

1. POINTS OF CHANGE – INNOVATION MINDSET

VIDEO TRANSCRIPT

/intro/

Innovation is an extremely popular catchphrase. Everyone will agree that this is true, as even traditionalism tends to be described as innovation. Still, how should we really define such an approach today? The innovation mindset is an inseparable element that is part of Accenture's DNA. Together with my guest here today, we are going to discuss how this can be achieved, and what challenges will arise as a result. My name is Krzysztof Kobyłecki, and I will have the pleasure of speaking to Piotr Koszek – the Deputy Lead at Accenture Advanced Technology Center Poland.

/storytelling insert/

Natalia: To all our teams out there, a big thank you for all your presentations! Your suggestions for smart facilities in the hotel industry are remarkable! You really did a tremendous job!

Andrzej: The jury will shortly retire to consider their decision. Each pair will comment on your projects and presentations and will award points on a scale from 1 to 10, in 5 categories. We may also award an additional 5 points to the team that can showcase a unique problem-solving approach.

Natalia: Considering the quality shown in your projects, I have a funny feeling that this will be a really difficult decision to make. A big thank you to everyone for today, and see you tomorrow!

Andrzej: It was good thinking to book the rest of the day for this, because I have a feeling that it will be difficult to decide which project should win.

Natalia: I suggest we go over everything one more time to decide the special features the winning project should have, apart from the aforementioned criteria for which points will be awarded. I know there are five projects we should discuss, but if we sum everything up it will make things easier.

Andrzej: Sure thing! We are looking for a project prepared in detail, something that will definitely improve the quality of the services delivered to our clients. This could be something that will facilitate our work or improve the quality of the solutions delivered to our clients. Hmm, can you please open their presentations in the meantime?

Natalia: Erm, sure.

Andrzej: It would be better if the implementation of the project were not too time-consuming or did not generate too high costs.

Natalia: We should never forget that sometimes innovations could require some investment! And there is one more thing – the final product should be beneficial to the user.

Andrzej: O.K., it seems that we have covered all of the most important things.



Natalia: So then, the first criterion is... the innovative character of a given solution.

Andrzej: How about we start off by discussing the presentation of the projects? After all, we have just seen them, haven't we? It is clear that team number 3 definitely stood out! The metaphor of a choppy sea has really stolen my heart!

Natalia: Really? I have heard it so many times before that it doesn't make any impression on me anymore. But I must admit that their presenter used really flowery language and seemed to feel confident on the stage. In fact, there is nothing I could pick holes in, really. All in all, as far as quality is concerned, only the first team could be a match for them.

Andrzej: They had outstanding slides! I would give team three 8 points for the innovative character of the solution.

Natalia: How come? We gave team three 7 points, and their project was more innovative in my opinion.

Andrzej: Well, for one, their robot makes reception desks completely self-service, thanks to which all our hotel problems could be solved in the blink of an eye.

Natalia: Yes, I agree that having a robot you could actually talk to is really cool, but you could just as easily speak to your smartphone. The application presented by the second team is not dependent on the equipment found in the hotel at all, you could handle everything before you actually arrive. I would award team three the same number of points at best. Oh! Team number four, a real gem! I rooted for them the most from the get-go. Their implementation process, to my mind, was really well designed.

Andrzej: Well, not entirely, no. Please don't forget that they will still need some people to be transferred over to this project, people who will be overseeing the implementation process.

Natalia: But only for the first 6 months!

Andrzej: The question is whether the benefits following this first half-year will outweigh the costs generated in the first stage.

Natalia: Andrzej, it is common knowledge that first we have to invest in order to gain some benefits.

Andrzej: Yes, but what if in 6 months' time we invest an amount of money which will pay off 20 years from now at best? Will it make sense then? Maybe it would be better to find a different solution which will bring faster results?

/conversation with experts/

Krzysztof: Hi there Piotrek!

Piotr: Hi, hello.

Krzysztof: Piotrek Koszek. We are here today to talk about the innovation mindset. You have been associated with Accenture for more than 3 years, but as far as I know this is not your first spell with the company. Could you tell us more about your first spell with the company, at the start of the millennium?

Piotr: Yes, yes ... this is my second go but obviously in a different capacity, but yes I did join Accenture right after I graduated in 2000, they put me in consulting, in Financial Services. That was indeed a really interesting adventure. For different reasons, I decided to make a career move in 2003. I did make a comeback after 14 years away, however, when the decision was made to open a new office in the south of Poland, namely in Katowice, and at the moment I am responsible for this office, this very location.

Krzysztof: 14 years have passed, that is more than a decade. Tell us what has changed in those 14 years at Accenture? The world has changed tremendously, we have come a long way. Has your organisation changed at all?



Piotr: The scale of operations in Poland has. When I left there was only the Warsaw office to speak of. Fewer than 300 people. At present, there are more than 6000 people employed at the company. An office in the south of Poland, an office in Warsaw, in Łódź... Wrocław, Katowice and also Kraków. The scale of operations, the volume and quality of clients, here in Poland, but that's not all...

Krzysztof: Yes, 14 years does seem like a long time, it is more than a decade as mentioned a moment ago. Accenture has changed beyond measure. Employment in Poland has grown 20-fold.

And how have you changed over the years? What did you learn during the break between your first and second spells here? How did you change as a person?

Piotr: I don't think I have changed mentally really, which is why I took up the challenge. I had been looking for something new for a long time, something in the area of business development, customer support, product development, or innovation. As a result, the whole idea just kept coming back. What really comes in handy, however, is that we are able to move into new areas. I have always liked this kind of thing. As far as my professional experience is concerned, outside Accenture, I mean, I was abroad for 3 years with my family which was definitely a huge challenge. It allowed me to better understand the challenges, risks and also the benefits arising from the fact that we can take some steps in a better direction, in the direction of change. This realisation allowed me to grow and come to understand that this new technological area in which I am currently working is really completely new territory which can surprise us every day. Every single day we start something new, as everything changes so dynamically, at the same time these changes are headed in the right direction which makes it cool, and that is, I guess, the most important experience. We have to take these changes for granted.

Krzysztof: Yes, things are always changing, and changes of course lead to innovation. I would like you to tell me more about how you understand the term 'innovation'. Could you

briefly explain to me what innovation means to you?

Piotr: If we were to present it in the form of an equation, then innovation would equal creativity plus the business context. It is worth adding that one can of course be creative, but without the business context of some sort, this innovation will not take place. This context might vary but it constitutes an element which is indispensable, a component part of the whole process through which innovation is born. So, innovation – a change in the 'right' direction. And as I was saying, this creativity, the human factor, which itself is working on some sort of matter, is necessary for innovative actions to work out.

Krzysztof: So, this means that innovation might, in fact, be found anywhere, but from what you are saying one could conclude that the business aspect is really important. So how does innovation influence business then? Besides the fact that it has the ability to improve it, what else can be added to the fact that it does indeed have an influence on business?

Piotr: There are two things. One might consider that influence from two perspectives. On the one hand there seems to be a belief which is based on evidence confirming that innovation, or innovations, constitute the key to the competitive advantage of a given company. This is something that determines or can determine market success. The market success of an innovative product, or the success of a specific service. Everybody will remember the presentations given by Steve Jobs, the presentation of the latest model, or the first models of the iPod, or iPhone – that was innovation in its purest form. A product which guaranteed competitive advantage, and in fact defined the market anew, so it uncovered some new trends, new uses. There is, however, another aspect of innovation, which can sometimes be painful to companies and which is often forgotten in this regard. Innovation changes the business context.



This means it changes the market, the environment in which these companies operate. As a result, it forces the companies to make some changes. If our competitors launch a new product on the market, then we, as a company, will have to respond to that, of course. On the one hand, they are striving to be as competitive as possible, and on the other hand our competition is likely to change the parameters of the market game, and this is something everybody should remember. This is why one must observe what the competition is up to all the time, which direction they are going in.

Krzysztof: Changes are characterised by the fact that they are continuous, and, in fact, change is the only constant. In the long run, however, changes might turn out to be tiresome for some individuals, especially when they go through them all the time. So, our attitude to the problem plays an important role here. What does this all have to do with the innovation mindset which we wish to discuss today?

Piotr: An innovative approach, or - as you have put it – the innovation mindset is, in fact, a certain stance on what is currently happening, isn't it? It is, above all, a form of openness, a will to act. We can see it is changing, and we have to accept it. This year is a perfect example of the fact that some things were impossible to predict, say 12 months ago. So, this will to act can sometimes come from inside, and sometimes it gets imposed on us. But we have to be open to the fact that changes occur and that we must be ready to act accordingly. Responsibility plays a big role, responsibility for what we do, as we might just as well accept that there are no changes, that change will not occur without us. Of course, it is also a matter of using the right tools or taking a specific approach to change management. Or, in fact, an approach to working under uncertain conditions, conditions we must all get used to. So, as a result, an innovation mindset should trigger human creativity, bestow upon it some sort of a business context, in order to create a new type of quality, in order to make positive use of the change.

Krzysztof: We are speaking of change in rather general terms. Now I would like to delve deeper into what I would like to ask of you. So, the question I will put to you now is as follows – what was the most difficult situation connected with innovation that you have had to face in your career? Change and innovation entail a lot of different things, so let's talk about those difficult moments, about the obstacles that you have had to contend with.

Piotr: The most difficult issue when it comes to innovation in general is the fact that everyone is talking about it but they aren't fully aware of how it works, yes, something along those lines. This is a bit of a problem, a little dilemma when it comes to what to choose: a long-term strategy, or the current tactics? I remember somebody telling me that the difference between tactics and strategy is that tactics consist of looking at your feet all the time while walking forwards; strategy, on the other hand, consists of only looking ahead, out into the distance. In both cases we take risks, in the first case we might trip because we are focused on our feet, and in the second case we cannot see where we are headed. Looking too far ahead, we will not be able to spot a curb which we can trip over or fall off. So, it is a matter of balancing our current goals, the short-term ones, with where we wish to be headed. There are also a couple of myths connected with innovation which hinder the approach to, or the understanding of, the subject. One of those myths is that, for something to be referred to as innovative, the innovation must be equal to some sort of huge breakthrough, a discovery, or an invention. Turning innovation into something bigger than what innovation in fact can be. If we take the Kaizen philosophy for instance, a philosophy which consists of constant



improvement, then we can speak of minor innovations, which add up over a longer period of time to generate a highly positive result. Constant improvement of the results, constant development of processes and people. Innovation should be perceived in the same way, it does not necessarily have to be a breakthrough invention, it is more about minor things, sometimes even borrowed from different disciplines. The second myth is that innovation must be connected with technology. This is not necessary. This is what we try to show inside the company, at Accenture, where our work not only revolves around technology, but also around processes. Therefore, process innovation is a form of innovation, it is also a form of facilitation. These could involve minor things, like improving some kind of a worksheet, a report which will make it easier to spot some trends, or some data. Another thing that should be considered is the fact that innovation does not come cheaply. Innovation tracking can be quite expensive. Let me put it this way – it might cost a pretty penny in the long term, as it requires time. In relation to creativity, which is a component part of innovation, which also poses a great challenge, especially when working in large teams, among members of these teams, among the people involved, is convincing them, or making them believe that they can also be creative. Ken Robinson used really beautiful words to describe creativity in his famous TED Talk sessions, during which he says that schools kill a lot of creativity. It is common knowledge that all children are creative, as they take a natural interest in the world, they are interested in exploring, in asking questions. And then during school quizzes and tests we have to unlearn those things. In today's business world, we are required to re-learn those things again.

Krzysztof: You mentioned that one of those important things is the fact that we must cultivate innovation. Nevertheless, inside organisations, people are afraid of change. It is natural that, as human beings, we seek tradition, we seek repeatability, we do not always wish to implement new things. This means it is a good thing to sometimes eat the same meal instead of eating something new, something different all the time.

We do enjoy going back to those beaten tracks. On the other hand, we have these little changes which we can improve slightly. What interests me are the greatest challenges when it comes to cultivating the innovation culture within organisations. What was your greatest difficulty?

Piotr: Before I answer this question, I will only say that people who join us, especially those fresh out of college, in answer to the question: 'O.K., please tell us why you would like to join Accenture', they always say 'because I want to develop'. So, I think, it is not really a matter of us not being willing to leave our comfort zone, especially in those areas – say, process- or business-related. It is just that our natural... I mean – for most individuals, the desire to develop is a natural instinct. Development cannot be satisfied, as you have put it, by eating the same dinner over and over again. And when it comes to the challenge, it goes a little bit like this, you have to be mature enough to say O.K., some knowledge is missing, so I will just go and learn it because I want to. The second challenge is, in fact, something I already mentioned. It is people's belief that they are creative. It is not a question of 'Are you intelligent?', or 'Are you creative?', it is rather a question of 'What is your way of being intelligent?', 'What is your way of being creative?'. There is one thing connected with this question, a thing which is the key to finding the answer to whether that innovative activity, or these little changes, will actually work or not. Connecting the right person to the proper object or material, through which people can fulfil their aspirations.

Krzysztof: So, what you are saying is that the greatest challenge is for everybody to find a way in which he or she can express his or her innovation inside the organisation?



Piotr: Working for huge companies, just like us – or working with large clients, we are forced to meet some requirements, or adjust to a specific manner of work. You must be flexible, you must be open and try to find ...from your own perspective, a mode of work, or a method of completing tasks, in a way that would, on the one hand, fulfil the requirements, and, on the other hand, be suitable for us, fit us like a glove. So that we could somehow satisfy our aspirations. At Accenture, we have people who, through their work, are able to pull off all manner of tasks, and thanks to that they make this range visible. Software developers are a little different, the profile of a consultant is somewhat different, etc. So, it's really a matter of choosing the proper place and choosing the right thing to do.

Krzysztof: Okay. At the end of the day, creativity is really subjective, and each individual is creative in a way... this is why creativity is so special. We have a culture of innovation, which tends to generate some costs. Keeping innovation culture in high gear gives rise to challenges. What are, in your opinion, the greatest challenges when it comes to keeping innovation culture in top gear? Changes, changes, and changes will always lead to a situation where if we were to turn it up to 100%, then leaving the office one day and then coming back the next day, we would find that the whole organisation has moved one step ahead and catching up would require a great deal of effort on our part. Please tell me what, in your opinion, are the greatest challenges when it comes to keeping the innovation culture going at full speed?

Piotr: Paradoxically, I think that the greatest challenge is accepting the fact that you have to, in fact, fail fast – fail often. You have to keep trying, allow yourself to make mistakes. Trying to find the right solution, we do not have to hit the mark the first time, we can say we are in luck because we get help thanks to all the methods, agile methodologies, where the problem, or the challenge itself, is solved, or is at least addressed. I am of the opinion that the greatest challenge, to really keep it running at high speed, is that it should not be overwhelming in a way that everyone always has to be right, that

everything must go according to plan, from the get-go. This, of course in the context of innovation, is really important.

Krzysztof: For sure! The best way to learn is from our mistakes, but what is it that you do to really help people understand that making mistakes is, well, normal? What kind of mechanisms do you have that allow people to learn from their mistakes?

Piotr: When it comes to everyday work, it is a matter of the methodologies used. The agile approach, etc. Secondly, we promote the process of channelling the ideas, that is, the process of materialising the ideas in the form of a proof of concept, a proof of value, which do not usually have to be something utterly unique, do not have to be 'hits' right away – they can, however, inspire someone else, encourage them to come up with something, present something in a different way. So, there are several instruments which enable this type of action. These include internal competitions, internal hackathons, which allow us to do tests, at the very least. Or test out new technology, which is totally new for us.

Krzysztof: Changes, changes, and changes... innovation, technology, life in the future and many other things... what really interests me is what excites you when it comes to innovation. So, what is it that appeals to you in this pursuit of constant development? .

Piotr: The human aspect. The aspect of people at the centre of things, managing those teams... that is incredible. Creativity, energy, which can be released – this is something that gives me the power to act and to carry out further ideas. It is truly remarkable, as everyone has some experience, different experience, wouldn't you agree? Personally, I can learn a lot from these really young people working for us, because there is always something new about them, something that



might have escaped my notice, something that might interest me from a professional perspective. Something I could make use of. That is really interesting because we are talking about various experiences, which then make up the whole potential of the team.

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Andrzej: I can say I really feel I am in my element when I take part in those heated yet valuable discussions! We have been here for four hours now.

Natalia: I sometimes wonder whether these hackathons are more difficult for the participants or the jury...

Andrzej: I don't know, but we won't give up, that's for sure. We've got one discussion panel left – which project do you think should be awarded an extra five points for a unique approach to the problem?

Natalia: Each project is better than the others in one category or another.

Andrzej: That's true. Well, I think that the presentation given by team three definitely tips the scale in their favour.

Natalia: But they have already been awarded points for that!

Andrzej: But they do stand out! Natalia: And that is why they received maximum points for their presentation. I suggest taking a different approach.

Natalia: Look, we are focusing on both the good and bad things only from the business perspective – the costs, the time, implementation, and the technology. We are also focusing on the benefits for the end users. It's possible to look at the problem from an even wider perspective. What if we took a wider group of recipients into consideration?

Andrzej: Hmm... that might just work! As for me, one of these projects definitely stands out as the leader here.

Natalia: Yes, yes, yes, yes! Team number two mentioned, among other things, the possibility of switching the view to black-and-white, just to make the use of the application easier for visually impaired people.

Andrzej: Additional points for an approach which does not exclude people with disabilities. To my mind, it is more than fair.

Natalia: I agree. Five points to them. I feel sorry number 4 will not win, but.... I agree with your verdict.

Andrzej: So – do we have a decision? Can we announce the result?

Natalia: Let's do it! I wonder if the other jurors have finished handing out their grades. I would really like to learn what the final result is.

Natalia: My dear friends, we had a really difficult decision to make. Each of your projects has great potential and may bring a lot of benefits.

Andrzej: It is clear that you have not only put a lot of heart into this, but you have also given it a lot of thought!

Natalia: Each team of jurors elaborated on all the projects and analysed them in terms of all the known criteria.

Andrzej: So as not to keep you all waiting on tenterhooks... I have the envelope here with the results from the organisers. And first place goes to... – Monika, Sven, Alyssa, which means...

Natalia and Andrzej: Team number two!

Andrzej: Have you noticed that this team has the most diverse members?

Natalia: Apparently, it has given them a broader perspective!

/conversation with an expert/



Krzysztof: As for you guys, based on the assertion that it is people who build culture at the end of the day, I am curious about what they must be able to do if they are to create culture, and on the other hand, how they are to find their bearings within organisations where innovation culture holds such a prominent position.

Piotr: It is a particularly good question, one which unfortunately I will not answer as it is difficult to predict what an employee should do to be able to work effectively in 3 or 5 years' time. It is one of those questions. How can you feel comfortable in such an organisation in the long term? So, this is... we are talking about change all this time, yes? So, change is continuous, it is dynamic.

Krzysztof: We are talking about change, we are talking about work leading to change, but I think that there are some characteristic things which you pay attention to.

Piotr: Yes, of course, and apart from issues pertaining to the subject matter, or technology, or some skills acquired during, say, one's studies, or skills acquired as part of previous work experience, then for sure an open mind is essential, is it not? Working for really big clients, the big fish, with really complicated problems, with business-related or technological problems, an open mind, and the ability to use new tools that technology offers is key. In fact, the ability to adapt to variables, the ability to manoeuvre in the fog. As we agreed before, we are not able to predict everything. So, the only answer is probably the will to develop, the will to learn or train, the will to gain more and more experience, climb the career ladder, and the will to grow. Openness, the ability to adapt, these are the basic things, really, that can guarantee the professional success of the company.

Krzysztof: Openness and the ability to adapt – these are the skills that, naturally, will result in a person having to develop and travel to new places, face new situations, and solve new problems. It seems to me that during work one can always acquire a bit more. What will I really get out of it?

Piotr: Experience. The experience coming from working with big accounts. Again, people's experiences will vary. That is because the scope of operations that we are engaged in is really enormous. With such a scale of operations, it is really difficult to define it at the moment. Our clients are really big and innovative companies, so as a result they put really difficult challenges in front of us that we have to tackle. Apart from that, of course, there is a vast array of training courses available which you can also pick and choose depending on your interests. These is training connected with the subject matter, hard skills, or, in our case, the technological ones. But these also include soft skills training which allows people, or you, as a potential candidate, to develop, not only professionally, but also personally. This makes for a really cool mixture of experiences that come from day-to-day work and from the changeability of the work itself. Plus, there is also training support, training programmes, or training cycles. And of course, our cooperation with Accenture's technological partners, huge companies, and plenty of them, make things easier.

Krzysztof: Okay, so this is some sort of huge developmental ecosystem that you have at Accenture.

Piotr: Precisely.

Krzysztof: With all this innovation, and the innovation mindset, tell me please, from the perspective of your company, what do your clients gain from the fact that there is innovation at Accenture? Is it the fact that one can always find a solution to a given problem? Or is it a bit more complicated?

Piotr: It is more complicated, yes. These are things that, first and foremost, deliver quality to clients. They could be new, as thanks to working with clients we also bring our own



experience to the table along with our own know-how. Thanks to the combination of the new approach, innovation, our knowledge, and knowledge of the trends, we are able to offer our clients extremely high levels of added value thanks to our services. That is important and that is why clients choose to cooperate with us.

Krzysztof: What is cooperation like? I mean, you are focused on innovation, but what are the facts? How do you work with companies? In the process of cooperation, do you transfer some of your innovation to your clients?

Piotr: In an ideal world that would be the case, of course. Everything depends on the subject, on the project and on the client. But let's imagine a situation where we work out a solution together with the client. Such an approach is called co-innovation and co-creation in which, to a large extent, we make use of design thinking tools, or our methodology of form. We are experts in some areas, but our clients are the best experts as far as their own businesses are concerned. So, combining the knowledge of our clients with our expert knowledge in various disciplines, broad disciplines, and basing that on some highly formalised and, at the same time, creativity-facilitating methodology of design thinking, provides really surprising results. And that, in my opinion, is the ideal way to cooperate with the client. Of course, not all projects look like that; however, that correlation, or the co-creation of solutions with the client, is a really great tool which can be used to work out highly innovative and modern solutions.

Krzysztof: So, you could call yourselves a kind of catalytic converter, so to speak, of innovation in the eyes of your clients, or rather a driving force behind innovation where you reach out to your clients and tell them: 'Listen, there is a new way to pull it off and we are sure you have it in you'. Or how else would you describe yourself?

Piotr: We try to be just like that. Our structure shows it, as I said before, our architecture of innovation, all the businesses which we run, the business lines that we have.

Starting from Accenture Research, which is responsible for issuing various reports, published on our website for example, where for me the main and the most important report is the Technology Vision, published every year, in which Accenture has regularly presented the vision of technology, or technological clusters, which at some point will influence our life and the businesses of our clients. We are trying to be a kind of a catalyser, to a greater or a lesser extent, and in multiple areas. The DNA of innovation has to be embedded into the businesses, ours and our clients'.

Krzysztof: I am also interested in how business life has changed at Accenture. We have all switched to remote work, we work online. What else has changed?

Piotr: I will tell you this – I really enjoy and cherish direct cooperation with people, maybe it is because I am from the older generation. At the very beginning, and even until now, what I really miss is direct human contact, normal meetings, face to face. People have to be able to adapt, it is what we talk about all the time, so when it comes to new experiences, there was one where I had to take part as a co-host, and that was our test, a successful one, where we had to do design thinking workshops, online. Something that...

Krzysztof: Tell us more about how it played out, it is common knowledge that design thinking is a relatively new phenomenon, with a specified framework, and yet cooperation within a group and being close to one another can give you a lot, wouldn't you agree? So how did you manage to move everything (online)?

Piotr: We are in luck, we deal with technology, we work at Accenture, it is our bread and



butter. As for the design thinking session, again, it is technology which makes it possible, isn't it? You can always assign rooms in which groups will discuss things. You can present the appropriate tools to those groups and do some analyses, come back to the forum, share it, and discuss it. It is all possible. Of course, it requires more patience because it does not generate the same dynamics as a workshop meeting, a face-to-face one. Nevertheless, it can be pulled off with the proper level of motivation and the will to act. If the teams are identical, made up of people who are similar to one another, then the solution or the mode of work which will be carried out will be one-sided, I would say. Only thanks to the diversity of experience, perspectives, education, and skills are we able to create something new and find something that will give us an aspect of creativity, which is essential to innovative culture. It is something we have to keep in mind. The second element is of course the technology, processes and aspects that we work on. You have to include the trends, and be open to what lies ahead, adapt, or creatively adapt to that. People have to take advantage of the opportunities that occur. For many sectors, for many of our clients this year has in fact been an opportunity to speed up some processes which were perhaps postponed or were perhaps lagging behind and should now go a little faster.

Krzysztof: Diversity, inclusion, equality, these are the notions which have been popping up quite frequently in all organisations for some years now. Tell me how diversity really influences innovation. Why is it essential?

Piotr: We must remember that people are different, it is essential. We do differ, each of us is different even if we have really similar backgrounds and come from a very..., I don't know, the same city. A different perspective or a view on the same subject but from a different angle, or different understanding, different approach to the subject. That is the value, thanks to which we are able to come up with, or create a solution which will be the best, or which will best suit the needs of our clients.

Krzysztof: Yes, that inclusivity – I mean – an actual collection of various opinions is incredibly important because it gives us various opinions on business, and it also gives us different takes on each of the problems. Apart from that, we also, quite creatively, egg ourselves on. If we come up with ideas together, then for a major part of our society it is essential to hear various opinions out because they start to generate more new ideas.

Piotr: Precisely.

Krzysztof: Well, we can now move on to talk about the future, which is all about change, innovation, which are its driving forces. Then again, change is a constant. But, what about the innovation mindset? Does it also belong to the trends of the future? Will it be with us for good?

Piotr: I am sure that it will, because as a person who is always looking ahead, I think that continuous innovation is part of our future. Technological progress has picked up speed and does not seem to be slowing down. It is inevitable. Surely, what we will have to worry about is that no group of people, no social group, for example, the elderly, gets digitally excluded. To make sure of this, we will have to use some other kind of innovation, a solution which we still need to work on.

Krzysztof: Looking from the position we currently find ourselves in, what, in your opinion, should employers do, what should the generations do to prepare for what the future will bring? Or is it a great unknown? Is it just a lot of guesswork? How to prepare? How to get ready to face tomorrow, how to brace ourselves for what happens in a month, a year, five years? The perspective of a decade might seem difficult to imagine for people who think the normal way, which means we do not



appreciate what we are capable of doing in a decade, compared to what we can do in a week. How do we get ready for what lies ahead?

Piotr: The next ten years – see, that doesn't seem like a long time, but in terms of technology, or even in social terms, these years do not seem to match. If it was the previous century, these years could probably have been separated by, say, some kind of a 50-year-long hiatus, and that would actually have worked well anyway. I am talking about the scope of these changes. In order to prepare, one should know full well what to prepare for. People have to stay open-minded, believe in their 'human' abilities, their knowledge, experience, and creativity, as well as their ability to adapt. This year has shown how big creativity can be, and what kind of reserves of human and business adaptation we have hidden inside ourselves. We have shown that we can make the change. So, this is probably the answer to the question of 'How to prepare?' – that we should keep doing what we are doing now, and that we should believe in ourselves. A human being is a complex, yet highly able mechanism, which is able to deal with many different things.

Krzysztof: Ok then, there is nothing else left to do but to thank you for the conversation. Thank you for sharing information on the innovation mindset, there is nothing else left but to wait patiently for until the next episode which will be hosted with your colleagues. Talk to you soon. Thanks a lot.

Piotr: Thank you for the conversation.

Krzysztof: Thanks!

/outro/

Krzysztof: The innovation mindset is an extremely broad subject, and one may talk about it on many different levels, as you have just heard. The innovation mindset is an open stance, a will to act and a will to develop. It allows one to reinforce human creativity by placing it in a business context. On the basis of the conversation with Peter and his story, let me just sum up by saying that for an organisation to develop the culture of innovation in an effective way, one has to appreciate diversity, based on which everyone may be even more innovative.

Thank you for tuning in and I invite you to take part in the next episodes. Subscribe to our channel 'Points of change' on your favourite podcast app if you don't want to miss out. Until next time! Bye.

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