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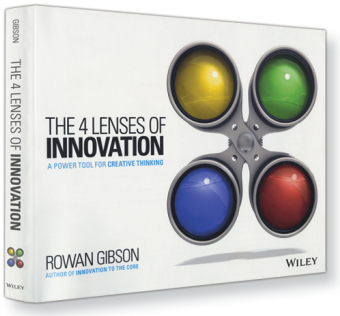
The Four Lenses of Innovation

A Power Tool for Creative Thinking



by Rowan Gibson

THE SUMMARY IN BRIEF

Ever wonder where big, breakthrough ideas come from? How do innovators manage to spot the opportunities for industry revolution that everyone else seems to miss?

Contrary to popular belief, innovation is not some mystical art that's forbidden to mere mortals. *The Four Lenses of Innovation* thoroughly debunks this pervasive myth by delivering what we've long been hoping for: the news that innovation is systematic, it's methodical and we can all achieve it.

By asking how the world's top innovators came up with their game-changing ideas, best-selling author Rowan Gibson identifies four key business perspectives that will enable you to discover groundbreaking opportunities for innovation and growth: Challenging Orthodoxies, Harnessing Trends, Leveraging Resources and Understanding Needs.

Other books promise the keys to innovation — this one delivers them. With thought-provoking examples and features like the Eight-Step Model for Building a Breakthrough, *The Four Lenses of Innovation* will teach you how to reverse-engineer creative genius and make radical business innovation an everyday reality inside your organization.

IN THIS SUMMARY, YOU WILL LEARN:

- How innovators from the Renaissance through the present have used the Four Lenses of Innovation.
- Why patterns are fundamental to innovation.
- The skills required for seeing the future in the present.
- The difference between insights and ideas.
- To apply the Four Lenses systematically to your organization.

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THE COMPLETE SUMMARY: **THE FOUR LENSES OF INNOVATION**

by Rowan Gibson

The author: Rowan Gibson is widely recognized as one of the world's foremost thought leaders on business innovation. Over the last two decades, Gibson's international clients have included some of the world's largest and most successful companies. He teaches them how to seize new growth opportunities, create new markets and even transform entire industries by recalibrating their management systems around the paradigm of innovation.

The Four Lenses of Innovation: A Power Tool for Creative Thinking by Rowan Gibson. Copyright © 2015 by Rowan Gibson. Summarized by permission of the publisher, John Wiley & Sons, Inc. 304 pages, $35.00, ISBN: 978-1-11874-024-8.

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PART I: THE MIND OF THE INNOVATOR

We all seem to know what an innovator is. But what's been harder to define for thousands of years is how innovators actually come up with their ideas.

In ancient times, it was believed that creativity was not a human attribute at all but solely a divine one. The Sumerians, who are credited with a large number of technological and social innovations at the very beginning of human history, believed that the many creative achievements of their civilization were not due to their own efforts but rather were gifts from the gods.

In the Judeo-Christian tradition, human beings were likewise not considered to be "creative." They were makers and users of things that God had created in the first place.

Everything started to change with the European Renaissance of the 14th to the 17th centuries, and in particular with the birth of humanism. That's when the belief began to spread that great creative or scientific accomplishments were the direct result of a person's own education and abilities rather than the work of some external divine entity. Suddenly, it was the human being that was the genius. And in this exciting new age, as rationalism slowly eroded the power of mysticism, people were encouraged to tap into their own intellectual and creative capacities in unprecedented ways. Thus, the Renaissance ushered in an era of unleashed human potential, producing a slew of technological, artistic and cultural achievements.

What we primarily want to understand is the innovative *thinking patterns and dispositions* that became so prevalent in the Renaissance period.

Challenging Orthodoxies

Perhaps the first thing that comes to mind when we think about Renaissance innovators is their contrarian spirit. It was a time when people began to ask skeptical questions that had never been asked before and to challenge deeply entrenched beliefs that had long been taken for granted. For example: Copernicus, Galileo and Kepler asked, "What if the Earth is not the center of the Universe? What if it revolves around the Sun along with the other planets?"

Machiavelli asked, "What if politics has nothing to do with theology or morality? What if it's simply about using all means — fair and foul — to retain power?"

Filippo Brunelleschi and Leon Battista Alberti asked, "Why can't a painting be less like wall decoration and more like a window into the natural world? What if we used mathematical and optical principles to imitate objects so accurately that they look entirely real?"

Amerigo Vespucci asked, "What if the Earth has a much larger circumference than we learned from Ptolemy's cartography? What if these lands Columbus has newly discovered are not the Indies at all but in fact another whole continent — a New World?"

Almost by definition, these Renaissance revolutionaries were nonconformists who were willing to contest previously held truths — beliefs and assumptions that had been accepted as absolute gospel for perhaps a thousand years or more — and to reinvent their worldview completely from scratch. Many of them were branded as heretics or lunatics. Yet their propensity to break the chains of precedent and to challenge conventional thinking became the basis for a whole string of breakthrough discoveries and new philosophies that literally changed our world.

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This capacity to challenge orthodoxies and to propose perhaps wildly antithetical alternatives is one of the fundamental driving forces for innovation.

Harnessing Trends

If preceding centuries were a period of stagnation, the Renaissance period was an age of the new. There were new philosophies and ideals; new styles and techniques of art, literature, music and architecture; new scientific breakthroughs; new industrial methods; new economic models; new forms of commerce; new trading patterns; new influences from the East; new and bigger towns; new kinds of government; new secular education systems; new ways of dressing; new kinds of food; and even new countries and colonies on the map.

Much of the quantum leap in creativity and innovation during this period came from the ability to understand and harness these new trends. Revolutionary breakthroughs are often built on some deep discontinuity — a convergence or systemic cluster of trends — that has the potential to create dramatic change or disruption.

Leveraging Resources

The third thinking pattern we want to examine in our study of the Renaissance mindset is the ability of innovators to see themselves, and the world around them, as a collection of skills and assets that can be recombined or stretched into new opportunities.

Filippo Brunelleschi, for example, who is regarded as one of the seminal figures of the entire period, started out as a master goldsmith. But he also studied literature and mathematics and had a strong artistic leaning. Brunelleschi was able to masterfully leverage his portfolio of skills beyond metalworking into sculpture, clock-making, architecture, archeology, engineering and even ship design — in many cases achieving what had literally never been done before.

In 1410 Brunelleschi succeeded in inventing the world's first portable clock. By borrowing and repurposing technologies from different fields, Brunelleschi was able to make a clock that was not only much smaller and lighter but, more importantly, portable for the very first time.

However, Brunelleschi is best remembered not for his contribution to clock-making but for his achievements in architecture. His major work was the huge dome of Florence Cathedral (known as the Duomo), which is considered one of the greatest engineering accomplishments since antiquity. Nobody had ever built a self-supporting dome before, and none of his contemporary architects had any idea how to do it. Brunelleschi had to rewrite all the architectural rules, inventing his own mathematical, structural and building solutions at every step of the project.

He was constantly trying to expand his portfolio of skills and assets and to redeploy them in new ways or new contexts. He proved himself a genius at leveraging his own resources — and those he discovered around him — to transition into different kinds of opportunities.

This attitude, the awareness of our limitless capacity for developing, stretching and synthesizing resources, is one of the recurrent thinking patterns we find when we study the mind of the innovator.

Understanding Needs

The fourth pattern of thinking that was characteristic of Renaissance innovators was their seemingly insatiable curiosity for the world around them and their unshakeable belief that they could make the world an increasingly better place.

No figure from the period epitomizes this more than Leonardo da Vinci. Helen Gardner, in her book *Art through the Ages*, writes of da Vinci's "unquenchable curiosity," and we see this reflected in the 13,000 pages of his famous journals, in which he made a daily record — in notes, drawings and scientific diagrams — of his observations and studies. These notebooks cover a wide range of interests and phenomena, from human anatomy and facial expressions to animals, birds, plants, rocks, water, chemistry, optics, painting, astronomy, architecture and engineering.

Da Vinci's acute observations led him to think about and try to solve problems that hadn't been seriously considered before. Nobody, for example, was asking for a parachute, a car, a submarine, a hang glider, a diving suit, a helicopter, a calculator, or floating shoes and stocks for walking on water, but Leonardo da Vinci invented, or at least conceptualized, these things.

Da Vinci was able to spot unmet needs and innovation opportunities because he was vastly more observant and more engaged with his environment than others. He was focusing his attention on issues and frustrations that most people simply ignored.

Renaissance innovators figured out how to connect what was possible with what was needed.

This, then, is the fourth perspective or thinking pattern of the innovator — the desire to develop deep insights

into all kinds of phenomena and to use new knowledge to solve problems, address needs and improve quality of life in completely novel ways.

The Four Lenses of Innovation

If we could distill from our study of the Renaissance a key principle of creativity and innovation, it would be this: The breakthrough discoveries of that period were made not because people were simply connecting and conversing with a rich network of contemporaries from different fields but because they were looking at the world from some refreshingly new and very particular angles of view.

Fundamental to building an "all-the-time, everywhere" capability for innovation is the belief that creativity is not some rare mystical power possessed by only a few specially gifted people who were simply born different from the rest of us. We need to understand that creativity is a skill that is innate in all human beings. All of us have the mental capacity for idea generation and imaginative problem-solving, and all of us can improve our creative abilities.

How then do we increase everyone's inherent capacity to come up with innovative ideas? One thing we need to do as leaders is work hard to build the kind of organizational environment that nurtures a person's ability to be creative. The other half of the equation has to do with the patterns of thinking inside our minds that unlock our ability to innovate.

Now that we are closer to understanding the mind of the innovator, the great excitement is that we can actually try to reverse-engineer it by deliberately emulating and employing the same thinking patterns or perspectives that others have used to spot unexploited opportunities and build big, breakthrough ideas.

PART II: THE POWER OF PATTERNS

At its very essence, all human thought is based on patterns. We use this innate ability of pattern recognition all the time, without even being aware of it, to identify faces, forms, voices, language, words, musical melodies, images, stories, concepts and so on.

As we grow up, get an education and gain experience in a particular line of work, the brain organizes whole bundles of information into fixed patterns known as scripts, frames or schemata, which we store in our memories for rapid access and use. It is these cognitive maps that enable us to make sense of our world every day without too much mental effort, because they allow us to automatically recognize and even predict familiar patterns — in objects or situations — while we concentrate most of our brain's processing capacity on tasks that seem more important. In effect, this is how the mind saves energy.

The downside for innovation is that we rarely go back and re-examine the patterns we have already learned, understood and filed away for future use. Our minds are extremely good at recognizing and applying existing patterns, but we are nowhere near as good at critically questioning or creatively rethinking these patterns on a continuous basis. The more fixed our patterns become, the more difficult it is for us to mentally move beyond them — to look at something conventional and reimagine it in unconventional ways. This is why we become blind to new opportunities.

Patterns and Innovation

An idea is a pattern of thought elements arranged in a particular configuration. So when we come up with a new idea, what we are actually doing is generating a new pattern or combination of thoughts — one that suggests to us an original, exciting or better course of action.

To become successful as innovators, we need to be able to step back from the many existing patterns that surround us every day — in our businesses and our personal lives — and start looking at them from completely fresh perspectives.

In turn, this requires that we alter the patterns of thinking in our minds. We need to literally change the way we think about all kinds of objects and situations in order to discover opportunities for their evolution or revolution. We need to rethink or reframe these things by looking at them from new angles of view.

What we really need is a simple tool or systematic methodology that we can use every single day to dramatically enhance our brain's natural capacity for creativity and innovation. The Four Lenses of Innovation provide us with precisely this tool.

PART III: LOOKING THROUGH THE FOUR LENSES

Here's to the Crazy Ones

Orthodoxies are the beliefs or opinions that are commonly held to be true. They are broadly shared

patterns of thinking (usually representing the viewpoint of the majority) that determine the way most people perceive certain things. Orthodoxies are the accepted norms or general standards to which a group of people adhere with a sense of certainty and which they expect new members of the group to embrace without question.

They condition us with a shared mindset that automatically determines what we believe, what we value and how we respond. These habitual patterns or collectively wired norms embed themselves so deeply in our lives and our organizations that they usually become invisible to us, which is why we rarely contest, discuss or even consider them anymore.

In themselves, orthodoxies are not necessarily bad. Actually, they are an essential part of building a large-scale enterprise. They enable companies to create, capture and mobilize a shared body of knowledge and experience that can guide their future activities and be passed on to successive generations of managers. The problem is that, if left unchallenged, orthodoxies can blind organizations to new ways of doing things. Rather than taking time out to think about alternative business models or to consider other possible solutions to familiar challenges, employees are incentivized to simply press forward toward their agreed targets, squarely focused on the way things are "supposed to be done."

This is why disruptive industry newcomers often have a big advantage. They come into an existing industry without any of the preconceptions that blind incumbents to revolutionary opportunities. Instead, they feel free to break those molds and set up their own unique approach to things. They typically leverage an innovative technology, a fresh product idea, a truly novel service concept or a game-changing business model to reinvent a stagnant industry and often seize the dominant position away from some sleepy incumbent.

That's why it's so important to regularly shake ourselves loose from this mental inertia and recalibrate our perspectives with the first lens of innovation.

Think about the way Southwest Airlines overturned common assumptions in the airline industry. They questioned the need for a "hub and spokes" route system, two segregated seating classes and a fleet of different types of aircraft. They also asked why the flight crew couldn't have some fun with their passengers, which is why Southwest's pilots and flight attendants are now known for their humorous announcements on board or for making hilarious preflight safety speeches.

Likewise, IKEA, the world's largest furniture retailer, asked why home furnishings had to be fully assembled before being sold and delivered. Instead, why not design modular units that customers could simply pick up at the store and assemble themselves?

Remember, it's the "crazy" ones who change the world. Whenever you hear "that's just the way it is," take it as an invitation to imagine how it could be or should be — then go out and make it happen!

Seeing the Future in the Present

Innovators understand change. They seem to have a knack for recognizing and harnessing the potential of things that are already changing, where others do not. They are sensitive and alert to the kinds of trends that — if scaled up — could profoundly impact the future or that could enable them to drive significant industry change.

Innovators are not just better at picking up the signals. They are better at reading them. Their accurate powers of observation are matched by exceptional powers of reflection. They have a deep curiosity that makes them wonder where some nascent development might eventually lead, how it could potentially alter the current rules of competition, what kind of new value it might create for customers or what would possibly happen if this trend intersected with others.

Most importantly, they act on this vision before others do, usually because their rivals are still denying or discounting the importance of these change factors.

Learning to Ride the Wave

If we are going to learn to ride the waves of change, we first need to develop the ability to spot and recognize emerging patterns that can reveal where the world — and our business — might be or should be going in the future. We need to immerse ourselves in what is happening right now by making sure we stay closely connected with our customers, society and the rest of the world, and by keeping our eyes and ears open at all times.

That means regularly engaging in activities that awaken your curiosity by exposing yourself to new trends, impressions and perspectives. For example, conversing with people from different industries, demographic groups, geographies and levels of the organization. Or visiting new and out of-the-ordinary places; eating in new restaurants; following new fashions in clothing, music, sport, movies and theater; getting a close-up view of new technologies; and spending more time hanging out with teenagers and other people who seem to have their finger on the pulse of change.

Repurpose, Redeploy and Recombine

Every company utilizes a specific set of resources (e.g., competencies and assets) to turn some form of input (e.g., raw materials, semifinished goods, information, ideas) into some form of output (e.g., a product or service) of value to others. Many of those resources are embedded in an organization's own business model. Others are possessed by external companies that work with the firm at various points in the value chain as part of a larger business ecosystem.

For most of the industrial era, companies have predominantly asked themselves how to use the resources available to them more *efficiently* — in other words, how do we produce basically the same kinds of goods and services only faster, better and cheaper? But in today's value-based economy, companies increasingly need to ask themselves how to use the resources available to them more *innovatively* — "How do we leverage existing skills and assets in different ways, different contexts or different combinations, in order to create new opportunities for value creation and growth?"

Nobody on earth knows how to produce and distribute carbonated soft drinks more efficiently than Coke. But the fact of the matter is that soda sales in the United States have been declining for the past 10 years (and are now falling globally), as people in general become more concerned about health, wellness and obesity issues.

So the focus at Coca-Cola is not on how to produce greater quantities of soda at lower cost but on how to use all available resources to offer customers healthier or trendier alternatives, such as fruit juices, water and energy drinks, not to forget Coke's new "healthier" soda, Coca-Cola Life.

If a company is not capable of doing this — of using resources not just efficiently (for optimized production) but also innovatively (for new value creation) — it runs the risk of one day becoming incredibly efficient at producing what customers no longer want. Nokia and Kodak are sad examples of this phenomenon.

Business history teaches us that innovators often come to their breakthroughs by decoupling, remixing and stretching existing resources. They view a company not as a set of business units but as a portfolio of distinct, standalone skills and assets that can potentially be repurposed, redeployed or recombined in different ways to create new opportunities for value creation. In fact, they look at the whole world as a rich reservoir of resources that may be leveraged to make innovation happen.

Over the last few decades, the Walt Disney Company has continued to leverage its formidable skills and assets to open up new avenues of value creation. For example, the blockbuster movie series *Pirates of the Caribbean* had its genesis as a theme-park attraction at Disneyland back in 1967. This asset was repurposed as a feature film in 2003 and went on to become a major franchise, encompassing several more movies as well as novels, video games, media publications and additional theme-park attractions. The films alone have grossed well over $3.7 billion worldwide.

Where would Sir Richard Branson and Virgin be today if he had decided not to diversify but rather to focus his efforts solely on running the world's best record stores? His advice to other companies? "You shouldn't be afraid to diversify if you are in a position to do so, especially because nothing ever stays exactly the same. ... Whenever Virgin has money I always renew my search for new opportunities."

Innovating from the Customer Backward

More and more companies are learning to engage their customers in the innovation process. However, innovating from the customer backward doesn't just mean "listening to the voice of the customer." Why not? In an interview with *BusinessWeek* in May 1998, Steve Jobs remarked, "It's really hard to design products by focus groups. A lot of times, people don't know what they want until you show it to them."

Nobody, for example, told Apple they wanted a translucent desktop computer, a cool MP3 player, an online music store, a revolutionary smartphone, an App Store or a tablet computer, but once Steve Jobs showed us these amazing things we realized we definitely wanted them — and needed them.

So the challenge is to try to understand the latent needs, wants and frustrations that customers can't always articulate. The way entrepreneurs and companies get to these answers is not simply by asking customers what they want or by reading a market research report, but by trying to look at the world — and at their own brands, products and services — through the customer's eyes (the fourth lens of innovation). They immerse themselves in the customers' environment and observe how they behave and what they experience.

Whether through direct observation of the customer in his or her natural setting (perhaps making photo or video

diaries), or mapping the customer experience at every stage of the demand chain, or trying to viscerally share that experience by using your company's products and services yourself, the goal is to make the customer's needs, problems, frustrations and feelings your own. This is how you generate the kind of deep customer insights that may trigger big new innovation opportunities. Your next step will be to start thinking creatively about how to address these issues before the competition does.

Matching What Is Possible with What Is Needed

For most of the last century, corporate innovation was driven primarily from the technology side rather than the customer side. That is to say, in most large organizations it tended to start with technical R&D and engineering rather than with deep insights into customer needs.

But in today's value-based economy, where global competition and overcapacity have given the consumer more choices and more power than ever before, a large number of companies from all over the world are now competing for the same customer's money. Success has therefore come to depend on an organization's ability to bring exciting and compelling new benefits to customers — or address their unmet needs — before the competition.

In many cases, it's still the technology that comes first and the consumer application second, which can nevertheless work out just fine. But increasingly companies are starting from the other end, by first identifying an important customer need and then working backward to find a technical solution. The key point here is that both sides of the equation are vital, so the real challenge for organizations is how to get better at bringing the two together.

PART IV: HOW BIG IDEAS ARE BUILT

The fact is, creative ideas don't just occur to us spontaneously from one moment to the next. Our minds actually build them from a unique chain of associations and connections, sometimes over a considerable period of time.

There are eight steps typical of the way breakthrough thinking often happens.

1. Frame a specific challenge and focus on solving it.
2. Research the subject. Learn from the work of others.
3. Immerse yourself in the problem. Explore possible solutions.
4. Reach a roadblock. Feel the creative frustration.
5. Relax. Detach from the problem. Let it incubate in the unconscious mind.
6. Come to an illuminating insight that fundamentally shifts your perspective.
7. Build the insight (or insights) into a big idea — a new combination of thoughts.
8. Test and validate the new idea — try to make it work.

If we look at any creative business today — e.g., advertising, design, architecture — or at countless R&D labs around the world, we are likely to find some variation of this basic methodology being employed every day in the deliberate search for original or breakthrough solutions.

Two Constant Elements

If we strip the whole creative process down to its absolute basics, we find that there are in fact only two constants: two elements that can never be skipped and that always occur in exactly the same order. In fact, these two critical elements are indispensable to every single innovation story in the world.

One element is the big idea. Obviously, at the heart of every significant innovation there is a compelling and value-creating idea of some kind — a new combination of thoughts. The other element is the illuminating insight (or insights). Without fail, every big idea was preceded by at least one insight — a new and penetrating understanding into a situation or problem.

These two elements of the creative thinking process — the insight and the idea — are invariably present in each case and are always inextricably connected. Why? Because if there was one universal law of innovation, it would be this: Powerful new ideas are never simply snatched out of the air. They are always inspired by insights.

What Exactly Is an Insight?

Talk to cognitive scientists and they will tell you an insight is the moment you spontaneously come to an understanding of a previously incomprehensible concept, or you suddenly grasp the solution to a seemingly unsolvable problem. But what if the insight, the formation of a new idea and the "aha!" experience are not necessarily the same thing at all?

In the eight-step model of the creative process, the insight is not the grand finale, the culmination point, the flash of genius when all the pieces "click" together and we suddenly become aware of a breakthrough solution.

Rather, it is the point immediately preceding all of that — the step that catalyzes the "leaps of association" that act as precursors for a new idea. The insight, in other words, is not the end in itself but the means to an end. It is the trigger that sets things in motion. Here's the distinction: An insight is not a new idea — or even the recognition of a new idea — it is a fresh thought or an illuminating understanding that inspires a new idea.

An insight is a striking realization that fundamentally changes our thinking. Simply put, an insight is something you previously didn't know, or yet think about, that has the power to surprise and inspire you.

And what role do such insights play in the creative thinking process? As Scott Gray, head of planning at digital marketing agency Quirk, puts it, "Insights are to an idea what firelighters are to a fire. They represent the best way of generating great ideas that inspire success."

Understanding Ideation

You can't produce big, breakthrough ideas unless you first generate the right kinds of insights. We need to understand that the output is dependent on the input. Investing time, money and effort in innovation without first building a rich portfolio of insights is mostly a fruitless exercise. People are being asked to make giant leaps in creative thinking but without the intellectual stepping stones they need to get them from here to there.

Ask yourself, how fresh and inspiring are the insights you are generating? How deep and meaningful are they? How differentiated are they from the insights your competitors are using in their own innovation efforts? Would they surprise your competitors? Are they novel and unique? Are they powerful enough to open up significant new opportunities for innovation?

Working With the Four Lenses

The best way to apply the Four Lenses methodology is systematically. It's time to create some innovative new growth opportunities for your company's future.

First, create a core group from across the organization that can devote some time to this critical challenge. Divide the group into four teams — one for each lens.

The goal is for each team to try to generate some important new strategic insights using one of the lenses. So some people will be challenging deep-seated orthodoxies about who your customers are, what you offer them, how you deliver value, how you make money and how you differentiate from the competition. Others will be identifying and analyzing trends that have the potential to bring exciting new benefits to customers or even to upend your industry, with a particular focus on developments that competitors have so far overlooked or ignored.

The third group will be looking for ways to leverage your company's resources into adjacent or perhaps radically different kinds of opportunities, or to make combinations between your own resources and those of external organizations in order to create new value for customers.

The fourth set of people will be searching for deep, unarticulated customer needs that could form the basis for compelling new offerings or quantum-leap improvements to your existing products and services.

Next is when the sparks begin to fly. Having compiled a portfolio of strategic insights from all the teams, it's time for the ideas to start flowing. What you want the teams to do now is switch their attention from gathering insights to building the insights they have already generated into radical new ideas. The teams then begin to "crash" or combine insights from the various lenses to produce a slew of unexpected ideas and business opportunities.

Later, of course, there is a lot of work to do in clustering ideas that reinforce each other, grouping them into domains, further improving the creative output and, finally, sifting through this pool of potential opportunities to select the ideas your company wants to seriously consider for experimentation and development.

With some expert guidance, the proper tools and a little practice, literally anyone can improve their creative thinking skills. Once we accept that creativity is not a birthright of exceptional people but a skill that can be taught and acquired, we can begin to seriously tap into the latent innovation potential inside all of us and across our organizations.

RECOMMENDED READING LIST

If you liked *The Four Lenses of Innovation*, you'll also like:

1. ***Best Practices Are Stupid* by Stephen Shapiro.** Shapiro offers proven strategies for boosting innovation and making it a repeatable, sustainable and profitable process at the heart of a company's culture.

2. ***Creative Intelligence* by Bruce Nussbaum.** Nussbaum identifies creative intelligence as a new form of cultural literacy and as a powerful method for problem-solving, driving innovation, and sparking start-up capitalism.

3. ***The Wide Lens* by Ron Adner.** Adner offers a powerful new set of frameworks and tools that will multiply your odds of innovation success. It will change the way you see, the way you think — and the way you win.