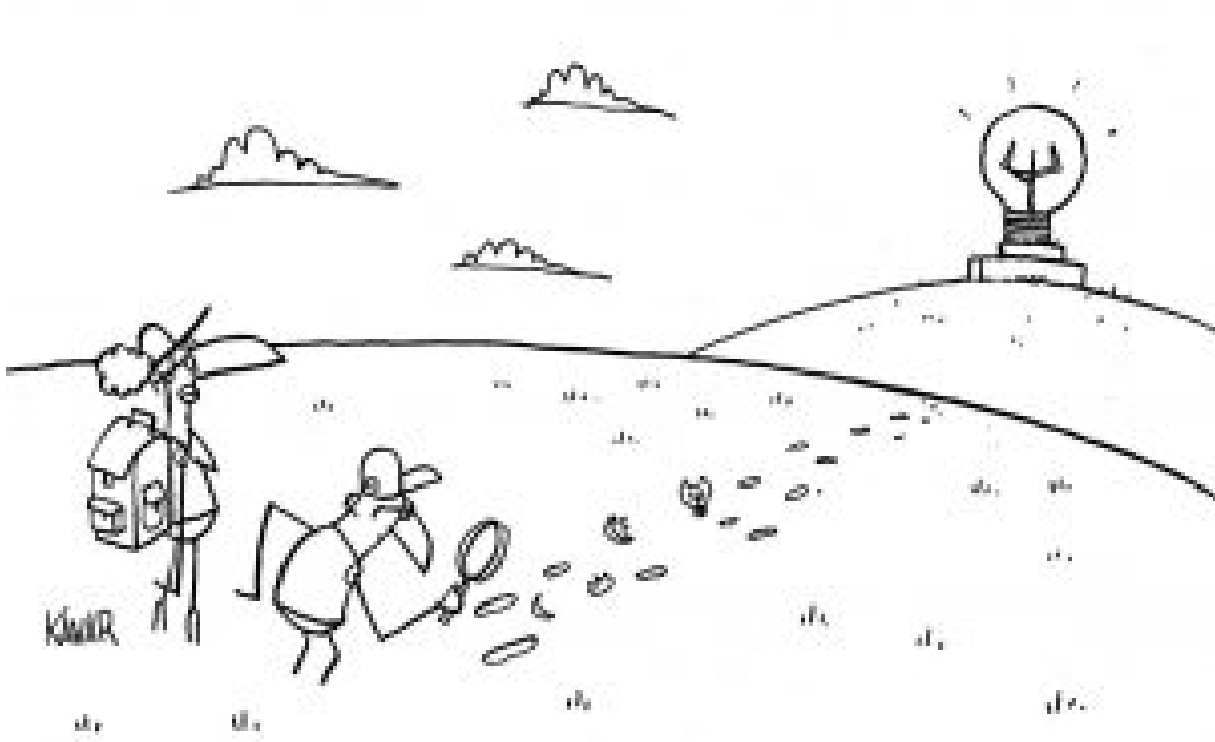
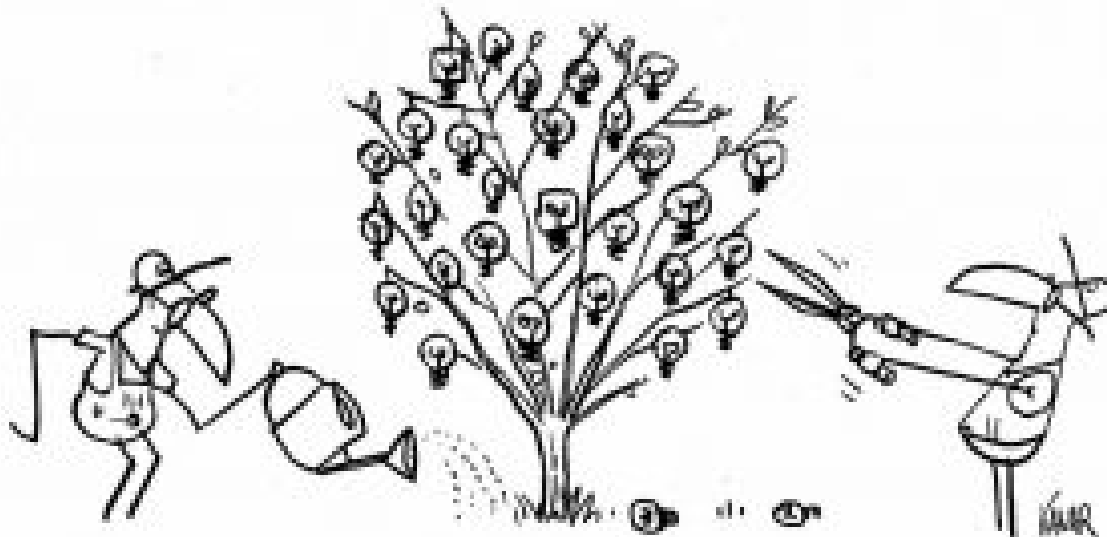


By Benoît Gailly, 17 January 2018

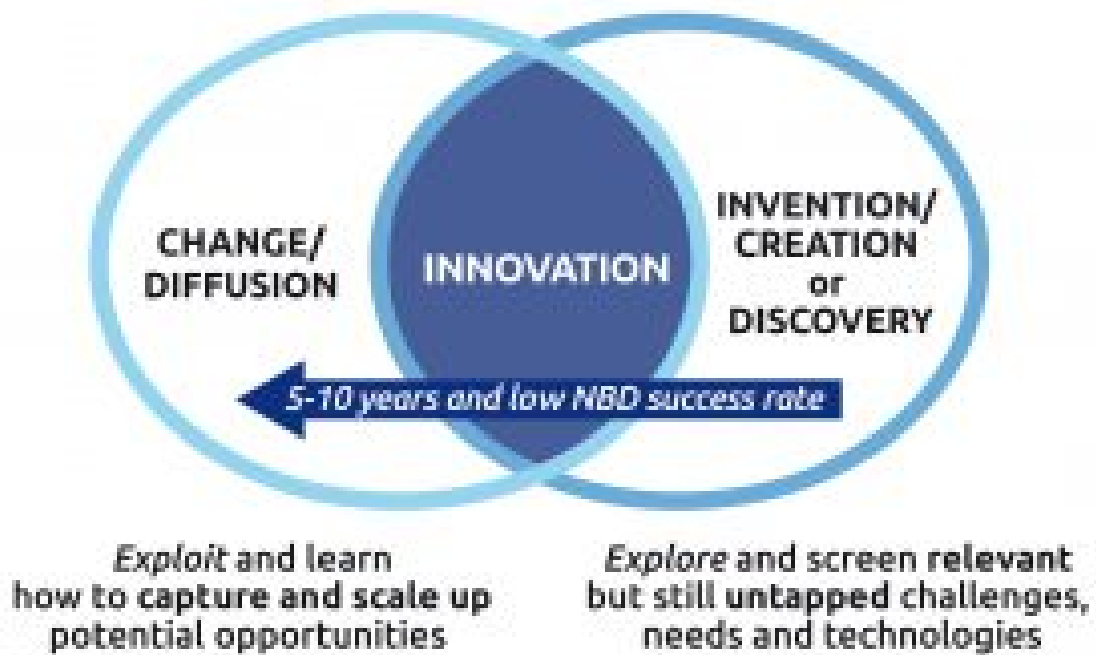
Lean development: speed and flexibility



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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