

The Innovators Hypothesis How Cheap Experiments Are Worth More Than Good Ideas

A practical guide to innovation strategies based on fact, not feeling. The Innovation Formula delivers strategies for building a culture where innovation can thrive, based on actual scientific research. Author Amantha Imber holds a PhD in organisational psychology, and has been called upon by a multinational roster of forward-thinking companies—such as Google, Disney, LEGO and Virgin—to improve innovation at all levels. In this book, she shares her strategies and helps you tap into a substantial body of scientific research to help further innovative practice within your own company. For example, rewarding failed innovations can actually be a critical aspect of building an innovation culture. It's rarely done, but it fosters creative thought by signaling to people that failure is tolerated and is a necessary ingredient in the pursuit of innovation. This kind of practical, easily implemented strategy is the lynchpin of cultural change. This guide shares fourteen separate, yet interconnected strategies for improving your company's innovation culture, and provides illustrative examples of real-world companies who are putting these plans into action. Business innovation guides tend to focus on how one company does it. But it's not your company, and just because it worked for Google or Apple doesn't mean that it's right for you. This book is different: these techniques are based on science, not gut feeling, and can apply to any organisation, at any level. Delve into the science behind successful culture shift. For best results, reward innovation, whether or not it succeeds. Learn the critical elements that foster organisation-wide creativity. Implement practical strategies based on evidence. Don't waste time on unproven ideas. Over 95% of business leaders surveyed get it wrong, because intuition cannot compete with data. The Innovation Formula gives you a science-based framework for turning your organisation into one where innovation survives and thrives. This is a must read for every B2B entrepreneur. SaaS creator or consultant and business school student. It's the kind of book you don't read once, you go back to it on a regular basis. - Carmen Gera, CEO & Co-founder, UsabilityChef's Lean B2B helps entrepreneurs and innovators quickly find traction in the enterprise. Packed with more than 20 case studies and used by thousands around the world, Lean B2B consolidates the best thinking around Business-to-Business (B2B) customer development to help entrepreneurs and innovators focus on the right things each step of the way, leaving as little as possible to luck. The book helps: • Assess the market potential of opportunities to find the right opportunity for your team • Find early adopters, quickly establish credibility and convince business stakeholders to work with you • Find and prioritize business problems in corporations and identify the stakeholders with the power to influence a purchase decision • Create a minimum viable product and a compelling offer, validate a solution and evaluate whether your team has found product-market fit • Identify and avoid common challenges faced by entrepreneurs and learn ninja techniques to speed up product-market validation • The book will pay itself off in the first couple of pages! - Ben Saredella, Co-Founder, Authanz ????? 86% of Readers Rated it 5-Stars ????? • Treat this book like a map to show you where you are and a compass to show you the direction. I wish I could have read it 2 or 3 years ago. - Jonathan Gebauer, Founder, exploreB2B • Lean B2B is filled with rock-solid advice for technology entrepreneurs who want a rapid-growth trajectory. Read it to increase your certainty and your success rate. - Jill Konrath, Author of AGILE SELLING and Selling to Big Companies • Probably the best a slap on the book in the Lean startup market right now.... There is no sugarcoating here. Garbargli tells you exactly what to happen and how to make it happen... literally holds your hand and spells it out. I was really impressed with the overall depth and advice presented. - AJ, B2B Entrepreneur • The book I read which I have learned the most. - Etienne Thouin, Founder and CTO, SQLNext Software • This book is essential reading for would-be entrepreneurs who face the daunting task of entering B2B markets. » - Paul Gillin, Co-Author, Social Marketing to the Business Customer

The first step-by-step guidebook for successful innovation planning Unlike other books on the subject, 101 Design Methods approaches the practice of creating new products, services, and customer experiences as a science, rather than an art, providing a practical set of collaborative tools and methods for planning and defining successful new offerings. Strategists, managers, designers, and researchers who undertake the challenge of innovation, despite a lack of established procedures and a high risk of failure, will find this an invaluable resource. Novices can learn from it; managers can plan with it; and practitioners of innovation can improve the quality of their work by referring to it.

How does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices. Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users. Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs. Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments.

Lean Impact

The 14 Science-Based Keys For Creating a Culture Where Innovation Thrives

Why So Many Ideas Fail and How to Make Sure Yours Succeed

How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

The Lean Startup

Ten Types of Innovation

Corporate Explorer

How So Little is Created by So Many Working So Hard

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.

How to Innovate and Execute Leaders already know that innovation calls for a different set of activities, skills, methods, metrics, mind-sets, and leadership approaches. And it is well understood that creating a new business and optimizing an already existing one are two fundamentally different management challenges. The real problem for leaders is doing both, simultaneously. How do you meet the performance requirements of the existing business—one that is still thriving—while dramatically reinventing it? How do you envision a change in your current business model before a crisis forces you to abandon it? Innovation guru Vijay Govindarajan expands the leader's innovation tool kit with a simple and proven method for allocating the organization's energy, time, and resources—in balanced measure—across what he calls "the three boxes": • Box 1: The present—Manage the core business at peak profitability • Box 2: The past—Abandon ideas, practices, and attitudes that could inhibit innovation • Box 3: The future—Convert breakthrough ideas into new products and businesses The three-box framework makes leading innovation easier because it gives leaders a simple vocabulary and set of tools for managing and measuring these different sets of behaviors and activities across all levels of the organization. Supported with rich company examples—GE, Mahindra & Mahindra, H&M, United Rentals, and Tata Consultancy Services—and testimonies of leaders who have successfully used this framework, this book solves one and all of the practical dilemmas of how to align an organization on the critical but competing demands of innovation.

Despite enormous investments of time and money, are we making a dent on the social and environmental challenges of our time? What if we could exponentially increase our impact? Around the world, a new generation is looking beyond greater profits, for meaningful purpose. But, unlike business, few social interventions have achieved significant impact at scale. Inspired by the modern innovation practices, popularized by bestseller *The Lean Startup*, that have fueled technology breakthroughs touching every aspect of our lives, *Lean Impact* turns our attention to a new goal—radically greater social good. Social change is far more complicated than building a new app. It requires more listening, more care, and more stakeholders. To make a lasting difference, solutions must be embraced by beneficiaries, address root causes, and include an engine that can accelerate growth to reach the scale of the need. *Lean Impact* offers bold ideas to reach audacious goals through customer insight, rapid experimentation and iteration, and a relentless pursuit of impact. Ann Mei Chang brings a unique perspective from across sectors, from her years as a tech executive in Silicon Valley to her most recent experience as the Chief Innovation Officer at USAID. She vividly illustrates the book with real stories from interviews with over 200 organizations across the US and around the world. Whether you are a nonprofit, social enterprise, triple bottom line company, foundation, government agency, philanthropist, impact investor, or simply donate your time and money, *Lean Impact* is an essential guide to maximizing social impact and scale.

What is the best way for a company to innovate? That's exactly the wrong question. The better question: How can organizations get the maximum possible value from their innovation investments? Advice recommending "innovation vacations" and the luxury of failure may be wonderful for organizations with time to spend and money to waste. But this book addresses theinnovation priorities of companies that live in the real world of limits. They want fast, frugal, and high impact innovations. They don't just seek superior innovation, they want superiorinnovators. In the Innovator's Hypothesis, innovation expertMichael Schrage advocates a cultural and strategic shift: small teams, collaboratively—andcompetitively— crafting business experiments that make top management sit up and take notice.Creativity within constraints -- clear deadlines and clear deliverables -- is what seriousinnovation cultures do. Schrage introduces the 5X5 framework: giving diverse teams of five people upto five days to come up with portfolios of five business experiments costing no more than \$5,000each and taking no longer than five weeks to run. The book describes multiple portfolios of 5X5experiments drawn from Schrage's advisory work and innovation workshops worldwide. These interdisciplinary service approaches for improving customer service and addressing security challenges; pharmaceutical company's hypotheses for boosting regulatory compliance; and a diaper divisions efforts to give babies and parents alike better "diapering experiences" withlow-in-the-dark adhesives, diagnostic capability, and bundled wipes. Schrage's5X5 is an enterprise innovation gone viral: Successful 5X5s make people more effective innovators, andmore effective innovators mean more effective innovations.

The Innovation Formula

How Autism Drives Human Invention

The Right It

The Art of Choosing

Jobs to Be Done

The Three-Box Solution

When New Technologies Cause Great Firms to Fail

The Other Side of Innovation

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

Large, mature companies often struggle when it comes to the uncertain process of breakthrough innovation. But innovation is an imperative in today's cutthroat business environment. To fulfill its potential, there has to be a better way—and there is. Beyond the Champion argues that innovation is a talent all its own that requires distinct skills and expertise, just like finance or marketing. Viewing innovation as a discipline in its own right, it is easy to see that breakthrough wins require an organizational design with clearly delineated roles, responsibilities, and career tracks for those who shoulder the responsibility for new products. Drawing on the results of a four-year study and two decades of related research, this book outlines three fundamental competencies necessary for innovation: discovery, incubation, and acceleration. Mapping these skills onto roles and opportunities for advancement, the authors deliver a pioneering blueprint for sustainable innovation.

It 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.

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator's Dilemma*, *The Innovator's Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building the code for innovation right into your organization's people, processes, and guiding philosophies. Practical and provocative, *The Innovator's DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess.

The Innovator's Manifesto

How Corporations Beat Entrepreneurs at the Innovation Game

How the World's Best Companies Simulate to Innovate

How Cheap Experiments Are Worth More Than Good Ideas

How to Innovate for Radically Greater Social Good

Who Will Finance Innovation?

The Shortest Distance Between You and Your New Product, 2nd Edition

101 Design Methods

Successful innovation demands more than a good strategic plan; it requires creative improvisation. Much of the "serious play" that leads to breakthrough innovations is increasingly linked to experiments with models, prototypes, and simulations. As digital technology makes prototyping more cost-effective, serious play will soon lie at the heart of all innovation strategies, influencing how businesses define themselves and their markets. Author Michael Schrage is one of today's most widely recognized experts on the relationship between technology and work. In *Serious Play*, Schrage argues that the real value in building models comes less from the help they offer with troubleshooting and problem solving than from the insights they reveal about the organization itself. Technological models can actually change us—improving the way we communicate, collaborate, learn, and innovate. With real-world examples and engaging anecdotes, Schrage shows how companies such as Disney, Microsoft, Boeing, IDEO, and DaimlerChrysler use serious play with modeling technologies to facilitate the collaborative interactions that lead to innovation. A user's guide included with the book helps readers apply many of the innovation practices profiled throughout. A landmark book by one of the most perceptive voices in the field of innovation.

Why do some innovation projects succeed where others fail? The book reveals the business implications of Jobs Theory and explains how to put Jobs Theory into practice using Outcome-Driven Innovation.

In this book, Nobel Prize-winning economist Edmund Phelps draws on a lifetime of thinking to make a sweeping new argument about what makes nations prosper—and why the sources of that prosperity are under threat today. Why did prosperity explode in some nations between the 1820s and 1890s, creating not just unprecedented material wealth but "flourishing"—meaningful work, self-expression, and personal growth for more people than ever before? Phelps makes the case that the wellspring of this flourishing was modern values such as the desire to create, explore, and meet challenges. These values fueled the grassroots dynamism that was necessary for widespread, indigenous innovation. Most innovation wasn't driven by a few isolated visionaries like Henry Ford and Steve Jobs; rather, it was driven by millions of people empowered to think, develop, and market innumerable new products and processes, and improvements to existing ones. Mass flourishing—a combination of material well-being and the "good life" in a broader sense—was created by this mass innovation. Yet indigenous innovation and flourishing weakened decades ago. In America, evidence indicates that innovation and job satisfaction have decreased since the late 1960s, while postwar Europe has never recaptured its former dynamism. The reason, Phelps argues, is that the modern values underlying the modern economy are under threat by a resurgence of traditional, corporatist values that put the community and state over the individual. The ultimate fate of modern values is now the most pressing question for the West: will Western nations recommit themselves to modernity, grassroots dynamism, indigenous innovation, and widespread personal fulfillment, or will we go on with a narrowed innovation that limits flourishing to a few? A book of immense practical and intellectual importance, *Mass Flourishing* is essential reading for anyone who cares about the sources of prosperity and the future of the West.

Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

The Innovator's Method

The Sources of Innovation

The Innovators Hypothesis

The Innovator's Prescription: A Disruptive Solution for Health Care

How to Fly a Horse

The Making of Young People Who Will Change the World

The Secret History of Creation, Invention, and Discovery

The Prosperity Paradox

Who do you want your customers to become? According to MIT innovation expert and thought leader Michael Schrage, if you aren't asking this question, your strategic marketing and innovation efforts will fail. In this latest HBR Single, Schrage provides a powerful new lens for getting more value out of innovation investment. He argues that asking customers to do something different doesn't go far enough—serious marketers and innovators must ask them to become something different instead. Even more, you must invest in their capabilities and competencies to help them become better customers. Schrage's primary insight is that innovation is an investment in your client, not just a transaction with them. To truly innovate today, designing new products or features or services won't get you there. Only by designing new customers—thinking of their future state, being the conduit to their evolution—will you transform your business. Schrage explains how the above question (what he calls "The Ask") will incite you and your team to imagine and design ideal customer outcomes as the way to drive your business's future. The Single is organized around six key insights and includes practical exercises to help you apply the question to your current situation. Schrage also includes examples from well-known companies—Google, Facebook, Disney, Starbucks, Apple, IKEA, Dyson, Ryanair, and others—to illustrate just what is possible when you apply "The Ask." Marketing executives, brand managers, strategic innovators, and entrepreneurs alike should understand how successful innovation rebrands the client and not the product. A requisite question for its time, Who Do You Want Your Customers To Become will liberate you and your team from 'innovation myopia'—and turn your innovation efforts on their head. HBR Singles provide brief yet potent business ideas, in digital form, for today's thinking professional.

A groundbreaking prescription for health care reform—from a legendary leader in innovation . . . Our health care system is in critical condition. Each year, fewer Americans can afford it, fewer businesses can provide it, and fewer government programs can promise it for future generations. We need a cure, and we need it now. Harvard Business School's Clayton M. Christensen—whose bestselling *The Innovator's Dilemma* revolutionized the business world—presents *The Innovator's Prescription*, a comprehensive analysis of the strategies that will improve health care and make it affordable. Christensen applies the principles of disruptive innovation to the broken health care system with two pioneers in the field—Dr. Jerome Grossman and Dr. Jason Hwang. Together, they examine a range of symptoms and offer proven solutions. YOU'LL DISCOVER HOW "Precision medicine" reduces costs and makes good on the promise of personalized care. **Disruptive business models improve quality, accessibility, and affordability by changing the way hospitals and doctors work. Patient networks enable better treatment of chronic diseases. Employers can change the roles they play in health care to compete effectively in the era of globalization. Insurance and regulatory reforms stimulate disruption in health care.**

Conventional business wisdom tells us that entrepreneurs are society's main source of innovation. Young founders leave college with a big idea, get to work in a garage, and build something that changes the world. Typical corporate employees, strangled by slow-moving bureaucracy, are blocked from making transformative discoveries. In *Driving Innovation from Within*, strategist and advisor Kaihan Krippendorff disproves one of today's biggest business myths to highlight lessons for innovators and leaders. He reveals how many of the modern world's most impactful creations were invented by passionate employee inventors—rather than sole entrepreneurs, we would not have mobile phones, personal computers, or e-mail. Distilling more than 150 interviews with internal innovators and leading experts along with insights from the latest research and today's most successful companies, from Tencent and Amazon to Mastercard and Starbucks, Krippendorff lays out a step-by-step playbook to unlock innovation from the inside. He maps the barriers that frustrate efforts to disrupt from within and provides tools to remove them, detailing how visionary leaders can create islands of freedom inside an organization to activate existing employees' potential and beat startups at their own game. *Driving Innovation from Within* is a practical and inspiring guide to leadership from all levels for those who want the fulfillment of changing the world without leaving their job in order to do it.

Every day we make choices. Coke or Pepsi? Save or spend? Stay or go? Whether mundane or life-altering, these choices define us and shape our lives. Sheena Iyengar asks the difficult questions about how and why we choose: Is the desire for choice innate or bound by culture? Why do we sometimes choose against our best interests? How much control do we really have over what we choose? Sheena Iyengar's award-winning research reveals that the answers are surprising and profound. In our world of shifting political and cultural forces, technological revolution, and interconnected commerce, our decisions have far-reaching consequences. Use *The Art of Choosing* as your companion and guide for the many challenges ahead.

The Innovation Illusion

The Discipline of Building Breakthroughs

Build Products Businesses Want

Serious Play

Lean B2B

The Innovator's Dilemma

A Guide for Internal Entrepreneurs

A Field Guide for Rapid Experimentation

In this compelling new book, Michael E. Raynor, coauthor of the national bestseller *The Innovator's Solution*, shows that Disruption, Clayton M. Christensen's landmark theory that explains how fringe ideas come to redefine entire markets, not only explains why new businesses emerge and mature companies fail — it actually helps to predict the future success of new ventures more accurately. Raynor's a groundbreaking research, and deeper understanding of the mechanisms and drivers of Disruption make this approach to innovation more powerful and more useful than ever. Despite the groaning shelves of books offering advice on innovation, most managers continue to struggle to create the profitable growth their companies need. The reason? The vast majority of management theories base their prescriptions on explanations of the past. When it comes to predicting successful innovation, a willingness to apply the empirical and theoretical rigor of the scientific method to prove what will work in the real world has been notable by its absence. Until now. In *The Innovator's Manifesto*, Michael E. Raynor, a director at Deloitte Consulting, LLP, coauthor of *The Innovator's Solution*, and author of *The Strategy Paradox*, shows how Disruption theory can help managers more accurately predict which businesses will survive — and which will die. In fact, Raynor argues that Disruption theory is the only theory which has been statistically proven to be an effective predictive tool. The book draws on the research of the New Business Initiatives (NBI) group at Intel, analyzing forty-eight new ventures that NBI researched, scrutinized, and ultimately funded. The group's success rate was comparable to venture capitalists throughout the industry — roughly 10 percent. However, while the principles of disruption were applied to these forty-eight funded ventures in controlled experiments, the subjects' accuracy rates improved significantly — by almost 40 percent. Raynor replicated these experiments with over 300 MBA students at schools in the United States and Canada, including Harvard, with even more impressive results: systematic improvements in predictive accuracy of up to 50 percent. In other words, not only is disruption effective, it can be readily and successfully taught and applied. *The Innovator's Manifesto* is the most significant advance in our understanding of the mechanisms and implications of Disruption theory since Christensen's seminal 1997 work, *The Innovator's Dilemma*. For the first time disruption theory has been shown to give managers and investors effective tools they can use in their efforts to create the success they seek.

Clayton M. Christensen, the author of such business classics as *The Innovator's Dilemma* and the New York Times bestseller *How Will You Measure Your Life*, and co-authors Efoosa Ojomo and Karen Dillon reveal why so many investments in economic development fail to generate sustainable prosperity, and offers a groundbreaking solution for true and lasting change. Global poverty is one of the world's most vexing problems. For decades, we've assumed smart, well-intentioned people will eventually be able to change the economic trajectory of poor countries. From education to healthcare, infrastructure to eradicating corruption, too many solutions rely on trial and error. Essentially, the plan is often to identify areas that need help, flood them with resources, and hope to see change over time. But hope is not an effective strategy. Clayton M. Christensen and his co-authors reveal a paradox at the heart of our approach to solving poverty. While noble, our current solutions are not producing consistent results, and in some cases, have exacerbated the problem. At least twenty countries that have received billions of dollars' worth of aid are poorer now. Applying the rigorous and theory-driven analysis he is known for, Christensen suggests a better way. The right kind of innovation not only builds countries—but also builds countries. The Prosperity Paradox identifies the limits of common economic development models, which tend to be top-down efforts, and offers a new framework for economic growth based on entrepreneurship and market-creating innovation. Christensen, Ojomo, and Dillon use successful examples from America's own economic development, including Ford, Eastman Kodak, and Singer Sewing Machines, and shows how similar models have worked in other regions such as Japan, South Korea, Nigeria, Rwanda, India, Argentina, and Mexico. The ideas in this book will help companies desperate for real, long-term growth see actual, sustainable progress where they've failed before. But *The Prosperity Paradox* is more than a business book; it is a call to action for anyone who wants a fresh take for making the world a better and more prosperous place.

Have you ever come up with an idea for a new product or service but didn't take any action because you thought it would be too risky? Or at work, have you had what you thought could be a big idea for your company—perhaps changing the way you develop or distribute a product, provide customer service, or hire and train your employees? If you have, but you haven't known how to take the next step, you need to understand what the authors call the innovator's method—a set of tools emerging from lean start-up, design thinking, and agile software development that are revolutionizing how new ideas are created, refined, and brought to market. To date these tools have helped entrepreneurs, designers, and software developers manage uncertainty—through cheap and rapid experiments that systematically lower failure rates and risk. But many managers and leaders struggle to apply these powerful tools within their organizations, as they often run counter to traditional managerial thinking and practice. Authors Nathan Furr and Jeff Dyer wrote this book to address that very problem. Following the breakout success of *The Innovator's DNA*—which Dyer wrote with Hal Gregersen and bestselling author Clay Christensen to provide a framework for generating ideas—this book shows how to make those ideas actually happen, to commercialize them for success. Based on their research inside corporations and successful start-ups, Furr and Dyer developed the innovator's method, an end-to-end process for creating, refining, and bringing ideas to market. They show when and how to apply the tools of their method, how to adapt them to your business, and how to answer commonly asked questions about the method itself, including: How do we know if this idea is worth pursuing? Have we found the right solution? What is the best business model for this new offering? This book focuses on the "how"—how to test, how to validate, and how to commercialize ideas with the lean, design, and agile techniques successful start-ups use. Whether you're launching a start-up, leading an established one, or simply working to get a new product off the ground in an existing company, this book is for you.

As a technology pioneer at MIT and as the leader of three successful start-ups, Kevin Ashton experienced firsthand the all-consuming challenge of creating something new. Now, in a tour-de-force narrative twenty years in the making, Ashton leads us on a journey through humanity's greatest creations to uncover the surprising truth behind who creates and how they do it. From the crystallographer's laboratory where the secrets of DNA were first revealed by a long forgotten woman, to the electromagnetic chamber where the stealth bomber was born, to the Ohio bicycle shop where the Wright brothers set out to "fly a horse," Ashton showcases the seemingly unremarkable individuals, gradual steps, multiple failures, and countless ordinary and usually uncredited acts that lead to our most astounding breakthroughs. Creators, he shows, apply in particular ways the everyday, ordinary thinking of which we are all capable, taking thousands of small steps and working in an endless loop of problem and solution. He examines why our greatest meet resistance and how they overcome it, why most organizations stifle creative people, and how the most creative organizations work. Drawing on examples from art, science, business, and invention, from Mozart to the Muppets, Archimedes to Apple, Kandinsky to a can of Coke, How To Fly a Horse is a passionate and immensely rewarding exploration of how "new" comes to be.

Trustworthy Online Controlled Experiments

Recommendation Engines

Testing Business Ideas

Ara the Dream Innovator

Finding Modern Truth in Ancient Wisdom

How The Behavioral InnovationTM Approach Drives Your Company Forward

Creating Innovators

A Structured Approach for Driving Innovation in Your Organization

How companies like Amazon and Netflix know what "you might also like": the history, technology, business, and social impact of online recommendation engines. Increasingly, our technologies are giving us better, faster, smarter, and more personal advice than our own families and best friends. Amazon already knows what kind of books and household goods you like and is more than eager to recommend more; YouTube and TikTok always have another video lined up to show you; Netflix has crunched the numbers of your viewing habits to suggest whole genres that you would enjoy. In this volume in the MIT Press's Essential Knowledge series, innovation expert Michael Schrage explains the origins, technologies, business applications, and increasing societal impact of recommendation engines, the systems that allow companies worldwide to know what products, services, and experiences "you might also like." Schrage offers a history of recommendation that reaches back to antiquity's oracles and astrologers; recounts the academic origins and commercial evolution of recommendation engines; explains how these systems work, discussing key mathematical insights, including the impact of machine learning and deep learning algorithms; and highlights user experience design challenges. He offers brief but incisive case studies of the digital music service Spotify; ByteDance, the owner of TikTok; and the online personal stylist Stitch Fix. Finally, Schrage considers the future of technological recommenders: Will they leave us disappointed and dependent—or will they help us discover the world in our own and serendipitous ways?

Evolution is killing innovation! "Just trust your gut" is great advice when your instincts tell you to run from a lion in the jungle. But when it comes to thinking innovatively about your business, those same instincts can be your worst enemy. Cognitive biases—the instinctual mental shortcuts we all have in our brains that shape how we see and respond to the world around us—can also be the archenemies of innovation/innovative thinking. New ideas appear too risky. Data gets discounted if it doesn't match the hypothesis of the researcher. And even like-minded innovation enthusiasts can find that enacting disruptive change is tough when they all see things the same way. It's time to let go and learn a new way to think. Created by innovation experts, Outsmart Your Instincts cleverly merges behavioral science with business savvy. Using the trademarked Behavioral Innovation™ model, the authors provide an in-depth examination of eight unique biases (Negativity, Confirmation, and Conformity among them) that get in the way of creativity/creative thinking—and show us how we can overcome these barriers and break from the status quo. With clever, thought-provoking activities, accessible writing, and easy-to-follow advice, Outsmart Your Instincts shows us how and why we react to new ideas the way we do, and then—helps us rethink what we think. Once we learn to outsmart our own instincts, we can take on challenges as true innovators who rely on all of our brains' powers—not just our guts—and be equipped to outsmart the competition.

Global market resistance can be a major barrier to your organization using a lot 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 principles—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 innovator opportunities; and to evaluate how firms are performing against innovators. 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 bringabout meaningful—and sustainable—growth within yourorganization Author Larry Keeley is a world renowned speaker, innovationconsultant, and president and co-founder of Dublin, the innovationpractices of Monitor Group; BusinessWeek named Keeley one of seveninnovation 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 bookexplaining how to implement it. DISTINGUISHED FAVORITE: Independent Press Award 2020 - Business General Category WINNER: CES 2020 Gary's Book Club Top Technology Book of the Year Artificial Intelligence (AI) is the new electricity of our times. It is revolutionizing industries the world over, and changing how we fundamentally view and understand work. Superhuman Innovation argues that AI will supercharge the workforce and the world of work, can be harnessed to deliver powerful change to how companies innovate and gain competitive advantage. It is a practical guide to how AI and Machine Learning are impacting not only how businesses, brands, and agencies innovate, but also what they innovate: products, services and content. In a world of product and pricing parity, the delivery of superior service experience has become the new marketing, and the new real competitive edge. With AI companies can harness the power of data, personalization and on-demand availability, at the touch of an intelligent button. Superhuman Innovation discusses how AI will serve the superstar innovators of tomorrow, by enabling them to see deeper insights and set sail for higher goals. It unearthis a powerful five-pronged model which describes how AI enables innovation through the offerings of Speed (facilitating work processes), Understanding (revealing and mastering deep insights), Performance (customization of delivery to customers), Experimentation (the iterative process of reinvention and feedback) and Results (tangible, measurable and optimizable results). The book is supported by varied and innovative case studies from a variety of industries.

Rapid Learning Cycles will help you find the shortest distance between you and a new product that your customers can buy.

Bringing the Lean Start-up into Your Organization

Driving Innovation from Within

The Happiness Hypothesis

Mass Flourishing

Outsmart Your Instincts

A Practical Guide to AB Testing

Beyond the Champion

A Strategy for Leading Innovation

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.

A practical guide to effective business model testing 7 out of 10 new products fail to deliver on expectations. Testing Business Ideas aims to reverse that statistic. In the tradition of Alex Osterwalder's global bestseller Business Model Generation, this practical guide contains a library of hands-on techniques for rapidly testing new business ideas. Testing Business Ideas explains how systematically testing business ideas dramatically reduces the risk and increases the likelihood of success for any new venture or business project. It builds on the internationally popular Business Model Canvas and Value Proposition Canvas by integrating Assumptions Mapping and other powerful lean start-up style experiments. Testing Business Ideas uses an engaging 4-color format to: increase the success of any venture and decrease the risk of wasting time, money, and resources on bad ideas Close the knowledge gap between strategy and experimentation/validation Identify and test your key business assumptions with the Business Model Canvas and Value Proposition Canvas A definitive field guide to business model testing, this book features practical tips for making major decisions that are not based on intuition and guesses. Testing Business Ideas shows leaders how to encourage an experimentation mindset within their organization and make experimentation a continuous, repeatable process.

The bestselling author of The Righteous Mind and The Coddling of the American Mind draws on philosophical wisdom and scientific research to show how the meaningful life is closer than you think The Happiness Hypothesis is a book about ten Great Ideas. Each chapter is an attempt to savor one idea that has been discovered by several of the world's civilizations -- to question it in light of what we now know from scientific research, and to extract from it the lessons that still apply to our modern lives and illuminate the causes of human flourishing. Award-winning psychologist Jonathan Haidt, the author of The Righteous Mind and The Coddling of the American Mind, shows how a deeper understanding of the world's philosophical wisdom and its enduring maxims -- like "do unto others as you would have others do unto you," or "what doesn't kill you makes you stronger" -- can enrich and even transform our lives.

In this accessible, prescriptive, and widely applicable manual, Google's first engineering director and current Innovation Agilator Emeritus provides critical advice for rethinking how we launch a new idea, product, or business, insights to help successfully beat the law of market failure: that most new products will fail, even if competently executed. Millions of people around the world are working to introduce new ideas. Some will turn out to be stunning successes and have a major impact on our world and our culture: The next Google, the next Polio vaccine, the next Harry Potter, the next Red Cross, the next Ford Mustang. Others successes will be smaller and more personal, but no less meaningful: A restaurant that becomes a neighborhood favorite, a biography that tells an important story, a local nonprofit that cares for abandoned pets. Simultaneously, other groups are working equally hard to develop new ideas that, when launched, will fail. Some will fail spectacularly and publicly: New Coke, the movie John Carter, the Ford Edsel. Others failures will be smaller and more private, but no less failure: A home-based business that never takes off, a children's book that neither publishers nor children have any interest in, a charity for a cause too few people care about. Most people believe that their venture will be successful. But the law of market failure tells us that up to 90 percent of most new products, services, businesses, and initiatives will fail soon after launch—regardless of how promising they sound, how much we commit to them, or how well we execute them. This is a hard fact to accept. Combining detailed case studies with personal insight drawn from his time at Google, his experience as an entrepreneur and consultant, and his lectures at Stanford University and Google, Alberto Savoia offers an unparalleled approach to beating the beast that is market failure: "Make sure you are building The Right It before you build It right," he advises. In The Right It, he provides lessons on creating your own hard data, a strategy for market engagement, and an introduction to the concept of a prototype (not a prototype). Groundbreaking, entertaining, and highly practical, this essential guide delivers a proven formula for ensuring ideas, products, services, and businesses succeed.

The Innovator's DNA

Transforming Business with Artificial Intelligence

Who Do You Want Your Customers to Become?

Institutionalizing Innovation Through People

How Innovators Use Rapid Learning Cycles to Get Their Best Ideas to Market Faster

Mastering the Five Skills of Disruptive Innovators

Solving the Execution Challenge

Theory to Practice

Companies, entrepreneurs, and complexity -- Capitalism and economic dynamism -- What is wrong - the map or the reality? -- Technology and income - are they decoupling? -- Jobs and technology -- Innovation famine rather than innovation feast -- 9 THE FUTURE AND HOW TO PREVENT IT -- From corporate globalism to global corporatism -- The continued rise of regulatory uncertainty -- The "silver tsunami" for cash -- Future imperfect -- Preventing the future -- NOTES -- REFERENCES -- INDEX

A groundbreaking argument about the link between autism and ingenuity. Why can humans alone invent? In The Pattern Seekers, Cambridge University psychologist Simon Baron-Cohen makes a case that autism is as crucial to our creative and cultural history as the mastery of fire. Indeed, Baron-Cohen argues that autistic people have played a key role in human progress for seventy thousand years, from the first tools to the digital revolution. How? Because the same genes that cause autism enable the pattern seeking that is essential to our species's inventiveness. However, these abilities exact a great cost on autistic people, including social and often medical challenges, so Baron-Cohen calls on us to support and celebrate autistic people in both their disabilities and their triumphs. Ultimately, The Pattern Seekers isn't just a new theory of human civilization, but a call to consider anew how society treats those who think differently.

The Innovator's Hypothesis