LANGDON MORRIS

MOSES MA

PO CHI WU, PhD



THE REVOLUTIONARY APPROACH

TO ACCELERATE SUCCESS,

INSPIRE ENGAGEMENT,

AND IGNITE CREATIVITY

WILEY



AGILEINNOVATION

THE REVOLUTIONARY APPROACH
TO ACCELERATE SUCCESS, INSPIRE
ENGAGEMENT, AND IGNITE CREATIVITY



LANGDON MORRIS MOSES MA PO CHI WU, PhD

WILEY

Cover image: Man Jumping © iStock.com/4x6

Cover design: Wiley

Copyright © 2014 by InnovationLabs LLC. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www .copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with the respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor the author shall be liable for damages arising herefrom.

For general information about our other products and services, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at http://booksupport.wiley.com. For more information about Wiley products, visit www.wiley.com.

Library of Congress Cataloging-in-Publication Data:

Morris, Langdon.

Agile innovation: the revolutionary approach to accelerate success, inspire engagement, and ignite creativity / Langdon Morris, Moses Ma, Po Chi Wu.

pages cm

Includes index.

ISBN 978-1-118-95420-1 (cloth); ISBN 978-1-118-95421-8 (ebk); ISBN 978-1-118-95422-5 (ebk)

1. Organizational change. 2. Creative ability in business. 3. Success in business. I. Ma, Moses, 1956- II. Wu, Po Chi, 1948- III. Title. HD58.8.M653 2014

658.4'063-dc23

2014023093



ABOUT THIS B	ООК	xvii
	Mastery of Innovation	xviii
	Why Don't Large Firms Innovate?	xix
Part I	The Innovation Revolution	1
Chapter 1	Starting at Sprint Zero: A Better	
	Way to Innovate	5
	Wait, Is There Resistance to Change?	8
	The Secret Sauce of Innovation	10
	Be Your Own Revolution	17
Chapter 2	Becoming Agile Rapidly and Painlessly	21
	Individuals and Interactions	23
	Working Innovations	25
	New Habits	27
	Customer Collaboration	27
	Adapt or Die	30
	The Challenge	31
Chapter 3	Transforming How We Work	34
	Innovating Is Learning	36
	Transforming Ideation	38
	From Insight to Disruption	40
	The World Is Changed	41
	Transforming Execution: From Assumptions	
	to Evidence	49
	Transforming Time: From Meetings to Productivity	50

	Transforming Organizations	5:
	Summary: Eight Organizational Principles	54
Chapter 4	Thriving in Change	59
	Defining the Innovation Process	60
	Change and Mind-set	62
	A Framework for Transformation	66
	The Innovation Master Plan	67
Part II	Managing Innovation for Tomorrow	71
Chapter 5	Accelerating Success	73
	The Need for Speed	73
	The Scrum and the Sprint	75
	The Agile Software Sprint	78
	Innovation and Extreme Sports at Wells Fargo	80
	Uncertainty	81
	The Agile Innovation IdeaScrum	82
	Social Workflow	89
	The Research Cycle: Need Finding, Modeling,	
	Ideation, and Prototyping	92
	Volvo + Apple + Symbio + Agile = Creating a	
	New In-Car Interface in Record Time	101
	The Agile Innovation Process	105
Chapter 6	Reducing Innovation Risk	115
	A System for Innovation	116
	Strategy for Agile Innovation	118
	Four Types of Innovation	125
	Innovation Portfolio Design	128
	Portfolio Success Factors	139
	Measure to Manage	140
	Broader Innovation Portfolio Metrics	142
	Automating Portfolio Management	144
	Summary	148

	CONTENTS	XIII
Chapter 7	Engaging with Collaborative Teams	150
	Transcending Limitations	150
	What Is Innovation?	152
	People Are the Core	153
	The Virtuous Cycle: Key Elements of the	
	Innovation Culture	155
	Promoting Comprehensive Transformation	
	at Wells Fargo	165
	Summary: Innovation Culture Metrics	169
Chapter 8	Building Agile Innovation as a Core	
	Competence	171
	Agile Coaching	172
	Facilitating and Managing Collaboration	173
	Removing Roadblocks	178
	Orchestrating Team Rhythm	179
	Innovation Is a Team Sport	181
	Summary: Courage Is a Core Competence	184
Part III	Leading the Revolution: From	
	Plans to Actions	187
	Innovate as If Your Life Depends on It	187
Chapter 9	Developing Agile Leadership	189
	How Apollo 13 Was Able to Return	
	to Earth	190
	Is Failure an Option?	198
	Leadership and Uncertainty	198
	Don't Settle	199
	The Self-Actualized Innovator	200
	Maslow's Hierarchy of Needs	201
	Self-Actualizing Organizations	203
	Metavalues	204
	Action Steps: It's All about Leadership	206
	What Is Your Passion?	207

Chapter 10	Cultivating Core Creativity	209
	Seeing More Deeply	210
	Multivisioning	216
	Great Stories	219
	Practice	220
	From Fear to Flow	223
Chapter 11	Achieving an Iconic Brand	226
	Branding and Totems	227
	Overcoming Brand Blind Spots: A	
	Case Study	228
	Brands and Archetypes	231
	Storytelling	237
	The Business Panorama TM	239
	Creating Your Icon	244
Chapter 12	Optimizing Your Infrastructure	246
	Exploration and Production	246
	Dealing with Uncertainty	247
	The Virtual Infrastructure	248
	Collaboration and Ideation	249
	Workflow	249
	Portfolio Management	250
	Engagement	250
	Connectability	251
	Dashboards	252
	Engagement in a Shared Mental Space	252
	- milling Innovation	252
	The Physical Workplace for Innovation	257
	Summary	259
Chapter 13	Advancing Open X	263
	Advancing Open Innovation	265
	Engaging Smart People in Your Innovation Effort Agile + Open = Feography I	265
		269
	Openness in Business Ecosystems Technology English Co	271
	Technology-Enabled Openness IdeaXML	272
		273

	CONTENTS	xv
	The Next Generation Tool Set	279
	The Promise of Intelligent Openness	281
Chapter 14	Traveling the Road to Revolution	284
	10 (Easy) Steps	284
	The Revolutionary Leader: What Kind	
	of Revolutionary Are You?	288
	The Power of Commitment	290
Chapter 15	Using Agile Strategy to Shape Your	
	Organization's Future	293
	Acceleration	294
	Agile Strategy: The Evolution of Innovation	296
	Three Eras of Innovation Tools	298
	Agile Strategy and the Acceleration	
	of History	302
	The Approaching Singularity	306
	The Agile Economy	307
	Our Conclusion: Agile Capitalism	308
Appendix A	Critical Questions	315
	Questions About You	315
	Innovation as a Process	317
	Corporate Culture and Management	318
	Competition	320
	Intellectual Property (IP)	320
	Customers	321
	Strategy and Leadership	321
Appendix B	Resources for Your Revolution	324
	The 12 Agile Principles Adapted for	
	Innovation	324
	The Eight Cs of Transformational	
	Change	325
	The Elevator Test Statement	326
	Ideation Lenses and Perspectives for	
	Multivisioning	327
	The Business Panorama TM	329

XVI

Appendix C Definitions	330
Notes	343
ACKNOWLEDGMENTS	351
ABOUT THE AUTHORS	354
Index	357