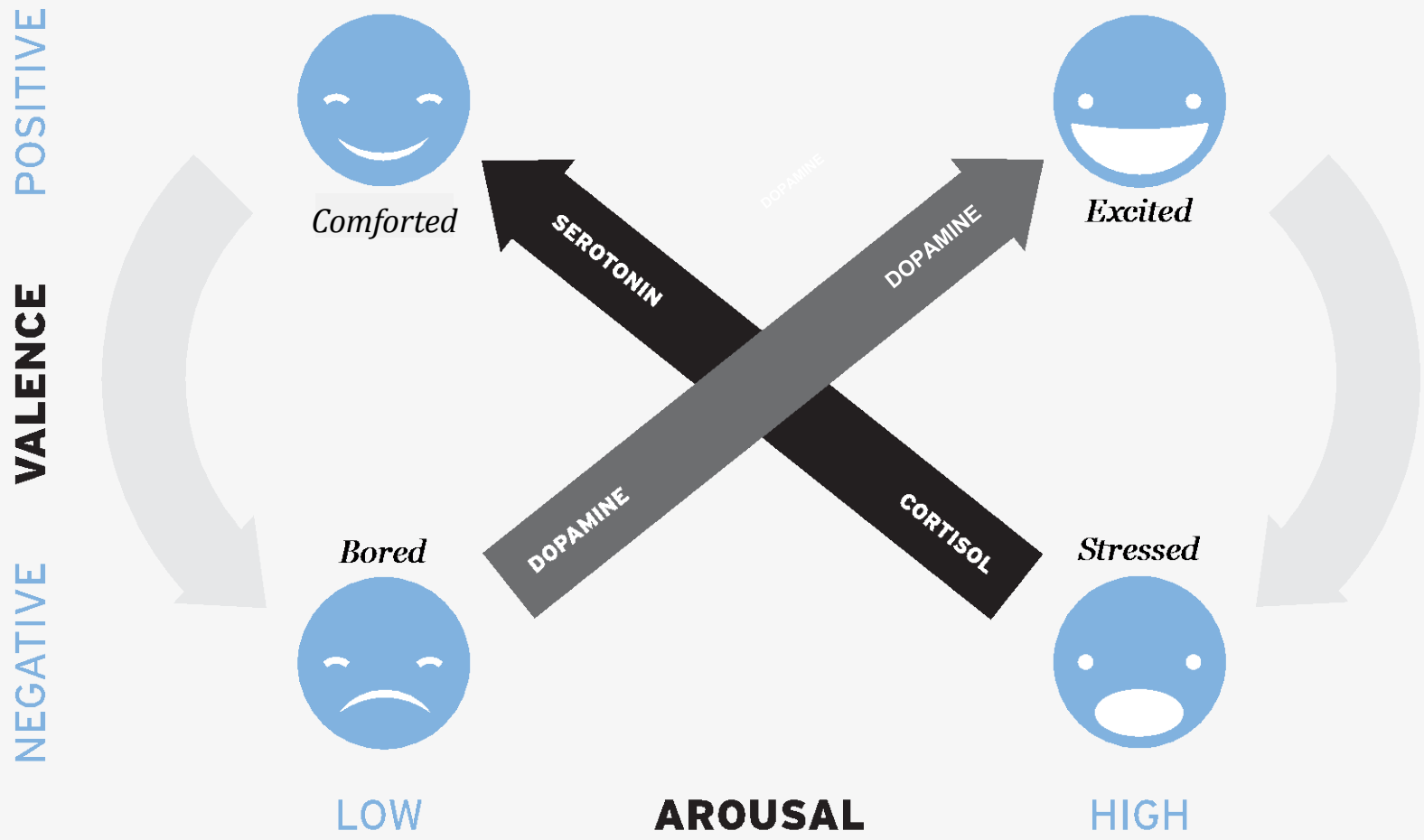


Rx for Innovation

Baba Shiv

The "X" Framework...



*Playing safe, by the rules,
going for the familiar, reassurance*

*Taking chances,
explore*

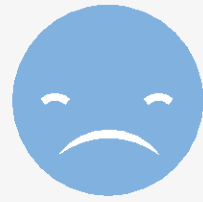
POSITIVE
VALENCE
NEGATIVE



Comforted



Excited



Bored

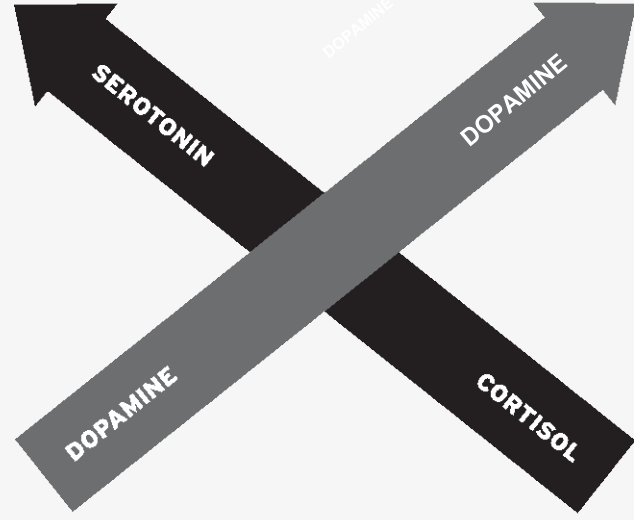


Stressed

LOW

AROUSAL

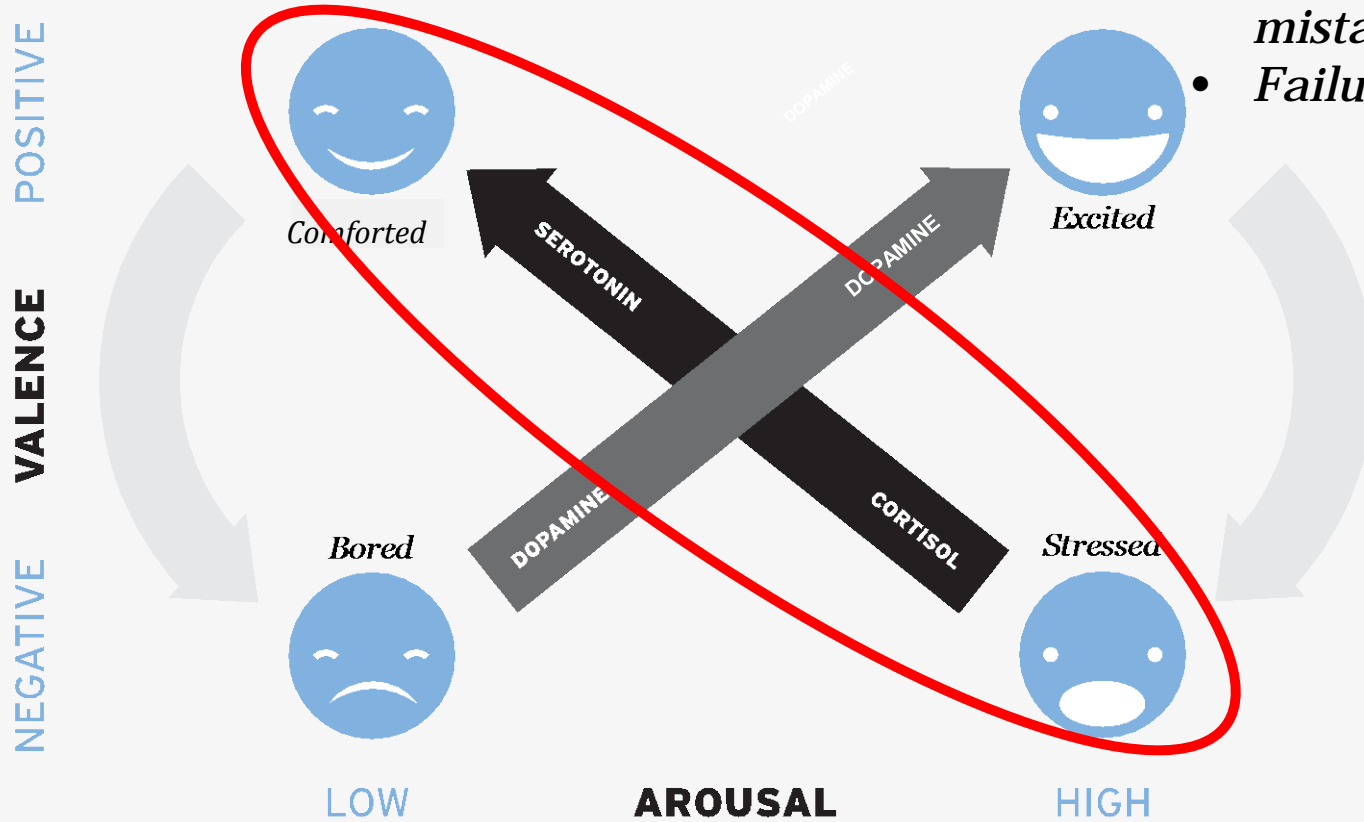
HIGH



Labeling the pathways: Type 1 Mindset...

*Playing safe, by the rules,
going for the familiar*

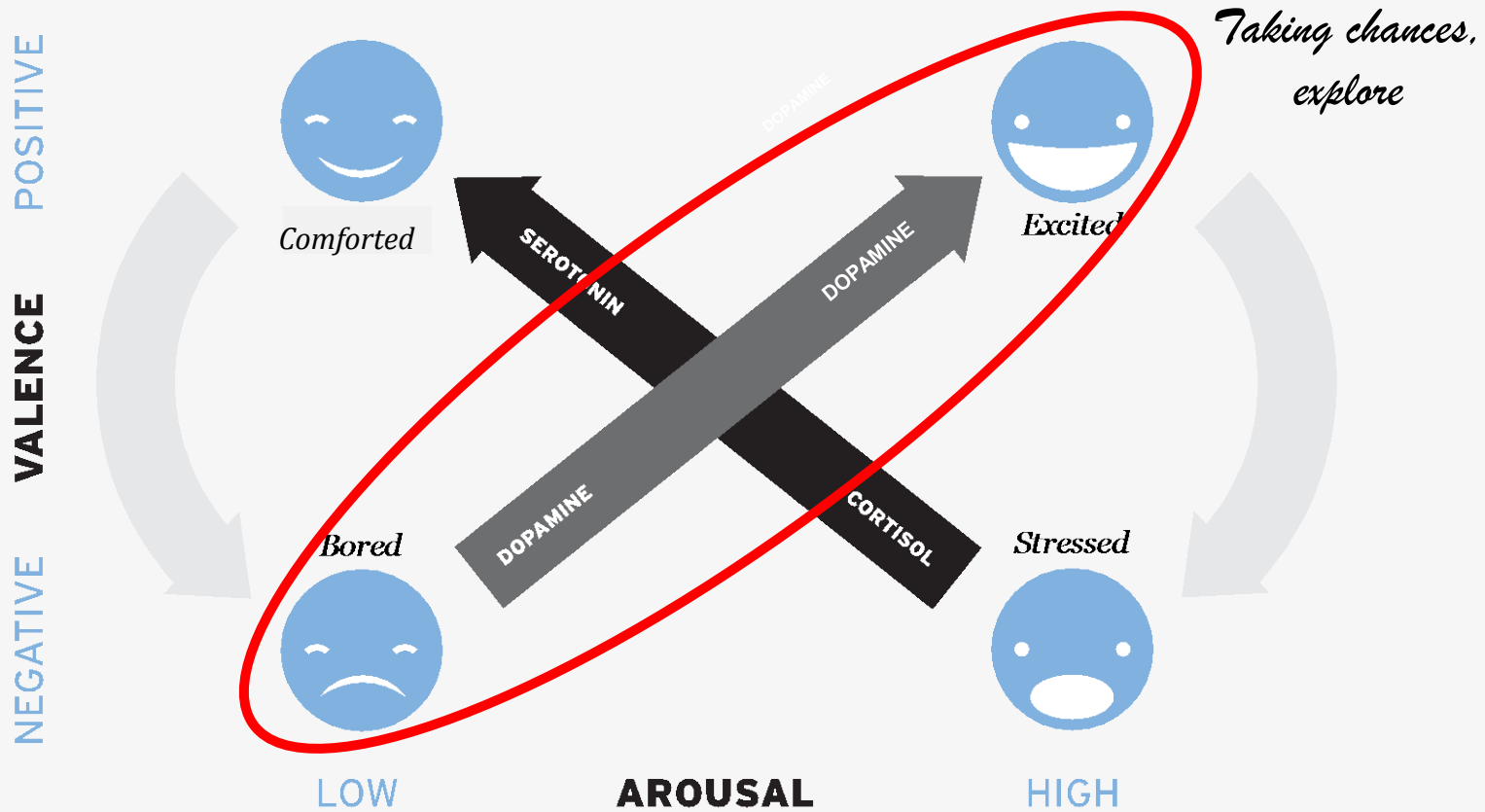
- Type 1 Mindset:**
- Fear of making mistakes
 - Failure → painful



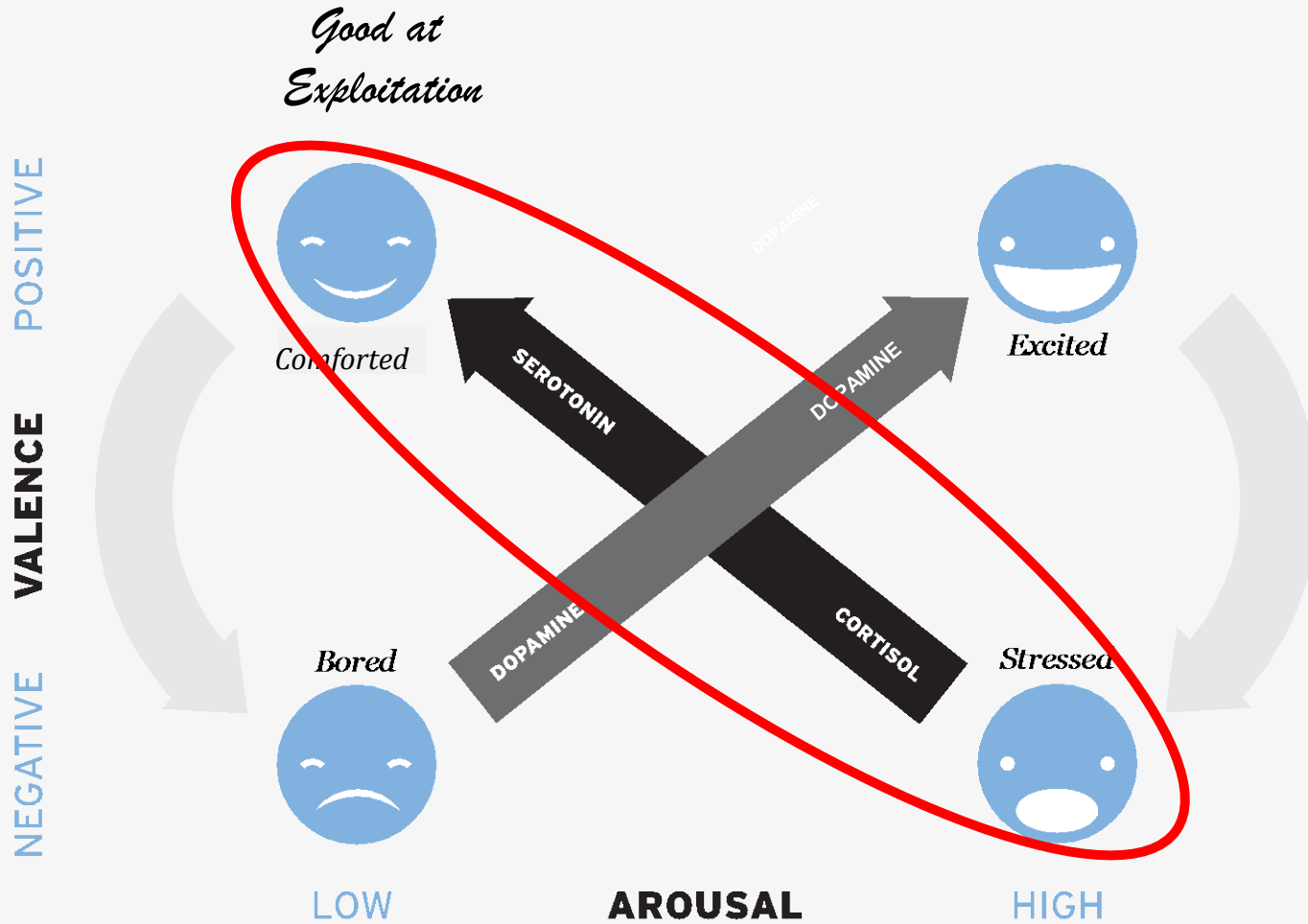
Type 2 Mindset...

Type 2 Mindset:

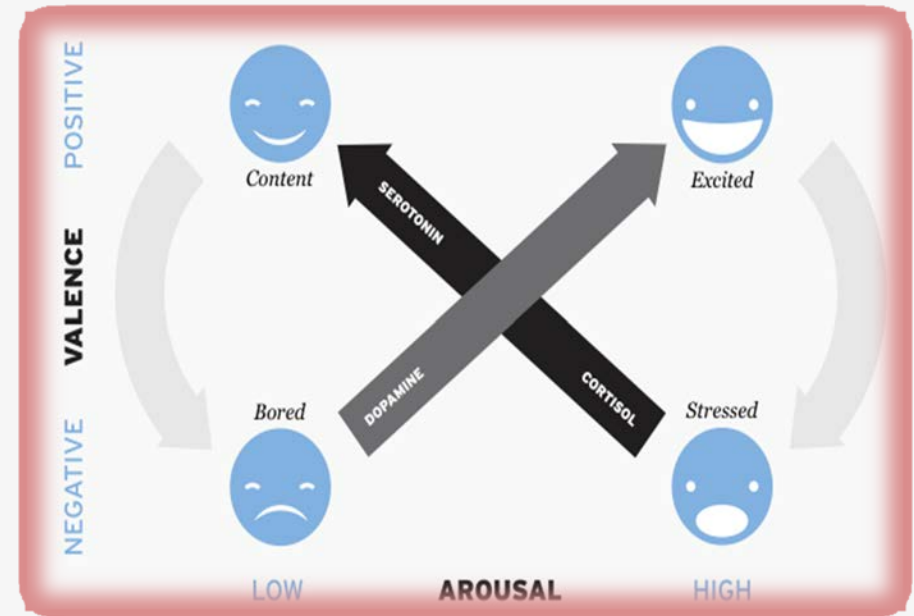
- Fear of missing out on opportunities
- Failure → Challenge → Exciting



Evolution of firms: Type 2 → Type 1...



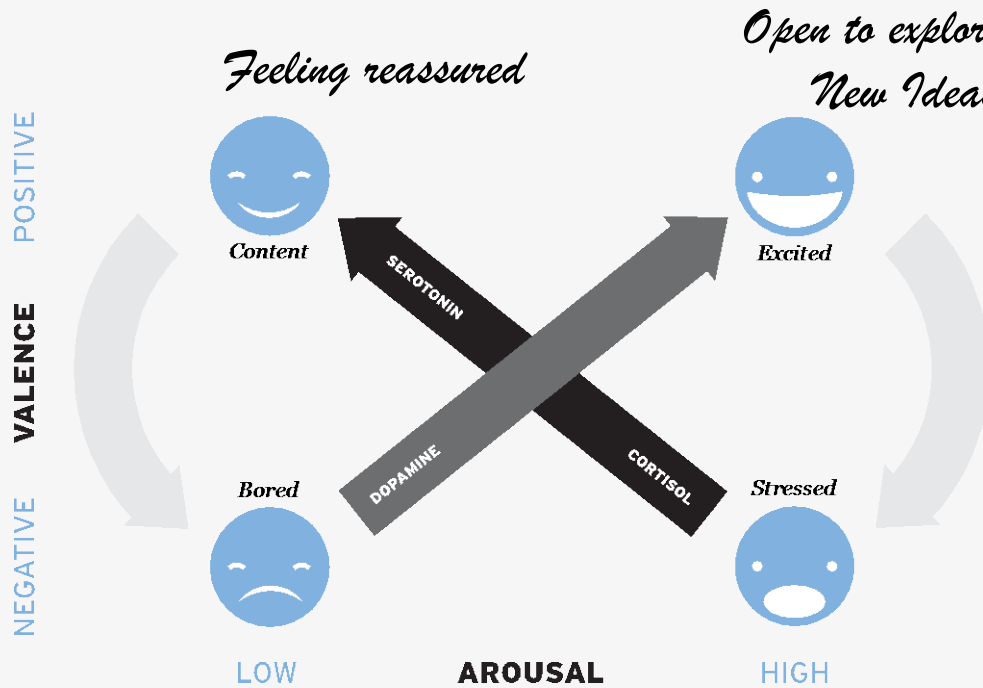
Influencing others...



➤ “X” Framework

- Understanding of where the “customer” is/would like to be
 - The pathway or pathways (type I, type II, or both)
 - Heuristics (based on factors that influence the pathways)
 - Research (discovery)

Factors influencing the mindsets...



➤ **Age**

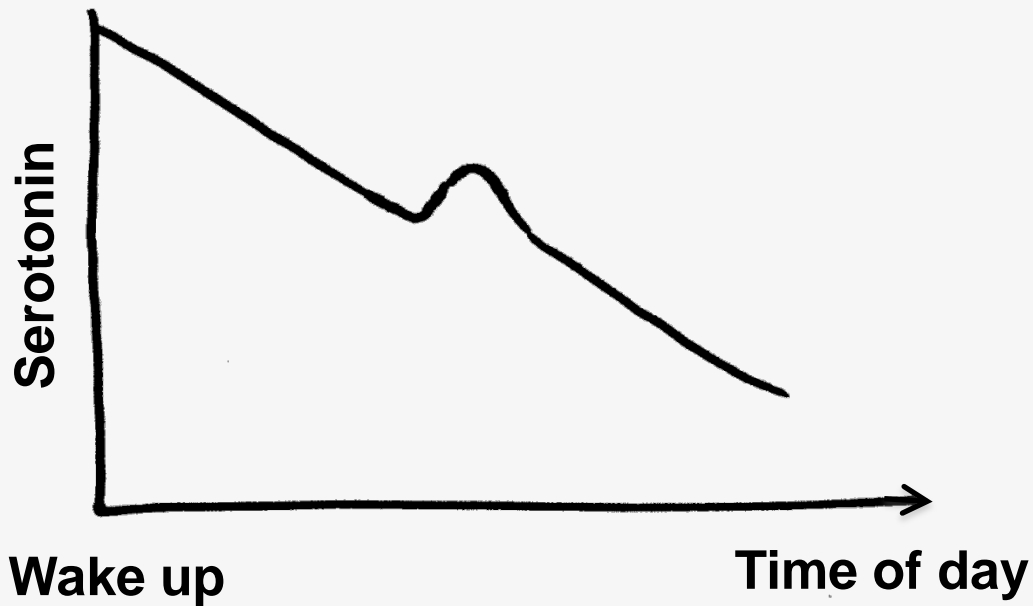
↑AGE ↓NEUROCHEMICALS
[serotonin, dopamine]

➤ **Time-of-day**

LATER IN DAY ↓NEUROCHEMICALS
[serotonin, dopamine]

➤ **Alcohol***
↓ CORTISOL

Factors influencing the mindsets...



➤ Age

↑AGE ↓NEUROCHEMICALS
[serotonin, dopamine]

➤ Time-of-day

LATER IN DAY ↓NEURO-
CHEMICALS
[serotonin, dopamine]

➤ Alcohol*
↓ CORTISOL

Other factors: Relevance for leaders...

➤ Sleep hygiene

- Importance of deep sleep

➤ Fitness hygiene

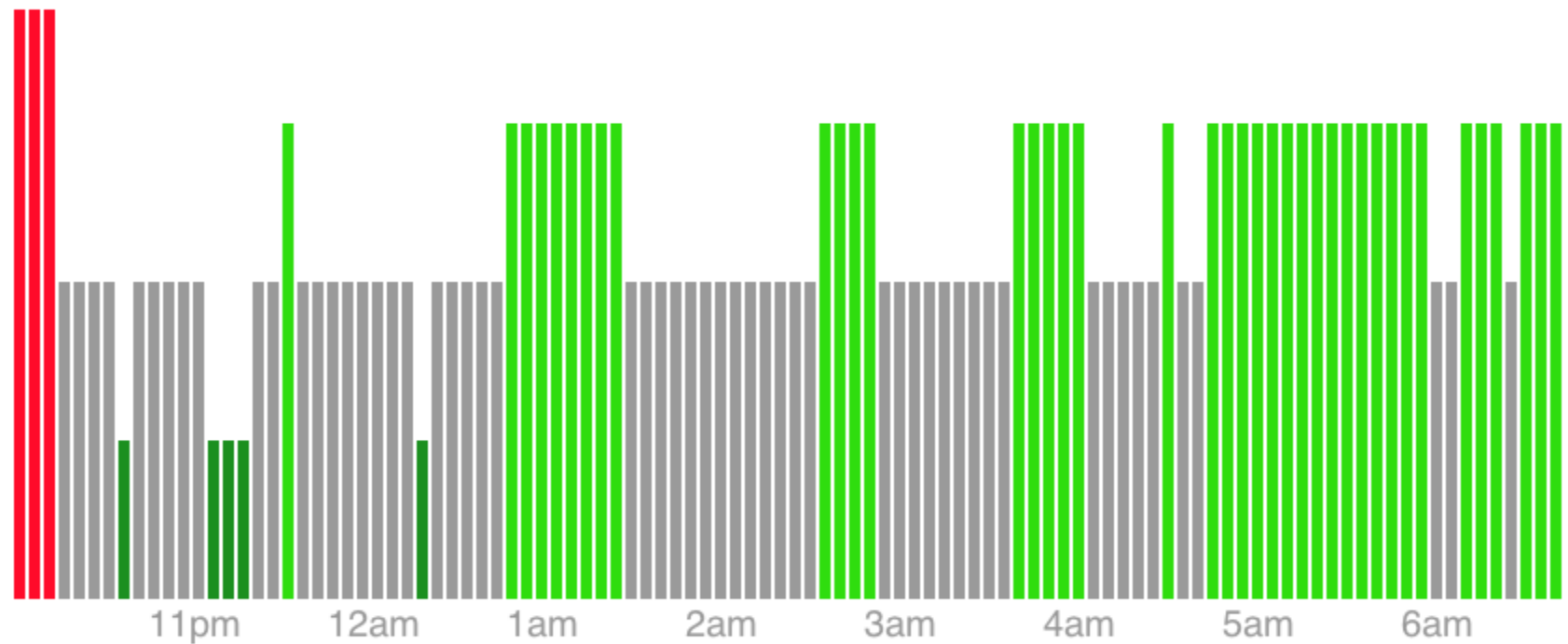
- About 15 min. of cardio: ANP → Serotonin

➤ Dietary hygiene

- Importance of protein in the diet, especially breakfast

Wednesday, May 16, 2012

Total Sleep 8:29 ZQ 92



Wake
0:00 (0%)

REM Sleep
3:10 (37%)

Light Sleep
4:48 (57%)

Deep Sleep
0:32 (6%)

Other factors: Relevance for leaders...

➤ Sleep hygiene

- Importance of deep sleep

➤ Fitness hygiene

- About 15 min. of cardio: ANP → Serotonin

➤ Dietary hygiene

- Importance of protein in the diet, especially breakfast

Discovery through research...

- **Surveys yield very little insights**
 - So too, conversations with customers
- **Importance of**
 - Observation and empathy
 - Immersive safaris/expeditions
 - Actually experiencing the journey

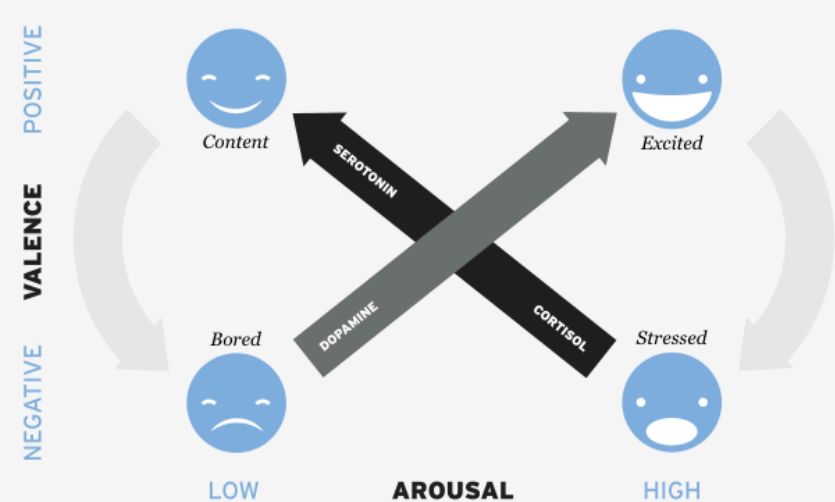
Summary...

➤ “X” Framework

- Type 1, type 2 mindsets

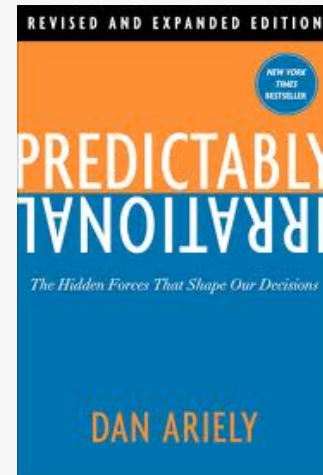
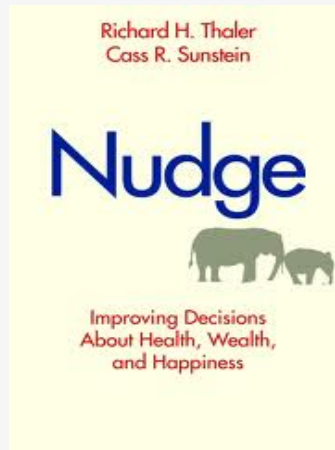
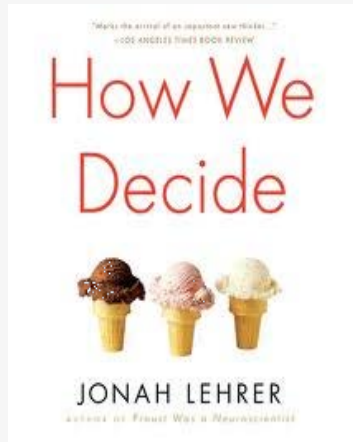
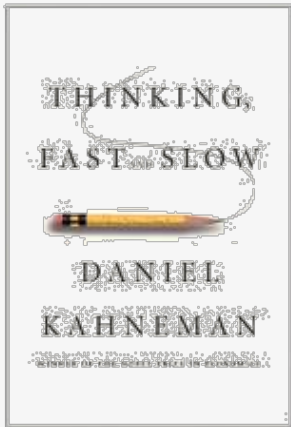
➤ Implications for

- The firm, you as an influencer, you as a decision-maker
 - Knowing where the “customer” is/will be
 - Importance of factors such as age and time of day
 - Importance of sleep, fitness and diet
- Getting Type 1’s to take chances
 - Desperation (premortems); social pressure, reinforcement, proof; risk-free trials



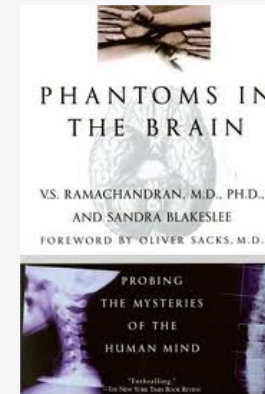
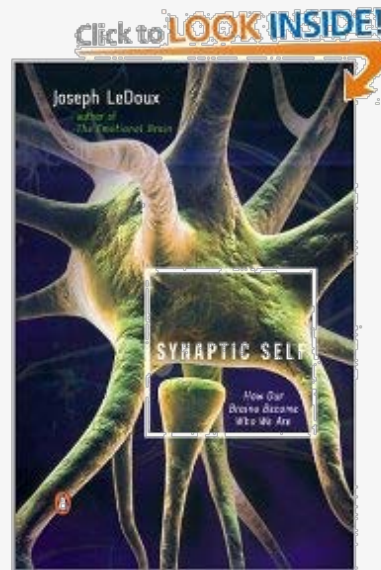
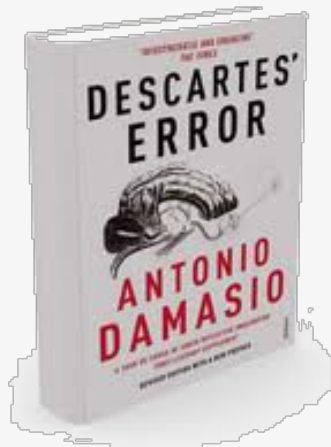
THANK YOU!

Recommended readings...



Decision Making

Recommended readings...



Introduction to Neuroscience