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Lubrizol
Innovation vs, Invention
How Do You Manage the Yankees?

- We are the "intel inside" for oil or lubricant
- Brought into organizations in Lubrizol to create change
- How create commercial innovations vs inventing
- Moving from transportation stuff to consumer (acquisition from Goodrich in 2004). Been very successful
- Small wins, reflecting & driving value in B2B
- How hire the right DNA to drive change?
  - We are plumbers (chemists, chem-engineers) linear
  - In past hired plumbers and then moved them up
  - Now, we don't grow plumbers into that. We bring people in with the skills and experience and change agent types. Use GE's quotient model (4Is)
  - T-shaped teams vs trying to get all t-shaped people cuz some can't do that. Trying to find people who can integrate
  - To help create this, brought IT in as key part of all areas, onboarding, VOC, marketing, etc. had a huge impact (e.g., Zolutions™)
  - Test Drive younger ones - internships, co-ops
  - Older ones, referrals, team interviewing, biz scenario examples - here's the situation, how would you go about it; how do they behave externally, even with suppliers, not just customers.
  - Very bi-model - baby boomers, and young with a few gen-x mixed in and genX helps bridge this
  - Bringing in more mid-career cuz have expertise and also more willing to change
- How drive change in profitable successful structure
  - Project: AWD vehicles act like many different vehicles. We were silo'ed so I was the Integrator btwn different groups & products to come up with solution (marketing, customers, sales, suppliers, R&D, ops, etc.) I felt if I walked a mile in everyone's shoes that would help bring them together and trust me. Experience & upbringing helped me gain credibility to get these people together. Did this in 18 months. Now very profitable. Couldn't have happened if we didn't look at it from different perspective. No new technology, IP, etc. just different perspective and differs types of people