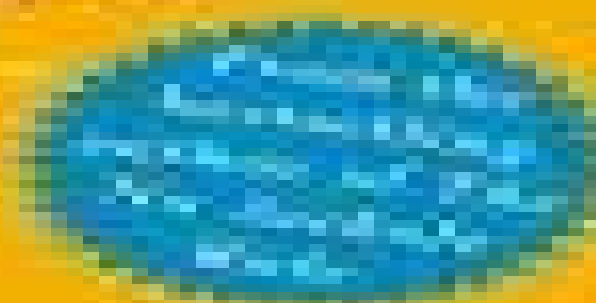


Robert I. Sutton

WEIRD
IDEAS
THAT
WORK

How to Build a
Creative Company



Weird Ideas That Work How To Build A Creative Company

Tony Davila, Marc Epstein



Weird Ideas That Work How To Build A Creative Company:

Weird Ideas That Work Robert I. Sutton, 2002 Sutton is a sought after consultant speaker and Stanford professor This book brings together 11 of his proven counter intuitive ideas that work from hiring people that make employers squirm to encouraging projects likely to fail

Weird Ideas That Work Robert I. Sutton, 2007-05-15 A breakthrough in management thinking weird ideas can help every organization achieve a balance between sustaining performance and fostering new ideas To succeed you need to be both conventional and counterintuitive Creativity new ideas innovation in any age they are keys to success Yet as Stanford professor Robert Sutton explains the standard rules of business behavior and management are precisely the opposite of what it takes to build an innovative company We are told to hire people who will fit in to train them extensively and to work to instill a corporate culture in every employee In fact in order to foster creativity we should hire misfits goad them to fight and pay them to defy convention and undermine the prevailing culture *Weird Ideas That Work* codifies these and other proven counterintuitive ideas to help you turn your workplace from staid and safe to wild and woolly and creative In *Weird Ideas That Work* Sutton draws on extensive research in behavioral psychology to explain how innovation can be fostered in hiring managing and motivating people building teams making decisions and interacting with outsiders Business practices like hire people who make you uncomfortable and reward success and failure but punish inaction strike many managers as strange or even downright wrong Yet *Weird Ideas That Work* shows how some of the best teams and companies use these and other counterintuitive practices to crank out new ideas and it demonstrates that every company can reap sales and profits from such creativity *Weird Ideas That Work* is filled with examples drawn from hi and low tech industries manufacturing and services information and products More than just a set of bizarre suggestions it represents a breakthrough in management thinking Sutton shows that the practices we need to sustain performance are in constant tension with those that foster new ideas The trick is to choose the right balance between conventional and weird and now thanks to Robert Sutton's work we have the tools we need to do so

Weird Ideas That Work Robert I. Sutton, 2002-03-02 A breakthrough in management thinking weird ideas can help every organization achieve a balance between sustaining performance and fostering new ideas To succeed you need to be both conventional and counterintuitive Creativity new ideas innovation in any age they are keys to success Yet as Stanford professor Robert Sutton explains the standard rules of business behavior and management are precisely the opposite of what it takes to build an innovative company We are told to hire people who will fit in to train them extensively and to work to instill a corporate culture in every employee In fact in order to foster creativity we should hire misfits goad them to fight and pay them to defy convention and undermine the prevailing culture *Weird Ideas That Work* codifies these and other proven counterintuitive ideas to help you turn your workplace from staid and safe to wild and woolly and creative In *Weird Ideas That Work* Sutton draws on extensive research in behavioral psychology to explain how innovation can be fostered in hiring managing and motivating people

building teams making decisions and interacting with outsiders Business practices like hire people who make you uncomfortable and reward success and failure but punish inaction strike many managers as strange or even downright wrong Yet *Weird Ideas That Work* shows how some of the best teams and companies use these and other counterintuitive practices to crank out new ideas and it demonstrates that every company can reap sales and profits from such creativity *Weird Ideas That Work* is filled with examples drawn from hi and low tech industries manufacturing and services information and products More than just a set of bizarre suggestions it represents a breakthrough in management thinking Sutton shows that the practices we need to sustain performance are in constant tension with those that foster new ideas The trick is to choose the right balance between conventional and weird and now thanks to Robert Sutton's work we have the tools we need to do so

IDEAS—A Secret Weapon for Business Andrew Pressman, 2024-12-18 We all need creative ideas for solving challenging problems innovating and reconciling dilemmas *IDEAS* sets forth what every executive should know about contributing to collaborative environments thinking like a designer and leading teams This book suggests a distinctive framework for collaboration informed by design thinking Collaboration under the umbrella of such a process can be optimally effective in triggering inspiration leading to fresh ideas that are highly responsive to stakeholders Collaborative design thinking cannot be reduced to an algorithm unlike math and science problems there is no single right answer Nor are there formulaic or simplistic approaches which may limit creative possibilities to solving problems or conceiving the right questions This book will therefore render accessible the solution oriented abilities that we all possess by providing practical tools for thinking imaginatively and critically Demonstrate that elements of design thinking can be cherry picked weighted and combined depending on the project and its context to yield a unique process for each problem Focus on the collaborative approach necessary to elicit the best ideas from all stakeholders Rich with case studies and practical insights this concise ideas oriented guide will unlock a new route to innovation for executives managers administrators board members and especially aspiring leaders in many types of businesses

Create Your Successful Agile Project Johanna Rothman, 2017-10-18 You think agile techniques might be for you but your projects and organization are unique An out of the box agile approach won't work Instead unite agile and lean principles for your project See how to design a IPS approach reap the benefits of collaboration and deliver value For project managers who want to use agile techniques managers who want to start and technical leaders who want to know more and succeed this book is your first step toward agile project success You've tried to use an off the shelf approach to agile techniques and it's not working Instead of a standard method or framework work from agile and lean principles to design your own agile approach in a way that works for you Build collaborative cross functional teams See how small batch sizes and frequent delivery create an environment of trust and transparency between the team management and IPSers Learn about the interpersonal skills that help agile teams work together so well In addition to seeing work and knowing what done means you'll see examples of many possible team based measurements Look at tools

you can use for status reporting and how to use those measurements to help your managers understand what agile techniques buy them Recognize the traps that prevent agile principles from working in too many organizations and what to do about those traps Use agile techniques for workgroups and see what managers can do to create and nurture an agile culture You might be surprised at how few meetings and rituals you need to still work in an agile way Johanna s signature frankness and humor will get you on the right track to design your agile project to succeed What You Need No technical expertise or experience needed just a desire to know more about how you might use agile in your project **Creative**

Strategy Chris Bilton, Stephen Cummings, 2010-04-26 People tend to think of creativity and strategy as opposites This book argues that they are far more similar than we might expect More than this actively aligning creative and strategic thinking in any enterprise can enable more effective innovation entrepreneurship leadership and organizing for the future By considering strategy as a creative process and vice versa the authors define creative strategy as a mindset which switches between opposing processes and characteristics and which drives every aspect of the business The authors draw experiences and cases from across this false divide from the music industry sports fashion Shakespearean theatre companies creative and media organizations and dance as well as what we might regard as more mundane providers of mainstream products and services to uncover the creative connections behind successful strategy Creative Strategy is a talisman for those looking to take a new path Matt Hardisty Strategy Director Mother Advertising It has been said that business is a hybrid of dancing and calculation the former incorporating the creative within a firm the latter the strategic Bilton and Cummings show how these apparently contradictory processes can be integrated Their insights about how firms can create to strategize and strategize to create are informative for managers and management scholars alike Jay Barney Professor and Chase Chair of Strategic Management Fisher College of Business The Ohio State University In today s world new thinking creativity is required to tackle long standing problems or address new opportunities The trouble is few organizations understand how to foster and apply creativity at least in any consistent manner This book provides new insights into just how that can be done It moves creativity from being just the occasional and fortuitous flash of inspiration to being an embedded feature of the way the organization is run Sir George Cox Author of the Cox Review of Creativity in Business for HM Govt Past Chair of the Design Council

The Nonprofit Imagineers Ben Vorspan, 2023-05-25 What do Disney Imagineering and nonprofit organizations have in common More than you think Although nonprofits are rarely known as creative powerhouses we ll explore how to use the same principles that make Disney Imagineering the gold standard of imaginative thinking to transform your organization into an equally inventive and creative environment The Nonprofit Imagineers explores how more innovation can happen at nonprofits no matter how small the budget how meager the staff how tight the board oversight or how limited the time commitment Using more than 100 real life examples from theme parks movies and Walt Disney s life you will come away inspired to experiment with Disney Imagineering principles such as blue sky meetings storytelling creative intent kinetics

plussing and weenies Yes weenies This book is perfect for employees managers board members and volunteers at schools faith based organizations community centers and assorted other organizations of all sizes looking to use creativity to improve their programming fundraising and relationship with their families members and donors **Design Thinking for**

Entrepreneurs and Small Businesses Beverly Rudkin Ingle, 2014-01-09 Having met Beverly Ingle and hearing her speak about design thinking I was enlightened and enthused With a depth of knowledge and obvious passion for the usage of design thinking she has already helped many business people myself included inject greater creativity into problem solving to deliver better results something that is a must for left brainers She has an amazingly refreshing ability to create deep understanding within her audience and a hands on practical approach ensures that the results are manageable and within your grasp Jill Robb CEO Ambition Digital Belfast United Kingdom Design Thinking for Entrepreneurs and Small Businesses Putting the Power of Design to Work is the first book on the subject for smaller businesses Until now design thinking a methodology for solving business problems and identifying opportunities has been the playground for companies with big budgets giving them the advantage of the innovation that comes from using the latest design thinking tools emerging from Stanford Harvard Northwestern and elsewhere Now thanks to design thinking expert Beverly Ingle entrepreneurs and small business owners can make the design thinking playground their own and on a much smaller budget Ingle provides the tools entrepreneurs need as well as step by step processes that show how to use design thinking methods to transform your business and drive organizational success Design Thinking for Entrepreneurs and Small Businesses offers just enough theory to provide you with working knowledge of design thinking but its value lies in the practical proven hands on information that you can put to use immediately You will learn How to incorporate design thinking processes into everyday operations and in what areas of business the approach is most valuable How to use the most prevalent and popular design thinking tools like ideation prototyping and rapid branding effectively How to use design thinking to identify and achieve your business goals and create new business models How to create revenue boosting new products and services using design thinking How to improve the customer user experience to create more loyal profitable customers By the time you've finished reading the last chapter of Design Thinking for Entrepreneurs and Small Businesses you will not just be thinking about producing new products and services boosting customer service or developing new business opportunities you'll be doing it Best it'll show up in the top and bottom lines **Creative People Must Be Stopped** David A Owens, 2011-11-22 A framework for

overcoming the six types of innovation killers Everybody wants innovation or do they Creative People Must Be Stopped shows how individuals and organizations sabotage their own best intentions to encourage outside the box thinking It shows that the antidote to this self defeating behavior is to identify which of the six major types of constraints are hindering innovation individual group organizational industry wide societal or technological Once innovators and other leaders understand exactly which constraints are working against them and how to overcome them they can create conditions that foster innovation

instead of stopping it in its tracks The author s model of constraints on innovation integrates insights from the vast literature on innovation with his own observations of hundreds of organizations The book is filled with assessments tools and real world examples The author s research has been featured in the New York Times Wall Street Journal London Guardian and San Jose Mercury News as well as on Fox News and on NPR s Marketplace Includes illustrative examples from leading organizations Offers a practical guide for bringing new ideas to fruition even within a previously rigid organizational culture This book gives people in organizations the conceptual framework and practical information they need to innovate successfully

Summary: Weird Ideas that Work BusinessNews Publishing,2014-09-29 The must read summary of Robert Sutton s book *Weird Ideas that Work* 11 1 2 Practices for Promoting Managing and Sustaining Innovation This summary of the ideas from Robert Sutton s book *Weird Ideas that Work* shows that almost all highly creative companies do weird things and refuse to do the same as everyone else By doing this creative companies consistently develop new ways of thinking and acting In his book the author presents 11 1 2 weird ideas for sparking business innovation He also explains concrete ways to build an organisation where innovation flourishes and becomes a way of life This summary will teach you the importance of creativity in your company and how you can start changing the way you do things in order to stay ahead Added value of this summary Save time Understand key concepts Expand your business knowledge To learn more read *Weird Ideas that Work* and find out why you should become an expert in the art of innovation in order to stay on top **The Creative Alchemy** Shireesh

Jain,2024-12-14 The Creative alchemy explores the transformative journey of creativity Through the lens of a young seeker Elias readers will discover the essential elements of creative excellence Curiosity Courage Cognition Collaboration Consistency and the removal of conceptual blocks This book serves as a guide to unlocking your creative potential offering insights and practical strategies to turn ordinary ideas into extraordinary realities *Designing Relationships: The Art of Collaboration in Architecture* Andrew Pressman,2014-01-03 In today s dynamic practice environment collaboration and teamwork skills are increasingly critical to the successful completion of building projects Indeed it is the careful nurturing of comradeship among complementary but distinctive egos that drives creativity underlying the hi tech algorithms that help shape complex projects *Designing Relationships The Art of Collaboration in Architecture* focuses on the skill set necessary to facilitate effective teamwork and collaboration among all stakeholders no matter what project delivery mode or technology is deployed This book provides valuable guidance on how to design and construct buildings in a team context from inception to completion It is the less tangible elements of collaboration and teamwork that provide the magic that transforms the most challenging projects into great works of architecture and it is these more nuanced and subtle skills which the book brings to the fore Showing examples of best and worst practice to illustrate the principles with real life situations this book presents the reader with an approach that is flexible and applicable to their everyday working life **Creativity in Museum**

Practice Linda Norris,Rainey Tisdale,2016-06-16 With this book museum professionals can learn how to unleash creative

potential throughout their institution Drawing from a wide range of research on creativity as well as insights from today's most creative museum leaders the authors present a set of practical principles about how museum workers at any level not just those in creative positions can make a place for creativity in their daily practice Replete with creativity exercises and stories from the field the book guides readers in developing an internal culture of creative learning as well as delivering increased value to museum audiences

The Myths of Creativity David Burkus, 2013-10-07 How to get past the most common myths about creativity to design truly innovative strategies We tend to think of creativity in terms reminiscent of the ancient muses divinely inspired unpredictable and bestowed upon a lucky few But when our jobs challenge us to be creative on demand we must develop novel useful ideas that will keep our organizations competitive The Myths of Creativity demystifies the processes that drive innovation Based on the latest research into how creative individuals and firms succeed David Burkus highlights the mistaken ideas that hold us back and shows us how anyone can embrace a practical approach grounded in reality to finding the best new ideas projects processes and programs Answers questions such as What causes us to be creative in one moment and void in the next What makes someone more or less creative than his or her peers Where do our flashes of creative insight come from and how can we generate more of them Debunks 10 common myths including the Eureka Myth the Lone Creator Myth the Incentive Myth and The Brainstorming Myth Written by David Burkus founder of popular leadership blog LDRLB For anyone who struggles with creativity or who makes excuses for delaying the work of innovation The Myths of Creativity will help you overcome your obstacles to finding new ideas

The Innovation Paradox Tony Davila, Marc Epstein, 2014-06-30 For more than twenty years major innovations the kind that transform industries and even societies seem to have come almost exclusively from startups despite massive efforts and millions of dollars spent by established companies Tony Davila and Marc Epstein authors of the bestselling Making Innovation Work say the problem is that the very processes and structures responsible for established companies enduring success prevent them from developing breakthroughs This is the innovation paradox Most established companies succeed through incremental innovation taking a product they're known for and adding a feature here cutting a cost there Major breakthroughs are hard to achieve when everything about the way your organization is built and run is designed to reward making what already works work a little better But incremental innovation can coexist with breakthrough thinking Using examples from both scrappy startups and long term innovators such as IBM 3M Apple and Google Davila and Epstein explain how corporate culture leadership style strategy incentives and management systems can be structured to encourage breakthroughs Then they bring it all together in a new model called the Startup Corporation which combines the philosophy of the startup with the experience resources and network of an established company Breakthrough innovation no longer has to be the nearly exclusive province of the new kids on the block With Davila and Epstein's assistance any company can develop paradigm shifting products and services and maximize the ROI on its R D

The Friction Project Robert I. Sutton, Huggy

Rao,2024-01-30 The definitive guide to eliminating the forces that make it harder more complicated or downright impossible to get things done in organizations Find out why Adam Grant says If every leader took the ideas in this book seriously the world would be a less miserable more productive place Every organization is plagued by destructive friction Yet some forms of friction are incredibly useful and leaders who attempt to improve workplace efficiency often make things even worse Drawing from seven years of hands on research The Friction Project by bestselling authors Robert I Sutton and Huggy Rao teaches readers how to become friction fixers Sutton and Rao kick off the book by unpacking how skilled friction fixers think and act like trustees of others time They provide friction forensics to help readers identify where to avert and repair bad organizational friction and where to maintain and inject good friction Then their help pyramid shows how friction fixers do their work from reframing friction troubles they can t fix right now so they feel less threatening to designing and repairing organizations The heart of the book digs into the causes and solutions for five of the most common and damaging friction troubles oblivious leaders addition sickness broken connections jargon monoxide and fast and frenzied people and teams Sound familiar Sutton and Rao are here to help They wrap things up with lessons for leading your own friction project including linking little things to big things the power of civility caring and love for propelling designs and repairs and embracing the mess that is an inevitable part of the process while still trying to clean it up

Beautiful Questions in the Classroom Warren Berger,Elise Foster,2020-04-02 What does it mean to learn Most of us eventually realize that genuine learning is less about delivering the right answers and more about asking the right questions In an age of automation questioning is a uniquely human skill one we should foster in school and in life This book is an essential read for educators at every level Daniel H Pink author of WHEN DRIVE and A Whole New Mind For teachers around the world there is a moral urgency to work with young learners in innovative ways that nurture agency curiosity agile thinking and problem solving The role of questions in this cannot be underestimated Kath Murdoch Consultant in Education and Author of The Power of Inquiry Why does engagement plummet as learners advance in school Why does the stream of questions from curious toddlers slow to a trickle as they become teenagers Most importantly what can teachers and schools do to reverse this trend Beautiful Questions in the Classroom has the answers This inspirational book from Warren Berger and Elise Foster will help educators transform their classrooms into cultures of curiosity The book explores the importance of questioning and how inquiry leads to learning innovation and personal growth Readers will find Strategies to inspire bigger more beautiful student questions Techniques to help educators ask more beautiful questions Real world examples case studies practical ideas and question stems Videos showing strategies at work Great teachers help students to ask bigger more beautiful questions This book will prepare and inspire educators to develop a powerful teaching approach that creates a classroom full of student driven inquiry

Collective Genius Linda A. Hill,Greg Brandeau,Emily Truelove,Kent Lineback,2014-05-13 Named one of 10 Management Classics for 2022 by Thinkers50 Why can some organizations innovate time and again while most cannot You

might think the key to innovation is attracting exceptional creative talent Or making the right investments Or breaking down organizational silos All of these things may help but there s only one way to ensure sustained innovation you need to lead it and with a special kind of leadership Collective Genius shows you how Preeminent leadership scholar Linda Hill along with former Pixar tech wizard Greg Brandeau MIT researcher Emily Truelove and Being the Boss coauthor Kent Lineback found among leaders a widely shared and mistaken assumption that a good leader in all other respects would also be an effective leader of innovation The truth is leading innovation takes a distinctive kind of leadership one that unleashes and harnesses the collective genius of the people in the organization Using vivid stories of individual leaders at companies like Volkswagen Google eBay and Pfizer as well as nonprofits and international government agencies the authors show how successful leaders of innovation don t create a vision and try to make innovation happen themselves Rather they create and sustain a culture where innovation is allowed to happen again and again an environment where people are both willing and able to do the hard work that innovative problem solving requires Collective Genius will not only inspire you it will give you the concrete practical guidance you need to build innovation into the fabric of your business Keeping Up with Emerging Technologies

Nicole Hennig,2017-06-21 The acceleration of technological change demands that today s information professionals and educators not only be constantly acquiring new knowledge and skills but also that they cultivate the ability to make sound judgments on which technologies to embrace Today s librarians and information specialists know it s imperative that they keep up with new technologies But not all technologies are equally important either within the library setting or to library patrons So how does one decide which ones to pursue and integrate into services In the uphill battle to stay current with new and emerging technologies deciding which ones to pursue and integrate into services is a major challenge A secondary problem is simply finding the time to consider the question Readers of Keeping Up with Emerging Technologies will learn all of the best practices and skills to keep up with new technologies and to analyze the ability of specific technologies to meet recognized user needs all in this single source You ll learn the best ways to gather information about new technologies and user needs to evaluate and analyze information to curate technology information for others to set up experiments and evaluate the results and to present your findings to persuade decision makers Written by the former head of user experience at MIT s library system this guidebook serves information professionals educators education technology specialists and anyone with emerging technology or innovation in their job titles It will also be useful for library administrators and those who manage these positions as well as for students seeking a technology oriented or curriculum design career path in libraries **Be a Great Boss: The Hill Collection (4 Items)** Linda A. Hill,Kent Lineback,2014-08-19 This digital collection curated by Harvard Business Review offers seminal ideas by leadership expert and Harvard Business School professor Linda A Hill It includes three of her most popular books Becoming a Manager Being the Boss coauthor and Collective Genius coauthor as well as the influential 2011 Harvard Business Review article Are You a Good Boss or a Great One which Hill

coauthored with Kent Lineback Hill is an in demand teacher and mentor to professionals worldwide on the topics of managing change cross organizational relationships global strategy innovation talent management and leadership development This collection offers the best reading on how to be an effective leader and a better boss resulting in enhanced personal and professional success and a better performing organization All four works included in the set are influential in the field of leadership and have been embraced by practitioners everywhere who use Hill s advice to become better at what they do Linda A Hill is Professor of Business Administration at Harvard Business School and the faculty chair of its Leadership Initiative She has chaired numerous executive education programs at the school Hill serves on numerous boards of directors boards of trustees and advisory boards and her work and ideas are featured regularly in international media

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