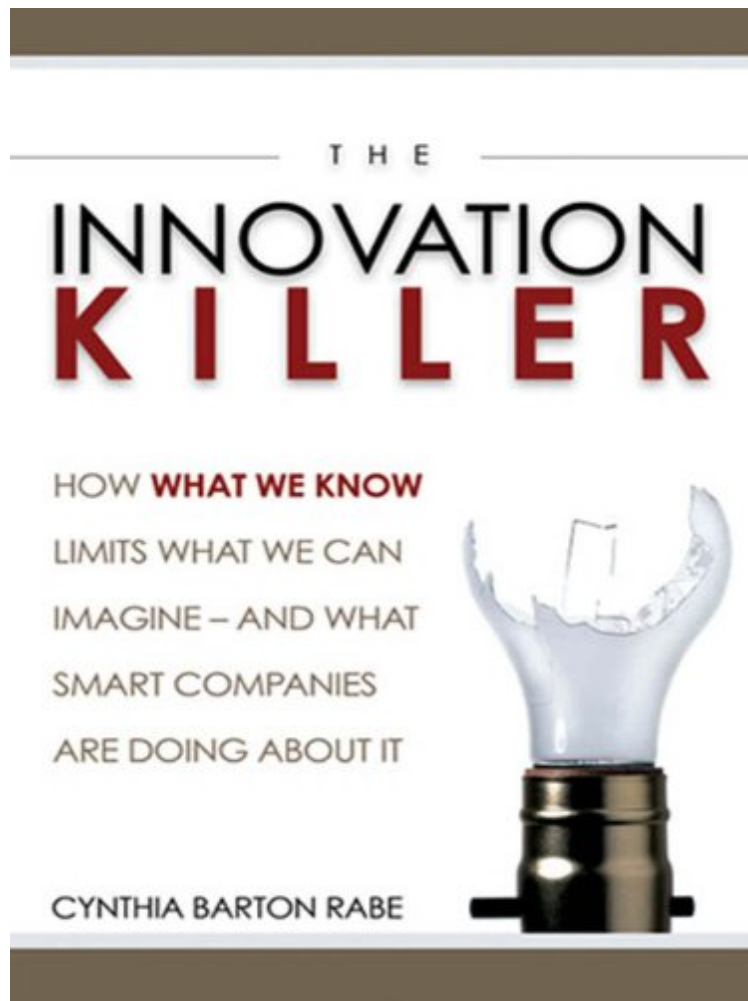


[Read download] The Innovation Killer: How What We Know Limits What We Can Imagine -- and What Smart Companies Are Doing About It

The Innovation Killer: How What We Know Limits What We Can Imagine -- and What Smart Companies Are Doing About It

Cynthia BARTON RABE

audiobook / *ebooks / Download PDF / ePub / DOC



DOWNLOAD



READ ONLINE

#611348 in eBooks 2006-07-17 2006-07-17 File Name: B0058243QW | File size: 71.Mb

Cynthia BARTON RABE : The Innovation Killer: How What We Know Limits What We Can Imagine -- and What Smart Companies Are Doing About It before purchasing it in order to gage whether or not it would be worth my time, and all praised The Innovation Killer: How What We Know Limits What We Can Imagine -- and What Smart Companies Are Doing About It:

0 of 0 people found the following review helpful. Don't ignore the Zero Gravity ThinkerBy Jorge BarbaThis is one best "least talked about" books about innovation. Best because it focuses on the topic that creates innovation: multidisciplinary environment. There are many companies that follow the basics, they create diverse teams, they encourage dissent and accept that mistakes will be made. Yet, expert think and group think are not kept at bay. When this happens, it is easy to blame the process. But processes will not keep human nature at bay. For that you need an

outside perspective, a zero gravity thinker. The power of the outsider is rarely used as a weapon against entropy. Here's a book that shows you how to do it. 6 of 6 people found the following review helpful. How to overcome GroupThink and ExpertThink By Robert Morris Rabe defines innovation as "an application of an idea that results in a valuable improvement." Her definition emphasizes that the ability to think innovatively should be a goal for every function in an organization - not just the new product or technology team. As she correctly observes, there is a process by which ideas become reality in most organizations. "First there is typically a challenge or opportunity to be addressed. Then someone comes up with an idea for addressing it. A stage of development or fine-tuning typically follows (this can be very short or, in the case of some product or technology innovations, very long) in order to apply the idea. The final result? An innovation." One of her most interesting - and most valuable - concepts is of what she calls "Zero-Gravity Thinkers." The title of her book refers to the most common barriers to innovation: practitioners of GroupThink ("the strongest force on earth") and ExpertThink ("GroupThink on steroids"). They establish and then vigorously defend all manner of "filters" to diminish if not "kill" any perceived threats to the status quo. Rabe concedes that Zero-Gravity Thinkers aren't a "magic solution" to such barriers because "there is no cure-all for a stuck-in-the mud organization." However, they are a high-value tool when recognizing and then responding effectively to the aforementioned "filters." Of special interest to many readers is what Rabe has to say about the leadership required when "going where no one has gone before." She does not limit her attention to leadership at the senior-management level. On the contrary, she convincingly explains why innovation leadership must be present at all levels and throughout all areas of an organization. Moreover, given the well-entrenched and highly-efficient "filters," the nature of the leadership required must itself be innovative. It must take into full account, for example, the perils of challenging traditional chains of authority and channels of communication. This is precisely what Jim O'Toole has in mind when discussing (in *Leading Change*) what he characterizes as "the ideology of comfort and the tyranny of custom." The power of GroupThink and ExpertThink must never be under-estimated. When necessary, effective leaders of innovation initiatives are courageous enough to ignore convention and act on their own intuition and rational arguments of those outside the given organization. Also, they are prudent but not risk-averse. They never state or even imply that innovative thinking is acceptable only without the possibility of failure. What Rabe offers in this volume is a rigorous and thorough examination of who and what can "kill" innovation...and offers practical advice as to how to respond effectively and productively when opposed by them. 5 of 5 people found the following review helpful. A good book for those commit to innovate! By ServantofGod The author, an innovation and strategy consultant, promoted in this book her concept of bringing in Zero Gravity Thinkers (outsiders with "psychological distance" from the team, "renaissance tendencies" (broad interests and capabilities) and "related expertise") to stimulate innovation by disrupting GroupThink (tendency to make decisions like the people with whom we work most closely) and ExpertThink (tendency to go along with the tried and true methods of experts). Frankly, I like very much her detailed elaboration and good choice of cases (esp the Naked Emperor and the Bluetooth). However, I doubt whether those companies in need of innovation the most could accept this concept and undertake the change. Quote from JC Penny, "The theory is splendid, but until put into practice is it valueless." Anyway, this is a good book for those who commit to innovate. Recommended! p.s. Below please find some of my favorite quotes in the book for your reference:-

Insanity in individuals is something rare - but in groups, parties, nations, and epochs, it is the rule. Friedrich Nietzsche pg 23

Alfred Sloan, who ran GM from 1923 to 1956, was onto something when he said at a meeting, "Gentlemen, I take it that we are all in complete agreement on the decision here. Then I propose that we postpone further discussion...to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about." pg 39

The world hates change, yet it is the only thing that has brought progress. - C.F. Kettering pg 143

The first and greatest victory is to conquer yourself; to be conquered by yourself is of all things most shameful and vile. - Plato pg 157

"Knowledge is good," preaches the inscription under the statue of college founder Emil Faber in the film *Animal House*. But as valid as that declamation may be at a university, in the corporate world what passes for knowledge can be a killer. Companies and teams rely on "what we know" and "the way we do things here" to speed decision making and maintain a sense of order. But progress demands change, risk taking, and occasionally, revolution. Processes must be overhauled, assumptions challenged, taboos broken. But how do you do it? Who among the group will take responsibility for a brand new initiative or unorthodox decision? Who will be willing to stand up and say, in essence, that the emperor has no clothes? As much as we laud the concept of "thinking outside of the box," most of us think it's a lot safer to stay inside. It's time to call in a "zero-gravity thinker" who is not weighed down by the twin innovation killers -- GroupThink and its close cousin, ExpertThink. Such outsiders are in plentiful supply, whether from the department down the hall, the branch office, a consulting firm or even another company. Unburdened by all the nagging issues that plague even very effective groups, the outsider will know new ways around a problem, identify possibilities where none seemed to exist, and spot potential problems before they spin out of control. According to *The Innovation Killer*, the right zero gravity thinker will ideally possess the following traits:

Psychological distance: the most important tool of the impartial observer, it enables him or her to maintain an open

mind. Renaissance tendencies: a wide range of interests, experiences, and influences more readily inspires innovative approaches. Related expertise: strength in a relevant area may lead to "intersection points" at which solutions are often found. The book helps identify when and why you should call in a collaborator, where to find one, and how you and your team can start working with him or her. There are also strategies for turning yourself into a zero-gravity thinker when it's simply not practical to bring in a true outsider. Knowledge is good, except when it trumps real innovation. Whether your team is too focused on the forest or can't see past the trees, this book will help you add the perspective you need to make the great decisions that will move your company forward.

..it maybe time to make use of the ideas that Cynthia Barton Rabe proposes in the bestbook of the bunch" -- The New York Times ""The Innovation Killer challenges the reader to consider the power of non-expert thinking as a catalyst for innovation. Cindy Rabe's smart approach to disrupting the "group thinking" that stifles creativity and derails innovative solutions is both practical and intriguing. Bright, fun, and startlingly pragmatic -- a great read for any leader who is struggling to move a team or project to a higher-level result." -- Nancy Hickey, Senior Vice President, Chief Administrative Officer, Steelcase, Inc. ""This book is a very timely reminder that it's often outsiders that drive innovation and change. Radical ideas usually start in the minds of mavericks, outcasts and eccentrics long before they are accepted by the mainstream. Anyone who has the courage and the foresight to invite these people inside their organization will live with neither failure nor regret." -- Richard Watson, CEO, Global Innovation Network, and Fast Company Innovation Columnist. ""Innovation for the rest of us. Rabe outlines the path to breakthrough innovation in simple, human terms." -- Bob Marchant, President/CEO, Modo, Inc. ""For anyone interested in innovation this book is essential reading because it addresses what others do not, the natural tendency to kill new and different ideas, and provides guidance on what can be done about it." -- Peter Lawrence, Chairman, Corporate Design Foundation ""Cindy Rabe courageously describes the elusive ingredients for innovation, a prized asset of business and society. She blends academic discovery, case studies, sage wisdom, and street smarts into a refreshingly helpful resource. This book will serve as a powerful catalyst if organizational leaders are ready to find and embrace innovation." -- Ron D. Arp, Senior Vice President, Corporate Communications, Nautilus, Inc." About the AuthorCindy was an Innovation Strategist for Intel Corporation until early 2006 when she founded Zero-G, LLC, an innovation and insight-stimulation firm. She has 20 years of experience in senior business and marketing management roles for consumer product and technology companies including Intel, Ralston Purina Company, and Eveready Battery Company.