

**How to design a**  
**Culture of Innovation**

**Roby Stancel**





**Light bulb**

**Heinrich Göbel 1854**



**Telephone**

**Philipp Reis 1859**



**Television**

**Manfred v. Ardenne 1930**



**MP 3**

**Karlheinz Brandenburg 1987**



**Maglev train**

**Hermann Kemper 1934**

**Some things  
to be learned**

*„It's always fun to do the impossible. Because that's where there is less competition.“*

**Walt Disney**

*„We've always done it that way.“*

*„Who are you to tell me?“*

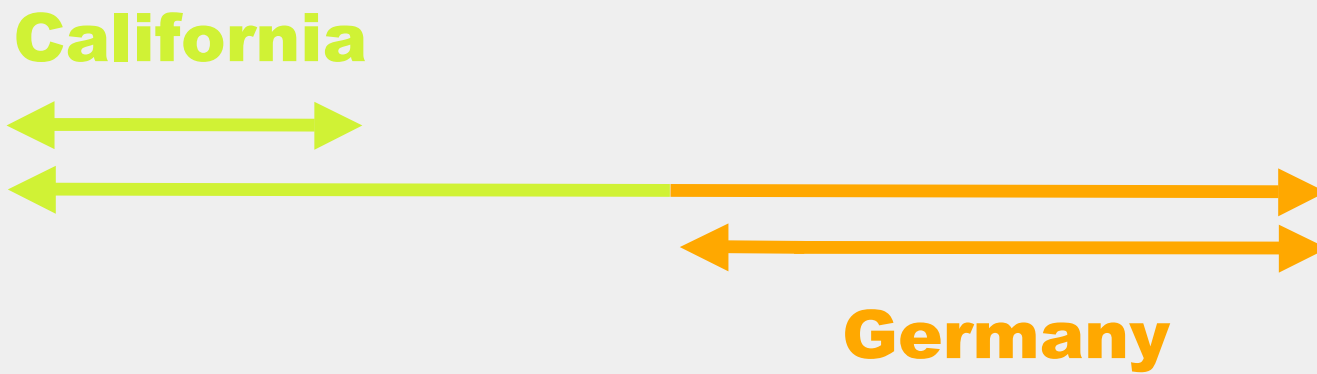
*„We've tried it ten years ago. It didn't work.“*

**German engineers**

**#1**

**Paint a  
positive picture**

# A translation tool



## A translation tool

*California*

**I don't understand  
How interesting  
It was nice  
Let's do lunch**

**New York**

**I don't buy it  
I don't get it  
How boring  
I'm too busy**

**#2**

**Give it the  
benefit of the  
doubt**

*„It can't be done.“*

**A developer in a large organization**

*„In America, the young are  
always ready to give to those  
who are older the full benefits of  
their inexperience.“*

**Oscar Wilde**

# How conservative is my organization?

**no way**

**wait and see**

**let's do it**



**#3**

**Don't do it right  
the first time**

**Constant iteration leads to perfection**

**#4**

**Make it real**

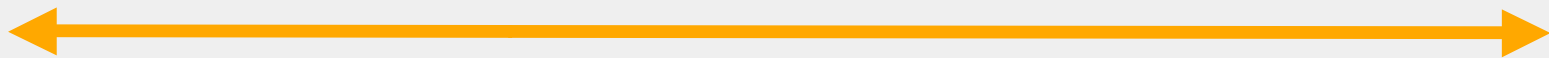
# Rapid Prototypes

- **Allow feedback by choice**
- **Are not your baby**
- **Focus on content not opinion**
- **Create process forward**

**#5**

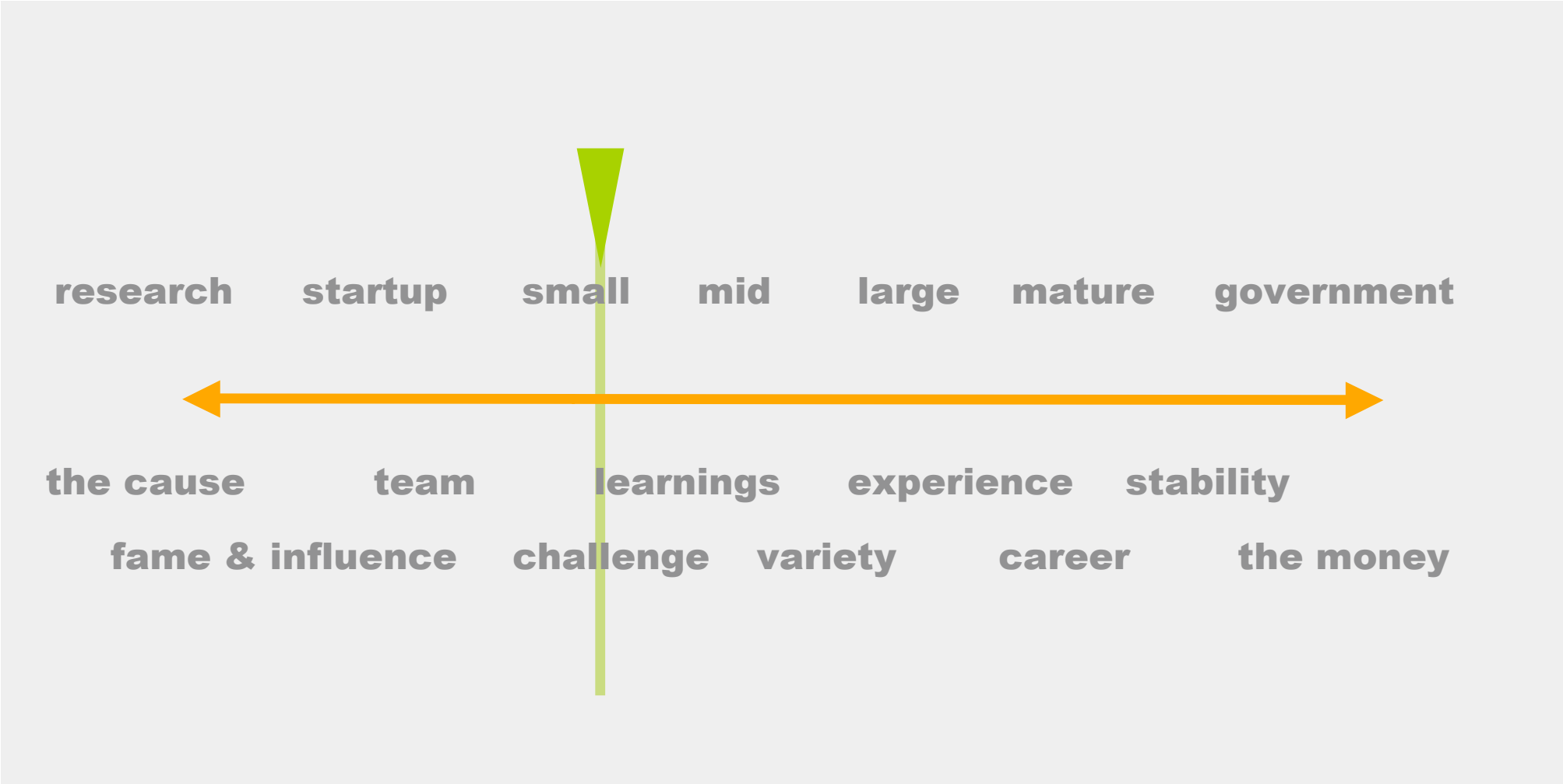
**Understand  
motivations**

**research    startup    small    mid    large    mature    government**



**the cause            team            learnings            experience            stability**

**fame & influence    challenge    variety            career            the money**



# Why am I working here?

<b>1. Challenge of the problem</b>	<b>22%</b>
<b>2. Curiosity</b>	<b>16%</b>
<b>3. Is fun, is entertaining</b>	<b>15%</b>
<b>4. The process is satisfying</b>	<b>12%</b>
<b>5. Help others, improve the world</b>	<b>8%</b>
<b>6. Bring new ideas to life</b>	<b>6%</b>
<b>7. The feeling to be unique</b>	<b>5%</b>
<b>8. Invent new activities</b>	<b>4%</b>
<b>9. Increased status</b>	<b>3%</b>
<b>10. Earn money</b>	<b>3%</b>

# Different country, different style

## Germany

**perfection is assumed  
longevity is important  
culture of thinking  
the way things are**

**pride in ingenuity  
we start from scratch  
products are capability driven  
managers are content people**

## California

**perfection is inefficient  
quick wins are important  
culture of doing  
let's try things**

**pride in efficiency  
we build on others  
products are market driven  
managers are business people**

**Paint a positive picture**  
**Give it the benefit of the doubt**  
**Don't do it right the first time**  
**Make it real**  
**Understand motivations**

# **Thank You**

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