

SOUNDVIEW Executive Book Summaries®

FILE: STRATEGIC MANAGEMENT



by Tom Kelley with
Jonathan Littman

Strategies for Beating the Devil's Advocate and Driving Creativity Throughout Your Organization

THE TEN FACES OF INNOVATION

THE SUMMARY IN BRIEF

The role of the devil's advocate is nearly universal in business today. It allows individuals to step outside of themselves and raise questions and concerns that effectively kill new projects and ideas, while claiming no personal responsibility. Nothing is more potent in stifling innovation, Tom Kelley points out.

Over the years, IDEO, a design consultancy, has developed 10 roles people can play in an organization to foster innovation and new ideas, while offering an effective counter to naysayers. Among these approaches are the Anthropologist – the person who goes into the field to see how customers use and respond to products, to come up with new innovations; the Cross-Pollinator, who mixes and matches ideas, people and technology to create new ideas that can drive growth; and the Hurdler, who instantly looks for ways to overcome the limits and challenges to any situation.

Filled with engaging stories of how Kraft, Procter & Gamble and Samsung have incorporated IDEO's thinking to transform the customer experience, The Ten Faces of Innovation is an extraordinary guide to nurturing and sustaining a culture of continuous innovation and renewal.

What you'll learn in this summary:

- ✓ *IDEO's strategies for beating the devil's advocate and driving creativity throughout your organization.*
- ✓ *The roles that people can play in an organization to foster innovation and new ideas – and fend off creativity-stifling naysayers.*
- ✓ *How businesses have used design thinking to innovate routinely and transform company culture.*
- ✓ *How to create, experiment, inspire and build new ideas.*
- ✓ *How to use innovation and brainstorming processes to create new products and designs.*
- ✓ *How to reshape and recast your business's strategic thinking and direction.*

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THE TEN FACES OF INNOVATION

by Tom Kelley and Jonathan Littman

— THE COMPLETE SUMMARY

Introduction: Beyond the Devil's Advocate

We've all been there. The pivotal meeting where you push forward a new idea or proposal you're passionate about. And then, in one disastrous moment, your hopes are dashed when someone weighs in with those fateful words: "*Let me just play Devil's Advocate for a minute...*"

The speaker now feels entirely free to take potshots at your idea, and does so with complete impunity. He is essentially saying, "The Devil made me do it," removing himself from the equation and sidestepping individual responsibility. But before he's done, he has torched your fledgling concept.

This problem is so important because innovation is the lifeblood of all organizations, and the Devil's Advocate is toxic to your cause. Innovation is a tool for transforming the entire culture of organizations. There is growing recognition that fostering a culture of innovation is critical to success, as important as mapping out competitive strategies or maintaining good margins.

The Human Touch

The Ten Faces of Innovation is a book about innovation with a human face. It's about the individuals and teams that fuel innovation inside great organizations. The 10 core chapters highlight 10 people-centric tools developed at IDEO that you might call personas for innovation. By developing some of these innovation personas, you'll have a chance to put the Devil's Advocate in his place.

The Learning Personas:

- **The Anthropologist** brings new learning and insights into the organization by observing human behavior and developing a deep understanding of how people interact physically and emotionally with products, services and spaces.
- **The Experimenter** prototypes new ideas continuously, learning by a process of enlightened trial and error.
- **The Cross-Pollinator** explores other industries and cultures, then translates these findings and revelations to fit the unique needs of your enterprise.

The Organizing Personas:

- **The Hurdler** knows the path to innovation is strewn with obstacles and develops a knack for overcoming or outsmarting those roadblocks.
- **The Collaborator** helps bring eclectic groups together, and often leads from the middle of the pack to create new combinations and multidisciplinary solutions.
- **The Director** not only gathers together a talented cast and crew but also helps to spark their creative talents.

The Building Personas:

- **The Experience Architect** designs compelling experiences beyond mere functionality to connect at a deeper level with customers' latent or expressed needs.
- **The Set Designer** creates a stage on which innovation team members can do their best work.
- **The Caregiver** builds on the metaphor of a health care professional to deliver customer care in a manner that goes beyond mere service.
- **The Storyteller** builds both internal morale and external awareness through compelling narratives. ■

The Anthropologist

What makes Anthropologists so valuable? A sense of informed intuition, akin to "Deep Smarts."

- They practice the Zen principle of "beginner's

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The authors: Tom Kelley is the general manager of IDEO and the author of the bestselling business classic *The Art of Innovation*. As a leading speaker, he addresses scores of business audiences on how to use innovation to transform a business's culture and strategic thinking. Jonathan Littman is a contributing editor at *Playboy* and author of several books on business, crime and sport.

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The Anthropologist

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mind.”

- They embrace human behavior with all its surprises.
- They draw inferences by listening to their intuition.
- They seek out epiphanies through a sense of “Vuja De.”
- They keep “bug lists” or “idea wallets.”
- They are willing to search for clues in the trash bin.

A good Anthropologist has an uncanny knack for getting people to talk about themselves, enjoys meeting and talking to people, asks probing questions that encourage people to reveal themselves, projects a non-threatening image that says it’s safe to talk and has an intuitive sense of how to mine stories.

Start Young

For a look at *tomorrow’s* mainstream markets, look at teenagers today. Teens try stuff constantly, check it out, and love it or chuck it. Think of blogging, gaming, instant messaging and MP3 file sharing. Teens helped drive all these trends, and they’re driving more as we speak. We all know children make us younger in spirit. They can also help you see what’s next.

Fixed Opportunities

If you take a close look at your world, you’ll notice clever people playing the modern-day role of fix-it man. We’ve all seen the Post-it® note with a helpful little instruction on top of the photocopier or the handwritten sign taped to the front of the reception desk. To see how many exist in your world, write down every fix you see at work, at home or out on the town. You’ll learn to recognize when a product—or even a whole category—is crying out for improvement.

First Look

Executives love to say that their company *listens* to its customers, but that’s better for assessing the present than foreseeing the future. Instead, spend a day with your customers and watch what happens. *If you’re interested in making something new and better, you’ve got to watch people struggle and stumble.* ■

The Experimenter

The Experimenter may be the most classic role an innovator plays. What Experimenters share is a passion for hard work, a curious mind and openness to serendipity. Who exactly is an Experimenter? It’s someone who makes ideas tangible — dashing off sketches, cobbling together creations of duct tape and foam core, shooting quick videos to give personality and shape to a new service concept.

Implementing by Experimenting

Try making ongoing experimentation a part of your approach to creating services. Embrace experimentation and prototypes and say good-bye to the “rollout.” If experimenting is part of your culture, you can respond in hours or days. Quick reflexes and fast turnaround can be part of what sets you apart from the pack.

Flushing Away Mistakes

“Fail often, to succeed sooner” is rooted in IDEO’s philosophy of rapid experimentation. When your culture embraces the notions of lots of quick prototypes, you’ll make lots of little mistakes that are really critical steps on the road to success. Could you come up with a symbolic way of letting go of mistakes at your company, or within your division or team?

Paper-Thin Prototyping

Many of us think of prototypes and innovations as massive, coordinated efforts, but it’s amazing and encouraging at how little it takes for a good prototype to work. Sometimes the secret lies in figuring out how to address a single question — for instance, how to make room for your product or service in a customer’s already crowded life.

Breaking the Rules

There comes a day when Experimenters need to break new ground by challenging some key assumptions. In coming years, companies will need to be increasingly innovative about how they seed and sell their products and services. There’s no assurance that what worked yesterday will work tomorrow.

Life as an Experiment

Treat life as one big experiment and you’ll start building a framework for continuous learning. Just get moving and start trying things out. ■

The Cross-Pollinator

Cross-pollinators can create something new and better through the unexpected juxtaposition of seemingly unrelated ideas or concepts. It was a Cross-Pollinator who transplanted the idea of a piano keyboard from the musical world to create early manual typewriters in the business world, which of course evolved step by step into the electronic keyboards we all use today. In the corporate world, Cross-Pollinators are the project members who translate arcane technical jargon from the research lab into vivid insights everyone can understand.

Seeds of Cross-Pollination

Here are seven of the “secret ingredients” in the

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The Cross-Pollinator

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recipe for cross-pollination:

- 1. Show-and-tell.** Show-and-tell is always about something either new to the world or newly reinvented, and is a source of continual renewal built into the work practices of the organization.
- 2. Hire lots of people with diverse backgrounds.** IDEO has never looked at hiring as merely a process of addition or bringing in “more of the same.”
- 3. Stir the pot with space.** IDEO creates lots of multi-disciplinary project rooms and leaves ample space for “accidental” or impromptu meetings among people from disparate groups.
- 4. Cross cultures and geographies.** Importing new insights is always valuable.
- 5. Host a weekly “Know How” speakers series.** The shared buzz sets off a wave of discussions throughout the firm.
- 6. Learn from visitors.** After each visit, one feels a little more up-to-date and attuned to current trends — just a little bit wiser for the experience.
- 7. Seek out diverse projects.** The broad range of client work — spanning dozens of industries — means that IDEO can cross-pollinate from one world to another.

Crossing Ideas

Cross-Pollinators are good teachers as well, helping to spread knowledge and ideas. They enjoy a breadth of knowledge in many fields, but they also have depth in at least one area of expertise.

Try your own version of scarcity:

- Spend a day generating and communicating ideas without the use of technology.
- Pass an afternoon prototyping without conventional tools.
- Challenge a team to come up with something on the cheap.

The Gift of Giving

Giving may be the most counterintuitive and extreme form of cross-pollination. But generosity can help you get there and be good for your company’s karma. The Cross-Pollinator is in many ways a collection of personas — part Anthropologist, part Experimenter, part personas you have yet to meet. ■

The Hurdler

Hurdlers do more with less. They get a charge out of trying to do something that’s never been done before. We all know a Hurdler when we see one, the kind of tireless problem-solver who overcomes obstacles so nat-

urally that sometimes it seems as if they weren’t even there. Hurdlers can be savvy risk-takers, and are often the most street-smart members of your team.

Budget Opportunities

Hurdlers love to turn lemons into lemonade. Give them a constraint, a tight deadline, a small budget, and they’re likely to excel. How might you turn an obstacle into an opportunity at your organization?

Real Hurdlers

A real Hurdler is someone with extraordinary resilience, someone who doesn’t take no for an answer.

- Part of the Hurdler’s role is trying to find the silver lining in every cloud.
- Setbacks aren’t problems, they’re opportunities.
- Perseverance pays.
- Ignore the experts and sometimes the walls in front of you will turn out to have doors. Then you can find your own path. ■

The Collaborator

Thomas Edison went down in history as America’s greatest inventor, partly because he was a master Collaborator, championing and cheerleading a talented and coordinated team that churned out a tremendously wide-ranging series of inventions and innovations.

- **Collaborators stir up the pot.** They bring people together to get things done.
- **They dream up multilateral task forces and make them work.**
- **The Collaborator is that rare person who truly values the team over the individual, the project accomplishments beyond individual achievements.**
- **Collaborators can be a company’s best defense against internal skeptics.**
- **Collaborators know that the race is won in the baton pass.** They excel in the handoffs between departments and team members.

Unlikely Partners

By putting their heads together, two companies — Kraft Foods and Safeway essentially created a ready-to-go display system while reducing the need for handling. The super sales led to good vibes. Suddenly, both companies were enthusiastic about collaborating. It demonstrates how radical collaboration can dissolve traditional barriers between vendors and their business customers.

“Unfocus” Groups — Focus groups don’t help if you’re looking to inspire breakthrough innovation. You don’t learn much from the “usual suspects” when you’re

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The Collaborator

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trying to create something new-to-the-world. Instead, you need “unfocus” groups. They offer inspiration on innovative design themes and concepts.

Cross-Training — Combating the traditional “silo view” when collaborating can be done by creating a

Outmaneuvering Bureaucrats

One of the myths of innovation is that ground-breaking companies have always been open to new ideas and always give individuals wide latitude to pursue unusual ideas or projects. Consider the following story of 3M, the maker of Post-it® notes, masking and Scotch® tape, and the organizational stumbling blocks overcome in order to create something new.

Hurdle #1: Overcoming the pressure to “just do your job”

In 1921, Richard Drew, a college dropout, got an entry-level job as a lab technician for 3M. One of his tasks was to take trial batches of the company’s Wetordry sandpaper to a nearby St. Paul body shop. An auto painter began swearing after ruining a two-tone paint job with the sandpaper. Drew vowed he’d invent a tape to do the job. He recognized that 3M already boasted the beginning of tape, by leaving out the abrasive grit when making sandpaper.

Hurdle #2: Circumventing the company bureaucracy

Drew began experimenting, but when the president finally caught on to what Drew was up to, he ordered him to get back to making better sandpaper. He listened for a day, but returned to his passion. Drew asked for company funds to make his tape and was turned down. As a researcher, Drew could approve purchases of up to \$100, so he paid for a machine with a series of \$99 purchase orders that slipped under the radar. The result? In 1925, Richard Drew successfully produced the world’s first masking tape. Far from getting him fired, his insubordination in expensing the prototype equipment he needed to develop new products came to be seen as a hallmark of the 3M can-do mentality.

Hurdle #3: Seeing beyond your initial failures

A few years later, an insulation firm asked 3M to develop a waterproof seal for refrigerated railroad cars. By chance, DuPont invented cellophane at the same time. Drew immediately wondered whether he could coat the revolutionary material with adhesive. The original insulation firm lost interest in waterproof tape, but Drew stubbornly continued to tinker with his dream. His persistence led to the 1930 invention of Scotch® tape.

cross-functional team. Cross-functional teams can orchestrate “jam sessions” between departments that often don’t talk to one another, let alone play music together.

Collaboration Through Cohabitation — More than 10 years ago, Samsung, then considered a second-tier consumer electronics company, came to IDEO with a bold plan. They sent a rotating group of designers from Korea to work and essentially live with IDEO’s designers in California for almost three years. Together, they designed 27 new products — from computers to televisions.

Whole Teams

Whole Foods Supermarkets is an upscale food store. Each store has eight in-house teams, and each team does its own hiring. Active, broad participation is the company’s continuing mantra.

Here’s how to build better teams:

- Coach more, direct less.
- Break teams into smaller groups of three to six to increase the number of triangles where team members can pass ideas and responsibilities.
- Everybody touches the ball. Find one or more key responsibilities for every player.
- Teach overlapping skills. Create opportunities for team members to assume nontraditional roles and push forward initiatives.
- Less dribbling, more goals. Encourage the sharing of ideas and initiatives.
- Co-opt your opposition. The conviction of a convert can boost team momentum. ■

For additional information on getting beyond adversity to opportunity, go to: <http://my.summary.com>

The Director

The Director is the person mapping out the production, crafting the scenes, bringing out the best among actors and actresses, honing the project or company theme, building the chemistry, getting it done.

Five Traits of Successful Directors:

- They give center stage to others.
- They love finding new projects.
- They rise to tough challenges.
- They shoot for the moon.
- They wield a large toolbox.

Getting Started With a Brainstorm

One of the easiest ways to get a quick return on innovation as a Director is to set off a chain reaction of

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The Director

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brainstorming throughout your organization.

Why brainstorming? It can boost morale and generate results faster than any other technique. Launch a series of brainstorms on different topics, anything from how to reduce your customers' waiting time to how to make more effective use of an empty office space.

You could sponsor lunchtime brainstorms once a week, or every payday when people are in an upbeat mood. Attend the first couple of minutes, then get out of the way.

Set Expectations

- How will your company define a successful innovation program?
- How will your organization fund the innovation process?
- What corporate resources (staff, space, technology etc.) will be available to support your effort?
- How much logistical support will be given to your innovation staff?
- What rewards or recognition can people expect for participating in this program?

Secrets to Brainstorming

Sharpen your focus. Begin with a clear statement of the problem, a question that's open-ended, but not too broad.

Mind the playground rules. Go for Quantity, Encourage Wild Ideas, Be Visual, Defer Judgment, One Conversation at a Time.

Number your ideas. It motivates participants, sets a pace, and adds a little structure. A hundred ideas an hour is usually the sign of a good, fluid brainstorm.

Jump and build. Even the best brainstorms hit plateaus.

Remember to use the space. Write and draw concepts with markers on giant Post-its® stuck to every vertical surface.

Stretch first. Start with some form of warmup, like free association, toss out a word or idea and another person quickly builds on it and tosses it to someone else.

Get physical. Some of our best brainstormers have quickly leaped to roughing out an idea with a crude prototype.

Start with some "zip." The "hookless fastener" became the "zipper." Consumers can tell you that a car named Viper is faster than a Lumina, before any other part of the car is designed.

The Deep Dive for Total Immersion

The idea is to get a running start on a project, to immerse in observations, brainstorm and prototyping — to accelerate the innovation process. Perhaps our most famous Deep Dive was the challenge laid out to IDEO by Ted Koppel's crew at ABC News and watched by some 10 million viewers: design a better shopping cart in four days. In Deep Dives, team members help drive good ideas within an organization — and get them adopted, diminishing the need to persuade. ■

The Experience Architect

A good Experience Architect sets the stage for positive encounters with your organization through products, services, digital interactions, spaces or events. Experience Architects design not only for customers but also for employees. They keep you from being relegated to the commodity world, where price is the only point of comparison. They engage your senses, incorporating tactile sensations, orchestrating the clever use of sound, searching for opportunities to add smell or taste, and fend off the ordinary.

Trigger Points

Start by asking what's truly important to your customer. Products or services may pass decades in the doldrums before a burst of innovation sweeps in. Sometimes there are multiple "experience points" that respond to innovation. Example: In the world of wine, lots of vintners and wine-supply firms have been replacing corks with elegantly embossed screw-off caps for midmarket wines, and we are near the tipping point of widespread consumer acceptance. Meanwhile, wine in a box, once solely reserved for the unenlightened, has started to emerge as a compelling "new" wine container.

Authenticity

Experience Architects have a nose for what's real. They strive for the authentic, individual impressions over the "official" expert. Through a deep sense of authenticity, the Zagat restaurant reviews have built revenues and a broadening reputation in the world of restaurant reviewing, compared to single make-or-break restaurant reviews in local newspapers.

The same is true of the best companies. They summon a mood or spirit. Virgin is irreverent and fun. BMW takes driving seriously. Apple is about iconic design. Ritz-Carlton emphasizes over-the-top service. You know them when you see them.

Merit Badging

What experiences can you offer your customers? An Experience Architect is the right person to remind your

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The Experience Architect

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organization that the first step in becoming extraordinary is simply to stop being ordinary. ■

The Set Designer

A creative office is like a well-designed stage or movie set that contributes to the overall performance. And the unofficial Set Designers who constantly tweak the design and layout of our offices know that they're supporting not only our work but also the culture itself.

Inner Space and Sensory Underload

Set Designers are dedicated to exploring a different frontier you might call "inner space" — the work and commercial environments where most of us spend the bulk of our waking hours. Far too many companies don't grasp its importance. Business guru Tom Peters says, "Dreariness, from the reception area to the resource lab ... destroys the spirit."

Every organization worth its salt needs to recruit great people, and space can be a big draw. If a more compelling set design for your office can raise the quality of people willing to work for you — or make even a small dent in unwanted office turnover — that's a result even an accountant could love.

Innovation on Wheels

Is your workplace too static? Do you need to move people around? Most kindergarten classes are high-energy, perpetual-motion environments. Everything in the space moves to accommodate or support a desired activity. Maybe, like the kindergartners, you need to bounce around a bit.

Creating a Innovation Lab

Innovation needs a place to flourish and grow. Here are some basics:

- Make room for 15 to 20 people, even if the core project teams will be small. You'll want to share results with lots of your colleagues.
- Dedicate the space to innovation. Your creative efforts need to live on without scheduling or moving.
- Leave ample wall space for sketch boards, maps, pictures and other engaging visuals.
- Locate your lab in a space convenient to most team members, near enough for even part-time team members to drop in on a moment's notice, but far enough away so they can't hear their desk phone ringing.
- Foster an abundance mentality. Stock the lab with an oversupply of innovation staples.

The Power of Place

If you want to make something important, put it

where you can't avoid it. Give useful things a place of prominence. To Frank Boyden, headmaster of Deerfield Academy in Massachusetts, the "important" place for himself was not the corner office on the top floor. It was right in the midst of the people he cared about most. Don't let space be the weakest link in your business. ■

For additional information on how smart Set Designers could help your business, go to: <http://my.summary.com>

The Caregiver

The Caregiver is the foundation of human-powered innovation. It's a model that translates well into all kinds of businesses. The best Caregivers exude competence and confidence — evoking that classic phrase "great bedside manner." We all crave a good Caregiver. Why else would personal trainers be so popular? Caregivers have empathy. They work to extend the relationship. Caregivers customize their approach and style to each individual. They offer people an experience so exciting and seamless that clients momentarily forget they're being served. They're more like a mentor — with a small *m*.

A Great Fit

Caregivers understand that service innovations come in all shapes and sizes. Peter Van Camerik, co-founder of Archival, a shoe store in Mill Valley, Calif., learned that while the featured product may be athletic shoes, what he really sells is caregiving — a seamless blend of service and expertise. Peter is a natural Caregiver; he doesn't try to push the most prestigious brands. A former competitive tennis player who suffered foot and back injuries more than two decades ago, he called on

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The Caregiver's Guide to Great Service

- 1. Curate the Collection.** Customers need your expertise and knowledge to sort through all the possibilities.
- 2. Build Extra Expertise.** If your company becomes a trusted source of information or advice, you'll build a base of loyal customers.
- 3. Small Can Be Beautiful.** Think café, bistro or barbershop when creating a service or sales outlet.
- 4. Build Relationships With Sustainability.** Invite customers to recycle your products and you'll create a virtuous cycle of giving and receiving.
- 5. Invite Customers to "Join the Club."** Sign your best customers up, take good care of them, and let them be your brand ambassadors.

The Caregiver

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the major podiatrists, orthopedists and physical therapists of Marin and San Francisco and impressed them with his expertise. Today he gets upwards of 20 referrals a day from doctors and clinics.

Archival spends practically nothing on advertising yet has an expanding business. Margins are excellent, since Archival's expertise and extra service make discounting largely unnecessary. Most important, Archival's accent on customer service begets repeat buyers.

The Doorbell Effect

Ever get that uncomfortable feeling waiting for someone to answer (or not answer) the doorbell after you've rung it? It's similar to what happens in many service businesses. They leave the customer hanging, uncomfortable and uninformed. Some companies, on the other hand, let customers know where they stand, reassuring them along the way. ■

For additional information on how to remove barriers between you and your customers, go to: <http://my.summary.com>

The Storyteller

The power of a good story has a few thousand years of history behind it. Brand-savvy modern business organizations also know how to tell a good story. Stories persuade in a way that facts, reports and market trends seldom do, because stories make an emotional connection. Storytellers become part of the lore of the organization over many years. Going beyond their oral tradition, modern Storytellers now work in whatever medium best fits their skills and their message. Most important, Storytellers make heroes out of real people.

The lore of a company is a potent way to communicate values and objectives across a widely dispersed and multicultural organization. Hewlett-Packard's tale of starting in the garage is not only cherished by HP's hundred thousand staff members around the world, but is also inspiration for entrepreneurs everywhere who are starting on a shoestring, but who aspire to future greatness.

Tell Me a Story

Ask where Storytellers find their inspiration. Many of us make the mistake of trying to take shortcuts on the way to capturing other people's stories. Don't ask for instant insights and don't jump to conclusions. Don't ask yes-or-no questions. Instead of asking questions like "What do you like or dislike about your mobile service?" start with "Tell me a story about a time your mobile phone let you down." In the ensuing conversation, you'll probably cover plenty of likes and dislikes,

but you'll build a better personal connection and gain deeper insights by basing the discussion around stories.

Seven Reasons to Tell Stories

1. **Storytelling builds credibility.**
2. **Storytelling unleashes powerful emotions and helps teams bond.**
3. **Stories give "permission" to explore controversial or uncomfortable topics, enabling us to have an open discussion about a relevant idea.**
4. **Storytelling sways a group's point of view.**
5. **Storytelling creates heroes – customers or would-be customers with needs that aren't met by today's products or services.**
6. **Storytelling gives you a vocabulary of change.**
7. **Good stories help make order out of chaos.** ■

Winning at Innovation

Teaming up for innovation is a lot like an athletic event, and many of the same principles apply:

- **Stretch for strength.** Flexibility is the new strength.
- **Go for distance.** Innovation is not just a program, it's a way of life.
- **Never surrender.**
- **Embrace the mental game.** Innovators have the uncommon sense to pursue promising ideas long after their colleagues would have given up or given in.
- **Celebrate coaches.** Seek out someone you trust.

Innovation doesn't happen on its own, but with the right team, you're up to the challenge. Innovation doesn't just turn companies around. It becomes a way of life. With all 10 personas on your side, you can drive creativity through the whole organization and build your own unique culture of innovation. ■



If you liked *The Ten Faces of Innovation*, you'll also like:

1. ***The Art of Innovation* by Tom Kelley, Jonathan Littman and Tom Peters.** Readers are taken behind the scenes of IDEO, a wildly imaginative company, to reveal the strategies and secrets it uses to turn out hit after hit.
2. ***The Ten Rules for Strategic Innovators* by Vijay Govindarajan and Chris Trimble.** Even world-class companies, with powerful and proven business models, eventually discover limits to growth.
3. ***Medici Effect* by Frans Johansson.** This book shows how breakthrough ideas most often occur when we bring concepts from one field into a new, unfamiliar territory.
4. ***Get Back in the Box* by Douglas Rushkoff.** Endless worrying, hand-wriggling and trend watching only alienates companies from whatever it is they really do best.
5. ***Harvard Business Review on Innovation* by Clayton M. Christensen, Ian C. MacMillan, Stefan Thomke, Michael Overdorf and Rita McGrath.** In today's economic landscape, innovation has become even more of a key factor influencing strategic planning. This comprehensive volume will help readers recognize and seize innovation opportunities.