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New Book at UnitedBIT: Innovation to the Core (by Peter Skarzynski, Rowan Gibson)

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(Excerpts from INNOVATION TO THE CORE will be regularly uploaded at unitedbit.com from now on, Click on the links in the below Table of Contents to read the book)

Making a profound cultural change requires time, money, and commitment. According to Peter Skarzynski, and Rowan Gibson, it can take an organization three to five years to build the kinds of skills, tools, management processes, metrics, values, and IT systems that are required to support ongoing, across-the-board innovation. But as James Andrew and Harold Sirkin, senior partners at The Boston Consulting Group, argue in their book, Payback, managing and mastering innovation as a disciplined business activity can help an organization reap dramatic financial rewards.

Of course, it can't be done piecemeal-an innovation reward program here, a corporate venture fund there, or a few days of brainstorming somewhere else isn't enough. But the message is that it can be done. If companies like GE, P&G, Whirlpool, and CEMEX have taken on this challenge-and are already achieving extraordinary results-your company can do the same.

Again, the quality movement sets an encouraging precedent. Look how adept today's organizations have become at systematically manufacturing world-class products. Who would have thought that what once seemed so daunting could become almost run-of-the-mill business practice? In the years to come, we see no reason why corporate innovation systems shouldn't become just as efficient-and just as common place as corporate quality systems.

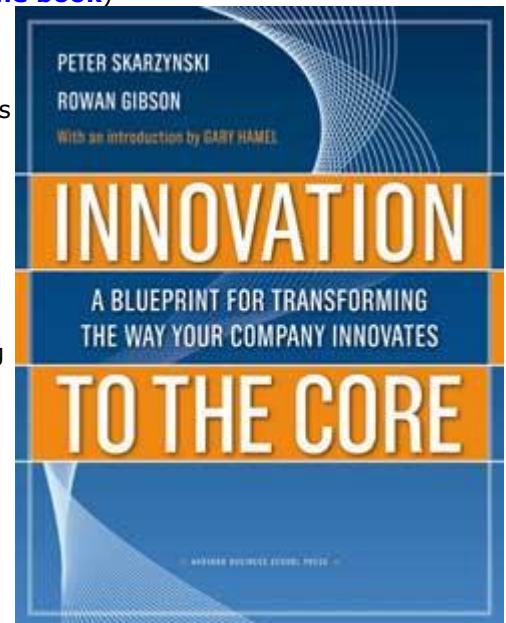
Already, the "innovation movement" is gathering momentum. The challenge of building a systemic innovation capability has become the focus of increasing attention in both business and academic circles around the world. Companies everywhere are asking themselves exactly what they need to do to drive innovation to the core-to make innovation an "all the time, everywhere" reality inside their organizations.

That's why Peter Skarzynski and Rowan Gibson felt that it was time to write **[Innovation to the Core: A Blueprint for Transforming the Way Your Company Innovates](#)**. Having spent more than ten years helping companies tackle the innovation challenge themselves (learning firsthand about what works and what doesn't) they believe they can now begin to talk in a practical way about how your own company can embed innovation as a systemic enterprise capability using an approach suited to your organization.

They write in the book that they are not by any means claiming to have cracked the code on innovation; there is still very much to be learned. But what they do have is a considerable body of knowledge and frontline experience, along with many practical tools and techniques that they believe can be very useful to your own organization. "Innovation to the Core" is an attempt to share as much of that as possible with you. Its purpose is to give you and your company a sense of what it takes to create the organizational conditions within which radical innovation can continually flourish. Peter Skarzynski and Rowan Gibson hope that it will not only make a convincing case for innovation embedment, but also help set the agenda for making innovation a way of life inside more and more organizations.

For too long, innovation has been viewed as a random, often serendipitous, act. In this book, authors describe the basic principles, techniques, and methods common across all successful innovators and innovative companies. Whether you are an executive leading innovation from the top or a frontline innovator with a passion for addressing unmet customer needs, you can learn to apply these basic principles and techniques to spur profitable growth through winning innovations.

This book is for you if you are looking for a way to increase the quantity and quality of new ideas entering



your innovation pipeline or if you want to know how to build a portfolio of strategic growth opportunities or how to derisk a bold idea. It might be used as a guidance on how to organize effectively for innovation or how to overcome one or more of the challenges innovators commonly face. Possibly it's also useful for you and others in your firm to deeply and profoundly change your company's approach to innovation. Whatever the reason for you to read, you will find helpful answers on all of these issues.

Innovation to the Core is divided into five parts: Part 1: Turning rhetoric into reality; Part 2: Enlarging and enhancing the innovation pipeline; Part 3: Evaluating and aligning new growth opportunities; Part 4: Maximizing the return on innovation and Part 5: Driving innovation to the core.

Part 1

In the first part of the book, three critical preconditions for making innovation happen inside your company will be examined. It will also show you how to systematically build a foundation of novel strategic insights that can serve as the raw material for game-changing innovation.

1 The New Innovation Challenge

- Making Innovation Happen
- The New Innovation Leaders
- More Buzzword Than Core Competence
- Toward a Systemic Understanding
- Innovation to the Core

2 Creating the Preconditions for Innovation

- Creating Bandwidth
- Maximizing Diversity
- Connection and Conversation
- Is That All There Is to It?
- Innovation Challenges and Leadership Imperatives

3 Building a Foundation of Novel Strategic Insights

- The Four "Lenses" of Innovation
- Challenging Orthodoxies
- Harnessing Discontinuities
- Can You Find the Bigger Story?
- Leveraging Competencies and Assets
- Understanding Unarticulated Needs
- Organizing the Discovery Process
- Drawing on Collective Wisdom
- Selecting and Using "Discovery Insights"
- Innovation Challenges and Leadership Imperatives

Part 2

In part 2, a set of design rules for enlarging and enhancing your company's innovation pipeline will be provided. Authors will share market-proven methodologies for dramatically improving your firm's ideation efforts and for innovating across every aspect of the business model.

4 Producing a Torrent of New Opportunities

- Involve Many Minds
- Sow Enough Seeds
- Widen the Front End
- Increase the Combinations
- Ideate Around Specific Themes
- Innovation Challenges and Leadership Imperatives

5 Innovating Across the Business Model

- What Is Business Model Innovation?

- Two Distinctly Different Objectives
- Thinking Holistically
- Asking New Questions
- Stretching Your Business Model
- The Acid Test
- Innovation Challenges and Leadership Imperatives

Part 3

In part 3, how to evaluate the potential of new growth opportunities by asking the right questions at the right time will be presented in detailed. Next, this part will describe how your company can construct an innovation architecture that will enable you to frame those opportunities in the context of your corporate strategy.

6 Asking the Right Questions at the Right Time

- Evaluating Ideas
- The Limits to Incrementalism
- Radical Innovation Defined
- Radical Doesn't Have to Mean Risky
- Will It Have Impact?
- Innovation Challenges and Leadership Imperatives

7 Constructing an Innovation Architecture

- Focusing the Innovation Process
- Shaping Your Innovation Portfolio
- Screening and Sequencing Ideas
- A Shared Point of View
- More Than a Mission, a Vision, or a Plan
- Strategy from the Bottom Up
- Proprietary—but Not Confidential
- Creating and Testing a Trial Architecture
- A Blueprint for Building the Future
- Innovation Challenges and Leadership Imperatives

Part 4

Part 4 is where you will find useful guidelines on how to manage and multiply your organization's resources for innovation-both financial and intellectual-as well as on how to pace and derisk your innovation investments.

8 Managing and Multiplying Resources

- Barriers in the Budgeting Process
- Incubators and Skunk Works
- A Marketplace for Ideas, Capital, and Talent
- Creating a Portfolio of Projects
- Reallocating Talent
- Toward the Hybrid Organization
- Multiplying the Available Resources
- Innovation Challenges and Leadership Imperatives

9 Pacing and Derisking Innovation Investments

- Know the Race You Run
- Understanding Marathons
- Understanding Sprints
- Becoming a "Smart Mover"
- Avoiding Risk
- Maximizing Learning over Investment

Learn Faster, Learn Cheaper, Learn Better
Managing a Portfolio of Experiments
Sharing Risk with Partners
Innovation Challenges and Leadership Imperatives

Part 5

Finally, in part 5, some pragmatic advice on measuring and fine-tuning innovation performance will be presented. Authors will outline the four key organizational components that need to come together to institutionalize innovation as an enterprise capability, offering some practical guidance to help you make organizing decisions. Authors will also share what they and others have found to be critical if you want to make innovation sustainable in your company.

10 Dynamically Balancing Supply and Demand

Driving Innovation Supply
Driving Innovation Demand
Creating the Right Pressure Points
Aspirations Beyond the Numbers
Measuring Innovation Performance
A Comprehensive Matrix of Metrics
The "Innovation Scorecard"
Fine-Tuning the Balance
Innovation Challenges and Leadership Imperatives

11 Building a Systemic Innovation Capability

Leadership and Organization
People and Skills
Processes and Tools
Culture and Values
Making the Cultural Transition
Innovation Challenges and Leadership Imperatives

12 Making Innovation Sustainable

Identifying Innovation Impediments
"Management Process Makeover"
The Ultimate Challenge
Balancing Innovation and Efficiency
Tensions Within Innovation
Your Own Innovation Journey
Innovation Challenges and Leadership Imperatives

In writing the book, authors said they have endeavored to make the content as hands-on as possible. To this end, they cite a rich variety of cases from the real world, illustrating how companies—maybe similar to yours—have met and overcome the same innovation challenges you might be facing. They also incorporate practical elements, wherever possible, to assist you in turning innovation from rhetoric into reality. These include focused sets of diagnostic questions, as well as a recurring feature at the end of each chapter called "Innovation Challenges and Leadership Imperatives." These elements are intended to help you assess your own situation, jump-start your organization's innovation engines, and facilitate progress on actually making innovation a core competence. So, if you are up for the challenge of building a deep innovation capability inside your own company, let's waste no time.

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