

Innovation As Usual

A fascinating deep dive on innovation from the New York Times bestselling author of *How We Got To Now* and *Unexpected Life*. The printing press, the pencil, the flush toilet, the battery--these are all great ideas. But where do they come from? What kind of environment breeds them? What sparks the flash of brilliance? How do we generate the breakthrough technologies that push forward our lives, our society, our culture? Steven Johnson's answers are revelatory as he identifies the seven key patterns behind genuine innovation, and traces them across time and disciplines. From Darwin and Freud to the halls of Google and Apple, Johnson investigates the innovation hubs throughout modern time and pulls out the approaches and commonalities that seem to appear at moments of originality.

For those who could read between the lines, the censored news out of China was terrifying. But the president insisted there was nothing to worry about.

Fortunately, we are still a nation of skeptics. Fortunately, there are those among us who study pandemics and are willing to look unflinchingly at worst-case scenarios. Michael Lewis's taut and brilliant nonfiction thriller pits a band of medical visionaries against the wall of ignorance that was the official response of the Trump administration to the outbreak of COVID-19. The characters you will meet in these pages are as fascinating as they are unexpected. A thirteen-year-old girl's science project on transmission of an airborne pathogen develops into a very grown-up model of disease control. A local public-health officer uses her worm's-eye view to see what the CDC misses, and reveals great truths about American society. A secret team of dissenting doctors, nicknamed the Wolverines, has everything necessary to fight the pandemic: brilliant backgrounds, world-class labs, prior experience with the pandemic scares of bird flu and swine flu...everything, that is, except official permission to implement their work. Michael Lewis is not shy about calling these people heroes for their refusal to follow directives that they know to be based on misinformation and bad science. Even the internet, as crucial as it is to their exchange of ideas, poses a risk to them. They never know for sure who else might be listening in.

Learn to Innovate and Make Real Change In our era of disruption and possibility, there are so many great opportunities within your grasp; however, most smart and successful people miss out. Unfortunately, your capabilities are limited by the seven traps of path dependency, which cause you to repeat past decisions.

These traps can limit you from seeing the potential of what could be. If you could overcome these traps, what could you accomplish? How much more successful could you be? *Create the Future* teaches you how to think disruptively, providing specific steps to create real innovation and change. This book combines Jeremy's high energy, provocative thinking with tactics that have been battle-tested through thousands of his team's projects advising leading innovators like Disney, Starbucks, Amex, IBM, Adidas, Google, and NASA. On top of all that,

this is a double-sided book, paired with *The Innovation Handbook*, a revised edition of Jeremy's award-winning book, *Exploiting Chaos*.

A guide to creating and sustaining a culture of innovation focused on business value *The Innovator's Path* introduces business readers to thought leader Madge M. Meyer's unique, cross-cultural perspective on corporate innovation. The book presents eight essential disciplines (Listen, Lead, Position, Promote, Connect, Commit, Execute, and Evolve) that pave the way for individuals, teams, and organizations to continually innovate in ways that create new business value. The author overturns existing assumptions about inspiring and managing innovation, while offering new insights and practical advice for aspiring innovators and corporate leaders. Meyer demonstrates her points by telling the stories behind many of her award-winning results and adds engaging personal anecdotes to illustrate many of her points. The book also contains contributions from an extraordinary and diverse set of industry innovators. Offers new ways for cultivating a mindset and culture of results-focused innovation and business value creation Equips CEOs, CFOs, CIOs, CMOs, COOs, CTOs and aspiring innovators with proven principles and practices for leading innovation Focuses her readers' attention on the eight essential disciplines that help individuals, teams, and organizations innovate more successfully Whether your focus is on your career, your team's success, or your organization's future, *The Innovator's Path* provides you with the insights, strategies, techniques, and inspiration you need to accelerate your innovation progress.

A visual, strategic, inspirational, and user-friendly checklist to help firms & entrepreneurs (business-to-business, business-to-consumer, & non-profits) innovate for strategic growth more methodically, completely, and creatively. Includes a framework, several exercises, and over 1100 categorized innovation examples from a wide range of industries and countries. The cutting-edge examples will inspire new product and service developers, and marketing executives seeking to make their marketing tactics more innovative and effective. The last chapter is a guide for executives, start-ups, and professors to teach innovation to employees and graduate students in a variety of fields.

Turn team members into innovators Most organizations approach innovation as if it were a sideline activity. Every so often employees are sent to "Brainstorm Island": an off-site replete with trendy lectures, creative workshops, and overenthusiastic facilitators. But once they return, it's back to business as usual. Innovation experts Paddy Miller and Thomas Wedell-Wedellsborg suggest a better approach. They recommend that leaders at all levels become "innovation architects," creating an ecosystem in which people engage in key innovation behaviors as part of their daily work. In short, this book is about getting to a state of "innovation as usual," where regular employees—in jobs like finance, marketing, sales, or operations—make innovation happen in a way that's both systemic and sustainable. Instead of organizing brainstorming sessions, idea jams, and off-sites that rarely result in success, leaders should guide their people

in what the authors call the “5 + 1 keystone behaviors” of innovation: focus, connect, tweak, select, stealthstorm, (and the + 1) persist: • Focus beats freedom: Direct people to look only for ideas that matter to the business • Insight comes from the outside: Urge people to connect to new worlds • First ideas are flawed: Challenge people to tweak and reframe their initial ideas • Most ideas are bad ideas: Guide people to select the best ideas and discard the rest • Stealthstorming rules: Help people navigate the politics of innovation • Creativity is a choice: Motivate everyone to persist in the five keystone behaviors Using examples from a wide range of companies such as Pfizer, Index Ventures, Lonza, Go Travel, Prehype, DSM, and others, *Innovation as Usual* lights the way toward embedding creativity in the DNA of the workplace. So cancel that off-site. Instead, read *Innovation as Usual*—and put innovation at the core of your business.

From taxi rides, hotel stays, car driving, to communicating and paying, everything we knew as normal has changed beyond recognition. To lead effectively in today’s brave new world, you have to question EVERYTHING. For the first time in human history, knowledge is free and almost every boundary to communication has been lifted. This open source world has permanently altered the business landscape. And you can count on the fact that the pace of change will only accelerate. Yet... companies still rely on management tools and practices that were, at best, mildly effective in their heyday. In *Open Source Leadership*, Rajeev Peshawaria reveals the vision, insight, and practices he has used to help some of today’s largest and most influential organizations meet the open source world head on. It all starts with asking the right questions: What’s the most effective leadership style in a world of 24/7 connectivity? How has the very concept of leadership changed in the open source era? How do you inspire and reward performance in the “gig economy?” How do you measure engagement and effectively address the gaps? How can you lead innovation--quickly and continuously? Peshawaria reveals the answers to these questions--and they will surprise you. Based on his company’s groundbreaking research spanning 28 countries, he concludes that traditional industrial age thinking needs a massive upgrade to successfully navigating the brave new world of business. *Open Source Leadership* rewrites the rules of management, giving you a unique look at the most common misperceptions, illusions, and downright wrong information you’ve been getting about what works and what doesn’t. It provides a new, counterintuitive model for seizing competitive edge in any industry. Among other issues the book argues convincingly that “positive autocracy” must replace democratic leadership; talent and innovation are abundant not scarce; early identification of high-potentials is counter-productive; and setting employees free to do as little as they want will increase productivity. Reveals the importance of innovation in American global competitiveness, profiling some of today's most compelling young innovators while explaining how they have succeeded through the unconventional methods of parents, teachers,

and mentors.

"Are you solving the right problems? If not, reframing can help. Have you or your colleagues ever worked hard on something, only to find out you were focusing on the wrong problem entirely? Most people have. In a survey, 85 percent of companies said they often struggle to frame the right problems. The consequences are severe: Firms fight the wrong strategic battles. Teams spend their energy on low-impact work. Entrepreneurs build products that nobody wants. Organizations 'solve' problems with new rules that somehow make things worse, not better. The waste is staggering. As the management thinker Peter Drucker pointed out, there's nothing more dangerous than the right answer to the wrong question. The good news is, there is a way to get better. The key is something called reframing the problem, a crucial, underutilized skill that you can master with the help of this book. Based on his years of teaching, author Thomas Wedell-Wedellsborg offers a simple, three-step technique-Frame, Reframe, Move Forward-that anyone can use to solve the right problems. Reframing is not difficult to learn. It can be used on simple everyday challenges and on the biggest, trickiest problems you face in your business. In this visually engaging and friendly book, you'll learn from leaders at large companies, from entrepreneurs, consultants, non-profit leaders, and many other successful problem solvers. It's time for everyone to stop barking up the wrong trees. Teach yourself and your team to reframe, and growth and success will follow"--

This book addresses the intersection of entrepreneurship, innovation and sustainability (EIS), presenting high-quality research illuminating the relationship between the three fields. The EIS nexus is particularly relevant from a European point of view given the focus of the European Commission on corporate social responsibility (CSR) and sustainability, as well as their prominent role within the European Union in general. Also, the rapid economic growth witnessed especially in the BRIC countries in recent years requires that firms reconcile sustainability aspects with profitability and innovation, and entrepreneurs are seen as key diffusers of these aims. Sustainability requires both radical and incremental innovation at many different levels (technology, product, process, system). In many cases, such innovations come from small and medium-sized enterprises and so the role of the entrepreneur is key to their success. The book is split into six sections. The first section examines the nexus in detail focusing on system-oriented connectivity between sustainability, innovation and entrepreneurship. The second section looks at how to nurture corporate entrepreneurship for sustainability; and the third considers "mature" industries such as automotives, chemicals and electronics and how sustainability aspects can be integrated into innovation process and strategy. The fourth section examines the nexus through the lens of developing countries in Africa. Sustainable entrepreneurship is identified as a hugely beneficial way to foster development. The fifth section of the book concentrates on SMEs; and finally the EIS nexus is approached from a network perspective and focuses on inter-organisational partnerships, which are often an important facilitator or spark for EIS initiatives. This book will prove to be essential for researchers in the EIS nexus and be of invaluable help to practitioners, governments and inter-governmental bodies attempting to encourage sustainable entrepreneurship and innovation.

Innovation, the conversion of the new to business as usual, is a very special business process. It is the business process able to reprogram all others. Creating the practices that make this process work is a key challenge for all in financial services that are worried about responding to the future. When an institution can identify things that are outside its present practices and convert them, production line style, into products, processes, cultural changes, or new markets, it will never be outpaced by internal or external change again. The institution becomes "FutureProof". This is a book about those practices in banks. It explains, using examples from institutions around the world, what it takes to create an innovation culture that consistently introduces new things into undifferentiated markets and internal cultures. It shows

how banks can leverage the power of the new to establish unexpected revenue lines, or make old ones grow. And it provides advice on the social and political factors that either help or hinder the germination of the new in banks. Moreover, though, this is a book about the science of innovation in a banking context. Drawing from practices already highly developed in financial services—managing portfolios of assets to mitigate risk—it explains how practitioners can run their innovation groups like any other business line in the bank one that delivers a return on investment predictably and at high multiples of internal cost of capital. For leaders, Innovation and the Future Proof Bank provides the diagnostic tools to guide benchmarking and investment decisions for the innovation function. And for innovation practitioners, the book lays out everything needed to make sure that converting the new to business as usual is predictable, measurable, and profitable.

"The author makes a compelling case that we often start solving a problem before thinking deeply about whether we are solving the right problem. If you want the superpower of solving better problems, read this book." -- Eric Schmidt, former CEO, Google

Are you solving the right problems? Have you or your colleagues ever worked hard on something, only to find out you were focusing on the wrong problem entirely? Most people have. In a survey, 85 percent of companies said they often struggle to solve the right problems. The consequences are severe: Leaders fight the wrong strategic battles. Teams spend their energy on low-impact work. Startups build products that nobody wants. Organizations implement "solutions" that somehow make things worse, not better. Everywhere you look, the waste is staggering. As Peter Drucker pointed out, there's nothing more dangerous than the right answer to the wrong question. There is a way to do better. The key is reframing, a crucial, underutilized skill that you can master with the help of this book. Using real-world stories and unforgettable examples like "the slow elevator problem," author Thomas Wedell-Wedellsborg offers a simple, three-step method - Frame, Reframe, Move Forward - that anyone can use to start solving the right problems. Reframing is not difficult to learn. It can be used on everyday challenges and on the biggest, trickiest problems you face. In this visually engaging, deeply researched book, you'll learn from leaders at large companies, from entrepreneurs, consultants, nonprofit leaders, and many other breakthrough thinkers. It's time for everyone to stop barking up the wrong trees. Teach yourself and your team to reframe, and growth and success will follow.

In their first book, Ten Rules for Strategic Innovators, the authors provided a better model for executing disruptive innovation. They laid out a three-part plan for launching high-risk/high-reward innovation efforts: (1) borrow assets from the existing firms, (2) unlearn and unload certain processes and systems that do not serve the new entity, and (3) learn and build all new capabilities and skills. In their study of the Ten Rules in action, Govindarajan and Trimble observed many other kinds of innovation that were less risky but still critical to the company's ongoing success. In case after case, senior executives expected leaders of innovation initiatives to grapple with forces of resistance, namely incentives to keep doing what the company has always done--rather than develop new competence and knowledge. But where to begin? In this book, the authors argue that the most successful everyday innovators break down the process into six manageable steps: 1. Divide the labor 2. Assemble the dedicated team 3. Manage the partnership 4. Formalize the experiment 5. Break down the hypothesis 6. Seek the truth. The Other Side of Innovation codifies this staged approach in a variety of contexts. It delivers a proven step-by-step guide to executing (launching, managing, and measuring) more modest but necessary innovations within large firms without disrupting their bread-and-butter business.

What's the best way to transform teams, elevate leaders and catapult careers? Launch a Moonshot — a game-changing project that disrupts business as usual. Drawing on the seminal 1961 Moonshot story of President Kennedy as well as real-life stories from the authors' work, The Moonshot Effect steps you through the elements of a successful moonshot, from

assembling a high performance team, selling your vision and executing the plan. The Moonshot Effect is a must-read for leaders and includes 24 critical practices that are not only essential to leading and managing a successful moonshot, but can benefit executives and entrepreneurs on a daily basis. With Lisa and Kate as your guides, you'll be ready to launch your own moonshot. Kate Purmal and Lisa Goldman were members of extraordinary moonshot teams early in their careers and have since inspired, led or guided countless moonshot projects. Today, they speak and write about the power of moonshots and challenge CEOs, leaders and their teams to launch projects that will transform their businesses and careers. You can't ask for more than efficient, effective operations. Or can you? Given today's business landscape—increasing customer demand, global competition, lower trade barriers—being good isn't enough. This groundbreaking guide provides the knowledge and tools you need to transform your organization from a well-run company to a relentlessly innovative company. Innovation expert Jeffrey Phillips has helped businesses around the world achieve the dream—the implementation of innovation as a consistent business discipline. In *Relentless Innovation*, he reveals his secrets for the first time. Phillips argues that today's typical business models actually impede innovation because they place so much focus on efficiency, cost cutting, and short-term gain. Does this describe your business model? If it does, you need to revisit your approach and redefine your idea of what success actually is. You may find that your “business as usual” processes actively reject innovation efforts. *Relentless Innovation* has everything you need to strike the right balance between efficiency and innovation. Striking that balance will help your firm:

- Become proactive instead of reactive
- Create a more engaged workforce
- Establish deeper capabilities to define and achieve strategic goals
- Increase revenues and profits while retaining efficient cost management
- Sustain market differentiation
- Improve your public reputation
- Increase your ability to leverage internal knowledge and external partnerships

Offering the broadest view to date of the relationship between innovation and business strategy, *Relentless Innovation* provides you with the information and tools you need to transform innovation from an infrequent activity to a core capability in your organization.

PRAISE FOR RELENTLESS INNOVATION

“A thoughtful, intelligent, and practical manifesto by a highly experienced innovation professional. Phillips demonstrates with clarity and insight how organizations can assess their current innovation potential, identify vulnerabilities, and most important, create a systemic innovation-as-usual culture that can make the difference between also-ran and yes-we-can.” —Tim Hurson, author of *Think Better*

“*Relentless Innovation* is a must read for innovation junkies and executives who want practical ideas on creating an innovation business-as-usual culture. Phillips has worked in the innovation trenches and shares big-win ideas on how to unleash trapped middle management potential.” —Saul Kaplan, Founder and Chief Catalyst, Business Innovation Factory

“Phillips has long been in the top tier of professionals who have a clear understanding of what makes innovation work in business. This book will provide you (and your team) with proven creative strategies and practical ideas that you can use to gain greater success in your market. *Relentless Innovation* is highly recommended.” —Roger von Oech, author of *A Whack on the Side of the Head* and *The Creative Whack Pack*

“*Relentless Innovation* not only outlines the barriers to innovation in a way most readers will quickly understand, it provides a prescription that, when followed, can remedy the situation before efforts stall out.” —Dominic Venturo, Chief Innovation Officer, U.S. Bank Payment Services

In *Change by Design*, Tim Brown, CEO of IDEO, the celebrated innovation and design firm, shows how the techniques and strategies of design belong at every level of business. *Change by Design* is not a book by designers for designers; this is a book for creative leaders who seek to infuse design thinking into every level of an organization, product, or service to drive new alternatives for business and society.

The Killer Questions Your Company Should Be Asking Generating and executing

great ideas is the key to staying ahead in a rapidly changing world. It seems so basic. Why is it so hard to actually get right? According to innovation expert Phil McKinney, the real problem is that we're teaching people to ask the wrong questions about their businesses--or none at all. There has to be a better way. In *Beyond the Obvious*, McKinney will help you use his proven FIRE (Focus, Ideation, Rank, Execution) Method to dig deeper and get back to asking the right questions--the ones all companies must ask to survive. Full of real-world examples, this book will change the way you operate, innovate, and create, and it all begins with battle-tested questions Phil has gathered on note cards throughout his career. Shared for the first time here, these "Killer Questions" include: What are the rules and assumptions my industry operates under? What if the opposite were true? What will be the buying criteria used by my customer in 5 years? What are my unshakable beliefs about what my customers want? Who uses my product in ways I never anticipated? These questions will reframe the way you see your products, your customers, and the way the two interact. Whether you're a company of thousands or a lean startup, *Beyond the Obvious* will give you the skills and easy-to-follow plan you need to make both the revolutionary changes and nuanced tweaks required for success. Praise for *Beyond the Obvious* "Human beings are creatures of habit, so getting ourselves and our teams to think beyond the obvious is a challenge we face all the time. Phil McKinney is an innovation expert, and his killer questions and hit-the-spot anecdotes provide a great way to get out in front of opportunities we otherwise won't see." --Geoffrey Moore, author of *Crossing the Chasm* and *Escape Velocity* "I've always believed that asking the right questions is the essence of design. Phil McKinney proves that point with this wonderful set of killer questions that will jumpstart-or greatly enhance- your innovation efforts." --B. Joseph Pine II, co-author, *The Experience Economy & Infinite Possibility*. "Product Innovation is a prerequisite to building great brands. Phil's questions are a prerequisite to building innovative products." --Satjiv S. Chahil, former global marketing chief, Apple

Innovation as Usual How to Help Your People Bring Great Ideas to Life Harvard Business Review Press

A guide to creating and sustaining a culture of innovation focused on business value *The Innovator's Path* introduces business readers to thought leader Madge M. Meyer's unique, cross-cultural perspective on corporate innovation. The book presents eight essential disciplines (Listen, Lead, Position, Promote, Connect, Commit, Execute, and Evolve) that pave the way for individuals, teams, and organizations to continually innovate in ways that create new business value. The author overturns existing assumptions about inspiring and managing innovation, while offering new insights and practical advice for aspiring innovators and corporate leaders. Meyer demonstrates her points by telling the stories behind many of her award-winning results and adds engaging personal anecdotes to illustrate many of her points. The book also contains contributions

from an extraordinary and diverse set of industry innovators. Offers new ways for cultivating a mindset and culture of results-focused innovation and business value creation Equips CEOs, CFOs, CIOs, CMOs, COOs, CTOs and aspiring innovators with proven principles and practices for leading innovation Focuses her readers' attention on the eight essential disciplines that help individuals, teams, and organizations innovate more successfully Whether your focus is on your career, your team's success, or your organization's future, *The Innovator's Path* provides you with the insights, strategies, techniques, and inspiration you need to accelerate your innovation progress.

Museum Innovation encourages museums to critically reflect upon current practices and adopt new approaches to their civic responsibilities. Arguing that museums have a moral duty to perform, the book shows how social innovation can make them more equitable, relevant and impactful institutions. Including contributions from a diverse group of international scholars, practitioners and researchers, the book investigates the innovative approaches museums are taking to address contemporary social issues. The volume focuses on the concept of social innovation and individual chapters address a range of crucial issues, such as climate change; the COVID-19 pandemic; diversity and inclusion; the travel ban; and the repatriation of museum collections. Exploring the impact that organizational structures have on museums' aspirations to act as agents for social change, the book also unpacks how museums can establish sustainable relationships with minority communities. Proposing steps that museums can take to affirm their relevance as viable community partners, the book breaks down silos and connects ideas across different areas of museum work. *Museum Innovation* explores the role of contemporary museums in society. It is essential reading for academics, students and practitioners working in the museum and heritage studies field. The book's interdisciplinary nature makes it also an interesting read for those working in business studies, digital humanities, visual culture, arts administration and political science fields.

A detailed examination of how the underlying technical structure of the Internet affects the economic environment for innovation and the implications for public policy. Today—following housing bubbles, bank collapses, and high unemployment—the Internet remains the most reliable mechanism for fostering innovation and creating new wealth. The Internet's remarkable growth has been fueled by innovation. In this pathbreaking book, Barbara van Schewick argues that this explosion of innovation is not an accident, but a consequence of the Internet's architecture—a consequence of technical choices regarding the Internet's inner structure that were made early in its history. The Internet's original architecture was based on four design principles: modularity, layering, and two versions of the celebrated but often misunderstood end-to-end arguments. But today, the Internet's architecture is changing in ways that deviate from the Internet's original design principles, removing the features that have fostered innovation and threatening the Internet's ability to spur economic growth,

to improve democratic discourse, and to provide a decentralized environment for social and cultural interaction in which anyone can participate. If no one intervenes, network providers' interests will drive networks further away from the original design principles. If the Internet's value for society is to be preserved, van Schewick argues, policymakers will have to intervene and protect the features that were at the core of the Internet's success.

In publications such as *BusinessWeek* and *Fast Company*, the media have celebrated Whirlpool's transformation into a leading-edge innovator and Nancy Tennant Snyder's role as chief innovation officer. Ten years after this remarkable transformation, *Unleashing Innovation* tells the inside story of one of the most successful innovation turnarounds in American history. Nancy Tennant Snyder and coauthor Deborah L. Duarte reveal how Whirlpool undertook one of the largest change efforts in corporate history and show how innovation was embedded throughout the company, which ultimately led to bottom-line results. This book describes the important role played by communities in innovation processes and how organizations can benefit from it. A community brings together individuals who share a common passion for a given area of knowledge and can contribute to innovation at different levels: capitalization of good practices, problem solving, sharing of expertise, or development of new and creative ideas. The literature has progressively identified many variants of communities such as communities of practice, epistemic communities, communities of interest, virtual communities, etc. These forms of communities differ regarding the type of the specialized activities of knowledge on which they focus. As practitioners and academics increasingly emphasized the needs of collaborative approaches in innovation, they progressively challenged the traditional idea that innovation is mainly generated by hierarchical corporate departments and highlighted the active role that communities play in innovation processes. The aim of this book is to shed light, using multiple examples, on the proactive and fundamental role of communities in the new innovation practices of organizations.

For generations, schools have aimed to introduce students to a broad range of topics through curriculum that ensure that they will at least have some acquaintance with most areas of human knowledge by the time they graduate. Yet such broad knowledge can't help but be somewhat superficial—and, as Kieran Egan argues, it omits a crucial aspect of true education: deep knowledge. Real education, Egan explains, consists of both general knowledge and detailed understanding, and in *Learning in Depth* he outlines an ambitious yet practical plan to incorporate deep knowledge into basic education. Under Egan's program, students will follow the usual curriculum, but with one crucial addition: beginning with their first days of school and continuing until graduation, they will each also study one topic—such as apples, birds, sacred buildings, mollusks, circuses, or stars—in depth. Over the years, with the help and guidance of their supervising teacher, students will expand their understanding of their one

topic and build portfolios of knowledge that grow and change along with them. By the time they graduate each student will know as much about his or her topic as almost anyone on earth—and in the process will have learned important, even life-changing lessons about the meaning of expertise, the value of dedication, and the delight of knowing something in depth. Though Egan's program may be radical in its effects, it is strikingly simple to implement—as a number of schools have already discovered—and with *Learning in Depth* as a blueprint, parents, educators, and administrators can instantly begin taking the first steps toward transforming our schools and fundamentally deepening their students' minds. This break-through innovation book gives a 'ground-floor' view of the innovation process. It is written by practitioners of innovation, whose expertise scales from universities to start-ups to corporations and governments, allowing the authors to avoid the usual high-level-only descriptions of generic innovation. Organized in three parts, the first part develops the detailed iterative innovation process and debunks the widely held concept of linear innovation (research->development->product) as the actual innovation process. With the reader armed with the true innovation process, the second part analyzes, using the lens of iterative innovation, a real fundamental innovation advance which transpired over a 20-year period. In the last part of the book, the authors use this new interpretation of how innovation evolves to accurately portray modern US innovation history, and define the underlying crisis in our innovation pipeline. This part finishes with practical guides for all innovation stakeholders: individual innovators, investors, universities, corporations, and governments. The book is sufficiently self-contained and can be read by anyone interested in any aspect or impact of innovation.

Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives. Colin started at Amazon in 1998; Bill joined in 1999. In *Working Backwards*, these two long-serving Amazon executives reveal and codify the principles and practices that drive the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them, much of it in the early aughts—a period of unmatched innovation that brought products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services to life—Bryar and Carr offer unprecedented access to the Amazon way as it was refined, articulated, and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon's fourteen leadership principles inform decision-making at all levels and reveal how the company's culture has been defined by four characteristics: customer obsession, long-term thinking, eagerness to invent, and operational excellence. Bryar and Carr explain the set of ground-level practices that ensure these are translated into action and flow through all aspects of the business. *Working Backwards* is a practical guidebook and a corporate narrative, filled with the authors' in-the-room

recollections of what “Being Amazonian” is like and how it has affected their personal and professional lives. They demonstrate that success on Amazon’s scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time.

This book is a celebration of ideas: how they happen and their sometimes unintended results. Johnson shows how simple scientific breakthroughs have driven other discoveries through the network of ideas and innovations that made each finding possible. He traces important inventions through ancient and contemporary history, unlocking tales of unsung heroes and radical revolutions that changed the world and the way we live in it

"Following his blockbuster biography of Steve Jobs, *The Innovators* is Walter Isaacson's revealing story of the people who created the computer and the Internet. It is destined to be the standard history of the digital revolution and an indispensable guide to how innovation really happens. What were the talents that allowed certain inventors and entrepreneurs to turn their visionary ideas into disruptive realities? What led to their creative leaps? Why did some succeed and others fail? In his masterly saga, Isaacson begins with Ada Lovelace, Lord Byron's daughter, who pioneered computer programming in the 1840s. He explores the fascinating personalities that created our current digital revolution, such as Vannevar Bush, Alan Turing, John von Neumann, J.C.R. Licklider, Doug Engelbart, Robert Noyce, Bill Gates, Steve Wozniak, Steve Jobs, Tim Berners-Lee, and Larry Page. This is the story of how their minds worked and what made them so inventive. It's also a narrative of how their ability to collaborate and master the art of teamwork made them even more creative. For an era that seeks to foster innovation, creativity, and teamwork, *The Innovators* shows how they happen"--

Innovation principles to bring about meaningful and sustainable growth in your organization Using a list of more than 2,000 successful innovations, including Cirque du Soleil, early IBM mainframes, the Ford Model-T, and many more, the authors applied a proprietary algorithm and determined ten meaningful groupings—the Ten Types of Innovation—that provided insight into innovation. *The Ten Types of Innovation* explores these insights to diagnose patterns of innovation within industries, to identify innovation opportunities, and to evaluate how firms are performing against competitors. The framework has proven to be one of the most enduring and useful ways to start thinking about transformation. Details how you can use these innovation principles to bring about meaningful—and sustainable—growth within your organization Author Larry Keeley is a world renowned speaker, innovation consultant, and president and co-founder of Doblin, the innovation practice of Monitor Group; *BusinessWeek* named Keeley one of seven Innovation Gurus who are changing the field *The Ten Types of Innovation* concept has influenced thousands of executives and companies around the world since its discovery in 1998. *The Ten Types of Innovation* is the first

book explaining how to implement it.

Help business leaders encourage their teams to be more innovative by changing the way they work, including focusing better, connecting with others, tweaking one's responses to challenges, filtering the good from the bad, navigating company politics and persisting despite obstacles. 15,000 first printing.

In 1909 Mohandas Karamchand Gandhi, on his way back to South Africa from London, wrote his now celebrated tract *Hind Swaraj*, laying out his vision for the future of India and famously rejecting the technological innovations of Western civilization. Despite his protestations, Western technology endured and helped to make India one of the leading economies in our globalized world. Few would question the dominant role that technology plays in modern life, but to fully understand how India first advanced into technological modernity, argues David Arnold, we must consider the technology of the everyday. *Everyday Technology* is a pioneering account of how small machines and consumer goods that originated in Europe and North America became objects of everyday use in India in the late nineteenth and early twentieth centuries. Rather than investigate “big” technologies such as railways and irrigation projects, Arnold examines the assimilation and appropriation of bicycles, rice mills, sewing machines, and typewriters in India, and follows their impact on the ways in which people worked and traveled, the clothes they wore, and the kind of food they ate. But the effects of these machines were not limited to the daily rituals of Indian society, and Arnold demonstrates how such small-scale technologies became integral to new ways of thinking about class, race, and gender, as well as about the politics of colonial rule and Indian nationhood. Arnold's fascinating book offers new perspectives on the globalization of modern technologies and shows us that to truly understand what modernity became, we need to look at the everyday experiences of people in all walks of life, taking stock of how they repurposed small technologies to reinvent their world and themselves.

The process of user-centered innovation: how it can benefit both users and manufacturers and how its emergence will bring changes in business models and in public policy. Innovation is rapidly becoming democratized. Users, aided by improvements in computer and communications technology, increasingly can develop their own new products and services. These innovating users—both individuals and firms—often freely share their innovations with others, creating user-innovation communities and a rich intellectual commons. In *Democratizing Innovation*, Eric von Hippel looks closely at this emerging system of user-centered innovation. He explains why and when users find it profitable to develop new products and services for themselves, and why it often pays users to reveal their innovations freely for the use of all. The trend toward democratized innovation can be seen in software and information products—most notably in the free and open-source software movement—but also in physical products. Von Hippel's many examples of user innovation in action range from surgical equipment to surfboards to software security features. He shows that product and

service development is concentrated among "lead users," who are ahead on marketplace trends and whose innovations are often commercially attractive. Von Hippel argues that manufacturers should redesign their innovation processes and that they should systematically seek out innovations developed by users. He points to businesses—the custom semiconductor industry is one example—that have learned to assist user-innovators by providing them with toolkits for developing new products. User innovation has a positive impact on social welfare, and von Hippel proposes that government policies, including R&D subsidies and tax credits, should be realigned to eliminate biases against it. The goal of a democratized user-centered innovation system, says von Hippel, is well worth striving for. An electronic version of this book is available under a Creative Commons license.

Conquer the most essential adaptation to the knowledge economy *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* offers practical guidance for teams and organizations who are serious about success in the modern economy. With so much riding on innovation, creativity, and spark, it is essential to attract and retain quality talent—but what good does this talent do if no one is able to speak their mind? The traditional culture of "fitting in" and "going along" spells doom in the knowledge economy. Success requires a continuous influx of new ideas, new challenges, and critical thought, and the interpersonal climate must not suppress, silence, ridicule or intimidate. Not every idea is good, and yes there are stupid questions, and yes dissent can slow things down, but talking through these things is an essential part of the creative process. People must be allowed to voice half-finished thoughts, ask questions from left field, and brainstorm out loud; it creates a culture in which a minor flub or momentary lapse is no big deal, and where actual mistakes are owned and corrected, and where the next left-field idea could be the next big thing. This book explores this culture of psychological safety, and provides a blueprint for bringing it to life. The road is sometimes bumpy, but succinct and informative scenario-based explanations provide a clear path forward to constant learning and healthy innovation. Explore the link between psychological safety and high performance Create a culture where it's "safe" to express ideas, ask questions, and admit mistakes Nurture the level of engagement and candor required in today's knowledge economy Follow a step-by-step framework for establishing psychological safety in your team or organization Shed the "yes-men" approach and step into real performance. Fertilize creativity, clarify goals, achieve accountability, redefine leadership, and much more. *The Fearless Organization* helps you bring about this most critical transformation. Reveals how the LEGO company was nearly pushed financial collapse by the advice of professional consultants, explaining how the company adapted the "Seven Truths of Innovation" to rebuild a stronger and more competitive business.

You're too close to your business, and it's killing your creativity *Traditional business structures love stability and predictability. Yet many organizations believe the two essential ingredients for long-term success are creativity and innovation. Kiirsten May and Alex Varricchio, founders of the marketing agency UpHouse, call the relationship between these two opposing expectations the Proximity Paradox™ — the belief that those who are closest to a subject are best-qualified to innovate for it, when, in reality, intense proximity limits creativity. Instead, people need to create distance from challenges in order to see the best way forward. May and Varricchio believe that until we can separate innovation and execution within ourselves, we will only innovate to the level at which we can execute the idea. To be effective, we need to create distance between our innovation brain and our execution brain. Unpacking ten common Proximity Paradoxes that affect a company's people, processes, and industry,*

the authors share some practical ideas to create the distance necessary for your next great idea. An especially valuable book for creatives, and non-creatives in creative industries, but equally applicable to all businesses that depend on innovation, *The Proximity Paradox* encourages us to ask hard questions about how we work, how our businesses are structured, and why we routinely find our creativity at odds with what's asked of us as executors and stewards of the bottom line.

"This is science writing as wonder and as inspiration." —The Wall Street Journal
Wall Street Journal From one of the most influential scientists of our time, a dazzling exploration of the hidden laws that govern the life cycle of everything from plants and animals to the cities we live in. Visionary physicist Geoffrey West is a pioneer in the field of complexity science, the science of emergent systems and networks. The term "complexity" can be misleading, however, because what makes West's discoveries so beautiful is that he has found an underlying simplicity that unites the seemingly complex and diverse phenomena of living systems, including our bodies, our cities and our businesses. Fascinated by aging and mortality, West applied the rigor of a physicist to the biological question of why we live as long as we do and no longer. The result was astonishing, and changed science: West found that despite the riotous diversity in mammals, they are all, to a large degree, scaled versions of each other. If you know the size of a mammal, you can use scaling laws to learn everything from how much food it eats per day, what its heart-rate is, how long it will take to mature, its lifespan, and so on. Furthermore, the efficiency of the mammal's circulatory systems scales up precisely based on weight: if you compare a mouse, a human and an elephant on a logarithmic graph, you find with every doubling of average weight, a species gets 25% more efficient—and lives 25% longer. Fundamentally, he has proven, the issue has to do with the fractal geometry of the networks that supply energy and remove waste from the organism's body. West's work has been game-changing for biologists, but then he made the even bolder move of exploring his work's applicability. Cities, too, are constellations of networks and laws of scalability relate with eerie precision to them. Recently, West has applied his revolutionary work to the business world. This investigation has led to powerful insights into why some companies thrive while others fail. The implications of these discoveries are far-reaching, and are just beginning to be explored. *Scale* is a thrilling scientific adventure story about the elemental natural laws that bind us together in simple but profound ways. Through the brilliant mind of Geoffrey West, we can envision how cities, companies and biological life alike are dancing to the same simple, powerful tune.

It has long been assumed that product innovations are usually developed by product manufacturers, but this book shows that innovation occurs in different places in different industries.

The Global Innovation Index 2020 provides detailed metrics about the innovation performance of 131 countries and economies around the world. Its 80 indicators explore a broad vision of innovation, including political environment, education, infrastructure and business sophistication. The 2020 edition sheds light on the state of innovation financing by investigating the evolution of financing mechanisms for entrepreneurs and other innovators, and by pointing to progress and remaining challenges – including in the context of the economic slowdown induced by the coronavirus disease (COVID-19) crisis.

What is it about the top tech product companies such as Amazon, Apple, Google, Netflix and Tesla that enables their record of consistent innovation? Most people think it's because these companies are somehow able to find and attract a level of talent that makes this innovation possible. But the real advantage these companies have is not so much who they hire, but rather how they enable their people to work together to solve hard problems and create extraordinary products. As legendary Silicon Valley coach--and coach to the founders of several of today's leading tech companies--Bill Campbell said, "Leadership is about

