



Innovating in a Time of Pandemic

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Certain attributes of the lattice can be defined:

No fixed or assigned authority,

- Natural leadership defined by followership,
- Person-to-person communication,
- Objectives set by those who 'must make them happen,
- Tasks and functions organized through commitments.

We don't manage people here, people manage themselves."

- Bill Gore 1968

What do you believe?

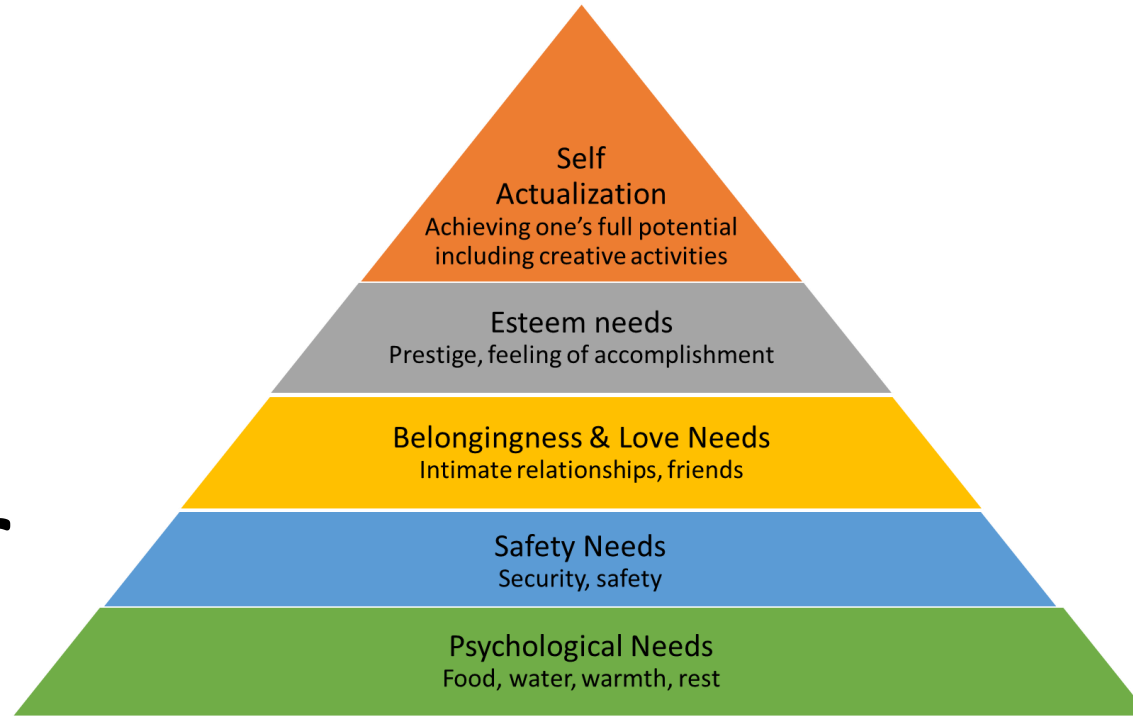
Theory X

- Dislikes work and will avoid it altogether if possible
- Motivated by money or fear
- Needs discipline
- Can't be trusted
- Avoids responsibility
- Lacks loyalty and commitment
- Lacks creativity – except when finding ways around management rules

Theory Y

- Needs to work for economic and psychological reasons
- Motivated by achievement, recognition, responsibility, etc.
- Sets higher standards than the leader
- Totally trustworthy
- Seeks responsibility
- Wants to be loyal and committed
- The best source of ideas in the business

Conditions for Innovation



Gore Principles

Theory Y

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Gore Principles

Freedom: We believe in each other, and we will allow, help and empower our fellow Associates to grow in knowledge, skill and scope of responsibility.

Fairness: Together, we are responsible for sustaining an engaging Enterprise built on inclusiveness, striving to be fair with each other and everyone with whom we do business.

Commitment: We make and keep our own commitments to demonstrate personal responsibility to each other, our teams and our customers.

Waterline: We are all shareholders, and we will consult with the appropriate Associates before taking an action "below the waterline" that could cause serious damage to the long-term success or reputation of our Enterprise.

Clarify and Connect Critical Priorities

- Associate physical and emotional well-being
- Our customers and delivering the life-improving products and services that we provide
- Local community support
- Mobilize our innovative culture to support COVID-19



Adapting our work





Applying our technology

Crowdsourcing



Serving our Communities

Crowdsourcing

Foresight Fundamentals: Intro to foresight practice

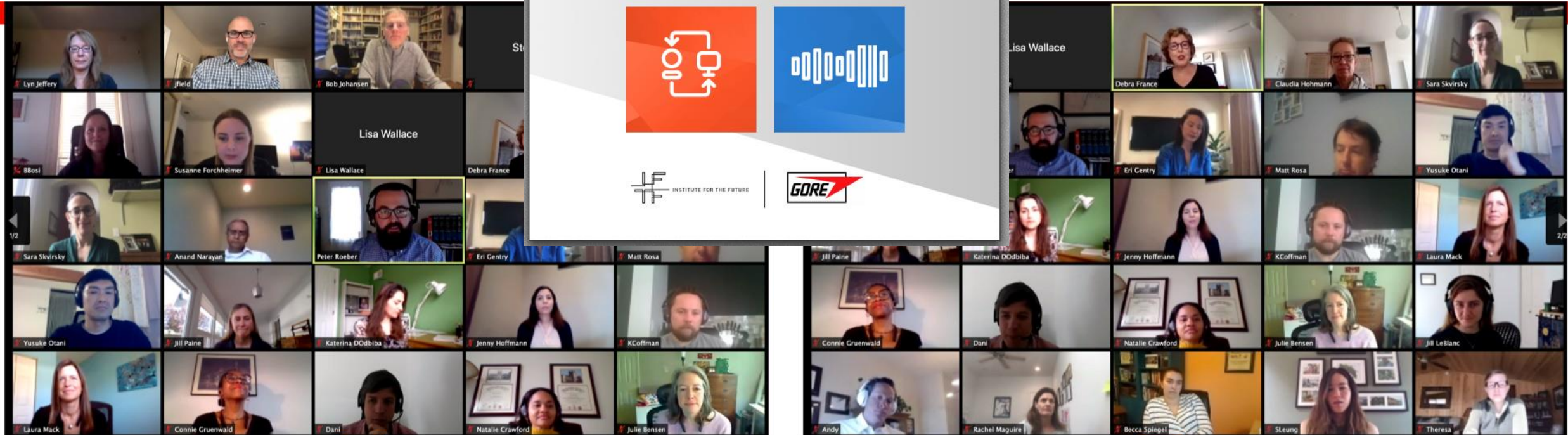
2020-2030: Four Future Forces

EXECUTIVE SUMMARY

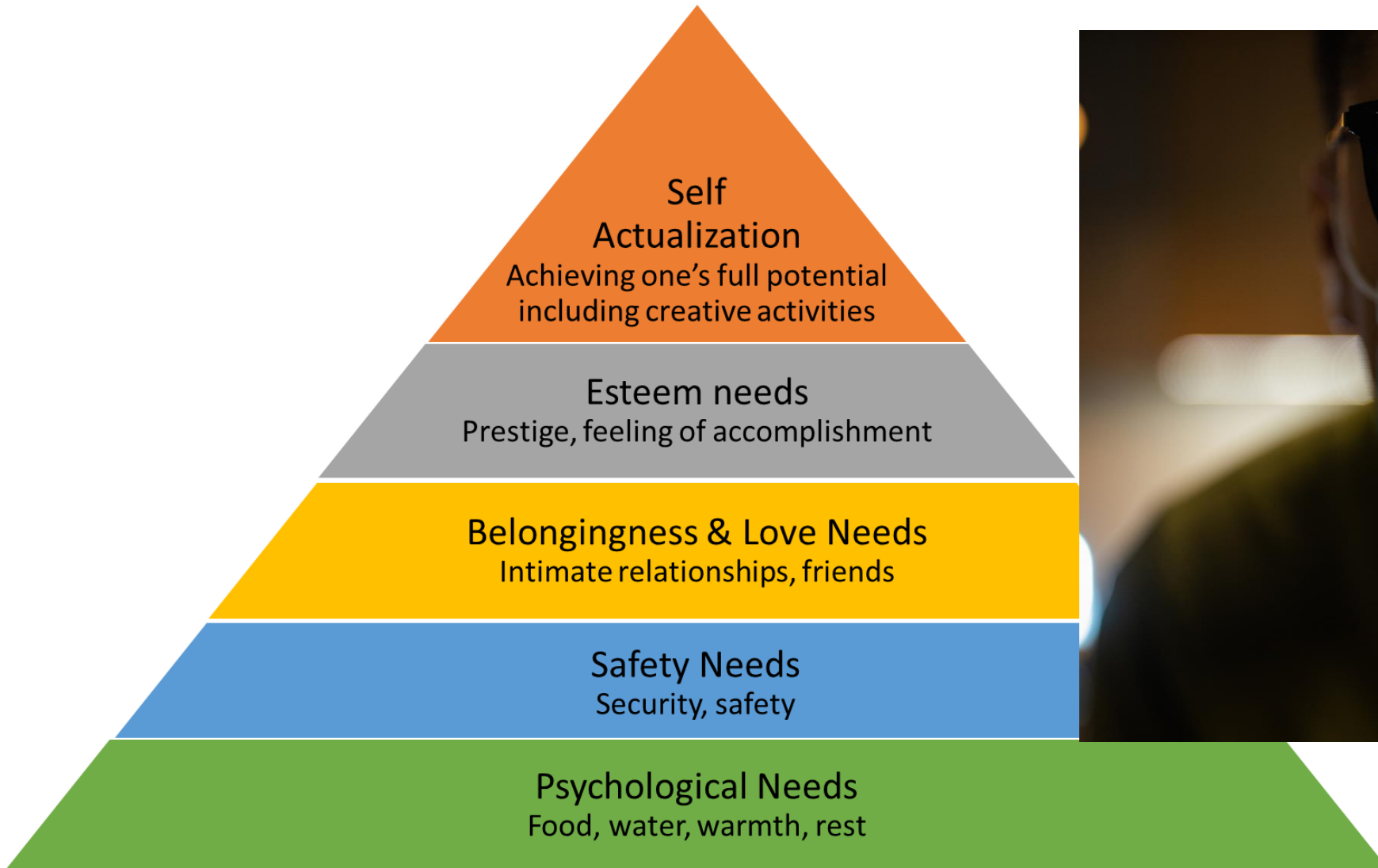
A custom forecast for
W.L. Gore & Associates | September 2020



Creating Our Future



We asked them to create, to share, to believe





Your questions or insights