The Role of Advocacy in Innovation

Cheryl Tulkoff
tulkoff@gmail.com
Abstract

Ideas matter!

- However, the successful implementation of innovative ideas requires advocacy – the ability to sell to the people who make decisions in organizations.

- The most successful people are those who have learned how to advocate their ideas to gain interest, support, and funding from decision-makers.

- Regardless of position, everyone must perform the role of salesperson at some point in their careers.

- To sell successfully, individuals must learn to communicate their ideas clearly, understand how their “brands” shape opinions, and learn how to build partnerships and alliances with subordinates, peers, and managers.

- Finally, they must also learn to “pre-sell” their ideas.
What is Advocacy?

the ability to sell to the people who make decisions in organizations

just pretend i’m saying something interesting here, ok?
Ideas Matter
Selling Ideas Matters More!

Successful Commercialization
Successful advocates – Unsuccessful Ideas
When others more successfully advocate your ideas...

Originally created to be a cleaning product!

Discovered that schoolchildren used it to create arts & crafts

Sometimes, you don't even know how brilliant you are until someone notices for you!
Quality of Idea

<table>
<thead>
<tr>
<th>Poor</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lucky Break</td>
<td>Lost Opportunity</td>
</tr>
<tr>
<td>Wasted Investment</td>
<td>Success!</td>
</tr>
</tbody>
</table>

Advocacy for Idea

Effective | Ineffective

Source: John Daly, Advocacy
Be prepared for resistance

“No. No. No. No. No.”

Asheville’s de facto motto was:
“That will never work here - don’t even try.”

“The real influencers of an organization are the network nodes: the people who most often intersect with the most people.”

MARGARET HEFFERNAN
BEYOND MEASURE

TED Books
Your audience

Knowledge

Source: John Daly, *Advocacy*
People retain more information when they are engaged

- What we read: 10%
- What we hear: 20%
- What we see: 30%
- What we see & hear: 50%
- What we say: 75%
- What we learn when talking and interacting: 90%

Source: Johnson & Johnson Retention Study cited by Dell Global Training
4 Step Persuasion Process

1. Create a need (pain)
2. Explain “why now?”
   - WIIFTS
     - What’s in it for them?
3. FOMO
   - Fear of Missing Out
   - Benefits

- FOMO
Tell
Show
Do
Respond

Explain the Concept
Demonstrate
Apply Concept
Reinforce/Redirect
Creating a Need: “Pre-selling”

• Scope
  – How many? Who?

• Complexity
  – How difficult?

• Magnitude
  – How are people affected?
    Life threatening?
  – Crisis

• History
  – Random, cyclical, regular?
Why Now?

• Establish urgency!
• Tough times?
  – Save money
  – Big risks

• Good times?
  – Make more money
  – No radical changes
WIIFTS: What’s In It For Them?

- Reputation
- Finances
- Efficiency
- Status
- Appearance
- Security
- Safety
- Productivity
- Relationships
FOMO

You'll only regret the chances you didn't take, relationships you were afraid to have, and the decisions you waited too long to make.

I'd rather regret the things I've done than regret the things I haven't done.
Lucille Ball

I don't regret the things I have done.
I just regret the things I didn't do when I had the chance...

The real regrets in life are the risks you didn't take.
Habeeb Akande

Regret of neglected opportunity is the worst hell that a living soul can inhabit.

RAFAEL SABATINI, Scaramouche

Of all sad words of tongue or pen, The saddest are these: "It might have been!"
--JOHN GREENLEAF WHITTIER
Make an Impact!

Idea + Advocacy + Organization = Innovation
Recommended Resources

• John Daly, *Advocacy*
• Norbert Aubuchon, *The Anatomy of Persuasion*
• Nancy Duarte, *Harvard Business Guide to Persuasive Presentations*
• Nancy Duarte, *Slide:ology*
• Bill McGowan, *Pitch Perfect*
• Carmine Gallo, *Talk like Ted & The Presentation Secrets of Steve Jobs*
• Chip Heath & Dan Heath, *Made to Stick*
• Jeffrey Gitomer, *The Little Red Book of Selling*
  • *All titles available on Amazon*
Speaker Biography

• Cheryl has over 20 years of experience in electronics manufacturing focusing on failure analysis and reliability. She is passionate about applying her unique background to enable her clients to maximize and accelerate product design and development while saving time, managing resources, and improving customer satisfaction.

• Throughout her career, Cheryl has had extensive training experience and is a published author and a senior member of both ASQ and IEEE. She views teaching as a two-way process that enables her to impart her knowledge on to others as well as reinforce her own understanding and ability to explain complex concepts through student interaction. A passionate advocate of continued learning, Cheryl has taught electronics workshops that introduced her to fascinating companies, people, and cultures.

• Cheryl earned a Bachelor of Mechanical Engineering degree from Georgia Tech and a Master of Science in Technology Commercialization (MSTC) program at the University of Texas at Austin. She was drawn to the MSTC program as an avenue that will allow her to acquire relevant and current business skills which, combined with her technical background, will serve as a springboard enabling her clients to succeed in introducing reliable, blockbuster products tailored to the best market segment.

• In her free time, Cheryl loves to run! She’s had the good fortune to run everything from 5k’s to 100 milers including the Boston Marathon, the Tahoe Triple (three marathons in 3 days) and the nonstop Rocky Raccoon 100 miler. She also enjoys travel and has visited 46 US states and over 20 countries around the world. Cheryl combines these two passions in what she calls “running tourism” which lets her quickly get her bearings and see the sights in new places.