

DAVID GRAM

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SUMMARY

Innovation thought-leader & Co-founder of Diplomatic Rebels

David has worked with radical innovation and lean start-up methods in small businesses and large global corporations for the last 16 years – e.g. as Head of Innovation at Scandinavian Airlines, as Senior Innovation Director in LEGO's Future Lab, and recently as Venture Partner in LEGO Ventures. Using design thinking and agile development, David has been developing and leading innovation units and projects from early incubation to full maturity. He has recently been instrumental in building and launching *LEGO Ventures*, the new strategic venture arm at the LEGO Brand Group. David is co-founder of [Diplomatic Rebels](#); a company dedicated to empower companies and *intrapreneurs* around the world to become stronger innovators.

David is passionate about transforming large organizations into lean innovators. Believing that companies not only have an opportunity to better leverage their resources, assets and expertise in creating value, but also a responsibility to lead the global change in a way that has a long-term positive impact on human beings and the planet.

Through his experience, David has obtained several unique insights and developed approaches to how businesses can stay afloat in an ever-faster changing world and transform the organization into a change-leading innovator. He believes that anybody can become an innovator in their own organization or as he calls it a *Diplomatic Rebel*.

As an experienced international keynote speaker and executive advisor, David is using his passion for breakthrough innovation to inspire and infuse this new mindset and toolbox in organizations around the world.

LINKS TO ONLINE CONTENT

Keynotes (video):

- Presidents' Summit 2018 (was warm-up for Bill Clinton), 2min. (summary): [Diplomatic Rebels – Innovation from within](#)
- Disruption Summit 2019, 33min: [Diplomatic Rebels – Radical Innovation through Intrapreneurship](#)
- Innov8rs, Helsinki 2019, 32min: [Diplomatic Rebels](#)
- Innovation Roundtable 2019, 42min: [From Corporate Giant to Agile Ecosystem](#)
- See more videos on the Diplomatic Rebels [YouTube channel](#)

Articles:

- Innov8rs: "[How To Be \(Or Manage\) The Diplomatic Rebels](#)"
- Fast Company: "[How LEGO Became the Apple of Toys](#)"
- CIO: [An insider's guide to radical innovation](#)

Video Interview:

- Sodexo: [How Diplomatic Rebels can help companies become change-leading innovators](#)



David was featured in the Fast Company article "[How LEGO Became the Apple of Toys](#)"

DIPLOMATIC REBELS

David is the co-founder of [Diplomatic Rebels](#); a company dedicated to empowering companies and intrapreneurs around the world to become stronger innovators.



David gave a [keynote](#) to 3.000 European executives as the "warm-up" speaker for President Bill Clinton at the Presidents Summit in Copenhagen in 2018. As Mr. Clinton gave his speech he commented on David's keynote in highly positive tones.



David's [5 habits of highly impactful Intrapreneurs](#) is a framework to help intrapreneurs and executives be successful when driving innovation and transformation.

KEYNOTES & MASTERCLASSES BY DAVID GRAM

David has given numerous keynotes and masterclasses during several years. These consist of concrete cases and real life stories from the LEGO Group and other companies, mixed with specific insights and best practices from his personal experience on how to structure and lead innovation more effectively. The stories and insights address some of the key challenges with innovation and transformation in larger organizations providing both executives and intrapreneurs with concrete tools and methods as well as inspiration on how to lead and drive innovation and digital transformation more successfully.

Keynote/Masterclass topics:

1. Radical innovation through Intrapreneurship

Intrapreneurship is the act of behaving like an entrepreneur while working within a large organization. This approach enables larger companies to breakout of old habits and ways of working to meet future challenges and disruptions in an agile, nimble and fast manner, minimizing risk and maximizing learning.

Audience takeaways: Understand how to build a culture of intrapreneurship incl. organizational structures, tools and incentives leveraging lean startup methods, design thinking and agile methodology.

Speaker qualification: David Gram has been an intrapreneur in large organizations his entire career with hands-on experience from running multiple radical/digital innovation projects from early research and incubation to full scale launch. As such he was Head of innovation at SAS, Senior Innovation Director in LEGO's famous Future Lab and recently Head of Venturing, EMEA at LEGO Ventures.

2. From Corporate Giant to Agile Ecosystem – Leveraging Corporate Venturing

Growing big is no longer a clear strength for companies as they risk becoming slow and unable to adapt. It seems that with size comes a growing fear of failing which paralyzes experimentation. Future organizations need to become more like open platforms enabling multiple stakeholders, incl. partners, startups and customers to engage and create value around the edges of the company.

Audience takeaways: Understand how to transform the growing organization into a nimble and adaptive ecosystem of capabilities, assets and talent enabling meaningful collaboration with startups while empowering employees to build new startups in the ecosystem.

Speaker qualification: David Gram has been part of building and expanding the ecosystem around The LEGO Group including developing platforms such as LEGO Ventures and LEGO Ideas, on which collaboration with startups and customers can happen effectively.

3. The Foundation for Effective Innovation

To pursue radical innovation successfully companies first need to set a strong foundation for its execution. This includes defining a clear purpose for why the company is exploring new territory and a strategy for where and how to explore. The right Opportunity Spaces should be identified to avoid "boiling the ocean".

Audience takeaways: Understand why having a clear purpose and understanding of the company's core capabilities is essential for driving effective innovation and how setting limits to what you do will increase your chances of success dramatically.

Speaker qualification: David Gram has been building innovation strategies and innovation infrastructure for the last 15 years in companies like SAS, Siemens Wind Power and The LEGO Group including identifying clear opportunity spaces and blue oceans for those companies.



David has among many other places given keynotes and masterclasses at the following events/organizations:

- [Presidents' Summit](#) (warm-up for President Bill Clinton), Denmark
- [The Conference](#), Sweden
- [Sodexo, Quality of Life Conference](#), UK
- [Intel Developer Forum \(IDF\)](#), US
- [Novo Nordisk](#), Denmark
- [Selfridges](#), UK
- [Better By Design CEO Summit](#), New Zealand
- [Strategy Execution and Innovation Forum](#), Dubai
- [UK Sport](#), UK
- [KIABI](#), France
- [Al Muhaidib Group Annual Conference](#), Bahrain
- [Emirates National Bank of Dubai](#), Dubai
- [ADP](#), Italy
- [Innovation Roundtable Summit](#), Denmark
- [Royal Bank of Scotland](#), UK
- [BBC](#), UK
- [Ernst & Young Annual Partner meeting](#), Germany
- [Deloitte](#), Australia
- [United Health Group](#), Brazil
- [DRDS](#), Germany
- [Porsche](#), US
- [Connected Conference](#), France
- [Interactive Minds](#), Australia
- [Eli Lilly](#), UK



KEYNOTES & MASTERCLASSES BY DAVID GRAM

4. Diplomatic Rebels - Disrupting large organizations from within

How to challenge status quo with disruptive and provocative new ideas and projects – without losing the support and respect from colleagues and management. This is a difficult balance and many intrapreneurs either give up and do as they are told, or they burn out and leave. To overcome this, you need to balance the rebel nature of the innovator with the diplomatic skills of the corporate navigator.

Audience takeaways: Understand the 5 habits of highly impactful intrapreneurs and how to become a Diplomatic Rebel. Learn how to foster and train these skills and how to build and lead an organization of diplomatic rebels.

Speaker qualification: David Gram has worked with radical innovation in large organizations his entire career and thus learned the hard way what it takes to become a successful and impactful intrapreneur, or as he calls it, a Diplomatic Rebel. He has co-founded the company Diplomatic Rebels, which helps companies become more intrapreneurial and intrapreneurs become more impactful.

5. Leading Millennials as Intrapreneurs

Attracting, retaining and leading the millennial & GenZ intrapreneurs demands a new approach to leadership and new ways of working. It calls for more autonomy and empowerment in the organization carried by visionary leadership, where coaching and EQ development replaces micromanagement and IQ focus. This is a transformation of leadership and organizational management.

Audience takeaways: Understand how to embrace the skills and mindset of the new generations to drive disruptive innovation. Learn how to attract, motivate and measure the future workforce.

Speaker qualification: David Gram has through his career as people and innovation leader in large corporations learned what it means to effectively lead intrapreneurs and that the new generation of talents are in fact natural born intrapreneurs.

6. Leading & Exploring the Future of Education

The Educational industry is changing radically. Education is being democratized as it moves online allowing for many new startups to emerge, putting the traditional players and business models of the industry under pressure. New technologies, like AI and Blockchain are empowering personalized and adaptive learning while empowering the users to become educational content creators. Experimentation and intrapreneurship are needed for the existing industry players, new startups and investors in the industry to navigate and explore these disruptions.

Audience takeaways: Understand some of the key drivers of the changing educational industry and how to effectively explore and validate investment theses in this space.

Speaker qualification: David Gram has been instrumental in building and expanding the ecosystem around The LEGO Group including developing platforms such as LEGO Ventures; investing in play, learning and creativity, and LEGO Ideas, on which collaboration with startups and customers can happen effectively.



The keynote and masterclass topics can be mixed as needed and will in various degrees cover the following methods and tools:

- Design thinking
- Customer empathy
- Ecosystem building
- Agile product development
- Digital transformation
- Learning-based experimentation
- New business creation
- Scouting and direction design – identifying Opportunity Spaces
- Moving from incubation to execution

