



# The Ten Faces of Innovation: IDEO's Strategies for Beating the Devil's Advocate and Driving Creativity Throughout Your Organization

By Tom Kelley, Jonathan Littman

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**The author of the bestselling *The Art of Innovation* reveals the strategies IDEO, the world-famous design firm, uses to foster innovative thinking throughout an organization and overcome the naysayers who stifle creativity.**

The role of the devil's advocate is nearly universal in business today. It allows individuals to step outside themselves and raise questions and concerns that effectively kill new projects and ideas, while claiming no personal responsibility. Nothing is more potent in stifling innovation.

Over the years, IDEO has developed ten roles people can play in an organization to foster innovation and new ideas while offering an effective counter to naysayers. Among these approaches are the *Anthropologist*—the person who goes into the field to see how customers use and respond to products, to come up with new innovations; the *Cross-pollinator* who mixes and matches ideas, people, and technology to create new ideas that can drive growth; and the *Hurdler*, who instantly looks for ways to overcome the limits and challenges to any situation.

Filled with engaging stories of how Kraft, Procter and Gamble, Safeway and the Mayo Clinic have incorporated IDEO's thinking to transform the customer experience, *The Ten Faces of Innovation* is an extraordinary guide to nurturing and sustaining a culture of continuous innovation and renewal.

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## **Editorial Review**

From Publishers Weekly

Kelley's latest builds on *The Art of Innovation*, which celebrated the work culture that distinguishes his high-profile, award-winning industrial design firm, IDEO. This book covers much of the same territory, but focuses on the type of worker and team-building rather than the work environment. The authors define 10 personas, including Anthropologists, who contribute insights by observing human behavior; Experimenters, who try new things; Hurdlers, who surmount obstacles; Collaborators, who bring people together and get things done; and Caregivers, who anticipate and meet customer needs. Like its predecessor, the book is breezy and well written, with plenty of self-promotion. Kelley and Littman weave classic and recent stories of business innovation, such as 3M's Scotch tape, Volvo's three-point seatbelts and Netflix's mail-in DVDs, with IDEO's own success stories with clients ranging from the Boston Beer Company, for whom IDEO designed a new Sam Adams tap handle, to Organ Recovery Systems, for whom IDEO helped develop ways to expedite kidney transport. Aspiring business innovators and fans of *The Art of Innovation* may find further inspiration in this handbook. (Oct. 18)

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Review

### **Advance Praise for *The Ten Faces of Innovation***

"Essential reading for every single person in your organization--even the CEO should read it! Each page contains a nugget that's worth the price of the entire book. Wow."

—Seth Godin, author of *Purple Cow*

"A consensus is emerging that Innovation must become most every firm's 'Job One.' 'Hurdle One,' however, is a doozy: establishing a Culture of Innovation. IDEO thought leader Tom Kelley offers a thoroughly original and thoroughly tested approach to creating that 'culture of innovation.' Rigorously applying his 'Ten Faces' will get the innovation ball rolling ... fast. Bravo!"

— Tom Peters

### **Critical Acclaim for Tom Kelley's Previous National Bestseller *The Art of Innovation***

"Tom Kelley has unlocked the magic box of innovation for corporate America."

—Bruce Nussbaum, *BusinessWeek*

"In light of all the books on the market about creativity, it takes a certain amount of chutzpah to call your book *The Art of Innovation*. Yet Kelley makes a good case.... Practical, clearly written, and highly detailed."

—USA Today

"On nearly every page, the story of some upstart invention is recounted in patter that's as good as a skilled magician's.... Almost like visiting an IDEO workshop in person."

—Wired

From the Inside Flap

"We've all been there. The pivotal meeting where you push forward a new idea or proposal you're passionate

about. A fast-paced discussion leads to an upwelling of support that seems about to reach critical mass. And then, in one disastrous moment, your hopes are dashed when someone weighs in with those fateful words: "Let me just play Devil's Advocate for a minute . . ."

"What's truly astonishing is how much punch is packed into that simple nine-word phrase. In fact, the Devil's Advocate may be the biggest innovation killer in America today . . .

"Why should you care? And why do we at IDEO believe this problem is so important? Because innovation is the lifeblood of all organizations . . . Today, companies are viewed less for their current offerings than for their ability to change and adapt and dream up something new. Whether you sell consumer electronics or financial services, the frequency with which you must innovate and replenish your offerings is rapidly increasing.

""The Ten Faces of Innovation is a book about innovation with a human face. It's about the individuals and teams that fuel innovation inside great organizations. Because all great movements are ultimately human-powered, the innovation personas described in this book each bring its own lever, its own tools, its own skills, its own point of view. And when someone combines energy and intelligence with the right lever, they can generate a remarkably powerful force. Together you can do extraordinary things"

-from "The Ten Faces of Innovation

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## Users Review

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#### **Linda Brown:**

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**Kevin White:**

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**Judith Craig:**

The book untitled The Ten Faces of Innovation: IDEO's Strategies for Beating the Devil's Advocate and Driving Creativity Throughout Your Organization contain a lot of information on this. The writer explains the girl idea with easy means. The language is very clear to see all the people, so do not necessarily worry, you can easy to read that. The book was published by famous author. The author will take you in the new time of literary works. You can read this book because you can please read on your smart phone, or model, so you can read the book with anywhere and anytime. If you want to buy the e-book, you can open up their official web-site as well as order it. Have a nice go through.

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