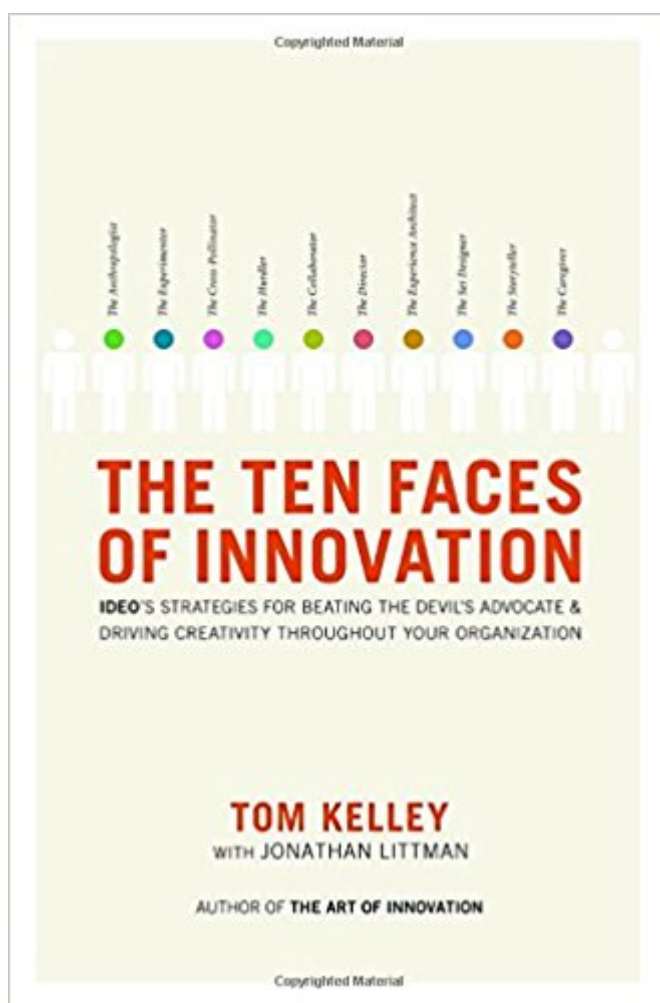


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The Ten Faces Of Innovation: IDEO's Strategies For Beating The Devil's Advocate And Driving Creativity Throughout Your Organization



Synopsis

The author of the bestselling *The Art of Innovation* reveals the strategies IDEO, the world-famous design firm, uses to foster innovative thinking throughout an organization and overcome the naysayers who stifle creativity. The role of the devil's advocate is nearly universal in business today. It allows individuals to step outside 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. Over the years, IDEO has developed ten 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 and Gamble, Safeway and the Mayo Clinic 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.

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Customer Reviews

Kelley's latest builds on *The Art of Innovation*, which celebrated the work culture that distinguishes his high-profile, award-winning industrial design firm, IDEO. This book covers much of the same territory, but focuses on the type of worker and team-building rather than the work environment. The

authors define 10 personas, including Anthropologists, who contribute insights by observing human behavior; Experimenters, who try new things; Hurdlers, who surmount obstacles; Collaborators, who bring people together and get things done; and Caregivers, who anticipate and meet customer needs. Like its predecessor, the book is breezy and well written, with plenty of self-promotion. Kelley and Littman weave classic and recent stories of business innovation, such as 3M's Scotch tape, Volvo's three-point seatbelts and Netflix's mail-in DVDs, with IDEO's own success stories with clients ranging from the Boston Beer Company, for whom IDEO designed a new Sam Adams tap handle, to Organ Recovery Systems, for whom IDEO helped develop ways to expedite kidney transport. Aspiring business innovators and fans of *The Art of Innovation* may find further inspiration in this handbook. (Oct. 18) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.

Advance Praise for *The Ten Faces of Innovation* "Essential reading for every single person in your organization--even the CEO should read it! Each page contains a nugget that's worth the price of the entire book. Wow." —Seth Godin, author of *Purple Cow* "A consensus is emerging that innovation must become most every firm's *Job One*. *Job One*, *Hurdle One*, however, is a doozy: establishing a Culture of Innovation. IDEO thought leader Tom Kelley offers a thoroughly original and thoroughly tested approach to creating that culture of innovation. Rigorously applying his *Ten Faces*, Kelley will get the innovation ball rolling ... fast. Bravo!" —Tom Peters Critical Acclaim for Tom Kelley's Previous National Bestseller *The Art of Innovation* "Tom Kelley has unlocked the magic box of innovation for corporate America." —Bruce Nussbaum, *BusinessWeek* "In light of all the books on the market about creativity, it takes a certain amount of chutzpah to call your book *The Art of Innovation*. Yet Kelley makes a good case.... Practical, clearly written, and highly detailed." —USA Today "On nearly every page, the story of some upstart invention is recounted in patter that's as good as a skilled magician's. Almost like visiting an IDEO workshop in person." —Wired

IDEO, of course, is very well known for its consulting on all types of innovation, mostly within corporations. This book provides insights into the IDEO methodology in the form of descriptions of 10 working styles that contribute to innovation. The descriptions are well done, and many examples are included that bring the descriptions to life. I recommend the book to anyone looking to improve

innovation in large organizations (those with more traditional management patterns). The only thing that is somewhat lacking for the typical manager is a more comprehensive description of the organizational culture and management systems that are necessary for these working styles to be effective. Yes, they can have some impact in any organization. However, organizations must create a climate that supports their practice in order to reap the true value. The author implies this, but really does not discuss it. That limitation does not detract from the value of the book as long as one understands that, while the people are the primary driver of innovation, they will not be very effective (and may not even stay) unless the environment in which they work supports innovation (e.g., a company organizes around real people not an idealized model of a corporate citizen.)

So I pay attention to what people are reading on tread mills and on public transportation. This is book that I saw people reading in first class on airplanes....Kelley is up front about his purpose, "This is a book about people", specifically, "the roles people can play, the hats they can put on, the personas they can adopt" (p. 7). Using the notion of persona, Kelley puts forth 10 innovation personas. His starting point is to point out the ill effect the "Devil's Advocate" can have on innovation by drawing the conversation towards negativity and nay-saying. Kelley asserted, "By developing some of these innovation personas, you'll have a chance to put the Devil's Advocate in his place" (p. 7). Kelley organizes his personas into three categories (pp. 09-11): The Learning Personas - The Anthropologist, The Experimenter, The Cross-Pollinator The Organizing Personas - The Hurdler, The Collaborator, The Director The Building Personas - The Experience Architect, The Set Designer, The Caregiver, The Storyteller Kelley is quick to note that the personas are NOT personality types, instead they are important roles that can be adopted by team members (p. 13). He goes on to say the "innovation roles give you a chance to broaden your creative range" (p. 13). This book enhanced my reflection of prior experiences with team formation and gave me a new toolkit from which to consider team member strengths and the overall team makeup appropriate for a given project's objectives. It also gave me new lens from which to consider scenarios. For example, How might a hurdler look at this situation? How might a set designer? How might an anthropologist? etc. By imagining the differing roles and trying to see the world as an innovation personal might see them, I'm asking new questions and considering things I might not have considered before. A wonderful book!

Tom Kelley has produced a wonderful guide to fostering innovation and overcoming naysayers in "The Ten Faces of Innovation." Kelley balances ideas and theories evenly with results-oriented

thinking in a manner that should appeal to a wide range of readers. If you are searching for a book that covers both the day-to-day realities and the concepts underlying innovation, look no further -- and read this book. Rarely does a book address such a big and amorphous topic as "innovation" in such a precise and actionable manner. Using a wide array of real-world and relevant case studies, Kelley offers a framework for both fostering innovation and addressing devil's advocates. The writing is crisp, engaging, and clear. I particularly appreciated Kelley's ever-present thought stimulating questions at the end of each section of the book. Not only did these questions help generate thoughts, but Kelley puts his own ideas into practice -- the questions provide tangible examples of how to "think" about innovation and innovating. I highly recommend this book.

I definitely recommend reading this book and teaching its content to others in your organization and life. Innovation has become a buzz word in industry but many people don't know where to start. This provides an easy launch point. It is obvious while reading this book that Tom Kelley put IDEO's strategies into practice when writing the book. This was one of the more enjoyable books to read with just the right amount of pictures, stories, and depth on each topic to really capture the reader. I recommend keeping a log of your ideas while reading. I came up with many ideas and I'm excited to get started with them!

I have had personal interactions with designers from IDEO and when I found this book which describes their design process, I was extremely curious. It is a good book describing how IDEO performs their special magic, but the narrative tended to drag on and it is one of those books that remains unfinished on my bookshelf.

Tom Kelley really does a great job in writing this follow-up to 'The Art of Innovation'. This book goes into a good amount of detail as to the different necessary personae needed to efficiently design a product/service. The stories in this book are great and allow you to understand what Tom is trying to convey. Of course I disagree with some of his sentence structure, but that's just how he writes and being one of the top design firms in the world (IDEO), I figure I can be understanding. Hopefully this book does for you what it has for me. Don't feel obligated to read 'The Art of Innovation' before this book, though it will make for a slightly smoother ride when reading. No biggie here... If you do not find this review helpful, please comment as to why. Thank you!

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