



INNOVASJONS -KAPASITET

CHRISTINE MEYER

SMART ENERGY NETWORK

22 SEPTEMBER 2022



HVORFOR
BYGGE
INNOVASJONS
-KAPASITET?

VUCA



VOLATILITY



UNCERTAINTY



COMPLEXITY



AMBIGUITY



HVORDAN SER FREMTIDEN UT?



UTNYTTING VS UTFORSKNING





VÆRE I HUSET MENS
DU REHABILITERER



SUKSESS
-FELLEN





HVA SKJER MED
INNOVASJONSLYSTEN I
ETABLERTE
VIRKSOMHETER?



Throughout my career, I have had a chance to observe many such initiatives unfold. They all follow a too familiar pattern. **They are launched with great fanfare and enthusiasm. Senior leadership gives encouraging speeches about how important innovation is to the future of the company. Company communications are laced with talk about innovation.** Promises are made about big changes to come. **The culture will be more tolerant of failure, less hierarchical, and more open to out of box thinking.** Everyone will be encouraged to contribute innovative ideas. **Teams of managers tour exemplar innovators** (at least those who are willing to let them visit) and come back intoxicated with ideas about how to make the company more “Silicon Valley-like”. Structures like **innovation groups or chief innovation officers** – are installed to drive the effort. Optimism reigns.

But, after a year or two things begin to bog down. People start noticing that **not much has changed**. There are few, if any, new innovation programs under way. The few that get proposed **have a hard time gaining traction**. There are also some **costly failures**. **The CFO is asking about the return on investment**. Business leaders begin to complain that there are being **starved of critical resources** needed to upgrade product lines and to fend off intensifying competition. Budgets are tight had tough calls need to be made. The company is feeling earnings pressure, and the once-supportive board is concerned about the lack of progress to date. Senior management is feeling the pressure to deliver an innovation win. Throughout the organization, **many of the old behaviors are still alive and well**. There is little appetite for risk, and the perception that senior management does not really tolerate failure is pervasive. There are complaints that the company’s bureaucracy is stifling innovation. Communications about innovation come fewer and further in between. Senior leaders who happily associate themselves with the innovation initiative now look nervously for other assignments. As time passes, managers further down the ranks adopt a “this too shall pass” attitude. “(Pisano in the book Creative Construction, 2019, p. 12-3)

Å BYGGE INNOVASJONSKAPASITET KREVER AT
EN JOBBER
LANGSIKTIG OG SYSTEMATISK





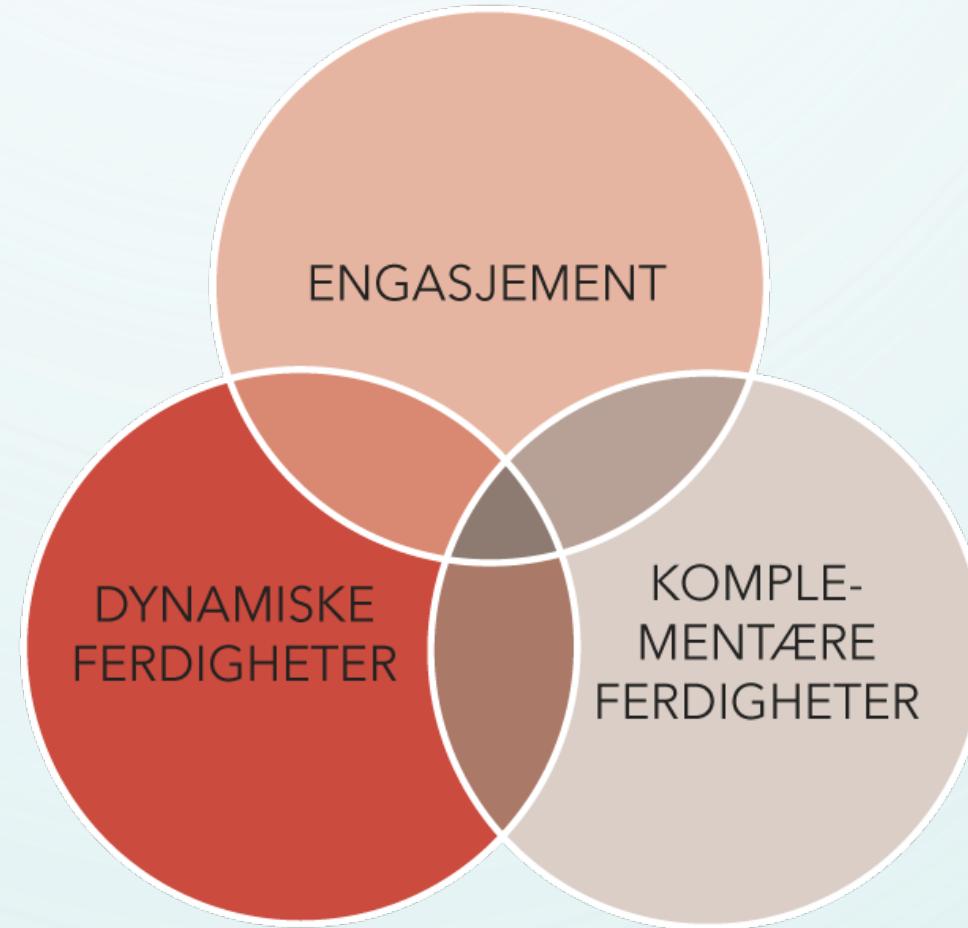
JO MER JEG
TRENGER JO MER
FLAKS HAR JEG

KJETIL ANDRE AAMOT

MEN Å BYGGE
INNOVASJONSKAPASITET
ER IKKE ET ONE-MAN'S SHOW



INNOVASJONSKAPASITET





DYNAMISKE
FERDIGHETER

SENSE
GRIPE
TRANS-
FORMERE



SENSE

Å SE RUNDT
HJØRNET OG
FANGE OPP
SVAKE SIGNALER



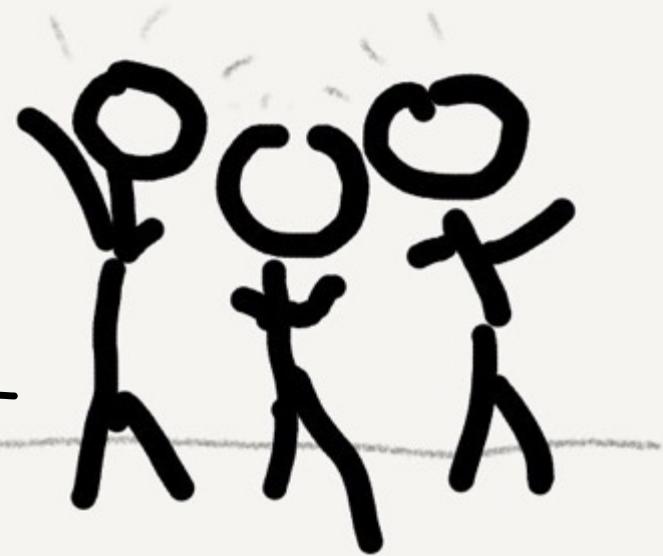
LYTTEPOST



LAGE FREMTIDSFIGURER



HINDRE AT
ORGANISASJONEN
BLIR FOR INTROVERT



Adapted for A NEW GENERATION
from the New York Times Bestseller

an inconvenient truth

the crisis of
global warming

AL GORE

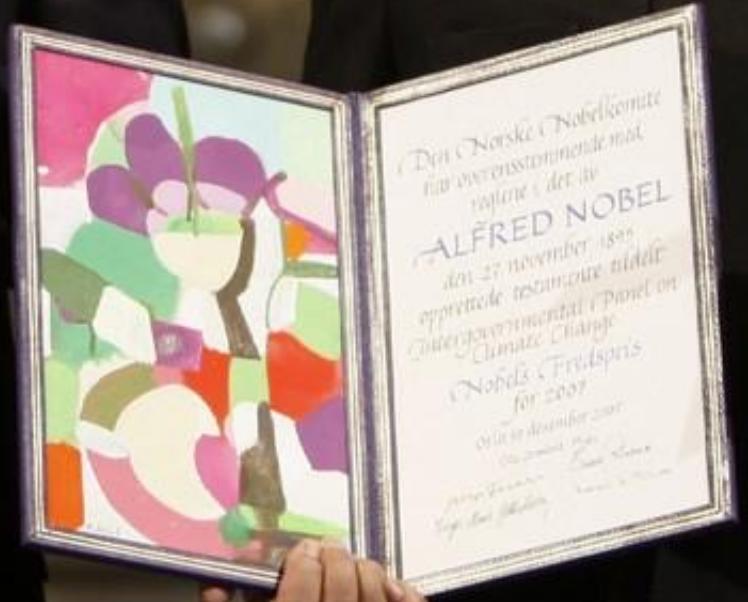
CLIMATE CHANGE 2007

IMPACTS, ADAPTATION AND VULNERABILITY



Working Group II Contribution to the Fourth Assessment
Report of the Intergovernmental Panel on Climate Change





Climate change and energy in the EU

(for the EU-28 in 2017)



Greenhouse gas emissions

78.3 index 1990 = 100

(– 12.4 index points since 2008)



Share of renewable energy

17.5 % in gross final energy consumption

(+ 6.2 pp since 2008)



Primary energy consumption

1 562 Mtoe

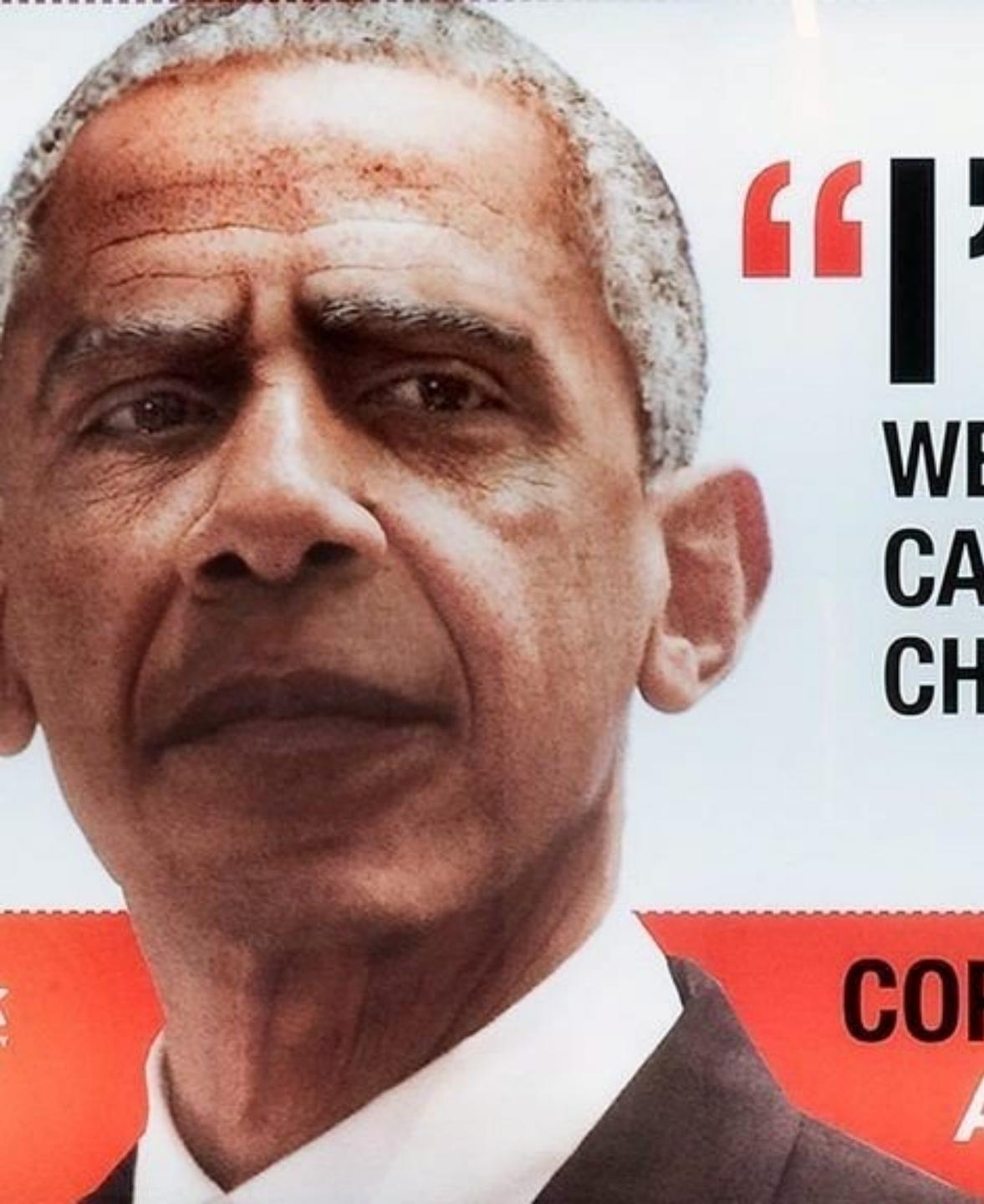
(– 8.0 % since 2008)



Final energy consumption

1 123 Mtoe

(– 4.9 % since 2008)



**"I'M SORRY.
WE COULD HAVE STOPPED
CATASTROPHIC CLIMATE
CHANGE... WE DIDN'T."**



**COPENHAGEN 2009
ACT NOW - CHANGE THE FUTURE**



DYNAMISKE
FERDIGHETER

SENSE
GRIPE
TRANSFORMERE

REALOPPSJONER

(SMAÅ) INVESTERINGER MED LAV ELLER
HÅNDTERBAR NEDSIDERISIKO



Steg-for-steg opsjoner

Teknologiske kapabiliteter



Posisjoneringsopsjoner

Ulike teknologier



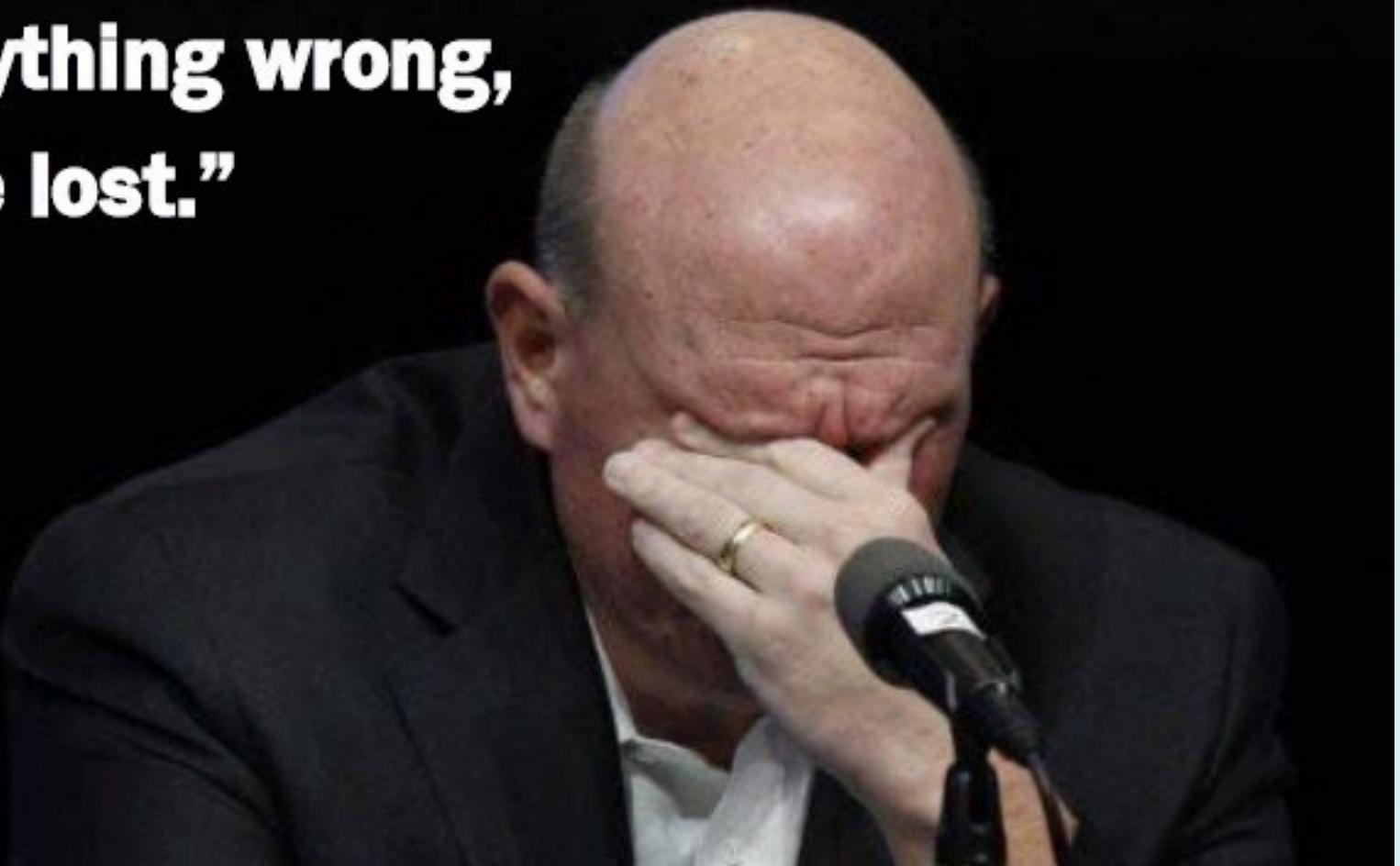


HANDLINGS- ROM I RESSURSER:

- Slack**
- Sourcing**

NOKIA

**“We didn’t do anything wrong,
but somehow, we lost.”**



RAPPORT OM BÆREKRAFT

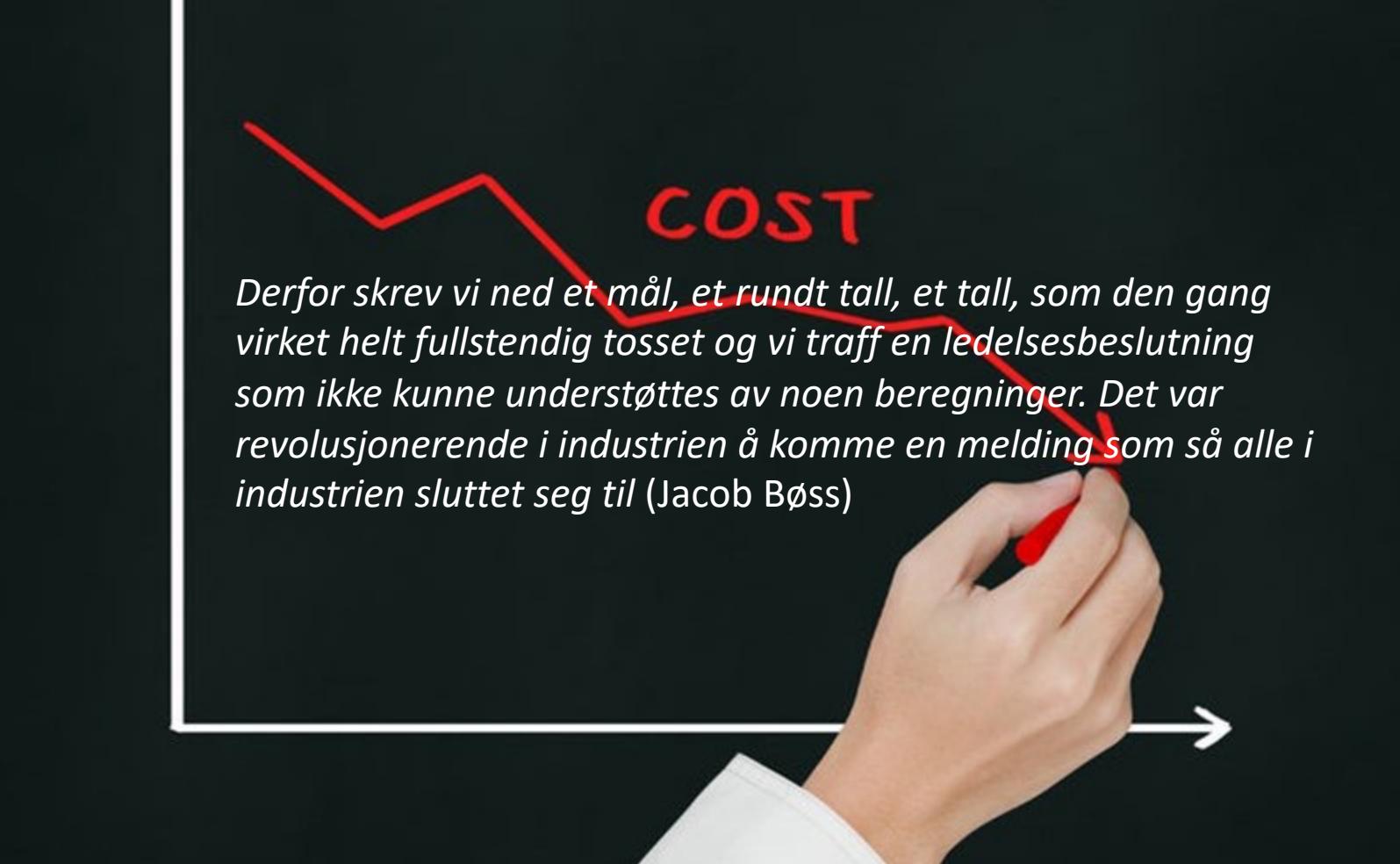
2007











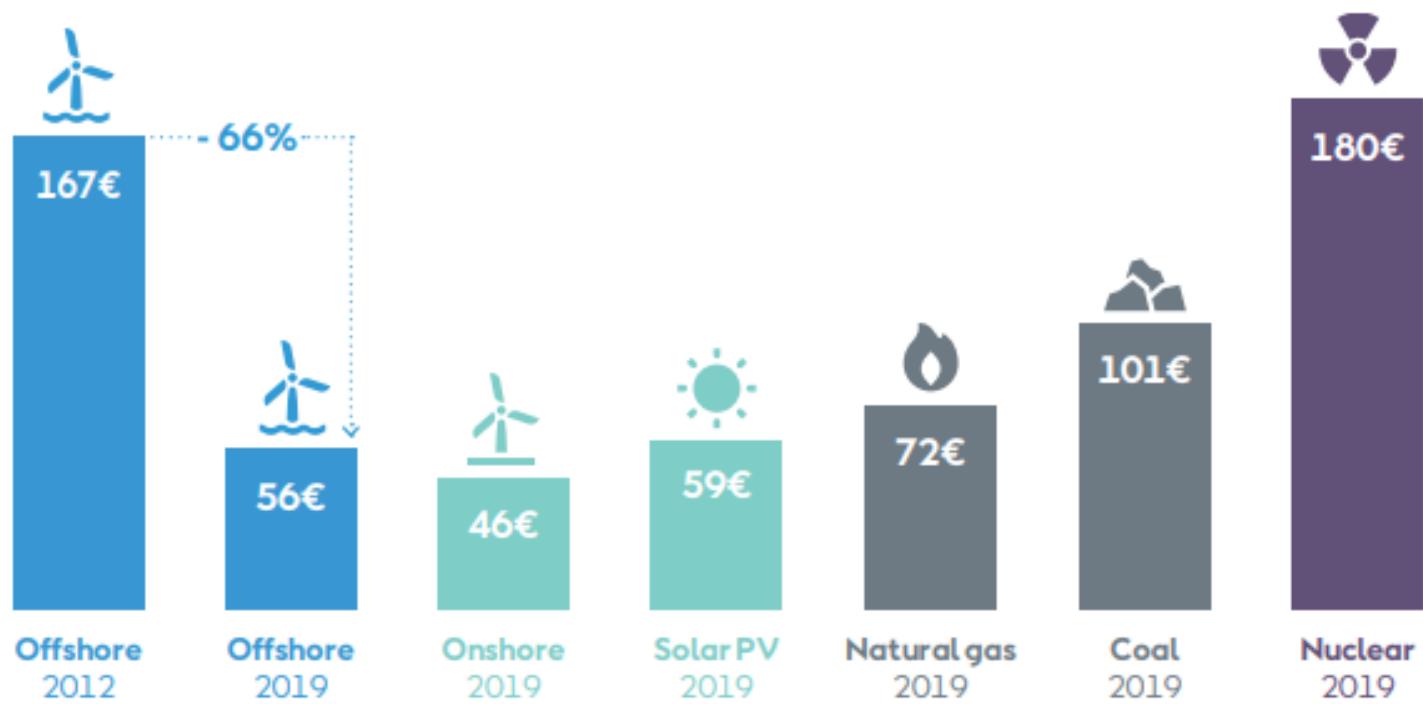
COST

Derfor skrev vi ned et mål, et rundt tall, et tall, som den gang virket helt fullstendig tosset og vi traff en ledelsesbeslutning som ikke kunne understøttes av noen beregninger. Det var revolusjonerende i industrien å komme en melding som så alle i industrien sluttet seg til (Jacob Bøss)

Ørsted Acceleration of our green transformation

Levelised cost of electricity (LCoE)

EUR/MWh, 2012¹ and 2019²



DYNAMISKE
FERDIGHETER

SENSE

GRIPE

TRANS-
FORMERE

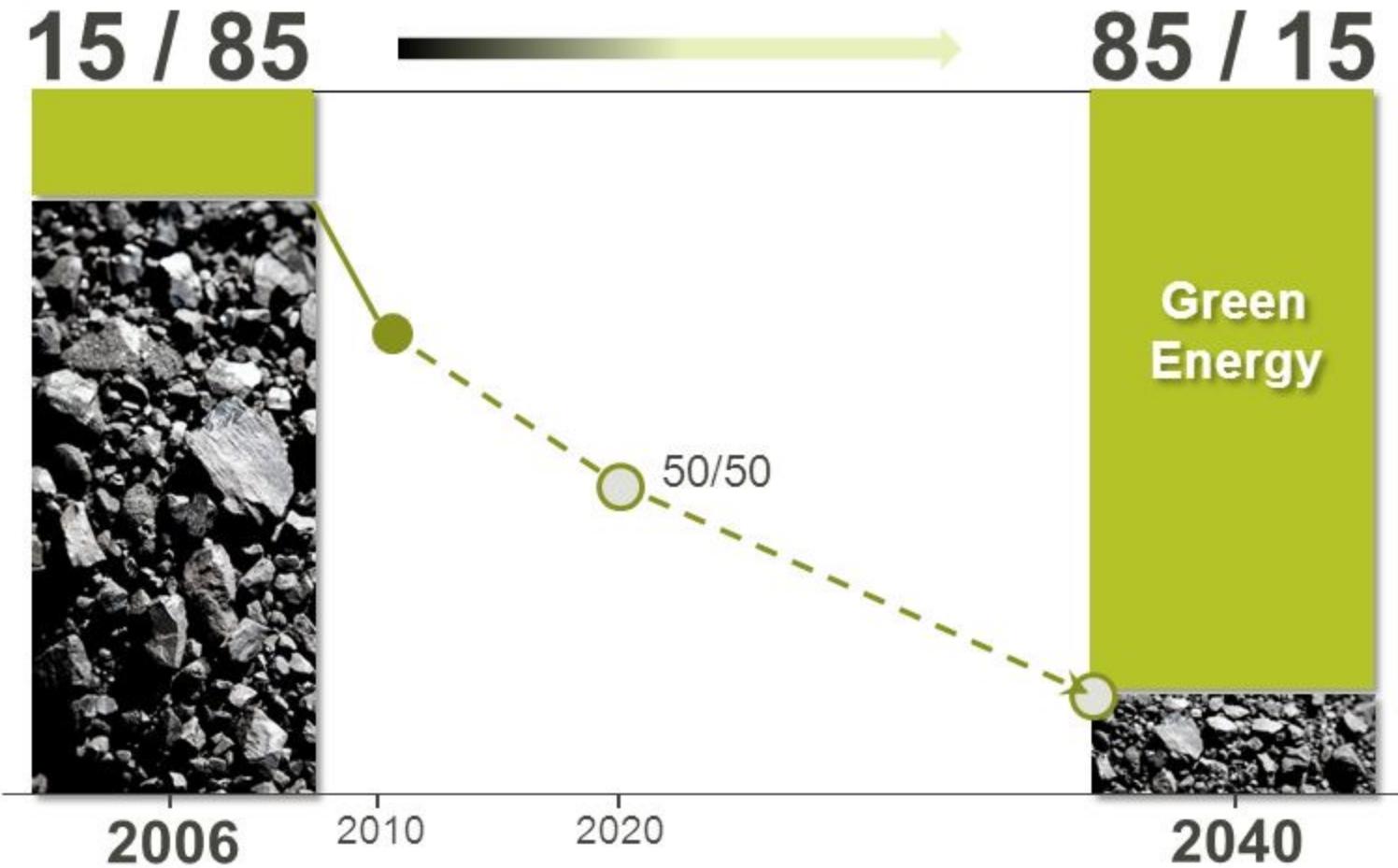


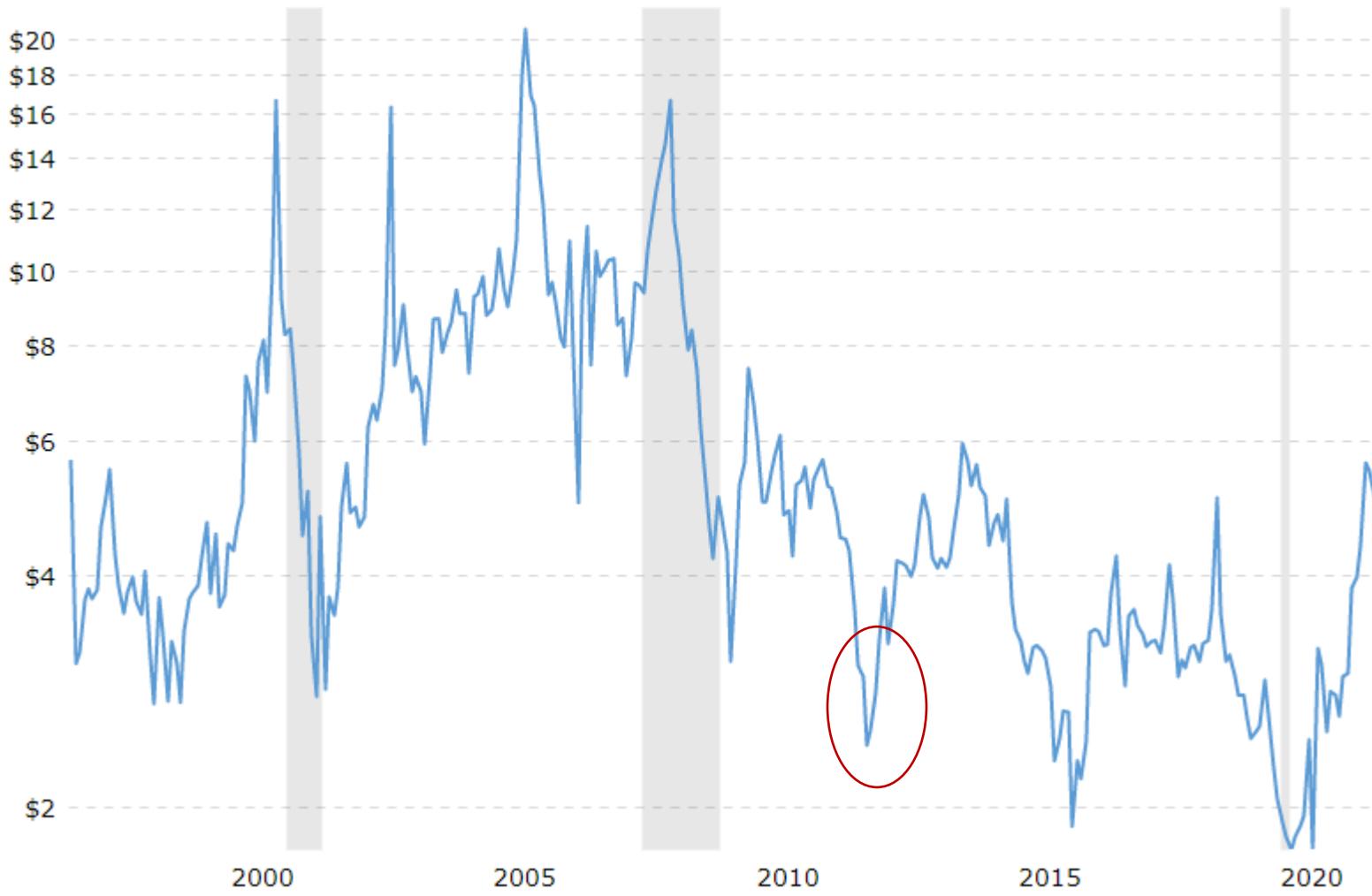
A photograph of a person from behind, standing in a field of tall grass and wildflowers. The person is wearing a light-colored long-sleeved shirt and dark pants. Their arms are wide open, palms facing forward, suggesting a sense of freedom or embracing the environment. The background shows rolling hills under a bright, slightly hazy sky.

Åpne opp
innovasjons-
prosessene



DONG Energy's vision is to produce clean and reliable energy





Dong Energy becomes largest IPO so far this year

Offshore wind farm operator's shares jump 10 per cent on market debut in Copenhagen

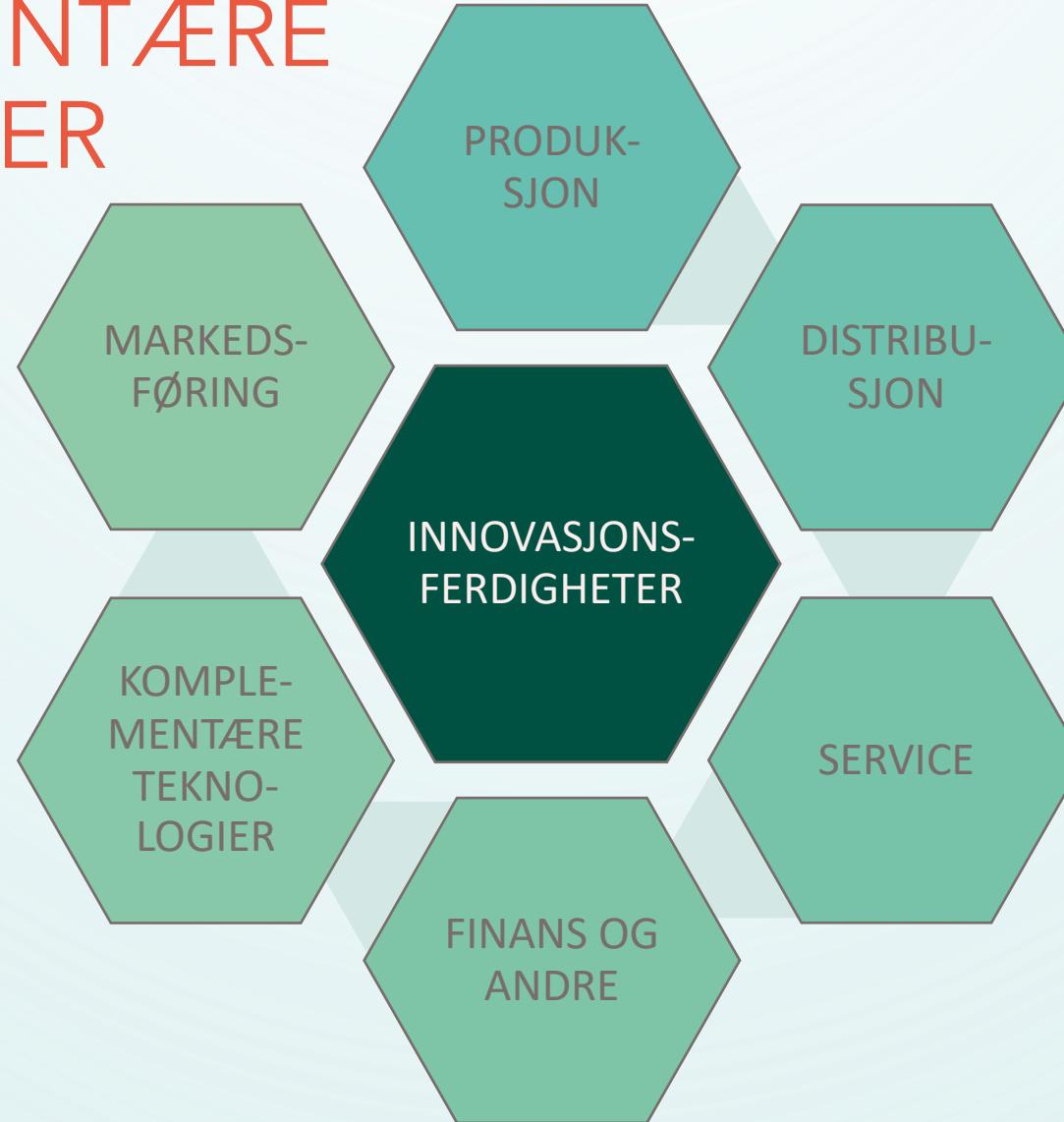


© Getty

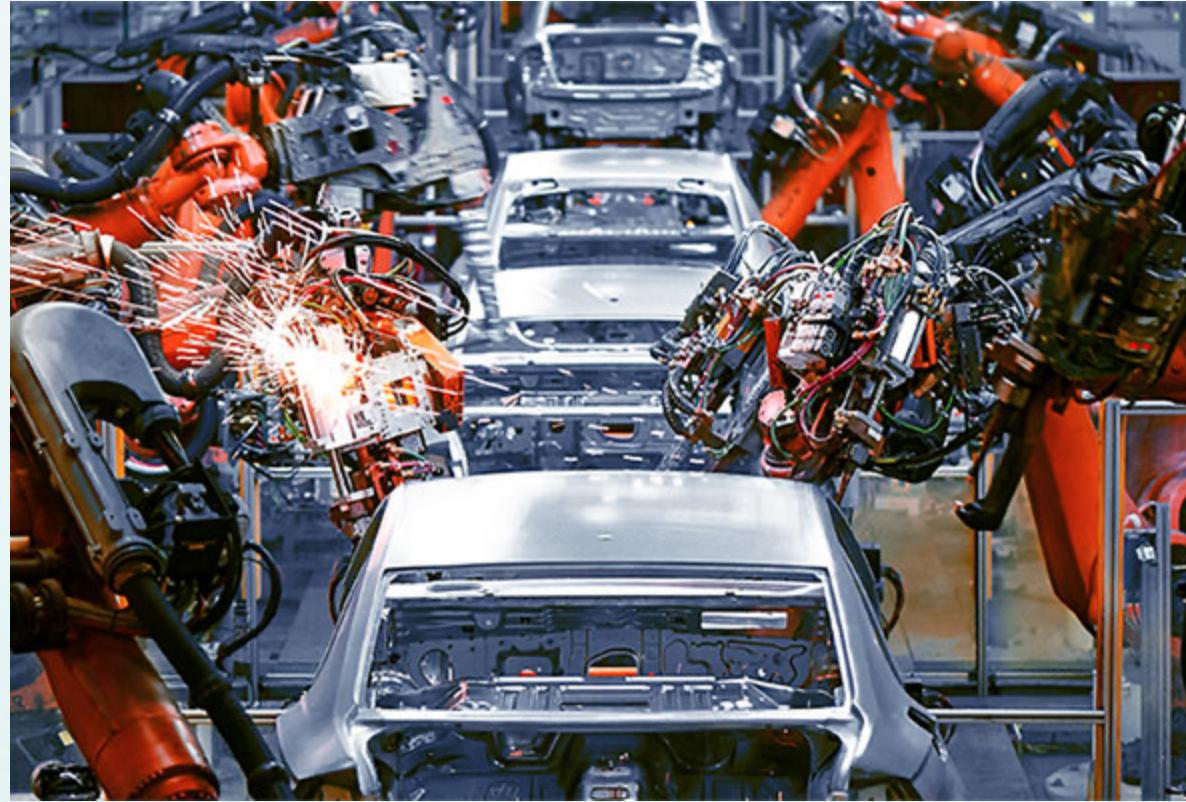
**DONG Energy
is becoming
Ørsted**



KOMPLEMENTÆRE FERDIGHETER



FRA ENKELTPROSJEKTER TIL INDUSTRIPRODUKSJON

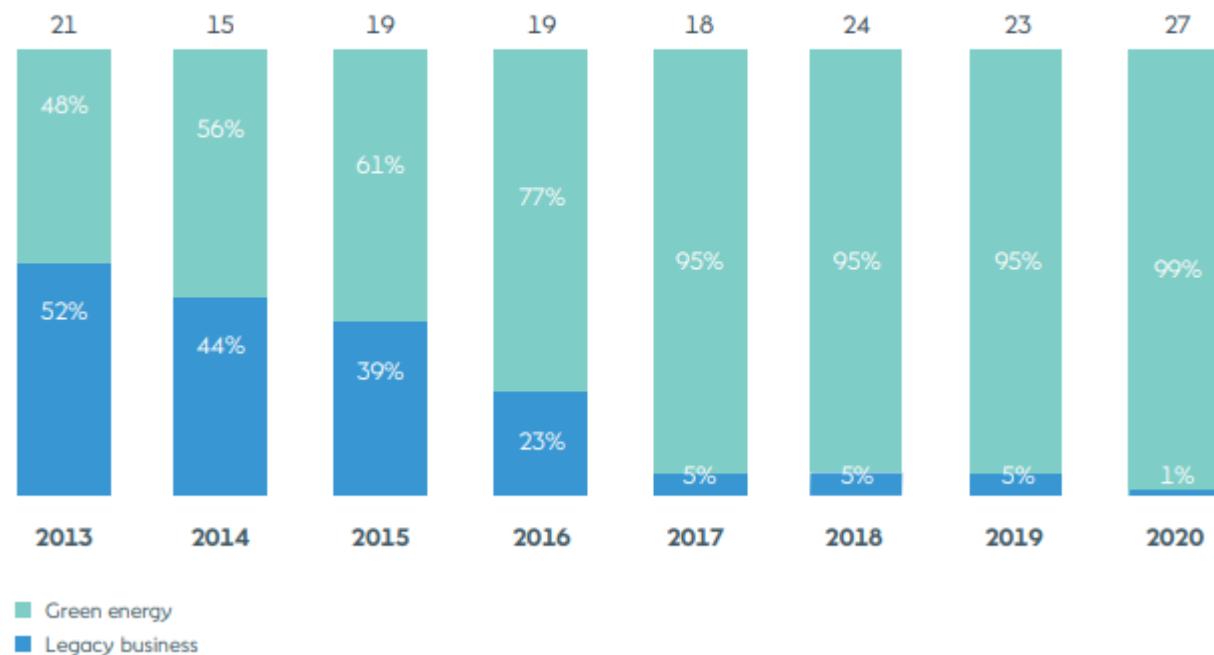


ENGASJEMENT



CAPEX allocation to new strategic core 2013-2020³

DKK bn



INGENTING TAR
LIVET AV
INNOVASJONS-
ENGASJEMENTET
SOM GAMMEL
BAGASJE





DET ER MANGE
VEIER TIL
MÅLET

LØSNINGER INNENFOR ORGANISASJONENS GRENSER



TRANSFORMASJON



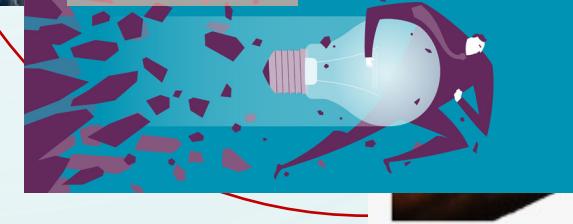
INNOVASJON I
RANDSONEN

LØSNINGER PÅ TVERS AV ORGANISASJONENS GRENSER



ØKOSYSTEMER

SPIN-OUT



PARTNERSKAP

