

Profiling to “ Innovate for Impact ” – to meaningfully improve outcomes

Profile	Competency								
	Primary	Other	Humble	Excellent Questions / Engaging	Highly Values Learning	Has Sophisticated Framework	Very Results Oriented	Potential to Get Results In Area of Competency	Get Results In Other Areas
Intelligent	Yes	Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Smart	Yes	TTAC	Selected	Selected	Selected	Selected	Selected	Yes	No
LAAC	??	No	No	No	No	No	No	No	No

Limited – Because Intelligent people tend to realize when they are into an area they know little about, they have a very limited understanding of the subject matter, the landscape, what drives value, risk, etc. To overcome the issues with limited knowledge, they are good at asking questions and collaborating with those having other expertise - to fast track increasing awareness, solving problems, making good decisions, etc.

TTAC – “ Think They Are Competent ” clarification – Because a person is smart / trained / educated in a primary competency, they frequently think they are able to also make informed decisions in other areas. For example, a Doctor who thinks he is good at corporate strategy, finances, balancing risk / reward, generating sales, assessing technology, venture investing, solving a social issue, etc. While some can, because many people can’t, this is very problematic in innovation since it’s about “ The New ” – which typically is outside their area of expertise. This is indicated by “ **Selected** ” to recognize they’re good in their area of expertise and usually not so good in other areas or seeing the future.

Questions / Engaging – means being excellent at asking questions, engaging, listening, developing relationships, learns fast, open minded.

LAAC - “ Low Awareness or Ability to Contribute ” and “ ?? ” means it isn’t clear what - if any - primary competency the person or group has. Further, while they can be nice people, want to help, etc. – it’s frequently a challenge to meaningfully effect change or improve outcomes because they don’t know what they don’t know – and typically don’t want to know ! And the situation becomes even more problematic when they struggle with learning, their opinions ignore facts or reality, they can’t lead and won’t follow, etc.

An example of applying this thinking is as follows –

.... from a conversation with Bill Gates about Warren Buffett -

“ I’m talking a lot with Warren these days because of his ability to look at what’s going on in the world and be fascinated and surprised. We marvel over unexpected things from various perspectives or frameworks. He knows so much about business and sees so much. Because of this, there are many things to discuss and consider – and what it means – and why he thinks that it is. He brings such a sophisticated framework and humility that makes it very informative and fun. I would rather talk to Warren about business and the economy than anyone else. “

What does this mean ?

1. Intelligent people better position an organization for success because they’re better able to get results and deal with numerous variables, challenges and issues on the path to the future. This is because they tend to be good leaders, have strong look ahead skills, great communicators, have a vision, are accomplished at scoping situations and adapting, etc.
2. Smart people can be as effective as intelligent people – in areas of their primary or related competencies. However, they tend to be ineffective (like LAAC people) in areas outside of their competency, including seeing a paradigm shift in the making or preparing for the future. This is mainly because they falsely extrapolate knowledge, insights, etc. of things they are familiar with into other areas that involve new concepts, other attributes, different drivers, etc.

Because Intelligent people know this, is why they engage with others having extensive relevant knowledge in areas outside their domain. This is critical to fast track understanding of the environment, needs, challenges, etc. in the space. And be better positioned to assess opportunity, create synergies between spaces, connect the dots to add value, etc.

3. If the goal is to innovate for impact and meaningfully improve outcomes, mitigate the presence of LAAC people.
4. With the need for exposure to many opportunities and recognize all the skills needed to innovate for impact are not in any one organization - is why partnerships with those in the innovation ecosystem, incubators / accelerators, thought leaders, competitors (occasionally), etc. are important. This is essential to having more options and more ways to move the business forward – to deliver new value, increase relevance and revenue, prudently manage the changing nature of risk, evolve the business model, etc.

Based on the above insight, it’s clear a person or group “ Profile “ heavily influences outcomes.

And why “ Intelligence “ matters.

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