Visionary Innovators

and their role in moving towards innovative companies

Tyrtza Hogewoning

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TUDelft

Master Thesis
Tyrtza Hogewoning

'Visionary leaders across every kind of business are waking up to new possibilities, ones that blend the best of general management with the emerging discipline of entrepeneurial management.'
(Ries, 2017)

Preface

The idea of being able to take a peek behind the scenes of a range of large-scale companies to see how they innovate was how this graduation project came to be. In the months prior to my graduation project, I was studying an entirely non-design related discipline. During these months, I realised I missed working on strategic design-related projects. Thus, I was very much looking forward to starting this project, and this energy has kept me going throughout the entire project. I am glad to look back on a very interesting project which has helped me develop as a strategic designer.

Of course, I would not have been able to do this project without a great amount of help from a lot of people. Throughout the project, as I was searching for 'the solution' to innovation within large-scale organisations and stumbled upon visionary innovators, I had the chance to meet many very inspiring people. I would like to thank all the visionary innovators who were open and kind to dedicate some of their valuable (and sometimes very hard to get a hold of) time to tell me about their visions for change. You have provided me with a great source of inspiration and energy, thank you. Furthermore, I would like to thank their team members and colleagues for making time for me and providing many more valuable insights. To all of you: thank you for letting me take a look inside your fascinating companies.

Next, I would like to thank Barend and Christine, my visionary supervisory team. Thank you for your valuable guidance and inspiring advice throughout the project. I would also like to thank you for challenging me to write a paper and presenting it in London, it was a fun, exciting and memorable experience.

I would like to thank all the other people who were open for interviews for providing some fresh perspective throughout the project. Thanks to Stijn, for letting me contemplate you over and over. I would also like to thank the supertroopers, for exchanging ideas and thoughts on our complex graduation assignments.

Finally, thanks to all my family, friends, and roommates for their support and interest in my project. A special thanks to my family for all your creative input, and to Bastiaan for joining me on the long days at the library. Another special thanks goes out to Annemarie, Puk and Shosha, for the multiple creative sessions I was able to trick you into. Finally, a special thanks goes to Annelot, for helping me out with the transcriptions and translations during the last mile. Thanks to all of you for your positive vibes!

I am excited to present to you my graduation thesis, enjoy the read!

Tyrtza

Executive Summary

Introduction

The urgency to innovate for organisational survival has become increasingly recognised, with the result that innovation has conquered a position high on the management agenda. However, leading innovation in large-scale legacy organisations can be challenging, due to intertial historical forces for stability from legacy structures, processes and culture that resist the changes required for innovation. Therefore, leadership that understands the urgency of innovation and possesses the know-how and resilience to overcome the barriers to organisational change is required. This research provides exploratory findings of visionary innovators, individuals who aim to develop innovation capabilities in their own companies. They possess the political and business know-how and the capabilities to lead a company-wide change movement towards innovative companies.

The purpose of this project was two-fold: first, the aim was to provide an illustration of who these visionary innovators are, and how they overcome the challenges of bringing innovation to large-scale legacy organisations. For this purpose, two research questions were formulated. This is reported on in the first part of this thesis. Second, based on the challenges identified, the purpose was to design a tool to aid visionary innovators in successfully leading a company-wide change. The design is presented in the second part of this graduation thesis.

Part I: Defining the Visionary Innovator

To investigate the construct of visionary innovators, a case-study research was carried out through which eight visionary innovators were studied. Prior to the case-study interviews, research was conducted through an analysis of extant literature and several expert interviews, which was used to determine direction for the interviews. During the case-study research, more than 25 interviews with the visionary innovators and their colleagues were

conducted. After a thorough cross-case analysis of the results, several common themes surfaced regarding the attributes of visionary innovators.

Attributes

Thus, in answering the first research question:

What are the attributes of the visionary innovators that make them effective in leading change towards innovation in large-scale organisations?

the case study findings indicate that these attributes are: shared traits, a strong vision combined with an urge to share this vision, political and business know-how and space provided by their 'superiors' to move freely and carry out the first steps towards realising their vision. These are summarised in a framework for the visionary innovator, illustrated in figure 1.1. Each of these themes are key to overcoming the barriers to change in large-scale legacy companies. It is the combination of these attributes that make the visionary innovators effective in transforming their organisations towards modern companies capable of continuous innovation.

Challenges

The patterns regarding the challenges that surfaced from the case study findings indicate that in leading a change movement, visionary innovators move through several phases of change. To begin, the team starts small and focuses on collecting a portfolio of successful innovation projects to prove the value of innovation. Next, as the support for the movement grows, the movement is scaled up and the team is expanded. In the final phase, the focus lies on company-wide change and implementation such that the change becomes permanent.

During each phase of change, the visionary innovators encounter a specific set of challenges. A recurring theme amongst the challenges is the difficulty for the visionary innovator to manage the various responsibilities involved in leading his/her team to innovate. As the success of the change

depends highly on the team being able to innovate, enabling the team to innovate takes up a great part of the visionary innovator's time schedule. Thus, in answering the second research question:

How can the visionary innovator be aided in leading change towards innovation in large-scale organisations?

It was found that visionary innovators may be aided in dividing their scarce time efficiently and effectively amongst the team to enable the team to innovate successfully.

Part II: Designing for the Visionary Innovator

An increasing number of roles and responsibilities present themselves to the visionary innovators as the change they initiated spreads throughout the organisation. As the team and the movement grows, and their exposure increases the visionary innovators become increasingly busy and it keeping an overview of the team more challenging. Therefore, the following design goal was formulated:

'To design a tool that provides quick, reflective insights on the visionary innovator's roles to determine what actions to take to effectively and integrally lead his team from any location.'

To aid the visionary innovator in fulfilling his/her roles succesfully, the Visionary Dashboard is introduced to facilitate communication between the team quickly and integrally. The dashboard provides quick insights into the status of each of the roles of the visionary innovator by collecting feedback from the team and summarising them through visualisations. The aim of the design is to provide focus for the visionary innovator on which of his/her roles require attention, such that the scarce time can be used effectively and efficiently to fully empower the team to innovate.

Conclusion

The feedback from a test of the Visionary Dashboard concept with one of the visionary innovators indicated that the dashboard could

potentially help the visionary innovator lead the team more successfully, therein aiding the visionary innovator in leading change towards innovation in large-scale organisations.

The report provides a detailed illustration of the visionary innovators and their teams. Furthermore, a description of the change movement initiated by the visionary innovators is provided. However, the findings from this project serve as a starting point to introduce the concept of visionary innovators. Further research on the construct of visionary innovators and potential collaboration with them is required.
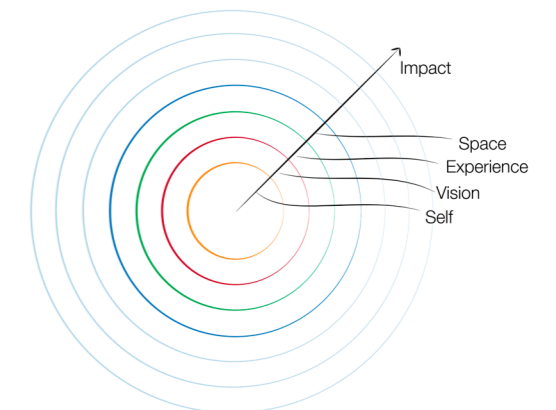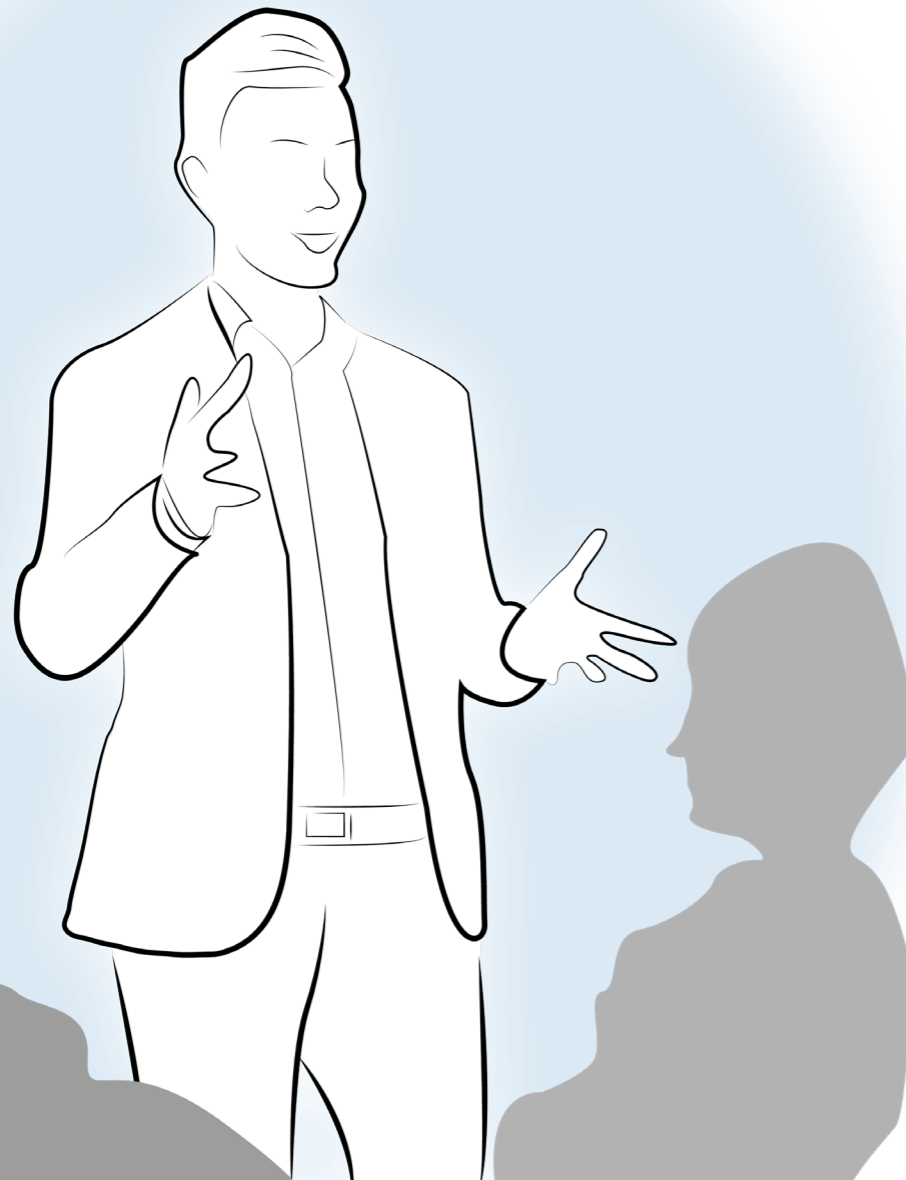
figure.1.1 The attributes of the visionary innovator

Table of Contents

0. Introduction

To start, the graduation assignment is presented in this chapter. Background information regarding the context of the assignment is provided followed by an overview of the project scope and the project approach.

In this chapter:
1. Background
2. Project Scope
3. Project Approach

0.1 Background

This report documents on the research that I carried out for the master Strategic Product Design as part of my graduation project. The aim of this research was to compare and contrast the innovation approach of several large-scale organisations in The Netherlands. This thesis focuses on leaders of innovation within these organisations, who can be considered the 'founders' of internal innovation teams. As their role in bringing innovation inside their organisation is pivotal, they form the centre of this research.

Innovation in Large-Scale Organisations

In an ever-changing competitive world, the urgency around innovation for organisational survival has become increasingly recognised (O'Reilly and Tushman, 2013, 2004; Yukl, 2008; Mumford et al. 2003; Dess and Pickens, 2000). With innovation high on the management agenda, shifts in resource allocation to more explorative activities are finally taking place, moving closer to achieving organisational ambidexterity (O'Reilly and Tushman, 2013; 2004). However, a one-size-fits-all innovation approach does not exist, such that firms are forced to experiment in their approach to innovation. Such experiments take the form of innovation labs, hubs and internal accelerators, with varying degrees of success.

A widespread amount of literature is available on the possible forms of innovation and how organisations should structure themselves to facilitate innovation (Ries, 2017; Kotter, 2014; Kwakman & Smeulders, 2012; Christensen, 1997). However, in large-scale organisations barriers to successful innovation tend to include legacy systems and processes, a siloed structure and a surplus of stakeholders involved in decision making due to many hierarchical layers. Thus, these barriers need to be overcome to realise the fast-paced adaptions required to fit changing environments and customer needs (Yukl, 2008; Kotter and Cohen, 2002).

How is it possible that some organisations are more succesful at overcoming such barriers than others?

Even organisations with legacies dating back to more than 100 years ago have been able to transform themselves to become 'modern companies' where continuous innovation takes place (Ries, 2017), when other companies have failed. It is this question that motivated me to begin the research into innovation at a range of large-scale legacy organisations.

Visionary Innovators: Leading innovation

Through preliminary research at large-scale legacy organisations, I identified diverging innovation approaches in terms of scale, form and maturity.

A common denominator that I found amongst these organisations is the presence of leaders of a 'countermovement' to create an environment where innovation can take place. These individuals seem to be motivated by years of inside-company experience. As a result, they aim to transform the organisational mindset and establish a new way of working. This entails idea generation, experimentation and fast-paced implementations of incremental innovations. I found that these leaders tend to play a pivoting role in succesfully integrating innovation capabilities into the organisation.

'My role is crucial, it really makes or breaks the success of bringing integral innovation to [my company].'   -Victor, Visionary Innovator

I have named these individuals 'Visionary Innovators', based on their leadership position through which they provide vision for their teams, combined with their proactive involvement in bringing innovation inside their business. The strong similarities between each of these individuals and their potential impact are the reasons why these individuals form the basis of the remainder of my research, described in the rest of this report.

Figure from top to bottom: Janice Semper, Steve Jobs, Sam Palmisano, Henry Ford, Satya Nadella, Ingrid Johnson, Sam Cook, Hasso Plattner, Viv Goldstein and Carlos Ghosn. Are/were they Visionary Innovators?

Research regarding the concept of Visionary Innovators form the centre of this report.

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0.2 Project Scope

The aim of this thesis is to paint a picture of these leaders - the visionary innovators - in terms of characteristics and actions. This will be done on the basis of a case study research involving such leaders. The second aim of this thesis is to indicate opportunities for design in areas where these leaders can be aided in their quest to bringing innovation inside their organisation. A proposal for a solution to aid them will be provided and tested.

Investigating Visionary Innovators

Previous scholars have described key leadership roles in relation to organisational change and innovation. As such, Mumford (2003) states that 'Leadership can make a difference in the success of creative efforts'. Change management theory describes the key role of 'change leaders' for realising organisational change (Kanter, 1999a). DiLiello and Houghton (2006) propose the presence of 'SuperLeaders', a leader that is self-aware and able to empower others, for higher levels of innovation in an organisation. Besides leadership roles, key roles to foster innovation are discussed. For example, Martin (2011) identifies the importance of 'innovation catalysts', to embed design thinking into organisations for successful innovation. Furthermore, Ries (2017) describes leaders that ought to be involved in the transformation towards modern companies and Kelley and Littman (2006) describe 'faces' of innovation. However, empirical evidence regarding who these individuals are and what makes them effective at enabling innovation in large-scale organisations specifically, is lacking.

Therefore, to explore the concept of the visionary innovator I carried out a case study research with the aim to answer the following research question:

What are the attributes of the visionary innovators that make them effective in leading change towards innovation in large-scale organisations?

Part one of this thesis reports on the findings of the case study research, coupled with findings from literature. These are combined in a model that illustrate the key attributes of the Visionary Innovator.

The challenges faced in bringing change

A cross-case analysis of the case studies indicated several patterns in the challenges encountered by the visionary innovators in leading change in a large-scale organisation. The challenges differ based on the phase of transformation the visionary innovator is in. Therefore, the second research question is as follows:

How can the visionary innovator be aided in leading change towards innovation in large-scale organisations?

In answering this research question, the aim is to determine the main challenges faced by the visionary innovator.

In the second part of this thesis report, the challenges are translated into design opportunities. In this part, the focus lies on the design of a solution to aid the visionary in leading the transformation towards a modern company more succesfully.

Enabling innovation in Large-Scale Legacy Organisations
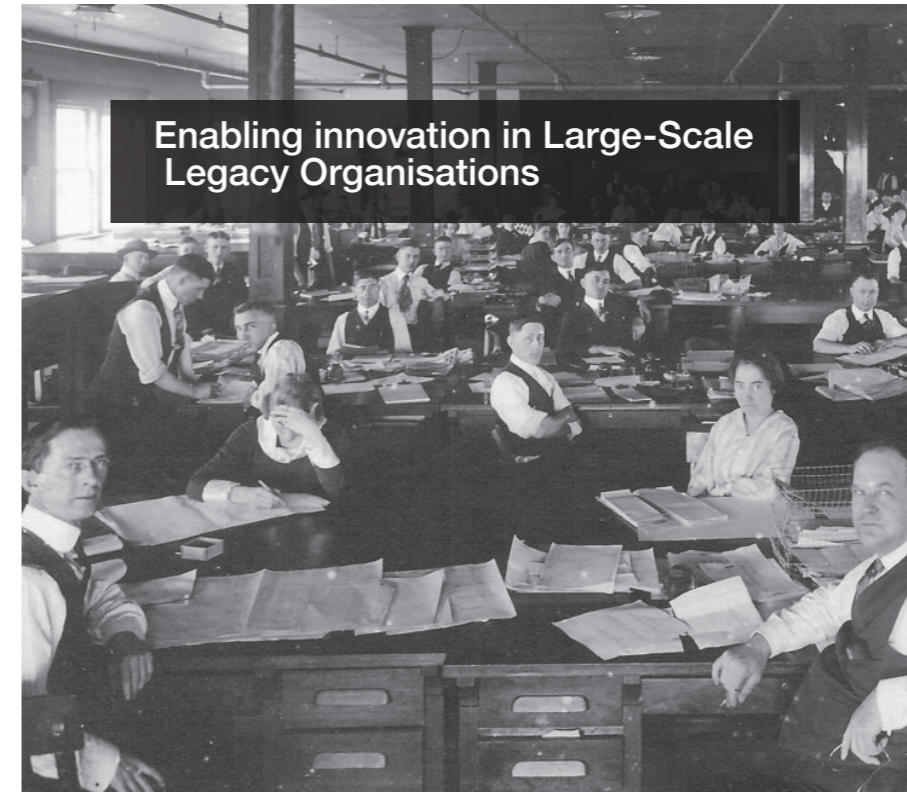
1. What are the attributes of the visionary innovators that make them effective in leading change towards innovation in large-scale organisations?

2. How can the visionary innovator be aided in leading change towards innovation in large-scale organisations?

0.3. Project Approach

During this project, I followed the four phases of the design process as represented by the double diamond model of the Design Council. Overall, the project consisted of two parts: in part one the concept of the visionary innovator was discovered and defined. In the second part of the project, a design brief was developed for the visionary innovator and a design was delivered.
The phases of the project and the corresponding report chapters are illustrated in figure 1.2.

Part I: Defining the Visionary Innovator
1. Discover
To begin the study of innovation at large-scale organisations, a literature review was conducted on the topics of organisational ambidexterity, vision, foundations for an innovative company, leaders in innovation and organisational transformation. The main findings of the literature study are reported in Chapter 1: Discover. As another source of informaton for exploration around innovation several interviews were done with 'experts of innovation', a range of people who are in some way involved in bringing innovation into large corporations. Insights from these interviews are also reported in Chapter 1.
In combining the research from extant literature with the insights from expert interviews, a knowledge gap was identified. Furthermore, an initial construct for the visionary innovator was created. To address the knowledge gap a case study research was set up and conducted. The methodology and a short introduction of each of the eight case studies are presented in Chapter 1.

2. Define
In Chapter 2, the findings from within- and cross-case analysis of the empirical evidence collected from over 25 first-hand interviews with visionary innovators and their colleagues are presented. The patterns that emerged were combined into a model for the attributes of the visionary innovators. The attributes are compared to previous findings from the literature analysis. Furthermore, the challenges of the visionary innovators are analysed. Finally, the findings regarding the attributes and challenges are synthesised to determine opportunities for improvement.

Part II: Designing for the Visionary Innovator
3. Develop
In chapter 3, the opportunities identified are further examined. The insights regarding the visionary innovators from the case study research are used to create a persona and a typical day in the life of a visionary innovator. By examining the visionary innovator from a user-perspective, design requirements are determined. Furthermore, a design brief is formulated.

4. Deliver
An increasing number of roles and responsibilities present themselves to the visionary innovators as the change they have set in motion spreads throughout the organisation. To increase their impact, the visionary innovators expand their teams. As a result, the visionary innovator is increasingly busy and it becomes challenging to fulfill the different roles of the visionary innovator. In Chapter 4: Deliver, a design is proposed to aid the visionary in fulfilling his/her roles succesfully by providing quick insights into the status of each role. The aim of the design is to provide a focus for the visionary innovator such that the scarce time can be used effectively and efficiently to empower the team to innovate.
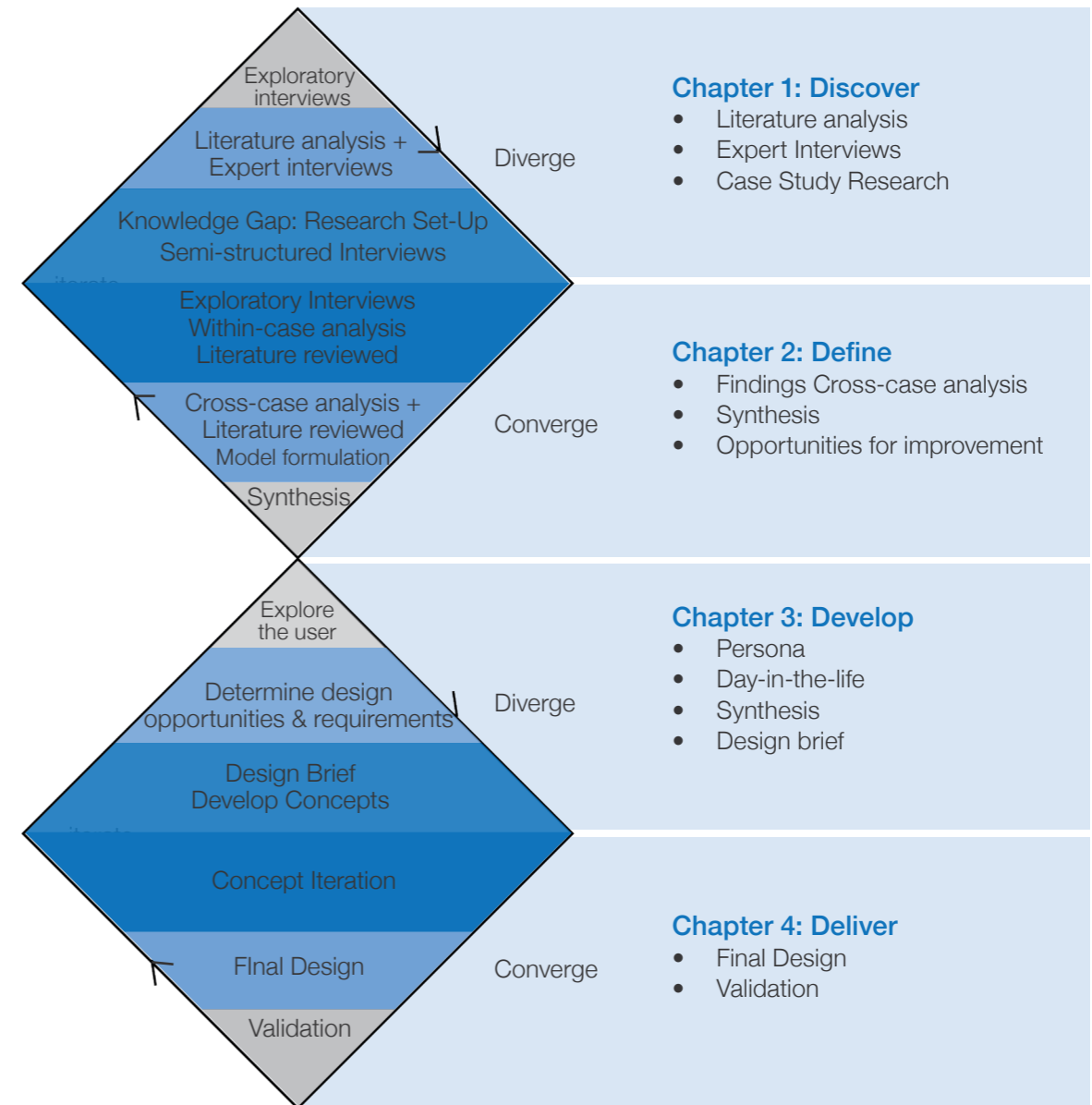
figure.1.2 The structure of the project

Phase I: Defining the Visionary Innovator

1. Discover

This chapter provides a description of the discovery phase of the project, which is focused on the collection of research regarding the visionary innovators. This includes a literature study, expert interviews, initial insights and a description of the case study research.

In this Chapter:
1. Literature Study & Expert Interviews
2. Research Set-up

1.1 Introduction

To explore innovation within large-scale organisations, extant literature on the management of innovation management is examined. To expand the insights gathered in the explorative phase, several expert interviews were held regarding innovation in larg-scale organisations. In the remainder of this chapter the insights gathered from the literature and the interviews are presented.

1.2 The Modern Company
To start, the concept of a modern company is investigated. A modern company must be adept at innovation, but innovation requires other capabilities than the capabilities to efficiently run current business. Organisations that are able to run current business efficiently and simultaneously capable of innovating on a continuous basis are called ambidextrous. This concept is further investigated in section 1.2.

1.3 Vision as a guide for Innovation
The extant literature indicates that vision lies at the basis of any organisation. Moreover, vision provides a guide for innovation. In this section, literature regarding the role of vision in innovation is examined.

1.4 Foundations for an innovation environment
An innovative company lives and breathes innovation at several levels: from accountability measures, to processes, to culture to people. At every level, this requires a different content than what is in place for exploitation activities. Together, these levels form the foundation for an innovative company, which are further examined in section 1.4.

1.5 Leaders in Innovation
From the expert interviews and extant literature, the important role that people play in innovation surfaced. To further investigate the role of individuals in enabling innovation, and specifically leaders, literature on leaders in innovation is studied in this section.

1.6 Organisational Transformation
For succesful company-wide transformation, change needs to take place at several levels. As enabling innovation within large-scale legacy organisations requires change, the final section investigates literature of organisational transformation.

1.1.1 Reading Guide

Throughout this report, summarising insights are provided at the end of each section. Furthermore, a chapter overview is given at the end of every chapter. In the coming chapter, research from expert interviews is highlighted with a blue line.

Insights
Per section, important insights are summarised and illustrated in the sections indicated with a light blue background.

Expert Interviews
Insights from expert interviews are indicated by a blue side-line like this one. The experts interviewed are the following:

Chapter Review
For a quick recap of each chapter, the chapter review is provided at the end of every chapter.
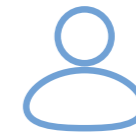
P. Das, *Global Innovation Management Team: Chief Innovation Office ING*
Interview on innovation at ING and the journey of how it became what it is now.
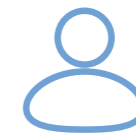
Giulia Calabretta, *Associate Professor of Strategic Value of Design*
Interview on the foundations for innovation in organisations.
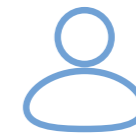
Anthony Meyer zu Schlochtern, *founder Innovation Booster*
Interview on how large-scale organisations that are successful at innovation can be distinguished, and why they are successful.
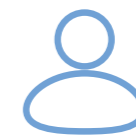
L. S. de Bruijn, *Innovation Manager & Corporate Startup Consultant from Innoleaps*
Interview on the act of innovation: the structures, processes and mindset required and how to bring that to FrieslandCampina.

E. Zijtregtrop, *Strategic and Innovation Designer*
Interview on her experience as a designer on bringing innovation into various large-scale organisations.

1.2 The Modern Company: Ambidextrous Organisations

A modern company is one where continuous innovation takes place and current business is run succesfully. The organisational skills and infrastructure required for innovation differ from those in place to run current business efficiently. The ability to innovate and run current business is known as organisational ambidexterity, which is further elaborated upon in the following section.

Ambidextrous organisations

To remain relevant in a rapidly changing world, organisations need to become adept to change through continuous innovation. At the same time, current business needs to be run succesfully to remain profitable. Organisational ambidexterity therefore is considered a crucial capability (O'Reilly and Tushman, 2013; Raisch et al., 2009), defined as the ability of an organisation to 'both explore and exploit—to compete in mature technologies and markets and in new technologies and markets' (O'Reilly and Tushman, 2013). This requires hosting contradictory structures, processes, and cultures within the same firm (O'Reilly and Tushman, 2013). As such, exploitation activities are characterised by refinement, production, efficiency, control, and incremental improvement (O'Reilly and Tushman, 2013). Exploitation is focused on efficiently running the current business. For example, Lean Management is a form of production management invented by Toyota (Liker, 2004) that focuses on efficiently running and improving current business, thereby representing expoitation activities.

On the other hand, exploration activities must take place to foster discontinuous innovations that relate to new technologie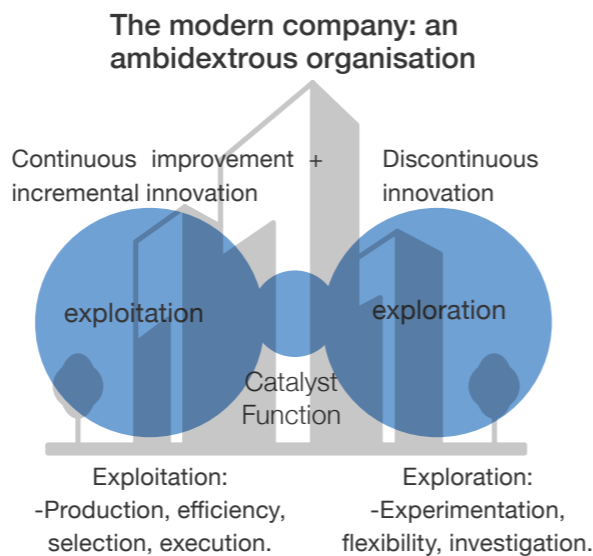s and markets. Exploration requires experimentation, flexibility, investigation and autonomy (O'Reilly and Tushman, 2013). Due to the contradictory structures, processes and culture, organisational ambidexterity requires a complex set of decisions on the reallocation of organisational assets for both exploitation and exploration activities. In large-scale organisations, a greater portion of resources tends to be allocated to exploitation. Furthermore, exploration requires new capabilities. Thus, increasingly balancing exploitation with exploration requires an organisational change.

However, this change take place in the context of the organisation's history and associated social, structural, and senior team inertia (Tushman, O'Reilly, & Harreld, 2013). These inertial forces for stability, rooted in exploitation activities, tend to counteract the transition to new capabilities for exploration. This makes it challenging for organisations to balance exploitation and exploration.

Stoimenova and De Lille (2017) therefore propose the role of design as a catalyst to balance both activities. Design-led ambidexterity employs a design mindset, methods and infrastructure to guide collaboration between exploration and exploitation activities.

The modern company: an ambidextrous organisation

Continuous improvement + incremental innovation

Discontinuous innovation

exploitation

exploration

Catalyst Function

Exploitation:
-Production, efficiency, selection, execution.

Exploration:
-Experimentation, flexibility, investigation.

1.2.2 Structuring exploration activities

A range of theories in extant literature describe how best to structure an organisation to run both activities. Structural ambidexterity proposes the simultaneous pursuit of both exploitation and exploration through separate subunits (O'Reilly and Tushman, 2013). This requires an overarching vision that incorporates the need for both exploration and exploitation. Structural ambidexterity can be achieved through hosting parallel structures, or physically separated structures. Christensen (1997) shows how established organisations that continue to develop incremental innovations can go out of business as a result of disruptive innovations from unexpected competitors. To prevent being disrupted, Christensen (1997) proposes developing disruptive technology with a new customer base in a separate business unit focused solely around the development of the disruptive technology, thereby pursuing structural ambidexterity.

From Structural to Integrated Exploration

O'Reilly and Tushman (2013) conclude that structural ambidexterity is crucial in creating the context for established firms to explore within their existing strategy and history. However, once the exploratory units gain support, firms may take advantage of the exploration capabilities by switching into more integrated structures. Thus, an integrated organisational structure that supports exploitation and exploration is desirable, but first the exploratory unit needs to achieve political and economic legitimacy (O'Reilly and Tushman, 2013).

The Modern Company

Ries (2017) defines a modern company as a company that has '*both halves, both systems. It has the capacity to produce products with great reliability and quality, but also to discover what new products to produce.*' In other words, a modern company is ambidextrous. Ries (2017) proposes that a modern organisation is focused on long-term results and has 'internal startups' fully dedicated

to continuous innovation. Thus, through internal startups, a modern company hosts exploration activities whilst exploitation takes place within the rest of the company. The internal startups consist of 'passionate believers' of innovation. These teams experiment rapidly and scale their impact. Ries (2017) stresses the importance of experimentation and the learning that comes from it. Ries (2017) advocates that the importance of experimentation and learning should be embedded in the entire company, and the opportunity to experiment should be available to every employee.

For the transformation towards a modern company, the internal startup may start small and over time make the methods and structures available to everyone as the value of the innovation projects become more visible (Ries, 2017). Therein 'recruiting' more employees. This transformation process coincides with O'Reilly and Tushman's proposal of initiating exploration activities through structural ambidexterity, and over time moving to an integrated system.

The modern company: the exploration function

exploitation

Integrated

Parallel

exploration

exploration

Initiating a parallel exploration environment that can be integrated over time

Experimenting & Learning

Overarching Vision
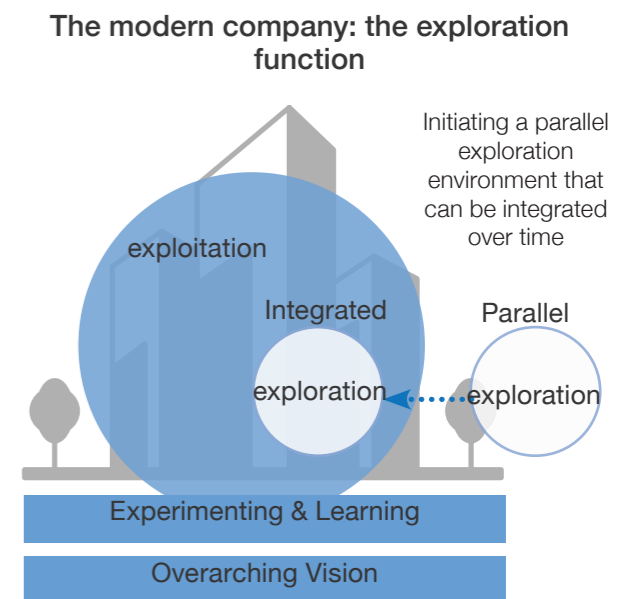
'A modern company is one in which every employee has the opportunity to be an entrepeneur. It is disciplined at rigourous execution of the core business, but also employs a set of entrepeneurial management tools to deal with situations of uncertainty.' (Ries, 2017)

A Dual Operating System

The hierarchical structures and managerial processes that are currently in place in most organisations are inherently risk-averse and resistant to change (Kotter, 2014). This is partly due to politics, as managers are unlikely to take chances without their superior's permission. This is also in part due to culture, as people tend to stick to their habits and are afraid of losing power. Another reason is that hierarchies with their specialised silos, rules and optimised processes desire stability and the known.

Kotter (2014) therefore proposes a second operating system devoted to exploration with a network-like structure that continually assesses new opportunities and reacts with greater speed and creativity than the current hierarchical operating system. The new system operates through eight accelerator steps: *establishing a sense of urgency; creating a guiding coalition; developing a change vision; communicating the vision for buy-in; empowering broad-based action; celebrating short-term wins; never letting up; and incorporating changes into the culture* (Kotter, 2014). The new system is continuously "searching, doing, learning, and modifying":

Search ━ Do ━ Learn ━ Modify

Kotter (2014) advocates that the network is filled by volunteers as this brings together people based on a desire to work with others for a shared purpose. The network is in place next to the existing hierarchy in large-scale organisations, and together they function as a 'dual operating system',

approximating a systemic ambidextrous structure. However, to make the network and the hierarchy inseparable, the volunteers in the network all work within the hierarchy (Kotter, 2014). As the volunteers are also part of running daily business, they have organisational knowledge, relationships, credibility and influence. As a result, they understand the need for change and have the fervour to implement it.

Building momentum

In accordance with O'Reilly and Tushman (2013) and Ries (2017), Kotter (2014) describes the process of building momentum for the exploration network over time. The network may start small and after it becomes a powerful accelerating force, it can expand and be integrated throughout the organisation.

The modern company: the exploration function

Building momentum over time

exploitation

exploration

Experimenting & Learning

Overarching Vision
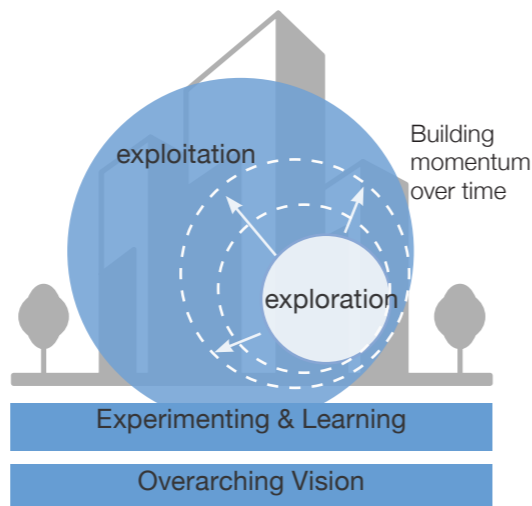
1.2.1 Leading Ambidexterity

A Dedicated Entrepeunerial Function

Kotter (2014) stresses the importance of an organisation's leadership to launch and maintain such an exploration network, stating that an executive committee must create it and explicitly support it. Furthermore, Kotter (2014) states that the network must be treated as a legitimate part of the organisation, to prevent it falling short within the hierarchical structure. In line with these findings, Ries (2017) proposes that company leaders understand the startup as an 'atomic unit of work', distinct from other project teams. The author therefore advocates that entrepeneurship, i.e. exploration, needs its own dedicated place within the organisational chart in the form of the Entrepeneurial function, an official department dedicated to entrepeneurial expertise. The Entrepeneurial function is responsible for supporting and overseeing the company's internal startups, and to manage their success and growth.

Top-level Buy-in at ING

In an interview with P. Das, member of the board of Innovation at ING, the importance of explicit support for the exploration activities from top-level management was illustrated. Das described how innovation within ING received a boost with the arrival of the new Chief Executive Officer, who incorporated innovation in the company vision:
'He provided the following vision: 'We have to think beyond traditional banking' '.
By incorporating innovation in the vision for the organisation, the CEO advocated publicly not just for exploration activities (Kotter, 2014; Ries, 2017). He further stresses the importance of top management support: *'You can set up all these interesting initiatives and accelerators, but if no one in the top management says 'Yes, we're going to implement this, then you're just doing something that will not be implemented.'*

Leading Proactive Punctuated Change

Tushman et al. (2013) distinguish between reactive and proactive punctuated change. Reactive

punctuated change is motivated by crisis conditions, whereas proactive punctuated change is motivated by a compelling overarching aim to both exploit and explore, and if the company does not initiate exploratory innovation now, a future crisis will emerge. Tushman et al. (2013) find that proactive change, if properly timed and executed, is associated with better performance than reactive change.

Experimentation and Learning

In line with the notion to embed experimentation and learning in the entire company (Ries, 2017), Tushman et al. (2013) suggest that organisations must learn how to execute innovation and proactive punctuated change through experimentation, reflection and learning about what works well and what gets in the way. Through an ambidextrous structure, space is created for senior leadership to experiment and learn about the future whilst the exploitative core of the organisation is protected. As these innovations are initiated when the company is in a strong position as opposed to being in a crisis, there is time to experiment and learn from mistakes.

Leadership initiation

As proactive change is not associated with crisis, these changes are more difficult to motivate, fund, and lead. Therefore, as also stressed by Kotter (2014) and Ries (2017), Tushman et al. (2013) underline the important role of senior leadership in initiating, energising and modeling the learning about change. It must be initiated from the top, then executed through an extended social movement led by senior leaders and carried through the organisation by a further extension of leaders who collectively initiate, reflect, and learn about leading change in their local departments (Tushman et al., 2013).

1.3 Vision as a guide for innovation

A compelling vision is found to be the basis for leading organisational change (Kotter, 2014; 2007; Kanter, 1999a). O'Reilly and Tushman (2013), Tushman et al. (2013) and Kotter (2014) stress the importance of an overarching vision to motivate and guide the organisation's exploitation and exploration activities. Literature that point to vision to directing innovation activities is therefore further examined in the following section.

Ries (2017) proposes that large-scale organisations adopt a startup-like way of working to foster innovation, as startups are adept at innovation. Ries (2017) illustrates that the foundation of a startup is a strong vision to clarify the desired goals. The team's mission follows from this vision. Subsequently, the vision provides coordination and a high level of motivation and energy, as also proposed by Kotter (2014). Similarly, Calabretta et al. (2016) states that a coherent vision fuels the organisation's culture through increased dedication and ownership amongst company employees. Finally, an inspiring vision is essential for the recruitment of people.

As vision forms the foundation for an organisation, it remains a constant factor to fall back on during the innovation process. After a vision has been formulated, a strategy needs to be defined to realise that vision. From this strategy, new products and services follow (figure 1.3). As every product strategy builds on assumptions of feasibility, desirability and viability (Kelley, 2013), Ries (2017) illustrates how startups iteratively test those assumptions through experimentation. Through reflection and learning after each experiment, the relevance of the strategy is tested based on whether it takes the team closer to realising their vision. Subsequently, the team either stays on course of the strategy by making modifications to the product or service, or the team shifts strategy i.e. making a 'pivot' which Ries (2017) defines as 'a change in strategy without a change in vision'.

To guide the 'internal startups' within large-scale organisations in their exploration activities, the first step must be to formulate a clear vision and to ensure that the vision is understood and shared.

Vision: the building block for innovation

In an interview with Giulia Calabretta, she proposes that the building blocks for innovation are *'having a vision and a strategy to get there and to know where you're going. Such a vision seperates companies who are just followers from those moving in line with their vision.'*

Calabretta further suggests that the right resources will follow from a vision: *'As a result of a strong and clear vision the right resources in terms of assets, people, machinery, money will follow.'*

Finally, she states that the vision for innovation must be aligned with the company vision to yield a coherent customer experience.

'Silicon Valley is obsessed with vision and the visionary founder who can uniquely execute it.' (Ries, 2017)
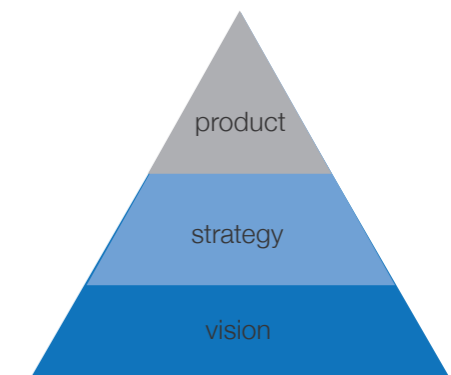
figure.1.3 Vision, the foundation of a startup (Ries, 2017)

Insights:

- To enable continuous innovation, a modern company is ambidextrous: capable of exploitation and exploration activities.
- At the basis of both exploration and exploitation lies a long-term overarching vision that supports both activities and a learning mindset.
- The exploration activities may take place in an environment dedicated to innovation, whether internal or external to the organisation. This environment may grow and be integrated over time.
- Exploration must receive full support from the top management. Preferably, exploration activities are initiated and energised by the top.
- It is especially important that exploration receives full ownership. This can be done by appointing a dedicated function.
- In adopting an ambidextrous organisational structure, a company can lead punctuated change proactively instead of reactively.
- Through experimentation and learning by doing, leaders must learn how to lead innovation and the change that comes with it.

The modern company: the exploration function

A dedicated Entrepeneurial Function must oversee activities from internal startups focused on exploration.
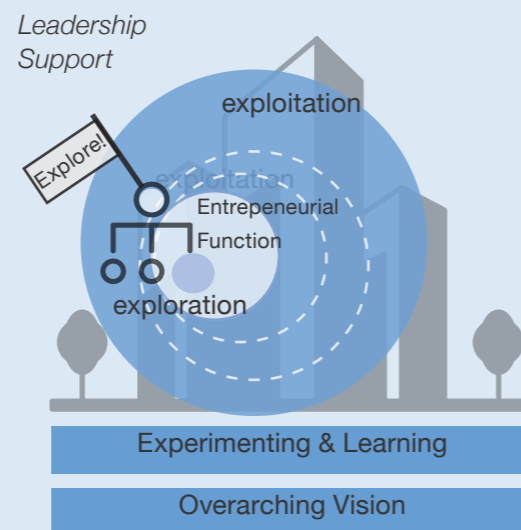
Vision at ING

In the interview, P. Das also stresses the importance of a clear vision which is backed by the top management for succesfully managing innovation:

'A vision makes or breaks everything. Without a clear vision and strategy, and committment to it from the top management, you are doomed to fail.'

He further explains that every company can establish innovation activities. However, to implement innovation and really benefit from exploration activities, a vision must be present: *'I hosted a lot of external parties who came to visit to enquire about innovation and how we innovate. But then they did not yet have a vision in place, or top management. Then it get's really difficult. Then you're just innovating for the sake of it, instead of innovating to achieve something.'*

Scoping through vision

In discussing his experience in advising large-scale organisations on fostering innovation during an expert interview, Anthony Meyer Zu Schlochtern also stressed the responsibility for leadership to provide a vision: '*To provide focus for several teams working on initiatives of innovation, it is important that leadership provides direction in the form of a vision'*. As innovation is explorative, ambiguous and requires experimentation and iteration in many directions, it can be difficult to determine the relevance of innovation initiatives to the organisation. Anthony explains that vision can help to provide a scope for exploration activities: '*The vision specifies a scope over time, such that in the short term as well as the long term innovation initiatives remain within the smaller scope of the vision. Within the vision, teams can move freely to develop innovations as long as they are aligned within the scope of the general vision'.*
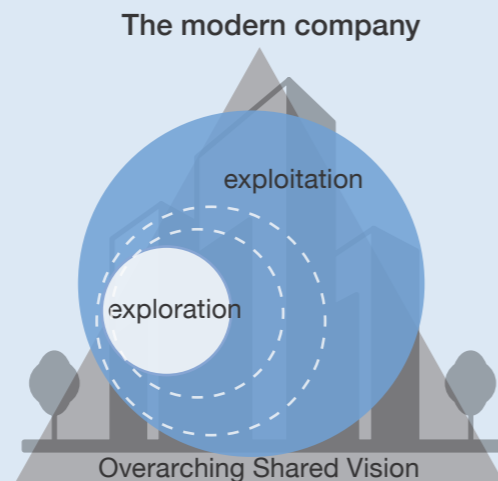
1.4 Foundations for an innovation environment

Exploration requires the development of capabilities, structures and processes that are new to many organisations. In this chapter, the foundations for creating an exploration environment that can host innovation are more closely examined.

To build a modern company where innovation can take place, Ries (2017) indicates four organisational levels at which changes need to be made. These changes together form the foundations for a modern company, illustrated in figure 1.5.

'Building an environment fully engaged in positive change, and a culture rich in creativity and renewal, means creating a company with 360 degrees of innovation'.
(Kelley and Littman, 2006)

1.3.1 Accountability

To start, at the basis of creating an environment that fosters innovation lies an accountability system that rewards and provides incentives for experimentation and 'productive failures' (Ries, 2017). As accountability drives employee behavior, the accountability systems must be in line with the company vision. Thus, when a company aims to establish an innovation culture, a new accountability system is required.

Reward systems

In the interview, Calabretta identifies an established company's KPI's as pivotal for innovation: *'One of the successes of Apple, is their reward and promoting system. In most cases people are promoted based on short term KPI's. HR competence models exist that take into account how many conferences an employee attends, how many community talks he held, what kind of external exposure one has in terms of articles or blogs produced. A different reward system fits with visionary companies.'*

As such, accountability systems that are to complement the exploration activities within an organisation may take a much wider array of factors into account to measure employee performance. Depending on the vision of the company, activities that reflect the underlying values of the vision may be selected and rewarded to encourage such behavior.

Innovation Accounting

Ries (2017) introduces 'Innovation accounting'. through which the metrics that are in place in established organisations are replaced by metrics that can measure the progress of iterative experimentation, providing a common language and set of accountability standards that can be used for innovation projects across

Insights:
- Even though innovation can be ambiguous and broad, it can be guided. The guide that provides direction for innovation is vision.
- A shared vision needs to be established to drive exploration in the company.
- The vision for innovation must complement the overall company vision.
- A shared vision yields team energy and dedication.

The modern company

exploitation

exploration

Overarching Shared Vision

people

culture

processes

accountability

figure.1.5 The foundations for a modern company (Ries, 2017)

the organisation. It further acts as a focusing tool, providing a sense of what works and what does not. Furthermore, innovation accounting helps to quantify the added value of innovation, which is helpful during the initial stages of exploration initiatives, when the value of innovation is yet to be proven to the entire organisation. As underlined by Ries (2017); '*The first-order effect of better measurements is better decision making. The second-order effect is that leadership gives high-performing teams the autonomy to act faster and focus their attention on the right things.*'

Dashboards as boundary objects

Every startup possesses a metrics dashboard that the team and their board of investors examine on a regular basis (Ries, 2017). Ries (2017) further describes that the trend is to post real-time versions of the dashboard around the office on large screens, as a form of transparency valued by startups and to ensure everyone shares the same facts about the company progress. It functions as a boundary object to create a shared language and understanding around the progress and value of innovation and for assessment (Carlile, 2004).

To start with the creation of a dashboard, the teams involved need to agree on metrics they find important. Requirements for the metrics are that they are on a per-customer basis, simple and actionable. By visualising which metrics improve over time, it is a way of monitoring progress. Dashboards may be employed for measuring the progress of transformation of a company, by for example measuring the number of employees trained or involved in innovation teams.

Board of Investors

Financial compensation provides a large driving force for employee behavior. To simulate the high level of motivational drive present in startups that comes with the necessity to raise funding, Ries (2017) advocates that a seed-stage form of funding is introduced in large-scale organisations to manage innovation projects. Furthermore, Ries

(2017) proposes the establishment of a dedicated 'Board of investors' to monitor progress and provide strategic advice for innovation project teams inside the company. In contrast to the management process in large organisations, Ries (2017) stresses that with startups, it is the startup team that schedules the specified board meetings with investors when the founders think it is time. Subsequently, the board is responsible for providing updates to stakeholders with an economic interest in the startup and serves as a single point of contact for all inquiries, to reduce the number of meetings for the startup members.

Thus, introducing a board of investors to manage information streams regarding the accounatibility could reduce meetings for innovation teams in large-scale organisations:
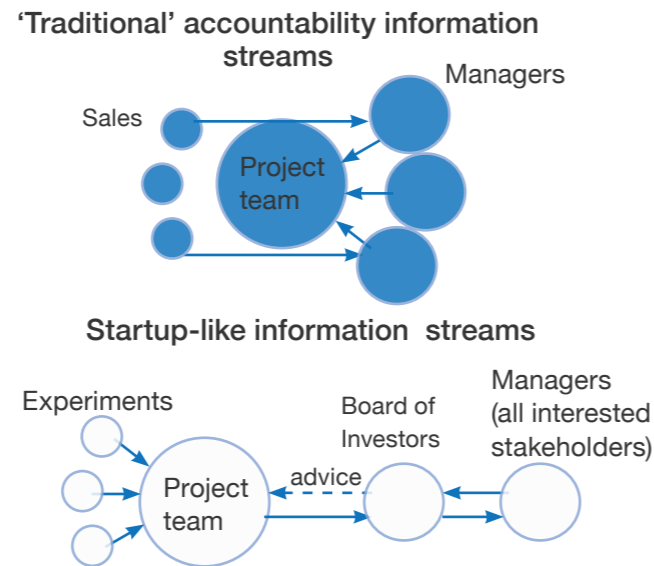
1.3.2 Processes

Processes consist of the tools and methods that employees use in their work including for planning, management, team coordination and collaboration. Ries (2017) proposes that processes follow from accountability systems, because once teams are given the proper incentives, they can self-organise around new tools and methods that are aligned with the accountability system and overarching vision. For exploration activities the desired processes involve rapid experimentation. Thus, the accountability system in place must encourage all forms of trial and error, reward learning and not punish any form of failure because exploration is not always succesful (Tushman et al., 2013).

Lean Startup

Lean Startup (Ries, 2017) is a process that combines elements of customer research, rapid prototyping and iterative learning and is therefore well-suited for exploration. The riskiest assumptions that underly an innovation opportunity are identified and a minimum viable product is created; an early version of the product to run an experiment through which the assumptions can be tested as quickly and inexpensively as possible to collect validated learnings. This is the build-measure-learn feedback loop (figure 1.6). On regular intervals, the team is then to reflect on the learnings and then to decide to adapt strategy or persevere.

Philips' Co-creating innovation framework

Another process for exploration is Philips' innovation framework (figure 1.7), which involves prototyping, experimentation and iteration (Calabretta et al., 2016). During the position stage, relevant business opportunities are identified and meaningful propositions are derived to iterate on. In the create stage, propositions are tested through fast experimentation and iterations to determine the relevance, feasibility and viability to the business. This is supported through the enable stage, where the necessary infrastructure i.e. hardware, software, privacy policies enable the realisation of prototypes. In parallel, the empower function creates support within the company for design thinking in the form of trainings of the process that are made available to everyone. The framework combined with the trainings introduced at Philips are an example of how the introduction of new tools support the transformation towards a company capable of exploration.

The Lean Startup and the Co-creation framework illustrate that processes for exploration incorporate experimenting and learning. Furthermore, the Co-creation framework illustrates how creating support within the company is part of the exploration process.
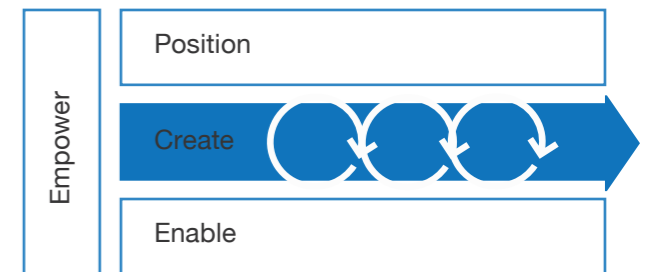

figure.1.6 The build-measure-learn loop (Ries, 2017)

figure.1.7 Philips' Co-creating innovation framework

1.3.3 Culture

1.3.4 People

Setting up an innovation process for FrieslandCampina

In an interview, L. de Bruijn talks about how she is responsible for setting up and implementing an innovation process for FrieslandCampina. FrieslandCampina recognises the importance of bringing innovation into their organisation but they have indicated that they have no knowledge regarding the processes required for innovation. De Bruijn is setting up an innovation process. Coss-sectional project teams from across FrieslandCampina are selected to develop innovative ideas in line with identified themes that are aligned with the company vision. During this process, they work as startups at an external location, not being held accountable for any exploitation activities. They are trained in applying build-measure-learn loops, and experimenting with customers. During a three month period, they learn by doing and familiarise with the innovation tools and methods.

Process overload

De Bruijn describes how in her experience, most corporates are not innovative but form *'One big sticky syrup where nothing gets done'.* The biggest problem is the overload of legal and legacy processes that are currently in place. To be able to carry out an experiment, she describes how there are more processes in place that *'work against you, than that aid you'.* FrieslandCampina actually possesses over an enormous R&D department focused on research regarding new technologies and chemical processes. They have the innovative knowledge and capabilities inhouse, but innovations rarely get implemented. De Bruijn further explains: *'A lot of potential goes to waste, and the reason for this is the huge number of legal processes. It takes years before an innovation is submitted to customers.'* This highlights the necessity of new processes that are aligned with exploration. The challenge lies in freeing innovation teams from the processes that were put in place to optimise exploitation activities.

Mindset

With the introduction of tools and methods aligned to exploration activities, the mindset with which the tools are applied is crucial. As such, Sanders and Stappers (2012) describe how they have seen good methods fail if they fall in the hands of a person without the mindset to use them. Once the new tools and methodologies have been introduced, the aim is to move beyond process to mindset. Through learning by doing, experimentation and validated learning, the lean startup process helps to develop a learning and experimentation mindset. Stoimenova and De Lille (2017) describe a case where the mindset of a team shifted after they were introduced to design methods. Once the desired mindset is adopted, a team may reorganise to use new processes in line with the mindset to react to an ever-changing environment.

Moving from talking to doing

De Bruijn has experience in coaching startup teams during her time at Startup Bootcamp, and is now coaching teams from large-scale organisations. She explains that the difference between the mindset of both parties is huge: *It's incredible, the difference between the mindsets of entrepeneurs and corporate employees. The entrepeneurs from Startup bootcamp are teams of people who are highly motivated and get so much done in one day and find 'no bridge too far'. In their case you need to teach them to apply structure and set realistic goals. With people who come from large corporates the difference is huge. I feel like people are just sitting around all day. I have to try so hard to get them 'fired up', 'Go, go, Get out to that consumer, test it, try it.'*

Sanders and Stappers (2012) present the many contextual layers involved in cultural change (figure 1.8), and depict the relationship between tools to a change at the cultural level. Tools is the first step in the transformation of culture. Tools need to be applied through relevant methods, often nested within methodologies. To create a culture, the tools need to be applied via methods and methodologies and with the right mindset by a number of people within the organisation. Over time the habitual processes turn into a culture, which is based on how the organisation has operated in the past (Ries, 2017). The culture is thus formed over time as a result of the process and accountability choices of the company.

Failure is OK

A learning mindset is key for succesful innovation, which is inherit to failure (Kotter, 2014; Ries, 2017; Tushman et al., 2013). To create a culture of experimentation a sense of trust that experimentation and failure is acceptable must be created. A culture that tolerates failure fosters an ecosystem where a diverse range of business ideas can be tested and developed. Therefore, Ries (2017) stresses that mental models of 'My job is to learn new things' need to be created to support experimentation.
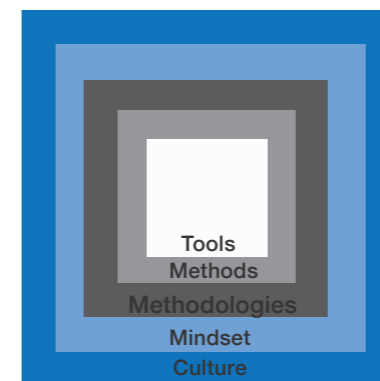
The fourth element that serves as the foundation for a company are its people, who are attracted to a specific culture. The success of an organisation therefore depends largely on the people it is able to recruit and retain. To install a new culture within a large-scale organisation, individual self-organised teams need to be nurtured well as they could become the seeds of a new company-wide culture (Ries, 2017). A culture may be founded from a small social movement of people who share a culture of exploration and then expand to be integrated throughout the entire organisation (O'Reilly and Tushman, 2013; Kotter, 2014).

In the expert interview, Calabretta emphasises the importance of people as key drivers for innovation: *'The human factor can be the main obstacle to innovation. For instance, many employees do not want to change. So besides a visionary leader, you also need employees that are willing to change. The success of innovation is very much people related and the drive for innovation therefore has to come both top down and bottom up.'*

The middle managers

Zijtregtop explains how she finds that the middle managers display the greatest amount of skepticism for new tools and ways of working that are brought in to support innovation. In her experience, this is partly due to the lack of time they have to fully focus on experiencing the new tools and their added benefit. They do not have the time to fully commit to innovation: *'Senior managers don't have to do all the other long lists that the middle manager has to. They are 'mannetje van alles'; lots of to-do's, so they can't really do research or deep dive, while the board goes to conferences to collect knowledge. I think having that knowledge and the time for the knowledge really helps'.* She further explains *'Transforming the mindset of managers is really an important one but it's also difficult because they have the least amount of time.'*

figure.1.8 The contextual layers involved in cultural change (Sanders & Stappers, 2012)

1.5 Leaders in Innovation
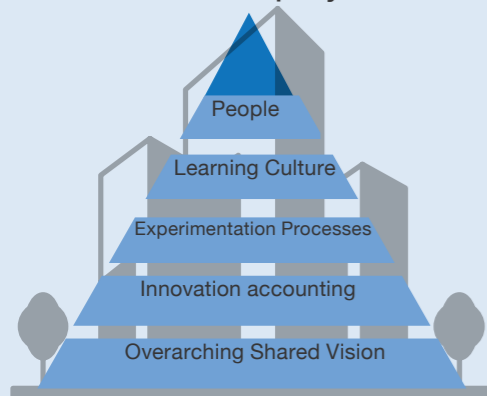
The Leader as a facilitator

The tensions of managing the contradictory demands of exploration and exploitation requires leaders with an integrative mindset, who can balance the competing pressures of different organisational structures (O'Reilly and Tushman, 2013; Smith and Tushman, 2005; Martin, 2009). Previous studies have demonstrated that leadership practices can affect the success of exploration and exploitation, as such misalignment of leadership style with the underlying activity (exploration or exploitation) is more damaging for exploratory than exploitative projects (O'Reilly and Tushman, 2013). Furthermore, transformational leadership, associated with a careful listener, transmitter, and an open communication style has been found to correlate with exploratory innovation (Tushman et al., 2013; Avolio et al. 2009; Yukl, 2008).

Transforming an organisation involves leaders to facilitate an environment where innovation can be fostered. As such, Ries (2017) argues that leaders are in charge of building a program to support the efforts of the teams involved in innovation. Furthermore, in guiding teams through the adoption process of the new way of working that involves experimentation and learning, teams need to be coached and mentored. In this regard, leaders need to take on the role of a coach, shifting their leadership role from directive to open and inquisitive.

The innovation network's definition of innovation: 'people creating value through the implementation of new ideas', emphasises the importance of people in innovation (Kelley and Littman, 2006). The crucial role of people, and more specifically leaders, in the shift to increased exploration in organisations motivates further analysis of extant literature on leadership in innovation. Several types of leaders that have been positively associated with innovation are discussed.

Previous scholars have proposed several leadership styles in relation to successful organisational innovation. As such, change management theory introduces the essential role of change agents in realising organisational change (Kanter, 1999a), which is required to bring innovation capabilities into legacy organisations (Ries, 2017). On the other hand, DiLiello and Houghton (2006) suggest that the presence of 'SuperLeaders', a leader that is self-aware and able to empower others, may lead to higher levels of innovation in an organisation. Martin (2011) fosters the idea of 'innovation catalysts' to embed design thinking into organisations.

'Visionary leaders across every kind of business are waking up to new possibilities, ones that blend the best of general management with the emerging discipline of entrepeneurial management.' (Ries, 2017)

Leaders in change-adept organisations. They innovate by helping in new concept development and are open to collaborate and make connections. They bring passion, conviction and confidence in others, 'offering a dream, stretching their horizons, encouraging people to do the same'. Kanter (1999a) states that they should be able to challenge the organisational wisdom, form a vision and share it in 'communicating a compelling aspiration'. They must also be able to build a coalition by identifying key supporters to sell the dream to and understanding the 'politics' of change. Finally, they are described to transfer ownership to a working team by providing 'the protection they need to implement change' and recognition. These skills are reflected in the eight required actions for successful organisational change (Kotter, 2007). However, even though Kanter (1999a) and Kotter (2007) describe the actions and skills required for successful change leaders, questions remain regarding who these leaders are.

SuperLeader

A form of leadership that has been proposed by previous scholars in relation to innovation is the concept of self-leadership, which focuses on autonomy, self-reflection and continuous learning (Manz and Sims, 2001). Within this body of literature, DiLiello and Houghton (2006) introduce the idea of SuperLeaders; leaders who bring out the best in others in promoting creativity rather than conformity, sharing information, collaborating with others and working interdependently. A SuperLeader is a self-motivated, positive thinker, and DiLiello and Houghton (2006) suggest that SuperLeaders are more likely to have higher levels of innovation potential.

Change Leader

Another leadership style that has been proposed in relation to innovation by previous scholars includes transformational leadership (Tushman et al., 2013; Avolio et al. 2009; Yukl, 2008), which stems from literature on change management. Kanter (1999a) introduces the concept of Change

Innovation Catalyst & Change Agent

Another key role described in the literature regarding innovation is that of innovation catalysts (Martin, 2011) and design innovation catalysts (Wrigley, 2013). The role of these catalysts is focused on embedding design in organisations to

Insights:

- To transform large legacy companies to modern companies that explore and exploitate, a structure that that can host innovation needs to be erected.

- This structure requires new accountability systems, processes that support experimentation, a learning culture and people open for change.
- Leadership is especially important for managing exploration.
- Leaders can facilitate the succesful transformation towards an innovative company by taking on new roles.

The building blocks for an innovative company

People
Learning Culture
Experimentation Processes
Innovation accounting
Overarching Shared Vision

Leaders as Facilitators

exploitation   exploration

Leaders

achieve design-led innovation. The catalysts are described to be influential but closer to lower levels of hierarchy in the organisation whereby they need manager's approval to create change. Similarly, Kanter (1999b) proposes 'change agents', leaders of the future coupled to top managers to find and lead innovation projects within many fields and functions. Ries (2017) describes change agents as the leaders who, on a daily basis, drive the larger project of transforming the company, who need cover 'from above, from someone who has the support of the CEO to ensure the change progresses'. Both the change agents (Kanter, 1996b) and the catalysts (Martin, 2011) are selected from within the organisation. On the other hand, the design innovation catalysts (Wrigley, 2016) are described to be external designers embedded in the organisation to bring in design knowledge relevant to the business.

Champion

Wrigley (2016) introduces the design champion inside the organisation as an enabler of the design innovation catalyst by protecting them from organisational politics and assisting communication to the rest of the organisation. Matthews, Bucolo & Wrigley (2012) describe 'champions' as designers who promote a design approach in firms, sponsored by the executive team. They are described as employing change processes, such as formation of a coalition, aligning ideas to company vision and strategy and forming a larger group inside the organisation. Similar to these concepts, Kanter (1999b) describes the potential of 'network champions' to direct internal and external collaboration. Such champions are senior managers in possession of peer credibility, many connections, deep organisational knowledge, diplomatic skills, imagination to see opportunities for connections and an openness to collaborate. In coming from inside the organisation, these champions possess organisational knowledge and connections to provide protection from organisational politics.

Similarly, Ries (2017) proposes that every innovation team needs a sponsor in the company leadership that can be called upon when needed, to provide cover and resolve the problems the team faces in interactions with the wider organisation. This sponsor clears obstacles and has connections to wave problems away but must be engaged on a daily basis. A sponsor with CEO-support must provide cover for the company's change leaders who lead the overall organisational transformation to ensure the change progresses. The 'sponsor' described by Ries (2017) is similar to the champions described by Kanter (1999b) and Matthews, Bucolo & Wrigley (2012). However, empirical evidence regarding such champions is limited.
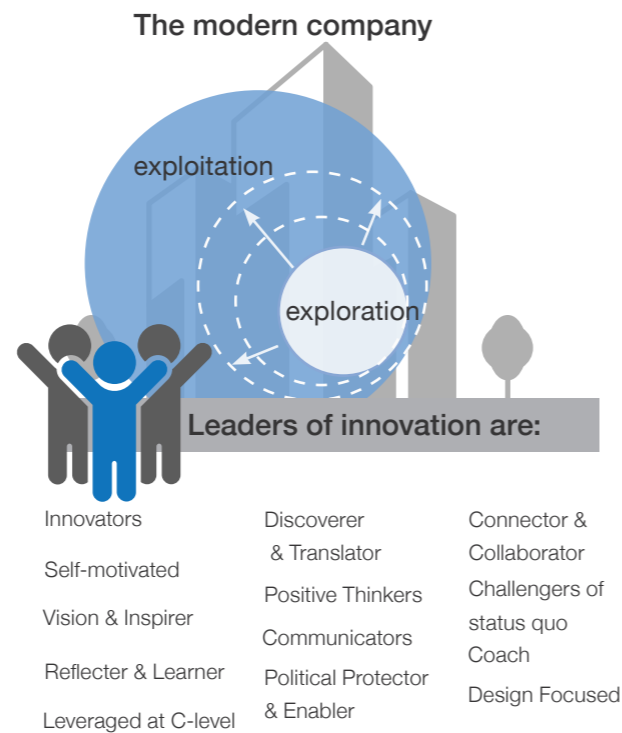
Comparison Leader Characteristics

A summary of these roles and their attributes is provided in figure 1.9. Varying forms of leaders have been described to foster innovation inside organisations. A comparison of the descriptions of these leaders indicates differences in the attributes accredited to them. Furthermore, empirical evidence to illustrate such leaders is limited.

The modern company

exploitation

exploration

Leaders of innovation are:

Innovators

Self-motivated

Vision & Inspirer

Reflecter & Learner

Leveraged at C-level

Discoverer & Translator

Positive Thinkers

Communicators

Political Protector & Enabler

Connector & Collaborator

Challengers of status quo

Coach

Design Focused

Leader Attributes	SuperLeader	Change Leader	Innovation Catalyst	Change Agent	Champion
Innovator	●	●	●	●	
Discoverer & Translator			●		
Positive Thinker	●				
Connector & Collaborator	●	●	●	●	●
Self-motivated	●	●	●	●	●
Vision & Inspirer		●	●	●	●
Communicator	●	●	●	●	●
Challenger of status quo	●	●	●	●	
Political protector & Enabler		●			●
Coach	●	●	●	●	
Learner & reflecter	●				
Leveraged at C-level					●
Design focus				●	●*

*Applies only the champions described by Wrigley (2016) and Matthews et al. (2012).

figure.1.9 Comparison of leadership roles

1.5.10   Supporting roles

Previous scholars have described several supporting roles to enable innovation within the organisation. These can be fulfilled by different leaders from within the organisation. Alternatively, a leader may fulfill multiple roles at once. The supporting roles and their characteristics are described in this section.

'Companies that want to succeed at innovation will need new insights. New viewpoints. And new roles.' (Kelley and Littman, 2006)

The Executive-level Champion
The executive-level champion is to provide support to the champions as the transformation progresses by advocating publicly for the new way of working and making the necessary resources available (Ries, 2017).

A key enabler for transformation at ING is the presence of such an executive champion. Das describes how innovation was lifted to another level: *'The innovation suddenly jumped from being this important to this important, you know where it's now.. everyone is talking about it.'* This change took place when the new CEO determined that innovation was a central part of the new strategy for ING: *'When the new CEO came, he brought a new strategy and wanted to focus on 'Beyond Banking' and innovation. So the CEO is the direct sponsor of innovation at ING, which is highly important.'*

The Investor as a Coach
Managing the politics within the organisation requires a lot of meetings for a project team leader regarding budget. Thus, a group of people who play the role of the investors and form the board of investors is desirable, to hear from teams about their progress (Ries, 2017). They decide if the team gets more funding to continue their idea based on what learnings the teams can present from experiments. Furthermore, they act as the clearinghouse for information about the startup for the rest of the corporation, such that teams deflect questions for status updates from middle managers to the board. As a result, middle managers are forced to rethink about whether they really have a problem that needs solving, and

if they do there is a clear point of contact. Finally, investors serve as coaches and provide strategic advice on an open-ended basis: *'Advisors take on the role of coaches - not spies, not leaders, not executives, not substitute board members' (Ries, 2017).* The characteristics expected of a coach are a guiding vs. controlling mindset, honesty and committment.

The Visionary founder
The founders of the innovation movement need to go from being the leader of a small team to the leader of an ecosystem of small teams over time. Vision provides direction for the strategy and products to be developed in such ecosystems. Without a vision, it is hard for teams to work individually and to determine if a change in strategy is necessary. Thus, Ries (2017) states that a visionary leader must be present to provide vision and direction, and to attract more followers of the movement.

Innovation Ambassadors
Similar to change agents, Esther describes recruiting her own 'innovation ambassadors' to help spread innovation within organisations; enthusiastic people who are intrinsically motivated to spread the new way of working and get others involved. *'Enthusiastic people. Who are also willing to dare to just step out of the crowd and who are also persistent.'* Persistency is key, because *'you will get backfire. And you will get problems: that people don't have money for you, that you don't fit the budget'.* Thus the ambassadors need to be strong enough to say *'okay I'm going to do it anyway'* and *'have guts'.*

Movers
In line with the notion of leading proactive change (Tushman et al., 2013), Anthony distinguishes between different types of decision makers within organisations. The 'movers' are those who are already innovating. They are aware of innovation and possess knowledge of how innovation plays a role internally and externally to their organisation. The five properties they possess are: intrinsic drivers and a high level of self-knowledge; vision; able to provide a safe environment that allows for learning, making mistakes and transparency; able to empower others; a mindset to move from thinking to doing, and a level of engagement in the innovation process. Together, these properties help Movers to foster innovation in their organisation as Anthony states that enablers for innovation are empowerment, safety, engagement and direction. *'Movers are essential to foster innovation within organisations.'* On the other hand, there are the people who are driven by fear to innovate. *'Many executives are driven by fear. They do not possess the knowledge of how to innovate'.*

Personas
Kelley and Littman (2006) introduce personas that play different roles in innovation, to illustrate the various roles required in organisations to enable innovation. They propose that people can switch and play multiple roles to facilitate innovation.

Learning Role
The learning roles are focused on keeping an organisation from becoming too internally focused by continuously questioning the current knowledge. These personas bring new insights to the organisation by observing human behaviour, exploring other cultures and industries and translating findings back to the organisation. Furthermore, they prototype new ideas continuously to learn and take risks to achieve succes through experimentation. Kelley and Littman (2006) describe the learning roles to involve people who are humble and open to

question their own world view.

Organising Role
The organising roles are focused on the politics and process of resource allocation required in large-scale organisations to get ideas realised. They include developing a knack to outsmart roadblocks, bringing eclectic groups within the company together for new collaborations and sparking creative talents of the team. Organising roles are taken on by people who are savvy about the processes required to move ideas forward in organisations, where ideas must continuously compete for time and resources. They recognise the process of budget and resource allocation as a complex game of chess which they play to win (Kelley and Littman, 2006).

Building Role
Finally, the building roles are focused on making innovation happen. They are involved in the innovation act and create an environment where innovation teams can thrive, transforming physical environments into creative performance enhancing environments.

Innovator Roles

Learn — Bring in new knowledge from the customer, experiments and external sources and translate to organisation

Organise — Apply political savvy to overcome roadblocks and empower cross-functional innovation teams

Build — create an environment for creativity and innovate
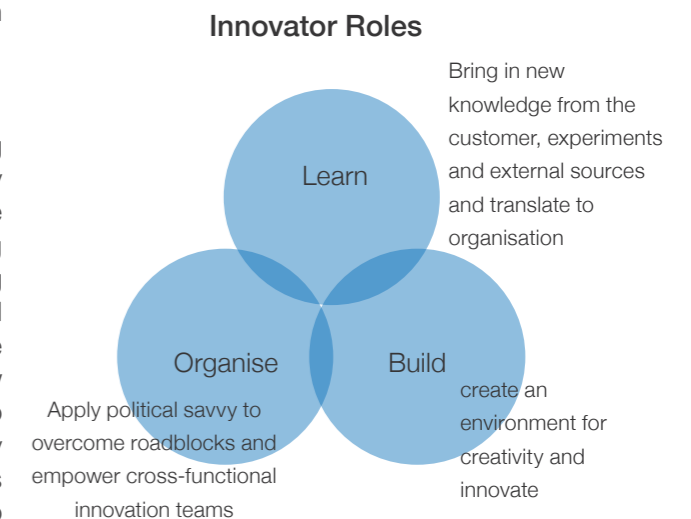
Insights

- Various leaders have been described by previous scholars in relation to leading innovation or change within organisations.
- Furthermore, supporting roles to aid in enabling innovation teams are described.
- These leaders are each described to fulfill different roles required to enable innovation within large-scale organisations.

'At IDEO we believe that innovators focus on the verbs. They're proactive. They're energetic. Innovators set out to create, to experiment, to inspire, to build on new ideas.' (Kelley and Littman, 2006)

Leaders

SuperLeader
- *promote creativity*
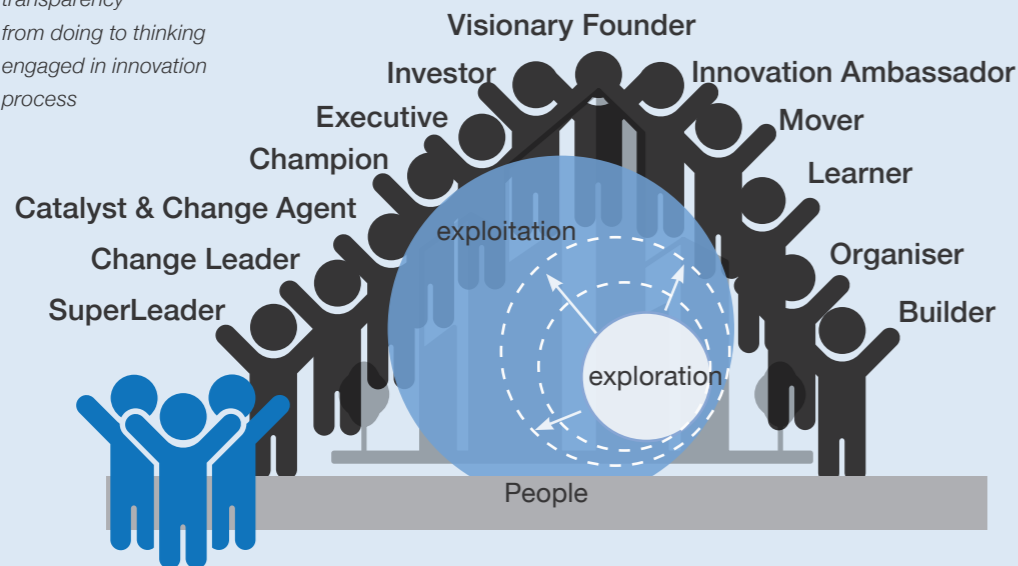- *share information*
- *collaborate*
- *self-motivated positive thinker*

Change Leader
- *innovate*
- *collaborate and connect*
- *envision and share*
- *understand politics*
- *transfer ownership*

Innovation Catalyst & Change Agent
- *bring in and embed knowledge*
- *drive and lead change*

Champion:
- *enable catalysts and change agents*
- *advocate the change*
- *possess credibility, connections and organisational knowledge*
- *provide protection and tools*

Support

Executive Champion
- *support from above*
- *make necessary resources available*

Investor:
- *determine funding*
- *the 'clearinghouse' for the rest*
- *provide strategic advice*

Visionary Founder:
- *provide an inspiring, future-oriented, guiding vision*

Innovation Ambassador:
- *spread the movement*
- *enthusiastic, daring, persistent*

Mover:
- *Proactive innovators*
- *intrinsic drivers, self-knowledge*
- *vision*
- *safe environment for learning, mistakes, transparency*
- *from doing to thinking*
- *engaged in innovation process*

Learner:
- observe and explore
- experiment and learn
- humble and open to question their word view

Organiser:
- outsmart roadblocks
- unite people
- spark innovation

Builder:
- innovate!
- create inspiring environment

Visionary Founder
Investor
Executive
Champion
Catalyst & Change Agent
Change Leader
SuperLeader

Innovation Ambassador
Mover
Learner
Organiser
Builder

exploitation
exploration
People

1.6 Organisational Transformation

As highlighted by many previous scholars, developing the new capabilities for large-scale legacy organisations to innovate on a continuous basis requires a transition at multiple organisational levels. In this section, the phases of such a transformation are further examined.

In moving a legacy organisation towards a modern organisation, Ries (2017) distinguishes three phases of transformation at three organisational levels. In the initial phase the foundation is layed out through experimentation, adaption and translation. This phase focuses on collecting evidence in building a 'critical mass' of success stories and demonstrating that the new way of working is viable and preferable. Next, rapid scaling and implementation takes place, followed by the final phase during which the 'deep systems' of the organisation must be transformed; the most difficult systems to change as they are deeply embedded in the legacy of the company. These systems create the inertial forces that cause people to return to old habits. Therefore, to prevent the transformation from being temporary, these systems need to be addressed. The actions required for each phase and the levels to be targeted are summarised in figure 1.11.

Scale

	Phase 1	Phase 2	Phase 3
Enterprise Level	Get agreements with most senior leaders on definition of success. Focus on leading indicators. Establish criteria to move to phase 2. As successes spread, recruit all early adopters.	Build the transformation organization with heft. Develop coaches, company-specific playbook, new finance and accountability tools like growth boards.	Tackle hardest deep systems: compensation, promotion, finance, resource allocation, supply chain, legal.
Division Level	Enlist small number of senior leaders 'champions' to make exceptions to company policy when needed.	Train all senior leaders, even those not directly responsible for innovation so they have literacy in new way.	Establish growth boards, innovation accounting and strict accountability for all senior leaders to allocate resources to the change.
Team Level	Start small: see what works touch variety of divisions/functions	Scale up number of teams, build programs as needed. Include all divisions/functions.	Make Way of Working tools and training widely available to everyone.

Phase

	Phase 1: Critical Mass	Phase 2: Scaling Up	Phase 3: Deep Systems
Goal	*Build Critical Mass to get senior leadership bought in for a company-wide roll-out.*	*Build organisational weight to have the political capital necessary to tackle the difficult issues in phase 3.*	*Build organisational capability for continous transformation.*

figure.1.11 Roadmap to transformation, adapted from The Startup Way (Ries, 2017)

Corporate innovation: the story of ING
The innovation office at ING consists of several pillars; a pillar focused on exploration of trends and developments that are entered into the accelerator, where teams validate ideas and bring them to market. Another pillar is FinTech, focused on collaboration with external startups and scale-ups. The third pillar is the Transformation office, which is focused on training and engaging the wider organisation in innovation. Special coaches are introduced to teach employees the new innovation methods and ways of working. According to the three phases of transformation, this is part of the transformation at the Enterprise level.

Inspire and execute
Patrick describes that as the innovation department at ING expanded, they moved from the inspiration phase towards the execution phase: *'We started with step 1 to inspire the organisation, and are now on to step 2, the execution. The execution takes place through the accelerator teams, and the transformation of the wider organisation.'*

1.6.12   Transformation & Design

Organisations are increasingly adopting a design approach to define and implement their innovation strategies, for organisational transformation and as a basis for an overarching philosophy to guide the organisation (Calabretta et al., 2016). The authors propose four phases with corresponding strategic design practices for developing an innovation project with an organisation:

1. Setting the objective:
The first phase of initiating a project involves setting the right conditions for innovative thinking (Calabretta et al., 2016), which involves:
- **Envisioning:** helping organisations incorporate a long-term perspective into their innovation strategy and objectives. Through envisioning, future opportunities can be explored and a vision is provided to direct the activities of the organisation.
- **Inspiring:** persuading business stakeholders to think and act differently, embracing more innovative strategic decisions and staying with them over time. Calabretta et al. (2016) describe how designers' use of visualisation, prototyping and their adoption of co-creative approaches help to inspire organisations to change.

2. Configuring
During the configuring phase, the strategic problem space is clarified and the organisation is prepared for the development of the solution. This involves:
- **Simplifying:** selection, connection and synthesis of information and the ability to choose a starting point and act on it in order to lead the organisation towards effective outcomes.
- **Structuring:** Defining and realising each step on the road to achieve the project objectives.

3. Orchestrating
During this phase the interests, objectives and expertise of the various stakeholders involved must be coordinated. This involves:
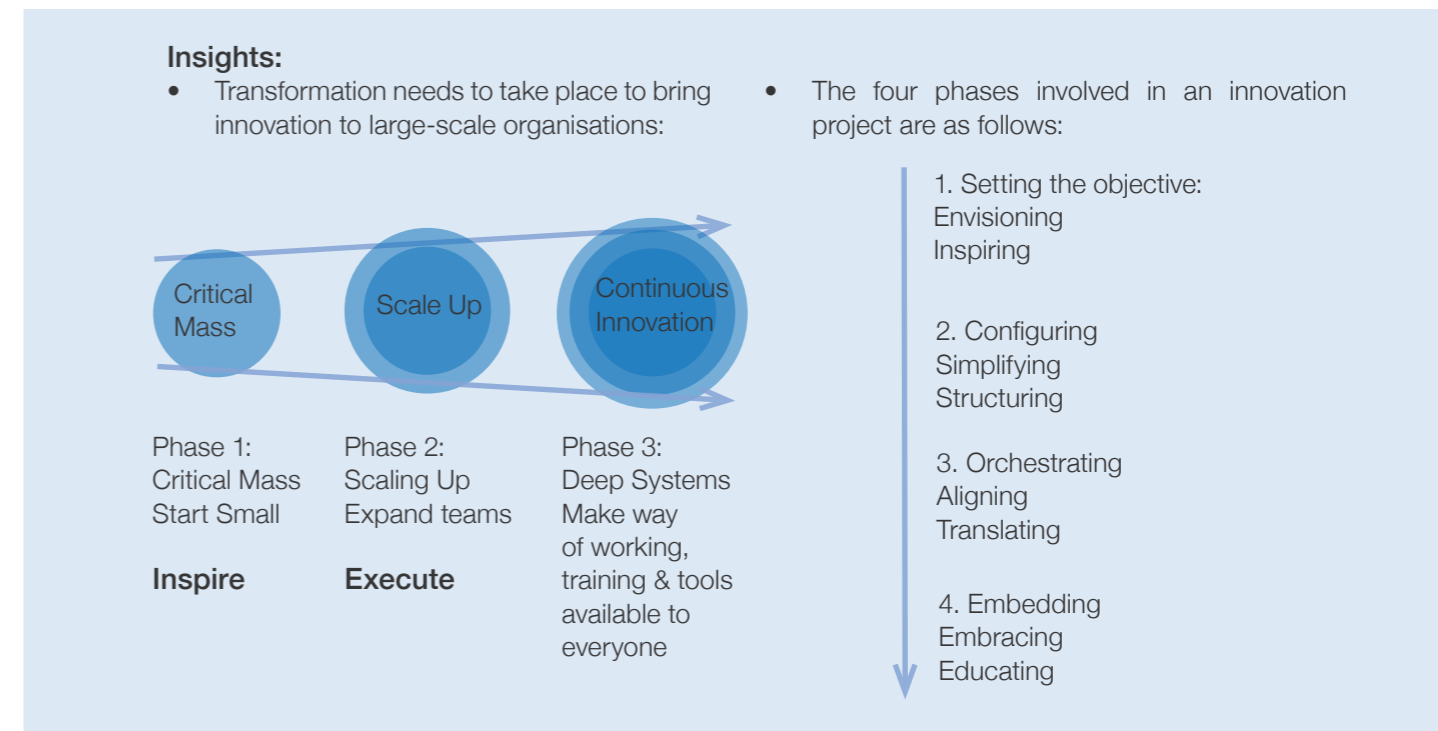- **Aligning:** Steering the solution in a direction that matches the organisation's strategy, values and assets.
- **Translating:** Converting information from one language to another to enable knowledge sharing and creation, and translating the story across different business units. To do so, the goal of each business unit and the metrics and reward systems must be known to design the right story for each business unit- one that will convince people, excite them, engage them and align them (Calabretta et al., 2016).

4. Embedding
The final phase is to ensure that the outcomes of the project are implemented, advice is adopted on permanent basis and ensuring exploitation of the opportunity.
- **Embracing:** Creating widespread organisational commitment to the project outcome, and to the design approach used during the project.
- **Educating:** building design capacity among organisations by teaching them the ins- and outs of design.

Several parallels can be identified between the phases described for an innovation project with an organisation (Calabretta et al., 2016) and the the phases of transformation (Ries, 2017), as it starts with setting the right conditions and formulating a long-term vision; and ends with practices to ensure the outcomes are implemented and become permanent.

Insights:
- Transformation needs to take place to bring innovation to large-scale organisations:
- The four phases involved in an innovation project are as follows:

Phase 1:
Critical Mass
Start Small

Inspire

Phase 2:
Scaling Up
Expand teams

Execute

Phase 3:
Deep Systems
Make way
of working,
training & tools
available to
everyone

1. Setting the objective:
Envisioning
Inspiring

2. Configuring
Simplifying
Structuring

3. Orchestrating
Aligning
Translating

4. Embedding
Embracing
Educating

1.7 Summarising Findings

- For companies to remain relevant in the future, they must become adept at change. Thus, a 'modern' company must be able to run business successfully and innovate continuously.
- To transform large-scale legacy organisations into modern companies, 'exploration start-ups' must be set up. To overcome the barriers to change inside large-scale organisations, it is advised to start small and then scale up.
- A leader is required to act as the driving force of the transformation to innovation. Moreover, such a leader is needed to inspire, guide and manage the 'exploration start-up'.
- For the exploration activities to gain momentum, support from the top is a must.
- At the basis of succesful management of organisations, change and innovation lies an overarching long-term vision that is shared amongst the stakeholders involved.
- Extant literature points to many potential leading roles in change and in innovation. However, the majority of the findings point to leadership styles, not specific cases of individual leaders. Thus, questions remain as to who exactly these people are.

Knowledge Gap:
Who exactly are the leading individuals [visionary innovators] that drive the exploration movement and teams in large-scale legacy organisations?
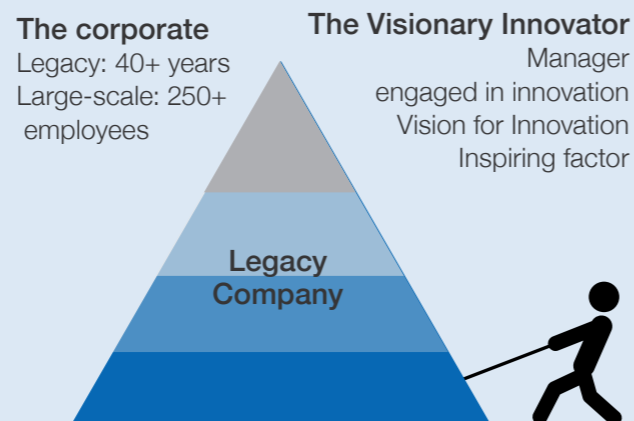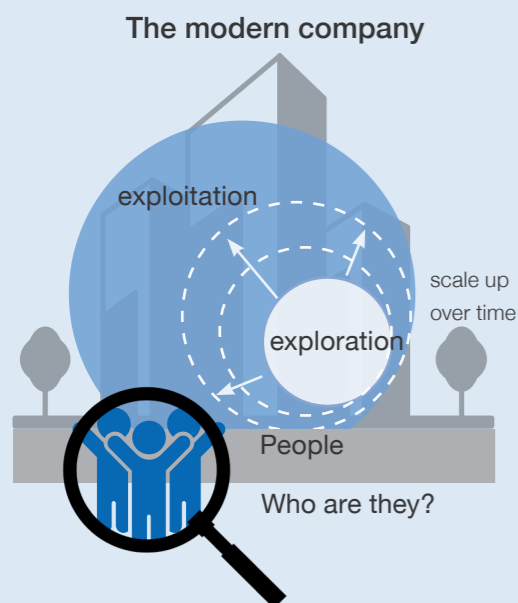*What are their attributes and what challenges do they encounter?*
To address this knowledge gap, and with that the research questions, further research was carried out in the form of interviews.

The Construct: A Visionary Innovator
Based on the literary findings and exploratory interviews, an initial construct of these leading individuals -the visionary innovator- can be made. The visionary innovator is:

- A leader: Management position.
- Driving force of change: Part of an innovation team or any new initiative in the firm to bring change.
- Visionary: Strong vision of what the future should look like.
- Inspiring powers: Ability to get others onboard.
- Support from above? As this is indicated as an important factor for achieving momentum.

Furthermore, the focus lies on enabling innovation within large-scale legacy organisations. For the purpose of this research, I chose to define a large-scale organisation as one that has more than 250 employees*. Additionally, I chose to define legacy organisations as one that exists for more than 40 years. Thus, further research is focused on leaders active in organisations that fit these criteria.

The modern company

exploitation

scale up over time

exploration

People

Who are they?

The corporate
Legacy: 40+ years
Large-scale: 250+ employees

The Visionary Innovator
Manager
engaged in innovation
Vision for Innovation
Inspiring factor

Legacy Company

*As the European Union has defined Small and Medium-Enterprises as companies with <250 employees [Source: European Commission]

1.8 Research Set-up

To address the knowledge gap that has been identified, and to further develop the construct of the visionary innovator, a case study research was carried out through which eight visionary innovators were studied.

Motivation
Building theory from case studies is a research strategy that involves using one or more cases to create theoretical constructs or propositions from case-based, empirical evidence (Eisenhardt, 1989; Eisenhardt and Graebner, 2007). The central notion behind theory-building case research is to use cases as the basis from which to develop theory inductively. The theory is developed by recognising patterns of relationships among constructs within and across cases and their underlying logical arguments. Case studies are rich, empirical descriptions of particular instances of a phenomenon, and multiple cases are discrete experiments that serve to replicate, contrast, and extend the emerging theory (Eisenhardt and Graebner, 2007; Yin, 2003). The theory-building process occurs via recursive analysis of the case data, emerging theory, and later comparison to extant literature.
A case study approach is well-suited for further investigation of a novel construct where a lack of theory and empirical evidence is available (Eisenhardt, 1989). As this is the case for the visionary innovators, this is the main motivation for a theory-building case study research. Furthermore, as case studies emphasize the rich, real-world context in which phenomena occur, case study research was selected to capture the rich context surrounding visionary innovators.

Methodology
The research consists of an empirical study of eight individuals who were identified as visionary innovators through interviews at eight large-scale organisations with more than 250 employees* and established over 40 years ago. Based on findings from preliminary exploratory interviews and a literature study, a construct of the visionary innovator was made. From the construct, criteria

for the selection of each of the individuals were determined to be the following: the individuals held a management position such that they were responsible for managing a team of two or more employees; that had a vision for the future of their company and were able to inspire others with that vision. Additionally, individuals were selected who occupied a role related to innovation, digital, design thinking or change.
The first three individuals were approached as they had experience collaborating with either my chair or supervisor. They were selected based on their leading position in innovation inside a large-scale organisation with a long-standing heritage. The remainder of the cases were selected as theoretically useful cases (Eisenhardt, 1989), therin filling the conceptual category of a visionary innovator. Thus, the individual was approached after being referred to by two employees in the organisation who were posed the question: 'Can you indicate a leader who inspires you and has a vision on how the company should adapt the coming years?'.

The main subject of interest was the visionary innovator, as they play a pivoting role in the research. The main aim was therefore to capture rich insights of these individuals in their working environment. For each case study, information was collected through semi-structured one-hour interviews with the individual at hand. Furthermore, for data triangulation purposes (Eisenhardt, 1989; Yin, 2003; Sanders and Stappers, 2012) besides a first-hand interview with the potential visionary innovator, a team member and an employee from another department were interviewed. This raises confidence in the reliability of the results (Sanders and Stappers, 2012). However, due to the lack of time this was not done for all the eight case studies.

*As the European Union has defined Small and Medium-Enterprises as companies with <250 employees [Source: European Commission]

Interview guide

As the literature points to the importance of vision in leading change, and the construct of the visionary innovator is centred around a leader with a strong vision this was a central theme in the interviews. Furthermore, extant literature highlights the importance of support from top management which was therefore a theme of interest. To structure the interviews, the following themes were discussed:

1. **Background:** Current management role, previous roles, relations with top management.
2. **Vision:** The individual's personal future vision for the organisation and experience in expressing the vision.
3. **Approach:** Methods to express the vision, challenges and learnings on activating others and in realising the vision.
4. **Result:** Motivation to work within the organisation and aspirations for the coming years in terms of their role and vision development.

In interviews with other employees, the main themes discussed were their perception of the leader's vision, characteristics and actions.

As a form of methods triangulation and to dive deepers into the levels of knowledge as indicated in figure 1.13, (Sanders and Stappers, 2012), besides the interviews additional methods to study the visionary innovator were employed. Observation of the visionary innovator was done during a two-week interval at the office of one of the visionary innovators. Furthermore, the emerging theory was compared and contrasted to extant literature.

Case study selection

In total 13 organisations were approached. 16 potential visionary innovators were identified. From these potential visionaries, 13 were open for interviews, and accordingly a one-hour semi-structured interview took place with each of them. After a first analysis of the interviews, it was found that five did not meet all the requirements (they were either not in the position of a management function, did not have a clear vision or were not actively involved in changing their organisation). Thus, eight cases of visionary innovators were selected for further analysis.

Data Analysis

With the consent of the interviewees, the interviews were recorded. Analysis on the wall was chosen as a method to interpret data, as it is recommended for small sample sizes up to around seven participants and allows for the richness of the data to come out (Sanders and Stappers, 2012). Transcripts of the interviews were created,

read and the most important quotes were copied onto cards and placed on the wall. The data was interpreted, related into categories and other patterns to then be used for the proposal of a theoretical framework for the visionary innovator (Sanders and Stappers, 2012). A within case study was done to identify recurring themes for each case study to determine the most important quotes, followed by a cross-case analysis to allow for general patterns to emerge (Eisenhardt, 1989).

Overview of Cases

An overview of each of the organisations and the interviewees is provided in figure 1.14. For anonymity of the cases, fictional names have been provided for the companies and interviewees. For an understanding and as a means of comparison between the visionary innovators, information regarding their reach in terms of team size, the number of years inside the organisation, whether

they have a design background and who they report to is provided in section 1.8.15.

Interestingly, even though each of the visionary innovators sees the potential value of applying design inside the business, and elements of design such as user-centeredness and experimentation are incorporated in their vision, only three of them have a background in design. One may also observe that despite the variation in team size and experience, each of the individuals report to a member of top level management in the organisation.

Emerging Theory

The themes that emerged from the case study research form the basis for a framework created to illustrate the attributes of the visionary innovator. These are presented and elaborated on in the following chapter.
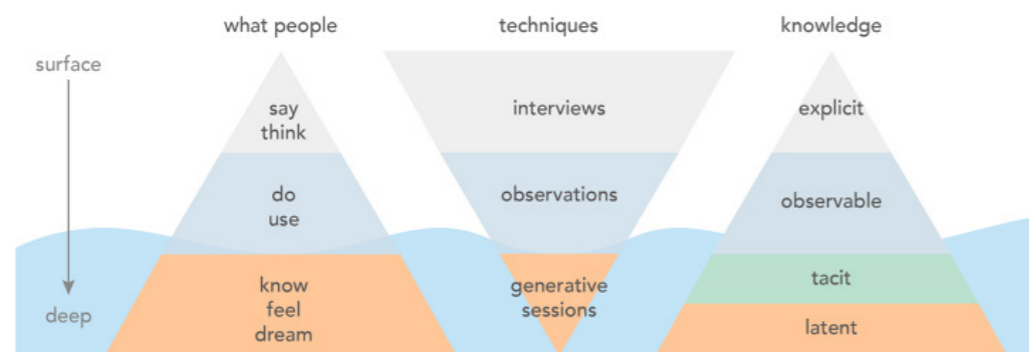
figure.1.13 Uncovering different levels of knowledge, Sanders & Stappers (2012)

Organisation	Type	Name (Fictional)	# Personal Interviews	# other Interviews
FlyMe	Airline	Sam	3 interviews	3+ colleague interviews
ShopGo	Supermarket	Victor	3 interviews	2 colleague interviews
FashForward	Fashion retail	Charlotte	1 interview	1 colleague interview
Electronite	B2B consumer electronics	George	2 interviews	1 colleague interview
Health+	Electronics for healthcare	Michael	1 interview	none
TeleCo	Telecom service	David	1 interview	2 colleague interviews
iBank	Commercial Bank	Anton	1 interview	2 colleague interviews
InsureAll	Insurance	Robin	1 interview	none

figure.1.14 Overview interviews (Note that the names of the visionary innovators and their respective organisations have been adapted for anonymity purposes.)

1.8.15 Overview Case Studies

In this section, a brief introduction of each of the eight visionary innovators is provided. For each visionary innovator information regarding their organisation, their background, years of experience within the organisation, their supervisor and the team they are responsible for is provided. In Appendix A, a detailed description of each case study and corresponding quotes can be found.

'Are you designing or are you being designed?'
-Sam

'Think Big, Start Small. Start Now.'
-Victor

'Provide a dot on the horizon.'
-Charlotte

'look at the world as a designer, and you say "how does this match?"'
-George

'Collaborating like a beehive.'
-Michael

'The peat fire has become a forest fire and everyone is dancing. That's the goal.'
-David

'Innovation eats Strategy for breakfast.'
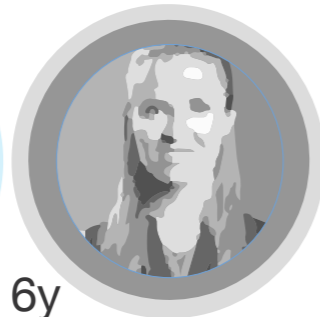-Anton

'It is my goal to innovate the world of Insurance in such a way that in the end no insurances are necessary anymore.'
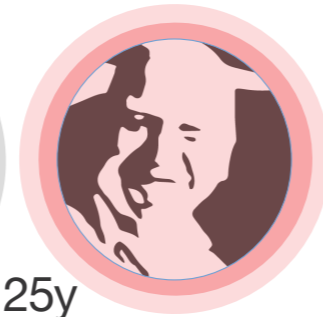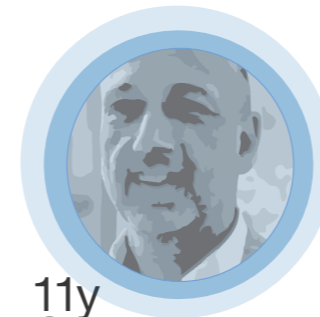-Robin

10y 8y 6y 25y

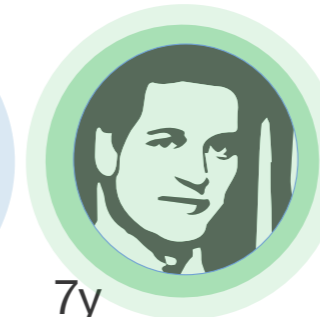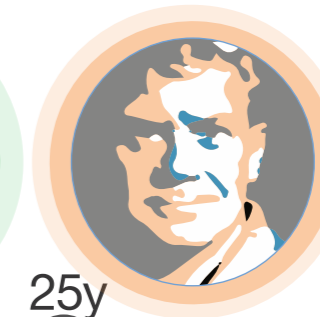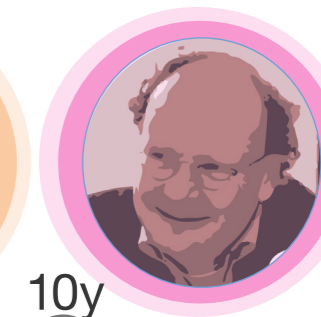11y 7y 25y 10y

Sam
Company: Airline (35,000+ employees)
Background: Business
Experience: 10 years at the company.
Report to: Chief Operations Officer.
Responsible for: Managing of Innovation in Operations, team of 70 employees.

Victor
Company: Supermarket Chain (80,000+ employees)
Background: Business
Experience: 8 years at the company.
Report to: Chief Commercial Officer.
Responsible for: Managing the innovation team, team of 5 employees.

Charlotte
Company: Fashion Industry (18,000+ employees)
Background: Business
Experience: 6 years at the company.
Report to: Chief Financial Officer.
Responsible for: Management of Digital innovation, team of 120 employees.

George
Company: Electronic Consumer Goods (3,000+ employees)
Background: Design and Business
Experience: 25 years at the company.
Report to: Chief Executiver Office.
Responsible for: Embedding Innovation and Design Thinking within the organisation.

Michael
Company: Health+ (70,000+ employees)
Background: Design
Experience: 11 years at the company. 6 years in current role.
Report to: VP Design
Responsible for: Running team of 15 people, embedding Design Thinking inside the organisation.

David
Company: TeleCo (14,000+ employees)
Background: Sustainability
Experience: 6 years at company.
Report to: Board of Directors
Responsible for: Transformation towards an agile organisation. Running alternating teams across the organisation.

Anton
Company: iBank (50,000+ employees)
Background: History & IT
Experience: 45 years at the company.
Report to: Head of innovation Wholesale
Responsible for: To drive and mentor innovation in wholesale banking. Responsible for several innovation teams.

Robin
Company: InsureAll (2,400+ employees)
Background: Business
Experience: 10+ years at the company. 8 years in current role.
Report to: VP Design in Philips Design
Responsible for: Innovation centre, team of 9 people, calls himself a change agent for innovation

1.9 Chapter Review

In this Chapter, the findings from the literature review and expert interviews were provided. Extant literature points to organisational ambidexterity as a crucial capability for organisations to remain relevant in a rapidly changing world. Ambidextrous organisations are able to host both exploration and exploitation activities. To transform large-scale legacy organisations towards ambidextrous organisations, a small team dedicated to exploration i.e. innovation may be set up and expanded over time. Essential factors for the success of such an innovation team is full leadership support, and fostering an experiment and learn mindset in the company.

At the basis of guiding innovation lies a long-term vision. Therefore, as the innovation team is founded a clear overarching vision must be established to drive the exploration activities and to create team energy and dedication. Extant literature further indicates that the vision for innovation must complement the overall company vision.

To build an organisational structure that hosts innovation, previous scholars advocate that organisational change must take place at various organisational levels. This structure requires new accountability systems, processes that support experimentation, a learning culture and people who are open for change. This includes leadership, and extant literature stresses that leadership is especially important for the success of innovation teams. Leaders can facilitate the succesful transformation towards an innovative company by taking on new roles that support innovation.

To transform large-scale legacy organisations into modern companies, several phases of transformation may take place. Previous literary findings propose that in overcoming the barriers to change inside large-scale organisations, it is best to start small and then scale up.

A leader is required to act as the driving force of the transformation, and needs to inspire, guide and manage the innovation teams. For the transformation to gain momentum, support from the top is a must and support from the wider organisation must be attained over time.

Several types of leaders have been positively associated with innovation by previous scholars. Furthermore, supporting roles throughout the organisation to enable the innovation teams are identified. However, the findings point to a lack of empirical evidence regarding individual case descriptions of leaders in innovation. As a result, the research questions remain unanswered.

Thus the knowledge gap remains:
Who exactly are the leading individuals [visionary innovators] that drive the exploration movement and teams in large-scale legacy organisations?
What are their attributes and what challenges do they encounter?
To address this knowledge gap, and with that the research questions proposed at the beginning of this report, a case study research has been set up. The methodology and an overview of each of the eight case studies is provided.

Chapter Two
In the next chapter, the findings from within and cross-case analysis are presented and a framework for the visionary innovator is provided.

2. Define

The findings from within and cross-case analysis are discussed in this chapter. Based on the emerging themes, a model is instroduced that depicts the attributes of the visionary innovator. Furthermore, recurring patterns amongst the challenges encountered by the visionary innovators in leading change are discussed. The attributes and challenges are illustrated through quotes from each of the case studies. Finally, a synthesis of the findings is presented.

In this Chapter:
1. Introduction of the visionary innovator
2. Illustrations in the form of quotes
3. Syntesis

2.1 Introducing the Visionary Innovator

Several patterns have emerged from analysis of the data. The emerging patterns have been clustered into themes and compared to findings from extant literature. A summary of these findings is provided in the following section.

Based on the information collected during the interviews, four recurring themes were identified that the visionary innovators have in common. Thus, in answering the first research question:

What are the attributes of the visionary innovators that make them effective in leading change towards innovation in large-scale organisations?

The findings indicate that these attributes are: shared traits, a strong vision combined with an urge to share this vision, political and business know-how and space provided by their 'superiors' to move freely and carry out the first steps towards realising their vision. Each of these themes are key to overcoming the barriers to change and achieving an impact in a large-scale legacy organisation. It is the combination of these attributes that makes the visionary innovators effective in transforming their organisations towards modern companies that host continuous exploration activities.

To answer the second research question:

How can the visionary innovator be aided in leading change towards innovation in large-scale organisations?

The patterns regarding the challenges that surfaced from the that case study findings were analysed. Based on these patterns, it was found that the visionary innovators can be subdivided by the phase of organisational transformation they have achieved. During each phase, the visionary innovator faces the challenge of managing the responsibilities of leading the team to innovate.
The attributes and the challenges of the visionary innovator are further elaborated on in the following sections.

Self

Vision

Experience

Space
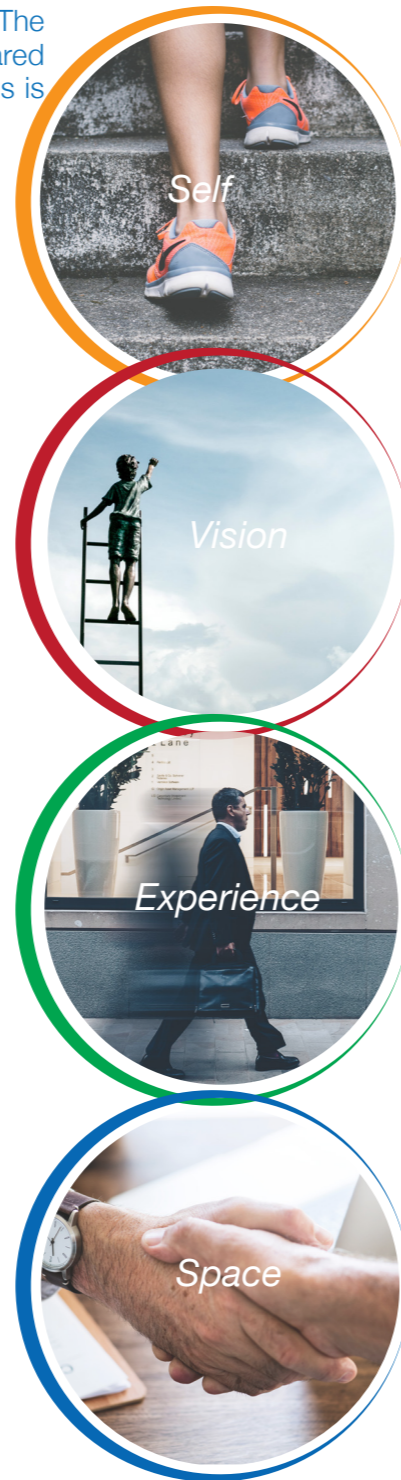
2.1.1 Attributes

The four attributes are combined in a framework for the visionary innovator, illustrated in figure 2.4. At the heart of the framework, one can find the attribute Self, which represents the unique personality and skillset that visionary innovators share. This personality leads them to challenge the status quo and discover new opportunities for innovation for their organisation, followed by quick action to realise such opportunities. Comparing these traits to existing literature, the traits to explore and discover are described in relation to the 'learning roles' (Kelley and Littman, 2006), and speed (Kotter, 2014) and rapid experimentation is discussed by Ries (2017).

The next attribute depicted by the framework is Vision, which represents the visionary innovator's ability to envision a long-term future for the organisation, which involves change. The case studies indicated that visionary innovators have developed a strong vision which they feel passionate about and are determined to pursue. In their enthusiasm regarding this vision, visionary innovators have in common an urge to share the vision and to engage others in their pursuit to realising the vision. The importance of vision is also a recurring theme in extant literature, to lead change (Kotter, 2014; 2007; Kanter, 1999a), and to motivate and guide others in innovation (O'Reilly and Tushman, 2013; Tushman et al., 2013; Kotter , 2014).

Another common phenomenon found across the case studies is Experience. Experience represents the knowledge of internal company politics, processes and culture together with a large network of people that the visionary innovators have accumulated over time, as they occupied a range of positions within their company over the years. Furthermore, Experience also covers the business knowledge that visionary innovators possess regarding the dynamics of a corporate environment and industry expertise.

Impact

Space
Experience
Vision
Self
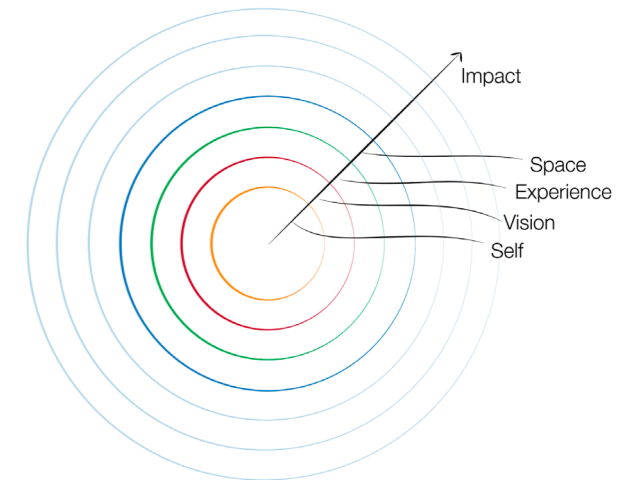
figure.2.4 Attributes of the visionary innovator

This is similar to Kotter (2014)'s description of the volunteers involved in the second operating system who are still involved in running daily business and therefore have organisational knowledge, relationships, credibility, and influence. As also found by Kotter (2014), the visionary innovator therefore understands the need for change and has the motivation and fervour to implement it.

The final attribute presented in the framework is Space, which reflects the common phenomenon amongst visionary innovators of a close connection to top management. As a result, they have the mandate to act freely and full responsibility to create an exploration function within the organisation. This coincides with the mandate that Change Leaders posses (Kanter, 1996a) and the sponsors from executive management that Champions have (Kanter, 1996b; Wrigley, 2016). The importance of such support from above is also stressed in relation to succesful change and the process of setting up an exploration function (O'Reilly and Tushman, 2013; Tushman et al., 2013; Kotter, 2014; Ries, 2017).

The Visionary Innovator

Support from the top

A knack for handling the politics and the business at the company

Loves to think and challenge

Very hands-on and a great networker

Inspires others with vision

2.1.2 Reflection & Development

Selection Bias

I note that in selecting individuals with a management position, it is not surprising to find that they have several years of inside-company experience, as a management position is often accomplished after several years of experience. However, the focus is therefore on experience gained inside their own organisation and the resulting organisational know-how that comes with that. Furthermore, the individuals were selected based on their leading roles in innovation. In selecting the individuals, they were purposefully selected if they were described to have an inspiring vision. Thus, it is not surprising to find that a key attribute is a vision regarding the future of their organisation. Within vision, the focus is therefore on the similarities regarding the content and the actions around the vision.

Besides the four attributes described, another recurring theme that surfaced from the case studies is self-development. The interviews indicate that the visionary innovator possesses a high amount of self-knowledge and a learning mindset. Using these characteristics, the visionary innovator develops and improves his/her attributes over time. As the visionary innovator develops further, the attainable impact within the organisation increases, as illustrated in figure 2.5.

The figure depicts the 'ripple effect' of change throughout the organisation achieved by the visionary innovator, as the change spreads throughout the organisation. As the visionary innovator develops one or more of his/her attributes, the size of each layer grows. Thus, each visionary innovator may differ in terms of size per layer. As the size increases the impact increases.

Relating this theme to findings from literature, it can be found that the general topic of learning and reflection is frequently discussed with regards to exploration activities (Ries, 2017; Kotter, 2014; Tushman et al., 2013). More specifically, personal development and self-reflection are discussed in relation to SuperLeaders (Manz and Sims, 2001; DiLiello and Houghton, 2006).
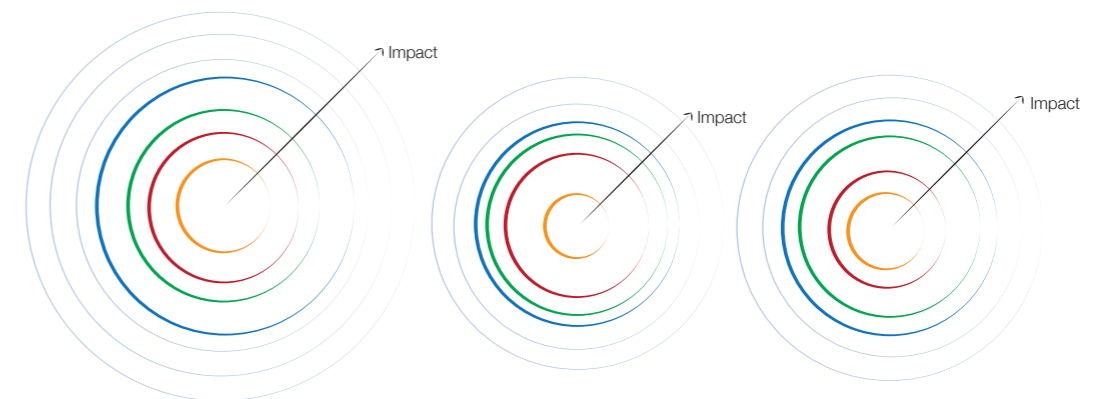
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Impact

Impact

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figure.2.5 Different stages of development of the visionary innovator and varying levels of impact.

2.1.3 Phases of Change

During the cross-case analysis, several contrasts surfaced between the case studies of the visionary innovators regarding team size, support from the organisation and the organisational level at which transformation took place. Some of innovation teams have only been established less than two years prior to the interviews, an indication that some teams may be at the starting phases of transforming their organisation whereas others have advanced much further. For some case studies, the visionary innovators were interviewed at several time intervals within a six month period. In comparing the concerns and challenges expressed by some of these visionary innovators at the different time intervals, it is evident that these evolve over time as the change movement expands throughout the company. Furthermore, the findings point to the difficulty of leading change:

'One word that I would say is representative for our department is 'Growing Pains', we grow and learn but it does not go without pain. (Team Member FlyMe)

In categorising the challenges encountered by the visionary innovators as described in the interviews, patterns emerged between subgroups of case studies. In comparing these patterns to extant literature, parallels could be drawn with the challenges encountered and the three phases of organisational transformation (Ries, 2017). Thus, three phases of change can be established for the visionary innovator.

Phase one
Phase one is the beginning of the 'new movement' that the visionary wants to set in motion. During this phase the visionary innovators indicate the importance of starting small, carrying out small-scale experiments and 'staying under the radar', because of the minimal support present throughout the organisation. Through clearly

delivering value to the business and achieving the first innovation successes, the team carefully expands the amount of space provided by their executive sponsor. The visionary innovator moves from discovering opportunities, laying out the foundations of the movement through developing a vision and recruiting a team, to realisation and delivering innovations. Once the first wins are achieved, the visionary innovator promotes the wins to top level management and the rest of the organisation. As the organisation starts to believe the new way of working is viable and preferable, and the added value of innovation is increasingly understood, the visionary innovator is ready to scale up and expand his team, moving to phase 2.

Phase two
In phase two, the focus is on scaling up the movement. This involves recruiting additional 'believers' of the movement to join the innovation teams. Larger and bolder innovation projects can be set up. It also includes scaling up the experiments and increasing the visibility of the movement through presentations. To lay the foundations for company-wide change, the visionary innovator and the teams organise workshops with people from throughout the company to introduce them to the new way of working and foster an innovation mindset. Furthermore, to make changes permanent the visionary innovator restructures departments, introduces new accountability measures, tools and methods where possible. In the meantime, the visionary innovator works hard to make sure the innovation teams are enabled to do their work by providing the necessary resources and resolving political problems.

Phase three
Phase three is about empowering the organisation and preparing to move out in the long term. The movement is widely recognised and supported throughout the organisation at all levels of management. Each of the visionary innovators

explain in the interviews that ideally, in the long term their role would be obsolete such that the organisation possesses the capabilities to innovate and adapt at a continuous basis. To achieve this, the movement must be integrated within the entire organisationand be legitimised, therein receiving full recognition from the organisation. This means that the 'deep systems' of the organisation must be transformed; the most difficult systems to change that are deeply embedded in the legacy of the company (Ries, 2017). Furthermore, the way of working must be systemised, the vision fully understood and shared by the team and full support from the top and middle managers must be present such that the teams are fully empowered to work autonomously.

The phases of the change of the organisation are visualised in figure 2.6, together with an indication of the phase that applies to each of the case studies.

'Our team is now fully visible internally and externally, we are embraced like never before. Even the Big Bosses recognise and value us.. Who would have thought so a couple of months ago.' (Victor)
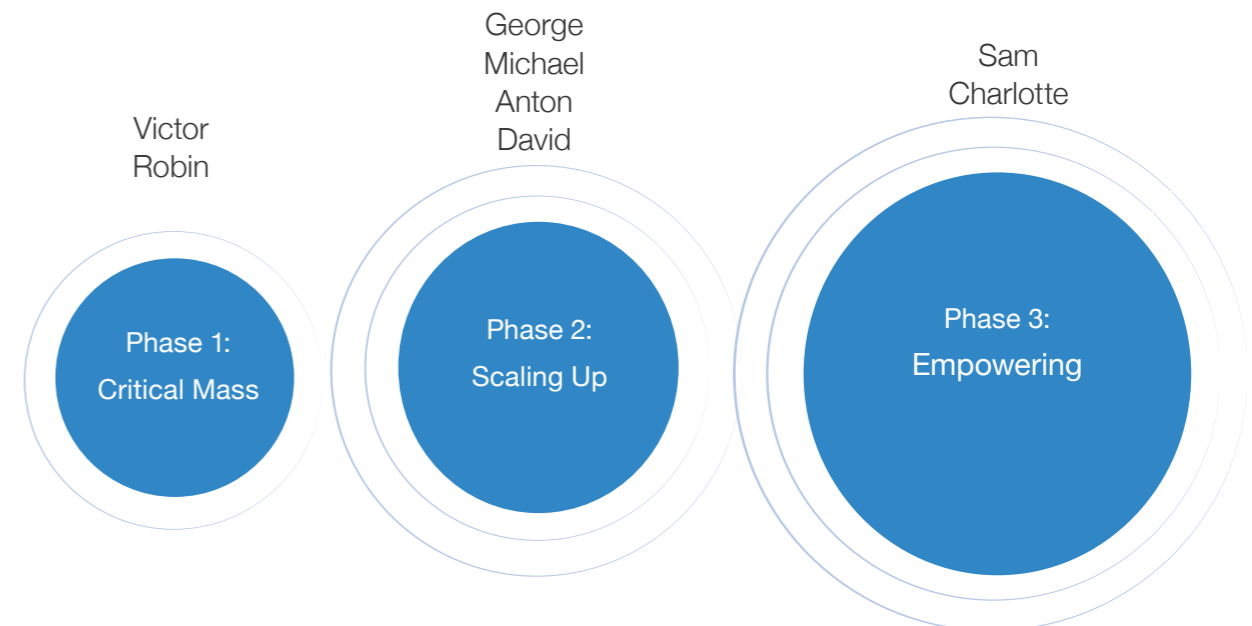

figure.2.6 The three phases of change

2.2 Attributes of the Visionary Innovator

The attributes identified recurred in each of the case studies of the visionary innovators. In this section, the attributes are further elaborated upon and illustrations in the form of quotes from each case study are provided.

2.2.8 Self

In comparing the behavior and personalities of the eight visionary innovators, the case studies indicate four common traits. Based on these traits, I call them holistic thinkers, daring challengers, smart connectors and pragmatic doers. The combination of these traits are what lead visionary innovators to discover opportunities for innovation, followed by the realisation of innovations. Thus, the visionary innovators possess the ability to move from the discovery phase towards the active realisation phase of ideas, as illustrated in figure 2.7.

Holistic Thinkers
Daring Challengers
Smart Connectors
Pragmatic Doers

figure.2.7 Traits

Holistic Thinkers

A key recurring theme in the interviews is that visionary innovators are strong analytical thinkers. Sam's colleague describes him as a fast thinker: 'He is incredibly quick at thinking far and fast ahead. I find it fascinating'. And Charlotte describes how she analyses the long term effects for the organisation: 'I always try to think logically and rationally. And always in the long term interest of the company and not my personal aspiration.' Victor even explains in an interview:'I have to admit, I am a bit more of a thinker than a do-er'.

Some visionary innovators are described to possess extensive knowledge. As such, Robin explains 'I enjoy giving lectures to students on business and innovation on some weekends', and a colleague describes Anton as being 'The

innovation guru within iBank, he possesses so much knowledge on anything innovation related that everyone knows to find him'.

In terms of holistic thinking, George explains that he constantly considers 'what is the impact on short term and long term, direct and indirect, to our business. Why is it relevant?'.
Similarly, Michael talks holistically about Design Thinking: 'Let's talk thoroughly on the content of Design Thinking, yes it is complex. If you want to impact society you need to dive deeper than four simple steps.' David describes that he prefers a holistic approach: 'I try to address the entire context; from customer to technique to output. No one else seems to want to do that, because it touches on a lot of subject from finance, technique, compliance, management to culture.'
Charlotte summarises these traits herself, in describing the qualities and qualities she looks for in others: '*I really believe that the people you need are very positive and think in terms of solutions instead of problems and possess the ability to see and understand the bigger picture instead of building a small solution in silo*'. Such holistic thinking is discussed by Smith & Tushman (2005); O'Reilly and Tushman (2013), who describe the ability to deal with strategic contradictions between, for example, the short-term and long-term, exploration and exploitation, focus and flexibility as crucial managerial skills. Kanter (2011) further describes the ability to switch interchangeably between 'zooming in' and 'zooming out' as a necessary managerial skill.

Daring Challengers

Another common recurring theme is their courage to challenge the status quo and to take risks in trying something new, making them 'daring challengers'. They describe their mission to challenge the current systems, processes and

culture within their organisation:
It's kind of a countermovement [...] You have this old myth from Promoteus who steals the fire from the Gods to give it to the people. I like that. That movement against the culture [...] I enjoy bringing this culture into the business, and knocking out that old-fashioned topdown command and control. (Sam)

I notice there's a strong culture of 'Yes-ism' and doing what you are told by the boss. I prefer that my team says 'no, we're not going to do that'. And adding that rebelliousness of 'you have to use the system' 'we're not going by the system'. (Victor)

I am occasionally still tensed to confront people, but it is what I do. But I really believe in TeleCo and the change we need to go through. (David)

We were very much inspired. We thought 'How can you not see that this is the truth?'. So we came to them, to tell them how they should work. (Michael)

Moreover, the visionary innovators stand to challenge anyone, independent of hierarchy; 'I challenge my CEO too sometimes, regarding his idea of Horizon 3 projects' (George).

I went to the CEO and he asked me; what do you think the future of the digital showroom looks like? I told him we need to set up a separate department for this as the topic is too important. [...] And then he literally said 'Great, do you want to set this up?' (Charlotte)

In line with these findings, DiLiello and Houghton (2006) state that challenging the status quo are needed to redesign bureaucratic processes. Kotter (2007) similarly describes that leaders who successfully transform businesses are able to convince managers that 'the status quo is more dangerous than the unknown', and should 'encourage risk taking and non-traditional ideas and actions'. The tone of voice of some of the visionary innovators goes beyond challenging the

status quo to rebellion, which goes further than descriptions from previous scholars:
If you really want to do something, you need to tell your own supervisor 'whatever, I am going to do it.' You need to dare to act on the edge. (Victor)

One of the senior-VPs said to me '[Sam], you're supposed to check such a presentation before you send it to us.' And I told him 'well, that's something I am never going to do.' I think that's such incredible nonsense. (Sam)

Being a rebel is a lonely profession. It varies from 'pinpricks' to occasionally getting angry. Trying to see where you can influence things. But also safeguarding your own borders; what things you don't mind and what things you decide not to go along with anymore.' (Anton)

Victor started doing things differently and fighting the established order. If you call your team 'The rebels', like he did, you really send a signal out to everyone. (Team member, SuperGo)

Pragmatic Do-ers

Even though the case study findings indicate strong thinking as a common characteristic for visionary innovators, the visionary innovators themselves unanimously agree that the ability to 'Do' i.e. act is more important. They express focusing more on doing than thinking:
Inherently I am an introvert boy, who really loves thinking. But what I noticed, I get disappointed when nothing becomes of it. So I taught myself to think, how can I make sure my ideas get realised. Then, at some point I discovered that you need to go do it yourself. So I actually became very good at that, if I may say so. (Sam)

You can think a lot but in the end you need to start doing. So the first quarter I was in thinking mode, and then I thought 'start now. Just do it.' So I deflected from lots of strategising and thinking to just doing. (Victor)

Connector

Do-er

Challenger

Thinker

We try to do as many things as possible simultaneously, because if you don't start now with the things that you want to achieve in two years then you will not get there. So I try to combine a pragmatic approach and a more long-term approach. (Charlotte)

Do hands-on workshops.. move to execution mode. Develop, develop, develop. (George)

When I see an opportunity, I just start. In my position I receive information very quickly, to determine where it hurts in the organisation. And then I jump in. (David)

This is key to what makes the visionary innovator so effective; their urge to realise their vision quickly. This emphasis on 'doing' is discussed by Kotter (2014), who proposes that the second operating system works with higher agility and speed 'searching, doing, learning, and modifying'. Furthermore, Anthony describes the characteristic of moving from thinking to doing amongst Movers. This idea of moving from thinking to doing is echoed in the new way of working that the visionary innovators describe to introduce in their organisations, focused on learning by doing, and experimentation:

Silos, that's what I literally see here. So my conviction was to encourage people to collaborate more and to create something together. To help them think up solutions and prototype them, so they go out to test them to learn what works. (Michael)

My motto is 'Innovation eats strategy for breakfast.' I move much quicker than any strategist can think. For me, innovation is a matter of doing. My vision in short is: Do. That translates to establishing a mindset and method that enables starting many things, quickly seting up a good team, quickly investigating whether the idea is good, and quickly quitting if it isn't good.' (Anton)

Smart Connectors

Another key trait that surfaced as a common theme is their ability to connect relevant developments and bringing them to the company and to bring people together for fruitful collaborations:

One of the learnings I got is that again I think differently. […] I see connections […] you have to continually translate what you see to others and what that connection could be to others. (George)

Flying to San Francisco and talking to a founder of a start-up, going to a conference for start-ups and going to a bar at night talking to the most interesting people. Just do it. Going to a conference where you know the airline's CEO's will be and then saying, 'I Want to talk to the CEO of Southwest and Jetblue as those are very cool airlines, I just want to ask him his opinion.' Those kind of things. Just do it. (Sam)

[Victor] is a really good connector. He is always able to connect people or companies of which he knows they could benefit from each other. He is very social and thoughtful. [..] And his strength is being able to switch between all levels, from the executives to us and recruiting interns. (Team member, ShopGo)

Health+ is a company with a lot of knowledge spread across lots of buildings in rooms that do not unite. My aim was to get the people out of their rooms, bring them together, unite them. (Michael)

Externally and additionally reading a lot. […] I always try to be occupied with innovative things that have not yet been explored, which I think could be relevant for TeleCo. (David)

The connector role is further characterised by an optimistic and opportunistic mindset:

In that sense I am very opportunistic. I think you need to look at things like; where are the opportunities, what can potentially turn into something successful, try that out and see if you really have something there and then go for it with full conviction. That is my personal vision. (Anton)

2.2.9 Vision

Noticing things such as 'hey, if we do this, we need to talk to this person and keep this other person in the loop to be able to set up this project with success.' That's the type of people you need. (Charlotte)

Through their opportunism they are 'smart connectors', a factor that makes them indispensable in a large-scale organisation, where chance is not enough to bring the right people together. This is in line with Kanter (1999)'s notion that leaders in change-adept organisations share an openness to collaborate and make connections. Furthermore, Kotter and Cohen (2002) state that in highly successful change efforts 'you take away a pessimistic skipper and give the crew an optimistic boss.'

An important factor that characterises the visionary innovator is the possession of a strong vision regarding the future of their organisation.

'Leaders establish the vision for the future and set the strategy for getting there' (John P. Kotter)

Customer is Key and Power to the People
Even though in each case study the individuals describe a vision attuned to their own organisation, parallels can be drawn between their visions. As such, they stress the importance of the customer and the ability to adapt to changing customer needs. Furthermore, they believe direct and quick realisation are key to remain competitive. Also, they believe in empowering people inside the business to innovate. To do so, they actively restructure departments to remove silos, get rid of abundant decision makers and spark creativity.

I believe in the culture change of making your own people more effective. Just get rid of all those meetings and make sure you start thinking yourself, because people are capable of doing that themselves. (Victor)

I strongly believe in respecting people's expertise. So instead of saying 'this is what you should do, build this' more 'how would you solve this, what do you see?' And using everyone's input in that manner. (Charlotte)

I try to organise it in such a manner that everyone understands when they work, how they add value to TeleCo and to the customer. And I sacredly believe in bottom-up. Turning around control. Leadership where necessary, and managing to facilitate teams. (David)

We have a lot of fantastic colleagues [...] but they determine from the office what needs to happen. I don't believe in that. [..] How can we turn that around? How can we empower the customer and the operating staff to influence what their future looks like? (Sam)

Share a compelling vision
The case studies further indicate that visionary innovators have in common an urge to actively propagate this vision and to engage others in their pursuit to realising the vision. In empathising with their audience they are able to translate their vision so that it catches on. Previous scholars describe the importance of vision to lead change (Kotter, 2014; 2007; Kanter, 1999a), and to motivate and guide others in innovation (O'Reilly and Tushman, 2013; Tushman et al., 2013; Kotter, 2014). The visionary innovators express their awareness of the importance of providing vision:

'Repetition does not spoil the prayer', I better over-communicate than under-communicate, because you can't expect the message to always land in large teams as these. (Charlotte)

It's inspiring them and showing them also that other companies are doing it successfully. [..] Again it's not new in transformation, but it's something that you have to be very practical at, very concrete. (George)

If you contaminate people with a compelling talk in front of 80 category managers, and tell them 'kill meetings to free up your agenda's' then it reflects back in their work and they get time to experiment. (Victor)

The only thing I do is set bins on fire to get people to start running. And to enthuse them. We did a tour throughout the country to propagate it. (David)

You need to tell and show them consistently [...] Especially make sure that you give them examples and lessons learned. Show them successes, it's

the proof of the pudding with which you show them. (Anton)

If you tell a completely visionary story that's almost science fiction, people will not follow. You need to tell an interesting story that is thoroughly thought out, is spot on and can be told with much enthusiasm (Michael)

You need to sell your story there, so I try to make people dream, dream along with the story I am telling. (Sam)

I'm not going to try to get people to tag along when they aren't interested. If people are interested in joining my vision, they will come to me. That's what I see when I give internal talks, afterwards a new group of people comes over and asks how they can join. (Robin)

A source of Inspiration
Finally, what further surfaced during the interviews is that visionary innovators feel passionate and determined about their vision, similar to the volunteers described by Kotter (2014) who bring energy, commitment and enthusiasm to the network. As a result they have an inspiring quality about them, as described by their colleagues:
It's incredible how many times people meet Sam for the first time and afterwards they say to me 'wow, he is such an inspiring man'. (Colleague, FlyMe)

I find Charlotte a highly inspiring person. An inspiring person for me is someone who is authentic and autonomous. And she really fought to get where she is now. (Colleague, FashForward)

I find David inspiring, because he is really authentic but at the same time he clearly has a passion for what he is doing and brings energy. (Colleague, TeleCo)

2.2.10   Experience

Similar to the change agent, champion and catalyst (Kanter, 1999b; Matthews et al., 2012; Ries, 2017; Martin, 2011; Wrigley, 2016), the visionary innovator emerges from inside the organisation. As a result, he/she possesses organisational knowledge and connections to provide protection from organisational politics and business know-how to keep the teams moving within the context of the relentless big corporation.

Motivation
In comparing the experience of the visionary innovators, we found that they each have more than five years of experience inside their organisation. This experience is what triggered their motivation to initiate change inside their organisation:
I worked beside our CCO. I saw how it goes in terms of culture towards her vs. me. Everyone is used to nodding yes. But I like thinking differently. (Victor)

And the more i noticed, the way we worked was comparable to an oil tanker. If TeleCo wants to keep the right to exist, it must become a more flexible and flatter organisation. (David)

Such intrinsic motivation triggered by years of inside-company experience is not evident in the leadership roles covered in the literature analysis.

Deliver
Over the years, the visionary innovators have accumulated specific and general business expertise. The interviews indicate that they are well-aware of the urgency to run a business and deliver in the short term as is expected in large-scale organisations:
Go go go, win with everything we've got because we are part of a corporate, and we want to get our way because otherwise we cannot realise our dream. (Sam)

In his previous roles [Victor] learned what it is like to have to make profits. And also to collect evidence that something works and will yield profits and not

only costs, because he knows then it is not going to last. (Team member, SuperGo)

In these large-scale corporates you often do not have two years' time to deliver nothing, so you need to deliver in the short term. (Victor)

We are even setting up our own startup, so we can sell it to other companies. [..] We hope next year we have our first client. (Charlotte)

Which illustrates how she puts to use her business knowhow to commercialise one of the innovaton projects developed.

Political Savvy & Pragmatic Solutions
Furthermore, during years inside their own organisation they accumulated political know-how, as Sam's colleague describes: '*[Sam] is extremely good at politics. Don't forget that he is one of the youngest directors at FlyMe, ever. There's a reason for that.*' As a result, visionary innovators share an ability to dream big but to translate ideas into the corporate language and actions required to receive support from executive management. For example, they describe purposefully focussing on innovations that fit within the organisation's overall vision:
So this is my dream in the future, but first let's go back to the company's strategy, because then we have another hook and then everyone can say it falls within the strategy. And experiments help too. And it's that language you have to understand. (Victor)

The [name of the department], that's also a pragmatic solution of mine.[..] We received a lot of push-back from the organisation and by wrapping it as a 'support department', people thought 'fine, there's only so much harm they can do'. So then we positioned it that way, to then continue powerfully to ensure we could realise that change. (Sam)

My main focus and my biggest allies, and I'm creating them, will be the business leads [...] because they

have the budgets to make things happen, make changes in organisations. (George)

Such translation of new ideas to the organisation's vision is also described by Wrigley (2016) as a capability of Design Champions. Furthermore, business know-how is described as essential by Kanter (1999a) and Kotter (2007). Deep organisational knowledge is described as an attribute of Network Champions (Kanter, 1999b) Additionally, organisational and political understanding are described as required capabilities for Change Leaders (Kanter, 1999a).

Provide Cover
Another common phenomenon found across the case studies is the large network of people that the visionary innovators have accumulated over time. The combination of their network and political know-how gives them influence within the organisation to remove obstacles that resist the change they pursuit. Moreover, they are skilled at empowering the teams to innovate:
[Sam] is very good at protecting his people against bureaucratic hassles. [..] That means he does not bother us with abstract objectives from the top such as KPI's. (Team member, FlyMe)

In most cases, [Victor] clears the road for us. He is a kind of gatekeeper that literally protects us from all the barriers. (Team member, ShopGo)

I jump in in the instances where it gets really tough, where people get stuck. Sometimes it's mediation. (David)

Your responsibility increasingly shifts to telling narratives and internal company politics to keep your growing teams running. (Michael)

My role is to support the innovation teams, to help them when they run into obstacles. (Anton)

Sam excells at the political game and has the

influence to make decisions. He has the credibility to play the highest boss, so when a team is up against something they can't beat, they need Sam. (Team member, FlyMe)

I make sure the middle management does not get in the way to innovation. They are often counteractive because they have short-term goals and therefore do not feel like cooperating. (Robin)

In line with these findings, Kelley and Littman (2006) describe the 'Organising Roles' required to play the political game and provide the resources and attention for innovation teams. Furthermore, an important ability for Change Leaders and Champions is the ability to provide protection from organisational barriers (Ries, 2017; Wrigley, 2016; Matthews et al., 2012; Kanter, 1999a; 1999b). Kanter (1999a) further describes that change leaders must transfer ownership to a working team, 'provide coaching and resources and patrol the boundaries within which the team can freely operate'. They must 'Set boundaries for collaboration, autonomy and sharing of knowledge and ideas'. Kotter and Cohen (2002) describe empowerment as being 'all about removing barriers'. Furthermore, DiLiello and Houghton (2006) advocate environments that support innovation through encouraging autonomy.

2.2.11   Space

The fourth recurring attribute amongst visionary innovators is space to realise their vision. Each of the four individuals receive support from executive management to enact their vision. Such mandate is essential to achieve the impact they desire: *[My CCO] is not the easiest person. But she gives me space, and I have to take that space. (Victor)*

The believer community is growing bigger and bigger, because also it's endorsed from the top! Because again the CEO is pushing it too [..] so I'm not alone in this. (George)

It grew organically, but because I report directly to the executive board so there is little choice not to do so. (Sam)

And that is a big advantage and you will see this in many large companies, you need management support, without that one sponsor in the top who believes 100% in your idea, it is tough. We were in luck with a CEO that really... he believes in it. (Charlotte)

I need support from the top level. If I don't, I can't do my job. I need protection from the board of advisors. That's why I can do what I do. But I always try to postpone playing the power card to win trust. (David)

In the case of Robin, the mandate was clearly present. During a visit to the innovation centre to interview Robin, the company CEO was there on his occasional visit to the center to show his full support.
Such mandate is described in relation to Change Leaders (Kanter, 1996a) and by Kotter (2007) who recommends a coalition with enough power to lead the change. The Champion is described to have sponsors from executive management (Kanter, 1996b; Wrigley, 2016). However, Change Agents and Innovation Catalysts are not necessarily in possession of such power. Kotter (2014) stresses the importance of an organisation's leadership to launch and maintain such an exploration network.

It must be the executive committee that creates it and explicitly support it.

Legitimisation
Finally, the visionary innovators indicate how the next step is to legitimise and professionalise the innovation team and the processes they introduce:

With the arrival of the new CEO 4,5 years ago, he boosted innovation within the company. And then you enter the phase where you need to organise and control. We are currently in that conflict. […] How can you make room for the disruptive nature of innovation in a company, but ensure you do not over-organise and over-control it? (Anton)

Within Health+ everyone understand that the clover process we designed represents Health+ Design. So it is really put forward as the official way and professionalised. (Michael)

The managing board now also states that our way of working is they way for change within FlyMe. (Sam)

Similarly, extant literature discusses how exploration must be treated as a legitimate part of the organisation and be explicitly supported by executive management (Kotter, 2014; Ries, 2017).

2.3 Reflection and Development

The case study interviews indicate that the visionary innovators value reflection highly, and aim to dedicate part of their time reflecting. Moreover, they indicate that they value reflection with team members. Instead of seeing themselves as a leader, they prefer to see themselves as a coach.

Self-Reflection and Development
On a personal level each of the individuals value learning and reflection highly. They spend weekly moments reflecting on their vision, strengths and weaknesses and aim to constantly develop themselves: *I tend to reflect on my role, my actions and how I appeared. I really believe that you can't be a good leader without understanding who you are. (Charlotte)*

I really enjoy taking a moment to reflect on what I think should happen next and that can concern anything; from paving stones to world peace. And that's what actually gives me energy. (Sam)

The act of mapping out where I am in a trajectory, your strengths and weaknesses and where you need to turn to help is very valuable. (Michael)

That is also a learning experience. And then you go to the next step. […] You are never done learning. (David)

Furthermore, they contemplate new sources of inspiration externally and internally. As such, they are not bounded to the limits of their organisation. *The small technical side, I'm trying to be on the business side, and also try to do the design side. Trying to have a global view, I read a lot in those three components this gives me the richness to be able to talk with our business leads. (George)*

Fly to San Francisco to talk to the founder of a start-up, a conference […] And then on the contrary also talk to the plumber, to see if I am able to explain to him that same dream I have and then check his response and then learn from it. […] I try to do that every day. (Sam)

I tend to marinate it for a while. I use Wunderlist and literally when I read an article or talk to someone and I think 'That's interesting, I need to put that in my vision document' then I write it down. (Charlotte)

The self-leadership literature advocates that an effective leader must 'have an intimate knowledge of oneself and must be able to self-reflect, self-evaluate and self-direct' (DiLiello and Houghton, 2006). Furthermore, Kanter (1999a, 1999b) stresses the importance of improving competence by learning, and connections in the form of collaborations. This corresponds to the reflection and development of the visionary innovator, and their contemplation of information outside the organisation.

Coach
Part of their vision is also to stimulate others in 'thinking big'. Thus, a common theme is their ability to coach others: 'You need to facilitate and coach them so that they become masters' (George).

I have the ambition to help the young millenial generation spread their wings with their own talents. [...] I ask him what do you want to learn? You do that. I prefer to have my people develop their skills than to put them in a cage. (Victor)

That's leadership, go somewhere that otherwise does not exist, search for people who believe in it and who develop and improve from the journey in itself. And that's how I try to shape it. (Sam)

I set up a mentor programme for students. I am an Innovator for life and I want others to be able to experience that too. (Anton)

I find Sam very inspiring [..] he really listens to his people and does not tell them how it should be done. He brings out the best in people. (Teammember, FlyMe)

One day you're a coach, one day you're a consultant, the next day a mediator. I feel comfortable with that as it gives me freedom to learn new things. (David)

This coaching ability also includes stimulating others to adopt the new way of working and understand the value of learning. To facilitate the teams to experiment and learn, the visionary innovators create an environment and a culture that fosters amd rewards experimentation:
We each have our own responsibility, our own freedom and our full trust in each other. That gives us a lot of intrinsic motivation to go for it all the way. (Simone)

I don't know if I'm a leader, I would say.. no leader isn't the right word. I see myself as the driving force to a team that is accelerating. (Victor)

When people mess up. She prefers to think in terms of solutions instead of holding people accountable. Then she says 'That's not so clever, so instead try to do it like this'. (Team member FashForward)

The change lies in getting people to dare, and that as a result of that they do not get punished. Such that in case they show guts, they are free to fail. (Team member, SuperGo)

Such a coaching mindset recurs in extant literature. As such, SuperLeaders are described to bring out the best in others (DiLiello and Houghton, 2006) and Change Leaders to 'bring confidence in others', encouraging them (Kanter, 1999a). The innovation catalyst and change agents use coaching to embed design and change into the organisation. Similarly, to support innovation activities Ries (2017) discusses the appointment of internal coaches that are a guiding, honest and

committed. Furthermore, to guide teams through the adoption process of new ways of working Ries (2017) states that leaders need to take on the role of a coach, shifting their leadership role from directive to open and inquisitive.

2.4 Comparison to literature

Similar to the change agent (Kanter 1996b; Ries, 2017), catalyst (Martin, 2011; Wrigley, 2016) and champions (Kanter, 1999b; Matthews, Bucolo & Wrigley (2012) the visionary innovators come from inside the organisation. As a result, they possess organisational knowledge and connections to provide protection from organisational politics. In contrast to the catalysts and the champion, the visionary does not necessarily possess design capabilities. Compared to other leaders described in the literature (figure 2.12), holistic thinking and pragmatic action-orientation are unique for visionary innovators. The combination of these traits are what characterise the visionary innovator's ability to switch between discovery of innovation opportunities and rapid realisation of innovations.

Leader Attributes	SuperLeader	Change Leader	Innovation Catalyst	Change Agent	Champion	Visionary Innovator
Holistic thinker						●
Pragmatic Doer						●
Innovator	●	●	●	●		●
Discoverer & Translator			●			●
Positive Thinker	●					●
Connector & Collaborator	●	●	●	●	●	●
Self-motivated	●	●	●	●	●	●
Vision & Inspirer		●	●	●	●	●
Communicator	●	●	●	●	●	●
Challenger of status quo	●	●	●	●		●
Political protector & Enabler			●		●	●
Coach	●	●	●	●		●
Learner & reflecter	●					●
Leverage at C-level					●	●
Design focus			●		●*	

*Applies only the champions described by Wrigley (2016) and Matthews et al. (2012).

figure.2.12 Comparison of leadership roles

2.5 Phases of Change

Cross-case analysis of the data indicated a pattern in the challenges visionary innovators encounter as their change movement expands throughout the organisation. To begin, they start small and surround themselves with a select group of believers i.e. 'like-minded' people to join in the change. The visionary innovator dreams big and thus aims to create a change that will impact the entire organisation, if not the entire industry. As the visionary innovator works towards this goal, the team grows and the change gradually spreads throughout the organisation. The final goal is to integrate the change within the company culture in such a way that the role of the visionary innovator becomes obsolete.

2.4.13 Phase one: Building a critical mass

Phase one mark the beginning of the 'new movement' that the visionary innovator establishes. In the interviews, the visionary innovators indicate the importance of starting small during this phase, carrying out small-scale experiments and 'staying under the radar':

And that is the way to tackle it. First, you take a small part, then you start, and then you can use those Learnings to tackle the greater part. (Charlotte)
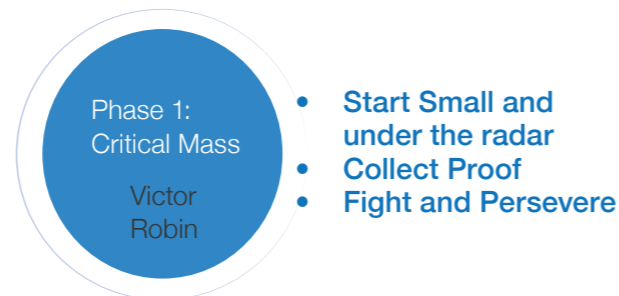
Sometimes you think 'This is never going to succeed' and yet you progress step by step. (Anton)

By trying not to appear too visionary, Victor now tries to get things done. So instead of taking things very far from now, he tries to do things in the present so then later on he can do more long-term things. (Team member, Victor)

The focus is very much on delivering value to the business and collecting the proof that innovation and the new way of working is benefitial to company:

You need to tell and show them consistently [...] Especially make sure that you give them examples and lessons learned. Show them successes, it's the proof of the pudding with which you show them. (Anton)

During this phase, the number of followers of the movement is small. Besides the executive sponsor, the support from top and middle level

Phase 1: Critical Mass — Victor, Robin
- **Start Small and under the radar**
- **Collect Proof**
- **Fight and Persevere**

'juist door niet soort van visionair over te komen probeert hij nu dingen gedaan te krijgen.' (Team member, SuperGo)

management is minimal. As a result, during this phase the visionary innovators are met with a lot of friction and encounter setback after setback. The interviews indicate how every change in this phase requires a fight. To survive this phase one must have a 'very long breath':

In the end, it's that freedom that you need to fight for. (Victor)

Chris still needs to fight hard for the things he wants to do. (Team Member, SuperGo)

And I think that is the crux, just don't get frustrated. As long as you are not bothered by it and just start doing and think 'whatever, I don't need anyone'. (Victor)

Kotter (2014) describes such perseverance in the need to 'Never let up'. Furthermore, in the expert interview Zijtregtop describes the importance of perseverance.

2.4.14 Challenges

Besides succesfully overcoming the resistential forces they are met with, the visionary innovators and their team members highlight the following challenges during this phase:

Unsystematic approach
Because the focus lies on quick wins and successes to supplement the collection of evidence, the visionary innovators are so preoccupied with 'Doing' and experimenting, that they sometimes forget to reflect and relate their actions back to a long-term plan. Furthermore, in all case studies the visionary innovators are developing a new way of working that arises from the vision they have formed. This way of working is also new to them, and in this phase they are still prototyping and testing that way of working. This can be challenging to the team, as it is more difficult to teach the team how to work when a systemic way of working is not present.
I don't know if everything goes according to a big master plan. I find it hard, because they are also inventing the wheel, so I find it difficult to say what their way of working is. They do not have a clear way of working, like the lean startup method or something. (Team member, Victor)

Energy drowns
Because of the lack of support for the change movement within this phase, the visionary innovators further indicate that it can be hard to remain inspired and energised:
He recently said that he does not feel that he is still inspired by others here. He just plays his game, it's not that he gets support or new energy. (Team member, Victor)

A one-man show
During this phase, as the visionary innovator has only recently founded the change movement and attracted a small team of believers the findings point to the importance of the role of the visionary innovator to keep the movement going. The team is highly dependent on the visionary innovator's

vision and inspiration for guidance. Furthermore, as the support from the rest of the organisation is minimal, the team highly depends on his/her powers to protect them from political obstacles:

I think that he realises that he is the supporting factor of this team, and I do not know whether he has a clear picture of how that would go on. (Colleague, SuperGo)

My role is crucial, it really makes or breaks the success of bringing integral innovation to SuperGo. (Victor)

This provides challenges when the visionary innovator is absent. Moreover, it provides a risk because the success of the change is fully dependent on one key player: the visionary innovator.

Challenges
1. Unsystematic approach
The visionary innovator is very much learning by doing, and is in the middle of prototyping a new way of working for the team and the rest of the organisation. This creates questionmarks especially for the team, which results in more requests for explanations and guidance.

2. Remain inspired as energy drowns
It can be challenging when to remain inspired and energised when the visionary innovator and his team are met by setback after setback.

3. Highly dependent team
The team does not yet fully function independent of the visionary innovator. They highly depend on the visionary innovator to provide vision and political protection.

2.5.1 Phase two: Scaling Up

In examining the case studies of the visionary innovators that are in phase two of the organisational transformation, it can be found that this phase is fully focused on scaling up the movement. This involves recruiting additional 'believers' to join the movement:

Those ambassadors, I see them, they approach me. That's why I had that talk for those 80 people, you see 10 leads result from it. So it's a bit of 'spread the word'. (Victor)

We are building more and more of those toolboxes inside some of the coaches, some of the internal coaches or supporters... I cannot call them coaches but it's more the believers, and those believer community were bigger and bigger, because also it's endorsed from the top! Because again the CEO is pushing it also, he's challenging in the status quo and the pressure is getting even higher and higher, so I'm not alone in this. (George)

Scaling up also entails involving the wider company, to lay the foundations for company-wide change. This is done through workshops throughout the company to introduce everyone to the new way of working, fostering an innovation mindset:

we do hands-on, workshops. So, I mean we're coming together in workshops sessions where they see the tools for the first time, and they get the the power of those tools. (George)

Furthermore, support from management grows as a result of the credibility achieved with a portfolio of previous successes. Increased support translates to increased resources and space to carry out larger and bolder innovation projects. This helps to increase the visibility of the movement, which the visionary innovator further increases through presentations:

At this point in time, the emphasis is very much on harvesting in terms of communication. (Michael)

Phase 2:
Scaling Up

George
Michael
Anton
David

- **Involve the wider company**
- **Recruit Believers**
- **Increase visibility**

You transform into a manager having to maintain the team in a political company, getting stuck with meetings, employee performance discussions, sales talks and internal politics to enable the growing teams. (Michael)

2.5.2 Challenges

In the meantime, the visionary innovator works hard to ensure that the innovation teams are enabled to work and deliver in carrying out the necessary managerial tasks. This poses additional challenges, as described by the visionary innovators:

Increased managerial tasks, keeping the essence in sight

As the role becomes increasingly managerial, the visionary innovators discuss how it can be challenging to remain inspired as the role moves away from the essence that triggered their motivation for change in the first place:

You transform into a manager having to maintain the team in a political company, getting stuck with meetiings, employee performance discussions and sales talks and internal politics to enable the growing teams. You start doing increasingly many tasks that are far from your initial passion. For me, the innovation and consequently the motivation gets lost. (Michael)

Keep growing at various levels

Another challenge that recurred in the interviews is the challenge to ensure that the movement continues to grow. The growth is important to get closer towards realising the visionary innovator's vision, but it also serves as a way of keeping the visionary innovator challenged and therein inspired:

350 people sounds like a lot, but within a company of 80,000 it isn't. [..] So you must go up to the HR manager to say 'we're going to do this for all the 80,000 people' only then the next challenge is there. (Michael).

Right now, the real emphasis lies on making clear to the world that we are good at it. It has become more of a communication story and more and more requests to give presentations and write articles, and that doesn't really excite me. (Michael)

Moving beyond tools to culture

Another challenge discussed by the visionary innovators in this phase is the lack of depth of the discussion around the introduction of the new way of working. They indicate that it is difficult to move beyond the use of tools and processes to the mindset with which the tools are to be required. This makes it hard to achieve change at the cultural level within the organisation:

Ask people to use a tool, okay, they will do it and just use it only as a process, without understanding that actually the conversation is more important than just filling in the boxes. (George)

Design Thinking is a very powerful tool, but if you are not a designer by heart and you haven't been doing it for a long time, chances are that it will become a kind of superficial trick [...]. if you really want to have an impact on society, you have to do it more profoundly, four simple steps are not enough. (Michael)

Challenges:
1. Remain inspired despite managerial tasks
As the role becomes increasingly managerial, the danger is that the visionary innovator can become less inspired.

2. Risk of stagnation: keep growing
For the succesful transformation of the entire organisation, the movement must continue to grow. Growth also fuels the learnings and challenges that visionary innovators need to remain inspired. However, growing at an increasing scale is difficult.

3. Moving beyond tools to culture
To achieve organisational change, it is necessary to transform not only the processes but also the culture. The visionary innovators find it hard to elevate the discussion beyond tools to mindset to culture.

2.5.3 Phase three: Empowering

During the final phase of change, the goal is to prepare to take a step back. The visionary innovators describe how in this phase the movement has received recognition throughout the entire organisation. As such, volunteers sign up to join the movement on a continuous basis. The growth continuous is a more organic fashion, as the entire organisation starts to participate:

The spirit is out of the bottle within TeleCo. People have understood it now. There have been many enthusiastic reactions, and initiatives emerge. It's no longer mechanic but organic, it's growing. We see groups are starting up, meet-ups and innovation sessions are being organised. People voluntarily draw people in from other areas. (David)

A recurring theme across all eight case studies is the idea of 'obsoleteness'. The visionary innovators state that ideally in the long term their role would be obsolete such that the organisation possesses the capabilities to innovate and adapt at a continuous basis even when they are not around. To achieve the obsoleteness, the change must be legitimised, therein receiving full recognition from the organisation.

The ultimate goal is to make my role obsolete. I'd like to be able to pack my things and see the company innovate without me. (Victor)

You need to get rid of people like me as soon as possible. [...] a phase will come during which everyone will be doin it. Then you have already made the impact. The flywheels are turning. The peat fire has become a forest fire and everyone is dancing. That's the goal. Then my goal is complete. (David)

Furthermore, the change must become permanent. To do so, the 'deep' legacy systems of the organisation must be changed (Ries, 2017). This includes changing the HR department and the recruitment systems. Even though the idea that HR must change to facilitate full organisational change is widely discussed in the interviews, none of the case studies provide evidence of a transformation

Phase 3:
Empowering

Sam
Charlotte
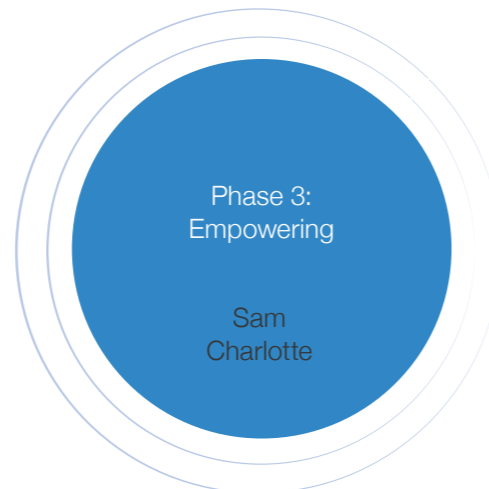
- **Gain Momentum**
- **Deep Systems**
- **Make your role obsolete**

'The ultimate goal is to make my role obsolete. I'd like to be able to pack my things and see the company innovate without me.' (Victor)

that has progressed that far.
Of course it does not help, if an HR department says you cannot implement it broadly throughout the company. (Michael)

That's the crux of the matter. [...] when the organisation isn't able to free up people for innovation because of HR issues. And HR doesn't have affinity with innovation.(Anton)

The HR team is now accommodating that mindset, so we can see that within HR they are looking at the future and new ways of working. [..] I think that change needs to come from HR. (Victor)

2.5.4 Challenges

As the team grows and the scale of the innovation projects grow, the visibility of the team increases. With increased visibility, the demand for innovation projects increases and the visionary innovators becomes increasingly busy. This poses additional challenges:

The Celebrity Effect: less face time for the teams

With increased visibility of the team, the visionary innovator also becomes increasingly visible. The case studies illustrate how the visionary innovators are flown in at various offices of the organisation around the world to teach about innovation and tell their story. As a result, the visionary innovator is away more often, and when they are around they are very busy.

'Some people in the team have a hard time accepting that Charlotte is away more often now. We're sort of spoiled. She is the source of our inspiration, people like to have her close.' (Team member, FashForward)

Apparently, people find it difficult to get hold of him, to get 5-10 minutes of his time. (Team member, FlyMe)

Leading a growing team with little time

As the visionary innovator has an increasing number of stakeholders to handle and responsibilities to fulfill, it becomes difficult to keep an overview and manage the growing team:

I notice that it's an obstacle to get people engaged in a good way, because it is almost physically impossible to be able to talk to everyone all day, so at a certain point you have to ensure that you have an amplifier to be able to get your message across properly [...] so that is a challenge now.(Charlotte)

Sam is so busy, that clarifying is not a priority for him. He is way ahead, and tends to forget that people need to run after him and that he needs to transfer his vision and provide direction. (Team member, FlyMe)

Prevent old managerial habits

The visionary innovators indicate that they value 'doing' highly and that they aim to get rid of unnecessary meetings, as people sit around too much all day. However, when colleagues were asked to describe the schedules of some of the visionary innovators, it turned out that they tend to be occupied with meetings all day. As scuch, as the stakeholders involved and the teams increase, the number of meetings inherently increase. Furthermore, the visionary innovator describe the difficulty of not relapsing into old managerial habits:

Throughout the entire day, Sam is mainly engaged in meetings, because an important part of the job is aligning people (team member, FlyMe).

Sometimes, I find it difficult not to enter a context and tell everybody what needs to be done. Because that would be commanding and controlling. But that's a form of leadership that I am very good at. (Sam)

Challenges:
1. Keep the team inspired
As the visionary innovator is away more often to implement change in other parts of the organisation, less attention goes to nurturing the team. This makes it harder to keep them inspired.

2. Leading a growing team
As the teams becomes bigger it is a challenge to properly provide vision and coaching and other forms of leaderships expected from the visionary innovator.

3. Prevent old managerial habits
As the team grows, it becomes more difficult not to relapse into the managerial habits that the visionary innovators aimed to get rid of in the first place i.e. hierarchy, command and control. However, these habits lend themselves well to control a large-scale organisation.

2.6 Synthesising findings

In bringing together the attributes of the visionary innovators and the three phases of organisational change that they work hard to realise, and relating these findings to the findings from literature, I conclude that visionary innovators undertake a specific set of actions that makes them succesful in overcoming the challenges to change. These are further described in the following section.

To overcome the many challenges to change within large-scale legacy organisations, visionary innovators undertake a range of actions to guide, enable and implement the change. In comparing these actions to theory on change management (Kotter, 2014; 2007, Kanter, 1996a) and innovation processes (Ries, 2017; Calabretta et al., 2016; Kotter, 2014; Kelley and Littman, 2006), a model to depict the actions of the visionary innovator is presented in Figure 2.5.

Discover: Think & Challenge
To begin, through their open personality and ability to make connections, visionary innovators discover new trends and developments. In the interviews, they describe purposefully reading and making external trips to discover new things. Furthermore, their daring personality and years of experience leads them to challenge the status quo within the organisation. Thus, they discover innovation opportunities for their organisation. This initial step coincides with the 'search' and 'learn' step described by Kotter (2014) and Kelley and Littman (2006), which are focused on exploring a new perspective.

Envision & Inspire
Next, the visionary innovators apply their strategic ability and business experience to translate the opportunities into a long-term vision aligned with the organisation, followed by a strategic plan. They are skilled at sharing their vision in a compelling way, and occasionally take the stage to present their vision in front of an audience. Through their passion and conviction, the visionary innovators inspire others to join in their movement to change, in this respect being good Change Leaders (Kanter, 1999a). This step coincides with the 'envision and inspire' step (Calabretta et al., 2016)
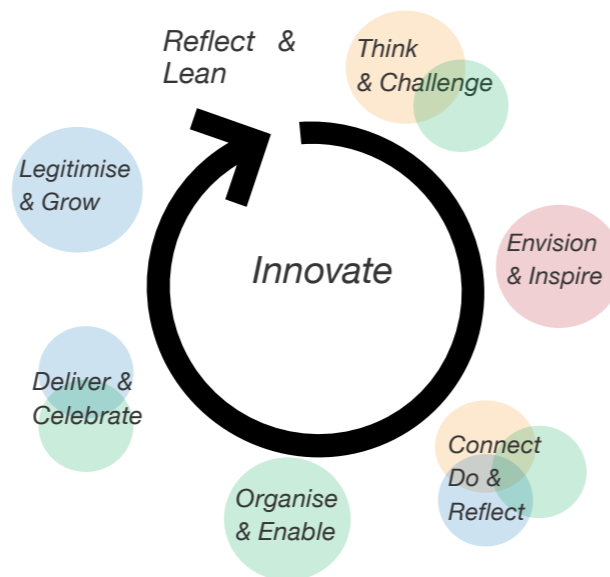

figure.2.5 Actions that make the visionary innovator so succesful in change towards an innovative organisation. Per step, the attribute that plays a major roles in performing the action is indicated in color.

and Kotter (2014)'s accelerator steps 'developing a change vision and communicating the vision for buy-in'. Moreover, the step is in line with the notion that vision must be developed first, to guide the innovation process (Ries, 2017).

Realise: Connect, Do & Reflect
The visionary innovators are quick to move from discovery to realisation of the opportunity, which is represented by the next step. In the interviews, the visionary innovators describe this as moving from 'thinking to doing' and 'being pragmatic'. During this step, the visionary innovators and their teams innovate iteratively and focus on experimentation and learning. On a higher level, the visionary innovator experiments with new

accountability measures, processes, tools and methods, team structures and recruitment. The focus during this step is on acting quickly, even if it is in the form of a small experiment, followed by reflecting and learning. This is the iterative act of innovating (Ries, 2017; Kotter, 2014; Tushman et. al, 2013).

Organise & Enable
Subsequently, the visionary innovators remove obstacles that they encounter as they propose and carry out the changes. These are problems due to politics, legacy systems, frictions with the wider organsation and lack of resources. By employing their political savvy, knowledge of company processes and their leverage with top management, they remove obstacles and acquire the necessary resources to enable their teams to innovate. The focus here is on empowering others in providing protection. This step is described as Organising by Kelley and Littman (2006), and empowering broad-based action (Kotter, 2014), and is described to be an important ability for Change Leaders and Champions (Ries, 2017; Wrigley, 2016; Matthews et al., 2012; Kanter, 1999a; 1999b).

Deliver & Celebrate
The next step is to actually deliver, and prove the value of innovation to top management. The visionary innovators describe the importance of running the business and bearing fruits of innovation once the new innovation function is in place. To win over 'skeptics' and convince the top level management of the organisation, they describe that 'You need to walk the talk' before any change can become non-temporary. O'Reilly and Tushman (2013) describe such a phenomenon as that the exploration function needs to achieve economic and political legitimacy. Through the support from executive management and their political and business know-how, the visionary innovators are able to get ideas realised and deliver.

As surfaced during the case study research, this step comes paired with celebrating wins both to increase visibility of the innovation teams and their achievements, and to keep everyone energised during 'the bumpy road to transformation'. As innovation and bringing change is met with a lot of resistance, most visionary innovators describe that it is important not to get frustrated and to persevere. Similarly, Kotter (2014) describes the accelerator steps of celebrating short-term wins and never letting up.

Legitimise & Grow
Finally, as the changes brought by the visionary innovator have delivered some successes and become increasingly recognised throughout the organisation, the team becomes increasingly legitimised. The visionary innovators describe in their interviews their aim to make their own role obsolete; their aspiration is that the organisation is able to take over their roles and is able to innovate on a continuous basis without their supervision. Thus, this involves integrating the exploration function company-wide (O'Reilly and Tushman, 2013; Kotter, 2014; Ries, 2017). The wider company needs to be involved and educated to make the change non-temporary and to embed the new way of working in the entire company (Ries, 2017; Calabretta et al., 2016).

Reflect & Learn, Iterate
The six actions as described to be undertaken by the visionary innovator are not exactly consequtive, but take place throughout the entire change process set in motion by the visionary innovator. As such, even though a vision is developed first to guide the change movement, the innovation initiatives and the required political maneuvering, the vision is also further developed over time and must be present throughout the entire change process.

The entire process from discovering an opportunity for change, setting in motion the change and enabling that change is an iterative process that

visionary innovators enact multiple times. As the innovators start small during the first phase of change, they focus on a change that is 'within their circle of influence'. As the first successes are achieved, they move to phase two and expand the change movement. The actions in figure 2.5 can be interpreted as an iterative cycle. As a cycle is completed, one phase of the change process is completed. When the visionary innovators continue, they develop new ideas, their vision, enlarge their teams and the change spreads more widely throughout the company. This is in accordance with the idea of 'building momentum' for the exploration function described by previous scholars (Kotter, 2014; O'Reilly and Tushman, 2013).

Insights
- The attributes of the visionary innovator are: traits, vision, experience and space.

- The visionary innovators go through three phases of change and encounter specific challenges per phase.

- To overcome the challenges and succesfully realise change, the visionary innovators carry out six actions.

Attributes

Impact

Phases of Change

George
Michael
Anton
David

Victor
Robin

Sam
Charlotte

Phase 1:
Critical Mass

Phase 2:
Scaling Up

Phase 3:
Empowering

Actions

Reflect & Lean

Think & Challenge

Legitimise & Grow

Innovate

Envision & Inspire

Deliver & Celebrate

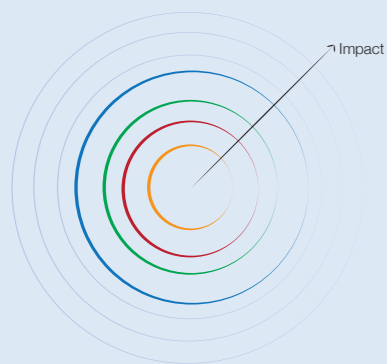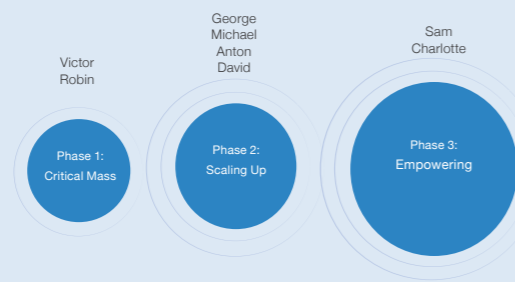Connect Do & Reflect

Organise & Enable

2.6.6 A customer journey of the Visionary Innovator

The most important insights gathered from the case study analysis and literature studies are combined in a customer journey for the visionary innovator and his/her team, as they progress through the three phases of change (presented on the next page). Based on the challenges encountered during the journey, several opportunities can be identified where the journey can be improved, which are discussed in this section.

Phase 1
Because the visionary innovator is still experimenting in his approach in this phase, the processes and the relation of projects to the overall vision are not always clear to the team. As a result, they depend on the visionary innovator to give direction, instructions and coaching of the processes. Furthermore, the team does not yet have the credibility to resolve any obstacles encountered. They are therefore fully dependent on the visionary innovator to remove obstacles. Finally, in this phase as the team is small and very close everyone's mood influences the team atmosphere. Letting up after setbacks can bring down everyone.

Opportunities:
- How can the team be empowered despite the unsystematic approach?
- How can the visionary innovator enable the team to work independently?
- How to keep each other motivated after setbacks?

Phase 2
As the team grows, the visionary innovator needs to get used to the idea that managerial tasks, PR and recruitment costs an increasing part of his/her time. Furthermore, time needs to be spend on removing political obstacles to enable the teams to innovate. As a result, little time is left to reflect, think, be engaged in the innovation and other activities he/she is passionate about. This can lower his/her level of motivation. Furthermore, to push the growth of the movement throughout the company a lot of time needs to be spend goes to involving the wider company in the form of workshops, trainings and coaching. This costs a lot of energy.

Opportunities:
- How to help the visionary innovator carry out managerial tasks efficiently to free up time?
- How to help the visionary innovator spend less time on politics and more on the things he enjoys most?
- How to help and motivate the visionary innovator in training the wider company?

Phase 3
In this phase, the visionary innovator has a high level of motivation as the movement is gaining momentum. However, as a result the visionary innovator is incredibly busy. There is less time for communicating the vision, for celebrating wins, for coaching and reflection. Furthermore, the team has grown such that it is hard for the visionary innovator to manage the entire team. Many meetings and trips occupy the visionary innovator's time schedule. The remainder of the time needs to be divided over the entire team, but it is hard to provide everyone with the desired level of coaching and guidance. Furthermore, it is difficult to determine what team members need more attention. As a result a gap forms between the team and the visionary innovator. Finally, as pressure for the visionary innovator and the team to deliver the results from the projects increases, timings are high and the visionary innovator tends to exert more control on the teams than is desired by the teams.

Opportunities:
- How to ensure a shared vision guides the team with less time to communicate it?
- How to share time and attention amongst the team?
- How to celebrate wins, and provide the leadership style desired by the team?

The Journey of the Visionary Innovator and the team

Phases	Phase One	Start Small: Build Critical Mass	Phase Two	Scale Up: Expand the movement	Phase Three	Empower: Prepare to move out

Goal

The focus during each phase of change

Phase One – Start Small: Build Critical Mass
- Start Small and Under the Radar
- Collect Proof
- Fight & Persevere

Phase Two – Scale Up: Expand the movement
- Recruit Believers
- Involve the wider company
- Increase Visibility

Phase Three – Empower: Prepare to move out
- Gain Momentum
- Tackle Deep Systems
- Make Role Obsolete

Actions

The actions carried out to create change and innovate

Actions (repeated each phase): Think & Challenge | Envision & Inspire | Connect, Do & Relfect | Organise & Enable | Deliver & Celebrate | Legitimise & Grow

Challenges

The challenges encountered during each phase of change

Phase One: Unsystematic approach | Highly dependent team | Remain inspired as energy drowns

Phase Two: Remain inspired as managerial tasks increase | Prevent stagnation: keep growing at several levels | Move beyond tools to culture

Phase Three: Keep team inspired with less face time | Keep overview and provide attention to growing team | Prevent relapse to 'old' managerial habits

Current Situation

Levels of motivation

+ / -

● Visionary Innovator
○ Team

Opportunities

Areas where the level of motivation is low, or a gap is present between the visionary innovator and the team.

Phase One:

Gap between the visionary innovator and the team. As the unsystematic approach is not always clear the team depends on the visionary innovator to provide instructions. *How can the team be empowered despite the unsystematic approach?*

Gap between the visionary innovator and the team. As the team cannot work without the clearance of obstacles by the visionary innovator, it is hard to take ownership. *How can the visionary innovator enable the teams to work independently?*

The visionary innovator and the team influence each other highly as the team is small. Letting up after setbacks can bring down everyone. *How to keep each other motivated after setbacks?*

Phase Two:

The managerial tasks, PR and recruitment costs most of the visionary innovator's time. *How to help the visionary innovator carry out managerial tasks efficiently to free up time?*

Organising and enabling takes up a lot of the visionary innovator's time. There is no time to reflect, innovate and other activities he enjoys. *How to help the visionary innovator spend less time on politics and more on the things he enjoys most?*

A lot of energy goes to involving & training the wider company. This is hard and costs a lot of energy as there are many skeptics. *How to help and motivate the visionary innovator in training the wider company?*

Phase Three:

Gap between the team and the visionary innovator, due to lack of time and priority on communicating the vision. *How to ensure a shared vision guides the team with less time to communicate it?*

Gap between the team and the visionary innovator, as the team grows bigger. It is hard to provide enough attention, coaching and guidance to everyone. *How to share time and attention amongst the team?*

As pressure to deliver increases, there is no time to celebrate and the visionary innovator tends to exert more control on the teams. *How to help the visionary innovator celebrate wins, and provide the leadership style desired by the team?*

Conclusion

In comparing the challenges and the corresponding opportunities identified as the visionary innovator progresses through each of the three phases of change, a recurring theme is the interaction between the visionary innovators and their team. During the phases of change, the visionary innovators encounter challenges in leading and enabling their teams to innovate. Additionally, as the change movement depends on innovation successes obtained by the team, the results indicate that the visionary innovators spend a great part of their time on managing and protecting the team. This in turn, leads to additional challenges such as the challenge of remaining inspired. Moreover, as the teams grow and the visibility of the change movement increases, it becomes increasingly challenging for the visionary innovators to lead and enable the teams succesfully. Thus, to answer the second research question:

How can the visionary innovator be aided in leading change towards innovation in large-scale organisations?

It is found that the visionary innovators may be aided in dividing their scarce time efficiently and effectively amongst the team and across the necessary actions to enable the team to innovate successfully.

2.7 Chapter Review

In this Chapter, the findings from within and cross-case analysis of the interview data were presented and discussed. The findings indicate that the attributes of the visionary innovator are: shared traits, a strong vision combined with an urge to share this vision, political and business know-how and space provided by their 'superiors' to move freely and carry out the first steps towards realising their vision. It is the combination of these attributes that makes the visionary innovators effective in transforming their organisations towards modern companies. Besides the four attributes described, another recurring theme that surfaced from the case studies is self-development. The interviews indicate that the visionary innovators possess a high amount of self-knowledge and a learning mindset, and use these characteristics to develop their attributes over time and coach their teams.

Furthermore, it was found that the visionary innovators can be subdivided by the phase of organisational transformation they have achieved. To begin, they start small and surround themselves with a select group of believers i.e. 'like-minded' people to join in the change. In the second phase, the team grows and the change gradually spreads throughout the organisation. The final goal is to integrate the change within the company culture in such a way that the role of the visionary innovator becomes obsolete. The foundations for this goal are layed out in phase three.

To overcome the many challenges to change within large-scale legacy organisations, visionary innovators undertake a range of actions to guide, enable and implement the change. First, they think and challenge to discover new opportunities; then envision a change and inspire others; then connect, do and reflect during which they innovate with their team and experiment; they then organise and enable, taking the necessary business and political actions to remove any obstacles; subsequently they deliver and celebrate any successes achieved and finally they legitimise

and grow through establishing permanent changes and recruiting new people. These actions are what makes visionary innovators successful at establishing a change movement within their organisation and scaling it up to a company-wide change.

Finally, the findings were summarised in a customer journey through which improvements for the visionary innovator in leading change were identified. In analysing the challenges and the corresponding opportunities as the visionary innovator progresses through each of the three phases of change, a theme that recurs is the interaction between the visionary innovators and their team. It is found that the visionary innovators may be aided in dividing their scarce time efficiently and effectively amongst the team and across the necessary actions to enable the team to innovate successfully.

Chapter Three

In the next chapter, the challenges and opportunities identified will be further explored. The findings regarding the visionary innovators will be used to determine the wants and needs of the visionary innovator. Together, these findings are used to formulate a design brief for the visionary innovator.

Phase II: Designing for the Visionary Innovator

3. Develop

In this Chapter, the previous findings regarding the visionary innovator are used to determine the wants and needs of the visionary innovator as a user. Accordingly, a design brief is formulated.

In this Chapter:
1. Introduction
2. Persona
3. A day in the life
4. Role descriptions
5. Design Brief

3.1 Introduction

During Phase II of the project, the focus lays on designing for the visionary innovator to aid in bringing continuous innovation to the organisation. To determine the design brief, the findings from the discover and define phase were synthesised to form an idea of the visionary innovator as a user.

Opportunities
The opportunities identified in the previous chapter indicate that overall, the visionary innovators may be aided in dividing their scarce time efficiently and effectively amongst the team and across the necessary actions to enable the team to innovate successfully.

Goal
The goal was therefore to design a solution for the visionary innovator that addresses these opportunities:
'To design a solution that aids the visionary innovator in leading and enabling the team in an effective and efficient manner.'
This goal is further specified based on the findings in the remainder of this chapter.

Design Requirements
In designing for the visionary innovator, it is desirable to empathise with the visionary innovator as a user. To do so, the behavior, wants and needs of the visionary innovator were analysed. This was done through the formulation of a persona, a day in the life of a visionary innovator and illustration of the roles played by the visionary innovator. These are presented in the following sections. Consequently, design requirements were identified which were used to formulate the design brief.

3.2 Meet Steve, the Visionary Innovator

In this section, insights regarding the thoughts and statements of the visionary innovators are used to create a persona. A persona is an archetypical representation of intended users, describing and visualising their behaviour, values and needs (van Boeijen et al, 2013). The persona can help to translate the real-life behaviours, values and needs of the visionary innovator into the design goal.

Technology
Steve is a passionate, energetic father. He has a passion for digital technology and cars. He calls himself a 'techie', when a new technological gadget is released he is one of the first to get it. His most recent purchases are a drone for his kids, and a high-tech stove that can be controlled through his iphone.

Work
Steve started working at Carz as a trainee more than 9 years ago. He knows the ins-and-outs of the business. Carz is a large succesful automative company that was founded 60 years ago. Steve really has a heart for the cause of his company, but as he loves advancements he feels Carz could use a transformation to become more digital. Digitising the company will also help to create a longer customer journey and a more coherent service and could yield interesting collaborations with other progressive digital companies.
'There are so many incredible digital opportunities we could play into with Carz. We need to change quickly, so we can become the frontrunners of digital cars. We could make Carz a better company, and in the end create a better world for everyone!'

Vision
Steve has been reading a lot and watching tedTalks on digital transformations. With this info he has been cooking up a strategy on how to bring his idea to the company. Being such a passionate believer of his idea, he pitched it to his CEO last year whom he knows well. He was given the opportunity to start a new team to get it going.
'I'm over the moon, so energised about this. We have a team with so many inspiring people, buzzing with energy.'

Character
Steve is a positive enthusiast. Overall, people tend to like him and are quick to support his ideas. He is a networker and loves to connect people across the company. Bringing such a big transformation to the company can be challenging sometimes, but as he likes to persevere with all things in life, he is not going to let any skeptics stop him. Furthermore, Steve is smart and tends to work at a high pace. He values efficiency and a proactive attitude. He expects the people in his environment to catch up with him and to take ownership of their own projects. He does not like wasting time on tasks that do not directly add value to his purpose.

Steve, 40. VP Digital at Carz

'I am willing to bet my life on the fact that digitisation is the future for Carz. I don't mind putting my career on the line to help Carz get there.'

Design Wishes
- Technological gadgets are a plus
- Connected
- High-paced, Efficient

3.3 A day in the life of Steve

To further investigate the main challenges described by the visionary innovators and their team members, team members were interviewed and asked to describe a day in the week of a visionary innovator. In putting these insights together, a day in the life of Steve is created. As can be observed, the visionary's time is scarce and consists largely of meetings.

Activity	Conference call in the car	Quick round around the office	1:1 meeting	Conference call	Travel to Head Quarters	Quick call on the way	MT meeting	Call to fix last minute problem	1:1 meetings	Revise day in my head as I go home	Pick up the kids, dinner	Read emails	Last edits to presentations, emails
Stakeholders Involved	Team (Managers)	All Teams	Team member	Customers	Colleagues	Skeptic employee	Executive team	Skeptic employee	Team members	Myself	Family	Team, company, customers	Team members

Time is scarce
A key insight from a day in the life of Steve is that time is scarce. Steve is busy all day, running from meeting to meeting or getting things fixed for one of the running projects.

'He is always enormously busy, so I am always thankful for his time'. (Colleague Sam)

'His week consists of around 80 hours. First he makes a round to answer questions from the teams. For the rest his day is full of meetings. Inbetween meetings he is on the phone. For example, for last-minute fixes.' (Colleague Sam)

Travel
Another recurring aspect is the time spent travelling to various locations. In some cases this entails flying to offices around the globe. Typically, Steve therefore uses the time wisely by making calls on the way, and emailing or preparing presentations.

Yes, and I'm facilitating all the discussions yeah, so I did in China, Taiwan, I did it in the US and now we have four sessions here, so it's a lot of traveling. (George)

She travels a lot abroad. To New York, for example, to visit the headquarters and to London. (Colleague Charlotte)

Design Requirements
The insights that follow from the typical day in the life of Steve are translated into design requirements that need to be taken into account during the design stage.

Time is scarce: Quick
As Steve has no time to spare, let alone to make room for new activities, any design must fit within his schedule. To aid in making efficient use of time, the design must be quick. Preferably, it helps to speed up some of Steve's daily practices, to make room in his schedule.

Travel: Mobile
As Steve is on the road a lot, he needs to be able to take relevant information with him on the way and abroad. Thus, a design must be mobile to transport it easily to other locations. For Steve, it would be handy if it were easily accessible during travel time.

Connected and Available
Steve is mainly busy with meetings, whether they are planned or unplanned, and formal or informal conversations. In other words, most of the day Steve is in contact or in a conversation with people. This is typical for Steve, being a social person buzzing with energy.
'She is always busy talking to people, always in contact with others'. (Colleague Charlotte)

'You always get the feeling that she is constantly busy. As a result, sometimes it feels like you can't talk to her. But if you do address her, she always makes time.' (Colleague Charlotte)

Range of Stakeholders
As can be observed from the day in the life of Steve, he is in contact with many different stakeholders throughout the day. I.e. Steve talks to the team managers, several team members, skeptic employees from other departments, members of the executive board, customers and his own family.

Depending on the teamsize, on many days there is not enough time to talk to each team member on a daily basis. It is often the case that a team member or a team plans a meeting with Steve only when they want to discuss a pressing matter. This does not have to be a weekly meeting.

Connected: Facilitate communication
As Steve is mainly absorbed in meetings and conversations with the people in his environment, the design must facilitate such contact. Furthermore, as a visionary innovator, Steve desires to be available to everyone at all times. Thus, the design must serve as channel to facilitate communication from or to Steve.

Diverse range of Stakeholders: Integral
Steve switches from one context to the next interchangeably throughout the day. In each context, he connects with a different set of stakeholders. Within these contexts, Steve fulfills a different position, with different responsibilities. The design must be applicable for Steve in the different contexts and in the interaction with different stakeholders. Thus it must be integral; providing a hollistic solution for Steve during the entire day.

'The other day someone said to me "the reason you can't explain what your position is, is because you need to be another person in every situation". One time you're coach, the next consultant, then mediator.'
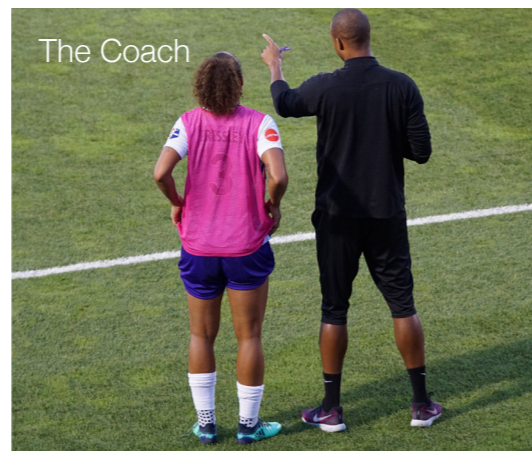*(David)*

The Protector

The Visionary Innovator

The Coach

The Visionary

3.4 Steve's Leadership Roles

Extant literature highlights the diverse range of roles that must be involved in innovation (Kelley and Littman, 2006; Ries, 2017). The findings from the case study analysis and observation of one of the visionary innovators indicate that Steve has multiple responsibilities as the leader of the change movement. To fulfill these responsibilities Steve must take on multiple roles simultaneously, which are reflected in the attributes and the actions of the visionary innovator.

Visionary Role:
One of the attributes of the visionary innovator is Vision: a strong vision for a change, and the skill to share it to inspire others to join in change. The team that joins in the change movement naturally looks at Steve for vision, inspiration and direction to guide the innovation efforts. This role of the visionary is presented in the actions of the visionary innovator through the step 'Envision and Inspire'.

The Coach
Another strength of the visionary innovator is their attention to reflection and development, and therein their ability to coach their team. This is presented through the 'Connect, Do & Reflect' step and the iterative 'Reflect & Learn' step. This role includes providing the right tools and methodologies and coaching the team to use them. It also includes installing a culture of learning and experimentation and a safe environment that foster innovation. As a coach, the goal is to empower the team to innovate. This includes providing guidance, balanced with the right amount of freedom to work independently. To be able to provide the right amount of coaching for the team, Steve must reflect on the team status to determine how the team members feeling, and whether they need more guidance.

The Protector
Finally, another attribute of the visionary innovator is Experience: business and political know-how, which enables the visionary to undertake the action 'Organise and Enable'. Using Experience, Steve has an important role to play as the protector of the team; functioning as a mediator between the team and the wider organisation, removing obstacles and providing political protection. Resolving 'burning fires' takes up a large proportion of Steve's time.

'He plays three roles: the manager, the mediator and the firefighter.'
(Team member, FlyMe)

Balancing multiple roles
To lead and enable the team to innovate, the visionary innovator needs to fulfill multiple roles at once. The customer journey illustrates the three roles of the visionary innovator of providing vision, coaching and protection to lead, motivate and enable the team. As the visionary innovator gets busier and the team grows, it becomes increasingly difficult to balance the multiple roles well. The opportunities identified indicate several moments in the journey during which Steve could improve in one or more of these roles:

Opportunities for the Visionary
• How to ensure a shared vision guides the team with less time to communicate it?
Opportunities for the Coach
• How can the team be empowered despite the unsystematic approach?
• How to keep each other motivated after setbacks?
• How to help the visionary innovator carry out managerial tasks efficiently to free up time?
• How to help and motivate the visionary innovator in training the wider company?
• How to celebrate wins, and provide the leadership style desired by the team?
• How to share time and attention amongst the team?
Opportunities for the Protector
• How can the visionary innovator enable the team to work independently?
• How to help the visionary innovator spend less time on politics and more on the things he enjoys most?

3.5 Design Brief

In this section, the insights from the persona, day in the life, roles and identified opportunities are put together to determine the design brief. The day in the life and the customer journey both stress the problem of a lack of time for the visionary innovator as the visibility of the team increases and the team grows. Thus, the design that aids the visionary innovator as a leader should help cope with the challenge of a lack of time and a growing team.

Problem Statement:
As Steve becomes busier and his team grows, it becomes increasingly difficult to fulfill the roles of the visionary innovator to keep the team motivated and empowered to innovate. This is because Steve has less time to engage with every team member on a daily basis, and it is more difficult to keep an overview of every team member's thoughts and status as the team is large. Moreover, as Steve has many stakeholders to manage and is constantly moving from one meeting to the next, he tends to forget to take a moment of time to reflect on his leadership roles.

Design Goal
As an answer to this problem statement, the following design goal was formulated:

'I want to make Steve aware of the status of his team by providing feedback on his multiple roles so he can use his scarce time effectively where it is needed.'

To take into account the design requirements that were identified, the design goal was narrowed down to the following:

'I want to design a tool that provides quick, reflective insights on Steve's roles to determine what actions to take to effectively and integrally lead his team from any location.'

Interaction Vision:
To give direction for the desired interaction between Steve and the design, an interaction vision was

formulated as illustrated on the following page. From this interaction vision, several interaction qualities were determined. From the interaction qualities several concepts were developed. For the selection of a final concept, it was tested against the design requirements.

Design Requirements
- **Quick & Efficient**
- **Mobile**
- **Connected: Facilitate communication**
- **Diverse range of Stakeholders: Integral**

Design Wishes
- **Technological gadgets are a plus**
- **Connected**
- **High-paced, Efficient**

Concept Selection
During several barinstorm sessions and iterations, multiple concepts were proposed that met the interaction qualities and the design goal to some extend. In the end, three concepts were thought out in more detail. These were compared and based on an evaluation of how well they met the design requirements, a final concept was chosen. This final concept is presented in the following chapter.
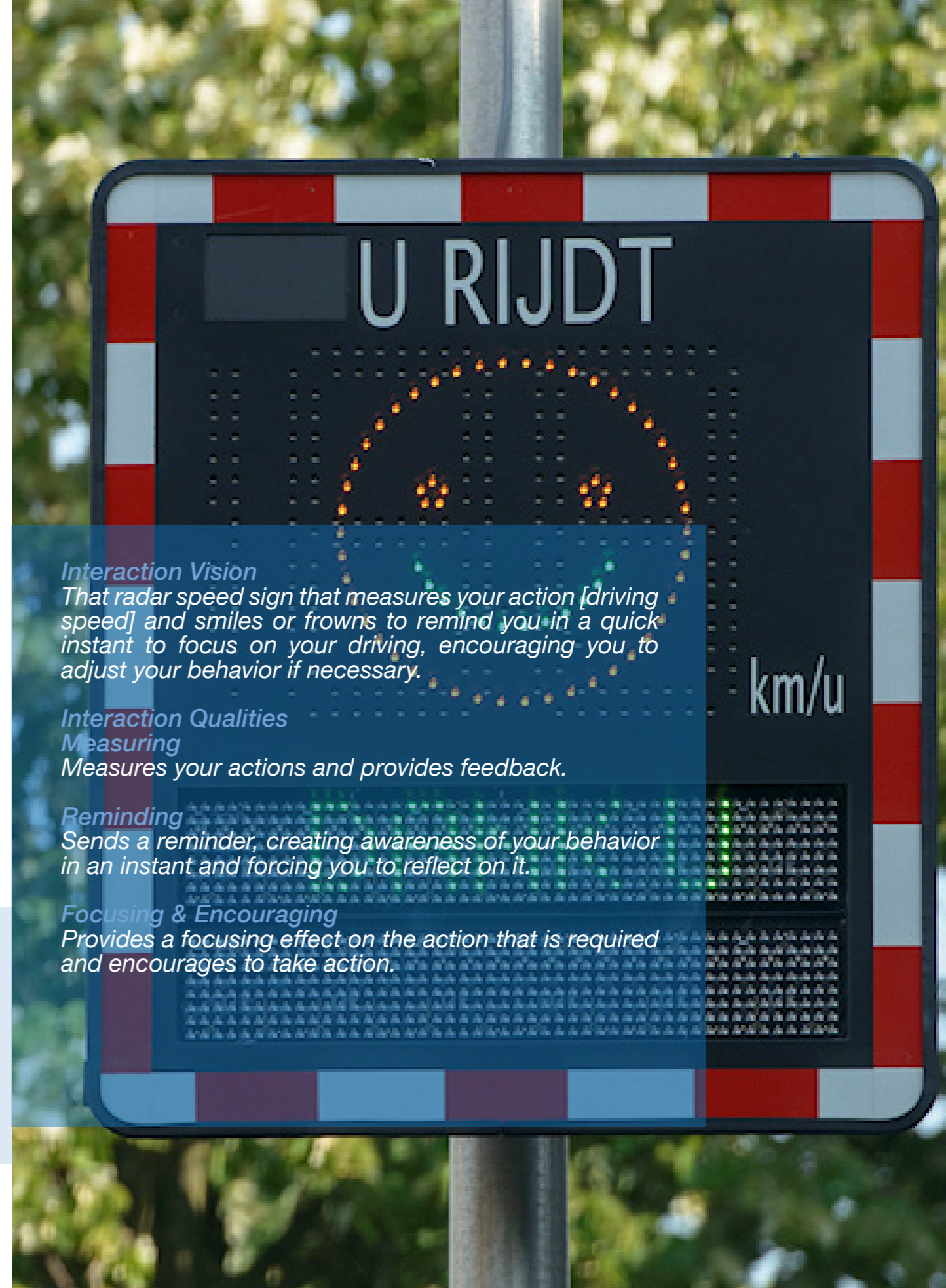
Interaction Vision
That radar speed sign that measures your action [driving speed] and smiles or frowns to remind you in a quick instant to focus on your driving, encouraging you to adjust your behavior if necessary.

Interaction Qualities
Measuring
Measures your actions and provides feedback.

Reminding
Sends a reminder, creating awareness of your behavior in an instant and forcing you to reflect on it.

Focusing & Encouraging
Provides a focusing effect on the action that is required and encourages to take action.

3.6 Chapter Review

In this Chapter, the opportunities identified in the journey to change of the visionary innovator and his/her team were further explored to formulate a design brief. From the persona, it was found that it would be desirable to create a design that is a technological gadget, connected and efficient.

The day in the life of the visionary innovator indicated that design requirements were a design that is quick to use, as the time of the visionary innovator is scarce. It design must me mobile, as the visionary travels around a lot. It must be connecte, therein facilitating communication between the visionary innovator and the team; and it must be integral, therein involving all the stakeholders.

Furthermore, it was found that to lead and enable the team to innovate, the visionary innovator has to fulfill multiple roles at once. The three roles of the visionary innovator that were indicated as important to lead, motivate and enable the team were the role of providing vision, coaching and protection. Additionally, it was found that as the visionary innovator gets busier and the team grows, it becomes increasingly difficult to balance the multiple roles well, as a result there were several moments in the journey of change where the visionary innovator could improve in one or more of these roles.

Finally, it was found that the visionary innovator has less time to engage with every team member on a daily basis and in moving from one meeting to the next, the visionary innovator tends to forget to take a moment of time to reflect on his/her leadership roles. To take into account these challenges together with the design requirements, the design goal was narrowed down to the following:

'I want to design a tool that provides quick, reflective insights on Steve's roles to determine what actions to take to effectively and integrally

lead his team from any location.'

To give direction for the desired interaction between the visionary innovator and the design, an interaction vision was formulated and interaction qualities were determined. From the interaction qualities several concepts were developed. For the selection of a final concept, it was tested against the design requirements.

Chapter Four
In the next chapter, the final concept that was chosen is presented and explained. Based on a user test, an iteration of the design was done. The final design is presented and illustrated.
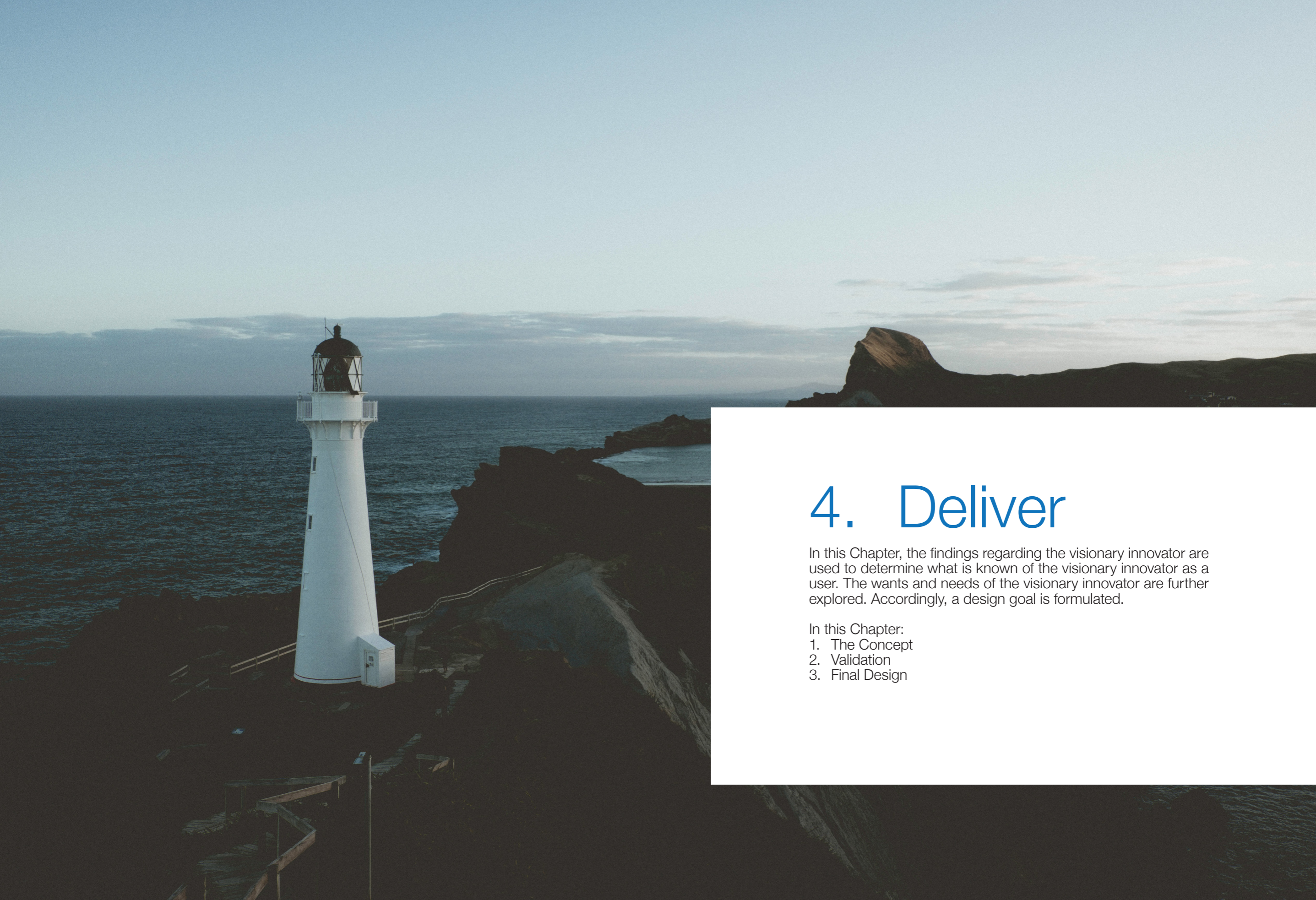
4. Deliver

In this Chapter, the findings regarding the visionary innovator are used to determine what is known of the visionary innovator as a user. The wants and needs of the visionary innovator are further explored. Accordingly, a design goal is formulated.

In this Chapter:
1. The Concept
2. Validation
3. Final Design

4.1 A visionary dashboard

In this section, the final concept is introduced of the design that will aid Steve in fulfilling his roles as a visionary innovator. The final concept is a dashboard designed for the visionary innovator, which helps Steve to prioritise his time according to what role he must play and what team members to meet with. The dashboard also serves as a way for the team to provide feedback to the visionary innovator.

The Concept

The dashboard is a digital tool that provides feedback to Steve on the status of his teams. The feedback is divided up by the responsibilities that corresponds to each of the different roles Steve needs to fulfill as a visionary innovator. The insights are visualised and returned to Steve in the form of visualisations. By visualising the insights, Steve can quickly interpret the insights and take the necessary actions. The roles of the visionary innovator for which the dashboard measures the team status are the role of the visionary, the coach and the protector. As such, it measures the team's perception of the vision, their space to innovate and the roadblocks they encounter. By concretising perceptions from the team regarding the vision, space and roadblocks, it serve as a means to ensure Steve shares the same facts as the team about the team status (Ries, 2017). The dashboard helps to communicate feedback from the team to Steve, to provide an overview of what teams need Steve's time and which of his roles need work. Accordingly, Steve can determine how to distribute his time effectively.

How it works

The dashboard works according to three simple steps, illustrated in figure 4.1:
1. Measuring: Insights regarding the team status are collected through a weekly individual questionnaire that consists of four questions. One question is inteded to measure feedback on the overarching vision of the team. This is to provide insights on Steve's visionary role. Three questions are intended to measure feedback regarding how well the team feels they have the space to innovate. These serve as a measure of Steve's role as a coach. In addition to the weekly questionnaire,

figure.4.1 Use of the dashboard

the team can use the dashboard to indicate any obstacles they encounter on a daily basis. This provides insights for Steve's role as the protector.
2. Visualising The insights are presented to Steve in the form of digital visualisations.
3. Acting Based on the insights, Steve determines what team members to meet with. Based on the insights for the visionary, Steve could determine to spend more time on communicating his vision to the teams. To do so, he could give a general talk, plan personal discussions with individual team members or organise a co-creative session to brainstorm about the vision with the team. Based on the insights for the coach, Steve can plan to meet with team members individually to discuss the results from the questionnaire and determine how to provide better guidance. The dashboard can be used during these meetings as a reference. Finally, Steve can use the insights for the protector to directly solve any issues that withold the teams from their work.

Prototype

To test the general idea of the design, a first version of the dashboard was created as illustrated in figure 4.2. The aim of the prototype is to determine how the functionalities could work, test what functionalities to include and whether the visualisations are clear. More generally, the aim of the prototype is to test whether the visionary innovators would find the product useful and whether the team and the visionary innovator would be likely to use the design.
The prototype is used to test with the team and the visionary innovator, with the aim to collect feedback to iterate on the design of the dashboard. For testing, the prototype is made to appear simple and unfinished so as to encourage feedback. The prototype displays the three functionalities to test the status of the visionary, coach and protector role. Additionally, a general overview of the running projects is provided which can be used to monitor the successes achieved by the team. Finally, at the centre, the general performance of

Interaction Qualities
Measures
The dashboard measures feedback to provide insight in the team status to help Steve fulfill his roles well.

Reminds
The dashboard reminds Steve which of his roles and what team members need attention.

Focuses & Encourages
The insights provide an idea of what actions to undertake: who to connect with, what role to take on and how to meet. (1 on 1 meeting, plenary, a quick stand up etc.)

the visionary innovator can be monitored through measurements of the weekly time spent on meetings, the time spent on each role and the time spent with each team.
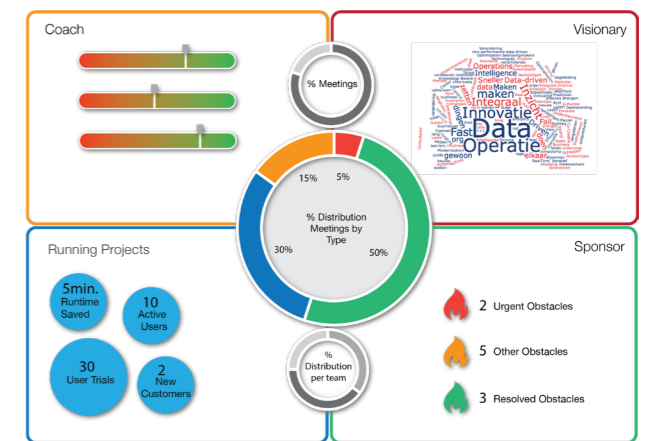

figure.4.2 The prototype of the dashboard used for testing

4.1.3 Validation

In this section, the design is evaluated based on the feasibility, desirability and viability of the design. Furthermore, the design is tested against the design requirements. To test the desirability of the design and determine improvements, the prototype was tested with David, one of the visionary innovators.

Desirability
During the session with David, the prototype of the dashboard was presented and discussed. The session focused on the following questions:
1. What benefits does the visionary innovator see in using the dashboard together with his team?
2. What improvements could be made to the content and design of the dashboard?
The general concept of the dashboard was discussed, after which each of the functionalities of the dashboard were discussed in more detail.

Upon presenting the concept of the dashboard to David, the response was very positive and it was especially interesting to see that he recognised the problem of staying up to date of the team as he can be very busy: *'I tend to be all over the place, so my team tells me that I am sometimes difficult to reach. So I'm sure the team will be very happy to see this.'* Furthermore, David indicated to especially like the visualisations of the roadblocks as fires, because he recognised the fires taking up a lot of his weekly schedule. He thought it would be a good idea to involve the team in determining what feedback to collect, to increase the likelihood of them using the application for feedback.

Feasibility & Viability
To investigate feasibility of the dashboard, it was discussed how the dashboard could be integrated in the current schedule and tools used at the office. Currently, as the teams are working with agile processes and tools, David indicated that he saw a possibility to integrate the dashboard in the digital environment already in use. Also, he said the team is already used to working with a digital tool to indicate the project progress as part of the agile way of working.
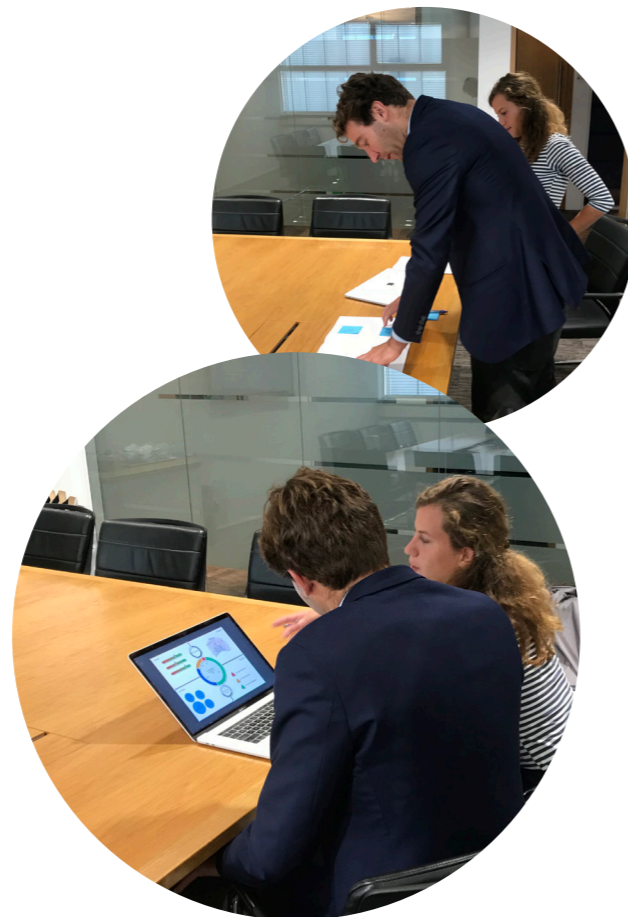
Furthermore, to build the application to collect feedback from the teams many feedback applications are readily available that can be integrated with a dashboard.

Improvements
David further indicated that the dashboard looks very interesting already, but that many things are going on. So the number of functionalities could be simplified to include a fewer number of metrics. As such, in the redesign instead of including five functionalities for the dashboard (the visionary role, the protector role, the coaching role, visualising the overal progress of the running projects and a personal reflection tool) the number of functionalities were narrowed down to three. Because David felt the team is more important, he preferred the functionalities that facilitate communication from the team to him, instead of the personal reflection tool.
Furthermore, David expressed that he was worried that posing too many questions to the team in the questionnaire would prevent team members from using the tool. Thus, the number of personal questions included in the questionnaire were narrowed down to three instead of five. Overal, he indicated that as they have no personal reflection tool in use at the moment, the dashboard could be a useful solution.

Recommendations
Finally, David indicated that he thought the functionality regarding the progress of the team could be very interesting as a seperate tool. He would be interested in using it as a shared dashboard between him and the team. Especially being able to use the dashboard to post progress publicly to the rest of the organisation to increase visibility towards the organisation would be attractive. This could be an interesting extension to the current concept.

Evaluating the Design Requirements
For further evaluation of the design, it is examined whether it meets the indicated design requirements. As the design is a digital tool it can be easily accessed from anywhere, thereby meeting the requirement for mobility. Furthermore, as the focus is on facilitating communication between the team and Steve, it is connected. As it helps to keep an overview of all of the teams and the different roles played by Steve, it also meets the requirement of an integral design. Finally, with a simple design and visualisations it meets the requirements of being efficient and quick.

Design requirements
Quick & Efficient
Visualisations condense complex information in a comprehensive manner that serve as a call to action (Calabretta et al., 2016). By visualising the insights, the information can be quickly interpreted. The dashboard further facilitates the communication of information efficiently, reducing the need for meetings or calls to communicate the feedback.

Mobile
The dashboard can be accessed from any digital device on any location, so it is suited for travelling.

Connected
The tool facilitates the connection between Steve and the team through the collection of feedback from the team to Steve, after which Steve reaches out to connect with the team.

Integral
Insights of each of the roles are provided and feedback is collected from every individual team member, so an integral overview is provided.

The Final Design
Based on the evaluation of the design, the design of the concept is reiterated on, taking the feedback from the session with the user into account.
To illustrate the use of the final design of the dashboard and the interaction with the team members and Steve a scenario is provided. As the scenario has three functions; to provide insight in the role of the visionary, the coach and the protector, seperate scenario's for each of these roles are provided on the following pages.

4.1.4 Functionality 1: the Protector

Because a great part of the role of the visionary innovator is protecting the team and removing political obstacles within the organisation that hold back the teams, a desirable function of the dashboard is to provide insight in the protector role of the visionary innovator.

To do so, insight into the so-called 'fires' that urgently need to be extinguished by the visionary innovator to enable the teams to work is required. As a solution, the teams use the dashboard to report a problem to the visionary innovator when it surfaces.

The scenario

In the current situation, the case studies indicate that the teams experience difficulties in reaching the visionary innovator when they encounter a problem. This is because the visionary innovator is constantly busy, either moving from one meeting to the next, or travelling around outside the office to make arrangements for the team.

The scenario illustrates how the dashboard could serve as a medium to facilitate the communication of these issues in an easier way:

The team places a call for action through the dashboard, and Steve immediately receives a message. The dashboard displays that the message entails an urgent issue. Steve can quickly see that an urgent issue needs to be resolved, can read up about it and then take the required action. This can then be communicated back to the team in a clear manner through the dashboard.

Required dashboard functionality

A general overview of the 'burning fires' that need to be extinguished; i.e. the company-wide obstacles that need solving so the teams are enabled to continue their project.

1. Steve and the team discuss the next steps for developing their new service, an innovation they are currently working on.
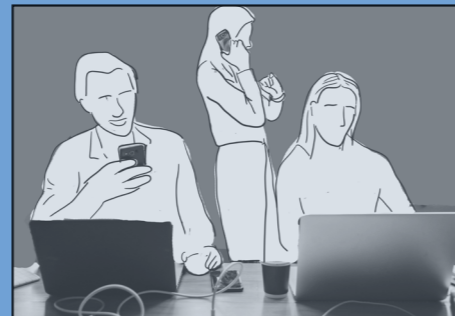
2. Steve has to leave to go to his next meeting, leaving behind the team.

3. The team continues to work on their service individually.

4. As Anne wants to run a pilot to test their service with customers, they run into a problem. The store manager does not want to collaborate.
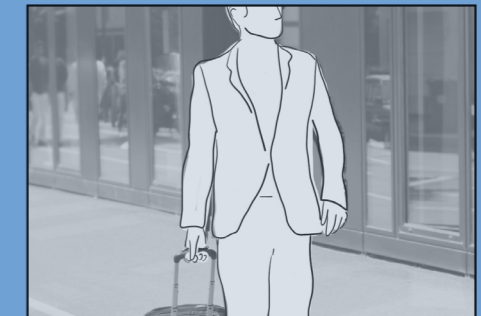
4. The team is stuck and tries to resolve the issue but without success. Anne calls Steve in the hope that he can help out.

5. Unfortunately Steve is busy meeting a potential buyer of their new service and cannot answer the call.

6. The team tries to get hold of Steve, but he is busy all day going from one meeting to the next.

7. Steve has another meeting at the office in London, and travels to the airport.

8. As Anne can't reach Steve, she decides to file an urgent issue in the app, providing a compact description of the problem and a comment that it needs to be fixed ASAP.

9. Steve receives a pop-up: 'the team has run into a roadblock, help ASAP'.

10. Steve quickly checks out the problem in more detail.

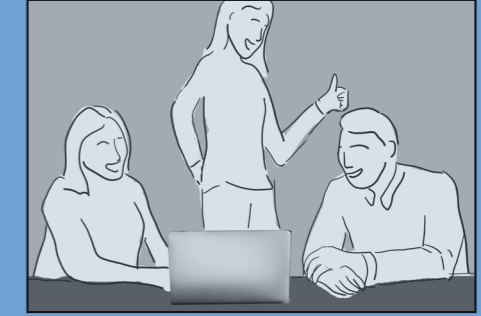11. He takes a moment to think who he could call to resolve the issue.

12. On the way to his next meeting he places a call to the manager to mediate an agreement. The manager agrees to make a one-time exception for the pilot.

13. To bring the news to the team, he makes a note in the app and marks the problem as resolved.

14. Anne receives a pop-up with the good news.

15. Great! she tells the team and they get ready to prepare the service for testing.

4.1.5 Functionality 2: the Visionary

As one of the important factors that make the visionary innovators so effective in bringing change to the company is their vision and their ability to inspire others with a compelling story, it is desirable to measure how others perceive the vision and whether the vision is shared amongst the team. As such, Calabretta et al. (2016) underline the importance of a shared vision for a succesful strategic project.

To do so, insight regarding the team's perception of the vision is required. Furthermore, feedback on any unclarities needs to be returned to the visionary innovator. As a solution, the teams use the dashboard to discuss any questions regarding unclarities around the vision. The entire team gives feedback on the questions.

The scenario:

In the current situation, the case-study interviews indicate that some visionary innovators find it hard to read the audience as the team gets bigger. Furthermore, they explain that it is essential to communicate their vision to everyone but as the team grows and the visionary innovators get busier it becomes physically impossible to talk to everyone on a daily basis.

The scenario illustrates how the dashboard could serve as a medium to facilitate the communication of the feedback in an easier way:

The team poses a question regarding the vision through the dashboard, visible to everyone. Everyone is asked to share their thoughts on this question through the dashboard. The feedback from the entire team is visualised so everyone, including Steve can quickly see the team's shared interpretation of the vision. Furthermore, the discussion helps Steve realise that he has not communicated his vision concretely enough, even though the team indicates that they want a more concrete story. He uses this feedback for his next talk.

Required dashboard functionality:

A visualisation of the team's perception of the overarching team vision, with regard to a question specified by the team or by Steve. For example, the team's perception of the vision for the coming three months.
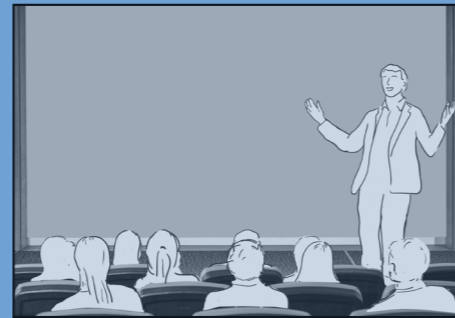
1. During a Town Hall session with the entire team, Steve passionately explains his vision of what the company could look like in 3 years time.

2. Afterwards, Steve wonders whether his vision came across well during his talk but he finds it hard to tell for everyone.
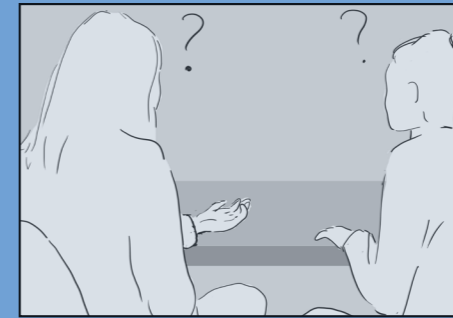
3. Anne and Sara discuss how they thought the talk was inspiring but they are not sure how the vision translates to concrete steps they can undertake the coming months.

2. Anne therefore plans a personal meeting with Steve to discuss how the vision translates to concrete steps for the next three months.

3. For the rest of the day, Steve's schedule is packed with meetings.

4. Steve runs from one meeting to the next, and therefore does not have time to discuss the concrete steps with everyone personally.

6. Anne discovers that more team members are wondering about the same question. She therefore creates a new discussion topic on the app: 'What's our vision for the next three months?'

7. The team discusses the latest discussion topic that was posted on the app. Everyone has mixed feelings about the vision.
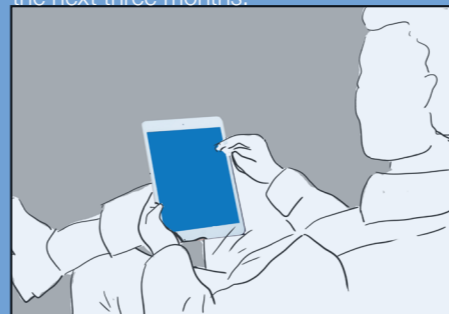
8. They decide to have a brainstorm session to come up with some concrete ideas.
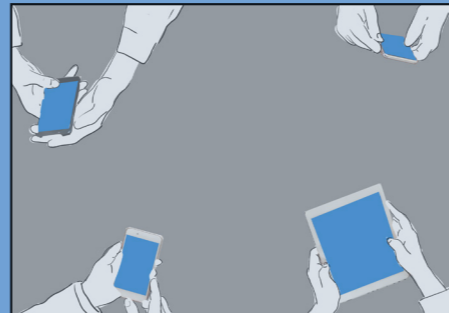
9. Afterwards, they each use the app to fill out their own interpretations of the vision for the next three months.

10. Now that they have cleared that up, the team feels inspired to get to work together!

11. Steve checks out the new discussion post and reads everyone's interpretations for the vision the coming three months.

12. He makes time for another Town Hall session, this time Steve and the team spend time to discuss the team vision concrtely for the coming months together.

4.1.6 Functionality 3: The Coach

The coaching role is the role that the visionary innovator needs to take on as a leader of the team. This entails providing the right means i.e. tools, methods and methodologies for the team to get started on their own projects, but also enabling the team to use those means to innovate. Furthermore, as a coach the visionary innovator is responsible for creating an environment where the team feels fully free and encouraged to innovate. This includes creating an environment where learning and experimentation can take place, as this is important to foster the innovation mindset.

To help the visionary innovator fulfill his coaching role well, the dashboard facilitates the communication of feedback from team members as to how well they are stimulated to innovate.

The scenario:

In the current situation, the case-study interviews indicated that even though the visionary innovators value reflection and development highly, a lack of time is spent on personal feedback moments. In the beginning, as the team has just been founded, the visionary innovator tends to use an unsystematic approach therein experimenting and learning what processes to use. Interviews with team members indicated that this sometimes results in unclarities for the team. On the other hand, during a later stage as the teams become increasingly independent and the face-time between the visionary innovator and team members reduces, the interviews indicated that the visionary innovators find it hard to gauge team member's personal satisfaction with the way of working, their project role and the environment. The scenario illustrates how the dashboard could serve as a medium to facilitate feedback from individual team members in an easier way:

Every team member receives a short questionnaire on a weekly basis, a 5 min. task which is intended as a personal moment of reflection. The results are visualed and can be viewed per team or individually per team member. Steve can quickly check out the visuals and gets an idea of what areas need more attention and he needs to focus on. As a coach, Steve checks in with each team or team member individually to discuss the overarching team dynamics. Based on the weekly results, he is up to date of the issues that are currently playing. Subsequently, he plans a meeting with Anne and together using the dashboard as a reference, they can discuss issues and how to solve them.

Required dashboard functionality:

Anl overview of the team status based on personal reflections collected from the team on a weekly basis. Thus, the dashboard must include an app to collect feedback from the team, which are then summarised and presented through the dashboard.

1. Steve and the team discuss the next steps for developing their new service, an innovation they are currently working on.

2. Steve has to leave to go to his next meeting, and the team continues to work on the new service independently.

3. Anne, however, feels that she has too much freedom to go in any direction and feels lost, but the team does not know how to give her guidance.

4. Anne is stuck and she doesn't feel motivated to work.

5. She then receives a pop-up: it's time to fill out the weekly feedback questionnaire.

6. She findicates that she does not feel satisfied with the freedom she is getting.

8. Steve checks the weekly reflection scores.

9. He sees an area that is red and needs his attention. He checks the details and finds that Anne has concerns about freedom.

10. As soon as Steve gets back from his trip abroad, he plans a meeting with Anne.

12. Anne and Steve meet, and Anne explains that she is glad to receive some coaching.

13. Together, they have a look at her reflection. Steve asks about her concerns regarding freedom. She explains the situation and he gives her advice,

14. After the meeting, Anne feels much more enlightened about what direction to go in. She is motivated to get right back to work!

4.1.7 The Final Design

Ries (2017) states that in the creation of a dashboard, the process of choosing the metrics presented on it must take into account that the metrics be simple and actionable. The final design consists of two parts; the visionary dashboard through which the insights of the team are presented and the feedback application through which the insights are gathered.

The Dashboard
In the final concept design, the dashboard has three main functionalities attuned to the three roles of the visionary innovator:

The Visionary: Vision
To measure whether a shared vision is present, the perceived vision of the team members at any point in time can be measured and displayed through the dashboard.

To measure the team's perception of the overarching vision, a question regarding the vision can be proposed to the team. The team is then asked to answer the question in the form of three key words.

To build the prototype, during a visit at the office of one of the visionary innovators the entire team was individually posed the question: 'Can you name three key variables that according to you represent what the department stands for?' The key values were collected and visualised in the form of a wordcloud. The wordcloud depicts all the key words that were mentioned by each of the team members. The biggest words were repeated most often and thus show what the majority of the team perceives as part of the vision.

The Protector: Fires
To measure what obstacles the teams are running into, a general overview of the 'burning fires' that need to be extinguished are presented through the dashboard. The team members can indicate the urgency of the problem in terms of when it needs to be resolved. Any obstacles that are resolved, are presented as celebrations. This gives an indication of the successes achieved for the visionary innovator in the protector role.

The Coach: Team Status
According to Ries (2017) the teams involved must agree on metrics they find important. To provide an overview of the team status, the team is asked to fill out a team reflection based on three key team values deemed important by the entire team to be able to innovate succesfully. The insights are gathered on a weekly basis through a short questionnaire that consists of three questions. The scores are visualised, and any values that are not green need special attention for coaching.

The Visionary Dashboard

The Feedback Application

A dashboard can display all kinds of information, but the metrics should be kept simple and actionable to create a focusing effect on actions that hold priority for the visionary innovator. For the visionary innovator to be able to absorb the information quickly, and to create a low threshold for the team to engage in the questionnaire, the number of metrics measured through feedback application should be kept at a minimum. The design therefore includes a range of 3-5 values.

Determining the metrics co-creatively

To encourage the team to take the feedback application seriously, the metrics measured will be determined in a co-creative session. Thus, prior to the launch of the weekly feedback sessions, a co-creative session will be organised with the entire team, including the visionary innovator. During this session, the team brainstorms on key values that they regard as important to foster the desired culture and way of working in their environment. For example, transparency and safety to fail could be desirable values as these are often found to advance experimentation. Together, the team and the visionary innovator settle on 3-5 most important values.

Subsequently, the team agrees to fills out a weekly questionnaire during which every team member reflects individually to what extend their work and environment meets the key values. The questionnaire includes one question for each of the key values. By answering the question, the team member is asked to indicate their satisfaction of the level at which the key value is present in their work or their environment on a scale of 1 to 5. To encourage the team to fill out the questionnaire in an honest manner, the results will not be made visible to anyone but the visionary innovator.
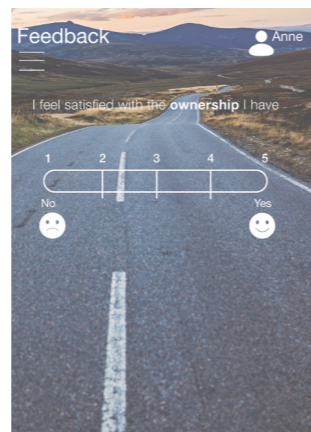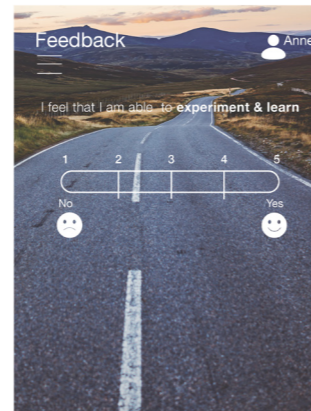
The Feedback App

figure.4.8 The questions included for personal reflection of the team members

To provide an example of the final design of the feedback application, as presented in figure 4.8, three key team values were identified from findings from literature and the interviews:

Safety to experiment and learn

The literature analysis and expert interviews pointed to the importance of developing a culture where failure is accepted to foster experimentation, learning and iteration (Ries, 2017; Tushman et al., 2013). The importance of creating a learning mentality was also discussed in the interviews.

The first question of the questionnaire therefore measures the team member's satisfaction with the space to experiment and learn.

Freedom

In the interviews, the visionary innovators indicate the challenge of balancing the right amount of guidance for their team members in their project assignments and simultaneously providing freedom for the team to take ownership of their assignments and work individually. Furthermore, freedom to work individually is found to be related to creativity. Thus, the second question measures the satisfaction with the level of freedom provided.

Ownership

Ownership is essential for the succesful implementation of innovation (Calabretta et al. 2016). Again, this is also a recurring theme in the interviews as visionary innovators describe a strong sense of ownership to be part of the desired mindset to foster innovation within their company. Thus, the third question measures the satisfaction with the level of ownership provided.

Next Steps

The next steps for developing the design would be to carry out additional tests with the remainder of the visionary innovators. Furthermore, due to the lack of time it was not possible to organise an evaluative session with the entire team and the visionary innovator. As the design facilitates communication between the team and the visionary innovator, it is essential to carry out validation of the concept with the teams.

Furthermore, before development of the application and the dashboard it is recommended to carry out a pilot over a longer period of time; a month to several months, during which the interaction between the design, the team and the visionary innovator can be further examined. Especially the integration of the design in the daily work needs to be studied. Furthermore, the likelihood to provide honest feedback through the use of the application needs to be examined. Based on the pilot, feedback could be collected for further iterations on the design.

Furthermore, the design and functionalities of the dashboard could be easily personalised to match the wants and needs of each of the eight visionary innovators and their teams. Therefore, a case study of the design with each team is recommended to determine which functionalities would best be suited for each case.

4.2 Chapter Review

In this Chapter, the final concept that was chosen is introduced and elaborated on. The final concept is a dashboard designed for the visionary innovator, a digital tool that provides feedback on the status of the teams. The feedback is divided up by the responsibilities that corresponds to each of the different roles the visionary innovator needs to fulfill. The insights are visualised and returned to in the form of visualisations. By visualising the insights, the visionary innovator can quickly interpret the insights and take the necessary actions. The roles of the visionary innovator for which the dashboard measures the team status are the role of the visionary, the coach and the protector.

Furthermore, the concept is evaluated based on the feasibility, desirability and viability of the design. Furthermore, the design is tested against the design requirements. To determine improvements for the design, a prototype was created and tested with one of the visionary innovators. The design of the concept was reiterated on, taking the feedback from the session with the user into account.

To illustrate the use of the final design of the dashboard and the interaction with the team members and the visionary innovator, a scenario is provided for each of the three functionalities. For the visionary innovator to be able to absorb the information quickly, and to create a low threshold for the team to engage in the questionnaire, the number of metrics measured through feedback application that accompanies the dashboard tool are minimised to range between 3-5 values.

FInally, next steps for developing the design are discussed, which includes additional tests with the remainder of the visionary innovators and their teams.

5. Conclusion

In this Chapter, the findings regarding the visionary innovator are used to determine what is known of the visionary innovator as a user. The wants and needs of the visionary innovator are further explored. Accordingly, a design goal is formulated.

In this Chapter:
1. Conclusion
2. Recommendations & Implications
3. Personal Reflection

5.1 Conclusion

Large-scale organisations are recognising the importance of innovation to adapt to the dynamics of changing customer preferences, technological developments, competition and economic turmoil. However, leading innovation in the environment of large-scale legacy organisations can be challenging, due to resistential forces from legacy structures, processes and culture. Therefore, leadership that understands the urgency of a rapid response and possesses the know-how to enable realisation of such innovations is required. This research provides exploratory findings of visionary innovators, individuals who understand the urgency of continuous innovation and aim to create organisational change to develop innovation capabilities in their own companies. They possess the political and business know-how and the capabilities to realise change.

The purpose of this project was to provide a further understanding of who these visionary innovators are, and how they overcome the challenges in bringing innovation to large-scale legacy organisations. Two research questions were formulated regarding the visionary innovators. To asnwer these questions, research was conducted through a literature review and a case study research to collect empirical evidence of eight visionary innovators and their teams. Through a cross-case analysis of the data from the interviews several patterns emerged regarding the visionary innovators. Thus, in answering the first research question:

What are the attributes of the visionary innovators that make them effective in leading change towards innovation in large- scale organisations?

It was found that these attributes are traits, organisational and political know-how, a guiding vision and space to realise their vision. Specifically, based on these traits, visionary innovators can be characterised to be holistic thinkers, daring challengers, smart connectors and pragmatic doers. The combination of these traits are what characterise the visionary innovator's ability to switch between discovery of innovation opportunities and rapid realisation of innovations.

Furthermore, it was found that in bringing change to their organisations, the visionary innovators go through several phases of change. At first, the movement starts small and focuses on proving the value of innovation. Next, the movement is scaled up and additional 'believers' of the movement are recruited. In the final phase, the focus lies on company-wide change and implementation such that the change becomes permanent. During each phase, the visionary innovators take the following actions: they think and challenge to discover new opportunities; then envision a change and inspire others; then connect, do and reflect during which they innovate with their team and experiment; they then organise and enable, taking the necessary business and political actions to remove any obstacles; subsequently they deliver and celebrate any successes achieved and finally they legitimise and grow through establishing permanent changes and recruiting new people. These actions are what makes visionary innovators successful at establishing a change movement within their organisation and scaling it up to a company-wide change.

Finally, it was found that visionary innovators encounter various challenges as they bring change to their organisations. To answer the second research question:

How can the visionary innovator be aided in leading change towards innovation in large- scale organisations?

It was found that visionary innovators may be aided in dividing their scarce time efficiently and effectively amongst the team and across the actions required to empower the team to innovate. To aid in doing so, the visionary dashboard is introduced to facilitate communication from the team to the visionary innovator quickly and integrally.

5.2 Recommendations & Implications

Recommendations
The case studies described in this report serve as a starting point to provide an understanding of visionary innovators. Further research regarding the construct of the visionary innovators is required. Due to limited time, it was not possible to interview multiple team members or colleagues from other departments for each of the case studies. Thus, for further research it is recommended to triangulate the data found through additional interviews with other colleagues of the visionary innovators. Furthermore, each of the interviews were carried out by the author of this report. However, to increase the reliability of the results it is recommended to interchange the interviewers.
Even though the framework was presented to four of the eight visionary innovators for feedback, additional validation of the framework needs to be done. For example, a dedicated session could be organised to reflect on the elements of the framework with the visionary innovators and their colleagues involved in the case studies.

In proposing the value of visionary innovators for the transformation of large-scale organisations, further questions arise. Is it possible to easily identify such visionary innovators inside large-scale organisations? Would it be possible to select people who could be visionary innovators in development? If so, a training trajectory to develop visionary innovators could be offered to young individuals inside the organisation. Furthermore, would it help further development of the visionary innovators if they were identified and connected internally or externally? Further research on identifying and connecting to the visionary innovators present in large-scale organisations is recommended.

Implications
Through a case study research, this report provides empirical evidence of visionary innovators from eight different organisations. As empirical evidence and descriptions of cases of individuals leading transformation to innovative companies was found to be lacking in extant literature, this research contributes to extant literature by providing illustrations and detailed descriptions of such leaders. Furthermore, the framework presented in this report provides an initial idea of the characterstics of these leaders.

Furthermore, the visionary innovators studied during this project have a vision to aid their organisation in developing the necessary capabilities for continuous innovation. However, six out of the eight visionary innovators do not have a background in design and therin turn to others to provide the necessary tools and methods for innovation. Furthermore, during interviews the visionary innovators indicate to value design highly. Thus, the discovery of visionary innovators may serve as an opportunity for designers to bring design capabilities into organisations. Visionary innovators may provide a way in and serve as the catalysts to embed design into large-scale legacy organisations. The framework presented together with the illustrations, could help identify visionary innovators in large-scale organisation to collaborate with to bring design to large-scale organisations.

5.3 Personal Reflection

This project started with the very broad aim to investigate what determines the success of an innovation approach in large-scale legacy organisations. I was excited to be able to go in every direction, being provided with the freedom to investigate any company and to choose any perspective on innovation that interested me. I quickly immersed myself in the topic of innovation, reading many books and diving into explorative interviews with a broad range of interesting people. But, I soon realised a graduation project does not get easier when you start with such a broad topic.

Thankfully, as I had interviewed about 15 people, attended three conferences and made many trips to study organisations from up close; ranging from start-ups to incubators to accelerators to megacorporations, I ran into some very inspiring and energetic leaders who talked about their perspiring but succesful journeys to change their organisation. This is when I decided I needed to find out more about visionary innovators, and they became the focus of this graduation project.

As I look back on this project, I look back on a fun, inspiring and informative journey. This project has shed a whole new light on how I see the challenge of enabling large-scale organisations to innovate. In focusing on the role of people, I have learned what impact all of us can have in enabling corporates to innovate. In meeting with the many inspiring visionary innovators and seeing how they are achieving successes in transforming their organisations, I have become very much inspired. I aim to take the learnings from this project with me to the next phase in my life: starting a career. As a strategic designer, I hope to contribute to the transformation of organisations to enable them to innovate. I will do my best to recognise and target visionary innovators in future encounters with large-scale organisations. Or else, I will try to follow their advice regarding the actions that have helped them achieve successful changes.

During this project, I am happy to have been able to do the things I enjoy most: exploring a lot of organisations and meeting and interviewing a wide range of new people. As I began the project, I faced the challenge of having to find, approach and arrange my own interviews. It is difficult to determine where to start, when the contacts are not predetermined by the company's network that issued the project. In the beginning, it took some courage to address and interview everyone by myself as in the previous projects this was always a group effort. It takes some getting used to guiding, listening and simultaneously noting the interviews by yourself. But, now that I have lose count of the number of interviews I conducted, I am glad to say that I have acquired some very valuable interview skills. I have learned to really listen and engage with the interviewee, and to touch upon deeper levels of knowledge. It's especially satisfying when interviewees tell you how much they enjoyed the interview!

Finally, I am glad to have been challenged to write a paper on my findings half way through the project. It was a great experience to present my findings at the ADMC conference in London, and a fantastic, fun trip with the TU Delft crew to my graduation project!

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