

# Discussion of Article and Books

- Article – McDonough et al's *Integrating Innovation Style and Knowledge into Strategy*
- Book – Kelley's *The Ten Faces of Innovation*

McDonough et al's  
2008

# Integrating Innovation Style and Knowledge into Strategy

Tom Kelley  
2005

# The Ten Faces of Innovation

# About the Author

- Tom Kelley is the general manager of IDEO and the author of this and another book (*The Art of Innovation*).
- IDEO) is an award-winning global design firm that takes a human-centered approach to helping organizations in the public and private sectors innovate and grow.
  - IDEO identifies new ways to serve and support people by uncovering latent needs, behaviors, and desires.
  - IDEO envisions new companies and brands and design the products, services, spaces, and interactive experiences that bring them to life.
  - IDEO helps organizations build creative culture and the internal systems required to sustain innovation and launch new ventures.

# The Human Touch

- This book is about the individuals and teams that fuel innovation inside organizations.
- All good working definitions of innovation pair ideas with action, the spark with the fire.
- Only when you act, when you implement, do you truly innovate.
- Ideas. Action. Implementation. Gain. Profit. These are all good words, of course, but there still one piece left out. ***People.***

# The Ten Personas *of an Innovative Team*

- **The Learning Personas**
  - The Anthropologist
  - The Experimenter
  - The Cross-Pollinator
- **The Organizing Personas**
  - The Hurdler
  - The Collaborator
  - The Director
- **The Building Personas**
  - The Experience Architect
  - The Set Designer
  - The Caregiver
  - The Storyteller

# The Learning Personas

- The three Learning Personas are driven to constantly gather new sources of information in order to expand the organization's knowledge.
- They help to keep your team from becoming too internally focuses and remind the organization to not be so smug about what it "knows."

# The Learning Personas

## *The Anthropologist*

- The **Anthropologist** brings new learning and insights into the organization by observing human behavior and developing a deep understanding of how people interact physically and emotionally with products, services, and spaces.
- For example, when an IDEO person stays for 48 hours in the hospital room of an elderly woman before and after surgery, the person is acting as an anthropologist and helping to design new health care services for a client.



# The Learning Personas

## *The Experimenter*

- The **Experimenter** prototypes new ideas continuously, learning by a process of enlightened trial and error.
- The Experimenter takes calculated risks to achieve success through a state of “experimentation as implementation.”

# The Learning Personas

## *The Cross-Pollinator*

- The **Cross-Pollinator** explores other industries and cultures, then translates those findings and revelations to fit the unique needs of their organization.
- For example, when a business person travels to another geographic area to see its products and sales methods, that person may bring back some new ideas to their own organization.
  - This is a typical motivation for attending conferences and trade shows.

# The Organizing Personas

- The three Organizing Personas are played by individuals who are savvy about the often counterintuitive process of how organizations move ideas forward.
- We used to believe that ideas should speak for themselves, but now we understand that even the best ideas must continuously compete for time, attention, and resources.

# The Organizing Personas

## *The Hurdler and the Collaborator*

- The **Hurdler** knows the path to innovation is strewn with obstacles and develops a knack for overcoming or outsmarting those roadblocks.
- The **Collaborator** helps bring eclectic groups together, and often leads the meetings to help them create new combinations and solutions.

# The Organizing Personas

## *The Director*

- The **Director** not only gather together a talented cast and crew, but also helps to spark their creative talents.
- There are five traits of successful directors:
  - They give center stage to others
  - They love finding new projects
  - They rise to tough challenges
  - They shoot for the moon, i.e., pursue bold actions
  - They wield a large toolbox, i.e., they solve problems using many methods.

# The Building Personas

- The four remaining personas are *building* roles that apply insights from the *learning* roles and channel the empowerment from the *organizing* roles to make innovation happen.
- People in these roles are highly visible, so you will often find them right at the heart of the action.

# The Building Personas

## *The Experience Architect*

- The **Experience Architect** designs compelling experiences that go beyond mere functionality to connect on a deeper level with customers' latent or expressed needs.
  - When an pizza shop turns the preparation of its products into a fun, dramatic performance, it is designing a successful new customer experience.

# The Building Personas

## *The Set Designer*

- The **Set Designer** creates a stage on which innovation team members can do their best work, transforming physical environments into power tools to influence behavior and attitude.
- In other words, the Set Designer organizes the work space of creative teams so that the space enhances their ability to create.



# The Building Personas

## *The Caregiver*

- The **Caregiver** builds on the metaphor of the health care provider to deliver customer care in a manner that goes beyond mere service.
- Good Caregivers anticipate customer needs and are ready to look after them.
- For example, a Manhattan wine shop teaches its customer how to enjoy the pleasures of wine without ever talking down to them.

# The Building Personas

## *The Storyteller*

- The **Storyteller** builds both internal morale and external awareness through compelling narratives that communicate a fundamental human value or reinforce a specific cultural trait.
- For example, Starbucks supplements its products with stories of the growing, transporting, and roasting of its coffee beans as well as of the unique preparation of its specialized products.