

creativity inc building an inventive organization

Creativity Inc: Building an Inventive Organization

creativity inc building an inventive organization is more than just a catchy phrase—it's a philosophy that has transformed how companies approach innovation, leadership, and teamwork. At its core, it's about fostering an environment where creativity thrives, risks are encouraged, and failures are viewed as stepping stones rather than setbacks. In today's fast-paced world, organizations hungry for sustainable success understand that nurturing creativity internally is crucial. But how exactly can leaders cultivate such a dynamic culture? Let's dive into the principles behind Creativity Inc and explore actionable strategies to build an inventive organization.

Understanding the Essence of Creativity Inc

Creativity Inc is famously associated with Ed Catmull, co-founder of Pixar Animation Studios, and his influential book that outlines how Pixar became a creative powerhouse. The book reveals that innovation isn't just about having brilliant ideas—it's about creating a structure where those ideas can emerge, evolve, and flourish. The philosophy emphasizes that creativity is a manageable and teachable process, not just a magical talent reserved for a few.

Why Creativity Matters in Modern Organizations

In an era defined by rapid technological change and shifting consumer preferences, organizations must continuously innovate to stay relevant. Creativity drives problem-solving, product development, and even enhances employee engagement. Without it, businesses risk stagnation and decline. Building inventive organizations means embedding creativity into the DNA of the company, ensuring that innovation is not an occasional event, but a consistent practice.

Principles of Building an Inventive Organization Inspired by Creativity Inc

Ed Catmull's insights provide a blueprint for creating workplaces where creativity thrives. These principles translate well beyond the animation industry and can be applied across sectors.

1. Embrace a Culture of Candor and Open Communication

One of the core tenets of Creativity Inc is creating an environment where everyone feels safe to speak honestly. This openness allows ideas to be freely shared and constructive criticism to help refine concepts. Encouraging candid feedback prevents groupthink and uncovers hidden issues early.

2. Protect the Creative Process

Creativity requires time, space, and patience. Leaders should shield creative teams from unnecessary distractions and bureaucracy that can stifle innovation. Allowing experimentation without immediate pressure for results leads to breakthroughs that might otherwise be missed.

3. Celebrate Failure as a Learning Opportunity

Fear of failure is a major barrier to creativity. Creativity Inc teaches us that failures should be reframed as valuable lessons. When organizations normalize failure, employees are more likely to take risks and explore unconventional ideas.

4. Foster Collaboration Across Disciplines

Innovation often happens at the intersection of diverse perspectives. Encouraging cross-functional teams to collaborate can spark fresh ideas and solutions. Creativity Inc highlights how Pixar's collaborative environment between artists, technicians, and storytellers fueled their success.

Strategies to Implement Creativity Inc's Philosophy in Your Organization

Building an inventive organization is a continuous journey. Here are some practical strategies inspired by Creativity Inc to kickstart or enhance your creative culture.

Create Dedicated Spaces for Innovation

Physical or virtual environments that stimulate creativity can make a

significant difference. Whether it's brainstorming rooms filled with whiteboards or digital platforms that facilitate idea sharing, providing the right tools and spaces encourages inventive thinking.

Encourage Transparent Decision-Making

When teams understand the rationale behind decisions, even difficult ones, trust grows. Transparency also helps align everyone towards shared goals, reducing misunderstandings that can hamper creative efforts.

Implement Regular Review Sessions with a Focus on Growth

Instead of traditional performance reviews, opt for sessions that focus on progress, challenges, and creative problem-solving. These meetings can serve as a safe space to discuss what's working and what isn't, allowing for continuous improvement.

Invest in Leadership Development Centered on Creativity

Leaders set the tone for the entire organization. Training managers to support creative risk-taking, provide psychological safety, and recognize innovative contributions is essential. Leadership that models curiosity and openness inspires the same in their teams.

Overcoming Common Challenges in Building Inventive Organizations

Even with the best intentions, fostering creativity comes with hurdles. Understanding these challenges helps in proactively addressing them.

Dealing with Resistance to Change

Change can be uncomfortable, especially when it involves new ways of working. Clear communication about the benefits of a creative culture and involving employees in the transformation process helps mitigate resistance.

Balancing Creativity and Productivity

Organizations often struggle to reconcile the open-ended nature of creativity with the need for deadlines and deliverables. Finding a balance requires flexible project management approaches that accommodate iterative development and experimentation.

Maintaining Creativity as the Organization Grows

Rapid growth can dilute a company's culture. To preserve inventiveness, it's important to document and reinforce creative values regularly, celebrate small wins, and keep feedback loops active.

Why Creativity Inc's Approach Resonates Across Industries

The principles of Creativity Inc have transcended the animation studio to inspire sectors including technology, healthcare, education, and manufacturing. This is because at its heart, building an inventive organization is about empowering people to think differently and work together in new ways.

Organizations that adopt this mindset often see increased employee satisfaction, higher retention rates, and the agility to pivot in changing markets. More importantly, they create products and services that resonate deeply with customers, setting themselves apart in crowded marketplaces.

Real-World Examples of Creativity Inc in Action

- **Tech Startups:** Many startups embrace flat hierarchies and open feedback loops to promote rapid innovation.
- **Healthcare:** Hospitals integrating multidisciplinary teams to develop innovative treatment plans.
- **Education:** Schools encouraging project-based learning to stimulate creative thinking among students.

These examples underscore the versatility and relevance of Creativity Inc's principles in fostering inventive organizations.

Building an inventive organization inspired by Creativity Inc is a journey filled with challenges and rewards. By cultivating openness, protecting the creative process, embracing failure, and encouraging collaboration, leaders

can unlock immense potential within their teams. The ripple effects extend beyond innovation—boosting morale, enhancing adaptability, and ultimately driving sustained success in an ever-evolving world.

Frequently Asked Questions

What is the main focus of 'Creativity, Inc.' by Ed Catmull?

The main focus of 'Creativity, Inc.' is on building and sustaining a creative and innovative organizational culture, particularly within Pixar Animation Studios, to foster creativity and optimize inventive processes.

How does 'Creativity, Inc.' suggest leaders handle failure within an inventive organization?

The book emphasizes embracing failure as a learning opportunity, encouraging open discussion about mistakes to prevent future errors and promote continuous improvement in creative work.

What role does candid feedback play in building an inventive organization according to 'Creativity, Inc.'?

Candid feedback is crucial, as it helps uncover hidden problems, improves ideas, and ensures that creative projects evolve through honest and constructive criticism.

How does 'Creativity, Inc.' recommend maintaining creativity as an organization grows?

The book advises creating a culture that protects creativity by empowering employees, encouraging risk-taking, and maintaining open communication despite organizational growth and increased complexity.

What is the concept of 'Braintrust' introduced in 'Creativity, Inc.'?

The 'Braintrust' is a group of trusted colleagues who provide honest, unfiltered feedback on projects without authority over decisions, fostering a collaborative and safe environment for creative problem-solving.

How does 'Creativity, Inc.' address the balance between creativity and business demands?

The book highlights the importance of balancing artistic integrity with business realities by fostering mutual respect between creative and business teams and aligning goals to support innovation and commercial success.

What leadership qualities does Ed Catmull emphasize for fostering an inventive organization?

Catmull emphasizes humility, openness to feedback, willingness to admit mistakes, and creating a safe space for employees to take risks as key leadership qualities for nurturing creativity.

How does 'Creativity, Inc.' suggest organizations deal with the fear of change?

The book encourages embracing change as an opportunity for growth, promoting adaptability, and cultivating a culture where experimentation and evolution are welcomed rather than feared.

Additional Resources

Creativity Inc: Building an Inventive Organization

Creativity Inc building an inventive organization is more than just a business strategy; it is a philosophy that fosters innovation, nurtures talent, and sustains a culture of continuous creativity. This approach, popularized by Ed Catmull's seminal book **Creativity, Inc.**, provides a blueprint for organizations striving to excel in dynamic, competitive environments by embedding creativity into their core operations.

Understanding how to implement these principles can transform a company from a conventional workplace into a thriving hub of invention and originality.

Understanding the Core Principles of Creativity Inc

At its heart, **Creativity Inc** is a guide to managing creative teams and processes, drawing on Catmull's experience as co-founder of Pixar Animation Studios. The book emphasizes the importance of building a culture where candid communication, risk-taking, and iterative development are encouraged. Unlike traditional corporate structures, which often stifle innovation with rigid hierarchies and risk aversion, creativity-driven organizations embrace ambiguity and failure as integral to the creative process.

One of the central tenets of creativity inc building an inventive organization is the deliberate cultivation of a safe environment where employees feel empowered to express ideas without fear of judgment. This psychological safety is crucial for fostering original thinking and maintaining high morale, especially in industries where innovation is the lifeblood.

The Role of Leadership in Fostering Innovation

Leadership in an inventive organization must balance guidance with autonomy. Catmull advocates for leaders who act as facilitators rather than micromanagers, enabling teams to explore novel concepts while providing constructive feedback. Transparency and humility are key leadership traits; by openly discussing challenges and uncertainties, leaders build trust and inspire collaborative problem-solving.

Moreover, creativity inc building an inventive organization involves recognizing that creativity is a collective endeavor. Leaders must prioritize team dynamics and cross-functional collaboration to harness diverse perspectives that can spark breakthrough ideas. This approach contrasts with the myth of the lone genius and underscores the value of inclusive innovation.

Practical Strategies for Embedding Creativity in Organizations

Implementing the philosophy of creativity inc building an inventive organization requires deliberate structural and cultural changes. These strategies help organizations transition from traditional modes of operation to more agile, innovation-friendly environments.

Encouraging Iterative Feedback Loops

One practical method involves establishing regular, iterative feedback sessions where projects can be reviewed openly. This practice, often referred to as “braintrust” meetings at Pixar, allows teams to critically evaluate progress and identify potential improvements without hierarchy-driven censorship. Encouraging honest critique early and often reduces costly errors and accelerates creative breakthroughs.

Promoting a Culture That Embraces Failure

Many organizations struggle with the fear of failure, which can be a significant barrier to creativity. Creativity inc building an inventive organization deliberately reframes failure as a learning opportunity. By celebrating intelligent failures and analyzing them constructively, companies can cultivate resilience and a growth mindset among employees.

Investing in Talent Development and Diversity

Diversity in thought, background, and skill set is a hallmark of inventive organizations. Creativity Inc highlights how varied perspectives fuel innovation by challenging assumptions and opening new avenues for problem-solving. Organizations that invest in ongoing professional development, mentorship programs, and inclusive hiring practices are better positioned to sustain creativity over the long term.

Comparative Insights: Creativity Inc Versus Traditional Organizational Models

Traditional organizational models often prioritize efficiency, predictability, and control, which can inadvertently limit creative potential. In contrast, creativity inc building an inventive organization focuses on flexibility, experimentation, and empowerment. For example, while hierarchical companies may rely on top-down directives, inventive organizations distribute decision-making power to encourage initiative at every level.

Data supports that companies embracing creative cultures outperform their peers in innovation metrics. A 2018 IBM study found that creativity is the most crucial leadership competency for successful organizations today, surpassing skills like integrity and global thinking. These findings align with the principles of Creativity Inc, which argue that embedding creativity in corporate DNA is vital for adapting to rapid market changes.

Advantages and Potential Challenges

- **Advantages:** Higher employee engagement, increased innovation output, stronger adaptability, and improved problem-solving capabilities.
- **Challenges:** Requires cultural transformation, possible initial productivity dips during transition, and the need for consistent leadership commitment.

Organizations must weigh these factors carefully when adopting creativity inc principles to ensure sustainable implementation.

Technology and Creativity Inc: Enhancing Inventive Capacity

In the digital era, creativity inc building an inventive organization is increasingly intertwined with technology adoption. Tools such as collaborative platforms, AI-assisted design, and real-time analytics facilitate creative workflows and enable seamless communication across geographically dispersed teams.

For instance, virtual brainstorming sessions using video conferencing and digital whiteboards can replicate the spontaneous interactions that fuel creativity in physical offices. Additionally, data-driven decision-making complements creative intuition by providing actionable insights, enabling iterative refinement of ideas.

Balancing Structure and Freedom

A recurring theme in Creativity Inc is the tension between maintaining organizational structure and preserving creative freedom. Technology can help strike this balance by automating routine tasks, freeing human capital to focus on inventive work, while also providing frameworks for project management and accountability.

Building a Long-Term Culture of Innovation

Creativity inc building an inventive organization is not a one-time fix but a continuous journey. It requires sustained effort to nurture a culture where creativity thrives organically. This involves ongoing investment in people, processes, and leadership development.

Encouraging experimentation, celebrating successes and failures alike, and fostering open communication channels are foundational practices. Over time, these efforts create a resilient ecosystem where innovation is embedded into everyday operations rather than treated as an occasional initiative.

As industries evolve rapidly, organizations embracing the principles outlined in Creativity Inc are better equipped to anticipate change, respond creatively, and maintain competitive advantage. This underscores the enduring relevance of Catmull's insights for leaders and innovators seeking to build inventive organizations in any sector.

Creativity Inc Building An Inventive Organization

creativity inc building an inventive organization: Creativity, Inc Jeff Mauzy, 2003

creativity inc building an inventive organization: The Future of Post-Human Creative Thinking Peter Baofu, 2009-03-26 What exactly makes creative thinking so magical that, somehow, “everyone can be creative” and, by implication, creativity is a good thing to have—to the point that this popular view is fast becoming a fashionable nonsense in this day and age of ours? To put things in a historical perspective—this popular view contrasts sharply with the opposing view in the older days (e.g., during the Enlightenment and Romantic eras), when people used to think that creativity was primarily for the selected few with extraordinary abilities. Contrary to the respective conventional wisdom in each of the two opposing eras, neither of the two views is valid. Ours is no more so than theirs. This is not to imply, of course, that there are only a few instances of creativity in human history, or, in reverse, that creativity can be equally taught to everyone—and, for that matter, that there is absolutely nothing good about creativity. Obviously, extreme views like this are far from the truth. The point in this book, however, is to show an alternative (better) way to understand the nature of creative thinking, which goes beyond both convergent and divergent thinking, while learning from them. The current fashionable nonsense on creative thinking has tended to minimize its hidden downsides and exaggerate its overstated promises, as part of a new ideology in this age of ours. In addition, there is nothing intrinsically good (or bad) about “creative thinking”—just as there is nothing essentially good (or evil) about “God,” “the King,” “Motherland,” or the like, by analogy. They have all been used and misused in accordance to the interests and powers that be over the ages. If true, this seminal view will fundamentally change the way that we think about the nature of imagination and intuition, with its enormous implications for the future of invention and innovation, in a small sense, and what I originally called its “post-human” fate, in a large one.

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creativity inc building an inventive organization: Führungssysteme zwischen Stabilität und Wandel Jörg Siebert, 2008-05-13 Jörg Siebert untersucht, welchen Beitrag Führungssysteme zu Stabilität und Wandel leisten. Es wird deutlich, dass sie sowohl stabilisieren und damit Ordnung stiften als auch den Wandel fördern und damit die Agilität einer Organisation steigern können. Entscheidend ist, beides in ausgewogener Weise zu realisieren.

creativity inc building an inventive organization: The Innovation Tools Handbook, Volume 2 H. James Harrington, Frank Voehl, 2016-08-19 In today’s fast-moving, high-technology environment, the focus on quality has given way to a focus on innovation. From presidents of the United States to presidents of Fortune 500 companies, it is clear that everyone thinks innovation is extremely important. The challenge is that few people stop to define why innovation is important—to understand what’s driving the need for more innovation. We all agree that more frequent innovation is important, even necessary. There is actually a growing body of evidence that indicates that looking outside of your company (rather than purely looking internally) and to customers’ needs, using the tools in this Handbook, will lead to more innovative ideas. Responding to customers’ needs is the key to a successful business. You can use these tools to talk to customers—satisfied ones, unsatisfied ones, potential customers, people who would never buy your product or service, and also people you have never considered as a potential customer. In addition, these tools will help you ask your competitors’ customers about what makes them happy with the current businesses and offerings in the industry, why they buy or do not buy from you, your competitors, and other

industries. These tools will help you understand the steps in the customer journey they need to take, what delights and frustrates them, and what their pain points are. The three volumes of The Innovation Tools Handbook cover 76 top-rated tools and methods, from the hundreds available, that every innovator must master to be successful. Covering evolutionary and/or improvement innovative tools and methodologies, Volume 2 presents 23 tools/methodologies related to innovative evolutionary products, processes, and services, or the improvement of existing ones. For each tool, the book provides a definition, identifies the user of the tool, explains what phases of the innovation process the tool is used, describes how the tool is used, supplies examples of the outputs from the tool, identifies software that can maximize its effectiveness, and includes references and suggestions for further reading. Ideation is about developing ideas on how to seize identified opportunities. What are the possible answers to your breakthrough questions? Having a deep understanding about the customer, their needs and pain points, as well as the existing solutions (i.e. business models in the industry) will naturally lead to new ideas. How seriously you do your discovery homework using the tools in these Handbooks will determine not only how fast you create ideas, but about how likely these ideas are to succeed. Tools and methodologies covered include: 5 why questions, Affinity diagrams, attribute listing, brainwriting 6-3-5, cause-and-effect diagrams, creative problem solving model, design for tools, flowcharting, force field analysis, Kano analysis, nominal group technique, plan-do-check-act, reengineering/redesign, reverse engineering, robust design, SCAMPER, simulations, six thinking hats, social networks, solution analysis diagrams, statistical analysis, tree diagram, and value analysis. The authors believe that by making effective use of the tools and methodologies presented in this book, your organization can increase the percentage of creative/innovative ideas by five to eight times its present performance level.

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Jon-Arild Johannessen, Hanne Stokvik, 2018-11-30 This book offers a holistic model for what it calls innovation leadership, which includes entrepreneurial action, creative energy fields within organizations, high-tech wealth creation, and innovation as a business process.

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Development and Change Brenda B. Jones, Michael Brazzel, 2014-02-04 The NTL Handbook of Organization Development and Change, Second Edition The NTL Handbook of Organization Development and Change is a vital tool for anyone who wants to know how to effectively bring about meaningful and sustainable change in organizations—even in the state of turbulence and complexity that today's organizations encounter. Featuring contributions from leading practitioners and scholars in the field, each chapter explores a key aspect of organization development. In this new edition, each of the 34 chapters has been revised in response to recommendations from the contributors and NTL members. "These 34 chapters articulate exactly what grounds organization development! Issues and perspectives involving training, groups, practice, and the global world are current and thought provoking." —Therese F. Yaeger Ph.D., professor, OB/OD Department, College of Business, Benedictine University "There is no other source that offers such a rich array of the most current and future-thinking topics from so many leaders in the field." —Robert Gass, Ed.D., co-founder, Rockwood Leadership Institute "The editors accomplish the difficult task of including theory, concept, and method that will appeal to the academic community as well as those who are focused on being an effective practitioner." —John D. Carter, Ph.D., president, Gestalt OSD Center

creativity inc building an inventive organization: The Definitive Guide to Effective

Innovation (Collection) Tony Davila, Marc Epstein, Robert Shelton, Andy Bruce, David M. Birchall, Luke Williams, Jonathan M. Cagan, Craig M. Vogel, 2013-04-27 A brand new collection of state-of-the-art guides to business innovation and transformation 4 authoritative books help you infuse innovation throughout everything your business does: not just once, but constantly! This extraordinary collection shows how to make breakthrough, high-profit innovation happen – again and again. Start with the recently updated edition of *Making Innovation Work*: a formal innovation process proven to help ordinary managers drive top and bottom line growth from innovation. This guidebook draws on unsurpassed innovation consulting experience, and the most thorough review of innovation research ever performed. It shows what works, what doesn't, and how to use management tools and metrics to dramatically increase the payoff of innovation investments. You'll learn to define the right strategy for effective innovation; structure organizations, management systems, and incentives for innovation, and much more. Next, *Innovation: Fast Track to Success* helps you get six key things right about innovation: planning, pipeline, process, platform, people, and performance. You'll learn how to deeply integrate innovation throughout team structure, so you can move from buzzwords to achievement. Then, in *Disrupt: Think the Unthinkable to Spark Transformation in Your Business*, frog design's Luke Williams shows how to start generating (and executing on) a steady stream of disruptive strategies and unexpected solutions. Williams combines the fluid creativity of "disruptive thinking" with the analytical rigor that's indispensable to business success. The result: a simple yet complete five-stage process for imagining a powerful market disruption, and transforming it into reality that can catch an entire industry by surprise. Finally, in the highly-anticipated Second Edition of *Creating Breakthrough Products: Revealing the Secrets that Drive Global Innovation*, Jonathan Cagan and Craig Vogel offer an indispensable roadmap for uncovering new opportunities, identifying what customers really value today, and building products and services that redefine (or create entirely new) markets. This edition contains brand-new chapters on service design and global innovation, new insights and best practices, and new case studies ranging from Navistar's latest long-haul truck to P&G's reinvention of Herbal Essence. With even more visual maps and illustrations, it's even more intuitive, accessible, and valuable! From world-renowned business innovation and transformation experts Tony Davila, Marc Epstein, Robert Shelton, Andy Bruce, David Birchall, Luke Williams, Jonathan Cagan, and Craig Vogel

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public opinion, political speechmaking and the bully pulpit, congressional leadership, crisis management, and more Considers the history of political and civic leadership, with examples from the lives of pivotal figures, as well as the institutional settings and processes that lead to both opportunities and constraints unique to the political realm Provides students with more depth than usual encyclopedic entries while avoiding the jargon, detail, and density of more advanced works Features an approachable and clear writing style with appeal to undergraduate researchers and offers a list of further readings after each entry, as well as a detailed index and an online version of the work to maximize accessibility for today's students

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creativity inc building an inventive organization: Get Out of Your Own Way Robert K. Cooper, 2006-04-11 A Powerful Road Map for Surpassing Everyone's Expectations Break through your self-imposed limitations by learning how your own brain can be your biggest obstacle—or your greatest ally. You'd expect your brain to be an always-reliable ally in your quest for a successful,

satisfying life, but surprisingly the opposite is usually true. That's because your brain is pretty much the same model your ancestors were using thousands of years ago when mere survival was everyone's primary goal. It tells you now what it told them then: Play it safe. Avoid risk. Evade confrontation. Don't venture outside the territory you already know. And never break the habits that have gotten you this far. Coming at just the right time to help you deal with the growing demands of our pressure-packed, fast-changing world, Robert Cooper's *Get Out of Your Own Way* helps you understand what's going on in that head of yours. Once you know what really drives you, you can switch off the counterproductive parts of your brain, engage the helpful parts, and set out on the path to accomplishing what everyone else thinks you can't. Based on more than two decades of worldwide research, *Get Out of Your Own Way* shows you the five keys for making the choices that let you engage and triumph over the realities of today's world: • Direction, not motion • Focus, not time • Capacity, not conformity • Energy, not effort • Impact, not intentions Filled with wonderful stories—about everything from the note written by one of the author's ancestors upon leaving Dublin for America in 1829 ("On the horizon is where hope lives . . . I am going there") to the unlikely exploits of the world record-setting Jamaican bobsled team—this groundbreaking book confirms that the next frontier is not only ahead of you, it's inside of you . . . and what everyone else thinks is impossible isn't. Also available as an eBook

creativity inc building an inventive organization: Strategic Connections Anne Baber, Lynne Waymon, Andre Alphonso, Jim Wylde, 2015-01-07 Unveiling eight indispensable competencies for the new Network-Oriented Workforce, *Strategic Connections* provides practical advice anyone can use for building better, more productive business relationships. Smartphones, social media, and the Internet can only get a professional so far. At some point, the success of an organization will depend on face-to-face relationships, which means the isolated employees trying to do everything virtually will at some point have to fall back on the tried-and-true, essential skill of relationship building if they are going to survive in today's increasingly collaborative workforce. You will discover how to: Commit to a positive, proactive networking mindset Earn trust Boost their social acumen and increase their likeability Master conversational skills and deepen interactions Employ storytelling to make communications memorable Businesses don't have to look very far to find employees with a strong presence in the different social networks. If you want to stand out and make yourself invaluable to your organization, focus on making your presence known in the company's physical networks.

creativity inc building an inventive organization: The Innovation Killer Cynthia BARTON RABE, 2006-07-17 Knowledge is good, preaches the inscription under the statue of college founder Emil Faber in the film *Animal House*. But as valid as that declamation may be at a university, in the corporate world what passes for knowledge can be a killer. Companies and teams rely on what we know and the way we do things here to speed decision making and maintain a sense of order. But progress demands change, risk taking, and occasionally, revolution. Processes must be overhauled, assumptions challenged, taboos broken. But how do you do it? Who among the group will take responsibility for a brand new initiative or unorthodox decision? Who will be willing to stand up and say, in essence, that the emperor has no clothes? As much as we laud the concept of thinking outside of the box, most of us think it's a lot safer to stay inside. It's time to call in a zero-gravity thinker who is not weighed down by the twin innovation killers -- GroupThink and its close cousin, ExpertThink. Such outsiders are in plentiful supply, whether from the department down the hall, the branch office, a consulting firm or even another company. Unburdened by all the nagging issues that plague even very effective groups, the outsider will know new ways around a problem, identify possibilities where none seemed to exist, and spot potential problems before they spin out of control. According to *The Innovation Killer*, the right zero gravity thinker will ideally possess the following traits: Psychological distance: the most important tool of the impartial observer, it enables him or her to maintain an open mind. Renaissance tendencies: a wide range of interests, experiences, and influences more readily inspires innovative approaches. Related expertise: strength in a relevant area may lead to intersection points at which solutions are often found. The book helps identify when

and why you should call in a collaborator, where to find one, and how you and your team can start working with him or her. There are also strategies for turning yourself into a zero-gravity thinker when it's simply not practical to bring in a true outsider. Knowledge is good, except when it trumps real innovation. Whether your team is too focused on the forest or can't see past the trees, this book will help you add the perspective you need to make the great decisions that will move your company forward.

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