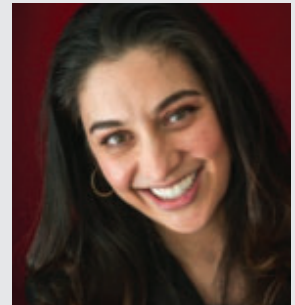


Mobius Senior Expert Simone Ahuja

Disrupt-it-Yourself: Eight ways to Hack a Better Business – Before the Competition Does

Innovation expert, author and Mobius Senior Expert Simone Ahuja shares the key ideas from her latest book, *Disrupt-It-Yourself*, a practical playbook for harnessing and cultivating essential innovation practices including supporting the work of “intrapreneurs” – or corporate hackers. These people work at the edges of organizations to solve persistent problems they feel passionate about. Simone will share her insights into intrapreneurial competencies, and what it takes to support intrapreneurial hacktivists – before they leave.



AN INTRODUCTION TO SIMONE AHUJA'S WORK

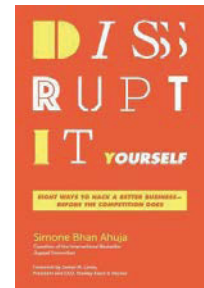
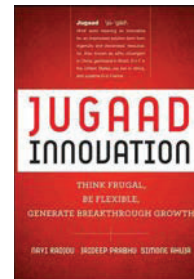
Simone advises Fortune 1000 companies to put in place systems that help companies innovate faster, better, and cheaper. Her approach is based on the mindset and principles utilized by necessity-driven entrepreneurs in resource-constrained environments around the world – both in developed and developing economies. She has spent years researching up-close how such under-resourced entrepreneurs innovate brilliantly *with less*, and has developed a system rooted in frugal innovation and entrepreneurship. This culture-changing approach gives companies the concrete tools they need to quickly and sustainably design and deliver innovative products, services and business models.

In her book *Disrupt-it-Yourself: Eight Ways to Hack a Better Business – Before the Competition Does*, Simone examines what larger, more established companies can do to harness some of the entrepreneurial energy and discipline more often found in a start-up. She explains, “Many executives are aware that they need more intrapreneurs—people who, despite being employees, behave in many ways like entrepreneurs. But they’re not sure how to create the conditions needed to attract and empower these people, much less manage the whole spectrum of innovations from incremental improvements of existing offerings to highly ambitious and groundbreaking ‘moonshots.’ The Disrupt-It-Yourself (DIY) imperative presupposes that the only way an organization can win in an innovation-driven economy is to invent the future itself by unleashing more of its own talent and energy.” Simone then identifies and discusses the implications for eight overarching principles that govern intrapreneurial cultures – these are described overleaf. This body of work builds on Simone’s earlier contributions to the field of innovation, captured in her book co-authored with Navi Radjou and Jaideep Prabhu, *Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth* (2012).

“Most companies claim to support entrepreneurial behavior — but their employees are not so sure. The research speaks volumes: Only 20% of employees in an Accenture study said their managers encourage entrepreneurial ideas. Another survey showed that 70% of successful entrepreneurs developed their big idea while working at an established organization and then left to commercialize it on their own.”

From Simone Ahuja’s *Harvard Business Review* article
 “How Intuit Built a Better Support System for Intrapreneurs”

DR. SIMONE AHUJA is a changemaker, innovation expert, strategist, Mobius Senior Expert and founder of Blood Orange, a consultancy in Minneapolis that advises C-level and senior executives, global entrepreneurs, and intrapreneurs worldwide. Simone contributes regularly to the *Harvard Business Review*, is the co-author of *Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth* (2012), and the author of *Disrupt-it-Yourself* (2019). She was recently shortlisted by Thinkers50 as one of the most influential thinkers of our time for creating “a ‘disrupt it yourself’ system to help organizations sustain innovation, and retain what she calls the DIY-ers – the intrapreneurs committed to solving the problems of the future.”



SUGGESTED EXERCISE AND QUESTIONS FOR DISCUSSION

The table overleaf outlines the eight D-I-Y principles. Based on these, you might discuss the following together (abridged from the executive scorecards found in each chapter within the book):

PRINCIPLE ONE: KEEP IT FRUGAL

1. Have you created a culture where people share infrastructure and reuse resources for intrapreneurial ventures?
2. Are simplicity and autonomy a part of your organization?

PRINCIPLE TWO: MAKE IT PERMISSIONLESS

3. What level of permissionless intrapreneurship can you live with, and how will you formalize it in your organization?
4. Is intrapreneurship occurring perpetually below the radar in your organization because you do not have the proper supports in place to enable it to bubble up?

PRINCIPLE THREE: LET CUSTOMERS LEAD

5. Are customers hacking their own solutions to problems in your space? How have you responded?
6. Is there an established path for intrapreneurs in your organization to connect with customers and include them in the development of new products and services?

PRINCIPLE FOUR: KEEP IT FLUID

7. Does your organizational structure support intrapreneurship by allowing people to move fluidly across the organization to collaborate for innovation and problem solving?

PRINCIPLE FIVE: MAXIMIZE RETURN ON INTELLIGENCE

8. Do you have metrics that measure and manage learning and sharing intelligence?
9. How do you reward the “best” failures or learnings and scale these insights?

PRINCIPLE SIX: CREATE THE COMMONS

10. In what ways do you use inclusion and diversity as a competitive advantage?
11. How do you keep intrapreneurship from being exclusive to R&D in your enterprise and keep innovation free from silos?
12. Do you look at inclusion and diversity through multiple lenses: identity diversity (such as age, race and ethnicity, gender, and so forth) and cognitive diversity, such as experience and thinking style?

PRINCIPLE SEVEN: ENGAGE PASSIONS AND PURPOSE

13. Are you responding with support when passion bubbles up and people come together around a problem?
14. Are you able to let people “get personal,” share experiences, and solve the problems that mean the most to them?

PRINCIPLE EIGHT: ADD DISCIPLINE TO DISRUPTION

15. How do you tamp down the corporate antibodies that attack innovation within your walls?
16. Have you experimented with innovation labs, incubators, or accelerators to send a signal across the company that innovation is both valued and expected?

More generally, you might want to use this chart to score your organization between 1-10 where:

1 represents the sentiment: I would go so far as to say the opposite is true of our organization

5 represents: A neutral response or we apply this principle in certain departments/areas but not consistently

10 represents: This is one of our signature strengths in terms of encouraging intrapreneurs.

PRINCIPAL 1	KEEP IT FRUGAL This limitation turns out to be beneficial in many ways. 1 5 10
PRINCIPAL 2	MAKE IT PERMISSIONLESS ... for employees capable of the personal risk 1 5 10
PRINCIPAL 3	LET CUSTOMERS LEAD ... critical feedback as you innovate 1 5 10
PRINCIPAL 4	KEEP IT FLUID ... respond in agile ways to ad hoc needs 1 5 10
PRINCIPAL 5	MAXIMIZE RETURN ON INTELLIGENCE ... using metrics for a DIY approach 1 5 10
PRINCIPAL 6	CREATE THE COMMONS ...DIY cannot be an activity for the elite 1 5 10
PRINCIPAL 7	ENGAGE PASSIONS AND PURPOSE ... at the heart of the greatest DIY successes 1 5 10
PRINCIPAL 8	ADD DISCIPLINE TO DISRUPTION ... for both incremental adjustments and big bets 1 5 10