This book is about innovation with a human face: individuals and teams fueling innovation inside organizations.

10 personas for innovation – 3 learning personas, 3 organizing personas and 4 building personas – will allow you to bring innovation and creativity in your organization.

The learning personas.

The anthropologist.

Anthropologists:
- Practice the principle of ‘beginner’s mind’.
- Embrace human behavior.
- Draw inferences by listening to their intuition.
- Seek out epiphanies (sense of ‘déjà vu’).
- Keep ‘idea wallets’.
- Search for clues in the trash bin.

They manage to get people to talk about themselves, enjoys being with and amongst people, asks probing questions and projects a non-threatening image.

In order to look at tomorrow you:
- have to look at the teenagers of today because they help drive all the trends.
- Should write down all fixed you see at work or at home. You’ll learn where something is crying out for improvement.
- Need to spend a day with your customers.

The experimenter.

Experimenter:
- Passion for hard work.
- Curious mind.
- Openness to serendipity.
- Makes ideas tangible.

In order to become more an experimenter you:

- Make ongoing experimentation part of your approach.
- Need a symbolic way of flushing away mistakes.
- Understand that innovation is not necessarily a massive, coordinated effort but addressing a single question.
- Challenge key assumptions.
- Need to see life as one big experiment.

The cross-pollinator:

- Creates something new or better through unexpected juxtaposition of seemingly unrelated ideas or concepts.
- Translates arcane technical jargon into vivid insights.
- Are good teachers
- Enjoy a breadth of knowledge in different fields.
- Have a depth in at least one area of expertise.

The seven ingredients for being a cross-pollinator:

- Show-and-tell.
- Hire people with diverse backgrounds.
- Stir the pot with space.
- Import new insights from cross cultures and geographies.
- Host weekly ‘know how’ speakers series.
- Learn from visitors.
- Seek out diverse projects.

Organizing personas

The hurdler:

- Does more with less.
- Try something that’s never one before.
- Overcomes obstacles seemingly naturally.
- Are savvy risk-takers.
- Street-smart.
- Setbacks are opportunities.
- Ignores experts.
The collaborator.

Collaborators:

- Stir up the pot as they bring people together to get things done.
- Make multilateral task forces work.
- Values the team over the individual and the project accomplishment beyond individual achievement.
- Are a great defense against internal skeptics.
- Know that the race is won in the baton pass.

Some tips on collaboration:

- Radical collaboration can dissolve traditional barriers.
- Focus groups don’t help if you’re looking for breakthrough innovation: create ‘unfocus’ groups.
- Combat the ‘silo view’ by creating cross-functional teams.

Some tips on building better teams:

- Coach more, direct less.
- Break teams into smaller groups (3 to 6 people). Increase the number of triangles where team members can pass ideas and responsibilities.
- See that everybody touches the ball.
- Teach the members overlapping skills. Let your members assume nontraditional roles.
- Encourage the sharing of ideas and initiatives.
- Co-opt your opposition.

The director.

The director:

- Maps out the production.
- Crafts the scenes.
- Bring out the best among people.
- Builds chemistry
- Gets it done.
- Gives center stage to others.
- Loves finding new projects.
- Rises through challenges.
- Shoots for the moon

Regular brainstorms is a way of quick return as a director.

The secrets to brainstorming:
- Sharp your focus: a clear statement of the problem in an open-ended question.
- Mind the rules: go for quantity, encourage crazy ideas, be visual, defer judgment and one conversation at a time.
- Number your ideas.
- Jump and build.
- Remember to use space.
- Stretch first: start with a warmup.
- Get physical.
- Start with some ‘zip’

**Building personas.**

**The experience architect.**

- Sets the stage for positive encounters.
- Designs for customers and for employees.
- Engages senses incorporating tactile sensations, uses sound and looks for opportunities to add smell or taste.
- Has a nose for what’s real.
- Strives for authentic, individual expression.

His motto: the first step in becoming extraordinary is simply to stop being ordinary.

**The set designer.**

Set designers are:

- Dedicated to explore a different frontier called ‘inner space’.
- Sees that the office design contributes to the overall performance and supports the culture itself.

**Some basics to create an Innovation Lab:**

- Make room for 15 to 20 people: so you can share results with lots of your colleagues.
- Dedicate the space to innovation.
- Leave wall space for sketch boards, maps, visuals.
- Locate your ‘lab’ in a space convenient for most team members, far enough away so they can’t hear their desk phone ringing.
- Foster an abundance mentality.
The caregiver.

A caregiver:

- Exudes competence and confidence.
- Has empathy.
- Works to extend the relationship.
- Customizes his approach and style to each individual.
- Offers other people ‘experiences’.
- Is a mentor (with a small m)
- Understands that innovation comes in all shapes and sizes.

The caregiver’s guide to great service:

- Curate the collection.
- Build extra expertise.
- Small can be beautiful.
- Build relationships with sustainability.
- Invites customers to ‘join the club’.

The storyteller.

Some learnings of this chapter:

- Stories can persuade in a way that facts, report and even trends seldom do.
- Stories make an emotional connection possible.
- Storytellers make heroes out of real people.
- Use stories to communicate on values and objectives.
- As a storyteller: don’t ask for instant insights, don’t jump to conclusions, don’t ask yes-no questions.

Seven reasons to tell stories:

Storytelling:

- Builds credibility.
- Unleashes powerful emotions and helps team bonds.
- Gives permission to explore controversial or uncomfortable topics.
- Sway a group’s point of view.
- Creates heroes.
- Gives a vocabulary of change.
- Helps make order out of chaos.

In closing some principles for teaming up for innovation:

- Stretch for strength.
- Go for distance: innovation is a way of life.
Never surrender.
Embrace the mental game.
Celebrate coaches.

If you have all 10 personas on your side, you can drive creativity and build a unique culture of innovation.