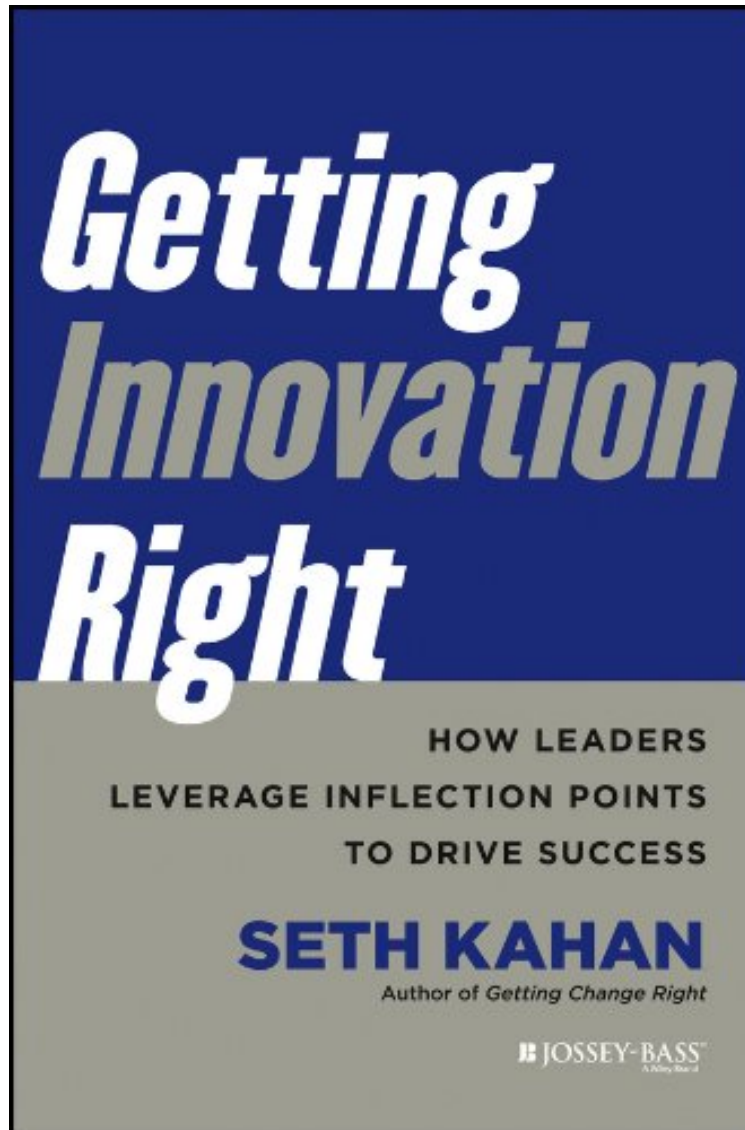


Getting Innovation Right: How Leaders Leverage Inflection Points to Drive Success

Seth Kahan

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Seth Kahan : Getting Innovation Right: How Leaders Leverage Inflection Points to Drive Success before purchasing it in order to gage whether or not it would be worth my time, and all praised Getting Innovation Right: How Leaders Leverage Inflection Points to Drive Success:

0 of 0 people found the following review helpful. Five StarsBy John B. SpenceGood solid book on innovation, lots of great ideas, a wonderful book to add to your library on innovation1 of 1 people found the following review helpful. Thoughtful and in-depth strategies to systematically innovateBy Andrew SobelSeth Kahan has produced a very

thorough, careful, and well-researched book on how anyone and any organization can innovate--and profit from their innovations. Kahan defines innovation as "The creation and successful delivery of new products and services." That is certainly the Holy Grail for many, and he does a great job at laying out a very thorough roadmap for how to do it. Getting Innovation Right is divided into seven main sections. Each covers an important aspect of innovation. They are:

ONE: Pursue inflection points: These are defined as "A decisive change in the status of your organization with respect to its success in the market" negative and positive. Various tactics are provided to capitalize on inflection points.

TWO: Build innovation capacity: These are the capabilities required to bring innovation into productive use. He also covers forces that jeopardize innovation, such as the pressure of daily ops.

THREE: Collect intelligence: You must do this in three areas: Customers, markets, organizational capabilities.

FOUR: Shift perspective: Here, you must challenge your old assumptions; examine your value chain; think like your competition; understand your weaknesses, and look to what Kahan calls creative deviants.

FIVE: Exploit disruption. For example: Be flexible, have a customer value mind-set, share success stories, respond rapidly, and so on.

SIX: Generate value.

SEVEN: Drive innovation uptake. This section focuses on strategies to get customers to buy your new products and services.

My only (and minor) criticism of Getting Innovation Right is this: The first five or six sections of the book are really on the mark and provide a wealth of strategies and tactics you can use immediately to innovate more effectively. The last section, while containing very good ideas, goes a little afield of the main topic of the book, which is innovation. Nonetheless, it's a question of too much good stuff rather than too little.

As an author and president of my own global firm, I look askance at overly-academic business books. Getting Innovation Right, however, is practical. Some books on growth strategies and innovation require such leaps of thinking and organizational capabilities that they are just not relevant for most businesses. This book is well written, full of real innovation case studies, and carefully thought out. An excellent read that I'd highly recommend to anyone concerned with developing and selling new products or services.

[...] 0 of 0 people found the following review helpful.

Innovation Is Intentional Evolution By Rod Collins

There's a familiar proverb in business circles: "What got you here today won't get you there tomorrow." When change happens, the best leaders understand the importance of recognizing dramatic market shifts and being able to do things differently to respond to new opportunities. With the sudden emergence of the accelerating rate of change spawned by the digital revolution, business leaders are becoming keenly aware that the survival of their companies may very well hinge on their ability to get innovation right.

Seth Kahan's latest book, *Getting Innovation Right: How Leaders Leverage Inflection Points to Drive Success*, is a practical guide for business leaders who, while recognizing that innovation is a strategic necessity, are not quite sure what innovation is or how they go about improving their capacity to use innovation to successfully manage at the pace of change. We live in a time of great change where a never-ending string of new technologies is radically transforming the familiar world of the past few decades. Kahan astutely observes, "As more advances roll out, there will be massive disruptions as industries struggle to build the infrastructure required to accommodate new technology." One of the consequences of this continual parade of disruptions is that business leaders suddenly find themselves in a new world with a completely different set of rules. If they want to succeed in this new world, they need to learn new ways of thinking and acting. That's why innovation is so important today.

Kahan defines innovation as "intentional evolution." Successful leaders in fast-changing times don't chase reality; they get in step with the pace of change, look for the dramatic shifts in the market--Kahan calls these "inflection points"--and position their companies to gain a powerful competitive advantage through timely adaptation to fast-changing markets. Kahan warns that, if companies fail to develop the ability to detect inflection points, they may suddenly find themselves "out of the game entirely." Kahan cautions that a strategy of intentional evolution is not easy because "innovation is bound to run at cross purposes with operational pressures." Unless business leaders maintain a clear focus and make innovation a true priority, the pressures of the urgent will always trump the development of the important. A powerful positive consequence of intentional evolution is the creation of new ways of operating. Unless there is a balance of the important and the urgent, the old ways of operating never change.

When business leaders make a choice for intentional evolution, Kahan advises them to begin by accepting the uncomfortable reality that their beliefs don't matter. That's because their ways of thinking were shaped in a world that is rapidly fading away. If leaders want to recognize inflection points and shift perspective, Kahan urges them to begin by listening to their employees, partners, and customers. That's because, in fast-changing times, the most important information is more likely on the fringe than in the C-Suite.

Getting innovation right is about aligning the company around the mission of creating value for its customers. Kahan insightfully observes, "The judgment of value takes place in the mind of the buyer, nowhere else." As business leaders reach out to their employees and suppliers as a way to better understand what's most important to their customers, Kahan counsels them not to confuse "customer service" with "customer experience." The focus of customer service is about fixing problems with existing products, whereas understanding the customer experience is about knowing how customers use products to improve their lives. Market shifts and new opportunities are more likely to be gleaned from better ways to improve people's lives than from fixing existing products. Kahan notes, "So few companies take customer experience seriously that the ones that do have an enormous advantage." If you are a business leader and you need to get innovation right, this book will provide you with an enormous advantage.

Real-world strategies for uncovering potential and capitalizing on opportunity Innovation is worth little unless it generates lasting success, and gaining measurable results from new ideas requires more than creative risk-taking. Successful innovation demands a tactical approach, and *Getting Innovation Right* reveals how your company can secure real traction and growth in the marketplace. With Seth Kahan's outcome-based approach, based on his experience leading innovation initiatives at a diverse range of organizations, you will identify the inflection points that generate market opportunities for your company and leverage the best techniques for securing a foothold in a lucrative new space. Offers a framework of 7 key activities for results-driven innovation, from intelligence-gathering through execution Goes beyond abstract advice to offer hands-on approaches that are relevant and applicable in any organization The companion and follow-up to Seth Kahan's bestselling first book, *Getting Change Right* and *FastCompany.com* blog *Leading Change Grounded* in market-based reality, *Getting Innovation Right* is an indispensable resource for leaders looking to drive results and move in fresh directions.

.com Q A with Seth Kahan, author of *Getting Innovation Right* Seth Kahan