INNOVATING in Hard Times
...a conversation with futurist Joel Barker and Debbe Kennedy, author and founder, Global Dialogue Center

SUMMARY SLIDES

Economy Conversation Series
“INNOVATING in Hard Times”
...A global conversation with Joel A. Barker

Your Host...
Debbe Kennedy
Global Dialogue Center

Futurist, author, and filmmaker
Co-Host

On the AGENDA
• “Setting the stage” for our conversation
  • who’s with us? | where are you? | dimensions of our difference
  • how you can participate in the conversation

• “INNOVATING in Hard Times” DIALOGUE
  • seeding the conversation with new thinking – Joel Barker
  • dialogue with your QUESTIONS | COMMENTS | STORIES
  • IDEAS to take home — lessons learned | leadership qualities | preparing yourself and your team for the 21st Century

• RESOURCES for Innovation
  • our work-in-progress
  • A few recommendations

• Reflections – Informal Virtual Break follows...
"Innovation is now recognized as the single most important ingredient in any modern economy."

"For centuries people assumed economic growth resulted from the interplay between capital and labor. Today we know that these elements are outweighed by a single critical factor: INNOVATION.

INNOVATION is the source of US economic leadership and the foundation for our competitiveness in the global economy."
Two Kinds of Innovation

• Incremental innovation... at the center
• Radical innovation... at the edge

Innovation at the Verge
is a subset of radical innovation

The “Verge”
Where something and something different meet.

Summary Thoughts
Innovation at VERGE

• Quicker than innovation from scratch
• Cheaper than innovation from scratch
• Underutilized as a process
Innovation at the VERGE

New leadership landscape

Dimensions of Difference
Looking at DIFFERENCES DIFFERENTLY
Five Distinctive Qualities of Leadership

1. Makes diversity an "organizational" priority.
2. Gets to know people and their DIFFERENCES.
3. Enables rich communication.
4. Holds personal responsibility as a core value.
5. Makes MUTUALISM the final arbiter.

INNOVATION at the VERGE

Christopher G. Kenny
president

What 2 differences created the VERGE?

utility company
stakeholder engagement process

STORY: Told by Chris Kenny
the VERGE Opportunity?

Vermont UTILITIES needed to upgrade aging transmission infrastructure.

Vermont CITIZENS wanted to play a meaningful and active role in how these projects are planned and built.

What INNOVATIONS were realized at the VERGE?

Stakeholder engagement and rich dialogue at the verge changed the solution.

Two devices made it possible to defer building a new power line along a scenic, 66-mile transmission corridor for several years.

What INNOVATIONS were realized at the VERGE?

Collaboration resulted in a mutualistic, BARN structure designed to house the two devices.

A win, win, win SOLUTION!
What INNOVATIONS were realized at the VERGE?

Stakeholders recommendation adopted by Vermont utilities to study and implement all feasible non-transmission options for improving the reliability of Vermont’s electric grid.

CVPS recently announced it will install solar array at its maintenance facility in Rutland, VT.

Lessons Learned at the Verge

Utility Search Conference® process

Define the right problem.
Frame the problem so it motivates.
Know the desired outcome you want.
Make it inclusive and balanced with stakeholders.
Have ground rules for participating for everyone.
Be open to never-imagined ideas and solutions.
Commit to follow through on the ideas.
Fuel interest with ongoing updates.

Vermont Utilities & Community

INNOVATING in Hard Times at the Verge

Utility Search Conference® process

STORY by Chris Kenny
President, STAR Group, LLC
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www.starconsultinggroup.com
A journey of 1000s of miles in "tech time"...

• Connected across the many dimensions of DIFFERENCE

• Learned something about the 600+ people
  50 States-US and 20 countries | titles, industries, areas of expertise

• Explored INNOVATING at the VERGE

  The Concept | Examples | FIVE Leadership Qualities for everyone
  Chris Kenny’s Vermont VERGE STORY | Take-away Handouts/Links

• Benefited from YOUR QUESTIONS | COMMENTS | STORIES

• Passed along LESSONS LEARNED working at the VERGE

  Where to go | value of the OUTSIDER | essential of DIVERSITY
  the FASTEST way to innovation... | 5 enabling leadership qualities