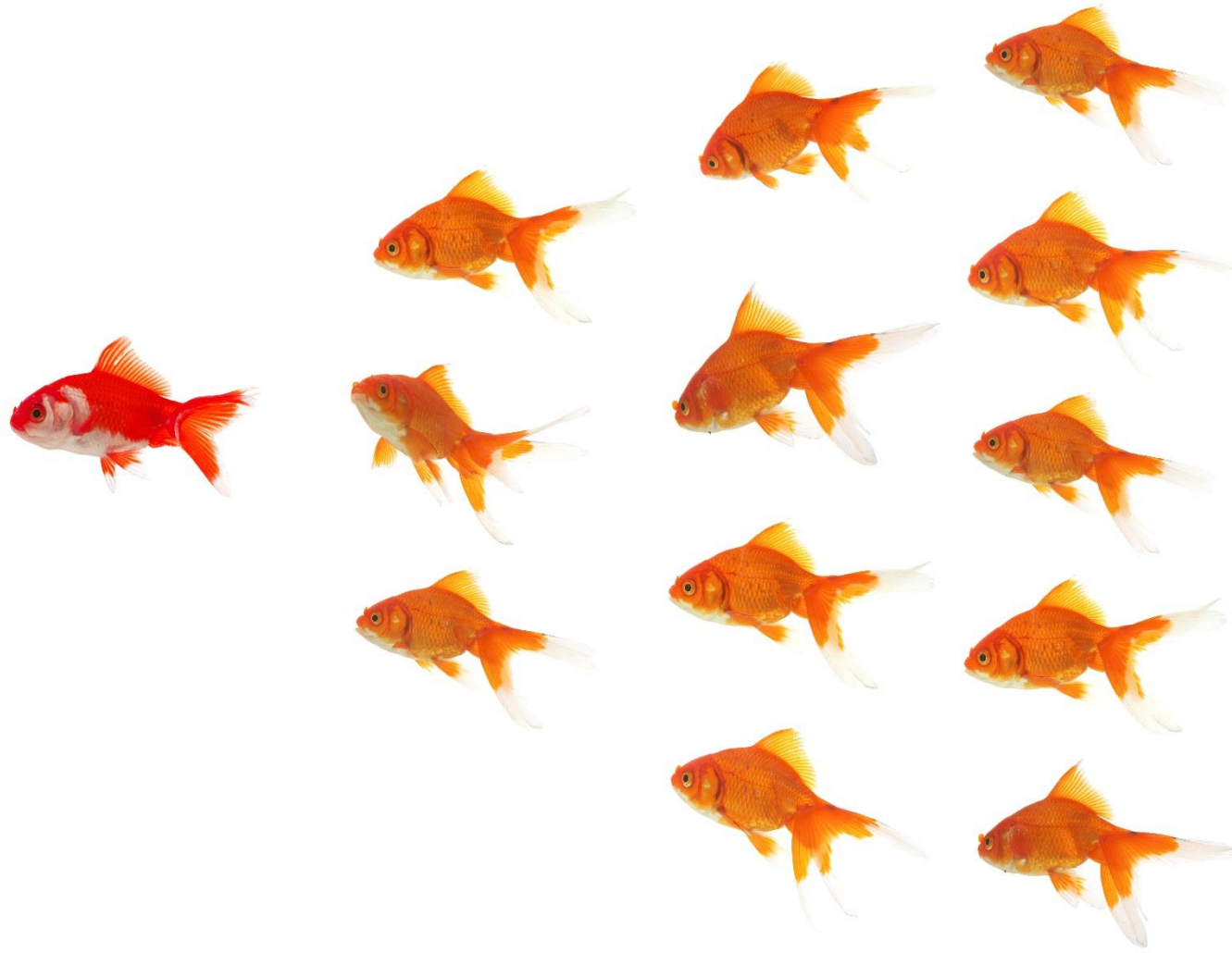
Many of the employees were at the  
department for over 10 years.



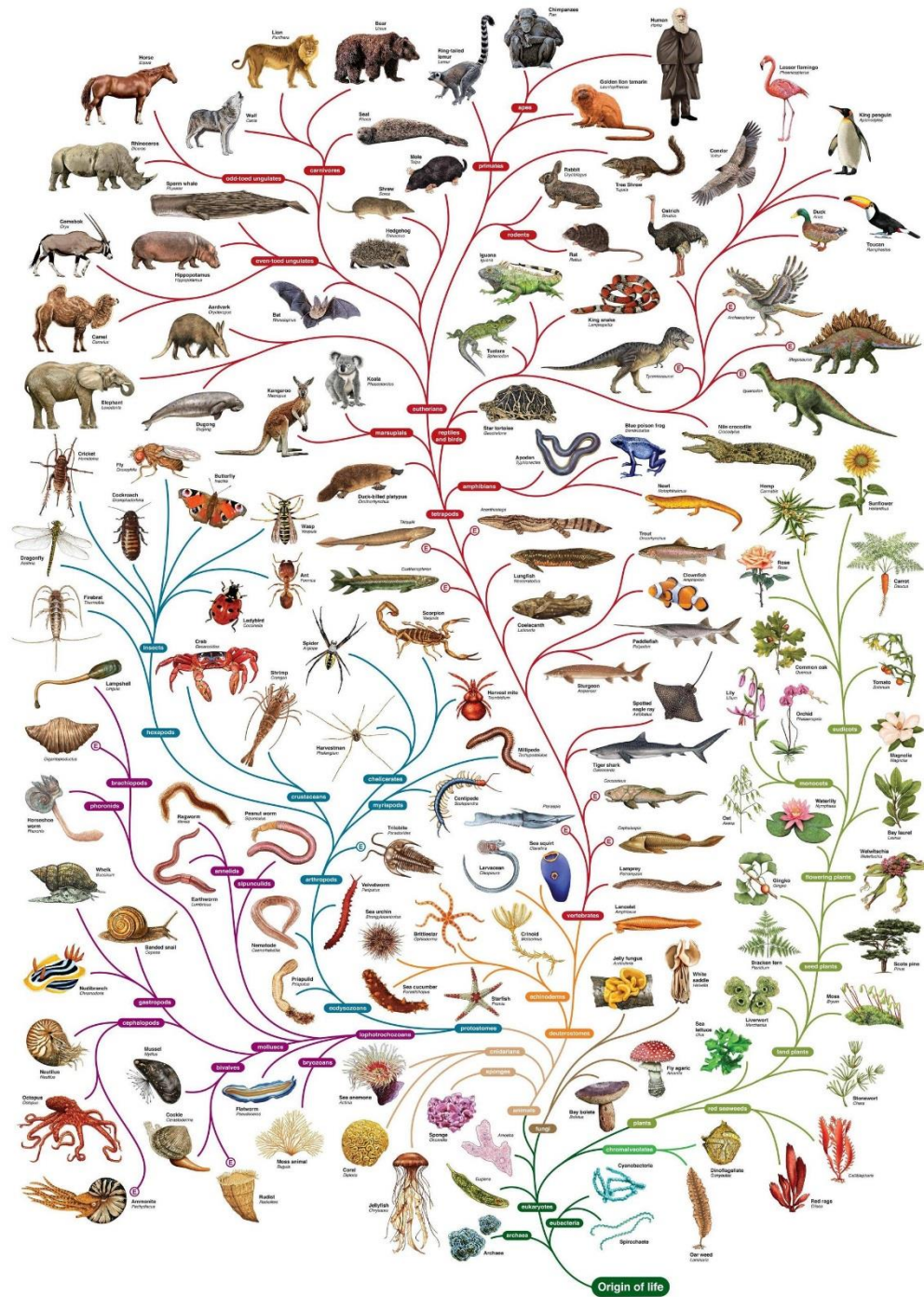


**“In a hierarchy,  
every employee  
tends to rise to  
his level of  
incompetence.”**

**- *Laurence J. Peter***







# Job classification framework

causes excellent engineers to be  
promoted to mediocre managers



Even though introvert  
people have beneficial  
character traits, job  
classification  
frameworks induce

# Punishment of Introversion





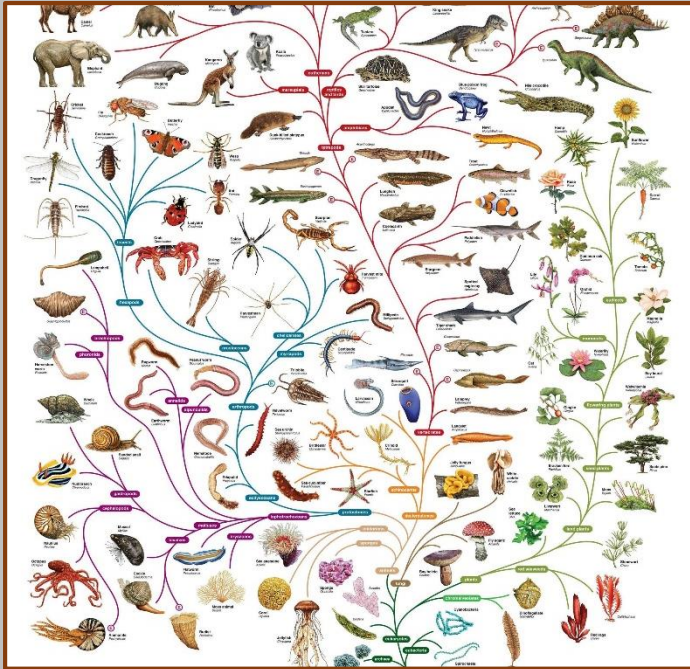
# External personnel

has to take an extra hurdle to be promoted

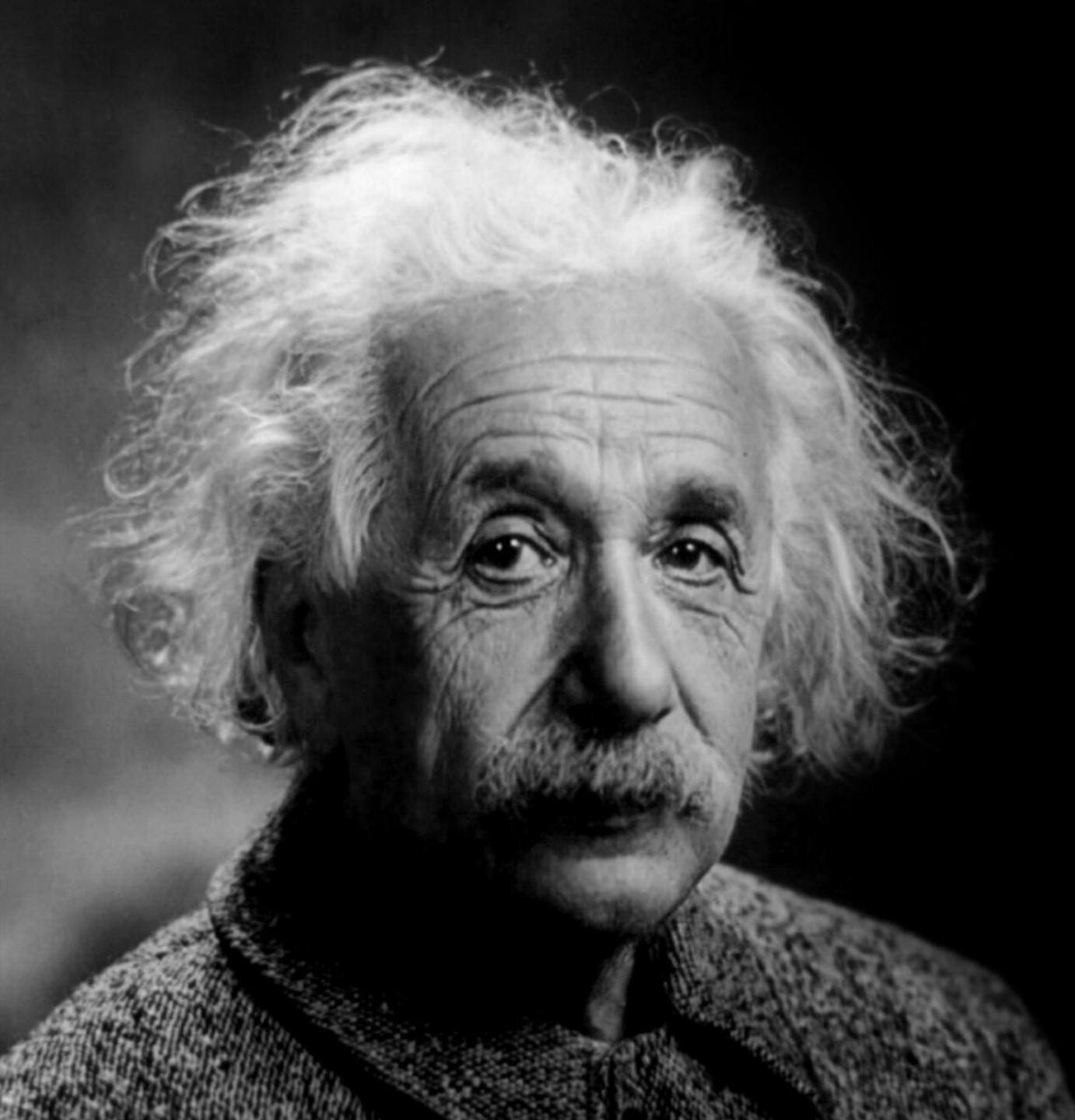




Those are  
**5 issues**  
of HR management that  
hinder innovation







**“Everybody is a  
genius.  
But if you judge a  
fish by its ability to  
climb a tree, it will  
live its whole life  
believing that it is  
stupid.”**

**— *Albert Einstein***



# Competence Management

*3 advices*







**Evaluate competences**

**Investigate ambitions**



# Be thorough:

- Competences new to organization
- Competences from education
- Hobby competences





**“Competence,  
like truth, beauty,  
and contact  
lenses, is in the  
eye of the  
beholder.”**

**– *Laurence J. Peter***



**Therefore always  
evaluate competences with  
multiple people**



# Ambitions

A black dog is standing on reddish-brown soil, holding a large, light-colored log horizontally in its mouth. The dog's head is tilted upwards, and its teeth are visible as it grips the log. The background consists of dry, sparse vegetation and small yellow flowers.

**Ask why:**

- Often roles are not fully understood
- Often authorities mistake for responsibilities





You'll be surprised how  
often there is a  
**Match**  
between competences  
and ambitions



# 1.

## Assign people to fitting roles

- Decouple functions (job classification network) from roles (authorities and responsibilities)
- Beneficial for introvert people
- Do this also for management positions
- Be open about this to everyone





**No success?  
Reassign**





A close-up photograph of a brown bear's head in profile, facing left. The bear is eating red berries from a branch. Its fur is dark brown and shaggy. The background is a dense thicket of green leaves and red berries.

Switch roles  
regularly

Fresh environment  
or colleagues  
stimulates creativity



A close-up, side-profile photograph of a platypus. The animal's head is the central focus, featuring a large, dark, leathery bill that is flat and paddle-shaped. A small, dark eye is visible just behind the bill. The platypus has brown, dense fur on its head and neck, with a lighter, cream-colored patch on its cheek. It is resting on a bed of light-colored gravel. The background is blurred, showing some green foliage.

2.

No job  
classifications



# 3. Openness and creativity

In every level of the  
organization

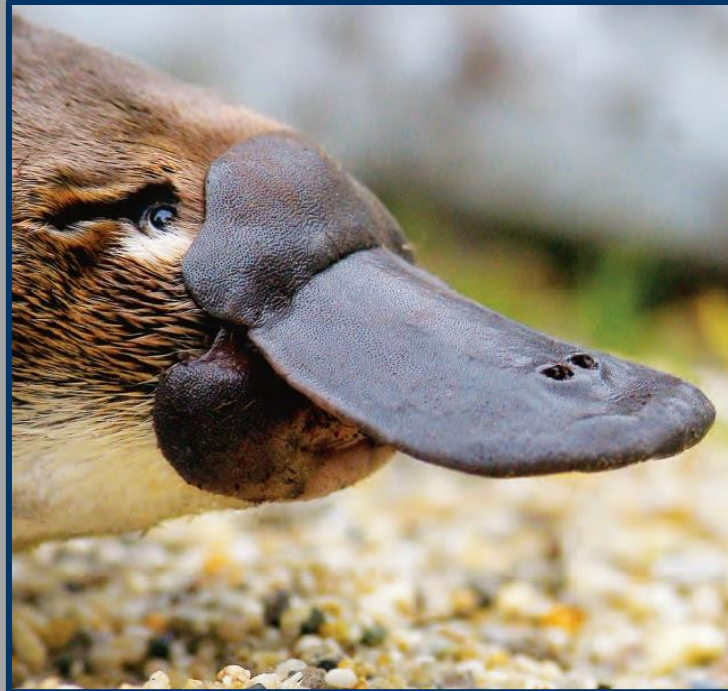




**Assign people  
to fitting  
roles**



**Get rid of job  
classifications**



**Openness  
and creativity**



**How to implement?**



# Dragon's Den

**Have employees pitch  
their innovative ideas:**

- **Idea**
- **Effort**
- **Advantages**
- **Business case**



# **Graduation Presentation**

**would have been a pleasant experience in an organization that implemented these advices**





**Thank you!**

