CONTENTS

EXTENDED CONTENTS VI

ABOUT THE AUTHORS X

ABOUT THE ILLUSTRATORS XII

ACKNOWLEDGEMENTS XIII

ONLINE RESOURCES XV

LIST OF ICONS XVII

PREFACE XVIII

CHAPTER 1: INTRODUCTION XX

CHAPTER 2: INNOVATION 24

CHAPTER 3: DESIGN THINKING 62

CHAPTER 4: LOVING THE PROBLEM 90

CHAPTER 5: IDEA GENERATION 126

CHAPTER 6: COMMUNICATION SKILLS 166

CHAPTER 7: IDEA VALIDATION AND DEVELOPMENT 202

CHAPTER 8: COMMERCIAL AWARENESS AND VALUE 234

CHAPTER 9: MANAGING CHANGE AND OVERCOMING SETBACKS 266

CHAPTER 10: PITCHING INNOVATION AND WOW FACTOR 292

CHAPTER 11: APPLYING THE LEARNING 330

BIBLIOGRAPHY 363

INDEX 369

EXTENDED CONTENTS

ABOUT THE AUTHORS X

ABOUT THE ILLUSTRATORS XII

ACKNOWLEDGEMENTS XIII

ONLINE RESOURCES XV

LIST OF ICONS XVII

PREFACE XVIII

CHAPTER 1: INTRODUCTION XX

Welcome 2
What this book is about 3
How to work with this book 4
How will I learn? 4
The seven skill areas 7
Learning features 16
Online resources for students 18
Online resources for instructors 18
Structure of the book 18
Resources needed 20
Conclusion 21

CHAPTER 2: INNOVATION 24

Introduction 26
Innovation 26
What is innovation? 26
Why is innovation important? 29
Which organisations are the most innovative? 30
Are there different types and levels of innovation? 32
Innovation management 37
What is innovation management? 37
What does innovation management involve? 40
Open innovation 45
What is open innovation? 45
How does open innovation work? 46
How does open innovation impact the innovation management process? 51

Innovation enablers 53
Conclusion 56

CHAPTER 3: DESIGN THINKING 62

Introduction 64
Understanding Design Thinking 65
What is Design Thinking? 65
The Design Thinking process 66
Love the problem! 70
Teamwork 76
Design Thinking practice 77
Teaming 79
Design Thinking online 81
Conclusion 84

CHAPTER 4: LOVING THE PROBLEM 90

Introduction 92
Creating an effective team 93
Innovation challenges 97
Starting out 104
Researching your challenge 107
Project Research Canvas 108
Problem Statement – Why? Who? What? When? Where? and How? 111
Stakeholder mapping 111
Interviews 117
Conclusion 123

CHAPTER 5: IDEA GENERATION 126

Introduction 128
Generating ideas 128
Different approaches to generating ideas 128
Where do the best ideas come from? 130
Applying Design Thinking techniques to the challenge 131
Preparing for the Design Thinking workshops 132
Facilitating Design Thinking workshops 135
Workshop 1 – Empathy and understanding 136
End user categories 136
End user persona 139
Empathy map 142
Identifying pain points and opportunities 145
Workshop 2 – Idea generation 150
Idea generation 152
Idea prioritisation 154
Conclusion 159

CHAPTER 6: COMMUNICATION SKILLS 166

Introduction 168
Why do we communicate? 169
How do we communicate? 171
Who do we communicate with during an innovation project? 174
Active listening and empathy 175
Active listening 176
The importance of empathy 179
Storytelling 185
What's in a good story? 186
Communicating and collaborating in teams 188
Holding effective meetings 189
Planning team activities 192
When things go wrong... 193
Conclusion 197

CHAPTER 7: IDEA VALIDATION AND DEVELOPMENT 202

Introduction 204
Validating ideas 205
The Six Thinking Hats technique 205
Design Thinking Hills: 'Who, what and wow!' 211
Design Thinking storyboards 215
Prototyping 221
How much is enough? 225
Paper prototyping 226
Conclusion 229

CHAPTER 8: COMMERCIAL AWARENESS AND VALUE 234

Introduction 236
What commercial awareness is and how to get it... 236
Organisation level 238
Macro level 240
Project level 245
Funding sources for innovation projects 249
Structuring a business case 251
Elements of a business case 251
Understanding business cases 252
Developing a value proposition statement 256
Conclusion 260

CHAPTER 9: MANAGING CHANGE AND OVERCOMING SETBACKS 266

Introduction 268
Iteration is part of the plan 268

Embracing failure 271
Analysing and reflecting on failure 272
Turning a problem into an opportunity 277
Developing 'bouncebackability' 279
Conclusion 287

CHAPTER 10: PITCHING INNOVATION AND WOW FACTOR 292

Introduction 294
Combining and building upon what you've already learned 294
Presenting and pitching 296
Knowing your audience 298
Knowing yourself and your team 298
Presentation is a skill which can be learned 299
It's natural to be nervous 299
Wow factor 303
Developing the innovation pitch 304
Importance of being unique 306
Content and media 306
Structure of an innovation pitch 310
Practice makes better (much, much better) 316
Personal considerations 316
Practice 318
If/when things go wrong 320
Final preparations 321
Delivering the innovation pitch 323
Reflecting on the innovation pitch 323
Conclusion 325

CHAPTER 11: APPLYING THE LEARNING 330

Introduction 332
The four-step learning model and seven skill areas 333
Reflective learning 334
Feedback 344
Applying the learning 348
Design Thinking your life? 354
Don't stop now! 356
Conclusion 357

BIBLIOGRAPHY 363

INDEX 369