Words you should be poked in the eye for saying

- Fundamental change
- Transformative
- Revolutionary
- Breakthrough
- Innovative / Radical / Paradigm-shift
- Game changing
- Out of the box
Claims

1. Most products / companies suck
2. Good products are rare
3. Start with being consistently good
4. Good is hard enough

A good product, in a sea of mediocrity, will be called an innovation.
The myths of innovation

1. The myth of epiphany
2. We understand innovation history
3. People like it when you innovate
WHAT HAPPENED FIVE MINUTES BEFORE?
What people focus on

The work that makes eureka possible

The work of innovation
EXPERIMENT
Idea

Innovation
Diagnostic:

Where do good ideas die on your team?

- Idea
- Pitch
- Proof of concept
- Prototypes
- Plan
- Acceptance of Risk
- Commitment
- Execution
- “Innovation”
EXPERIMENT
Share your photos. Watch the world.
Lessons so far

• What happened before “the magic”?  
• What mistakes did they learn from?  
• What ideas did they reuse?  
• If you want innovation, what experiments are you doing? Rewarding?
The myths of innovation

1: The myth of epiphany

2: We understand innovation history

3: People like it when you innovate
Lessons so far

Innovation ≈ Exploration

You can’t discover without taking risks

Who are your scouts for new ideas?
The myths of innovation

1: The myth of epiphany
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The diffusion of innovation is a social process, based more on psychology and sociology than technology.
Managing Innovation: distilled

1. Delegate
2. Take risks
3. Learn from interesting mistakes
4. Reward initiative
"As our business grows, it becomes increasingly necessary to delegate responsibility and to encourage men and women to exercise their initiative. This requires considerable tolerance. Those men and women, to whom we delegate authority and responsibility, if they are good people, are going to want to do their jobs in their own way.

"Mistakes will be made. But if a person is essentially right, the mistakes he or she makes are not as serious in the long run as the mistakes management will make if it undertakes to tell those in authority exactly how they must do their jobs.

"Management that is destructively critical when mistakes are made kills initiative. And it's essential that we have many people with initiative if we are to continue to grow."

-William McKnight, 3M Chairman, 1948
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The Myths of Innovation

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"It is only through enforced standardization of methods, enforced adoption of the best implements and working conditions, and enforced cooperation that this faster work can be assured. And the duty ...rests with management alone."

Management born from conservation

- Developed for factories, banks & railroads
- Profits fueled birth of American business schools (Harvard, Wharton, Vanderbilt, etc.)
- Managing creativity demands different philosophy

- Creative lifecycle of a corporation
  - Entrepreneur (high risk) -> Corporation (low risk)