About.com, 113
Absolut, 203
Acceleration:
  corporate antibodies and, 91
  as phase of innovation, 50
Accenture Institute for High Performance Business, 54
Accountability, building, 126–127
Actions, managing time and, 138
Adult Fans of Lego (AFOLs), 12–13
Adversity, dealing with, 58
AFOLs. See Adult Fans of Lego (AFOLs)
Age, networking tools value and, 74
Alliances, networks and, 201
Andreesen, Marc, 58
Andries, Petra, 7
Antibodies. See Corporate antibodies
Apple, 97
Arildsen, Hanne, 174
Arla Foods, 59–60
A Sense of Urgency (Kotter), 55
Attitude, innovative, 192
Attributes, of networking, 156
Authenticity, as trait in character, 116
Authority, innovation team and laying out, 32
Autonomy, innovation councils and, 92, 195
Bang & Olufsen, 104
Beauty appreciation, as trait in character, 117
Behavior(s):
  change in, 137
  of networkers, 156
Belgian industrial companies, research on, 8
Belgian management school, 7
Bellairs, Jeff, 6, 24–28
Benefits:
  of business plan competitions, 177
  of innovation strategy, 21–22
  of open innovation, 7, 15–16, 190
Ben-Shahar, Tal, 127, 128
Best Buy, 74
BioBooster, 44
Blogs, 69
Board members, innovation and, 84
Board of directors, innovation support and, 87
Boards, physical and virtual, 72
Booz Allen, 89–90
Brand, personal. See Personal brand
Brand innovation, 202
Bravery, as trait in character, 116
Breakthrough projects, 97
Brickstructures, Inc., 13
Brokers, as type of networkers, 68, 194
Business functions:
  open innovation and, 22, 190
  working across, 23
Business model, 201
  building better, 23
  open innovation and, 16, 190
Business schools, innovation in, 82
Campbell Soup, 6–7
Career. See also Career path
  achieving goals, 121, 142
  change, factors for, 122
  personal brand and, 139, 140
Career path. See also Career
  of entrepreneurs, 52
  for innovation leaders, 52
  for intrapreneurs, 63
Cavender, Mark, 39
Center for Creative Leadership, 79
Central connectors, as type of networkers, 68, 194
CEOs:
  innovation leader and educating, 33
  reasons for not supporting innovation, 80–84
Challenges:
  of activating networks, 122
  from middle managers, 40
  of open innovation, 4–8, 15–16
  of sharing knowledge, 60–61
  in using network, 162–163
Champs, 189
  defined, 5
Intuit and General Mills as, 6
Change. See also Change strategy
  belief in, 55
  corporate antibodies and, 89
  incremental, 127
  influencing others and, 138
  issues, acknowledging, 123–124, 197
  perceptions, relationships and, 121–123
  personal values in early life and, 114
  questioning need of, 90
Change strategy. See also Change
  ability to say no and, 125
  steps to, 123–128
Channel innovation, 202
“Character Strengths and Virtues: A Handbook and Classification”
  (Peterson and Seligman), 118
Chief Executive Officers (CEOs). See CEOs
Ch. Hansen, 161
Christensen, Clayton, 39, 82
Citizenship, as trait in character, 117
Clausen, Jørgen Mads, 32
C-level officers, innovation support
  and, 80–84
Closed innovation, open innovation vs., 11–12
Coaches/coaching:
  business plan competitions and, 180–181
  networking skills and, 159
Cognitive strengths, as trait in character, 116
Collaboration:
  encouraging, 75
  at General Mills, 27
  open innovation and, 16
  in wiki-style projects, 73
Collaboration of Belgian industrial companies, 8
Colleague, Peter, 155
Coloplast, 13–14
Combative behavioral response, 58
Commitment:
  of executives, 40
  mandate and, 32
  to networking, 67, 75, 194
Common language:
  building, 182, 183
  common strategy and, 39–40
  success and, 31
Communication:
  building strategy for, 177
  corporate, leveraging the power of, 86, 195
  as obstacle in impeding networking, 75
  open, 23, 192
  with other people, 107
  personal brand and, 147–149
  prioritizing, 134, 137–138
  skills, as a trait in character, 54
  with stakeholders, 93–94
  tools of, 148–149
  word of mouth, 166
Communication strategy:
  organizations and, 38–39
  shared language and, 39
  success and, 31
Companies/corporations. See also Corporate strategy
  barriers against building trust in, 18
  deploying Web 2.0 tools, 69
  developing intrapreneurship and, 63
  developing open innovation DNA in, 40
  external partners and, 18
  innovative, 41–42
  networking initiatives and culture of, 67
  open innovation in, 3–8, 5, 11–12, 189, 191
  platforms for receiving ideas, 72
  user-driven innovation and, 12–14
  as world-class innovators, 80
Compassion, as trait in character, 117
Competency coaches, business plan competitions and, 181
Competition, 146. See also Corporate strategy
  business plan competitions
    defining size of, 176–177
    establishing schedule for, 178
  internal business plan, 56–57
  schedule, business plan competitions and establishing, 178
Competitive landscape, open innovation and, 16
Competitive work environment, vision and, 112
Confidentiality, 23
Conflicts, potential, mandate and clarifying, 32
Connect+Develop (Procter & Gamble), 9, 10, 14
Connected-Innovation program (General Mills), 24–25
Consortia models, 27
Contenders category, 5, 6, 189
Control:
  letting go of, 83, 136
  of time, 129, 130
Core processes innovation, 202
Corporate antibodies:
  detecting antibodies, 89–91, 195
  introduction to, 89
  solution to, 91–92
  stakeholder management, 24, 92–94, 192, 195
Corporate business plan competitions:
  building your competition, 176–181
  external partners involvement, 181–182
  Hewlett-Packard, 175–176
  implementation of, 182–185
  internal, 56–57
  introduction to, 173–174
  postcompetition decisions, 185–186
  starting, 174–175, 199
Corporate communications, leveraging the power of, 86, 195
Corporate strategy:
  General Mills, 25–26
  innovation and, 35
  radical innovation projects and, 98, 196
Corporations. See Companies/corporations
Courage:
  as ability to accept failure, 63
  as trait in character, 116
Coyote, Carmine, 126
Creativity, as trait in character, 116
Critical thinking, as trait in character, 116
Cross, Rob, 54, 68, 69, 75
Cross-functional networking, 75
Crossing the Chasm, 39, 165
Crystal Fibre, 61, 63
Culture, innovation. See also Networked open innovation culture
  diverse attendance and, 85
  elements of, 22–24
  top-down approach to create, 65
Curiosity, as trait in character, 55, 58, 101, 116
Current, staying, 107
Customer experience innovation, 202
Customers:
  intrapreneurs and focus levels, 58
  open innovation process and, 12, 190
  relationships with, open innovation and, 22
  understanding, 62–63
Danfoss Group, 62
  CEO of, 32, 37, 177
  strategic purposes of, 35
  team building exercise, 183
Danfoss Solutions, 103
Danfoss Ventures, 173, 175, 176, 185
Danisco Sugar, 135
Danish companies, innovation and intrapreneurship at, 61
Danish Meat Research Institute, 161
Danish network groups:
  open innovation challenges, 4
  von Heimburg comment on open innovation, 5
Decisions:
  “go,” 73
  on ideas, 72–73, 194
  intrapreneurs and, 58
  “No-go,” 73
  personal values and, 113
  on personal vision, 106
  postcompetition, 185–186
Defensive behavioral response, 58
Delivery innovation category, 202–203
Dell, 201
Dell’s Ideastorm, 42
Denmark, 12, 63
Design and innovation consultancy (IDEO), 58–59
de Visser, Matthias, 7
D-I-A model. See Discovery-innovation-acceleration (D-I-A) model
Di Resta, Ellen, 14
Discovery, as phase of innovation, 50
Discovery-innovation-acceleration (D-I-A) model, 50–51
Discovery phase, corporate antibodies and, 90
DNA, open innovation, 40
Drive, as quality, 54–55, 58, 61, 101
Ecosystems:
  building trust in, 18
  General Mills and building, 27
Education:
  of executives by innovation leaders, 32–33
  innovation, 81–82
  80/20 Rule, 132–133, 197
EIR program. See Entrepreneur-in-residence (EIR) program
Elevator pitch, 72
  effective, 24, 94, 192
  vision and, 167–171
Elevator speech. See Elevator pitch
Eli Lilly, 17
Emotional intelligence, 22, 117
Empathy, 22
Employees:
  building knowledge by, 22
  company leaders and, 32
  creating informal platforms for, 71
  as facilitators, 72
  nurturing relationships with, 67
  physical and virtual boards for, 72
  quality of, Merck and, 110
  sharing innovative stories with, 42, 193
  using elevator pitches, 72
Enabling process innovation, 201
Energy, 63
Enthusiasm, as trait in character, 116
Entrepreneur-in-residence (EIR) program, 57
Entrepreneur Day Initiative (Intuit), 6
Entrepreneurs:
  career path of, 52
  intrapreneurs vs., 63
Environment:
  challenges of top executives, 84–87
  hypercompetitive, 112
  innovation, thriving in, 65
  knowing the, 146–147
Evaluation:
  for business plan competitions
    proposals, 179–181
  of midterm event, 184–185
Events:
  doing research before, 157
  final, 185
  internal innovation, 85
  kickoff, 182–184
  midterm, 184–185, 199
Excellence appreciation, as trait in character, 117
Execution phase, business plan competitions and, 182–185
Executives. See also CEOs; Executives, top:
  Innovation leaders
    commitment of, 40
    creating roadmap to, 86
    improving people skills, 73
    innovation leaders and support of, 32
    kickoff events and involvement by, 183
    operating in innovation environment, 84–87
    risk-averse, 82–83
    strategic purpose and, 32
Executives, top. See also Executives
  challenging and stretching the mindset of, 85, 195
  communication and, 39
  as control freaks, 82–83, 194
  environment and challenges of, 84–87
  innovation and support of, 79–80
  radical innovation projects and support of, 98
  as roadblocks to innovation, 80–84, 194–195
External Partner Development, 26
  “External speed team” General Mills, 6, 26
Facebook, 4, 74
Face-to-face networking, 67, 71–73, 194
Facilitators, using, 72
Faems, Dries, 7
Failure:
  people embracing, 82
  understanding, 22–23, 191
Fairness, as trait in character, 117
Faith, as trait in character, 118
Fast company, 147
Feedback:
  getting and exchanging, 40, 72
  seeking, 149
Feeder networks, 67
Ferris, Timothy, 134, 136
Filtering process, ideas and, 36–37
Final event, business plan competitions and, 185
Finance innovation category, 201
Financial performance of Belgian industrial companies, 8
First business plan competition (Danfoss), 37
First Tuesday project (network organization), 153, 154
Flashpoint 2.0
Florida, Richard, 124
Focus:
of executives, 86
networking and, 74
on people, 49–53
on real-life cases, 159–161
Follow-up work, networking and, 157
Food industry, 59–61
Foodturum lab, 60, 61
Forgiveness and mercy, as trait in character, 117
Form, of open innovation, 11
Formal vs. informal network leadership, 158
Frameworks, innovation projects and, 91–92
Future-mindedness, as trait in character, 118
Future orientation, as trait in character, 118
Gains, short-term, demand for, 80–81
Gatekeepers, networking and, 75
General Mills, 7, 22
“External Speed Team”, 6, 26
innovation entrepreneur program, 6, 26
stepping up to the Innovation plate, 24–28
Worldwide Innovation Network (G-WIN), 6, 27
Generating On-Target Ideas by Having an Ideation Theme, 36–38
Generation, older, 74
Gent, Vlerick Leuven, 7
GlaxoSmithKline, 17
Global economy, open innovation and, 10, 189
Global megatrends, of open innovation, 3–4
Goals:
establishing for initiatives, 176
personal brand and, 142
setting, 106, 126
“Go” decision, 73
“Going Out of This World for Innovation,” 59–61
Google, 144, 145
Google “virtual assistant”, 132
Gratitude, as trait in character, 118
Grove, Andy, 39
Grundfos
Challenge Assignment, 33–34
Innovation Intent, 34
innovation strategy and strategic purposes of, 33–35
New Business Development (NBD), 39–40, 42–44, 97
G-WIN. See General Mills, Worldwide Innovation Network (G-WIN)
Hamel, Gary, 82
Happier: Learn the Secrets to Daily Joy and Lasting Fulfillment (Ben-Shahar), 127
Harley Davidson, 203
Harper, Tim, 153
Harvard Business Review, 9
Heathfield, Susan A., 113–114
Hewlett-Packard, 37, 173, 176–177
Hinrichsen, Lars, 161
Holistic point of view, as trait for innovation leaders, 53–54, 192
Holistic point of view – the Xvision, 23
Honesty, as trait in character, 116
Hope, as trait in character, 118
How Open Innovation is Done (P&G), 8–10
Humanity, as trait in character, 116
Hypercompetitive environments, 112
Idea generation:
establishing scope or theme for, 36
ideation theme and, 36
mistakes in, 36
monitoring and managing projects on, 72
open innovation and, 11–12
quality vs. quantity, 47–48
Toyota and, 37
Idea generators, pseudo, 48
Idea-harvesting campaigns, 38, 47–48
Ideas, postcompetition, 185
Ideenation theme:
generating on-target ideas by, 36–38
success and, 31
Impact, stakeholders and, 93
Inbound process, open innovation and, 4
Incremental innovation, 59–61, 81, 96
Incremental projects, 97
Incubation:
corporate antibodies and, 90–91
as phase of innovation, 50
India, outsourcing in, 135
Industriousness, as trait in character, 116
Influence, stakeholders and, 93
Influencers:
creating relationships with, 153–155
informal, 38
knowing, 158
Information sharing, 75
Information tagging, 69
Ingenuity, as trait in character, 116
Initiatives:
establishing goals for, 176
narrowing focus on, 86–87
offering, 41
open innovation, 4
Inno360, 25, 28
InnoCentive, 17
Innosight, 39
Innovation. See also Innovation initiatives;
Open innovation; Radical innovation
business plan competitions and, 174
closed, 11
concept of, 66
corporate antibodies role during, 90–91
at Danish companies, 61
DNA, 38, 40, 42, 193
education, 81–82
issues, 33, 61
radical, 42–44
Innovation contributors, 53
Innovation councils, with autonomy, 92
Innovation-entrepreneur program, General Mills, 6, 26
Innovation initiatives:
innovation strategy and, 25–26
limiting the number of, 195
Innovation labs, 3
Innovation Leader 1, “Tough Questions and Great Answers – General Mills Steps Up to the Open Innovation Plate”, 24–28
Innovation Leader 2, “Pumps Today; Radical Innovation for the Future!”, 42–44
Innovation Leader 3, “Going Out of This World for Innovation”, 59–61
Innovation Leader 5, “Meeting the Challenge of Managing Time”, 135–138
Innovation Leader 6, “The Possibilities of Networking”, 161–163
Innovation leaders. See also CEOs;
Executives; Executives, top
career path, 52
challenges of, 32, 84–87
difficulties of, 19
executives support and, 32
feedback and, 40
focus on people, 49–51
middle managers and, 84
qualities to look for in, 53–56
skills and tasks of, 51–52
success for, 121
support from executives to, 79
Innovation Marketplaces: A Major Resource for Open Innovation, 16–17, 73
Innovation model, of Procter & Gamble, 8–9
“Innovation Roundtable,” 162
Innovation strategy:
benefits of, 21–22
companies with, 5
General Mills innovation initiatives and, 25–26
ideation theme and, 37
link to overall strategy, 85–86
open innovation as part of, 21
strategic purposes and, 33–36
Innovation team:
analysis of stakeholders, 38
mandate and, 32
Innovation training initiatives, 85
Input, getting, 40
“Institutionalizing Innovation”, 39
Insularity, as obstacle in impeding networking, 75, 194
Integration phases, external and internal resources in, 26
Integrity:
deﬁned, 114
as personal value, 114–115
Intel:
shared language, 39
strategic purposes of, 35
Intellectual property:
buying, 23
closed innovation and sharing, 11
companies and, 18
rights issues of, 23
Intellectual property rights, 181
Intelligence skills, traditional, 22
Interests, of stakeholders, 93
Internal innovation events, 85
Interview:
with Carsten Hallund Slot, 59–61
with Henrik Solkaer, 135–138
with Jeff Bellairs, 24–28
with Johnnie Rask Jensen, 61–63
with Lars Hinrichsen, 161–163
with Mads Prebensen, 42–44
with Michael Kjaer, 61–63
with Sanjoy Ray, 108–112
INTRAP network, 103, 162
“Intrapreneur Cup: Dream-Dare-Do,” 175
Intrapreneur-in-residence program, 57
Intrapreneurs:
career path of, 52
competition and identifying, 57
in corporations, 53
qualities of, 58–59, 61–63
skills and tasks of, 51–52
success for, 121
traits to look for in, 53–56
vs. entrepreneurs, 63
Intrapreneurs 1 and 2, “Meet Michael and Johnnie, Profession-Intrapreneurs,” 61–63
Intrapreneurship:
corporate business plan competitions and, 173–174
at Danish companies, 61
defined, 51
developing in companies, 63
leading and managing, 60–61
Introverts, networking and, 157
Intuit, Entrepreneur Day Initiative, 6, 42
Intuition, 115
Involvement, external, change and, 126
iPhone, 97
iPod, 97
Issues:
innovation, 33, 61
in managing time, 136
in professional midlife crisis, 121
realizing and acknowledging, 125–125, 197
regarding innovation, 33
Jensen, Johnnie Rask, 61–63, 103–104
Johnson & Johnson, 14
Joint-venture initiatives, 8
Judging criteria, business plan competitions and, 179–180
Judging panels, business plan competitions and, 180
Judgment:
panels, business plan competitions and, 180
as trait in character, 116
Justice, as trait in character, 117
Kennedy, John F., 35
Kickoff event, business plan competitions and, 182–184, 199
Kindness, as trait in character, 117
Kjaer, Michael, 61–63
Knowledge. See also Knowledge sharing of any company, 66
building, 22
corporate and, 18
helping employee build, 22
personal brand and developing, 141
for radical innovation projects, 96
as trait in character, 116
transparency of, 3, 10, 189
Web 2.0 applications and, 70–71
Knowledge sharing. See also Knowledge challenges of, 60–61
facilitating, 91
wiki-style project sites and, 73
Kotter, John, 55
Kraft, 17
Laboratories, R&D and innovation, 3
Laflay, A. G., 8, 9
Leaders. See also Leadership
commitment to networking, 67, 194
of international organization, 60–61
open innovation and, 16, 190
X-vision skills of, 82
Leadership. See also Leaders
informal vs. formal network, 158
as trait in character, 117
Leadership+Innovation community on LinkedIn, 4, 22
Leadership network, 161
Learning, love of, as trait in character, 116
Lego (Toy company), 12
open innovation – LEGO architectures, 13
user driven innovation – LEGO mindstorms, 12–13
Light, David A., 54
LinkedIn, 162
global virtual network efficiency, 74–75
Leadership+Innovation community on, 22
opportunities for learning and sharing, 158
wikis and, 4
Loehr, Jim, 127
Loyalty, as trait in character, 117
Lucent Technologies, 61
Lunch and learn sessions, 71
Management. See also Managers
of stakeholders, 24, 92–94, 192, 195
of time (see Time management)
Management team, innovative company and, 41
Managers. See also Management; Middle managers
experience with radical innovation, 96
idea platforms and helping, 72
of international organization, 60–61
open innovation and, 16, 190
Mandate, for open innovation, 31, 32, 192
Marketing strategy, 5
Market-leading companies, radical innovation and, 97
Marketplace:
innovation, 73
internal idea, 71–73
Material goals, 142
MBA programs, innovation in, 82
McKinsey & Company, 70
Meeting:
personal brand and, 149
with stakeholders, 169–171
strengthening network with, 159
"Meeting the Challenge of Managing Time," 135–138
"Meet Michael and Johnnie, Intrapreneurs," 61–63
Merck:
mission at, 108–109
quality of employees at, 110
vision of Technology Innovation Team founder, 109
Merck, George W., 111
Meyer, Julie, 153
Microblogging (think Twitter), 69
Microsoft Office, 202
Middle managers. See also Managers
challenges from, 40
innovation leaders and, 84
Midterm event, 184–185, 199
Mindset:
educating CEO on, 33
of employees about networking, 66
of intrapreneurs, 62–63
organizational, building trust and fostering, 19
for radical innovation projects, 96
recruitment of people with, 19
of top executives, 85
Mission:
at Merck, 108–109
open innovation and, 16
MIT Entrepreneurship Center, 154
MIT Sloan Management Review, 59
Modesty and humility, as trait in character, 117
Moore, Geoffrey, 165, 166
Morse, Kenneth P., 154
Mosaic (Marc Andreessen), 58
Motivation, for setting up networking initiatives, 66
MRL Information Technology, 108
MTOR (market, technology, organization, and resources), 180, 183
MTOR-model, 180
Murphy, Jeff, 14–15
MyStarbucksIdea, 42
NASA, 35, 59–61
Needs, open innovation and, 12
Netscape, 58
Networked open innovation culture:
concept and components of, 66–67
face-to-face networking, 67, 71–73, 194
importance of, 66, 83–84
introduction to, 65
potential roadblocks, 73–75
types of networkers, 68–69
virtual tools, 69–70
Web tools in action, 70–71
Networkers. See also Networking;
Networks
becoming better, 157
types of, 68–69
Networking. See also Networkers; Networking initiatives; Networks
building a culture of, 23–24
efforts, 156–159
face-to-face, 71–73
leaders and sharing experiences of, 67
organizational, 68
skills, 73, 101
talent for, 54
types of, 155–156
virtual, 67
Networking initiatives. See also Networking corporate culture and, 67, 194
motivation for setting up, 66
Networks. See also Networkers; Networking alliances and, 201
in the business world, 153–155
efforts, maximizing, 156–159
informal vs. formal leadership, 158
personal brand and, 140
in the real world, 161
personal network analysis, 159–160
"The Possibilities of Networking," 161–163
types of networking, 155–156
use of the network, 160–161
value of, 153–155
New products, open innovation and, 15
Niceness, as trait in character, 117
NIH. See Not Invented Here (NIH)
NineSigma, 17
NKT company, 61
“No-go” decision, 73
NoNox, 44
Nordzucker AG, 135
Not Invented Here (NIH), 23, 191
Novozymes, 173, 175, 180, 184
Nurturance, as trait in character, 117

Objectives, setting, 133
Obstacles:
  of building trust, 18
dealing with, 58
  of General Mills innovation program, 27
  of Grundfos Innovation Intent, 34
  in impeding networking in organizations, 75
  of innovation leaders, 84–87
  of open innovation, 4–8, 15–16
  of sharing knowledge, 60–61
Offerings innovation category, 202
Older generations, Web 2.0 and, 74
One-and-a-half chances, 31, 38, 40, 192
Online networking tools. See LinkedIn
Online tools, networking and, 158
Open communication, 23
Open innovation:
  closed innovation vs., 11–12
  creating a vehicle for, 181–182
  defined, 4, 11–12
  as defined by General Mills, 25
  DNA, 40
  form of, 11
  global megatrends of, 3–4
  keys to, 7
  at Procter & Gamble, 8–10
  vs. user-driven innovation, 15
Open innovation culture. See Culture
Open innovation initiatives, 4
Open innovation – LEGO Architectures, 13
Open-mindedness, as trait in character, 116
Openness, as trait for intrapreneur, 58
Operational networking, 155, 156
Optimism, as trait in character, 54, 58, 101, 118
Organizational approaches, open innovation
  DNA and, 40, 192
Organizational chart, open innovation and, 16, 190
Organizational networking, 68
Organizational processes, radical innovation
  projects and, 98–99
Organizations:
  change inside, 89, 124
  communication strategy and, 38–39
  defining core values, 113
  distribution of knowledge in, 3–4
  environment of, 124
  innovation efforts and, 35
  innovations within, 66
  obstacles impeding networking in, 75
  structures of, 18
Organizing, talent of, 63
Orientation:
  future, as trait in character, 118
  stakeholders and, 93
  of teams, in kickoff event, 182
Originality, as trait in character, 116
Outbound process, open innovation and, 4
Outsiders, open innovation and, 40
Outsourcing, 135
Overt innovation processes, 80
Paradigm shift, 7, 22, 191
Pareto Principle. See 80/20 Rule
Parkinson, Cyril Northcote, 131
Parkinson’s Law, 131–132, 197
Parkinson’s Law: The Pursuit of Progress
  (Parkinson), 131
Participants:
  business plan competitions and, 177
  in kickoff event, 183–184
Partners. See also Partners, external
  building ecosystem of, 27
  open innovation and, 16, 190
  open innovation and relationships with, 22
Partners, external. See also Partners
  benefits to the organization, 40
  companies and, 18
  involvement in business plan
    competitions, 181–182
  open innovation and integrating,
    13–14, 190
  open innovation process and, 12
Partnership, alpha, 25
Passion:
  as personal value, 114
  as quality, 54–55, 58, 61, 101
  success and, 106, 196
Peer pressure, power of, 86
Peer-to-peer networks, 67
People:
- as backers, 91
- focusing on, 49–51
- identifying, 56–58
- innovative, finding, 51–57
- peripheral, 68–69, 194
- polishing networking skills, 67
- questions to ask, 58–59
- radical innovation projects and, 98
- right, importance of, 1
- skills of, 22
- T-shaped, 58–59

Perception:
- balance, 122, 123
- change and, 122–123
- changing, 126–127
- innovative company and, 41

Performance, personal brand and, 148
Peripheral people, as type of networkers, 68–69, 194
Perseverance, as trait in character, 116
Persistence, selecting people with, 56

Personal brand:
- building, 107, 141–142
- communicating, 147–149
- evaluating and evolving, 150–151
- exercise, 150
- introduction to, 139–140
- knowing the environment, 146–147
- others about you, 143–146
- personal values and traits, 142–143
- reasons for caring about, 140–141
- statement, 145–146
- strategic goals and, 142

Personal branding, 147
Personal goals, 142
Personal intelligence, as trait in character, 117
Personality, describing, 142–143

Personal leaders for open innovation, 101–102
Personal network analysis, 159–160, 198
Personal networking, 155, 156
Personal values, traits of, 114

Personal vision:
- deciding, 106
- drive and process for, 108–112

Peters, Tom, 147–148, 149
Peterson, Christopher, 118
Phillips, 17
Physical boards, 72
Pitch Pit, 72–73
Platform, informal, sharing ideas using, 71

Podcasts, 69
Portfolio approach to innovation, 97–98
“The Possibilities of Networking,” 161–163
Postcompetition decisions, 185–186, 199
Prakash, 7, 15, 21, 22
Procter & Gamble (P&G), 7, 15, 21, 22
Connect+Develop, 8, 14, 42
How Open Innovation is Done, 8–10
innovation productivity at, 5
success using InnoCentive, 17

Product performance innovation, 202
Products:
- closed innovation and, 12
- open innovation and, 15

Product system innovation, 202
Professional midlife crisis, issues in, 121

Profiling stakeholders, 93

Profits:
- business plan competitions and, 173
- closed innovation and sharing, 11
- Merck on, 111–112
- open innovation and, 15, 36

Progress, setting goals and measuring, 126
Project-based world, personal brand and, 148
Prudence, as trait in character, 117
Publicity:
  about midterm evaluation, 184–185
  kickoff event and, 182–184
Public recognition, business plan competitions and, 185
Pull vs. push, change and, 125–126
*Pumps Today*, 42
Purpose:
  networking and, 156–157
  as trait in character, 118
Push vs. pull, change and, 125–126
Qualities:
  of innovation leaders, 53–56
  of intrapreneurs, 53–56, 61–63
Radical innovation. See also Radical Innovation Group
  choosing the path, 97–99
  focusing on, 95–96
  *Radical Innovation for the Future!*, 42–44
  reasons for not pursuing, 96–97
  transforming innovation by, 59–61
  “Radical Innovation for the Future!,” 42–44
Radical Innovation Group:
  definition of radical innovation, 95
  phases of innovation, 50–51
  “Random meetings,” 95–94
Random networking, 74
Ray, Sanjoy, 108
Reason, getting in touch using, 159
“Reception syndrome,” 162–163
Recession, innovation during, 96
Recruitment:
  for business plan competitions, 178–179
  business plan competitions and, 175
  of people with proper mindset, 19
  supporting efforts of, 174
Reflections, solitary, vision and, 133
Relationships:
  building, 91
  career and networks of, 139
  change and, 122–123
  companies and, 18
  during competition, 186
  with corporate communications department, 86
  employees and nurturing, 67
  forging, 18
  influencers and creating, 153–155
  time to maintaining, 73
  valuing close, 117
Religiousness, as trait in character, 118
“Reputational power,” 149
Research, events and, 157
Research and development:
  balancing internal and external, 23
  at General Mills, 28
  labs for, 3
  open innovation and, 15
  at Procter & Gamble, 8
Resource allocation, mandate and, 32
Resources. See also Resources, external and internal
  committing to ideas, 40
  innovation team and laying out, 32
Resources, external and internal:
  Connect+Develop web site, 9
  General Mills connection between, 26
  open innovation and, 4, 11–12, 190
  Procter & Gamble and, 5
Results, intrapreneurs and, 58
Revenues, business plan competitions and, 173
Rewards, in business plan competitions, 177
Risk:
  of failure, accepting, 63
  opening up to the outside world and, 18
  willingness to take, 23
Risk-averse executives, 82–83, 96
Rituals creation, enforcing change by, 127–128
Roadblocks:
  for building networked innovation culture, 73–75, 194
  of open innovation, 15
  people-related issues and, 77
  radical innovation as, 95–99, 195–196
Robbins, Anthony, 126
Robustness, 63
Role models, personal brand and, 141
Sales strategy, 5
Sara-Lee, 201
Schwarts, Tony, 127
Self-awareness skill, 22
Self-control, as trait in character, 117
Self-fulfillment skill, 22
Self-perception, 122
Self-regulation, as trait in character, 117
Seligman, Martin E. P., 118
Senior executives. See Executives, top
Senior innovation leaders, strategic purpose and, 32
Service innovation, 202
Services:
  closed innovation and, 12
  open innovation and, 15
Sessions:
  lunch-and-learn, 71
  short and frequent, holding, 71
  turning sessions into idea platforms, 71–72
Short length, high frequency sessions, 71
Silicon Graphics, 166
Singapore Airlines, 202
Six degrees of separation, power of, 157–158, 198
Skills. See also Mindset
  competition and, 57
  of intrapreneurs, 62–63
  kickoff event and training in, 182, 183
  for managing projects, 49
  networking and, 73
  for open innovation, 23–24, 192
  of people, 22
  with radical innovation projects, 96
Slot, Carlsen Hallund, 59
“Slow Leadership” (Coyote), 126
Social intelligence, as trait in character, 117
Social networking platforms, 4
Social networks, 69, 161–162
Social responsibility, as trait in character, 117
Solitary reflection, leveraging the power of, 197
Solkoer, Henrik, 135
Speaking:
  personal brand and, 149
  strengthening network with, 159
Spirituality, as trait in character, 118
Stakeholders:
  analysis of, 38
  communicating with, 32, 93–94, 195
  external, trust and, 18
  identifying, 92–93
  management of, 24, 92–94, 192, 195
  meeting with, 169–171
  profiling, 93
  recognizing, 107
  selling vision to, 165, 199
  understanding and respecting, 106
Starbucks, 201
Start-up companies, radical innovation and buying, 97
Steering committee:
  approval of ideas, 181
  formation, 176
  preparation of kickoff event, 184
Stewart, Martha, 202
Strategic networking, 155, 156
Strategic purpose:
  innovation strategy and, 33–36
  network and relationship in, 163
  success and, 31
Strategy, defined, 110
Strengths, classification of, 115
Structure, networking and, 75
Success:
  achieving, 87
  business, open innovation and, 79
  defining, 103–112
  exercise, 107–108
  incremental projects and, 96
  for innovation leaders and intrapreneurs, 121
  organization values and personal, 124
  pathways to, 105–107, 196
  professional expectations and, 140
  TBX achievement and, 31
  technologies and managing, 70
  values and, 113, 115, 118
Suppliers, open innovation process and, 12, 190
Support:
  from key people, 86
  radical innovation projects and, 98
Synaptics Group, 14

Talent:
  describing, 143
  for networking, as quality, 54
Tasks:
  focusing on, 138
  nonpriority, 133
  time-constraining, 135
TBX (top down, bottom up, across)
  achievement, success and, 31, 192
TBX (top down, bottom up, across) O (Oustiders), 40
Team-building exercises, kickoff event and, 183
Team coaches, business plan competitions and, 180–181
Index 225

Teams:
  kickoff events and, 182
  postcompetition and role of, 185–186
Teamwork, as trait in character, 117
Technical network, 161
Temperance, as trait in character, 117
Temporal orientation, networkers and, 156
“The Brand Called You” (Peters), 147
The Economist, 131
The 4-Hour Work Week (Ferris), 134
Theme:
  business plan competitions and, 177
  for idea generation, 192
The Network Roundtable, 68
“The Possibilities of Networking,” 161–163
The Power of Full Engagement (Kiegr and Schwartz), 127
The Rise of the Creative Class (Florida), 124
Thinking time, creating, 133–134
Thoen, Chris, 22
Thomas, Robert J., 54
Thoughts, recording, 133
Time. See also Time management networking and, 73
  personal value and, 114
  radical innovation projects and, 96, 99
  solitary reflection and, 133–134, 197
  stakeholders and, 93
Time management, 107. See also Time into action, putting, 134–135
  analyzing time budget, 129–131
  challenges of, 131–133
  creating thinking time, 133–134
  “Meeting the Challenge of Managing Time,” 135–138
TopCoder, 17
Toyota:
  ad campaign “Why Not”, 37–38
  Idea-harvesting campaigns, 38, 47–48
  technology development initiative, 37
Training in skills, success in competitions and, 182, 183
Traits:
  for an intrapreneur, 58–59
  for open innovation, 101–102
Transcendence, as trait in character, 117
Trust:
  essential element of, 18–19
  networking and, 161
  open innovation and, 190–191
Trustworthiness, as personal value, 114
T-Shape, working on, 106–107, 197
“T-shaped people,” 58–59
“Turn on the switch,” learning to, 157
Turnover of CEO, rewards and, 81–82
Twenty-first century, business success in, 79
Twitter, 70, 74
Uncertainty, dealing with, as trait in character, 55–56, 101
Unilever, 17
Urgency, sense of, as trait in character, 55
User-driven Idea-harvesting campaign (Toyota), 37
User-driven innovation, 12–15, 190
User driven innovation – LEGO Mindstorms, 12–13
Value:
  creation, 40
  of networks, 153–155
Value-and supply-chain networks, 67
Value proposition, 165–167
Values:
  classification of strengths, 115
  describing, 113–114, 143
  Heathfield on, 113–114
  identifying, 105–106
  living with, 118
  personal, 114–115
  of personal and organization, 124
Values in Action (VIA) Institute, 115, 142
  classification of character strengths, 116–118
Van Looy, Bart, 7
Venture capital companies/firms:
  Entrepreneur-in-residence program, 57
  people in, 49
Venture capitalist, elevator pitch and, 167
VIA Institute. See Values in Action (VIA) Institute
Vigor, as trait in character, 116
Virginia’s McIntire School of Commerce, 68
Virtual boards, 72
Virtual networking, 67
Virtual tools:
  networking and, 158, 198
  types of, 69–70
Vision, 63
  deciding personal, 106
  elevator pitch, 167–171
  elevator pitch and, 167–171
Vision (continued)
- open innovation and, 16
- personal, 108–112
- selling, 165–171
- solitary reflections and, 133
- of Toyota, 37
- value proposition, 165–167, 198
von Heimburg, Joachim, 5
Vote-of-trust mechanism, 73
VW Beetle, 202

Wagner, Bill, 175
Wal-Mart, 202
Web 2.0 applications, 69–70, 194
Web 2.0 tools, 4, 67, 74
Web Tools in Action, 70–71
Who’s Your City (Florida), 124
“Why Not” Toyota ad campaign, 37–38
“Why User-driven Innovation Shouldn’t Be Confused with Open Innovation” blog, 14

Wikis, 4, 69, 75
Wiki-style project sites, 73
Willingness:
- for balancing internal and external R&D, 190
- to help employees build knowledge, 22, 191
- as personal value, 114, 115
Wisdom, as trait in character, 116
Word-of-mouth marketing, 147
Writing:
- personal brand and, 148–149
- strengthening network with, 159

Xerox, 17
X-vision, 23, 83, 194

Yet2.com, 17
YourEncore, 17

Zest, as trait in character, 116