

Conquering Innovation Fatigue

OVERCOMING BARRIERS TO PERSONAL
AND CORPORATE SUCCESS

Jeffrey Dean Lindsay, Cheryl A. Perkins,
and Mukund R. Karanjikar



WILEY

John Wiley & Sons, Inc.



Contents

Foreword	xv
Preface	xvii
About the Authors	xix
Acknowledgements	xxi



Part I: Introduction 1



Chapter 1	An Introduction to Innovation Fatigue	3
	Common Innovation Fatigue Factors:	
	An Overview	4
	1. People Fatigue (Fatigue from the Way People Act)	5
	2. Fatigue Factors in the Organization (Strategy, Culture, Actions)	6
	3. External Fatigue (Factors in the Environment)	6
	Nine Leading Fatigue Factors	7
	Incentives and Innovation: It's Not Just About Profit	8
	EmpowerPlaygrounds and the Light of Innovation	9
	Tesla's Sacrifice	11



viii Contents

Chapter 2	The Funnel vs. the “Horn of Innovation™”	15
	The Rise of the “Invention Horn”	21
	Part II: People Fatigue—Problems at the Individual Level	27
Chapter 3	Enduring Innovation Fatigue: Another Look at Television	29
	One Perspective: Farnsworth, the Wronged Inventor	30
	Lessons (First Perspective)	33
	The Other Immigrants: Another Perspective	34
Chapter 4	Fatigue Factor #1: Theft and Exploitation	39
	Unrequited Innovation: The Pain of Others Getting Credit	41
	Avoiding “Theft” within the Corporation (Loss of Recognition)	43
	Avoiding Theft: Tips for Corporate Inventors and Corporations	46
	Exploitation of Inventors and Entrepreneurs	46
	Exploitation and Patent Shortcuts	47
	Avoiding Deception 101: Do Your Due Diligence and Seek Advice	48
Chapter 5	Fatigue Factor #2: Innovator Deficiencies	51
	The Dangers of Unhealthy Pride	51
	The Gatorade® Syndrome	52
	Inability to Let Go: The One-Man Relay Race	53
	Impatience and Other Infections	54
	Reluctant Marketers	54
	Tips for Innovators	55
Chapter 6	Fatigue Factor #3: The “Not Invented Here” Syndrome—An Irrational Lack of Exuberance	57
	Devil’s Advocates and Other Champions of Defeat	58
	Personal vs. Corporate Gains: Playing it Safe with “Not Now” or “No”	59



The Unseen Hand—or Fist?	60
Workarounds: Persistence, Networking, and Multiple Connections	62
Imagined NIH Syndrome: Inventor Myopia and the Lens of Risk	63
Tips for Innovators Taking Concepts to Prospective Partners	65

Part III: Fatigue Factors in the Organization (Strategy, Culture, Actions) 67

Chapter 7	Fatigue Factor #4: The Silent Innovation Killer—Breaking the Will to Share	69
	A Lesson from Pride Rock	69
	Breaking the Will to Share	70
	Devaluation of the Internal Inventor	73
	Fatigue by Objectives	74
	Fatigue and the Weakness of Corporate Strengths	75
	Fatigue among Senior Innovators	77
	The Young Are at Risk as Well	77
	Thinking with an Accent: A Diversity Problem	78
	Culture Codes for Innovation and Corporate Innovators	80
	Promotion Systems, Performance Management Systems	81
	Listen to the Voice of the Innovator	83
	Learnings	84
Chapter 8	Unintended Consequences: Reinventing HP	85
	Learnings	90
Chapter 9	Fatigue Factor #5: Fundamental Flaws in Decision Making and Vision	91
	The Armada Effect: Fatigue Through Reshuffling	91
	Leaders Listening to the Wrong Voices—Like Shareholders?	93
	The Foolishness of Crowds Revisited: iPod® Skepticism	93



x Contents

	Errant Metrics in Evaluating Innovation	95
	The Danger of Focusing on Cost Alone: Dismembering the Ecosystem	99
	Learnings	100
Chapter 10	Fatigue Factor #6: Open Innovation Fatigue	103
	“The Statement We Read to People Like You”	105
	Competitive OI and Connecting with a Personal Touch	107
	Lessons from the British Navy: Why the Cure for Scurvy Took 200 Years to Be Implemented	108
	Learnings	110
Chapter 11	Case Study on Overcoming Fatigue: Hi-Tech Gems from the “Low-Tech” Paper Industry	113
	“Go Find Out”	115
	18 Months of Solving the Wrong Problem—And Paul’s Conversion on the Road to Cambridge	116
	Skepticism, Uncertainty, and Encouragement	117
	Standing His Ground	119
	Certiably Nuts: Finding the Right Problem to Solve	120
	Connections for Success—and Disappointment	121
	Labor Pains: Birth is Just the Beginning	124
	Learnings	125
	Part IV: External Fatigue Factors	127
Chapter 12	Fatigue Factor #7: Patent Pain: Barriers to Intellectual Property Protection	129
	Judicial and PTO Hurdles to Protecting Good Inventions	130
	Enforcement Fatigue	132
	<i>KSR</i> : A Potential Fatigue Factor from the Supreme Court	133
	Fatigue and Weak Property Rights	134
	Business Method Fatigue	136

	Global Fatigue: The Demise and Rise of International Intellectual Property Rights	140
	Learnings	143
Chapter 13	When Questionable Patents Are Allowed to Sprout: Another Form of Patent Fatigue	147
	“We Didn’t Know Where to Turn”: A Patent Battle over Sprouts	148
	Innovating for Quality	149
	The Lawsuit	150
	Aftermath	155
	Learnings	156
Chapter 14	Fatigue Factor #8: Regulatory Pain: Challenges in Policy, Regulation, and Law	159
	Safety Regulations and The Dangers of Risk Aversion	160
	Sarbanes-Oxley: The Dangers of Averting Financial Risk	163
	Sometimes It’s Not Enough to Be Innocent	164
	Crimes of Omission: When Regulations Aren’t Enforced	166
	Recommendations to Innovators	167
Chapter 15	Orion Energy Systems: Creative Solutions to External Fatigue	169
	Innovation in Business Methods	173
	Orion Asset Management	176
	More Lessons from Orion	177
	Leading Others to Innovate	178
Chapter 16	Fatigue Factor #9: University-Industry Barriers	181
	Skipping School Again: Driving Companies Away from U.S. Universities	182
	The Bayh-Dole Act	182
	Tax-Free Bonds and the University: Additional Barriers to Collaboration	184
	Misaligned Incentives	185
	Other Barriers	186

xii Contents

	Fatigue in Universities	187
	Global Perspective	188
Chapter 17	Innovation Fatigue in the Pulp and Paper Industries (Forest Bioproducts): Why “Innovestment” Matters	191
	A Proud History of Innovation	193
	The Need for Innovation—and “Innovestment”	196
	The Microcosm at the ’Tute	197
	Other Fatigue Factors for the Industry	200
	A Few Recommendations	201
	Learnings	204
	Part V: Further Guidance	205
Chapter 18	Guidance for the Lone and Corporate Inventor	207
	Completing the Circuit of Innovation	208
	Expanding the Scope of Intellectual Assets: Trademarks and More	211
	The Need for Multidisciplinary Skills: Da Vinci in the Laboratory	212
	Endurance and Patience: Still Vital for Innovators	215
	Recommendations to Innovators	217
Chapter 19	Energizing Theory: Disruptive Innovation and Disruptive IA	219
	Introduction to Disruptive Innovation	220
	The Theory of Disruption or the “Christensen Effect”	221
	Facing the Barriers	224
	A Proposed Solution: Disruptive Intellectual Asset Strategy	224
	Insights from Kimberly-Clark’s Efforts	226
	A Few Recommendations	228



Chapter 20	Further Guidance for Management	231
	Creating a Culture that Inspires Inventors and Innovators	231
	Case Study: Multidisciplinary Innovators in the Oil and Gas Industry and the Rise of Inficomm	234
	The Future Oil Field and Need for Data Solutions from an Unexpected Place	236
	Open Innovation as an Energizing Factor: Completing the OI Circuit	237
	Open Innovation Fatigue Revisited: The Persistence of Closed Innovation	239
	Corporate Energizer: Communities of Practice to Support Innovation	241
	University Considerations	242
Chapter 21	Da Vinci in the Boardroom?	245
	Adding Value to Open Innovation, or, New Lessons from the Renaissance	245
	Da Vinci and Open Innovation	247
Chapter 22	The Impact of Financials on Innovation	249
	How to Measure Financials and Their Impact	250
	Traditional Financial Metrics	250
	Profit Per Employee	251
	Innovation Metrics	252
	How Financials May Hinder Innovation	254
	Tough Times Make Slashing R&D Budgets More Tempting	254
	Focus on Innovation Can be Lost During Reorganizations or Mergers	255
	How Financials Can Help Drive Innovation	255
	Possibilities for Positive Organizational Change	256
	Enhancing Corporate Culture	257
Chapter 23	Guidance to Government and Policy Influencers	261
	Listen to the Voice of the Innovator	261
	Existing Framework	262



xiv Contents

Diversity: The Need to Value and Encourage Innovation from Many Sources	263
Support Innovation with a Global Vision of Success	265
Thoughts on Removing External Fatigue Factors	266
Keep It Simple	267
Chapter 24 Summary	269
Index	