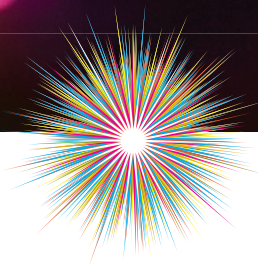


SWARM INNOVATION PROFILER

INTERPRETIVE GUIDE



SWARM
VISION

About the Swarm Innovation Profiler

Swarm Vision Inc. developed the Swarm Innovation Profiler (called "The Profiler") to help individuals discover and tap their full innovation potential. And to help organizations discover and harness the innovation talent they already possess, that is often hidden from their view.

The Profiler was developed over several years. It is based on in-depth research among serial, successful entrepreneurs and intrapreneurs. It was validated through

multiple rounds of quantitative research in the Americas, Europe, Asia and Africa. The tool is honed to the innovation skills that correlate to real world results. Like all assessments, the Profiler reveals your tendencies compared to others. You are a unique individual, and some of the descriptions may not fit you all of the time.

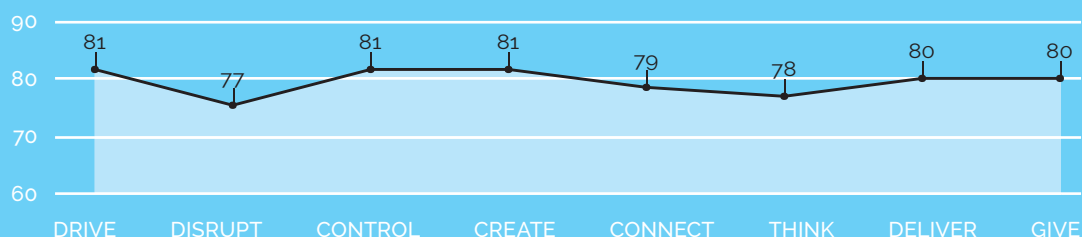
The best way to understand your results is to read about and reflect on the Eight Innovation Skill Clusters.



ABOUT INNOVATION SKILL CLUSTERS

This chart shows how the Ideal Innovator scores on the Eight Innovation Skill Clusters. As you can see, it is not necessary (or even possible) to score 100 on all of the Skill Clusters to be an innovator. There is a wide array of innovators in the world. Some are more technically skilled, while others are more conceptual. Some are idea people, while others excel at finding problems and forming teams to solve them. There is no single perfect innovator. Two successful innovators may have the same Total Innovation Score, yet have different strengths at the Skill Cluster level.

WHAT ARE THE KEY STRENGTHS OF INNOVATORS?





DRIVE

AMBITION | INITIATIVE | INTENSITY | PERSISTENCE

Why Drive is Important to Innovators

Innovators are the last people to accept things as they are. While most of us just shrug and adapt to inconvenience and injustice, innovators notice problems to be solved, and take the initiative to do something about it. Taking on challenging opportunities enables them to feel alive, make a difference and grow. Without such drive, innovators would not tackle big problems, have the persistence to overcome obstacles, or have the energy to persevere.

ELEMENTS OF DRIVE:

AMBITION: Innovators want, and even need, to make a big, real world impact. They actively look for important problems to solve and opportunities to address.

INITIATIVE: If something doesn't work the way it should, or ideally could, innovators will find a way to improve it. The innovator initiates new endeavors more easily and more often than others.

INTENSITY: His drive requires the innovator to have intense focus. He drills hard to understand a problem and how things work. He pushes himself to learn new things and grow with opportunities.

PERSISTENCE: Because he is so motivated to make an impact and is so confident, the innovator is able to persist when others question his goals or decisions. In the innovator's eyes, set-backs are only temporary!



STEVE JOBS

Jobs reportedly spent hours interrogating the laborer who was installing his kids' trampoline. He went over every detail that didn't make sense or work right, and how to improve it!

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WATCH OUTS: An innovator's drive can manifest as "too driven" in the eyes of some. You can take on so many initiatives that you burn yourself, or others, out. So seek some balance in your life. Your ability to see how things could be improved can come off as critical and never satisfied, so try to be sensitive to others when you express your observations.



DISRUPT

BOUNDARY BREAKING | **THRIVING IN UNCERTAINTY** | **SELF-CONFIDENCE**

Why Disrupt is Important to Innovators

Innovators have a unique view of the world and of themselves in it, believing they — more than circumstances or luck — determine outcomes. So they press ahead and try new things, while others are still calculating the risks. If there is a rule book, innovators will not open it, or will toss it on the fire. To them, realizing their vision is more important than respecting authority or convention, if they even notice these things at all.

ELEMENTS OF DISRUPT:

BOUNDARY BREAKING: If the innovator does not find success in one avenue, she will try another, even if that tact is a bit outrageous, or breaks with hierarchy. She is unconcerned with coloring inside the lines.

SELF-CONFIDENCE: All of these Disrupt behaviors require an out-sized dose of confidence. Innovators often believe they can control the outcome of events. And often, they are right!

THRIVING IN UNCERTAINTY: The innovator doesn't just cope with uncertainty, she is at her best when situations are undefined. It's not really about risk-taking. It's about realizing a vision and feeling alive.



GRACE MURRAY HOPPER

Grace was a Rear Admiral in the United States Navy, credited with the first computer programming language. She famously said, "It's better to beg forgiveness than to ask permission." Always more interested in the future than the past, she had a clock on her wall running backwards!

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WATCH OUTS: Your tendency to go outside of established channels can get you in trouble. Try to bring people along with you as you test unconventional routes. Sometimes the best answer is the sanest one. You don't have to default to the most novel solution. And remember, even rock stars put their pants on one leg at a time. Showing some modesty will win you support, even if it feels a little false to you.



CREATE

NOVELTY-SEEKING | PROBLEM-SOLVING | UNCOMMON CONNECTIONS | GROWTH MINDSET

Why Create is Important to Innovators

Innovators above all, are known for creating something new in the world. This "Create" cluster requires a constellation of skills springing from broad curiosity, a fascination with problems, and the ability to make novel connections. Innovators can draw on many sources because they constantly expose themselves to new things. Without this Create cluster, innovators would not contribute so many new ideas to humanity.

ELEMENTS OF CREATE:

NOVELTY-SEEKING: Innovators have a nose, an eye and a hunger for the new. They pick up on new trends, love to explore and develop new ways of doing things. They have a low boredom threshold.

UNCOMMON CONNECTIONS: Innovators see connections between things that others don't think are related. This is why so many innovations have come into the world through novel combinations.

PROBLEM-SOLVING: If there's a problem to be solved, innovators don't shirk the chance to solve it. They will experiment until they find a solution that works.

GROWTH MINDSET: Innovators don't rest on their laurels. They find it stimulating to learn new things, explore new concepts and ideas. They actively challenge themselves to stretch and grow.



RICHARD BRANSON

Sir Richard owns some 200 companies in 30 countries, in diverse sectors from music to hotels to mobile phones to space travel. These seemingly disparate concepts all share his DNA: highly novel and ever-exploring.

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WATCH OUTS: An innovator's appetite for novelty can mean you are easily distracted by the next new thing, and impatient with repetition. Make sure to complete or hand off projects before moving on, and build a team that can handle the repetitive aspects of projects as they mature. You can become obsessed with solving a problem and spend too long on one thing. Make sure it's still relevant!



CONNECT

RELATING | PERSUADING | TEAM-BUILDING | SOCIAL INTELLIGENCE

Why Connect is Important to Innovators

Unlike the stereotype of the lone inventor laboring in his lab, successful innovators must have highly developed social skills. These skills are necessary for successful innovations which meet real human needs and thrive in the market. Taking an innovation to market requires highly functioning teams, paying customers, and often, investors. Without the innovator's Connect skills, an innovation is likely to remain a mere idea or invention.

ELEMENTS OF CONNECT:

RELATING: Innovators can read social signals and modify their presentation to relate to different audiences. They can connect with the diverse groups involved in innovation, at all levels and across cultures.

PERSUADING: Innovators are untiring and enthusiastic persuaders. They need to be, to get people to join their team, take a chance on an unproven idea, take on a new role, or invest their own cash.

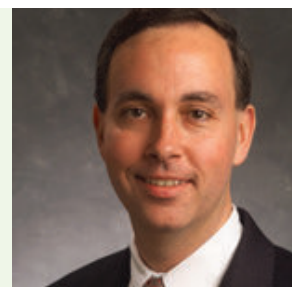
TEAM-BUILDING: Innovators are always thinking, "How can this person's skills help advance my idea?" They can detect the talents in others, and excel at forming teams that complement their own strengths.

SOCIAL INTELLIGENCE: Innovators can navigate their way through complex organizations to advance their ideas. They can perceive what others need, or are trying to do or say — without a lot of explanation.

BRIAN HINMAN, SERIAL CEO (POLYCOM, 2WIRE)

Brian went to graduate school (MIT) for the express reason of meeting people to start a business with. At age 22, he had to convince investors that he could be a credible VP of engineering. His energy gets the best out of people working with him. He is known as a very adaptable innovator who knows how to evolve his start-ups.

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WATCH OUTS: A powerful persuader can lead teams and investors down a path with little chance of success. So you need to stay grounded in reality and be able to pivot. Taking input and reading market signals are important. But knowing when you should listen and when to follow your own gut is perhaps the most difficult lesson for innovators.



CONTROL

360-DEGREE INVOLVEMENT | **COMPETITIVENESS** | **FINANCIAL ORIENTATION**

Why Control is Important to Innovators

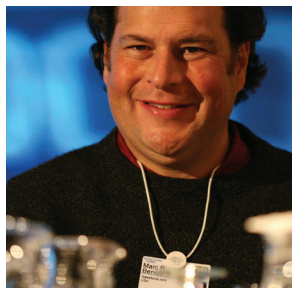
A new venture, new product or business, needs to be nurtured from every angle. Product, sales, HR? Yes! The innovator's hunger to ensure every aspect of the undertaking is "right" makes them an ideal fit for the early stages. If they were not extremely competitive, innovators would not drive themselves so hard. Successful innovators are marked by a positive relationship with money: they expect to make a lot of it, they see money as a force for good, and enjoy managing it.

ELEMENTS OF CONTROL:

360-DEGREE INVOLVEMENT: Successful innovators are not specialists. Even if they have a deep background in one area, they take an interest in all aspects of their undertaking, diving deep, then moving on to the next one.

COMPETITIVENESS: Innovators don't compare themselves with the average person. They want to be, or be part of, something spectacular and legendary. They compete against their own ideals, and aspire to live up to role models from diverse domains.

FINANCIAL ORIENTATION: Many business owners start off wanting to work for themselves, and soon realize they don't enjoy handling the money. In contrast, successful innovators enjoy managing money and have a positive relationship with it. They expect their exceptional efforts to yield big market rewards.



MARC BENIOFF, CEO, SALESFORCE

Marc is famous for saber-rattling on his quarterly earnings calls with Wall Street. He loves to bait his former mentor, Larry Ellison from Oracle, and compare Salesforce to Microsoft. He sets one outrageous financial goal after another, and beats them all. The fun is in the winning, and in the money!

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WATCH OUTS: An innovator's need for 360-degree involvement can outlast the business' early stage of growth. So be sure to surround yourself with a team that can carry out your vision, and even bring new dimensions to the venture. A competitive streak can become a distraction if it focuses on destroying a rival.



THINK

INFORMATION CAPACITY | RAPID PATTERN RECOGNITION | REFLECTION

Why Think is Important to Innovators

"Think" is not about conventional logic, or the ability to excel on standardized academic tests. Some of the world's greatest innovators dropped out of school or struggled through it. "Think" is not about deductive reasoning. Innovators will often proceed against all reason and caution! They gain an edge from their vast capacity for information, and their ability to detect emerging patterns or underlying principles before others do. They also gain wisdom from perpetual background reflection.

ELEMENTS OF THINK:

INFORMATION CAPACITY: Perhaps a result of their broad curiosity, innovators retain massive amounts of information and are able to call it into use, making more data points available in their thought processes.

RAPID PATTERN RECOGNITION: Not relying on mere logic or inherited wisdom, innovators see patterns and frameworks when they are still emergent, which can give them an early mover advantage.

REFLECTION: Despite their self-confidence, successful innovators are remarkably reflective on the outcomes of their decisions and thereby, grow and improve from conscious effort. Reflection enables innovators to recognize winning strategies.



NATALIE MASSENET, FOUNDER OF NET A PORTER

Natalie formed what is now a £350m company by piecing together her experiences as a model, a fashion writer and stylist. The idea came in 2000, early days in fashion e-tailing, when she was attempting to source products online for a fashion shoot.

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WATCH OUTS: Innovators can process information so rapidly that they can sometimes be impatient with more process-oriented people who need to go step-by-step. Make sure to present your brilliant leaps of thought in a deliberate way so that anyone can understand them. Your ability to see emerging patterns can cause you to move too early on trends. Experienced innovators learn the fine art of timing.



DELIVER

CONTEXTUAL GOAL-ORIENTATION | RESOURCEFULNESS | ADAPTABILITY

Why Deliver is Important to Innovators

Delivering in an innovation setting is very different than in an established business, where the rules are well-established. When working on something new to the world or to their organization, innovators are constantly assessing the context, how to use their strengths and limited resources to advance goals on the fly, while creatively adapting to contingencies. Without these special "Deliver" skills, innovators would not be able to bring ideas to reality.

ELEMENTS OF DELIVER:

CONTEXTUAL GOAL-ORIENTATION: Innovators are very goal-driven, yet flexible about how best to achieve the goal. Rather than create a detailed, step-by-step plan upfront, they focus on achieving tangible progress, getting "traction," then deciding their next move.

RESOURCEFULNESS: Rarely daunted by lack of resources, the innovator is able to make something out of nearly nothing. He knows lack of resources is only temporary, and constraints can make his team even more focused.

ADAPTABILITY: Given his sensitivity to contextual signals, it is no surprise that innovators can adapt and "pivot" in changing contexts. Knowing when to pivot and when to hold their course is the mark of the most experienced innovators.

JAY VIJAYAN, TESLA, CHIEF INFORMATION OFFICER

Vijayan's first major task at Tesla? Build all the software to run the business, from scratch, in three months, for one-fifth the cost. Vijayan and his team implemented a basic but functioning homegrown system in four months, and with steady improvements, it now gives Tesla a lightning-fast feedback loop.

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WATCH OUTS: No one can predict the future, but reality-testing your ideas on a small scale can avoid excessive course corrections. Not everyone has the innovator's ability to live on scarce resources and in-the-moment plans. Make it clear what your team can count on, and make sure to take care of their needs, which may be very different from your own.



GIVE

BENEFITING OTHERS | MAKING THE WORLD BETTER

Why Give is Important to Innovators

"Give" does not differentiate innovators from the general population as much as the other 7 Skill Clusters do. However, it completes the picture. With all of their drive and competitive spirit, innovators truly believe that their innovations make life better for others, even if in some small way. Many innovators take great pride in developing others, and in sharing their experience through team work. Their approach to social giving is not charity, but providing sustainable skills and opportunities.

ELEMENTS OF GIVE:

BENEFITING OTHERS: On an inter-personal level, successful innovators see themselves as givers. They invest in teams and individuals. They want to make you better.

MAKING THE WORLD BETTER: On a macro level, innovators believe that their creations — whether a product or a business — make the world better. Rather than bestowing charity, they prefer to empower others through scale-able skills and opportunities.



SHERYL SANDBERG, COO FACEBOOK

Sheryl is all about compassion. From the beginning of her career, she has talked about the power of technology to help people connect and how that ability has improved people's lives. Her book, *Lean In*, and *Lean In circles*, are dedicated to advancing women.

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WATCH OUTS: As much as you see yourself as a giver, remember — as an innovator — you are likely demanding a lot from your employees and families. And if your bet pays off, you will likely benefit the most. Your widget may perform 50 better than the competition, but in the end, it's a widget. Innovations can cause societal disruption and individual displacement, so don't get so caught up in your vision that you lose touch with everyday people.

About Swarm Vision Inc.

The Swarm Enterprise Profiler is a product of Swarm Vision Inc. a Silicon Valley-based innovation company. We lead large-scale innovation initiatives for global Fortune 500s. The Profiler is copyright and patent-pending.

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