SUSTAINABLE SUCCESS
The Essential Ingredients
• Essential Ingredients
• Examples
• Summary
For Sustainable Success, we need:

- Innovation applies to everything
- Innovation is responsibility of all
- Diversity enriches innovation
- Cross-functional efforts accelerate innovation

Integration is the key to improving the probability of success
INNOVATIVE SOLUTIONS (IS)

Key components include:

- Technically feasible
- Economically viable
- Socially desirable

By balancing these three components, we maximize value creation
Key components include:

- 100% reuse of existing knowledge
- Consistent and appropriate rigor
- Streamlined flow

Well-integrated processes lead to the most effective, efficient project execution
INNOVATIVE CULTURE (IC)

Key components include:

- High contribution and satisfaction
- Stimulate synergy
- Feel and act like an owner

When effectively used, these components lead to greater motivation and broader contribution.
INNOVATIVE SOLUTIONS (IS)

- Practical
- Cost-effective
- Humanity serving

IS
The key is to transform ideas from different fields into solutions

**INNOVATIVE SOLUTIONS:** Practical Key Success Factors

- Deploy interdisciplinary environment/approaches
- Assemble teams with balanced theoretical and practical skill mix
- Exploit ideas from significantly different industries/sources
- Accelerate speed of innovation
INNOVATIVE SOLUTIONS: Cost-Effective Key Success Factors

• Utilize strong external/internal global network
• Use existing internal/external knowledge extensively
• Expand modeling/simulation use ipo experimental trial and error
• Exercise Lean operations approach

Broad outreach and simulation technologies are key
A successful project brings benefits to all parties

INNOVATIVE SOLUTIONS: Humanity Serving Key Success Factors

• Involve users from the start of the project
• Work with community advocates
• Collaborate with experts
• Be totally transparent about progress, successes and issues
INNOVATIVE PROCESSES (IP)

Today's Focus

KNOWLEDGE MANAGEMENT (KM)

PROJECT MANAGEMENT (PM)

LEAN OPERATIONS
Knowledge-based decision making creates a competitive advantage.
Use open spaces next to work areas to hold:
- Impromptu brainstorming sessions
- 1x1 meetings
- Project reviews
- Strategy sessions
- Celebrations for successes and failures
- KM Learning Labs: gamified event to teach KM concepts
KM PROGRAM AT GOODYEAR

External recognition is proof of success:
2016 KM Reality Award, 2017 Americas MAKE Award
INNOVATIVE CULTURE (IC)

COLLABORATION

ENGAGEMENT

ENTREPRENEURSHIP
An engaging culture promotes high performance and personal fulfillment.
INNOVATIVE CULTURE: Collaboration Key Drivers

• Relationships: mutual trust and respect
• Collective ownership of vision and goals: long-term impact
• Interdependence: frequent and impactful interactions
• Flexibility: deliberate role blurring
• Process: simple but well-defined

A collaborative culture generates organizational growth
INNOVATIVE CULTURE: Entrepreneurship Key Drivers

- People: decisive, persuasive and passionate
- Training: business acumen
- Rewards: greater autonomy & challenges, contribution based incentive plan
- Leaders: encourage calculated risk-taking

An entrepreneurial mindset leads to business growth
• **Goal:** New source of silica for tires
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**Benefits:**
- Goodyear: environmentally conscious image promotion
- Silica Industry: disruptive technology with huge market and profitability potential
Example 2: Goodyear Tire Modeling

• **Goal:** Virtual tire performance prediction
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• **Goal:** Virtual tire performance prediction

  Minimize Expensive, Time-Consuming Physical Iterations

  Leverage Cross-disciplinary Knowledge: Tire Mechanics & Computational Simulation

  Minimize Tire Builds: Reduces Waste

• **Benefits:**
  • Goodyear: cost, speed to market, better product performance insight
  • Sandia: code validation, integrated product development approach understanding
EXAMPLE 3: WKSU Public Radio Future State

- **Goal:** Vision and Strategy for maximum impact in the community
• **Goal:** Vision and Strategy for maximum impact in the community

  - Regional/National/Int’l Collaboration
  - Enhanced Civic Participation
  - Targeted Fundraising

  - Engaging Content & Distribution

  - Classical/Specialty Programming

  - PRACTICAL

  - COST-EFFECTIVE

  - HUMANITY SERVING

  - Broader Community Engagement
  - Stronger Emphasis on Regional Issues

• **Benefits:**
  - Retiree: active use of accumulated knowledge, payback to community
  - Public Radio: free consulting, broader perspective, gain community ambassador
AN IDEA: Industry/Near-Retiree/Education

- **Goal:** Enrich retiree life and student learning with industry help

<table>
<thead>
<tr>
<th>&lt; 60 YEARS</th>
<th>60 - 65 YEARS</th>
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<tbody>
<tr>
<td>100%</td>
<td>up to 50%</td>
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<td>Work – 50% salary + 100% health care benefits by the company</td>
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<tr>
<td>Teaching – no salary or health care benefits paid by the school</td>
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- **Benefits:**
  - Industry: foundation for top talent recruitment and prosperous society
  - Near-Retiree: easier transition into retirement, reverse mentoring opportunities
  - School: free access to experienced teachers, ability to offer broader curriculum
  - Student: broader practical knowledge, better understanding of work environment
For sustainable success, we need to keep transforming:

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td>• Commitment</td>
<td>• Engagement</td>
</tr>
<tr>
<td>• Cooperation</td>
<td>• Collaboration</td>
</tr>
<tr>
<td>• Professionals</td>
<td>• Owners</td>
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<tr>
<td>• Acting organization</td>
<td>• Learning organization</td>
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<tr>
<td>• Profitable solutions</td>
<td>• Profitable + socially desirable solutions</td>
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The practice of sustainable success can be applied in professional, as well as personal life.
Keep learning throughout life............

even when you are reTIREd.