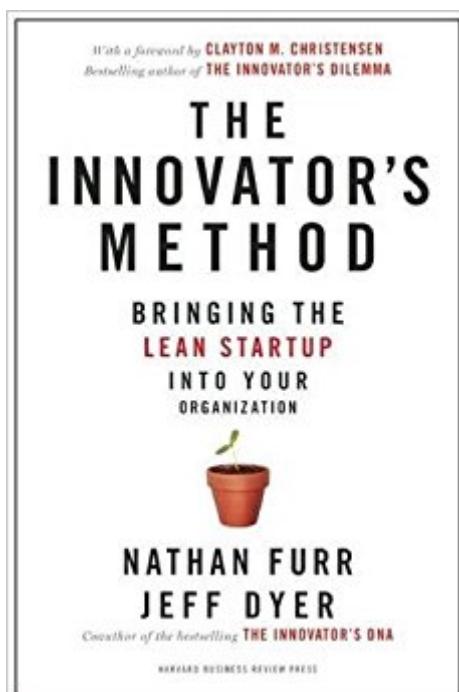


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The Innovator's Method: Bringing The Lean Start-up Into Your Organization



Synopsis

Have you ever come up with an idea for a new product or service but didn't take any action because you thought it would be too risky? Or at work, have you had what you thought could be a big idea for your company; perhaps changing the way you develop or distribute a product, provide customer service, or hire and train your employees? If you have, but you haven't known how to take the next step, you need to understand what the authors call the innovator's method; a set of tools emerging from lean start-up, design thinking, and agile software development that are revolutionizing how new ideas are created, refined, and brought to market. To date these tools have helped entrepreneurs, designers, and software developers manage uncertainty; through cheap and rapid experiments that systematically lower failure rates and risk. But many managers and leaders struggle to apply these powerful tools within their organizations, as they often run counter to traditional managerial thinking and practice. Authors Nathan Furr and Jeff Dyer wrote this book to address that very problem. Following the breakout success of *The Innovator's DNA*; which Dyer wrote with Hal Gregersen and bestselling author Clay Christensen to provide a framework for generating ideas; this book shows how to make those ideas actually happen, to commercialize them for success. Based on their research inside corporations and successful start-ups, Furr and Dyer developed the innovator's method, an end-to-end process for creating, refining, and bringing ideas to market. They show when and how to apply the tools of their method, how to adapt them to your business, and how to answer commonly asked questions about the method itself, including: How do we know if this idea is worth pursuing? Have we found the right solution? What is the best business model for this new offering? This book focuses on the "how"; how to test, how to validate, and how to commercialize ideas with the lean, design, and agile techniques successful start-ups use. Whether you're launching a start-up, leading an established one, or simply working to get a new product off the ground in an existing company, this book is for you.

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Customer Reviews

“Recommended reading for Creative Leaders.Ã¢â€”Ã• — FORBES.com“The InnovatorÃ¢â€”â€œs Method does an exceptional job of incorporating concrete research with other innovation concepts to support a holistic model that outlines an end-to-end process for creating and refining ideas and then bringing them to market.Ã¢â€”Ã• — Research-Technology Management“The InnovatorÃ¢â€”â€œs Method is filled with techniques that can help you define the jobs that customers will pay you to solve.Ã¢â€”Ã• — Inc.“Furr and Dyer present their ideas with clarity and enthusiasm, and include helpful diagrams and charts. Readers looking for a single volume on nimble innovation will find this guide indispensable.Ã¢â€”Ã• — Publishers WeeklyADVANCE PRAISE for The InnovatorÃ¢â€”â€œs Method:Clayton M. Christensen, Professor, Harvard Business School; author, The InnovatorÃ¢â€”â€œs Dilemma—“This is the first book that chronicles the process of innovation from beginning to end. If one faces a high-uncertainty problem, then the tools of lean start-up and design thinking they describe are valuable innovation tools.Ã¢â€”Ã•Steve Blank, author, The Four Steps to the Epiphany; father of the Lean Start-up Movement—“An absolute must-read for any manager or entrepreneur.Ã¢â€”Ã•John Donovan, Senior Executive Vice President, AT&T Technology and Network Operations—“The InnovatorÃ¢â€”â€œs Method lays out the importance of leadership and culture change within large companies in todayÃ¢â€”â€œs age of uncertainty. The method serves as the foundation for accelerating innovation and driving change by bringing great ideas to life.Ã¢â€”Ã•Robert I. Sutton, professor, Stanford University; Wall Street Journal bestselling coauthor, Scaling Up Excellence—“The InnovatorÃ¢â€”â€œs Method provides complete guidance that will help every leader navigate the difficult journey from generating viable ideas to setting the stage for their success. Furr and Dyer weave together stories and principles to make crystal clear why and how leaders ought to take action.Ã¢â€”Ã•Brad Smith, President and CEO, Intuit—“The InnovatorÃ¢â€”â€œs Method will help leaders create a culture of experimentation that empowers teams to make decisions grounded in real experiments. The leader

becomes chief experimenter, not chief decision maker, thereby enabling the company to behave like a network of start-ups.â• Marc Benioff, Chairman and CEO, salesforce.com—“There are dozens of books you could read about innovation—or you could read just this one. Furr and Dyer have synthesized the best ideas from lean start-up and design thinking to provide real, actionable insights that can help you test, validate, and launch new innovations.â•

Nathan Furr is a professor of entrepreneurship at BYUâ•â„cs Marriott School of Management and has worked previously as a management consultant, venture capitalist, and entrepreneur. Jeff Dyer is the Horace Beesley Professor of Strategy at BYUâ•â„cs Marriott School of Management. He worked previously as a management consultant, cofounded The Innovatorâ•â„cs DNA consultancy, and is the lead author of The Innovatorâ•â„cs DNA and numerous other popular books and articles.

The "Innovator's" series has proved a wonderful addition to the business literature. By focusing on step changes the series has caused many of us to rethink how best to make process changes in business. The Innovator's Method is by far the most practical of the entire set. It assumes that the reader understands the nature of disruptive change and wants more guidance on how to make it happen. The authors do not disappoint. Using case studies from Intuit and others, they outline the steps involved in creating disruptive change successfully. They especially emphasize the role of prototyping as the mechanism to insure that the idea in its formative stage will actually work. This book would have received five stars. However, it contains almost no information on the human aspect of creating these changes within an organization. Maybe that's next in line.

This book is a fantastic addition to any Lean Startup library. What I like about the book is that it brings concrete and clear guidelines to execute innovation inside your organization. Also it blends Design Thinking, Jobs to be Done and Lean startup tips and tricks. It's really an end to end process for creating, refining and bringing great ideas to market. The book uses the most important literature about Innovation, Jobs to be done, Design Thinking, Business Model generation and Lean Startup. It is also based on lots of personal interviews with entrepreneurs and teams executing innovative projects inside organizations. Intuit and Unilever are both examples of orgs used as examples. Great read and very practical guide!

So I have never really been really involved with innovation or even business and entrepreneurship for that matter. I first began reading and thinking about it when I started talking to my cousin about it. He talked to me about innovation and the role that he thought it should play in businesses. And to be honest. It seemed like an obvious idea. Of course being innovative was important. But then when I thought about it more, I had no idea how to be innovative. I had no idea how to change the way I thought and expand on the ideas that were in my mind. I knew what needed to be done, but no idea how to do it. And even more so, no idea how to apply that to any type of organization. And that is where this book came in for me. The Innovator's Method builds upon the ideas presented in the Innovators DNA and expands those into a useful tool kit, a step by step process if you will on how to add innovation to your own organization. Innovators DNA told you that everyone can be innovative and even told you how to get to that point. Then Innovator's Method follows it up with telling you exactly how to apply those new skills of innovation to your own organization or business. It presented many of the ideas in a clear way, so that someone with little business experience (like myself) could still understand the topics and grasp the ideas with a little bit of thinking.

Very useful, especially for small business that needs to grow. A must read even for an experienced manager, there are lots of gems inside this book!

A great follow up book to the innovators DNA in how to build a lean innovation process inside your organization. Dyer and Furr take the idea of the lean start-up and provide important context and process in bridging the gap between business model creation and successfully executing the business model. The book is complete with useful tools and rich examples of how to efficiently design and test products and solutions for the marketplace. A must read if executing on innovation is any part of your job description.

The authors have created a unified approach to bringing innovation to market. They integrate several of the leading techniques such as design thinking and lean startups into a very practical methodology. It is written in a style that will be accessible to a broad audience of colleagues interested in how to tackle the launch of new business ventures, lines of service, and products. I highly recommend this book to managers who want to bring structure to an inherently messy, uncertain, and iterative process.

As others have stated, it's a great book about managing innovation. Not only that it's comprehensive

and it offers a structured approach to deal with the uncertainties of innovation, but also easy to read and gives lots of good examples that really solidify the concepts. I also like how it refers to other well-written books as well, including The Lean Startup, and how the materials here complement those books.

This book is great. Having run organizations from start-up to mature, I wish I would have had this book earlier. The lessons apply across the board, as long as innovation is a premium for you org. The balance of case study and analysis is great -- it's a really engaging read. This book just became the end-of-year gift for the leadership of each of our portfolio companies.

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