

## **The Ten Faces of Innovation**

**Tom Kelley**

Currency/Doubleday, Random House – ISBN 0-385-51207-4

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.**

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.**

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.**

A good 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.
- ❑ Sways 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.