

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.

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**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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**Keywords**: agile, flexibility, lean start-up, learning, management attention, prioritization, stagegate

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

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

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