



# The Innovator's DNA

Mastering the Five Skills of Disruptive Innovators

**HAL GREGERSEN**

Executive Director, MIT Leadership Center



Weddings

Portraits

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**HAL GREGERSEN, Photographer**

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4679 HANAUER STREET (801) 262-2226



• DEC • 73



**What's  
SURPRISING?**







24

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3

 +1
  Share

201

 Share

## Innovation and Images: Exploring the Intersections of Leadership and Photography

**Dates:** May 18-20, 2016

### NEW PROGRAM

Great leaders ask great questions—of themselves and others. The capacity to ask the right questions, unlocking valuable new insights and solutions, forms the very essence of creative leadership. This new course uses photography as a powerful mode of inquiry into how participants observe, make decisions, experiment, test, and execute.

#### PROGRAM DETAILS

**Innovation and Images: Exploring the Intersections of Leadership and Photography**

**Certificate Track:** [Management and Leadership](#)

**Location:** Cambridge, Massachusetts

**Tuition:** \$4,500 (excluding accommodations)

**Program Days (for certificate credit):** 3

 [View Course Brochure](#)

 [Receive email updates on Innovation and Images: Exploring the Intersections of Leadership and Photography](#)

[SAVE PROGRAM](#)

As a business innovator, you are constantly creating. Like an artist, you must generate ideas, see the big picture, and communicate that vision to others. And yet, with the constraints of time, budget, and resources, the focus on urgency often leads to stagnation and stunts our capacity to innovate. By changing the way we perceive challenges, specifically through a camera lens, it is possible to discover new ways to engage with your team, your organization, and the world.

So how can becoming a better photographer make you a better leader?

Photographing the world can help expand our observations skills by forcing us to reframe what we see. It can also cause us to experiment with new ways of doing things and increase our ability to interact with people unlike ourselves. Most of all, photography can force us to ask questions about the things we don't know that we



Reviews

[APPLY TODAY](#)

### Sam Abell Nat Geo Video



#### The Life of a Photographer

Veteran *National Geographic* photographer Sam Abell offers a look inside the heart and mind of a master photographer. (video)

[WATCH NOW](#)

### IMG testimonials

#### Participant testimonials from other offerings of the course

*"A daring, engaging and intense workshop, taught by two world-class experts in their respective fields. Hal and Sam are both experts and great teachers. They worked together seamlessly to both challenge and encourage us, no matter our level of expertise in either discipline. Your passion for these two topics will be greatly rewarded. Highly recommended!"*  
—Stan Baginskis, Senior Director, Architecture and Growth Strategy, Chief Technology and Architecture Office at Cisco

**compose . . . and wait**



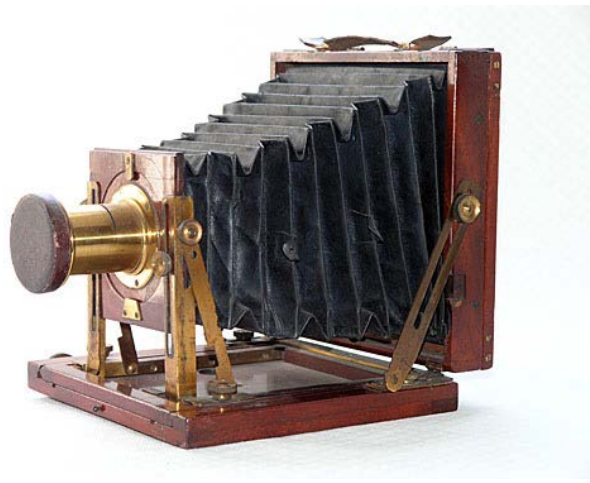






# 1880's





# 1880's





# 1900

[illegible]

# DISRUPTIVE





## The Brownie Family.



No. 1 BROWNIE,  
Pictures,  $2\frac{1}{4} \times 2\frac{1}{4}$ ,  
Price, \$1.00.



No. 3 BROWNIE,  
Pictures,  $3\frac{1}{4} \times 4\frac{1}{4}$ ,  
Price, \$4.00.



No. 2 BROWNIE,  
Pictures,  $2\frac{1}{4} \times 3\frac{1}{4}$ ,  
Price, \$2.00.



No. 2  
FOLDING POCKET  
BROWNIE,  
Pictures,  $2\frac{1}{4} \times 3\frac{1}{4}$ ,  
Price, \$5.00.



No. 2A BROWNIE,  
Pictures,  $2\frac{1}{4} \times 4\frac{1}{4}$ ,  
Price, \$3.00.



No. 3 FOLDING  
BROWNIE,  
Pictures,  $3\frac{1}{4} \times 4\frac{1}{4}$ ,  
Price, \$9.00.



# 1947

DISRUPTIVE

**SUSTAINING**



**FUJIFILM**

1963



DISRUPTIVE  
SUSTAINING  
**EFFICIENCY**





# 1975



Photo: James Rajotte for The New York Times



2006



# 2012





**the disruptor**

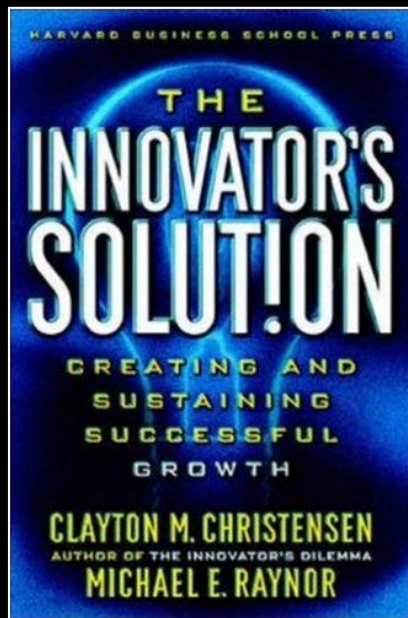
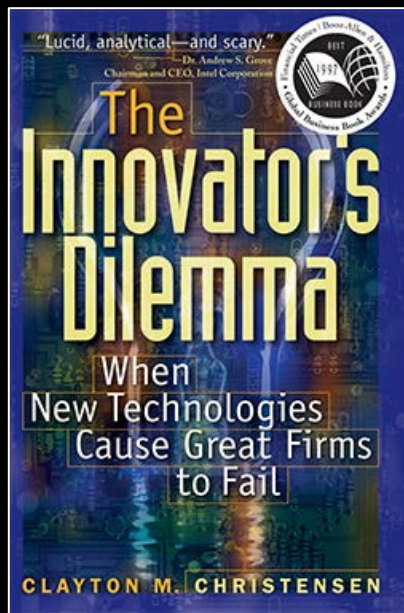
**1900**

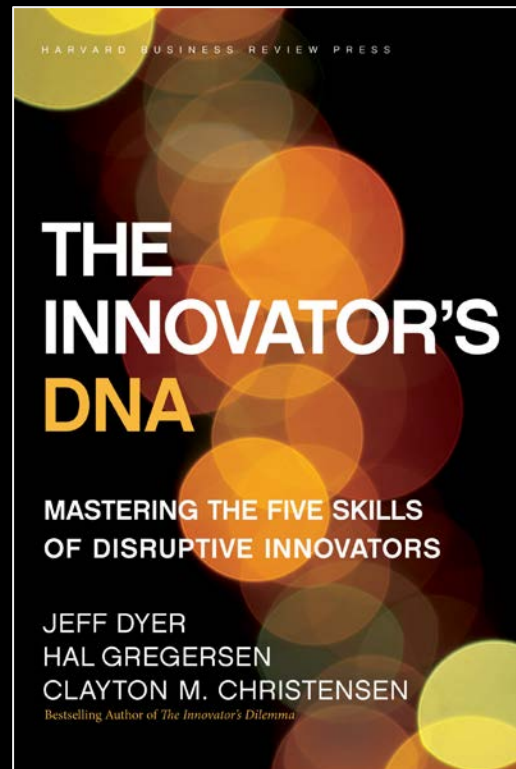
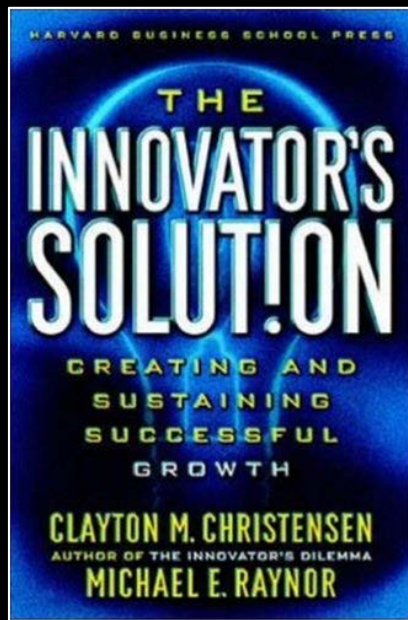
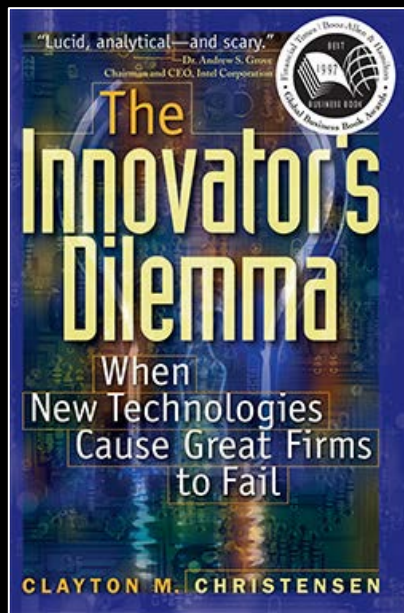


# the bankrupted



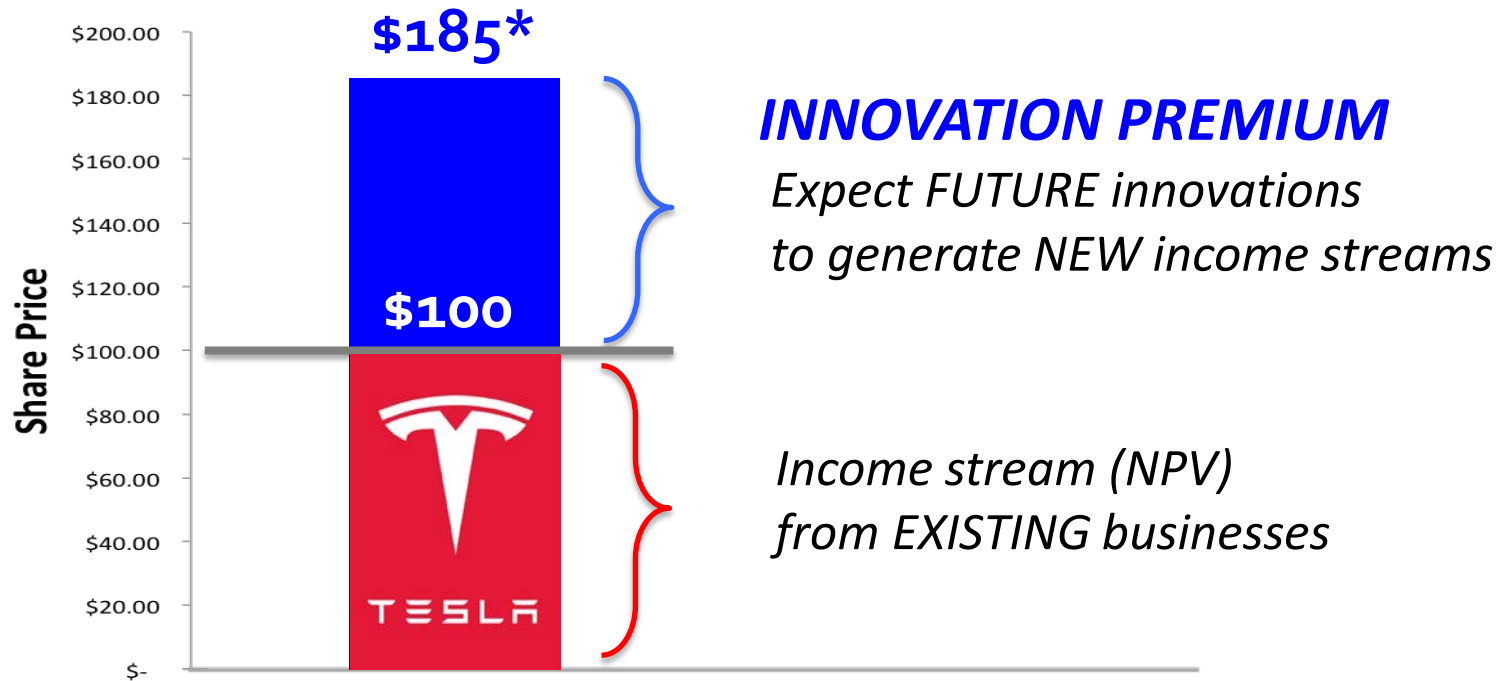
**2012**





# INVESTORS PAY PREMIUMS

*for exceptional innovation performance*



Forbes | 2015  
**THE WORLD'S  
MOST INNOVATIVE  
COMPANIES**

Powered by The Innovators DNA

\* Source: Innovator's DNA LLC & Credit Suisse, based on Innovation Premium data from 2010-2014



RANKING	COMPANY	COUNTRY	INNOVATION PREMIUM
1	Tesla Motors	<i>United States</i>	85%
2	Salesforce.com	<i>United States</i>	78%
3	Alexion Pharmaceuticals	<i>United States</i>	73%
4	Regeneron Pharmaceuticals	<i>United States</i>	72%
5	ARM Holdings	<i>United Kingdom</i>	70%
6	Unilever Indonesia	<i>Indonesia</i>	68%
7	Incyte	<i>United States</i>	59%
8	Amazon.com	<i>United States</i>	68%
9	Under Armour	<i>United States</i>	67%
10	BioMarin Pharmaceutical	<i>United States</i>	65%



100+



2

How does



Bezos DO it?

Per My



vmware®



Google Cloud Platform

# How does

# Green DO it?





# How does



# Musk DO it?



# How does

# Branson DO it?

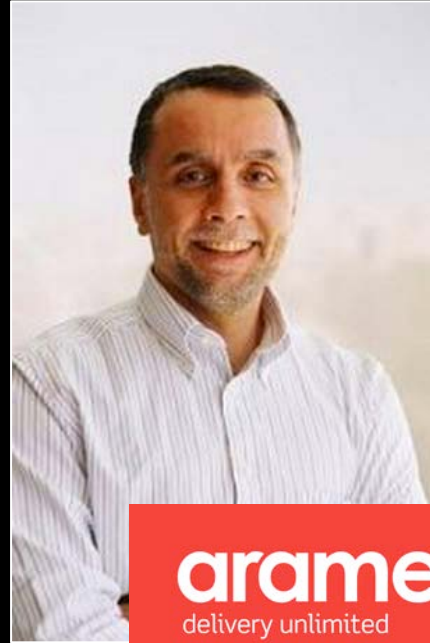


*Virgin*





# How does



**aramex**  
delivery unlimited

# GHANDOUR DO it?



# How does



# MIKITANI DO it?



think different(ly)

act different(ly)

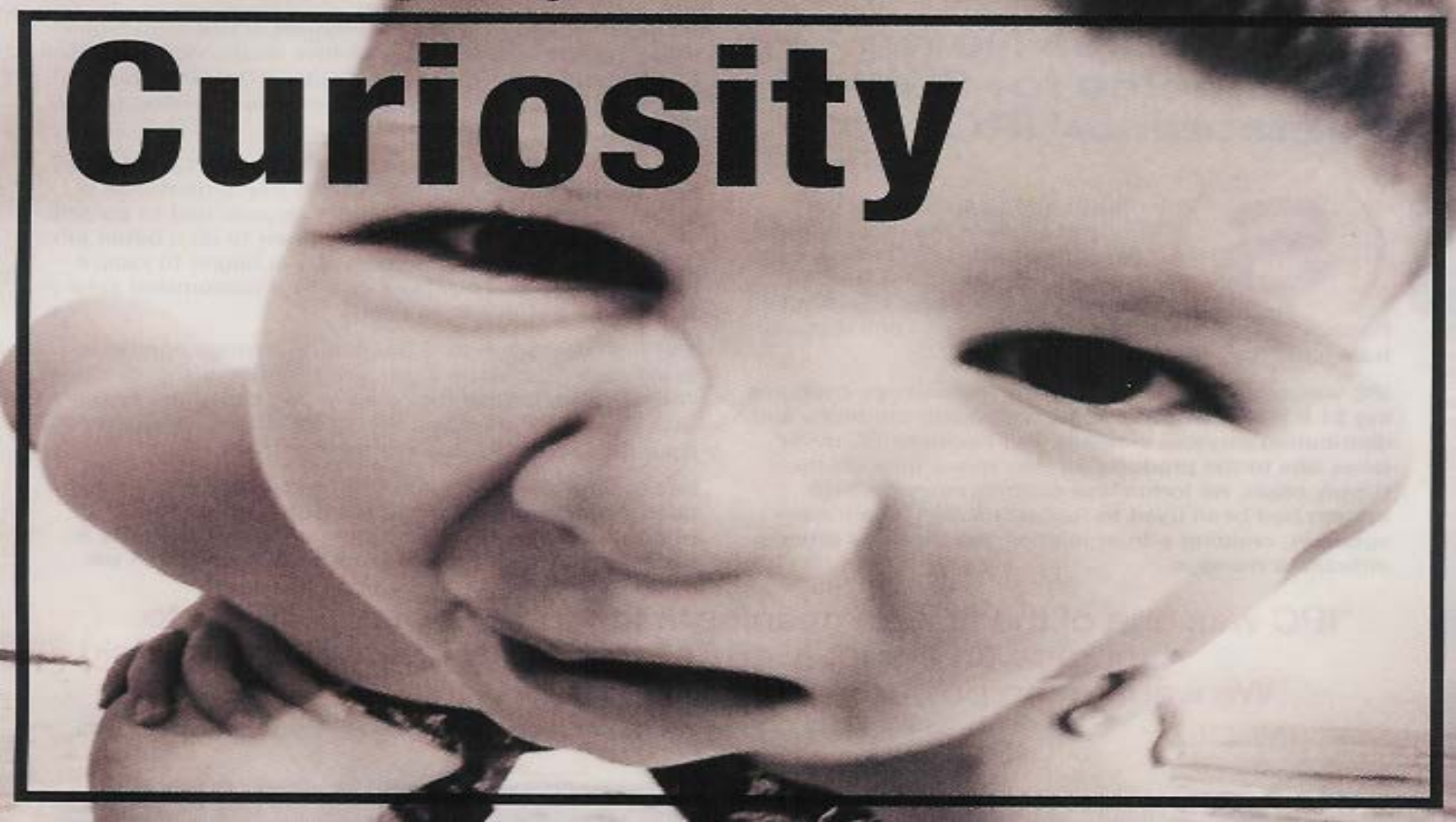


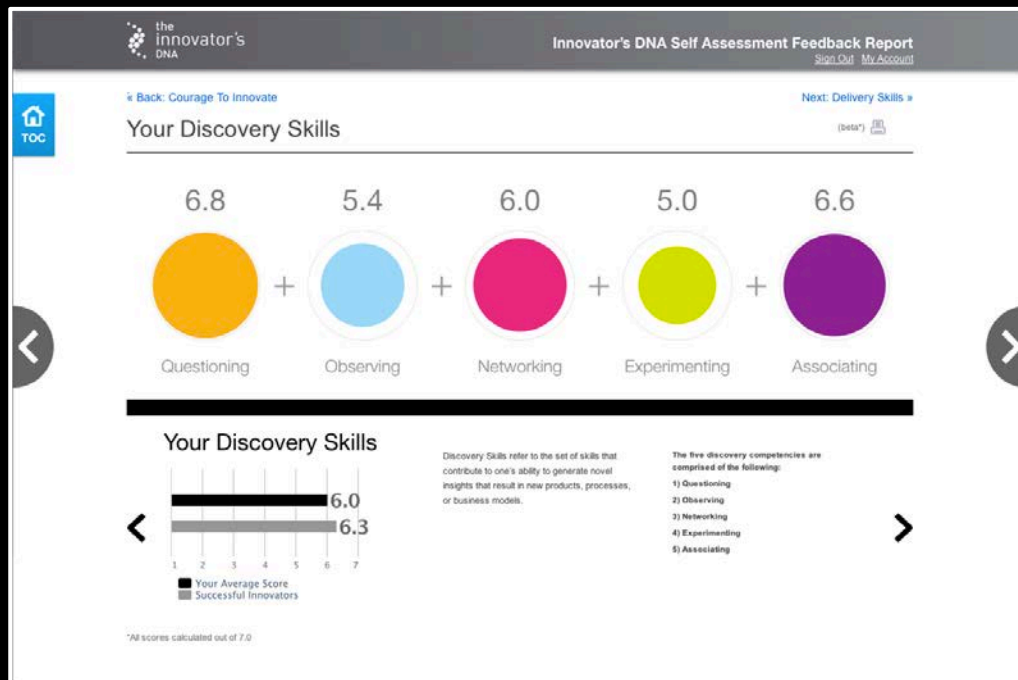
**born that way?**





# Curiosity





Start with

*Catalytic*

Questioning







**Kathleen Kapsin**

Director, Pediatric Radiology Department



**Doug Dietz**

Principal Designer, GE



Get to work by

Observing  
Networking  
Experimenting













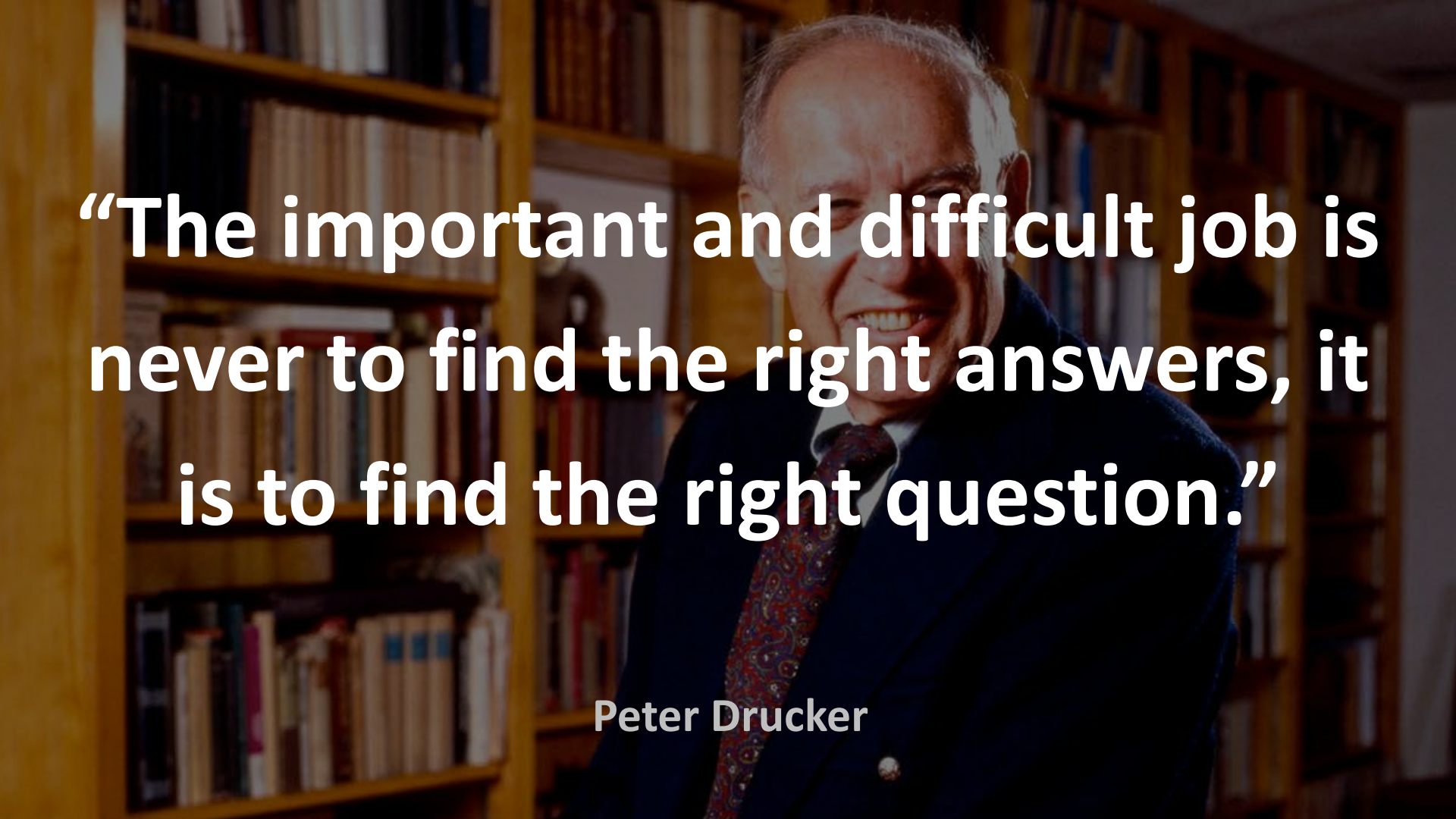




Kathleen Kapsin  
Director, Pediatric Radiology Department  
Children's Hospital of Pittsburgh





A photograph of Peter Drucker, an elderly man with white hair, smiling. He is wearing a dark blue suit jacket, a white shirt, and a patterned tie. He is standing in front of a large wooden bookshelf filled with books. The lighting is warm and slightly dim, creating a scholarly atmosphere.

**“The important and difficult job is never to find the right answers, it is to find the right question.”**

**Peter Drucker**



got a challenge?

create a **catalytic question**



# Question Burst<sup>TM</sup>



# Question Burst<sup>TM</sup>

- Pick one challenge *or* opportunity



# Question Burst<sup>TM</sup>

## *TODAY'S CHALLENGE*

*I just don't have time to get disruptive ideas and do something about them.*





**Write down one or two words  
that best capture  
how you feel emotionally  
about our challenge right now.**



# Question Burst<sup>TM</sup>

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**



# Question Burst<sup>TM</sup>

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
  - No answers



# Question Burst<sup>TM</sup>

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
  - No answers
  - No preambles



# Question Burst<sup>TM</sup>

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
  - No answers
  - No preambles
  - Write down 15-20 questions verbatim



ask **surprising** questions



ask **provocative** questions





ask **compelling** questions



# Question Burst<sup>TM</sup>

## *TODAY'S CHALLENGE*

*I just don't have time to get disruptive ideas and do something about them.*



# Question Burst<sup>TM</sup>

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
  - No answers
  - No preambles
  - Write down 15-20 questions verbatim



**Write down one or two words that  
best capture how you  
feel emotionally “now”  
about our challenge.**



**After doing the QuestionBurst,  
have you reframed our challenge,  
seeing it at least a little bit  
differently now?**



**After doing the QuestionBurst,  
did you discover  
at least one new idea  
to help you solve our challenge?**





## Question Burst™

- Pick one challenge or opportunity
- Brainstorm questions **ONLY**
  - No answers
  - No preambles
  - Write down 15-20 questions verbatim

Frustrated, lost      Frustrated, energy drained  
Singular, only one thinking about it      Impatient  
Resigned  
Bothered      **Confused**      Stressed, excited,      Wandering  
Uncomfortable  
Undecided      **Annoyed**      **Energised**      **Curious**      Cloudy; unclear  
Nervous  
Mad      Insecure      **Frustrated**      Anxious. Excited  
Opportunity      Disheartened  
Unsure  
Not knowledgeable enough      **Conflicted**      Torn      **Excited**      Frustration  
Tired      **Helpless**      Angry      Uncertain. Ambivalent  
Busy pressured  
Nervous and  
Uneducated so out of comfort zone  
Optimistic although don't have the answer now



Other approaches may help  
Inquiring  
BIT BETTER  
Innovation realized  
Interesting perspective  
positive  
Pressured  
Equipped  
Questioned  
Helpful  
i'm not alone  
Clear curious  
Accepting  
Energized  
Motivated  
Depressed  
Enlightened  
Zen  
Frustrated  
Help mama  
Engaged  
Understood  
Clearer  
Excited  
Curious  
Relieved  
Val  
Opti  
Hopeful  
Daunted  
Different  
Contemplative  
Focused  
Confident  
Opportunity  
eager  
Validated  
Encouraged  
Solveable  
Be convinced  
Very common challenge  
Ready to try new things  
Comfortable  
I really need to get out more

# Better, inspired

# Rate how you feel “now” about your challenge.



# Have you reframed your innovation challenge?



**Did you discover at least one new idea  
to help you solve your challenge?**



# Question Burst<sup>TM</sup>

# 3x







*Coca-Cola*

Get to work by

Observing  
Networking  
Experimenting



*deep*

Observing



# People

## What is **SURPRISING**?





**Scott Cook**  
Founder & Chairman, Intuit



# Most Innovative Growth Companies

[View complete list](#)

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## The World's Most Innovative Growth Companies 2014

The best-performing companies under \$10 billion in  
market cap. [Continue](#)

By Jeff Dyer and Hal Gregersen





# People **Products**

**What is SURPRISING?**





Next Table Saw Injury In: 08:21

HOW IT WORKS

PRODUCTS

WHO WE SERVE

SUPPORT

COMPANY

THE #1 SELLING CABINET SAW

is the next accident **yours?**



One **table saw accident** every nine minutes  
Ten **table saw amputations** every day

**PROTECT YOURSELF TODAY**



**VOTE: EARLY!  
OFTEN!**



Win a **FREE**  
Industrial Cabinet Saw  
for your school.

**FIND A DEALER**

CONTRACTOR SAW



All purpose safety and mobility  
for job sites and home shops

110V PROFESSIONAL  
CABINET SAW



Precision and safety optimized  
for the home shop

PROFESSIONAL CABINET SAW



Class-leading quality and safety  
for avid hobbyists and small-shop  
professionals

INDUSTRIAL CABINET SAW



Maximum safety and  
performance for industrial  
environments

REPORT A SAVE   PRIVACY POLICY & LEGAL   PARTS STORE   CONTACT US

100% U.S. OWNED, OPERATED AND ENGINEERED

People  
Products  
**Processes**

**What is SURPRISING?**





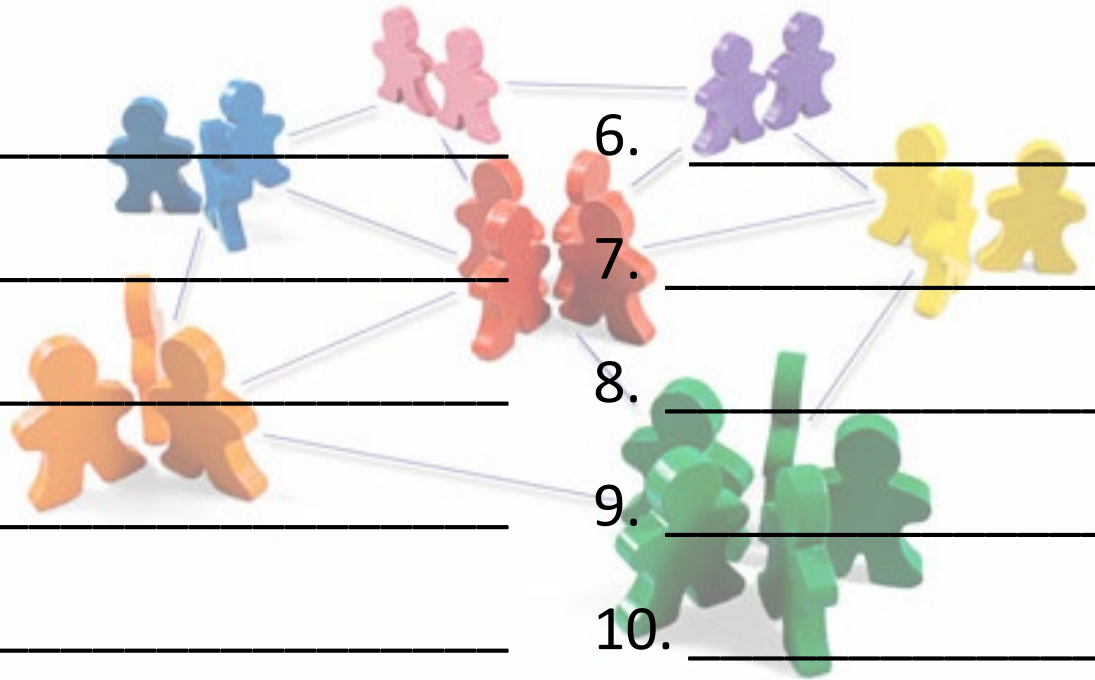
# Chief Operating Officer

*new idea*

**Networking**



# In 15 seconds, list your top 10 “go-to” people for helping you generate or spark new ideas!



1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

9. \_\_\_\_\_

10. \_\_\_\_\_



# Not like me



**Profession or Education**  
**Organization function**  
**Organization**  
**Industry**  
**Gender**  
**Age**  
**Ethnicity**  
**Nationality**  
**Political group**  
**Religious group**  
**Socio-economic group**





A small, stylized white signature or mark in the bottom left corner of the image.

# SUSTAINABLE INNOVATION PREMIUM

<i><b>2013</b></i>	<i><b>2014</b></i>	<i><b>2015</b></i>
<i><b>73%</b></i>	<i><b>76%</b></i>	<i><b>78%</b></i>



*small - fast - cheap*

**Experimenting**





[cash in](#)
[donate](#)
[education](#)
[promotions](#)
[my coinstar](#)

# Coins in. More out.

Instantly convert your coins to gift cards **without fees.**

[learn more >](#)

Cash in your coins for a Starbucks card for **FREE**. Treat yourself to anything at your local Starbucks.

**We're closer than you think.**  
There's a Coinstar near you, probably in a place you already go.

[find a machine >](#)

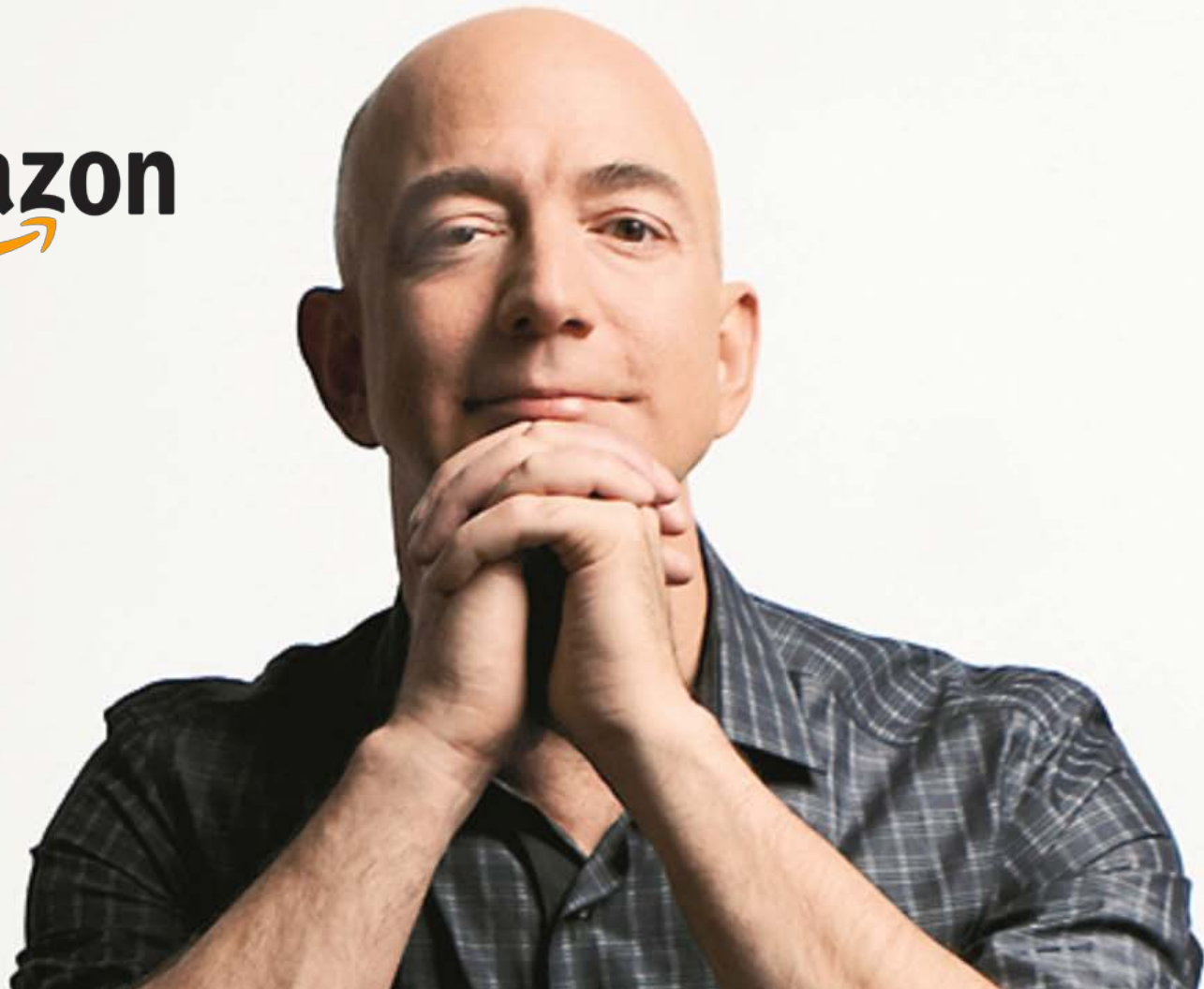
**Get a Bonus \$10 iTunes Card**  
When you cash in \$40 or more on an iTunes certificate

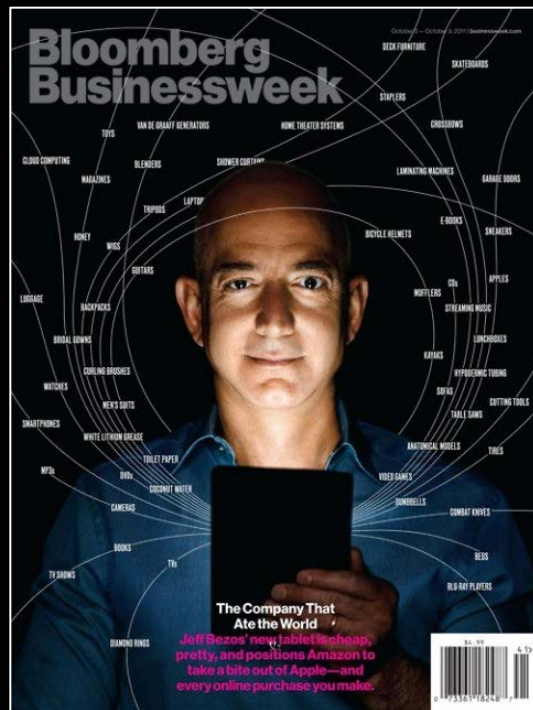
[learn more >](#)

**Join My Coinstar and get more value**  
Receive promotional offers exclusive to account holders.

[learn more >](#)

**amazon**







amazonstudios

# MANCHESTER BY THE SEA







amazon

# *Amazon to Buy Whole Foods in \$13.4 Billion Deal*

By MICHAEL J. de la MERCED and NICK WINGFIELD JUNE 16, 2017



Customers at a Whole Foods Market in Manhattan. John Taggart for The New York Times

amazon

# SUSTAINABLE INNOVATION PREMIUM

<i><b>2013</b></i>	<i><b>2014</b></i>	<i><b>2015</b></i>
61%	63%	68%

act different(ly)



think different(ly)

# *Associational* Thinking



Let's try

***Associational***

Thinking







# QUANTITY



QUANTITY

CATEGORY



QUANTITY



CATEGORY

**NOVELTY**





# Associating

***WHERE?***

***HOW OFTEN?***





CIRQUE DU SOLEIL



**CIRQUE DU SOLEIL**

AROUND THE WORLD / AUTOUR DU MONDE

SELECT YOUR REGION / SÉLECTIONNEZ VOTRE RÉGION

AMERICAS

ASIA AND MIDDLE EAST

EUROPE

OCEANIA

AFRICA



think different(ly)



act different(ly)

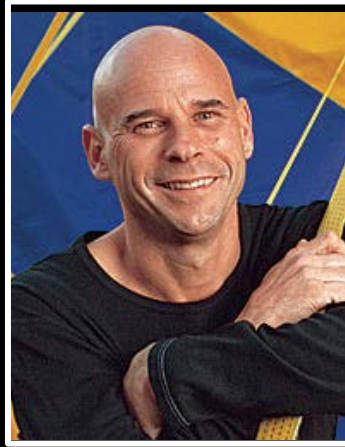


**"In the end, we are our choices.  
Build yourself a great story."**

**Jeff Bezos, Founder Amazon.com**



salesforce



amazon



CIRQUE DU SOLEIL



SPANX  
BY KARA BLAKELY

Virgin



*Philosophies*

Everyone



*Philosophies*

**Small Teams**





*Philosophies*

**Invest to Disrupt**



*Philosophies*  
**Smart Risks**



**make a difference**







Engage with  
[www.4-24Project.org](http://www.4-24Project.org)

Explore at  
[www.halgregersen.com](http://www.halgregersen.com)

**make a difference**



# Cedar Citrus



**Andries Fickster**



# Cedar Citrus



Andries Fickster

