

Behaviors that Define an Innovative Culture

*Lessons from 'Damn Bloody Slow'
to Best in the World*

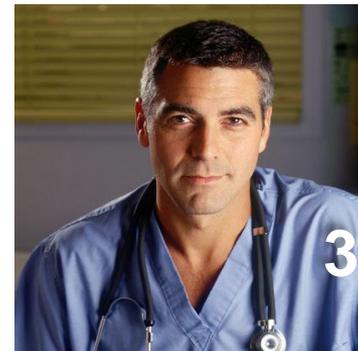
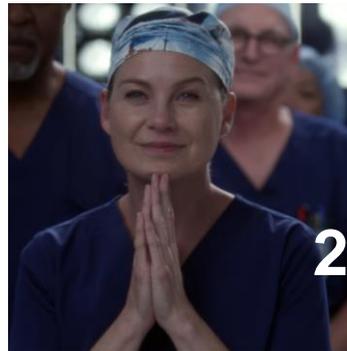
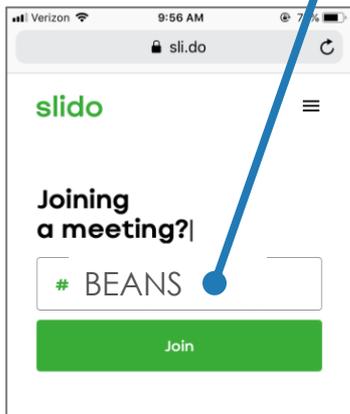
February 2nd, 2022



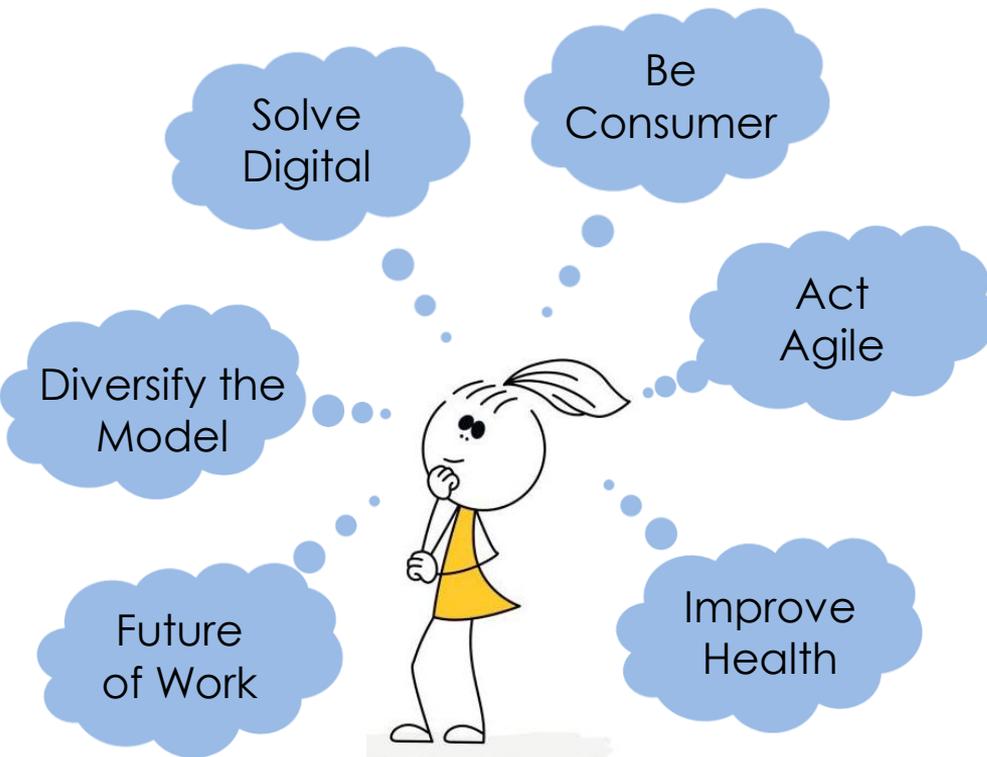
Which doctor do you feel like right now?

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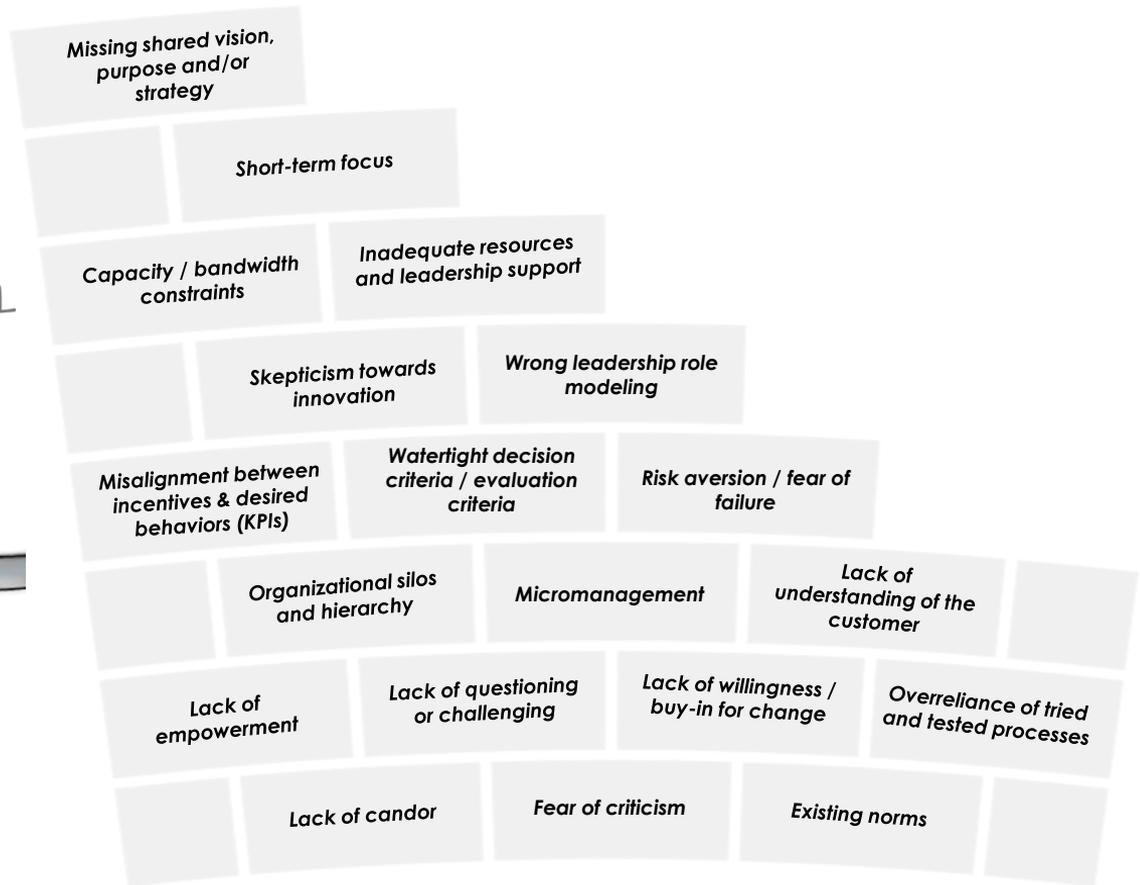
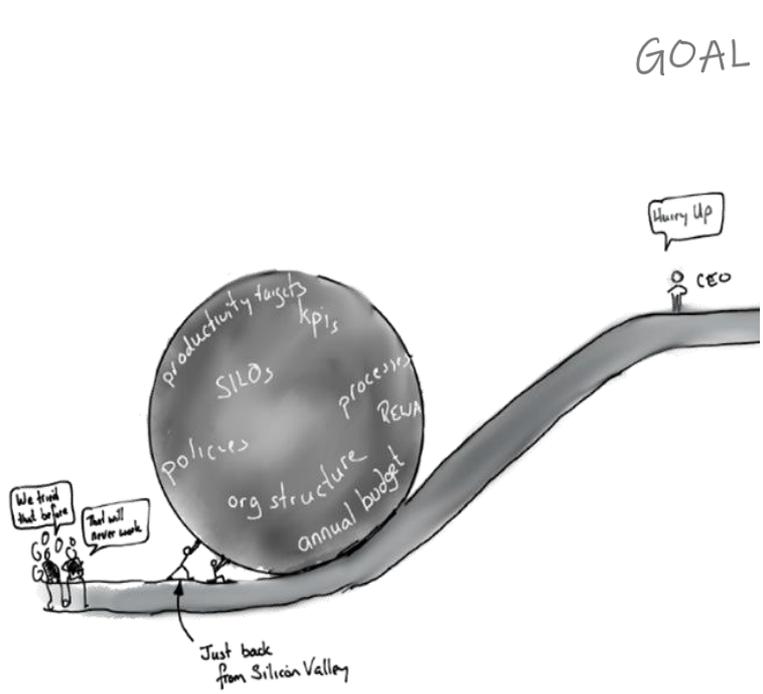


Innovation seems hard right now...



| | | |
|----------------------------------|------------------------------------------|-----------------------------------|
| <i>Time?</i> | <i>Many stakeholders to keep happy</i> | <i>Economic returns not clear</i> |
| <i>Heavily regulated</i> | <i>Massive organizational fatigue</i> | <i>How?</i> |
| <i>Cost?</i> | <i>Just trying to keep the lights on</i> | <i>COVID an Endemic?</i> |
| <i>Labor shortage everywhere</i> | <i>Don't have the skills / mindsets</i> | <i>Risk?</i> |

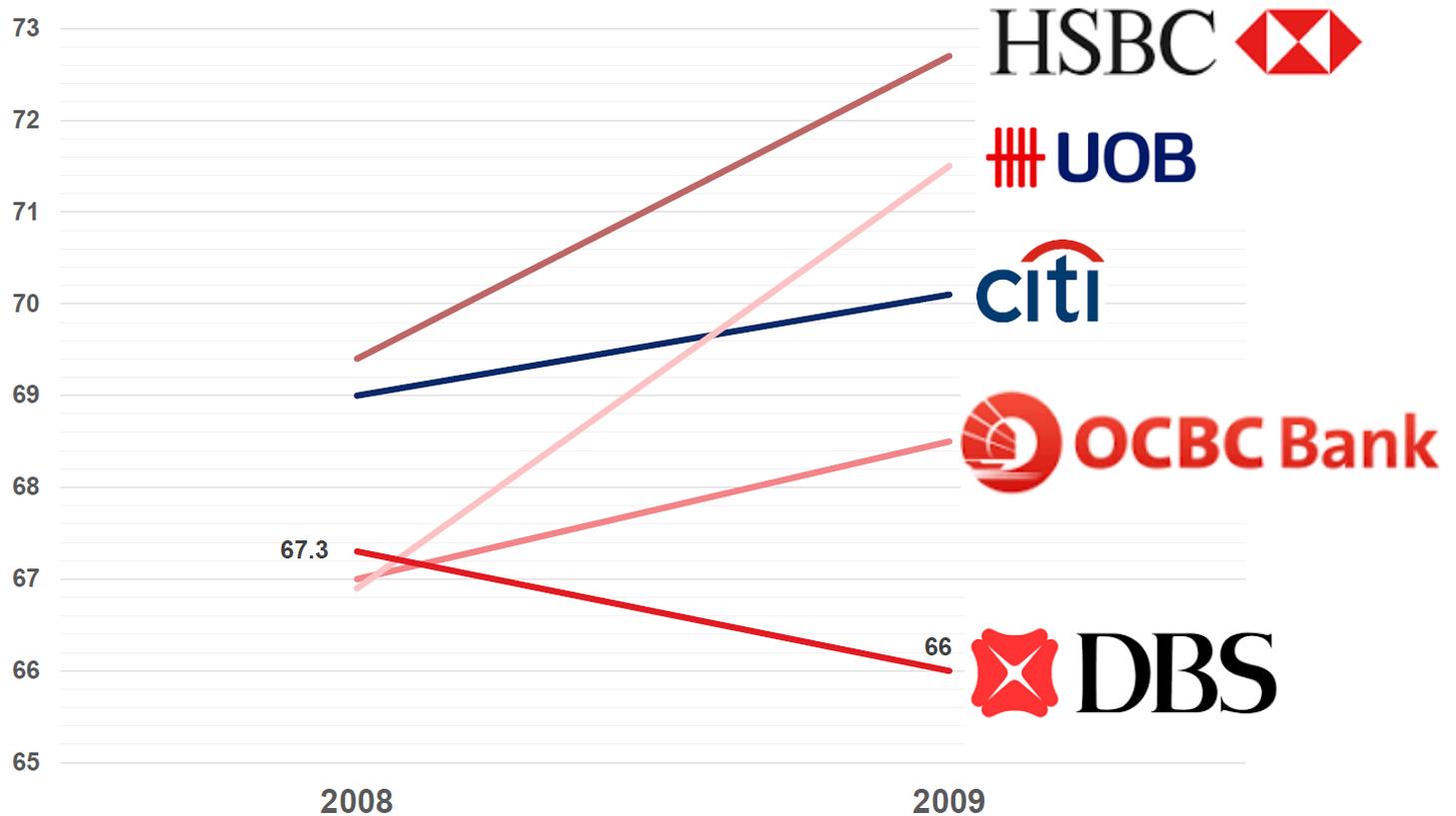
BLOCKERS

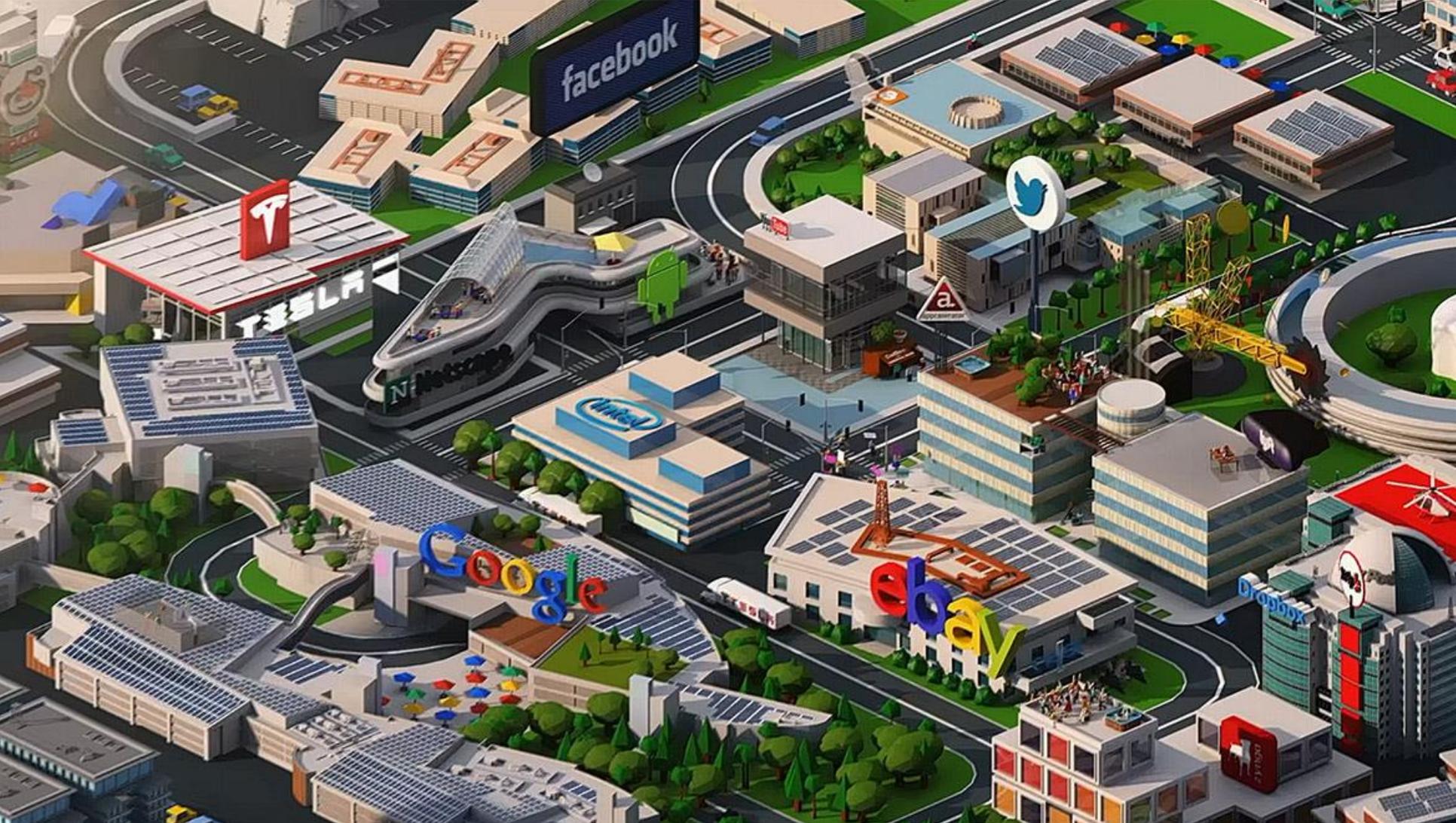






They are going to be the Best in the World???







Being the **D** in

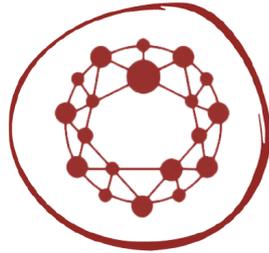




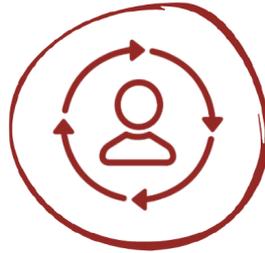
Who are you
comparing
yourself to?

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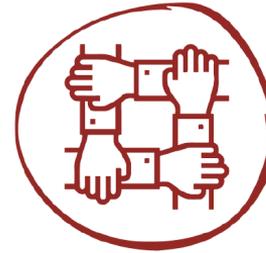




*Become Digital
to the Core*



*Embed Ourselves
in the Customer
Journey*



*Create a
Start-up
Culture*

25 K  START
UP

Agile

Be a Learning Org

Customer Obsessed

Data Driven

Experiment and take
Risk

Joyful?

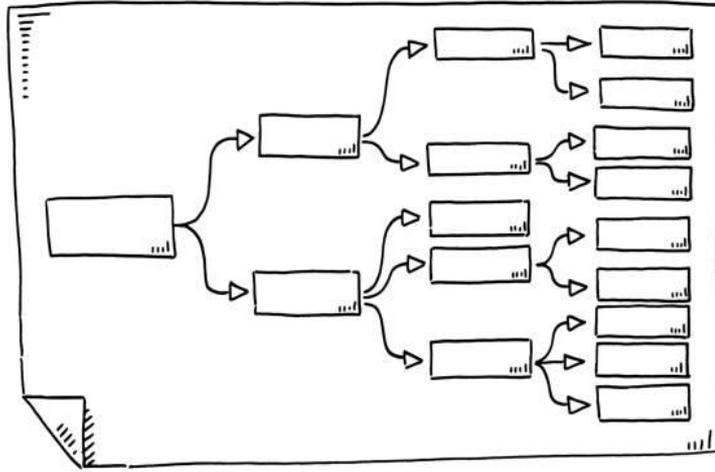


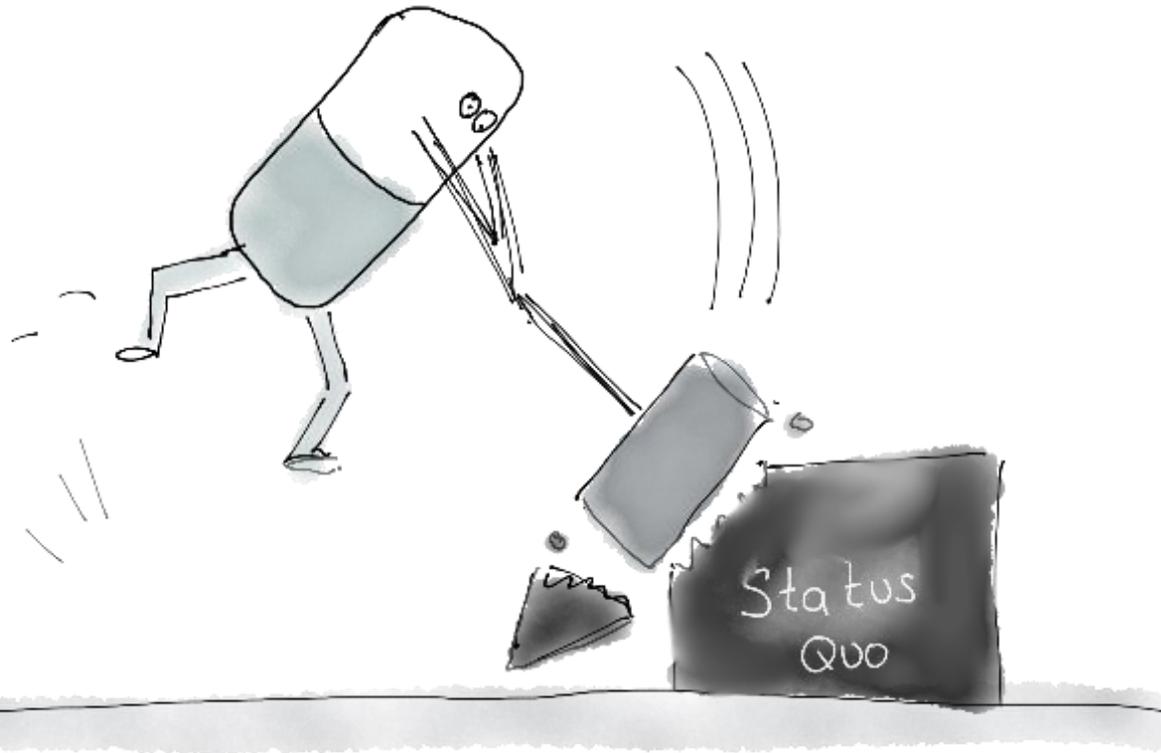
25 K  START UP

- Agile
- Be a Learning Org
- Customer Obsessed
- Data Driven
- Experiment and take Risk



Shape the environment to foster the behaviors you need ...





EAT
SLEEP
Innovate

How to
Make Creativity
an Everyday Habit
Inside Your Organization

Scott D. Anthony
Paul Cobban / Natalie Painchaud / Andy Parker

HARVARD BUSINESS REVIEW PRESS

B E A N

BEHAVIOR
ENABLERS

Direct ways to encourage
and enable behavior
change

Coaching

Checklists

Community

Rituals

APP

A N

ARTIFACTS &
NUDGES

Indirect ways to
encourage, enable, and
reinforce behavior change

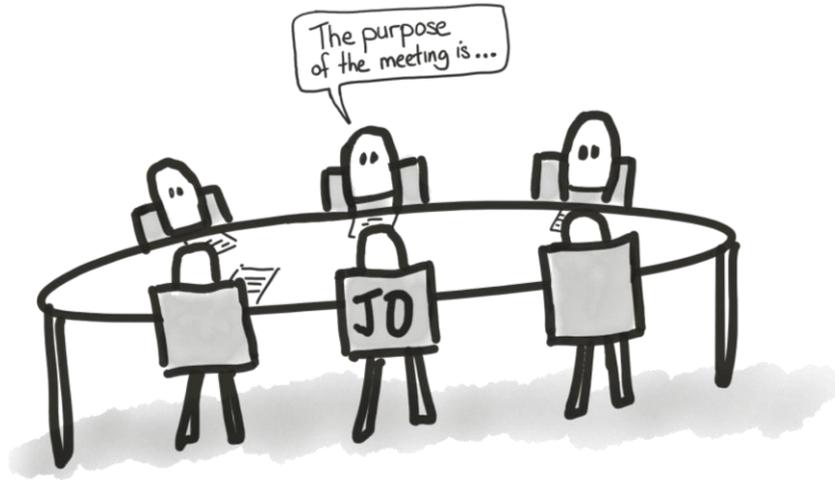
Gamification

Stories

Prizes

Choice
architecture

Desktop objects



DBS

At DBS, we have

Meeting MOJO

Everyone's busy. You. Me. That's why we need to think and act anew when it comes to the **Future of Meetings**.

Meeting Owner

- States purpose, agenda & outcome
- Encourages equal share of voice
- Ensures 3SR where decision is needed
- Summarises outcomes & follow-ups

Average JO, aka Joyful Observer

- Observes if purpose, agenda & outcomes were clear
- Observes if meeting started/ended on time & agenda was time-boxed
- Observes if MO supported equal share of voice
- Calls for Phone Jenga when people are distracted by mobile devices



KIASU COMMITTEE



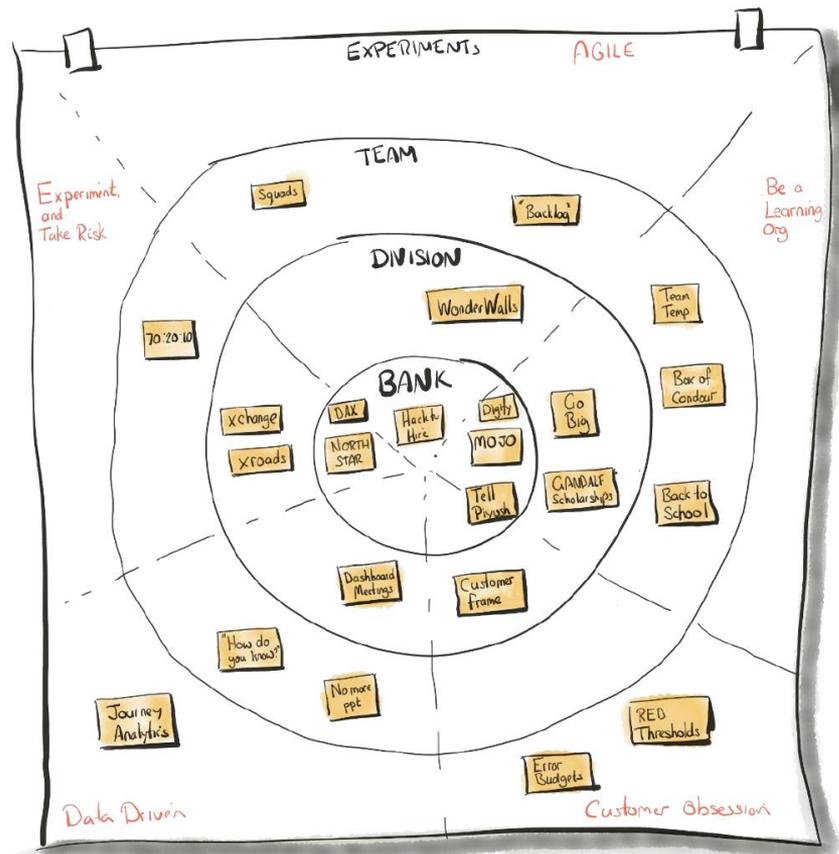
FUTURE PRESS RELEASE



PREMORTEM



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Live more,
Bank less

World's Best Bank 2019

"DBS represents what we believe a bank should look like today. No other institution has worked so hard to embrace and lead digital disruption, by embedding digital innovation into everything it does – with a positive impact on the bottom line. It has achieved this with a clear-sighted focus on sustainability that positions it well for the years ahead."



Best Bank in the World 2018

"DBS took the title on the strength of its digital transformation, strong financials and good corporate citizenship."



Bank of the Year 2018

"DBS is a world leader in digital transformation and has shown how banks must change culture, as well as technology to counter the threat of big tech companies."

A WORLD FIRST

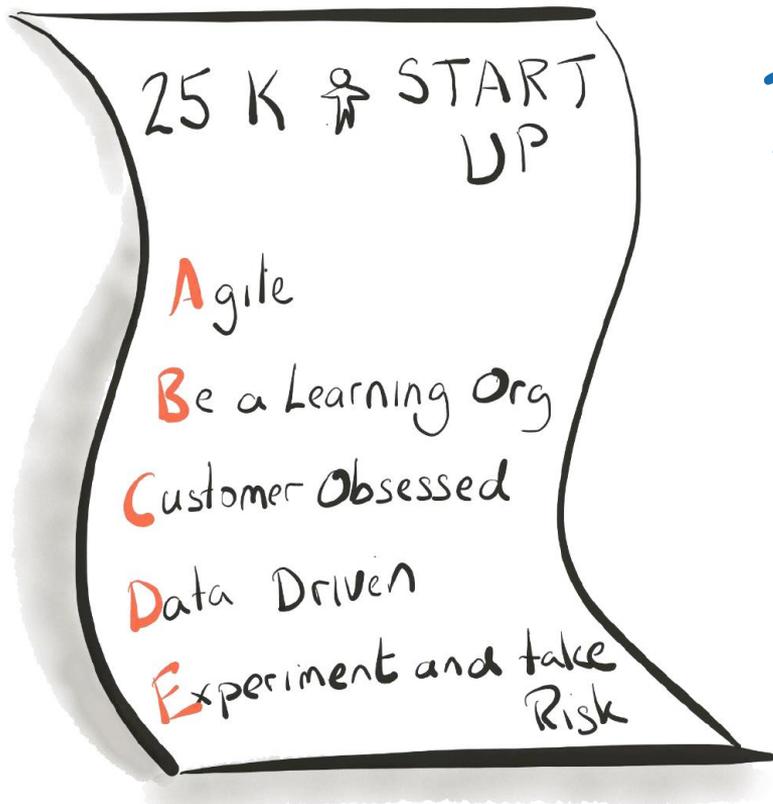
DBS: The world's first bank to hold all three honours at the same time

With the addition of the 'World's Best Bank' accolade from Euromoney, we are proud, once again, to put DBS Bank on the world map.

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What does your picture look like?



Primary Goal



Needed Behaviors

How well does your current culture reflect these behaviors?



CURIOUS

Question the status quo and consistently search for different and better ways to do things.

1. Ask "what if" or "how might we?"
2. Adopt a problem-solver mindset
3. Be positively paranoid



CUSTOMER OBSESSED

Relentlessly seek to develop ever deeper understanding of the jobs to be done of customers, employees, and stakeholders

1. Spend more time with customers
2. Create customer profiles & journey maps
3. Root ideas in needs



COLLABORATIVE

Incorporate cross-functional expertise resourcefully, recognizing that the smartest person in the room is often the room itself.

1. Build cross-functional teams
2. Borrow and adapt external stimuli
3. Be transparent, frank and respectful



ADEPT IN AMBIGUITY

Act confidently despite incomplete information, expect iteration, excel at experimentation, and celebrate judicious risk taking.

1. Focus on assumptions over answers
2. Ask "how can we learn more?"
3. Reward intelligent failure



EMPOWERED

Exercise initiative, seek out and leverage resources, and make confident decisions.

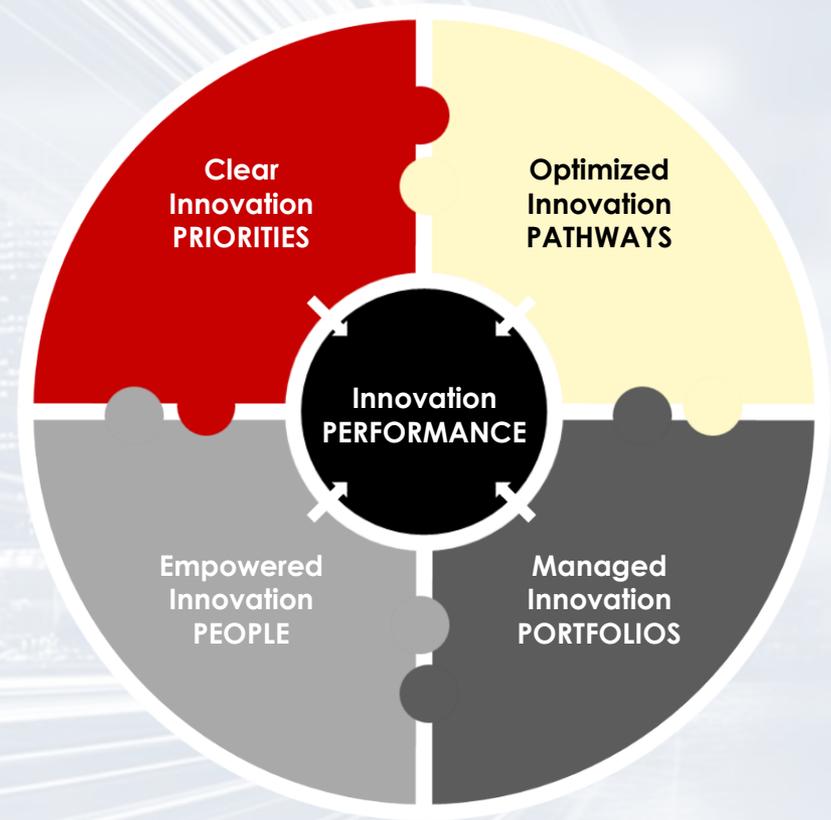
1. Show a bias towards action
2. Create clear and compelling stories
3. Embrace a growth mindset

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It takes an
innovation system
to drive
innovation
performance





Quick Checklist:

Rate yourself on scale of 1 to 5 (1 = not at all, 5 = Best in Class)

- Clear definition of Innovation
- Aligned Innovation Goals
- Defined Behaviors
- Supporting Systems
- Appropriate Velocity



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THANK YOU!

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New York 10036

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8 Eu Tong Sen Street
#15-89, The Central
Singapore 059818

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The Gridiron Building
One Pancras Square
N1C 4AG

Switzerland

Boulevard de
Grancy 1
1006 Lausanne



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