A Better Way to Deliver Innovation?

Peter Lee
Corporate Vice President, Microsoft Research
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— L. Rafael Reif, WashPost May 22 2015
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“...our highly optimized venture-capital-driven innovation system is simply not structured to support complex, slower-growing concepts that could end up being hugely significant.”

“...government cannot effectively supply large-scale, long-term funding for new companies and products.”

“And it may be unrealistic to expect big corporations to patiently invest in technologies designed to impatiently disrupt them.”
“There are bills in Congress to ensure the accountability of taxpayer dollars invested in science...  

“Now, how could you possibly disagree with such prudent investing of American dollars? ...[What] can possibly be wrong with wanting to have a clear case for precisely how investments in basic research pay off?...  

“The answer is: absolutely everything! Applying this kind of filter... is a terrible strategy. It’ll guarantee that you will have ordinary returns – projects that pay off, at an ordinary rate... But you will miss the extraordinary returns.”  

Eric Lander, Nat’l Math Festival, April 16 2015
"For years, people had been saying, 'God, I wish they would re-org!'" the former high-level employee explains. "Now everybody whines, 'Oh, I don't like this re-org. I like the way it was before!'"

"No matter how fast the change in the industry, we're still moving slow compared to the opportunities we have. And part of that is the negativity that I read about Google and others. Being negative is not how we make progress." – Larry Page
“...what can we be great at... We need to pick a path where we can be ahead. I would think Skype has that reach. Should we focus on this...for both speech recon and translation and pour all our MSR and Product R&D?”
To empower every person and organization on the planet to achieve more.
Innovating how we innovate
Innovating how we innovate
Assessable goals

Credible “exit strategies”

MSR NExT

Agile, concentration of resources

“A “projects” organization

“End-to-end” mandate

All-in, impact-driven culture
Hi grandma. Happy birthday. Are you having a great day?

Hola abuela. Feliz cumpleaños. ¿Tienes un buen día?

Hi Dylan. Yes, a great day thanks. And the flowers that you have sent are precious.

Hola Dylan. Sí, un día estupendo gracias. Y las flores que has enviado son preciosas.

I'm glad they arrived.

Me alegra que llegaron.

They arrived first thing in the morning.

Llegaron a primera hora de la mañana.
Thank You!