

2 APRIL 2019
Newark Delaware

Innovation Roundtable®
Workshop hosted by



Ambidextrous Organization and Culture

Building the Organization and Nurturing the Culture for New Businesses – Alongside the Core



PRESENTATIONS



BRET SNYDER
 Chair of the Board of Directors

GLENN GOMES-CASSERES
 Director of Corporate Incubations

GINA O'CONNOR
 Professor of Innovation Management

DOUG MUNK
 Director of New Business Ventures

WENDY SMITH
 Professor of Management



TOPICS

Balancing Creating vs. Managing • Adapting the Organization and Leadership Style to the Three Horizons of Innovation • Setting Up an Intrapreneurial Unit to Drive Growth Outside the Core • Aligning Success Metrics for Big Bets • Creating Startup-Like Incubation Teams • Developing a Capability for Breakthrough Innovation • Reducing Idea-To-Launch Time with Real-Time Experimentation, Product Iterations and Learning from the Market • Maintaining a Healthy Innovation Portfolio of Short and Long Term Bets • Hiring Manager Profiles Willing to Challenge All Aspects of the Business • Creating a Unique Culture of Innovation and Putting Entrepreneurship at the Center





AGENDA OUTLINE

08:30 am - 09:00 am Registration & light breakfast
09:00 am - 05:00 pm **Workshop** (incl. lunch and coffee breaks)

Gore • **Gore's Culture of Innovation: What Has Worked, What Has Not, and How We Balance Creating vs. Managing**
Bret Snyder • Chair of the Board of Directors

Roundtable Discussion I: Choice between: 1) Roles for breakthrough innovation, with Prof. Gina O'Connor; 2) Exploring the Tensions of Ambidexterity in Your Organization, with Professor Wendy Smith; 3) Issues of special interest

Bose Corporation • **Ambidexterity: Adapting the Organization and Leadership Style to H1, H2 and H3 Opportunities**
Glenn Gomes-Casseres • Director of Corporate Incubations

Babson College • **Building the Ambidextrous Organization: Do's and Don'ts**
Gina O'Connor • Professor of Innovation Management

Nestlé USA • **New Business Ventures: A Separate Unit for Driving Growth Outside the Core, Taking a Lean and Agile Approach**
Doug Munk • Director of New Business Ventures

Roundtable Discussion II: Choice between: 1) Roles for breakthrough innovation 2) Exploring the Tensions of Ambidexterity in Your Organization; 3) Selected topics

University of Delaware • **Managing the Tensions of Ambidexterity: A Both/And Approach**
Wendy Smith • Professor of Management

05:00 pm - 06:15 pm Drinks on the premises
05:15 am - 06:15 pm Tours

2 APRIL 2019 • Newark, Delaware

Ambidextrous Organization & Culture

Building the Organization and Nurturing the Culture for New Businesses – Alongside the Core



W. L. Gore & Associates, Inc.
The Barksdale Site
1901 Barksdale Road,
Newark, DE - 19711, USA
✈ Philadelphia 40min • New York 2h

Venue, directions, parking and recommended hotels on p. 7-8

NETWORKING DINNERS

Attendees will have the opportunity to meet for dinner (at own expense) at **Ole Tapas Lounge & Restaurant** (1 April - the evening before the event) and at **La Casa Pasta** (2 April - the evening after the event).

Details & registration info on p. 6 (NB: register by 25 March)



TOUR

At the end of the day, participants will have the opportunity to join a 1-hour guided tour of **Gore's Capabilities Center**.

Each group will be guided by an Associate, sharing his or her own stories while highlighting Gore's heritage, the company's commitment to fitness-for-use, and its broad range of capabilities and applications.

Registrations for the tour will open in mid-March – event participants will be notified by e-mail before registrations open.



The leading network exclusively for corporate innovation practitioners

Innovation Roundtable® provides access to the latest insights on effective innovation practices in large corporations. We facilitate connection and peer-to-peer exchange between innovation practitioners at our large-scale, corporate-only conferences and through our online network.

Discover our 2019 calendar of events in Europe, the US and China on the last page of this program. For more info on our network and our 150+ member firms, please visit innovationroundtable.com



**BRET SNYDER**

Chair of the Board
of Directors



Gore's Culture of Innovation: What Has Worked, What Has Not, and How We Balance Creating vs. Managing

Gore started in 1958 to bring to life the potential of the material PTFE. It also consciously created a culture that puts entrepreneurship at the center. It grew rapidly the first 30 years and steadily the last 30 years. Its unique culture drives its innovation. Even so, over time, the need to manage existing businesses has pushed on the creative environment.

While it has always maintained a healthy innovation portfolio, Gore tried several approaches to increase innovation which did not work. Since 2015, Gore embraced greater separation of creating vs managing to provide ambidexterity, and is getting good results. Bret's talk will cover:

- Gore's unique culture of freedom and belief in people that has led to continuous innovation, and how that culture has evolved and interacted with innovation
- How innovation became more challenging as Gore succeeded, and what didn't work to strengthen it
- How ambidexterity, clearly separating create vs manage, and lean, have worked
- Lessons learned after 60 years of innovation

Roundtable Discussion I: Exercises and discussions at group tables of 5-8 people. Attendees select one of the following three options:

- 1. Roles for breakthrough innovation: skills and leadership for discovery, incubation and acceleration** • *facilitated by Professor Gina O'Connor.* Companies are recognizing that, in order to sustain a capability for breakthrough innovation, they must institute roles and develop that talent systematically, as they do for every other function in the company. In this exercise, participants will learn about a new framework of innovation roles and the rationale behind it. The roles cover the Discovery, Incubation and Acceleration capabilities required for breakthrough innovation. Participants will take part in an exercise to gain a deeper understanding of how to select and develop people for each of these roles. They can identify their own place in the framework given their current role, and set objectives for roles they may aspire to hold in the future. We will discuss how companies can fit this framework of innovation roles to their specific organizational context.
- 2. Exploring the Tensions of Ambidexterity in Your Organization** • *facilitated by Professor Wendy Smith.* Participants engage in: 1) Investigating the organizational features to support their innovation and their existing product; 2) recognizing the tensions between the innovation and existing product, and particularly the tensions that they experience in their own work; and 3) observing their personal leadership styles and comfort with both/and approaches to tensions between exploration and exploitation.
- 3. Issues of Special Interests.** Participants write down one or more issues within the themes of the day on cards. Each group builds its own discussion agenda clustering the cards and defining special issues of interest to discuss and exchange experiences and insights. Discussion tables will be divided into B2B, B2C, and B2B2C.

**GLENN GOMES-CASSERES**

Director of Corporate
Incubations



Ambidexterity: Adapting the Organization and Leadership Style to H1, H2 and H3 Opportunities

Building on his 15 years of experience in product innovation, Glenn Gomes-Casseres will discuss ambidexterity and the differences in organizational and leadership requirements for H1, H2 and H3 opportunities. As Director of Corporate Incubations at Bose Corporation, Glenn currently leads H3 innovation efforts, but he has

also worked in the company in H1 and H2 lines of business. Glenn will share the journey that Bose has taken over the past five years in the effort to adapt the approach taken to each of the three horizons of innovation:

- Ambidexterity and the need to organize differently for the three horizons: H1, H2, and H3
- H2 and H1 opportunities: differences in organization, success metrics, leadership and innovation culture; the unique and shared resources between H1 and H2; examples
- H3 opportunities: startup-like incubation teams; separate building, separate leadership, a different approach to recruiting, and learning as the key success metric; affiliation with Bose Ventures group; examples
- Key takeaways and lessons learned



GINA O'CONNOR

Professor of Innovation Management



BABSON

Building the Ambidextrous Organization: Do's and Don'ts

Company leaders recognize the need for their organizations to be ambidextrous to manage current operations and create the future at the same time. A number of approaches to ambidextrous behavior have been theorized and tried. In the case of large mature companies, one approach is showing great promise: structural ambidexterity, in which a company creates an innovation function – a group dedicated

to creating new business opportunities that will become the future revenue generators. The trouble is, this function is challenged with high levels of uncertainty and ambiguity, in contrast to the typical management system that is based on operational excellence and leveraging what is known. In this talk Professor O'Connor will describe the results of a long term research program that has traced the development of a capability for breakthrough innovation through structural ambidexterity in many large industrial companies. She'll describe three organizational competencies that must be developed, and additional management practices that firms who create their future through innovation incorporate. In order to institutionalize this capability, Professor O'Connor's results indicate that permanent roles and an organizational design for an innovation function need to be established.

Gina O'Connor has recently joined Babson College after a number of leadership roles at the Rensselaer Polytechnic Institute. The majority of her research efforts focus on how firms link advanced technology development to market opportunities, and how companies institutionalize management practices to enable breakthrough innovation. Professor O'Connor is co-author of several books, including the recent book *Beyond the Champion: Institutionalizing Innovation through People*. Additionally, she has published numerous articles in a variety of academic journals and won best paper awards for several of her publications.



DOUG MUNK

Director of New Business Ventures for Nestlé USA



Nestlé

Good Food, Good Life

New Business Ventures: A Separate Unit for Driving Growth Outside the Core, Taking a Lean and Agile Approach

Doug Munk will elaborate on how Nestlé USA runs an intrapreneurial unit for growth outside the established core business, using practices and cultural traits different from those of the core:

- Creating new brands that address underserved markets earlier in the trend curve, with the goal of scaling over time
- Using Lean approaches and reducing idea-to-launch time from 18 months in the core to 4-6 months in New Business Ventures. Codifying a 'playbook' of the Lean approaches across functions for on-boarding new people.
- Practicing a 'launch small' mentality, learning from the market in real-time and adapting products in an iterative manner.
- The unit incorporates cultural principles laid out by the CEO of courage, collaboration, speed and agility. The focus on speed and agility underpins process adaptations – which are enabled by empowering managers to make decisions.
- Hiring for general manager profiles willing to drive and challenge all aspects of the business, and matching them with projects they are enthusiastic about.
- Innovating through internal crowdsourcing, soliciting passionate "founders" to drive ideas that meet their own unmet needs and have a personal connection to a product.
- Separate governance structure with regular project reviews involving several CXOs

Roundtable Discussion II: Exercises and discussions at group tables of 5-8 people. Attendees select one of the following three options:

- 1. Roles for breakthrough innovation: skills and leadership for discovery, incubation and acceleration** • *facilitated by Professor Gina O'Connor.* See description on previous page.
- 2. Exploring the Tensions of Ambidexterity in Your Organization** • *facilitated by Professor Wendy Smith.* See description on previous page.
- 3. Selection of topics.** Attendees select their favorite topics from a list of discussion questions within the overarching themes of the day, formed using the issues from the first roundtable discussion.



WENDY SMITH

Professor of Management



Managing the Tensions of Ambidexterity: A Both/And Approach

Wendy draws on over 20 years of research to identify the challenges and opportunities of managing ambidexterity. Even as long term organizational success depends on both exploring new opportunities and exploiting existing products simultaneously, effectively implementing an ambidextrous organization raises key challenges. Leaders need to accommodate distinct organizational

features for each horizon while navigating ongoing conflicts between them. Building on examples from large multi-national companies such as IBM, Unilever, Analog Devices, W.L. Gore & Associates, etc. Wendy finds that effectively managing both exploration and exploitation simultaneously depends on building ambidextrous structure (distinct exploratory and exploitative subunits; integrated senior leadership); and paradoxical leadership (both/and mindsets and conflict management capabilities). This talk will:

- Recognize that long term organizational success depends on exploring new opportunities while maintaining commitments to existing products
- Identify core challenges of managing exploration and exploitation simultaneously, including navigating the ongoing tensions between the two horizons
- Develop a model of managing these challenges including developing an ambidextrous structure and paradoxical leadership approaches

Wendy Smith earned her Ph.D. in organizational behavior at Harvard Business School, and is currently a professor of business administration at the Alfred Lerner School of Business at the University of Delaware. Smith's research focuses on strategic paradoxes – how leaders and senior teams effectively respond to contradictory agendas, as well as how organizations simultaneously explore new possibilities while exploiting existing competencies. Her research has been published in journals such as Academy of Management Journal and Harvard Business Review.

Plenary Sharing: Wrap up and sharing of insights from the day.

TOUR

At the end of the workshop, participants will have the opportunity to join a **1-hour guided tour of Gore's Capabilities Center** (from 5:15 to 6:30 pm).

Each group will be guided by an Associate, sharing his or her own stories while highlighting Gore's heritage, the company's commitment to fitness-for-use, and its broad range of capabilities and applications. This experience combines media and hands-on demonstrations to provide an understanding of Gore's products and an appreciation for their Culture, including the desire to solve problems by applying deep science and understanding and leveraging their Core Technologies.

Registrations for the tour will open in mid-March – registered event participants will be notified by e-mail.



We recommend the following readings with insights and cases related to the workshop themes:

#Ambidextrous Organization

- **[Critical Success Factors: Disruptive Innovation & New Business Models](#)**
Innovation Roundtable® Research Team, 2018 – LinkedIn Pulse – Free access
- **[To Reinvent Your Firm, Do Two Things at the Same Time](#)**
Scott D. Anthony, 2017 – Harvard Business Review – Free access**
- **[Finding Your Company's Second Act](#)**
Larry Downes & Paul Nunes, 2018 – Harvard Business Review - Free access**
- **[What's Your Best Innovation Bet?](#)**
Melissa A. Schilling, 2017 – Harvard Business Review – Free access**
- **[Research: Self-Disruption Can Hurt the Companies That Need It the Most](#)**
Rahul Kapoor & John Eklund, 2018 – Harvard Business Review – Free access**
- **["Both/And" Leadership](#)**
Wendy K. Smith, Marianne W. Lewis & Michael L. Tushman, 2016 – Harvard Business Review – Free access**
- **[The Ambidextrous CEO](#)**
Michael L. Tushman, Wendy K. Smith & Andy Binns, 2011 – Harvard Business Review – Free access**

#Culture for New Businesses

- **[The Six Pillars for Nurturing a Culture of Innovation](#)**
Innovation Roundtable® Research Team, 2018 – LinkedIn Pulse – Free access
- **[Emerging Roles for Breakthrough Innovation](#)**
Gina O'Connor, 2018 – Innovation Roundtable – Free access
- **[The People Side of Breakthrough Innovation](#)**
Gina O'Connor & Jim Euchner, 2017 – Research-Technology Management – Paid access
- **[Changing a Company Culture Requires a Movement, Not a Mandate](#)**
Bryan Walker & Sarah A. Soule, 2017 – Harvard Business Review – Free access**
- **[What the Best Transformational Leaders Do](#)**
Scott Anthony & Evan I. Schwartz, 2017 – Harvard Business Review – Free access**
- **[The Hard Truth About Innovative Cultures](#)**
Gary P. Pisano, 2019 – Harvard Business Review – Free access**

* You can register as a Site Member on sloanreview.mit.edu and access up to 3 articles for free each month, additional articles at USD 6.50 each. Yearly subscription with unlimited access to articles: USD 75.

** HBR.org allows unregistered users to access up to 3 articles for free every month. You can also register for free and get access to up to 6 articles per month.

DINNERS BEFORE & AFTER THE WORKSHOP



The evening before the event, there will be a small networking dinner (at own expense) at **Ole Tapas**, a vibrant restaurant offering seasonal Spanish specialities.

Participants can meet at the bar from **7:00 pm**; the dinner will start at **7:45 pm**.

3 course meal including drinks (water, sodas, beer, wine, sangria): \$56 **Please register and pay by 25 March at: innoround.co/dinners**

[Ole Tapas Lounge and Restaurant](#)
1126 Capitol Trail, Newark, DE 19711



The evening after the workshop, there will be a networking dinner (at own expense) at the restaurant **La Casa Pasta**, offering authentic Italian rustic cuisine.

Participants can meet at the bar from **6:45 pm**; the dinner will start at **7:45 pm**.

3 course meal including 2-hour beer & wine bar, soft drinks, iced tea & coffee: \$65. **Please register and pay by 25 March at: innoround.co/dinners**

[La Casa Pasta](#)
120 Four Seasons Pkwy, Newark, DE 19702

VENUE

W. L. Gore & Associates, Inc. The Barksdale Site

1901 Barksdale Road, Newark, DE - 19711, USA



From Philadelphia International Airport:

The best way to reach the venue is by taxi or car (estimated time: **40 min** - up to 1h during rush hour)

From Philadelphia and Wilmington:

The venue is located 45 miles southwest from Philadelphia city (approximately 1h drive) and 17 miles southwest from Wilmington (approximately 25 min drive).

From New York:

It takes approx. 2.5 hours by car from New York (Manhattan / JFK Airport) to the Barksdale Site. You can book a car transfer from New York using Concord Worldwide: +1-732-577-0023 – ConcordeWorldwide.com

From Newark, NJ Airport (EWR):

There is an Amtrak Service from Newark NJ Airport to Wilmington, DE Amtrak Station. This takes approx. 1 hour 30 min and there are two trains each hour. From Wilmington it is a 30 min taxi journey to Newark and the Barksdale Site. You can use Delaware Express: +1-800-648-5466 – delexpress.com for the transfer or get a taxi / Uber at the station. Alternatively, you can book a car transfer directly from Newark EWR Airport to Barksdale with Concorde Worldwide as above.



PARKING

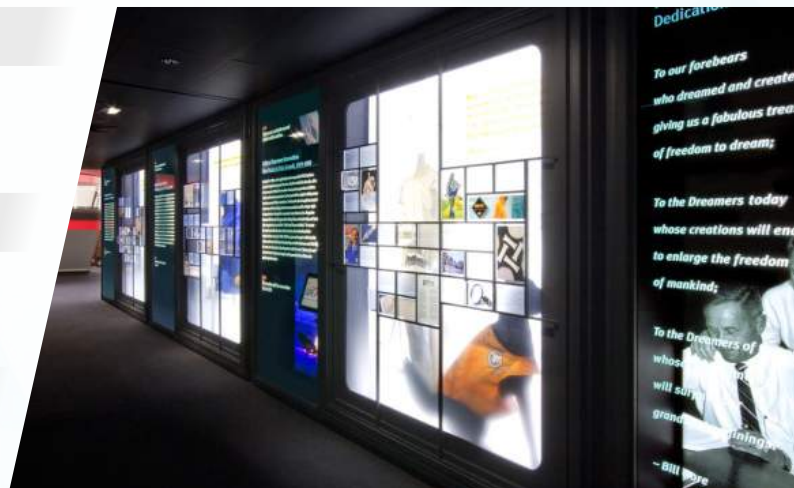
There is ample visitor parking available at the W.L. Gore Barksdale site.

INTERNET ACCESS

 You will receive free WiFi access at the venue.


CONTACTS

For inquiries, please call us +45 4050 8686.




Recommended Hotels • Attendees can book rooms at special rates at the following hotels, all located close to the workshop venue. Please note that the special **rates are available for a limited amount of rooms and for a limited time**, therefore it is suggested that you reserve your room as soon as possible.

Embassy Suites by Hilton Newark Wilmington South ★★ ★ embassysuites3.hilton.com




- 654 South Collee Avenue, Newark, Delaware 19713
- 7 min (drive) to W.L. Gore; 38 min (drive) from Philadelphia Airport; 58 min (drive) from Philadelphia
- Single room: \$147 + 11% tax per night incl. breakfast
- To avail the special rate you can book the room at [this link](#). Please note that guests will be required to leave a valid credit card or a cash deposit for incidentals in the amount of \$50 with the hotel at the time of check-in. The special rate is available until the 1st of March.

Courtyard by Marriott Newark - University of Delaware ★★ ★ ★ marriott.com



- 400 David Hollowell Drive, Newark, Delaware 19716
- 7 min (drive) to W.L. Gore; 43 min (drive) from Philadelphia Airport; 56 min (drive) from Philadelphia
- King room: \$146 per night, incl. breakfast
- To avail the special rate you can book the room at [this link](#). The special rate is available until the 4th of March.


Holiday Inn Express & Suites, Elkton - University Area ★★ ★ ihg.com



- 1570 Elkton Road, Elkton, Maryland 21921
- 7 min (drive) to W.L. Gore; 37 min (drive) from Philadelphia Airport; 56 min (drive) from Philadelphia
- Queen suite: \$119 + 12% tax per night incl. breakfast
- To avail the special rate you can book the room at [this link](#). Make sure IRT is entered on the group rate code. Payments made with a debit card require a \$150 refundable cash deposit. Security Deposit will be returned upon inspection of room at time of check out. The special rate is available until the 11th of March.

Additional Hotels • Other hotels close to the venue (no special rates / booking agreements, thus price and availability may vary. Reservations through booking portals or the hotel's website.

SpringHill Suites by Marriott Newark Downtown ★★ ★ ★ ★ marriott.com



- 402 Ogletown Road, Newark, Delaware 19711
- 9 min (drive) to W.L. Gore; 35 min (drive) from Philadelphia Airport; 56 min (drive) from Philadelphia
- Single room: from \$167 per night
- Reservation on the hotel's website or booking portals

Homewood Suites by Hilton Newark-Wilmington South Area ★★ ★ homewoodsuites3.hilton.com



- 640 South College Avenue, Newark, Delaware 19713
- 9 min (drive) to W.L. Gore; 38 min (drive) from Philadelphia Airport; 58 min (drive) from Philadelphia
- Standard room: from \$193 per night
- Reservation on the hotel's website or booking portals



The leading network **exclusively** for innovation executives in large multinational companies

Innovation Roundtable® facilitates **connections** between innovation managers in a setting where they can **learn** about best practices from executive speakers and leading experts, discuss selected innovation topics, and **share** experiences with peers.

Our events, **attended by 150-200 innovation executives**, provide a unique source of inspiration and new ideas for managers and help them create an even stronger foundation for innovation in their firms.

OUR EVENTS IN THE US

Join a unique global network of corporate innovation executives

Innovation Roundtable® has been active for **over 10 years** in Europe – and since 2016 our network has expanded in the US, with past events hosted by Bosch, IBM, Gore, and P&G, each attended by over 150 corporate innovators.

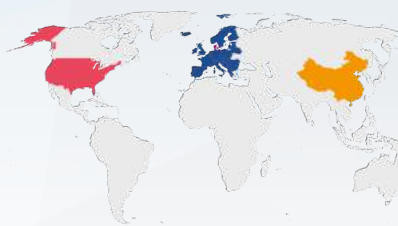
Our corporate membership plans allow attendance to events in one or more regions by **up to 3 delegates**, enabling different colleagues to attend events on topics of specific relevance to them.

For further information on how to **become a member** of our network and join our upcoming events in the US, please contact us at: info@innovationroundtable.com

2 APRIL 2019 Newark, DE	Ambidextrous Organization & Culture Building the Organization and Nurturing the Culture for New Businesses – Alongside the Core	3 APRIL 2019 Newark, DE	Internal and External Startups & Scaleups Building Internal Gamechanging Innovations and Collaborating with External Startups – and Getting Scaling Right
26 JUNE 2019 Chicago, IL	Culture of Agility, Connection and Collaboration Scaling an Agile Innovation Culture and Nurturing Collaboration, Generosity, Openness, & Cross-Functional Teamwork	27 JUNE 2019 Chicago, IL	Innovating for New Growth & Adapting Ecosystems Creating Gamechanging Innovation and Harnessing Ecosystems & Startups
16 OCTOBER 2019 New Brunswick, NJ	Digital Innovation, IoT and Emerging Technologies Creating Digital Services and Leveraging Connectivity & New Tech (AI, Blockchain, AR, 3D Print)	17 OCTOBER 2019 New Brunswick, NJ	Design Thinking and Lean Startup Applying the Principles of Design Thinking, Lean Startup and Agile

2019 • OUR EVENTS

FEBRUARY / MARCH		APRIL		MAY		JUNE					
26 FEB	BOSCH Stuttgart	Digital Transform. and Agile Organization	2 APR	GORE Newark, DE	Ambidextrous Organization and Culture	14 MAY	BAKER HUGHES London	Culture of Innovation & Customer Centricity	12 JUN	Allianz Berlin	Digital & Organizational Transformation
27 FEB	BOSCH Stuttgart	Creating and Scaling New Businesses	3 APR	GORE Newark, DE	Internal & External Startups and Scaleups	22 MAY	IBM Milan	AI, Blockchain, QC and Technology Foresighting	13 JUN	Allianz Berlin	Internal & External Startups for New Business Creation
19 MAR	AIRBUS Toulouse	Digital Services and Business Model Innovation	10 APR	PHILIPS Amsterdam	AI, Quantum Computing & Digital Experiments	23 MAY	IBM Milan	Co-Creation with Big & Small Players	26 JUN	facebook Chicago, IL	Culture of Agility, Connection and Collaboration
20 MAR	AIRBUS Toulouse	Design Thinking, Lean Startup and Agile	11 APR	PHILIPS Amsterdam	Portfolio Mgmt & Prototyping in the Front End				27 JUN	facebook Chicago, IL	Innovating for New Growth & Adapting Ecosystems
			24 APR	Microsoft Beijing	Disruptive Innovation & Tech Trends						
			25 APR	Microsoft Beijing	Leveraging Startups to Drive Innovation						
SEPTEMBER		OCTOBER		NOVEMBER							
4 SEP	INNOVATION ROUNDTABLE Shanghai	Digital & Business Model Innovation	9 OCT	edf Paris	Collaborative Culture and Leadership	5-7 NOV	Innovation Roundtable® SUMMIT 2019 Copenhagen		27 NOV	BASF Ludwigshafen	Disruptive Innovation and Circularity
5 SEP	INNOVATION ROUNDTABLE Shanghai	Culture of Speed & Experimentation	16 OCT	Johnson & Johnson New Brunswick, NJ	Digital Innovation, IoT & Emerging Technologies	27 NOV	BASF Ludwigshafen	Startup Scouting and Ecosystems	28 NOV	BASF Ludwigshafen	Startup Scouting and Ecosystems
24 SEP	P&G Frankfurt	Value Creation with Connected Products & IoT	17 OCT	Johnson & Johnson New Brunswick, NJ	Design Thinking and Lean Startup						
25 SEP	P&G Frankfurt	Lean & Agile at Scale									



Learn more about our network and upcoming events on innovationroundtable.com

