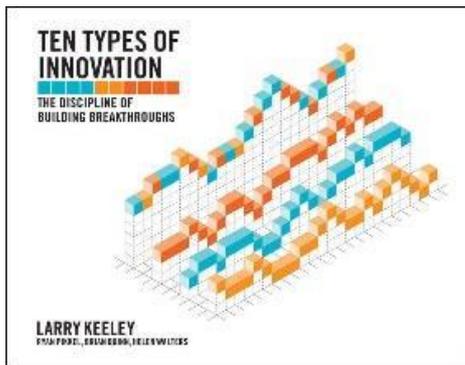


## Ten Types of Innovation, The Discipline of Building Breakthroughs.

(By Larry Keeley, Helen Walters, Ryan Pikkell, and Brian Quinn).

Wiley, 2013, 288 Pages

### Summary



This book is an analysis of business innovations. It is arranged into ten distinct types of innovations, with examples for all of them. Included is a listing of 100 different tactics used to implement the innovation. It explains which different types of innovation might be combined to create change in an industry segment. The final section of the book gives “games” or scenarios for leaders to engage in, imagining and analyzing potential targets for innovation.

### Best Illustration

The authors argue that innovative leaders should not try to change culture, which they find to be ambiguous, and instead focus on behaviors. They illustrate this principal by using the Mayo Clinic’s five-phase innovation vetting process which rewards innovation by allocating more funding and attention to innovations as they move toward potential breakthroughs. This is contrary to contemporary business philosophy, which is focused on culture creation.

### Best Idea

The most powerful idea in this book is that leaders can analyze themselves, their industry and their environment to make innovation happen. Rather than seeing innovation as a haphazard process which we cannot control, the ten types provide a framework for initiating innovation.

### Best Take Away

The long list of innovation tactics found at the end of the book is very applicable to any organization, including ministries. This list can be used by a leadership team to see how they might apply innovation by copying innovation in other industries. The authors state that anybody can innovate because it is a discipline which can be learned.

## Our Recommendation

Highly applicable, easy to understand yet profound, *The Ten Types of Innovation* can provide a team with common language and understanding about how innovation can impact their work. Any team that is looking for an innovation manual can benefit from reading this book together.

Leaders will be able to think about the various aspects of their work and develop potential innovation targets.

## Best Quotes

“Part of the innovation revolution is rooted in superior tradecraft: better ways to innovate that are suited for tougher problems.” Kindle location 423

“Innovation almost never fails due to a lack of creativity. It’s almost always because of a lack of discipline.” Kindle location 496

“The most certain way to fail is to focus only on products. Successful innovators use many types of innovation.” Kindle location 497

“Successful innovators analyze the patterns of innovation in their industry. Then they make conscious, considered choices to innovate in different ways.” Kindle location 500

“Innovations can be broken down and analyzed. When you do so, you will learn why most fail and a few succeed.” Kindle location 501

“Innovations can be built up systematically. Doing so increases your odds of success exponentially.” Kindle location 502

“A number of years ago, we researched innovation efforts in industries such as manufacturing and services. A full 95% of these efforts failed.” Kindle location 523

“Our ambition is to make innovation a systematic approach, moving the field from a mysterious art to more of a disciplined science.” Kindle location 526

“Innovations don’t have to be new to the world—only to a market or industry.” Kindle location 569

“Innovations should be about more than products. They can encompass new ways of doing business and making money, new systems of products and services, and even new interactions and forms of engagement between your organization and your customers.” Kindle location 572

“Don’t look for low-hanging fruit. Instead, target big, gnarly problems with no easy answer.”  
Kindle location 585

“Innovation is a team sport, and it’s not the domain of the rare genius or the chosen few.”  
Kindle location 610

“Innovation isn’t the work of only scientists, engineers, or marketers; it’s the work of an entire business and its leadership.” Kindle location 615

“Innovation is a team sport. In fact, an organization that depends on individual innovators alone is destined to fail.” Kindle location 697

“Innovative profit models find a fresh way to convert a firm’s offerings and other sources of value into cash.” Kindle location 749

“Network innovations provide a way for firms to take advantage of other companies’ processes, technologies, offerings, channels, and brands—pretty much any and every component of a business.” Kindle location 842

“Structure innovations are focused on organizing company assets—hard, human, or intangible—in unique ways that create value.” Kindle location 909

“Process innovations involve the activities and operations that produce an enterprise’s primary offerings.” Kindle location 973

“Product Performance innovations address the value, features, and quality of a company’s offering.” Kindle location 1,042

“Product System innovations are rooted in how individual products and services connect or bundle together to create a robust and scalable system.” Kindle location 1,100

“Service innovations ensure and enhance the utility, performance, and apparent value of an offering.” Kindle location 1,154

“Channel innovations encompass all the ways that you connect your company’s offerings with your customers and users.” Kindle location 1,215

“Brand innovations help to ensure that customers and users recognize, remember, and prefer your offerings to those of competitors or substitutes.” Kindle location 1,275

“Customer Engagement innovations are all about understanding the deep-seated aspirations of customers and users, and using those insights to develop meaningful connections between them and your company.” Kindle location 1,333

“Trying to use the Ten Types to analyze an entire organization will only drive you crazy. Instead, focus on a particular platform within the business.” Kindle location 1,397

“What the history books too often ignore is that there were 87 other car companies in existence at the time. Were it not for his use of multiple types of innovation, Henry Ford would almost certainly not have gotten his company to survive.” Kindle location 1,497

“In fact, he only really saw success when he introduced a radical innovation idea: instead of selling cars directly to customers, he sold them to dealers, creating a new business model and a better pattern of cash flow.” Kindle location 1,499

“Failure to consistently, relentlessly improve the known is one of the surest routes to failure.” Kindle location 1,768

“Naturally, sophisticated innovations are more difficult to pull off, not least because they have longer development horizons than simple innovations.” Kindle location 1,776

“But in our experience, innovations that combine more types are not only more defensible, they also tend to generate better returns.” Kindle location 2,083

“When a project fails, treat it forensically: ‘Why didn’t it work? Did any part of it succeed? What should we do differently next time?’ And when you see success? Don’t assume that it is entirely due to your personal brilliance. Chances are, outside factors were at work there, too.” Kindle location 2,097

“Innovation isn’t simply about what you’re doing differently. (What if you’ve been lagging behind the market movers for years? Congratulations on catching up, but that won’t see you build any meaningful advantage.) This is about what will create genuine new value.” Kindle location 2,116

“An innovation you introduced years ago likely doesn’t count anymore, especially if the rest of the industry has since caught up or blown past it.” Kindle location 2,120

“Industries are plagued with pervasive and unarticulated beliefs about how things are done.” Kindle location 2,163

“Great innovation analytics are visual. They show changes over time in the cumulative, independent, uncoordinated actions of hundreds of companies, products, and services.” Kindle location 2,219

“Understand where you or your enterprise has tended to focus efforts historically. This will highlight potentially stale patterns and methods of innovating—and help you challenge or change them.” Kindle location 2,599

“To lead innovation, you need to see how others are innovating and spot how you could shift the status quo.” Kindle location 2,614

“Platform-driven innovation instead focuses on reinventing, recombining, or finding fresh connections across capabilities and offerings to create new value for customers.” Kindle location 2,679

“Great platforms make it easy for customers to do hard things.” Kindle location 2,725

“Inside any known category there are always ways to deliver new quality, utility, or delight to customers; doing so usually demands changing only one or two types of innovation.” Kindle location 2,767

“Transformational innovations erase the boundaries between once-distinct markets and irrevocably change what is expected from competitors and consumers alike.” Kindle location 2,788

“Just think: nearly 40% of the companies listed in the Fortune 500 in 1999 were no longer there 10 years later.” Kindle location 4,120

“Many people believe that innovation is easier in a small company. They also often believe that innovation is easier in a technology or engineering firm than it is within other companies. These beliefs are wrong and only serve to reassure people in larger organizations that they don’t have to innovate.” Kindle location 4,171

“Innovation always feels obvious in retrospect. Yet the journey from idea to implementation is anything but;” Kindle location 4,244

“Your job as a leader is to stand in the future and embrace it bravely, regardless of its implications for today’s business—and then to help your organization stand there as well.” Kindle location 4,290

“The problem with trying to change the culture of an organization is that it’s a bit like trying to hug a cloud—you can see and feel it, but it’s hard to get a grip on it. That’s why we encourage companies to focus instead on building innovation capabilities.” Kindle location 4,310

“Most organizations tend to pursue many small, incremental innovation initiatives and not enough breakthrough initiatives.” Kindle location 4,459

“Organizations rarely need more than six metrics to drive and guide innovation effectively.” Kindle location 4,472

“Every innovation initiative can be helped by thinking like a pirate. By being scrappy and undaunted, by improvising something from nothing, by being dogged, committed, and unconventional” Kindle location 4,873