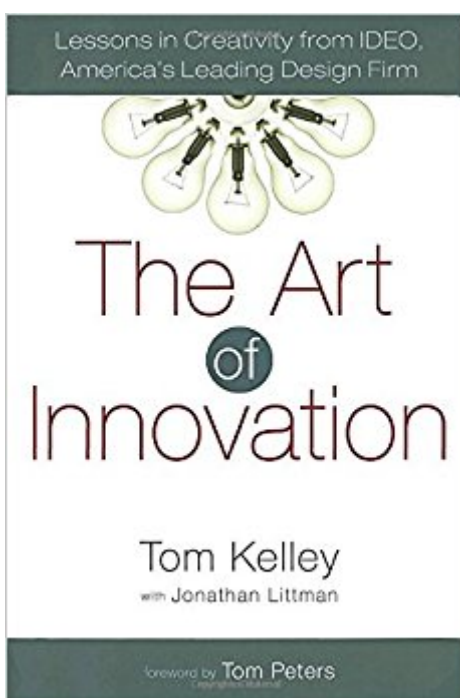


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The Art Of Innovation: Lessons In Creativity From IDEO, America's Leading Design Firm



Synopsis

IDEO, the widely admired, award-winning design and development firm that brought the world the Apple mouse, Polaroid's I-Zone instant camera, the Palm V, and hundreds of other cutting-edge products and services, reveals its secrets for fostering a culture and process of continuous innovation. There isn't a business in America that doesn't want to be more creative in its thinking, products, and processes. At many companies, being first with a concept and first to market are critical just to survive. In *The Art of Innovation*, Tom Kelley, general manager of the Silicon Valley based design firm IDEO, takes readers behind the scenes of this wildly imaginative and energized company to reveal the strategies and secrets it uses to turn out hit after hit. IDEO doesn't buy into the myth of the lone genius working away in isolation, waiting for great ideas to strike. Kelley believes everyone can be creative, and the goal at his firm is to tap into that wellspring of creativity in order to make innovation a way of life. How does it do that? IDEO fosters an atmosphere conducive to freely expressing ideas, breaking the rules, and freeing people to design their own work environments. IDEO's focus on teamwork generates countless breakthroughs, fueled by the constant give-and-take among people ready to share ideas and reap the benefits of the group process. IDEO has created an intense, quick-turnaround, brainstorm-and-build process dubbed "the Deep Dive." In entertaining anecdotes, Kelley illustrates some of his firm's own successes (and joyful failures), as well as pioneering efforts at other leading companies. The book reveals how teams research and immerse themselves in every possible aspect of a new product or service, examining it from the perspective of clients, consumers, and other critical audiences. Kelley takes the reader through the IDEO problem-solving method:

- > Carefully observing the behavior or "anthropology" of the people who will be using a product or service
- > Brainstorming with high-energy sessions focused on tangible results
- > Quickly prototyping ideas and designs at every step of the way
- > Cross-pollinating to find solutions from other fields
- > Taking risks, and failing your way to success
- > Building a "Greenhouse" for innovation

IDEO has won more awards in the last ten years than any other firm of its kind, and a full half-hour Nightline presentation of its creative process received one of the show's highest ratings. *The Art of Innovation* will provide business leaders with the insights and tools they need to make their companies the leading-edge, top-rated stars of their industries.

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Customer Reviews

IDEO, the world's leading design firm, is the brain trust that's behind some of the more brilliant innovations of the past 20 years--from the Apple mouse, the Polaroid i-Zone instant camera, and the Palm V to the "fat" toothbrush for kids and a self-sealing water bottle for dirt bikers. Not surprisingly, companies all over the world have long wondered what they could learn from IDEO, to come up with better ideas for their own products, services, and operations. In this terrific book from IDEO general manager Tom Kelley (brother of founder David Kelley), IDEO finally delivers--but thankfully not in the step-by-step, flow-chart-filled "process speak" of most how-you-can-do-what-we-do business books. Sure, there are some good bulleted lists to be found here--such as the secrets of successful brainstorming, the qualities of "hot teams," and, toward the end, 10 key ingredients for "How to Create Great Products and Services," including "One Click Is Better Than Two" (the simpler, the better) and "Goof Proof" (no bugs). But *The Art of Innovation* really teaches indirectly (not to mention enlightens and entertains) by telling great stories--mainly, of how the best ideas for creating or improving products or processes come not from laboriously organized focus groups, but from keen observations of how regular people work and play on a daily basis. On nearly every page, we learn the backstories of some now-well-established consumer goods, from recent inventions like the Palm Pilot and the in-car beverage holder to things we nearly take for granted--like Ivory soap (created when a P&G worker went to lunch without turning off his soap mixer, and returned to discover his batch overwhipped into 99.44 percent buoyancy) and Kleenex, which transcended its original purpose as a cosmetics remover when people started using the soft paper to wipe and blow their noses. Best of all, Kelley opens wide the doors to IDEO's vibrant, sometimes wacky office environment, and takes us on a vivid tour of how staffers tackle a design challenge: they start not

with their ideas of what a new product should offer, but with the existing gaps of need, convenience, and pleasure with which people live on a daily basis, and that IDEO should fill. (Hence, a one-piece children's fishing rod that spares fathers the embarrassment of not knowing how to teach their kids to fish, or Crest toothpaste tubes that don't "gunk up" at the mouth.) Granted, some of their ideas--like the crucial process of "prototyping," or incorporating dummy drafts of the actual product into the planning, to work out bugs as you go--lend themselves more easily to the making of actual things than to the more common organizational challenge of streamlining services or operations. But, if this big book of bright ideas doesn't get you thinking of how to build a better mousetrap for everything from your whole business process to your personal filing system, you probably deserve to be stuck with the mousetrap you already have. --Timothy Murphy

"Routine is the enemy of innovation," declares Kelley, general manager of IDEO, in this lively and practical guide to nurturing that elusive quality in all organizations. Dubbed "Innovation U." by Fortune and lauded as "the world's most celebrated design firm" by Fast Company, IDEO, through its work on over 3,000 new product programs, has developed a system for staying on the creative cutting edge while keeping clients happy. Kelley handily parses the components of this system--understanding the market, observing real-life users, brainstorming new concepts and developing and refining prototypes on a tight schedule to come up with a commercial product--with examples from the development of such pathbreaking products as the original Apple mouse and the Palm Pilot V. Kelley vividly conveys how "hot teams," assembled for specific projects with concrete goals and deadlines, are the foundation of IDEO's performance-based reputation. While he recognizes that not every organization is a hip design firm, Kelley believes that all organizations can gain an edge by innovating; among the successes he cites are , Igloo, Shoebox Greetings and Sephora. IDEO has learned and profited from maxims like "Fail often to succeed sooner." Many who previously feared change may answer his unpretentious call to "Start by following your customer journey, breaking it down into component elements, and asking yourself how you can deliver a better experience." Illustrations. (Feb.)Forecast: Featured in a half-hour segment of Nightline last year that ranked among the most popular aired on the show, IDEO's culture of innovation has received broad exposure. This well-written, well-organized and energizing guide will be a magnet for more attention, and could have a shot at business bestseller lists.Copyright 2001 Cahners Business Information, Inc.

As a new Kindle owner, I get excited whenever I run across a Kindle version of a book I have been

wanting to read. When I saw that this was available, I ordered it immediately, and began reading. This is especially timely for me, because my company has put together several "innovation teams" whose purpose is to review and recommend and implement changes to many aspects of the corporation. I was hoping to get a few ideas that I could pass along to the rest of my team. First of all, I have really enjoyed this book. True, there are a lot of high-level ideas and maybe not enough specifics, but a reader can't help but get a bit excited to read about an innovative operation such as IDEO's. I found myself remembering and longing for some better, more creative days in my employment past, and hoping for some truly innovative, exciting times in the future. That being said, my anal side gets a bit aggravated and distracted by the misspellings common to this and nearly all Kindle editions. It's not a deal-breaker, but it's sort of like that tiny rock in your shoe that just keeps moving around. Also, the photos at the beginning of each chapter didn't "translate" well to the Kindle. Most are dark, and some are almost unrecognizable and, consequently, do little to illustrate the text. I like having the book on my Kindle but, given another chance, I would probably buy the printed version.

I purchased this book after I watched Charlie Rose interview Tom Kelly on PBS. Because of some of the issues Mr. Kelly talked about, I decided to purchase the book. I must say that I am glad I did. I am still reading the book-almost done. I enjoy the simplicity of the stories and ideas raised in it. This book has no gimmicks to its approach. It is practical, honest in dealing with difficult projects, and clear in its explanation. Above all, I find it very engaging without boring one with unnecessary details.

Nice read that gives a good bird's eye view of how IDEO operate. Must of it lend itself to the company's culture. A good next edition to this book would be what aspects can be adopted to small startups since the environment and resources available would not be as big as IDEO.

Loved the book and its key insights on innovation and development of creativity. Highly recommend for those thinking about designing for innovation

A great collection of innovation strategies that can be applied by anyone working in any field. Presented in a fun, readable fashion, the author pulls you through example after example illustrating the points he's making. Short chapters and shorter subsections make it an easy book to pick up and read a few pages of at a time. If you're serious about wanting to learn how to form an innovative

organization, this should be the first book you pick up.

Better than talking about methodologies or recipes to be innovative, this book shows how to create an in notice culture at a company independent of the industry. I loved it and strongly recommend it to anyone interested in innovation.

I found this while reading materials for my design class at Penn State. Tom and IDEO are well known in the design world, and anyone will find this book interesting and full of stories and observations. I was lucky enough to find a good, used copy, and when I opened the front pages, I found that it was autographed by Tom Kelley.

It brings good examples but it's insubstantial

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