

Assessing Organizational Innovation

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Ms. Franklin is the Corporate Innovation Program Director at the MIT Innovation Initiative. She comes to MITii from the life sciences industry where she has held leadership positions in operations, partnerships and strategic development at a number of leading companies including Baxter International, Boston Scientific, Biogen, Parexel and Haemonetics. Recently she was Managing Director of Operations at Partners Healthcare Innovation.

Ms. Franklin is a graduate of MIT where she earned a Bachelor of Science degree in Mechanical Engineering. She also holds a Master of Science degree in Mechanical Engineering from the University of Michigan and an MBA from the Kellogg Graduate School of Management.



Innovation Challenges in Organizations

CULTURE

Risk & failure intolerance

Lack of high level innovation strategy and priorities

Incentives don't align to have an innovation capability

PEOPLE

Employees not incentivized to think differently

Employees lack sufficient skills/tools for innovation

STRUCTURE & PROCESS

Lack of resources and time for innovation

Innovation units not structured properly/siloed

TECHNOLOGY

Lack exposure to/familiarity with disruptive technology

Inability to extract value from existing technology

Innovation Dimensions

Priorities	What, from your perspective, are the top three challenges for your company?
Baseline POV	What is your definition of innovation?
ROI Horizon	How soon does management expect to see payback on investments
Risk	How, from your perspective, does the company manage risk related to innovation?
Portfolio	How does the company balance and longer-term objectives with short-term operational needs?
Rewards & recognition	How does the company reward success?
Organizational Alignment	How are innovation goals, decisions and priorities cascaded from senior management to the rest of the organization?
Leadership	Has senior leadership communicated commitment to, and enabled the pursuit of, new ideas?
Innovation Infrastructure	Do training and adaptation of new tools and technologies provide a strategic advantage?
Culture of Innovation	Do your company's employees have a clear understanding of the company's innovation strategy & priorities?



Interview Process

We connected with 63 executives across our 5 member companies, either in person or virtually through:

- Individual interviews
- Focus groups
- Confidential surveys



Select Insights

“People are clear about their own priorities - less clear about their contribution to the company’s objectives”

“Leadership has to drive and enable innovation not just talk about it”

“Experimentation is challenging in a resource-constrained environment”

“Innovation depends on the definition of success”

”Publically we want people to take risks; privately we are very risk-averse”

”Communication depends on the individual manager”



Benchmarking individual organizations



Thank you!

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