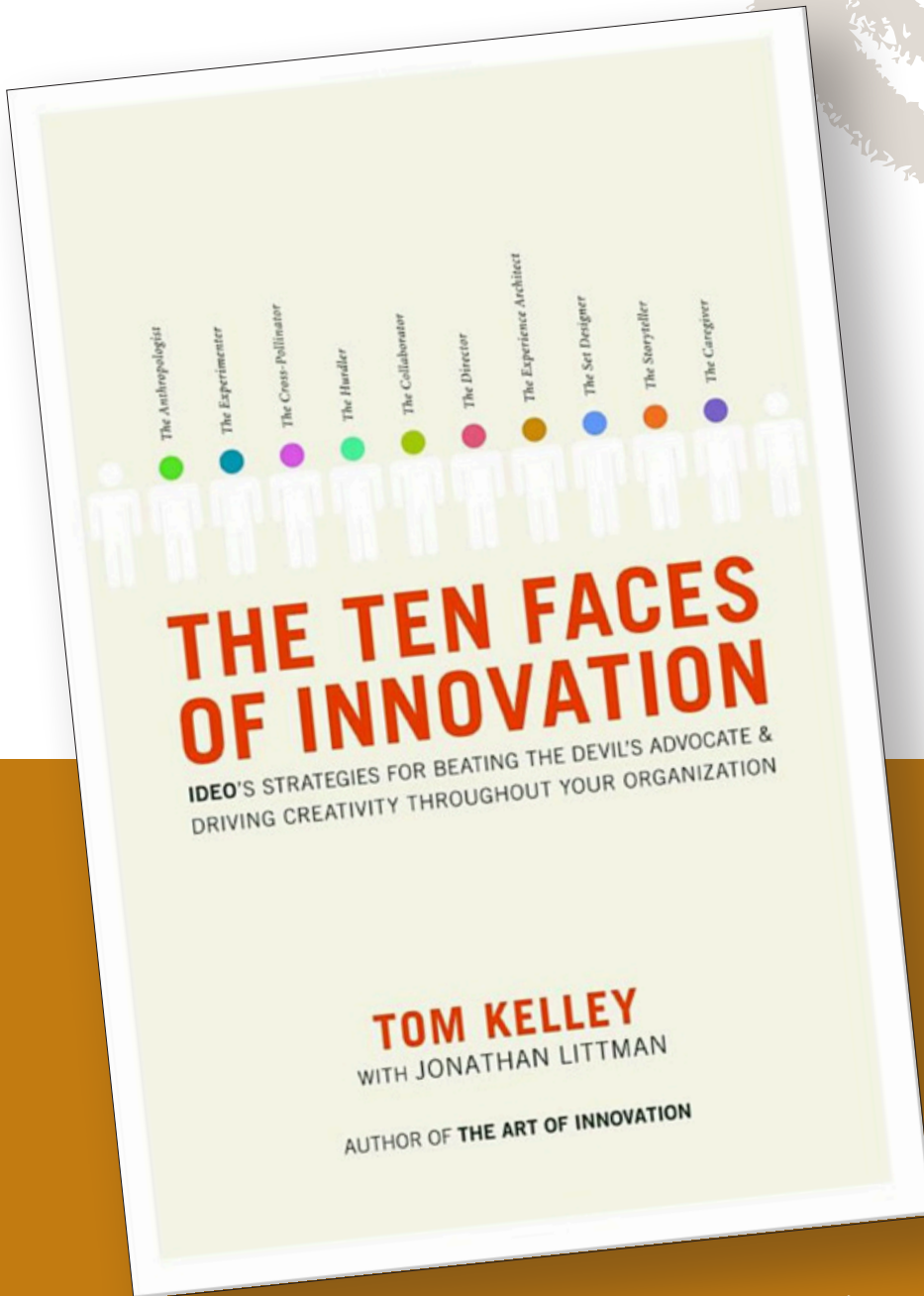


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The Ten Faces of Innovation | Tom Kelley

The Ten Faces of Innovation: IDEO's Strategies for Driving Creativity Throughout Your Organization
Doubleday: New York, NY, 2005. 266 pages.

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. It's a book about new roles people can play.

In a world where old descriptors can be constraining, these new roles can empower a new generation of innovators. They give individuals permission to make their own unique contribution to the social ecology and performance of the team.

The ten core chapters of the book highlight ten people-centric tools developed at world-renowned design firm IDEO. The ten chapters are divided into three sections: Learning Personas; Organizing Personas; and Building Personas. This list of personas, or roles, for innovation is not comprehensive; instead, it should expand the concept of team innovation. Adopting one or more of these roles can help your team express a different point of view and create a broader range of innovative solutions.

So who are these personas? Many already exist inside of organizations, though they're often underdeveloped or unrecognized. They represent latent organizational ability, a reservoir of energy waiting to be tapped.

The Learning Personas

Individuals and organizations need to constantly gather new sources of information in order to expand their knowledge and grow, so the first three personas are learning roles. People who adopt the learning roles are humble enough to question their own worldview, and in doing so they remain open to new insights every day.

The Anthropologist brings new learning and insights into the organization by observing human behavior and developing a deep understanding of how people interact physically and emotionally with products, services, and spaces. When an IDEO human-factors person camps out for forty-eight hours with an elderly patient undergoing surgery, she is living the life of the Anthropologist and helping to develop new health care services.

The Experimenter prototypes new ideas continuously, learning by a process of enlightened trial and error. The Experimenter takes calculated risks to achieve success through a state of "experimentation as implementation." When BMW bypassed all its traditional advertising channels and created theater-quality short films for bmwfilms.com, no one knew whether they would succeed. Their runaway success underscores the rewards that flow to Experimenters.

The Cross-Pollinator explores other industries and cultures, then translates those findings and revelations to fit the unique needs of your organization. When an open-minded Japanese businesswoman travels 5,000 miles to find inspiration for a new brand, she finds a concept an ocean away that sparks a billion-dollar retail empire and demonstrates the leverage of a Cross-Pollinator.

The Ten Faces of Innovation | *Tom Kelley (cont'd)*

“Innovation is a full-time endeavor for all organizations, not just a task to be checked off periodically. The personas are about “being innovation” rather than merely “doing innovation.”

The Organizing Personas

The next three roles are organizing roles, played by individuals who are savvy about the often-counterintuitive process of how organizations move ideas forward. They realize that even the best ideas must continuously compete for time, attention and resources. People who adopt organizing roles see processes and structure as a complex game of chess, and they play to win.

The Hurdler knows the path to innovation is strewn with obstacles and develops a knack for overcoming or outsmarting those roadblocks. When the 3M worker who invented Scotch tape decades ago had his idea initially rejected, he refused to give up. Staying within his \$100 authorization limit, he signed a series of \$99 purchase orders to pay for critical equipment needed to produce the first batch. His perseverance paid off, and 3M has reaped billions of dollars in profits because an energetic Hurdler was willing to bend the rules.

The Collaborator helps bring eclectic groups together, and often leads from the middle of the pack to create new combinations and multidisciplinary solutions. When a customer-service manager wins over a skeptical buyer to the idea of brainstorming new forms of cooperation, and the resulting new program doubles their sales, he’s playing the role of a very successful Collaborator.

The Director not only gathers together a talented cast and crew but also helps to spark their creative talents. When a creative Mattel executive assembles an ad hoc team and dubs them “Platypus,” launching a novel process that creates a \$100 million toy platform in three months, she is a role model for Directors everywhere.

Innovation doesn’t happen on its own, but with the right team, you’re up to the challenge.

The Building Personas

The four remaining personas are building roles that apply insights from the learning roles and channel the empowerment from the organizing roles to make innovation happen. When people adopt the building personas, they stamp their mark on your organization. People in these roles are highly visible, so you’ll often find them right at the heart of the action.

The Experience Architect designs compelling experiences that go beyond mere functionality to connect at a deeper level with customer’s latent or expressed needs. When an ice cream shop turns the preparation of a frozen dessert into a fun, dramatic performance, it is designing a successful new customer experience. The premium prices and marketing buzz that follow are rewards associated with playing the role of the Experience Architect.

The Ten Faces of Innovation | *Tom Kelley (cont'd)*

The Set Designer creates a stage upon which innovation team members can do their best work, transforming physical environments into powerful tools to influence behavior and attitude. Companies like Pixar recognize that the right office environments can help nourish and sustain a creative culture. When a business team doubles its usable output after reinventing its space and a sports team discovers a renewed winning ability in a brand-new stadium, they are demonstrating the value of the Set Designer. Organizations that tap into the power of the Set Designer sometimes discover remarkable performance improvements that make all the space changes worthwhile.

The Caregiver builds on the metaphor of a health care professional to deliver customer care in a manner that goes beyond mere service. Good Caregivers anticipate customer needs and are ready to look after them. When you see a service that's really in demand, there's usually a Caregiver at the heart of it. A Manhattan wine shop that teaches its customers how to enjoy the pleasures of wine without ever talking down to them is demonstrating the Caregiver role – while earning a solid profit at the same time.

The Storyteller builds both internal morale and external awareness through compelling narratives that communicate a fundamental human value or reinforce a specific cultural trait. Companies from Dell to Starbucks have lots of corporate legends that support their brands and build camaraderie within their teams. Medtronic, celebrated for its product innovation and consistently high growth, reinforces its culture with straight-from-the-heart storytelling based on patients' firsthand narratives of how the products changed – or even saved – their lives.

The Ten Faces of Innovation is about how people and teams put into practice methods and techniques that infuse an organization with a continuous spirit of creative evolution. With all ten personas on your side, you can drive creativity through the whole organization and build your own unique culture of innovation.

From THE TEN FACES OF INNOVATION IDEO'S STRATEGIES FOR BEATING THE DEVIL'S ADVOCATE & DRIVING CREATIVITY THROUGHOUT YOUR ORGANIZATION by Tom Kelley and Jonathan Littman, copyright © 2005 by Tom Kelley. Used by permission of Currency, an imprint of the Doubleday Broadway Publishing Group, a division of Random House, Inc. Any third party use of this material, outside of this publication, is prohibited. Interested parties must apply directly to Random House, Inc. for permission. For online information about other Random House, Inc. books and authors, see randomhouse.com.

The Ten Faces of Innovation | *Tom Kelley (cont'd)*

Recommended Resources

1. **Read** an introduction to the innovation process used by IDEO and author Tom Kelley by Auxano Founder and Team Leader Will Mancini.
2. **Download** a PDF containing an outline and additional descriptions of the ten personas by author Tom Kelley.
3. **Read** about the four habits of successful innovators by influential business thinker Gary Hamel.

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Go Ahead Actions for Vision Clarity

by Bryan Rose

Vision Clarity Connection

Recently, while waiting to board a flight, I ran into a Fortune 500 leadership coach. Living out Auxano's value of "carnivorous learning," I asked her if there were any overarching principles of leadership that pastors and church leaders should master or work on. With very little hesitation, this experienced and successful developer of others said simply: *self-awareness*.

The greatest hindrance to leadership in areas like innovation and collaboration is the leader's understanding of self. Understanding your persona might be the first step to unleashing the leadership potential and innovative thinking among the staff or volunteer team God has given you to lead. When was the last time you took some time to reflect on your own unique leadership make-up?

Go Ahead

Get Personal With the Personas

Review Kelley's list of personas and identify which might be your primary and secondary match. Then ask these 3 key people in your leadership life to review the list and match your top two based on their perception:

1. Your significant other or best friend – who probably knows you best.
2. A peer who leads in a similar role – who knows you in relation to what you do.
3. One of your direct reports – who knows and experiences your leadership first-hand.

After you find out why they selected those matches, compare their answers to your response. Is there a possible journey of self-discovery or refinement that you might have ahead? Take it.

Get Talking With the Team

Pass out Kelley's list of personas at your next leadership or volunteer team meeting. Ask each person to rate himself or herself and then the person to his or her left and right. Facilitate dialogue around how we see ourselves and then how others see us. After each person determines his or her most likely persona, make a master list on large sheet of paper. Finally, identify a present challenge facing the team and think innovatively from each persona to derive a solution.

Get Consistent With Collaboration

Establish regular intervals of innovation (at least once per month) within your leadership life cycle. At the same time, consistently give your team opportunities to collaborate. Tools like the Collaboration Cube or the Vision Deck are great sources to hone visionary thinking and innovative action within your church. To learn more about these tools visit the Vision Room store (<https://visionroom.3dcartstores.com>).



More About Bryan Rose

As a Lead Navigator and multi-site specialist for Auxano, Bryan's vision facilitation weaves a strong strategic style with an engaging creativity. With experience in virtually every church ministry role, Bryan enjoys connecting with the diverse staff and lay leader perspectives on the teams he serves.

Prior to Auxano, Bryan served in a pastoral capacity for 12 years in three churches, in contexts ranging from a church "replant" to a growing megachurch. His most recent role was leading the multisite initiative as campus pastor of a 3500 attendance church in Metro Houston. These experiences focus his personal passion on "launch clarity;" that is, seeing new campuses, churches or any new initiative dynamically reinforced by ministry DNA and fueled by a clear vision.

Bryan has a Master of Arts in Christian Education from Southwestern Baptist Theological Seminary and a B.A. in Architecture from Mississippi State University.

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