

The logo for the Batten Institute, featuring the words "batten institute" in a blue, lowercase, sans-serif font.

# INNOVATORS' ROUNDTABLE

Optimizing Innovation in the Age of Digital Technologies

20 April 2017 • Sands Capital • 1000 Wilson Blvd #3000 • Arlington, VA, 22209

## AGENDA

*Discussion leader:* **Edward D. Hess**, Professor of Business Administration and Batten Executive-in-Residence, Darden School of Business

A top priority of many businesses is increasing the quality and speed of their organizational innovation. “Faster and better” now applies to innovation just as it has been applied for decades to operational excellence. This need is being driven by faster paces of change, more complexity, connectivity, transparency, reduced barriers to entry and exponentially advancing technology.

Artificial intelligence systems, deep learning, smart robots, the Internet of Things, nanotechnology, and virtual and augmented reality will transform how most businesses are staffed, operated and managed. Operational excellence will become technology-based and, in many industries, commoditized. That would leave innovation as the key strategic value-creation differentiator. So the challenge could well be more than just faster and better innovation; it could be the challenge of scaling innovation capabilities and processes throughout the organization.

How does an organization combine advanced technology capabilities and human capabilities to optimize innovation in the coming Digital Transformation? The obvious answers are attracting and retaining the right talent, allocating the necessary resources and putting in place the right processes. In this Innovators' Roundtable, we will not focus on the obvious.

We will have two sessions—designed as facilitated conversations—that will take us into areas that you find interesting. We will begin each session with questions, and we will explore the issues that you raise.

9:00 a.m.—10:00 a.m.     **INFORMAL BREAKFAST** Conference Room at Sands Capital, 32<sup>nd</sup> floor

10:00 a.m.—12:30 p.m.     **INNOVATION 2020**

We will start the day by putting into context how your company is approaching the digital transformation:

- How does your company define digital transformation?
- In what areas of the business has digital transformation begun? (Provide a short description of your approach.)
- Who in your organization is leading the company digital transformation?
- Are you restructuring or creating new groups to implement your transformation?
- What are the biggest challenges you are facing?
- What people/groups are most challenged by the transformation?

Then, we will explore the following questions:

- Will technological innovation alone mitigate the digital threat to your business?
- Organizations are increasingly turning into internal battlefields: digital natives on offense versus senior leaders on defense. Do experience and tenure really matter in the age of digital technologies?

12:30 p.m.—1:30 p.m.      **LUNCH**

1:30 p.m.—4:00 p.m.      **INNOVATION AND THE POWER OF EMOTIONS**

In the afternoon, we will focus on:

- How do leaders unleash the creative power of all team members by maximizing psychological safety, inclusiveness and creative “flow”?

4:00 p.m.—4:30 p.m.      **CONCLUSION/FUTURE DIRECTIONS**

## **DARDEN FACULTY LEADER**

### **EDWARD D. HESS**

Professor of Business Administration and Batten Executive-in-Residence

**Education:** B.S., University of Florida; J.D., University of Virginia; L.L.M., New York University

Professor Edward D. Hess spent more than 30 years in the business world. He began his career at Atlantic Richfield Corporation and was a senior executive at Warburg Paribas Becker, Boettcher & Company, the Robert M. Bass Group and Arthur Andersen. He is the author of 11 books, over 60 practitioner articles and over 60 Darden cases, etc. dealing with growth systems, managing growth and growth strategies. His books include *Learn or Die: Using Science to Build a Leading-Edge Learning Organization* (Columbia Business School Publishing, September 2014); Hess and Liedtka, *The Physics of Business Growth: Mindsets, System and Processes* (Stanford University Press, 2012); *Grow to Greatness: Smart Growth for Entrepreneurial Businesses* (Stanford University Press, 2012); *Growing an Entrepreneurial Business: Concepts & Cases* (Stanford University Press, February, 2011); *Smart Growth: Building Enduring Businesses by Managing the Risks of Growth* (Columbia Business School Publishing, 2010); Hess and Goetz, *So You Want to Start A Business* (FT Press, 2008); *The Road To Organic Growth* (McGraw-Hill, 2007); Hess and Cameron, eds., *Leading with Values: Virtue, Positivity & High Performance* (Cambridge University Press, 2006); and Hess and Kazanjian, eds., *The Search for Organic Growth* (Cambridge University Press, 2006).

*Smart Growth* was named a Top 25 2010 business book for business owners by Inc. Magazine and was awarded Darden’s Wachovia Award for Research Excellence.

Hess’s current research focuses on applying the science of learning in a business environment: learning cultures, systems and processes.

Hess has taught in Executive Education programs for Harris Corporation, Cigna, Timken, United Technologies, Genworth Financial, Pitney Bowes, Unilever Russia, Marriott International, Westinghouse Nuclear, Alpha Natural Resources, Algeco-Scotsman, FTI Consulting, Dover Corporation, Glen Raven Corporation as well as IESE (Barcelona) and the Indian School of Business.

Hess's work has appeared in *Fortune* magazine, Jiji Press, *Washington Post*, the *Financial Times*, *Investor's Business Daily*, *CFO Review*, *Money* magazine and in more than 300 other media publications as well as on CNBC, BusinessWeek.com, Fox Business News, Forbes.com, Big Think, Reuters.com., Inc.com, WSJ Radio, Bloomberg Radio, Dow Jones, MSNBC Radio, Huffington Post.com, Business Insider.com and Chief Learning Officer.com.

Prior to joining the faculty at Darden, he was Adjunct Professor and the Founder and Executive Director of both the Center for Entrepreneurship and Corporate Growth and the Values-Based Leadership Institute at Goizueta Business School, Emory University.