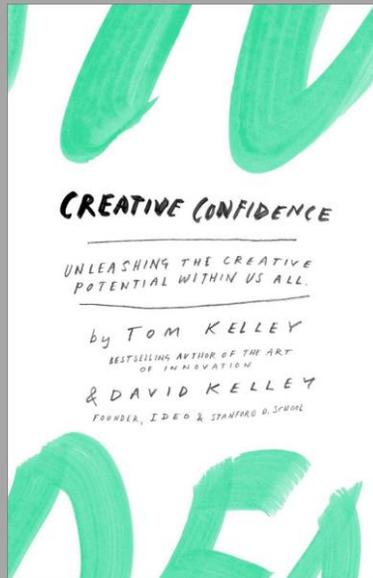


Matthew Mottola



CREATIVE CONFIDENCE





Let's Connect!



Creative Confidence, Tom Kelley & David Kelley



Summary

Tim and David Kelley were founders of IDEO, a global design firm that consistently delivers revolutionary innovation. Beyond leading the growth of a problem-solving methodology called design thinking, their past projects have included launching an online pharmacy startup for Pillpack, designing smarter mobility for Ford, and designing the future kitchen for IKEA - to name a few.

This book reveals the secrets IDEO uses to consistently generate and execute on groundbreaking ideas.

My Takeaway

When I decided on Babson College for graduate school, it was heavily based on one statistic...Babson for 23 straight years has ranked #1 in the world for entrepreneurship. When I arrived on campus, I wasn't disappointed, it was in essence an accelerated MBA focused on the starting and scaling of businesses.

Within the process Babson instilled in us, design thinking was front and center. I understand that we can't all afford to take a year to experiment like my time at Babson, BUT we all can we learn the secrets through this book.

This book is also the next level of Lean Startup methodology. It takes the Lean methodology and gives you the applications to make you lethal.

But no more talk, time to learn how to create the next company that changes the world!

Intro

Lesson 1: Creativity Myth

Creativity is just as much in arts as it is in fields like law or accounting.

Lesson 2: Creative Confidence

Creative confidence is the belief that you can change the world around you. This belief lies at the heart of innovation.

“creative confidence is about believing in your ability to create change in the world around you. It is the conviction that you can achieve what you set out to do.”

It is also a way of experiencing the world that generates new approaches and solutions.

Lesson 3: Something New

What is creativity? Simply creating something new in the world.

Chapter 1: Flip

Lesson 1: Human Centered Design Thinking

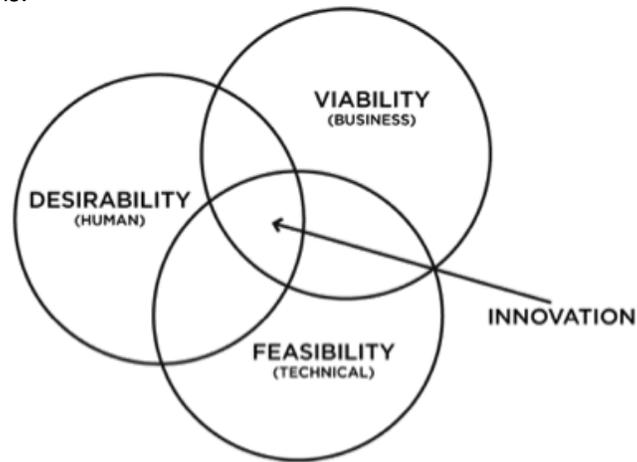
Starting the creative problem solving process with empathy. This means starting by visiting your customers in their natural location and just observing patterns.

The example the authors use is with an MRI engineer. He needs to visit the actual MRI location, and what he sees is kids scared out of their mind to go into the MRI. From this, he decides to focus on the experience instead of the traditional metrics.



Lesson 2: 3 Pillars of Design Thinking

Design thinking is about balancing these three pillars. The ideal balance is the spot in the middle, that is where innovation happens.



Lesson 3: The Process

The process to carry out design thinking is as follows:

Inspiration → Synthesize → Ideate → Implement

1: Inspiration (Research)

This is where you use human centered design thinking (empathy) to simply observe your target. They use the example of being an anthropologist.

In grad school the assignment used to practice this was going to a coffee shop and just observing for 2 hours what was happening.

The best way to do this is to not just study, but try to live like your target market.

2: Synthesize

This is where you go from researching to establishing the frameworks for your project. The two questions you must answer are:

A: What problem are we attacking?

B: Where do we spend our energy?

3: Ideate & Experiment

Here is where you make your MVP's and test as fast as possible. The goal is adapt, iterate, pivot.

4: Implement

This is where you come up with your roadmap to the marketplace.

Lesson 4: Prerequisites

In order to excel in design thinking, one must be able to:

- Intuitive
- Recognize Patterns
- Construct ideas that are meaningful AND functional

Lesson 5: Growth Mindset

We talk in detail about Carol Dweck's growth mindset. This is essential.

Chapter 2: Dare

Lesson 1: Guided Mastery

They start with a story of someone who is terrified of snakes. They tell the person there is a snake in the next room and they are going to wrap it around their neck. Obviously the person says hell no, but the psychologist goes step by step through little wins until the person actually has the snake around their neck. For example, they show the snake with the protection of a glass wall. They then show someone else putting the snake around their neck.

This process is called guided mastery, because it is all about mastery through step by step mini wins.

“The process of guided mastery draws on the power of first hand experience to remove false beliefs”

Lesson 2: The Failure Paradox

Those that seem like major successes have seen major failures.

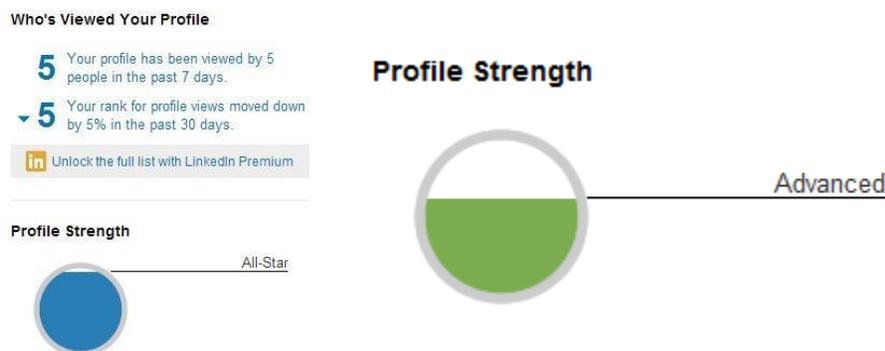
According to Professor Dean Keith Simonton of the University of California-Davis, creative geniuses, from artists like Mozart to scientists like Darwin, have seen enormous failure. The only difference is they didn't let fear stop them. Instead, it was like a badge of honor. And with this badge of honor, they were able to experiment more, which Simonton tells us is why they became so successful.

“The surprising, compelling mathematics of innovation: if you want more success, you have to be prepared to shrug off more failure.”

“Many d.school classes demand that student teams keep pushing the limits of possibility until they face-plant. The personal resilience, courage, and humility born of a healthy failure form a priceless piece of their education and growth”.

Lesson 3: Gamification

The authors point to the concept of gamification, one in which users are always progressing and simultaneously seeing what progression will bring. Below are examples of gamification.



Jane McGonigal, author, futurist, and game designer, calls this urgent optimism, and says about it, “the desire to act immediately to tackle an obstacle, motivated by the belief that you have a reasonable hope of success”.

Lesson 4: Max Out the Known

We talk deeply about maxing out known knowledge to reach unknown knowledge. Diego Rodriguez of IDEO calls this informed intuition, and says, “relentless practice creates a database of experience that you can draw upon to make more enlightened choices.”

Lesson 5: Secret of the Valley

The authors point to one of the secrets of Silicon Valley to be their “permission to fail”. They use Randy Komisar, prominent venture capitalist, to show that pockets of entrepreneurship like the valley pop up due to the way they deal with failure.

Lesson 6: Own Your Failure

One way to handle failure is to own it. They point to Bessemer Venture Partners and one of its top partners David Cowan, a top venture capitalist according to Forbes Midas List. Bessemer has an “Anti-Portfolio” which lists all their failures. Examples are passing over a Series A opportunity in PayPal, as well as passing over seven times the chance to invest in FedEx. Cowan himself, one of the largest advocates to this, lived within walking distance of the garage Larry Page and Sergey Brin used to start Google. One of Cowan’s friends, the woman who rented out her garage to the Googlers, tried to introduce him to these two smart Stanford students, to which Cowan replied, “How can I get out of this house without going anywhere near your garage”.

Tina Seelig, executive director of the Stanford Technology Ventures Program, and author of *What I Wish I Knew When I Was 20*, takes this a step further with a failure resume.

Chapter 3: Spark

Lesson 1: The 5 Strategies

Innovation can happen anywhere. The author’s give these five strategies:

1: Choose Creativity

It starts with a conscious choice to decide to be creative.

2: Traveler Mindset

The authors compare your mindset to that of traveling, in which you observe everything since it’s a new place. The reason is because creativity is aligned with the amount of ideas one can generate, and generating ideas is a result of seeing things that go unnoticed by others.

3: Relaxed Attention

Although you’re deciding attention, you can’t sit in a room and think your way to the next big idea. Instead, the authors use the analogy of putting your idea on the backburner, but not completely out of sight. This state they call relaxed attention, one in which your intuition can pull together data points that you once thought were unrelated.

My favorite example is working out. My best idea's come in the middle of a pushup, or in the middle of a set. Why? I really don't know. The authors say to talk a walk.

4: Empathize With End User

We've discussed this prior, but is so essential to be able to not just see, but feel your end user.

5: Genchi Gembutsu

In the Lean Startup, Eric Reis brings up the Japanese concept of Genchi Gembutsu, which says to get out of the building. The authors say to get out of the building and visit your end user's natural habitat.

6: Why, Why, Why

Another Lean Startup concept is Five Why Analysis. This is when you sound like a toddler asking why about everything.

7: Reframe Challenges

Here you reframe the actual question. Generally, the question should be to fix the end user's latent needs, NOT a technical component.

The example they use is a Stanford team with a challenge to make the best incubator for the people of India. When they did their research, they realized mortality rates for newborns were through the roof. When they visited India, they realized the problem wasn't technical capacity of incubators. The problem was instead that children became too cold and would die of hypothermia. Based off this, they made a pouch/sleeping bag looking product that kept the babies warm.



8: Support Network

This is the classic Mastermind, a group of like-minded but also very diverse people.

“Creative people are often portrayed as lone geniuses or rugged individuals. But we’ve found that many of our best ideas result from collaborating with other people.”

Chapter 4: Leap

Lesson 1: Action

Newton’s first law of inertia – “things in motion stay in motion, things at rest stay at rest”. Creativity is no exception, it requires the force of action to propel it.

Lesson 2: MVP

Although action is essential, the framework for action is that of mitigating uncertainty through what The Lean Startup calls the “Minimum Viable Product”. This means making prototypes as cheap and fast as possible. This also means the objective of the prototype is not to be a final product, but to instead provide learning.

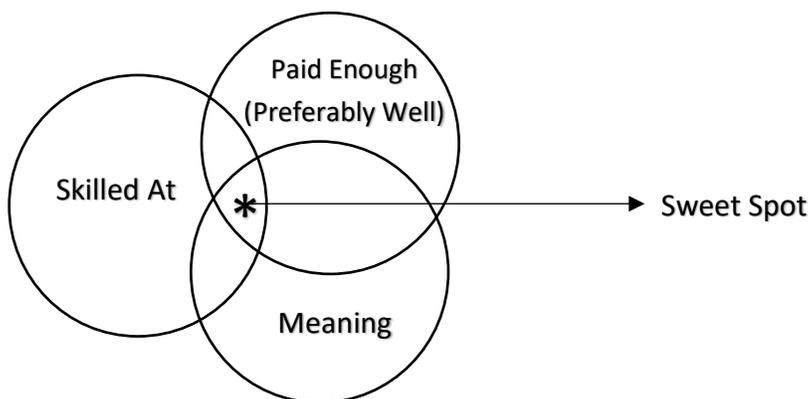
Chapter 5: Seek

Lesson 1: Look For Your Calling

The authors challenge you to pursue what intrinsically motivates you. This claim is supported by deep science in the longevity of intrinsic motivation instead of short term rewards such as money.

Lesson 2: The Sweet Spot

The sweet spot of finding your calling vs. getting paid comes down to the sweet spot brought up by Jim Collin’s in his book *Good to Great*.



Lesson 3: MVP Your Life

Just as action breeds creativity, finding this sweet spot is impossible without action. The authors suggest **side projects**, and using side projects as your MVP's to figuring this out.

Chapter 6: Team

Lesson 1: It Takes a Village

Unless your founder/CEO is superhuman, innovation is a result of concentrated collaboration, NOT lone warriors.

Lesson 2: Design for Delight

Unfortunately group work can be detrimental if the group isn't structured for innovation. One example is with group thought, when members of a group adopt what generally the first person throws out and are too scared to question. Another problem is if the team is too focused on finishing tasks, thus losing the drive to exceed expectations.

To avoid this the authors propose a principle called design for delight. This means always striving to exceed expectations in the customers eyes, and comes down to three questions.

- 1: Create positive emotion?
- 2: Go beyond expectation?
- 3: Ease of use and clear benefit?

Lesson 3: Language

The language groups adopt shape the flow and eventual results of their work. Words like "I can't", or "it won't work", or "it's been done before", all convey a closed minded group.

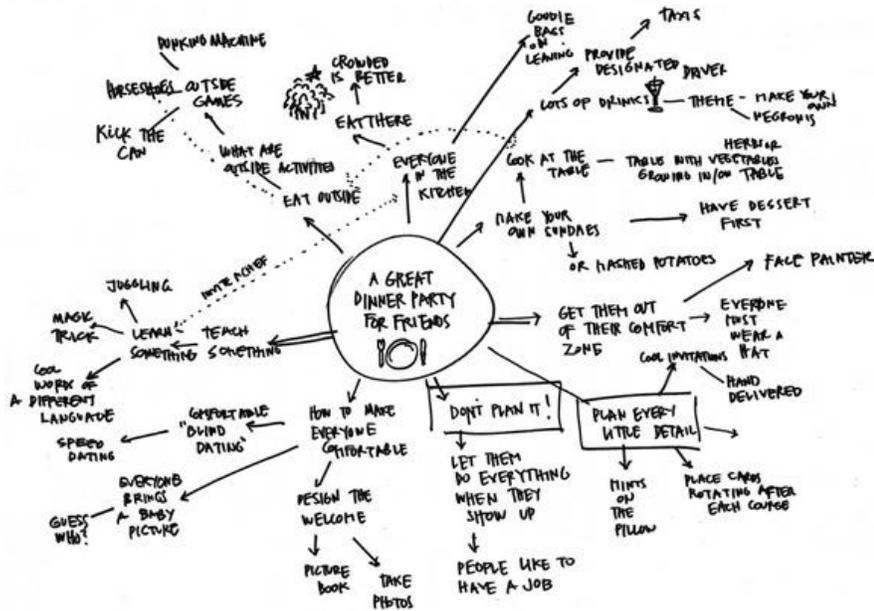
Instead, groups must adopt an improve communication culture. In improve, every character must build on what each character says, and there's only one rule: you can't say no. Instead, the actors must always follow a "Yes, and...." Script.

In innovation, this script is the phrase, "How might we...."

Chapter 7: Move

This chapter gives specific exercises to bring out creativity. Below I have highlighted the one's I find most constructive.

Mind Mapping



Idea Journal

Think of this as any medium to jot down notes.

Circle Exercise

As a creativity warmup, give a person 5-15 minutes to make each circle look like something common.

