First, you need to know your risk-taking style, so ask yourself and answer the following questions:

1. Assess your risk-taking style.
• How do you determine when is the optimal time to take risk?
• How do you accelerate your knowledge on the risk you are about to take?
• What do you gain or lose with a single decision?
• When do you give up on an idea you have been pursuing?
• Whom do you find to mentor you on the bigger risk-taking?

2. Know your people (including directors, shareholders, and executive leadership team).
• Who's a risk-taker, and who is risk-averse?
• In general, where does each person fall on the Risk Continuum— more toward behaviors that are static on one side or chaotic on the other, or something in between? Regarding the actions of others, when do they lean toward control? When do they allow for more freedom?
• What special skills and interests do your employees have? Are they hobbyists with a special skill? What are they passionate about? Which have you not utilized in the business?
• Do you allow everyone the opportunity to be innovative? If so, how?

3. Know your processes.
• Do you have a formal innovation process in place that includes the whole organization, such as improvisational innovation (refer to the Improvisational Innovation chapter)?
• What structures are in place to encourage and reward idea development?
• How do you green light ideas?
• Under what circumstances might your managers kill ideas?
• How do you get ideas from your less outgoing people?
• How do you catalog ideas and their results?

The Subtraction Technique

Definition: The elimination of an essential component, rather than the addition of new systems and functions.

Steps:

1. Start with an existing situation (product, process, service, etc.).

2. Make a list of the internal components (generally, the things attached or directly part of the product, process, or service). Example: the door of a refrigerator is an internal component. The food inside the refrigerator is an external component because the manufacturer can't control what is put inside.

3. Eliminate a component, preferably an essential one.

4. Visualize and define the virtual product.

5. Ask questions, in this exact order:

- Should we do it?

- Is there a target audience who would benefit? In what situations?

- If (and only if) there are potential benefits, can we do it?

- Do we have the ability to deliver these benefits? How would it work?

6. With Subtraction, you can consider replacing the subtracted component from any other component in the immediate vicinity (within the closed world). Repeat step 5.

7. Modify and make adaptations of the concept to improve it.

The Division Technique

Definition: Dividing a product and/or one of its components either physically or functionally, then rearranging it back into the system.

Steps:

1. Start with an existing situation (product, process, service, etc.).

2. Make a list of the internal components (generally, the things attached or directly part of the product, process, or service). Example: the door of a refrigerator is an internal component. The food inside the refrigerator is an external component because the manufacturer can't control what is put inside.

3. Divide a component or product in one of three ways:

- Functionally (take the component's function and rearrange it to appear in a different location or different time)

- Physically (cut the product or component along any physical line and rearrange it)

- Preserving (divide the product or service into smaller pieces, with each piece still possessing all the characteristics of the whole)

4. Visualize and define the virtual product.

5. Ask two questions, in this exact order:

- Should we do it?

- Is there a target audience who would benefit? In what situations?

- If (and only if) there are potential benefits, can we do it?

- Do we have the ability to deliver these benefits? How would it work?

6. Modify and make adaptations of the concept to improve it.

The Multiplication Technique

Definition: Copying an already-existing element in the product or service, but changing it in some counterintuitive way.

Steps:

1. Start with an existing situation (product, process, service, etc.).

2. Make a list of the internal components (generally, the things attached or directly part of the product, process, or service). Example: the door of a refrigerator is an internal component. The food inside the refrigerator is an external component because the manufacturer can't control what is put inside.

3. Select one component and copy it, but change the copy in some counterintuitive way.

4. Visualize and define the virtual product.

5. Ask questions, in this exact order:

- Should we do it?

- Is there a target audience who would benefit? In what situations?

- If (and only if) there are potential benefits, can we do it?

- Do we have the ability to deliver these benefits? How would it work?

6. Modify and make adaptations of the concept to improve it.

Exercise File - Table for Multiplication Example

Component	Attributes	Ideas
Compressor	size location type of compressor function	
Door	size shape location material function	
Door Handle	size shape location material function	
Shelves	size shape location material function	
Drawers	size shape location material function	
Ice Maker	size type of ice location function	
Light Bulb	size shape location brightness function	
Temperature Control	location sensitivity function	

The Task-Unification Technique

Definition: The assignment of additional tasks to an existing resource. That resource can be a component of a product or service.

Steps:

1. Start with an existing situation (product, process, service, etc.).

2. Make a list of the internal components (generally, the things attached or directly part of the product, process, or service) and external components (those in the immediate vicinity - within the closed world).

3. Select a component and assign it an additional job (taking the function of another component or a completely new task).

4. Visualize and define the virtual product.

5. Ask questions, in this exact order:

- Should we do it?

- Is there a target audience who would benefit? In what situations?

- If (and only if) there are potential benefits, can we do it?

- Do we have the ability to deliver these benefits? How would it work?

6. Modify and make adaptations of the concept to improve it.

	A	B	C	D	E	F	G	H
1								
2		Calories	Portion Size	Quality of Food	Resist Bad Food	Balance	Timing	Monitor Progress
3	Compressor							
4	Door							
5	Door Handle							
6	Shelves							
7	Drawers							
8	Ice Maker							
9	Light Bulb							
10	Temperature Control							

The Attribute Dependency Technique

Definition: The creation or removal of dependencies between existing product properties.

Steps:

1. Start with an existing situation (product, process, service, etc.).

2. Make a list of the internal attributes (characteristics of the product, process, or service) and external attributes (characteristics of the things in the environment right around the product, process, or service).

3. Create a two-dimensional matrix that pairs up attributes as follows: (List internal and external attributes down the rows of the matrix. List internal attributes only across the columns.)

- Internal with other internal attributes

- Internal with external attributes

4. Select a cell. Does a dependency exist between the two attributes, given the way the product works today? If so, imagine breaking it. If not, create one.

5. Visualize and define the virtual product.

6. Ask questions, in this exact order:

- Should we do it?

- Is there a target audience who would benefit? In what situations?

- If (and only if) there are potential benefits, can we do it?

- Do we have the ability to vdeliver these benefits? How would it work?

7. Modify and make adaptations of the concept to improve it.

	A	B	C	D	E	F	G	H	I	J
1		capacity	shape	weight	color	shelves	compartments	doors	temperature	brand
2	capacity	X	X	X	X	X	X	X	X	X
3	shape		X	X	X	X	X	X	X	X
4	weight			X	X	X	X	X	X	X
5	color				X	X	X	X	X	X
6	function of shelves					X	X	X	X	X
7	type of compartments						X	X	X	X
8	number of doors							X	X	X
9	temperature								X	X
10	brand									X
11	types of foods									
12	amount of foods									
13	family food preferences									
14	location in the kitchen									
15	time									
16	price									
17										
18										
19			External Component							
20			Internal Component							

Starting an Innovation Pilot Program

1. Make the case.

   • Explain what new threats or opportunities are upcoming that require the need for innovation thinking. What has changed in the market or the company?

2. Build the base.

   • Invite colleagues in other departments to collaborate in the pilot, including contributing to the cost.

3. Select the methods.

   • Decide what specific methods or techniques will be used. Where have they been used before, and why do you think they will work here?

4. Choose a consultant. Focus on one of four specialists (the I.D.E.A. model):

   • Invention (they help you generate the idea)

   • Design (they help you with aesthetics and usability for the concept)

   • Engineering (they help you make the concept work)

   • Actualization (they help you put the concept in the market)

5. Recruit the team.

   • Cross-functional and diverse

   • 12 to 16 participants, fully committed to the time requirements

6. Measure and share.

- Define metrics. How will you know if you succeeded?

- Did the method work? Would you recommend it to your colleagues?

- Let others visualize the results through simple prototypes and storyboards of the best concepts.

7. Build Muscle.

- Continue to train others with methods found to be successful.

Creativity and Performance Graph

High Creativity

Low Performance

High Performance
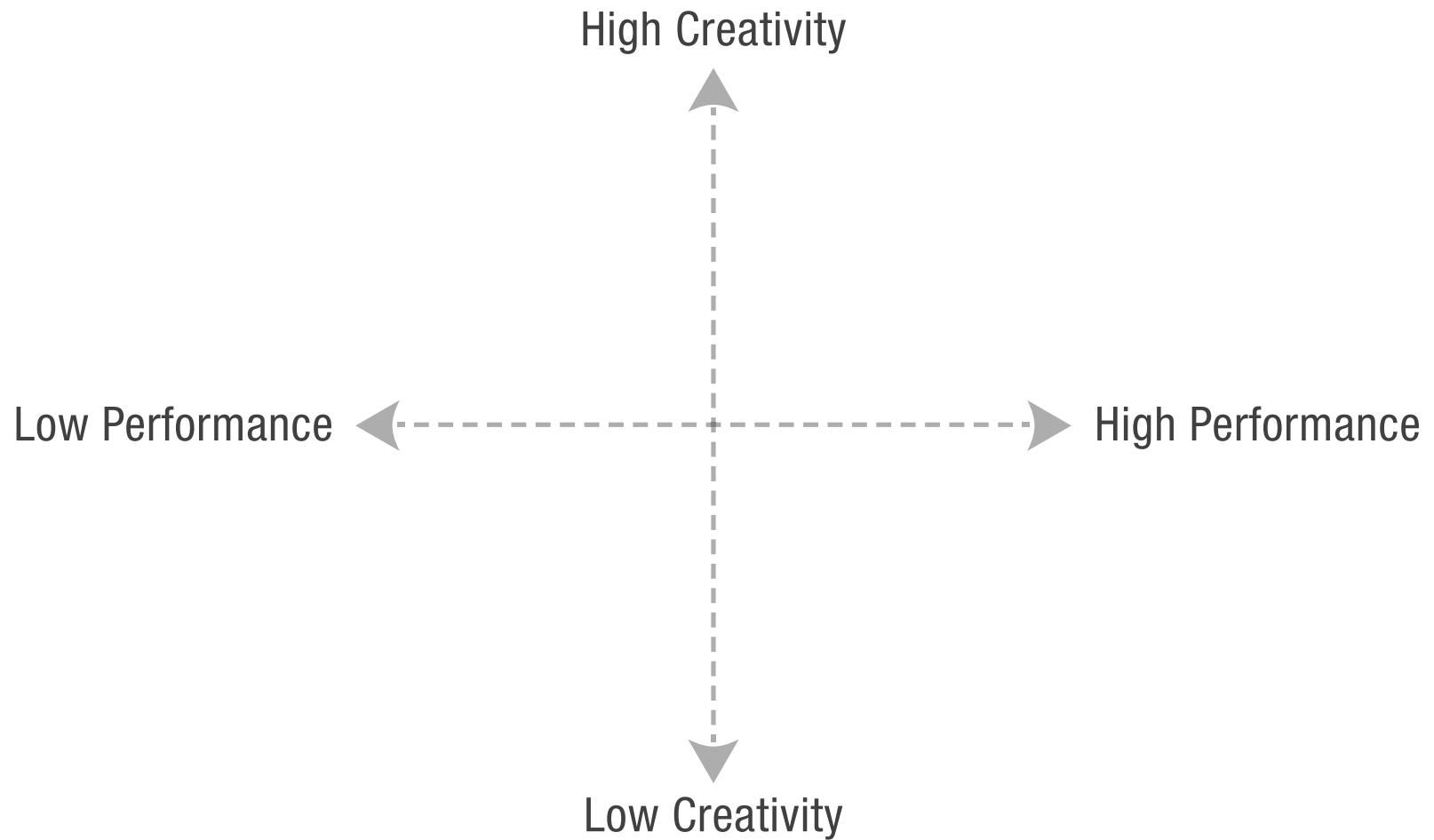
Low Creativity

Company Worksheet

	IKEA	Coke	Your Organization
What do customers like?			
What do they do well?			
What makes them different?			
Are they improving?			

Six Disciplines of Creativity

1. Mastery and deep discipline expertise

2. Reach outside of the discipline for ideas

3. Disciplined process to create new products or services

4. Entrepreneurial and creative leaders who can create and execute a vision

5. Discipline of place and space

6. A strong culture

Creative Thinking & Problem Solving

1

2

3

4

5

6
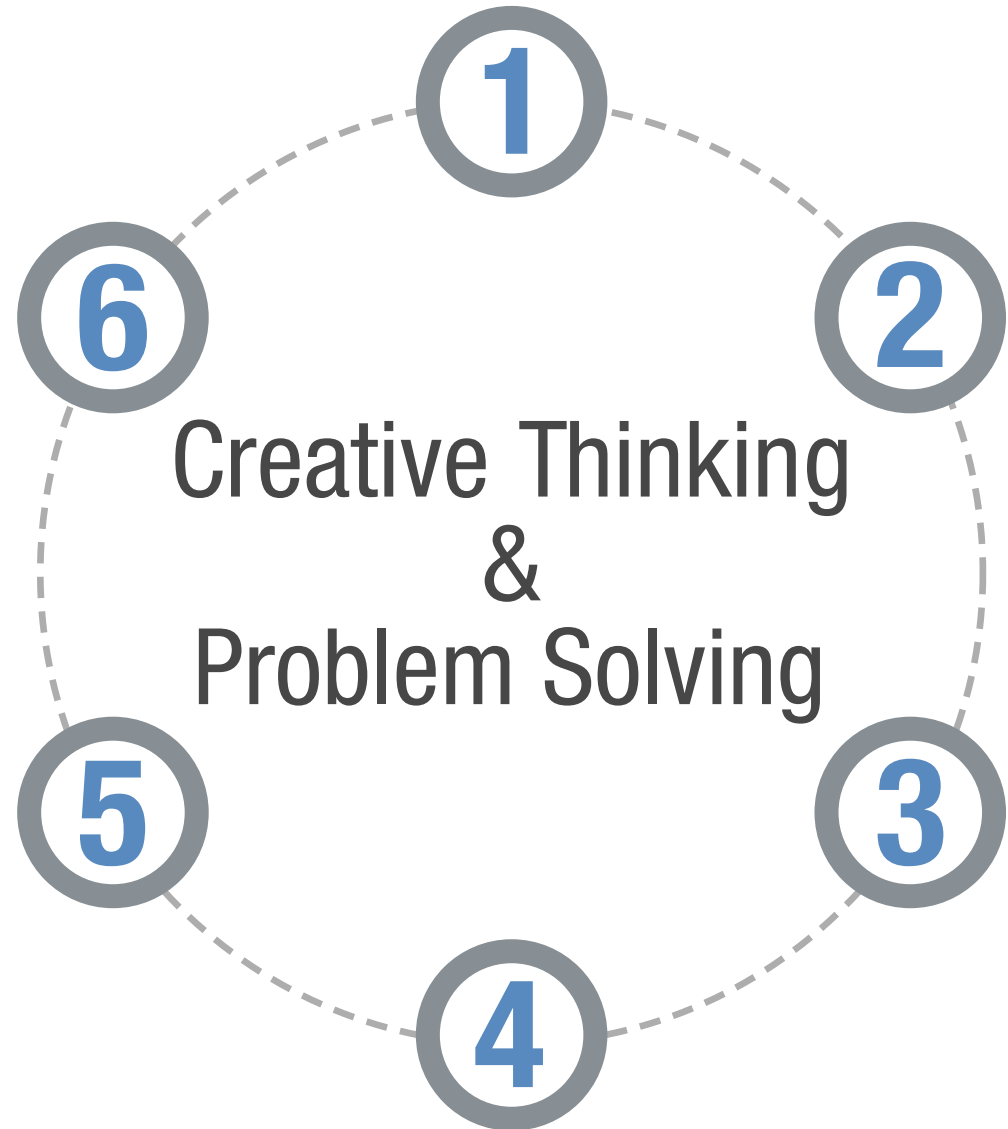
The Positive, Negative, Interesting Technique

Write down one comment about the idea that is **positive**:

Write down one comment about the idea that is **negative**:

Write down one comment about the idea that is neither positive, nor negative, but **interesting**:

Short-Term Rut Busters

Become a Pattern Hunter

Short-term ruts are born from routine so bust those recurring behaviors.

Solve Something New

Find a new problem to solve even if that problem is completely made up.

Flipping the Page

If your output is suffering, check your input.

Get Handy

Studies have shown that the mind is more engaged when the hands are active so make something.

Get Out

Leave small spaces in your daily calendar for small, new experiences.

Become a Game Maker

Make play a natural part of your creative process.

Mid-Term Rut Busters

Become a Student

Take a class in a fringe subject.

Get Lost in a Passion Project

Take on a side project for love, not for money.

Turbocharge Your Current Travel

Plan and complete creative challenges during business travel opportunities.

Improvise

Take a comedy improv workshop.

Tap the Crowd

Hit up industry conferences and local talks.

Get a Posse

Build your own creative support group.

Long-Term Rut Busters

Get Moving
Start or change an exercise routine.

Unplug
Put away the digital distractions.

Restructure
Change where you are spending your time and energy.

Do Something Difficult
Take on a big task and stay the course.

Plan and Take a Creative Vacation
Don't just unwind; recharge.

Find Your Wisdom Bearer
Someone you know has more answers than you do.

Critical Questions to Ask Before Taking Action

- How big is the impact of the decision? Can I break it into smaller decisions?

- How irrevocable is the decision?

- What is the cost of being wrong? What is the value of being right?

- How long do I have to make a decision?

- What is the cost of waiting? What is the value of acting now?

- What are my personal biases that might affect the decision?

- How do I mitigate those biases to make clearer decisions?

- Who do I need to involve and how do I need to involve them?

- Who needs to know I made a decision? How should I inform them?