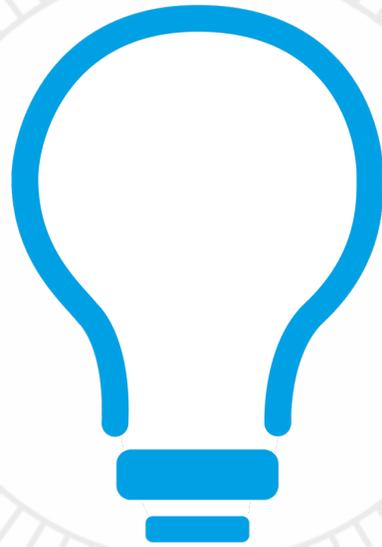


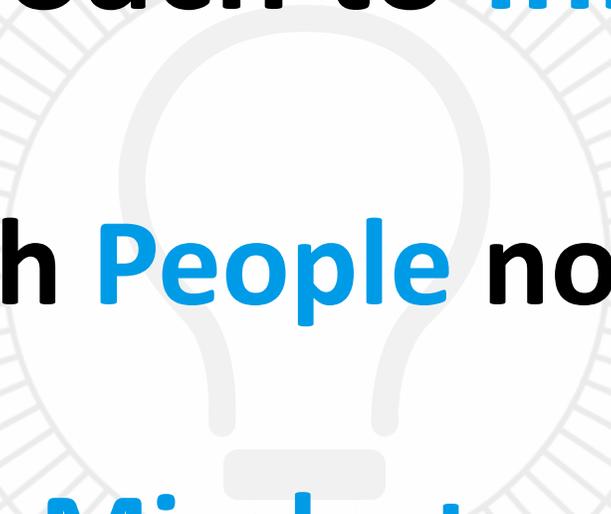
Discovering the Mindset



to Pursue the **Impossible**



**Lessons learned on
Cree's journey from startup to
global technology company**



My approach to **Innovation**

Start with **People not process**

Focus on **Mindset not toolset**

The Innovator's Spirit

Beliefs that enable innovative behaviors

- **Embrace risk**
- **Strive for better**
- **View crisis as an opportunity**

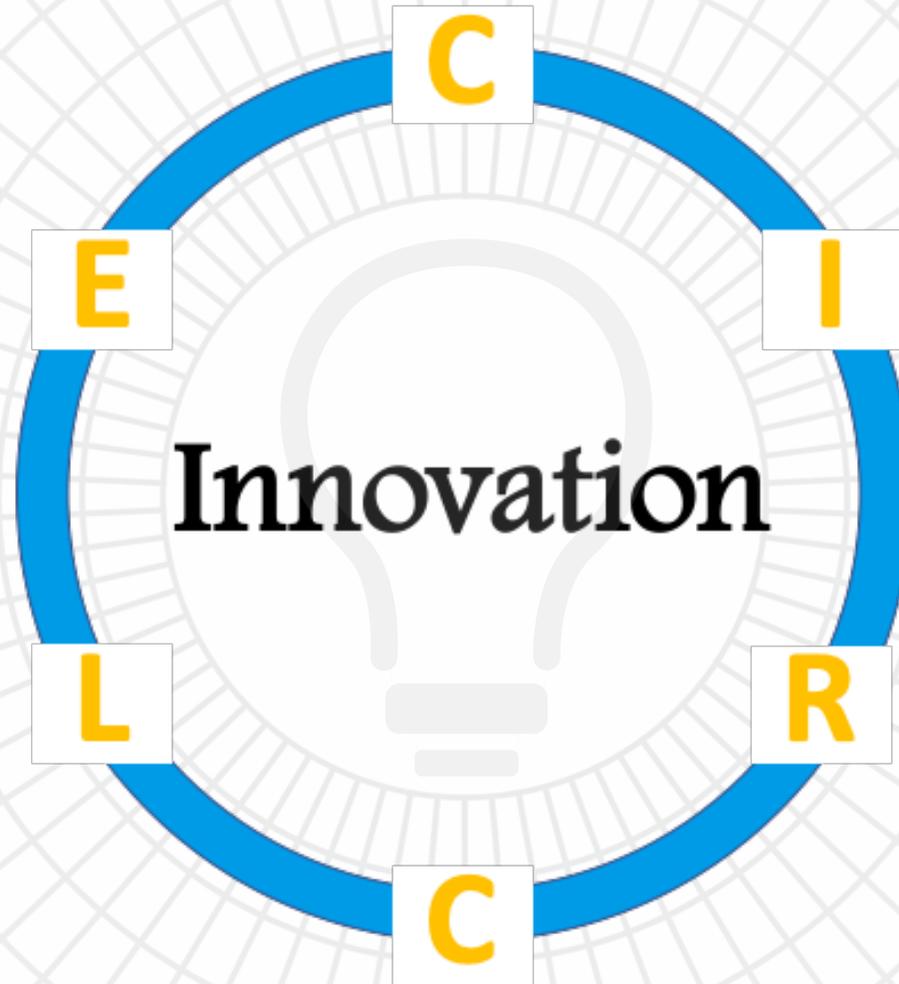
Innovation is more than a new idea



New
+
Solves problem
+
Creates value



Resetting your **core beliefs**



Candor

Start with being honest about the facts

Prioritize constructiveness over collegiality

Embrace the Brutal Truth

Initiative

Cycles of learning are critical to innovation

**Don't become so focused on being right,
that you miss opportunities for success**

Don't wait for perfection

Resolve

Give yourself no choice but to innovate

Backup plans have negative value

Make success the only option

Courage

There is no innovation without risk

Resiliency must be learned

Become unafraid of failure

Leadership

The future doesn't just happen

Boundary conditions are a choice

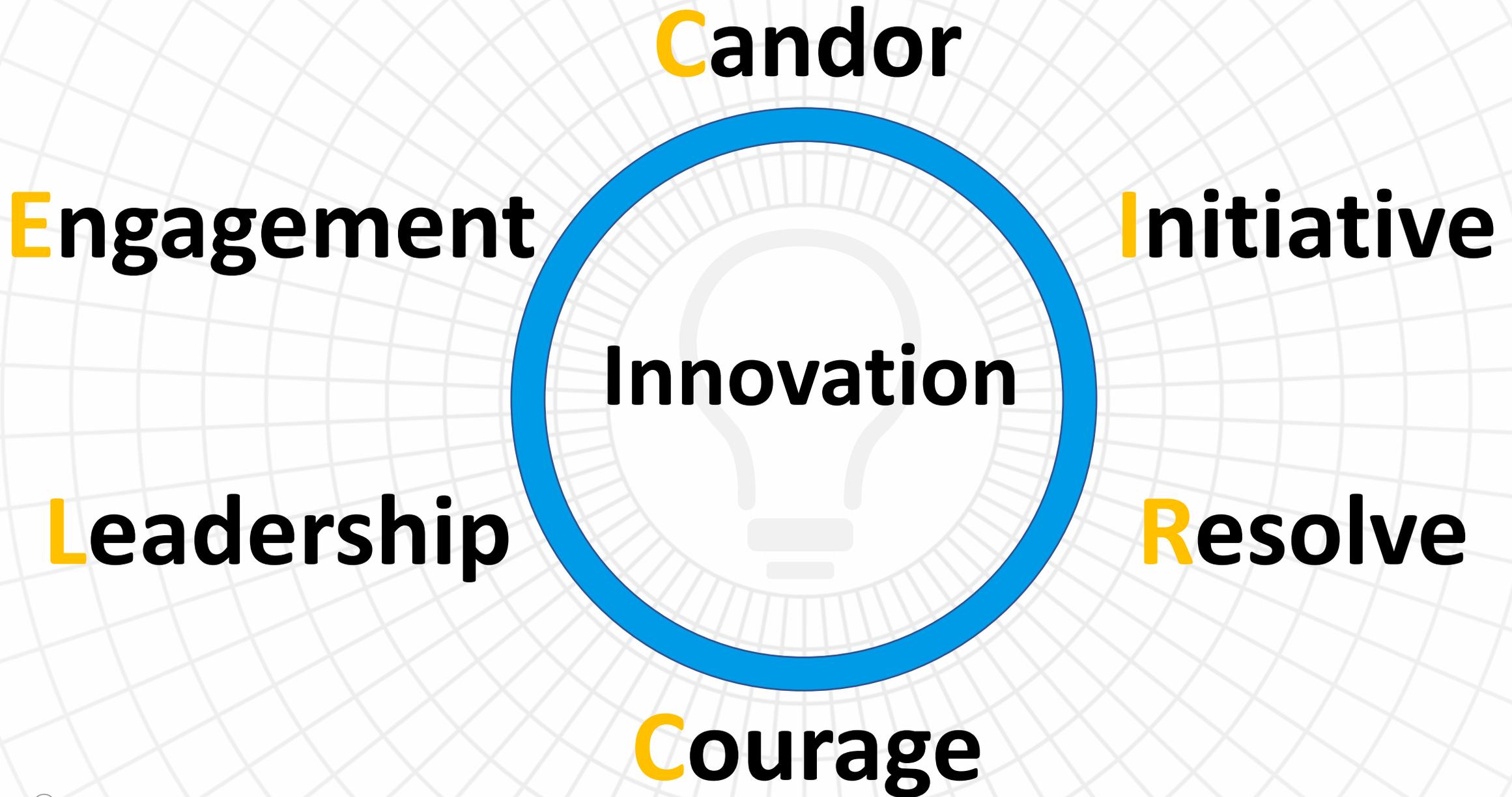
There is no box

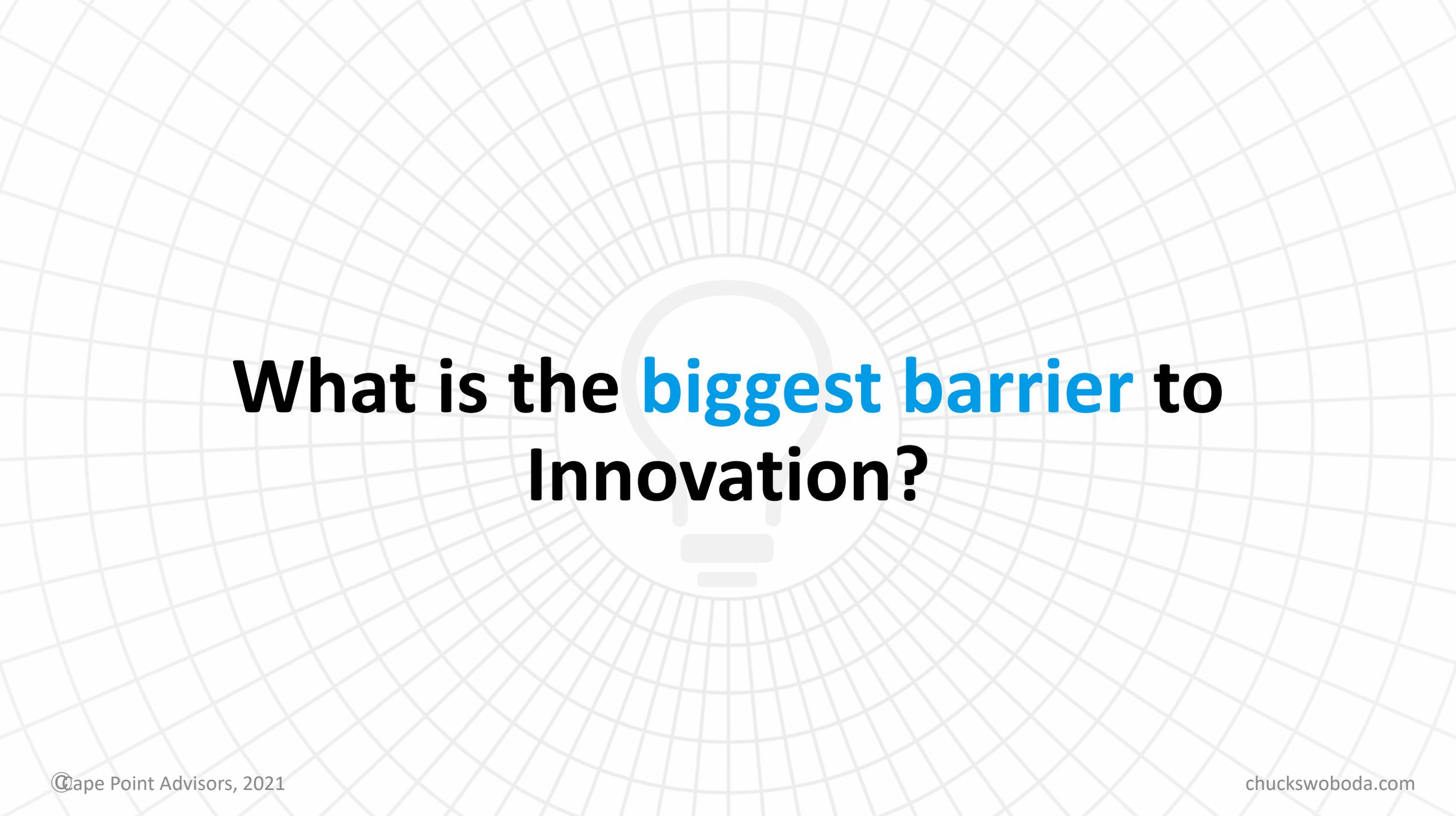
Engagement

Answers often lie in the details

Innovation is messy

Get your hands dirty





What is the **biggest barrier** to
Innovation?

The bias against **change**

“The mind is like a rubber band; you can easily stretch it temporarily, but it snaps back to its resting position.
We resist change.” - *Jennifer Kunst*



Leading the **LED Lighting** Revolution

Taking Lighting to the next level

Not better light for the sake of better light

Question: Does Human Centric Lighting solve a problem that the customer cares about and is willing to pay for?

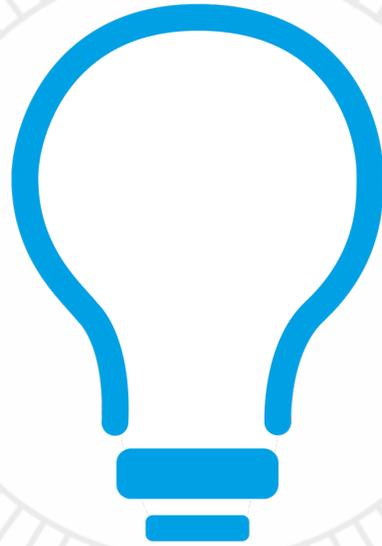
How to better translate **research to practice?**

That is the wrong goal for DOE funded research. Focus on a **BIG longer-term problem that needs to be solved**

Opportunity for small companies to lead
the industry

**The big players are not going to change
until they have to change.**

This is your chance to start



the next revolution!