Contents

Executive Summary	1
Introduction	3
What It Takes to Innovate	3
Situating Innovation on the Process Knowledge	
Spectrum	12
A Recipe for Innovation	19
Aim High	26
A Worthy Goal	27
Engaging Hearts and Minds	34
It's a Stretch	44
Worthy Aspirations That Motivate Innovation	47
Team Up	48
Strange Bedfellows	49
Teaming Across Boundaries	54

vi | Contents

What It Takes to Team	60
When Conflict Heats Up	67
Embracing the Risks of Teaming	74
Fail Well	76
Unpacking Failure	77
Failing Well—At the Right Scale	88
Leading Failure	90
Courage and Fear	94
Learn Fast	96
Learning as You Go	97
How to Learn Fast	99
Overcoming Barriers to Learning	104
Leading Learning to Innovate	113
Conclusion	115
Recommendations for a Successful Innovation Journey	116
Leaders Who Innovate	119
Notes	123
About the Author	129