

INNOVATION SPEAKER SERIES:

Lessons from the Leaders

THE EVENT: The Center for Innovation, Excellence and Leadership ([IXL Center](#)), Boston Innovators and Arthur D. Little are pleased to announce our next speaker, **Howard McNally**, ex-COO of AT&T. Mr. McNally's presentation title is "**It's a Jungle in Here – Successful Innovation at AT&T**".

After the talk, Mr. McNally will join a panel of senior industry practitioners to further examine the key success factors for innovating in large corporate environments including **Jack Booher** (Senior Vice President at BAE Systems) and **Mark Roth** (Partner, Arthur D. Little; prior tech. leadership roles at Rockwell, Honeywell & Englehard). The panel will be moderated by **Ron Jonash** (Director at IXL Center, and former Head of Innovation at the Monitor Group and Arthur D. Little).

Please join us on **April 30th, 2009** from **6:30 to 8:00 PM** in **Room 563** at the **Hult International Business School, 1 Education Street, Cambridge, MA**. There will be an opportunity to network with the panel member and other like-minded individuals at Lingo downstairs after the presentation.

Mark your calendars and plan to attend and meet this highly successful practitioner of large scale corporate innovation. Please sign up [here](#). If you have any questions, please email Joanna Chua at Joanna.chua@ixl-center.com.

THE TOPIC: Successful innovation in a large corporation can seem much more daunting than in a smaller company, a scientific lab or a garage. These large firms can appear to operate like oil tankers – slow, steady, and almost impossible to turn. But beneath this façade lies a range of competing interests, biases, and influences.

Surviving in this corporate jungle isn't easy. Big cash generating divisions need to be fed large amounts of money to operate. While these traditional (and profitable) business lines may be in systemic decline, they still win the lion's share of the resources. Potential new growth areas are killed off; considered too small, too risky or too disruptive to current businesses. But today's kings are tomorrow's skeletons and if the large corporate ecosystem doesn't help the young survive, the corporation dies. And in economic downturns, it is even more critical. Survival instincts are need to be learned and developed. Unspoken behaviors and biases need to be observed and studied to properly defend against them.

The Speaker: Howard McNally is a former senior executive at AT&T with extensive operating experience. Building on his 25 years of experience he has helped recruit experienced talent to help manage growth stage companies both as a recruiter and as a board member. Recently, he has been speaking on his experience and observations of innovation in corporate settings. He successfully performed a series of senior leadership roles in both the B2B and B2C markets, which culminated in his tenure as co-President of AT&T Consumer, a \$25 billion business generating \$6 billion in free cash flow that included more than 24,000 employees serving more than 50 million consumers.

As a senior executive in one of the world's leading technology and service organizations, Mr. McNally has in-depth experience in developing strategies and action plans to drive the commercialization of new technologies targeted at consumers and Fortune 500 businesses. For instance, while at AT&T, Mr. McNally conceived of and launched a number of groundbreaking new venture activities. He worked closely with leading venture capital and private equity funds on joint ventures, channeled relationships between AT&T and the portfolio companies of these investors, and led the due diligence on a series of AT&T acquisitions of intellectual property, technology and other telecommunications assets. In addition, he worked closely with scientists at Bell Labs to bring to market technology innovations. For example, he launched the first commercially viable voice over internet protocol (VOIP) technology/solution for AT&T.

He also was an early leader in identifying and implementing business processes suitable for outsourcing and "co-sourcing," having negotiated and overseen the largest co-sourcing agreement in business history. He also has in-depth knowledge of the business models, cultures and management teams of hundreds of technology and service vendors supporting enterprise operations for U.S.-based and global enterprises.

Prior to being named co-President, he served as Corporate Senior Vice President and Chief Operating Officer of the business. In this capacity, he oversaw all sales, customer care, operator services, billing/collections, CRM and information systems employees that delivered local, long distance, internet access and other services.

SPONSORS: **Arthur D Little**



About the Center for Innovation, Excellence and Leadership



The Center for Innovation, Excellence and Leadership (IXL Center) has the mission (1) to develop and publish deep insights on the topic of innovation breakthroughs and innovation management, (2) to provide training for practitioners and managers to become high performing innovation managers and (3) to build a community of innovation thought leaders and practitioners. The IXL Center is located on the campus of the Hult International Business School in Cambridge, MA. The Center's advisors include leaders of Imaginatik, InnovationTools, Arthur D Little and Hult. IXL's adjunct faculty include innovation leaders from companies like Motorola, Osram Sylvania, Natura, Laga, GEN3 and Arthur D Little. For more information, please contact milagros.masini@ixl-center.com or call +1 857 212 3430.

About Hult International Business School



Hult International Business School, formerly the Arthur D. Little School of Management, is a NEASC and AMBA accredited business school. Established in 1964, Hult offers a unique one year MBA program to a diverse student body from over 50 countries. The school has four campus locations: Boston, Dubai, London and Shanghai. Hult is partner of EF Education First, the world's largest private education organization. For more information, please visit their website at www.hult.edu.