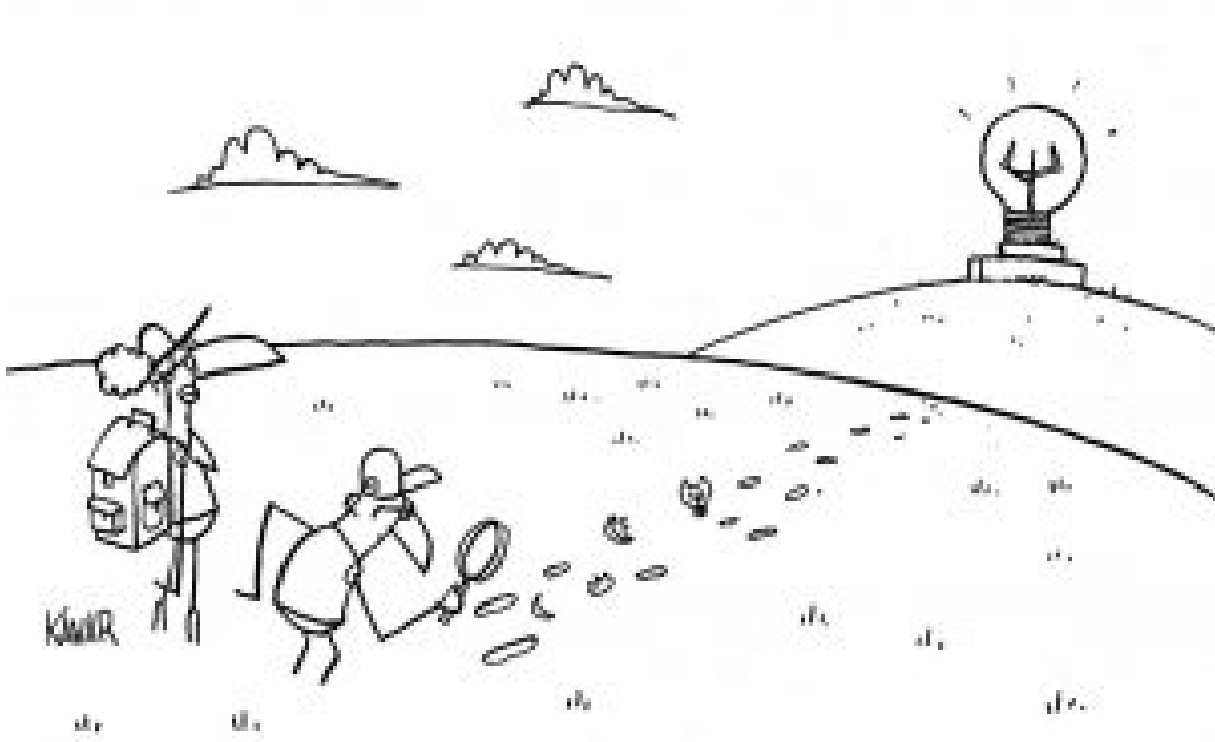
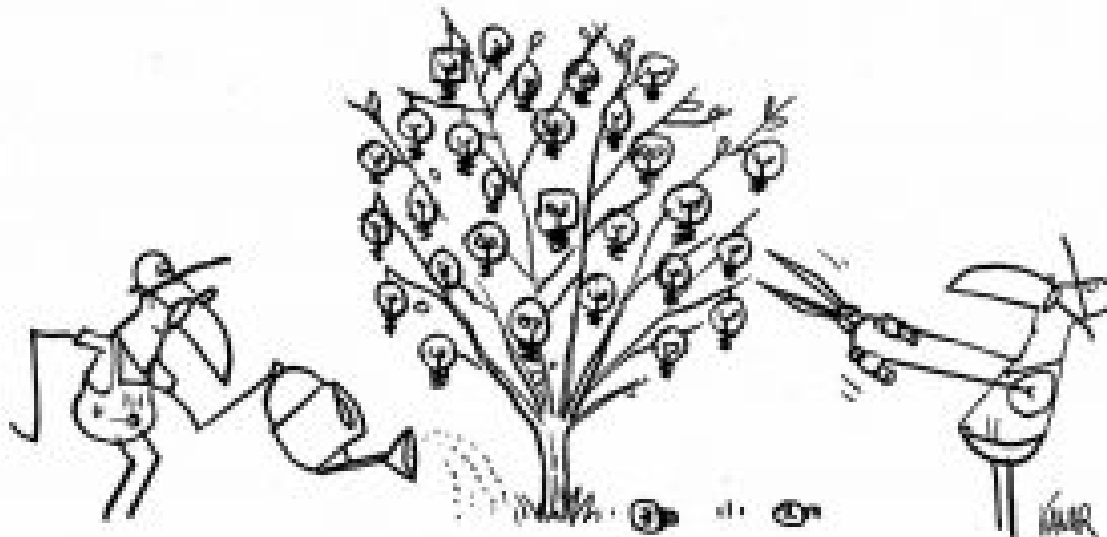


By Benoît Gailly, 17 January 2018

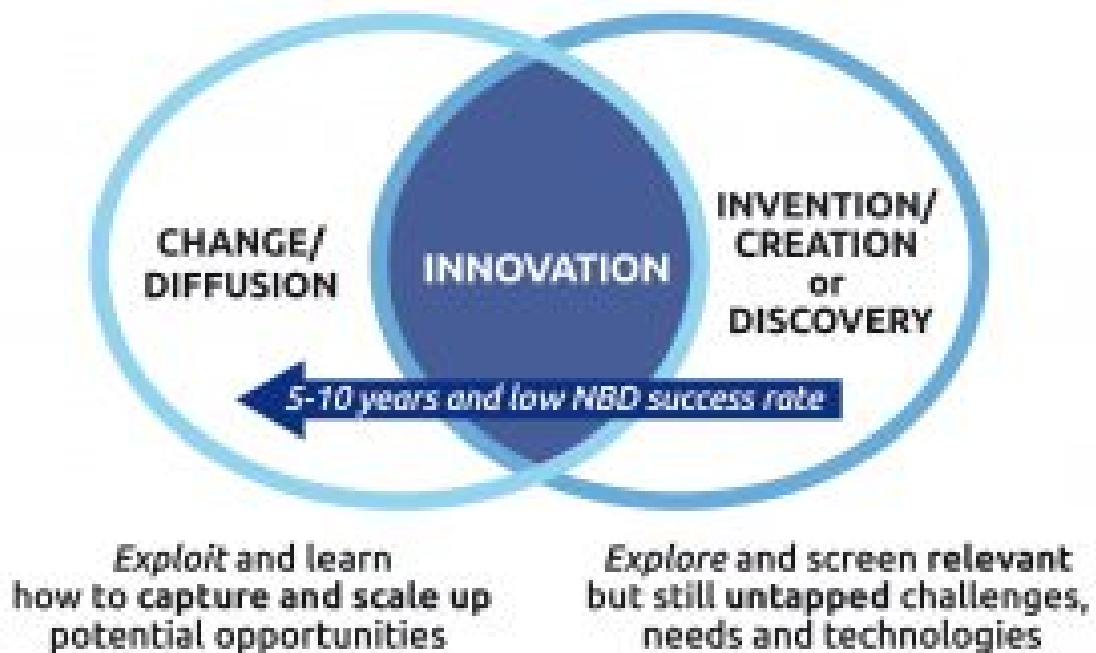
Lean development: speed and flexibility



Capturing innovation opportunities requires crafting **decision-making processes** and working in dual learning modes, with phases - or “stages” - of intensive and focused development and experimentation combined with moments - or “gates” - of questioning and prioritization.



Steering innovation projects and teams requires combining the discipline of focused project portfolio and clear management commitments with an environment that fosters leadership, risk-taking and experimentation.



Crossing the gap between a fuzzy innovation idea and sizeable value creation requires dedicated resources and capabilities, both to **explore** and frame selected potential opportunities and to

exploit and scale up potential new businesses. Innovation is real work, requiring significant and specific time and resources.

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Learning while delivering: crafting the right decision process

Keywords: agile, flexibility, lean start-up, learning, management attention, prioritization, stage-gate

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Discipline and care: steering innovation projects and teams

Keywords: hypothesis-driven, not project management, portfolio monitoring, pressure

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From fuzzy front end to value creation: crossing the gap

Keywords: *assessment, front-end, gates, incubation, new product development, screening*

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