

Zen and the Art of Innovation

Suggested Readings

Bason, Christian. *Leading Public Sector Innovation: Co-creating for a Better Society*. 2010. Reprint, Great Britain: The Policy Press, 2011.

Bason's well-researched book posits a public sector "innovation ecosystem," encompassing "the *what* of innovation (consciousness), the *where* (capacity), the *how* (co-creation) [and] the *who* (courage)" (p. 20). Taken together, the four dimensions of the innovation ecosystem constitute a "blueprint for action" (p. 22). Included are case studies from institutions across the public sector, including libraries, schools, and universities.

Brynteson, Richard. *Innovation at Work: 55 Activities to Spark Your Team's Creativity*. New York: AMACOM Books, 2013.

Brynteson's book includes 55 activities designed to immerse participants in the practice of innovation, to build innovation skills and capacity, to build a culture of innovation, and to develop innovation processes. Included alongside the activities are worksheets, questions, case studies, and assessments to use in settings ranging from small team meetings to large training sessions and everything in between.

Kelley, Tom. *The Ten Faces of Innovation: IDEO's Strategies for Beating the Devil's Advocate & Driving Creativity Throughout Your Organization*. New York: Doubleday, 2005.

Kelley, a partner at renowned design and innovation consultancy IDEO, wrote *The Ten Faces of Innovation* to beat "the Devil's Advocate," which he says "may be the biggest innovation killer in America today" (p. 2). According to Kelley, the Devil's Advocate is the person who squashes new ideas, concepts and plans by "[assuming] the most negative possible perspective, one that sees only the downside, the problems, the disasters-in-waiting" (pp. 2-3). Because innovation is recognized as "a pivotal management tool across virtually all industries and market segments" and even, according to *The Economist*, "the single most important ingredient in any modern economy" (quoted on p. 3), it is imperative that organizations guard against the harmful effects of the Devil's Advocate. So how can organizations succeed at innovation and beat the Devil's Advocate? According to Kelley, they need "new insights," "new viewpoints," and "new roles" (p. 3). Thus, Kelley sets out to put a "human face" (p. 6) on innovation. As alternatives to the innovation-killing Devil's Advocate persona, Kelley offers "ten people-centric tools developed at IDEO that you might call talents or roles or personas for innovation...[which] can help teams express a different point of view and create a broader range of innovative solutions" (p. 7).