

## Technological Innovation to Drive Worldwide Leadership

For More Information, Contact Brian Walker at Trailguide Consulting, Inc.  
207-655-2175 or [brian@trailguideconsulting.com](mailto:brian@trailguideconsulting.com)

### Context

Hewlett-Packard, Inc. (HP) is a global leader in personal and commercial computers, handhelds, and printers. For many years, the company had been pressured by margin in a highly competitive global marketplace.

### Challenge

HP faced a common challenge many organizations encounter: Getting everyone on the same page to move forward together effectively. For HP, often geographical regions did not see eye-to-eye with headquarters priorities. This was especially true when it came to new product development and new marketing initiatives, with regions often rejecting created products, resulting in poor business performance.



### What We Did

Trailguide interviewed the regional organizations to assess their perspective of shortfalls in the current process and then worked with the headquarters' team to redesign their ongoing annual planning meetings to make the meetings more interactive and reduce the level of ineffective presentations. A great deal of pre-meeting alignment between the regions and headquarters helped ensure expectations were agreed upon prior to the actual meetings. This reduced the sometimes adversarial meeting mindset. One of the greatest changes was starting with the regions talking about their specific challenges and their new product and service needs via a 'wish list.' The meetings went from headquarters telling the regions what they would be doing to instead learning about what the regions needed. The heavily facilitated meetings forced effective listening and problem solving to extract common insights and implications and used this collectively generated learning to drive new product development with common purpose. The result was new product and service development that met everyone's needs while, importantly, retaining the headquarters' responsibility for product development.

Over a period of three years, the trust relationship grew and the group began to work more collaboratively. Importantly, the willingness to truly take risks on innovative new products and services increased. In 2016, the HP Spectre, the world's thinnest notebook, was introduced, a direct result of the collaborative work and joint appetite for innovation.

### Result

The HP Spectre received critical acclaim: "HP has clearly built an attractive, strong product – more than enough to compete in Apple's court...This is how serious HP is about trumping the laptop leaders in design – and it's come out with guns a'blazin'." (Techradar.com, May 2016). More important, its sales have exceeded plan.

The HP Spectre and other equally impressive innovations have begun to create the 'new HP' that reflects HP's storied history as a technology innovator. Trailguide continues to work with HP to help drive the acceleration of the innovative efforts globally.

*"It is super exciting times at HP Inc. Trailguide's efforts to bring us better together from GBU to region has helped us get to products like the HP Spectre. Thanks, again, for getting us there."*

*Chief of Staff, Personal Systems Division, HP Inc.*