

a special excerpt exclusive to InnovationManagement.se

# the innovation master plan

the CEO's guide to innovation

by langdon morris



this excerpt includes

## introduction

Langdon Morris is recognized worldwide as one of the leading authors and consultants in the innovation field. A new chapter of his latest book, *The Innovation Master Plan*, will be presented exclusively at InnovationManagement.se every two weeks throughout the summer. It will soon also be available at Amazon.com (but not quite yet).

## The Innovation Master Plan complete table of contents

introduction	I
1. <b>why</b> innovate: the link between strategy and innovation	21
2. the driving forces of change	53
3. <b>what</b> to innovate: the innovation portfolio	73
4. the ideal innovation portfolio	103
5. <b>how</b> to innovate: the innovation process	137
6. innovation metrics	189
7. <b>who</b> innovates: the innovation culture	211
8. the creative process	249
9. <b>where</b> we innovate: the innovation infrastructure	265
conclusion	293
bibliography	303
index	307
acknowledgments	

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## introduction

Is there any doubt in your mind about the importance of innovation?

Do you recognize that innovation is vital to the future of your company? And perhaps to your own future as a business leader?

Since you're reading this book, it's reasonable to assume that you do.

And of course I agree with you.

As you've been thinking about innovation it's likely that you've already discovered that the process of innovation is difficult to manage. It's risky, expensive, and unpredictable.

This explains why Einstein supposedly said, "It's called 'research' because we don't know what we're doing." If we did know what we were doing we'd call it something else, like "engineering," or "product design," or "marketing."

And even when we think we *do* know what we're doing, the results from the innovation process frequently fail to live up to our expectations.

Further, our innovation efforts must improve not only to our products and services, but also the very processes we use to run the business. Louis Gerstner puts it this way: "In almost every industry, globalization is leading to overcapacity, which is leading to commoditization and/or price deflation. Success, therefore, will go to the fittest – not necessarily to the biggest. Innovation in process – how things get done in an enterprise – will be as important as innovation in the products a company sells."<sup>1</sup>

Yes, innovation is important, necessary, and difficult; this much is obvious.

### magic or methodology?

Yet some executives look at the innovations that come from companies like Apple or P&G, and they think to themselves, "Well, we don't have people or the resources like theirs. We can't do that kind of magic."

But the truth is that Apple's success, or P&G's, or Toyota's, or the innovation successes of any company that you admire, isn't due to their proficiency with magic; it's because they follow a disciplined innovation process.

So if you want to compete with companies like that, and you want to be admired as their peer, then the best way to get better at innovation is by developing and applying methods that will improve the results by improving the process: adopt a

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<sup>1</sup> Louis V. Gerstner. *Who Says Elephants Can't Dance*. HarperBusiness, 2002. P. 270.

systematic approach that makes use of the best tools, and also goes beyond tools to address the bigger patterns and issues to help you manage the large scale risks and opportunities that your organization faces. This system elevates innovation to what it really should be, a strategic asset to your organization.

Defining that system is the intent behind *The Innovation Master Plan*.

When you have a good plan and you implement it well, the results will be evident and powerful: dramatic improvement to your innovation practice, all the way from the strategic perspective at the beginning, to the heart of the innovation process in the creative endeavor, and then to the marketing and sales processes at the end when you reap the rewards for your efforts in the form of competitive advantage, brand enhancement, revenue, and profits.

Results will also show up as a culture of innovative thinking and innovative results that pervade your entire organization, leading to a virtuous cycle in which you get better at innovation, and your results in the market improve, which then gives you more resources to get better still.

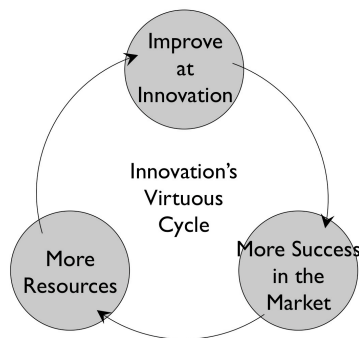


Figure 1  
Innovation's Virtuous Cycle

This is what a well crafted and well executed master plan ought to do. So let's get started.

## mindset

### the hidden problem of innovation

A plan, even a master plan, will only be as good as your ability to execute it, and your ability to execute depends to a great extent on your mindset.

Most executives, however, lack both experience with innovation and they also lack the innovation mindset, so it's no surprise that their companies aren't very good at producing innovations. This partly explains why the ones that are good stand out so prominently. For every Google, Starbucks, or Nike there are 1,000 or 10,000 companies that innovate poorly, or not at all.

This raises 2 questions that are very much worth examining:

Why are the good ones so good, and what do they do that the others don't do?

That's the main subject of this book.

Why are the others not so good?

This is the topic we'll explore in this section.

In our experience, there are two enormous problems that hinder the companies that lag at innovation. The first is the nature of today's change, the brutal pace that has put so many organizations on the defensive as they struggle to adapt to everything that's coming at them.

And the second is the mindset that their top managers bring to the problems of innovation.

Let me explain.

The first issue, about change, is that it's occurring differently today than in the past. Twenty or thirty years ago most large companies were buffered from outside impacts by their size, and they could withstand many strategic challenges just by using their sheer bulk to block new entrants from accessing the market. They outspent newcomers on marketing, followed their competitors' successful innovations with their own copies, tied up distributors with exclusivity agreements, slashed prices below cost, and used economies of scale to out-muscle their competitors.

But many of these tactics don't work as well as they used to, and consequently the strategic vulnerabilities of all firms, large and small, is increasing.

Why don't they work? Because the nature of marketplace competition is different today than it was in the past. An example, and one of the big lessons from the meltdown of the financial sector in the fall of 2008, was the fact that the changes devastated well established organizations and institutions just like it did to small ones. Huge banks and brokerages failed, which triggered a chain reaction that immediately affected automakers, airlines, consumer goods makers, and retailers. Within a month the consequences spread across the entire economy, leading to the worst recession in 75 years. This tells us that not only is competition different, but so is the marketplace itself. The scale of and interconnections between the institutions that compose the economy are unprecedented, and as a result its complexity is also unprecedented.

The challenges of increasing complexity and accelerating change bring us to the second issue, the problem of mindset. When the role of management is understood to be "managing the business," then 99% (or more) of the effort goes to the here and now, to sustaining market share. This is not a trivial job, and to keep a large organization functioning smoothly and continuing to crank out the profits that lubricate the entire system of business growth (and of executive compensation), is enormously difficult. This is not only because of the sheer enormity and complexity of today's organizations, but also because the markets in which they compete today are, as I noted, changing so fast, and they're so brutally competitive.

However, while the sense of urgency and the feeling of time compression caused by accelerating change is certainly real, the underlying dynamics of the competitive marketplace are not new. Seventy years ago economist Joseph Schumpeter described the overall capitalist process as "creative destruction," and he pointed out that the natural behavior of capitalist systems brings revolution not as the result of undefined

external factors, but from within, due to the very nature of competition.<sup>2</sup>

Change, Schumpeter observed, is the common condition, not stability.

The significance of this is impossible to overstate, and it's true all the more so today as the process of competition-driven change is happening much faster than when Schumpeter made his observation in the midst of the previous century. But unfortunately the day to day mindset of managers still causes them to look backwards to the past to guide a course into the future. In this era of accelerating change, it is an approach that cannot succeed. Hence, the mindset problem is largely a matter of focusing on the wrong thing.

Military leaders are familiar with this problem. They refer to it as “preparing to fight the last war.” Such preparations, even fully implemented with rigor and discipline, consistently fail. Whether it's armored knights slaughtered by the longbow, France's Maginot Line (a 20<sup>th</sup> century monument to 19<sup>th</sup> century thinking), the Polish horse cavalry that rode out to face Panzer divisions, or civilian aircraft hijacked and turned into guided missiles, the histories of warfare and of business are histories of innovations that render past strategies ineffective.

However, the misplaced focus is often evident only in hindsight, when nations, wars, lives, fortunes, market share, jobs, or stock value have already been lost. For managers as for generals, hindsight is not sufficient. It's therefore essential to have an effective way not only to look toward the future, but to create it. This is the goal of innovation, and the intent towards which *your* Innovation Master Plan must be focused.

The term “creative destruction” gives us a warning, a name, and a general explanation for the waves of change that move continually through the marketplace, and reminds us to direct our attention toward understanding the forces of change rather than wasting our time reinforcing the illusion of stability.

“Creative destruction” also helps us to recognize that change is created, either intentionally or unintentionally, not by mysterious and unknown forces, but as a result of purposeful innovation in the competitive arena of the market. Innovation makes change, which means that your firm needs to make innovation in order to both make change and adapt to it.

However, by their very nature organizations tend to seek some sort of status quo, which often reinforces an illusion of stability. This is not because of shortcomings on the part of the people working inside the organization, but simply because short term success is usually enhanced in environments that are predictable and repetitive. Profit depends on efficiency, and to achieve efficiency managers seek, logically enough, to stabilize their operations.

Consequently, these are the characteristics that managers are trained to strive for. In the title of his recent book, Larry Bossidy, CEO of Honeywell, characterized this as “execution,” perfecting the art of getting the job done well. And the “job,” as usually visualized, is in reference to the day to day.

Trapped by these intense short term pressures in the form of the need to grow revenue and generate market-rate returns on their organizations' capital, leaders frequently choose growth opportunities that look like “sure things,” safe options that

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2 Joseph Schumpeter, *Capitalism, Socialism, and Democracy*, Harper & Brothers, 1942, 1947, 1950 p. 84.

usually seem predictable, and also look a lot like incremental adjustments. They are considerably less risky than bold innovation bets.

Given the unpredictable nature of technology-driven competition and the acceleration of change that technology has brought, the focus on the profitability of existing operations inevitably leads to a dangerous trap: focusing too much on the day to day leaves organizations vulnerable to fundamental change introduced from the outside by competitors who risk big, and who occasionally do win big.

Compounding the difficulty is the fact that managers know perfectly well that it's a mistake to focus so intently on the day to day, even as they repeatedly surrender to the pressure to do so. They consequently endure enormous anxiety and stress that results from the tension between short and long term issues.

The organizational risks due to this behavior are large. A study by Richard Foster and Sarah Kaplan calculated the historical death rate for S&P 500 companies and found that at the currently prevailing rate of mortality, a full 75% of 2010's S&P 500 companies will disappear by 2020. That's 375 out of 500 companies, which will disappear through merger, bankruptcy, acquisition, or being broken up and sold in pieces. Stated succinctly, if you happen to work for a company that is currently listed in the S&P 500, the chances are about 3 in 4 that your company will disappear before 2020.

This statistic should concern you.

The vast majority will fail because they don't adapt to change, to accelerating change that is, which will render their products or services obsolete. In other words, they'll be displaced by more innovative firms.

Managers know this as well. In a recent McKinsey survey more than 70% of the senior executives responding said that innovation will be one of the top three growth drivers for their companies in the coming three to five years, as well as – and this is important – a key means of adapting to the rapid pace of change.<sup>3</sup>

The companies that endure are often described in terms that we see on magazine covers, and that we'd all love to be able to apply our own organizations - flexible, adaptable, foresighted, courageous, and yes, innovative. They produce more than just short term, incremental, market-share-preserving innovations; they also develop and introduce long term, bigger-bet breakthroughs.

And what funds the innovation-seeking work that leads to the breakthroughs? Profit from efficient, ongoing operations. And what leads to the next generation of profit-generating efficiencies? Innovation.

So in the optimal situation, the two, operational efficiency and fundamental innovation, are inextricably linked.

However, while many executives tell us that they're working on incremental innovations and big breakthroughs, if you observe what their companies actually do, and the products and services they bring to market, you'll see a heavy bias toward the incremental, and a painful shortage of breakthroughs.

If you ask them about it, and I've asked a great many, they'll readily admit that they're short on potential breakthroughs, and overloaded with incremental ideas. They're hoping, sometimes desperately, that change doesn't catch up with them, that

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3 Joanna Barsh, Marla Capozzi and Jonathan Davidson. "Leadership and Innovation." *McKinsey Quarterly*, 2008, no 1.



it doesn't expose their innovation deficit. But three-quarters of S&P 500 executives will come out on the wrong side of that one, their hopes dashed.

Thus, driven by day to day pressures to "run the business," and by the need to sustain the momentum of the status quo, and by incentives that practically force them to optimize for the short term rather than for the long term, the dysfunctional mindset develops insidiously, and takes root almost of its own accord.

When Louis Gerstner was CEO of IBM and was charged with turning the company around from its near-death experience of 1991-1992, he was confronted with a collapsing market and a company that had been so tremendously successful in the past that it suffered from a mindset of entitlement. In discussing the enormous strategic decisions that needed to be made to transform IBM's business model and return the company to profitability he remarked, "The hardest part of these decisions was neither the technological nor economic transformations required. It was changing the culture – the mindset and instincts of hundreds of thousands of people."<sup>4</sup> Yes, that mindset thing.

The history of science illustrates the aggregated nature of these problems, as seen through the lens of Thomas S. Kuhn's study of scientific revolutions.<sup>5</sup> Kuhn has shown quite convincingly how the field of physics, in this example, gradually shifts from one organizing "paradigm," such as Newtonian physics, to the much different model proposed by Einstein. Such a paradigm shift is often a prolonged and traumatic episode through which generations of specialists gradually come to understand that the flaws in their organizing model are better addressed with a new and much different model. Typically, younger scientists adopt the new models with enthusiasm, while older practitioners remains attached to the old models. In the extreme, older scientists become defensively fixated on their preferred models, and they feel personally and intellectually threatened.

The situation with managers and executives is not so different. So that's the issue with mindset; when one's viewpoint is innately anti-change or anti-innovation, it becomes a tremendous obstacle to nearly everything you need and want to do to build a successfully innovative company. When you are fixated on the ways of the past, change is a threat that you are largely incapable of facing effectively.

In summary, these are the four most devious mindset traps:

Fixating on the way things are now, on the status quo;

Short term thinking at the expense of the long term;

Too many incremental innovations and not enough breakthroughs;

Ignorance of the meaning of change, the rate of change, and the impact of change.

Do any of these characteristics describe yourself, your colleagues, or your organization? If so, the purpose of your innovation master plan will be to overcome them, and any others across the wide range of issues that obstruct success at innovation. In the process you will enable managers to overcome the mindset trap that modern business practice has placed them in.

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<sup>4</sup> Louis V. Gerstner. *Who Says Elephants Can't Dance*. HarperBusiness, 2002. P. 177.

<sup>5</sup> Thomas S. Kuhn. *The Structure of Scientific Revolutions*. University of Chicago Press, 1996.



The frameworks, principles, and tools presented here will show you how to engage in the search for innovation without compromising your day to day responsibilities, and by doing so you'll significantly enhance both your short and long term prospects for success.

## overview of the innovation master plan framework

Progress in any field requires the development of a framework, a structure that organizes the accumulating knowledge, enables people to master it, and unifies the key discoveries into a set of principles that makes them understandable and actionable. Law, government, science, technology, business, and medicine have all evolved such frameworks, and each field progresses as new insights emerge that enhance the depth and effectiveness of the principles, and which are then translated into improvements in practice.

From a broad perspective it seems reasonable to say that humanity's understanding of innovation hasn't progressed as much as our understanding of law, to take just one from that list, because while the intuitively-driven practice of innovation is as old as humanity (and by some accounts it's much older than humanity, inasmuch as nature itself is the innovator extraordinaire), the pursuit of innovation as a systematic, manageable discipline has been part of human culture for only the last couple of hundred years, since systematic research and development began in the chemical industry in the 1850s, a mere 160 years ago. We're still separating the myths and magical notions from the hard realities of reliable methodology.

The ideal innovation framework, our goal here, should be useful to all types of organizations, large and small, public and private, and must necessarily address and organize a very broad range of issues, from the 30,000 foot perspective of innovation strategy to the inner secrets of creative thought, and everything in between.

We need to know how to create and manage a rigorous innovation process, and how to nurture the innovation culture and bring forth the creative and innovative spirit from the people in our organization. And we also need tools.

And while these are complex topics, it's best that the framework itself remains simple and accessible.

After exploring a great many options and issues, we've found that a powerful framework for thinking about innovation and for defining an Innovation Master Plan can come by asking five simple questions.

Why?  
What?  
How?  
Who?  
Where?

This is the overall structure for the innovation framework, and while the questions are simple, the answers, of course, are not. In fact, they're quite detailed; hence a book.

To give you an overview of what's coming in the following chapters, here's a summary the Innovation Master Plan framework.

## the innovation master plan framework:

### 5 key questions

We ask, “**Why innovate?**” and this quite simple question leads us to examine the strategic nature of innovation. We know that innovation is a strategic necessity because the purpose of innovation is to assure that our organization survives, and the evidence shows overwhelmingly that any organization that doesn't innovate probably won't stay in business. Hence, your innovation process must be aligned with your organization's strategy, and innovation will be a key actor that defines how your strategy will be realized. This is the subject of Chapters 1 and 2.

We ask, “**What to innovate?**” and we recognize that the unpredictable nature of change requires us to prepare many innovation options for a wide range of possible futures. These options constitute an investment portfolio. As with any portfolio, some projects will do well, while others will not. In the case of the innovation portfolio, the disparity between success and failure will be very wide because this portfolio is created and managed as a tool for disciplined exploration, and it is necessarily geared toward higher risk in order to successfully meet the onrush of change. Designing your portfolio is the topic of Chapters 3 and 4.

We ask, “**How to innovate?**” and we grasp that a rigorous innovation process is essential. The process must be driven by strategic intent, the “why” of innovation, so in fact the innovation process itself begins with strategy, as noted above. The second step is the “what” of innovation, the design of the ideal innovation portfolio. And while many people tell us that “coming up with ideas” is where innovation begins, we see that to the contrary, ideation actually occurs in the middle, fifth step of the rigorous innovation process. Read the details in Chapter 5. (Chapter 6 then explores how to measure the effectiveness of the innovation process.)

When we think about “**Who innovates?**” we see that while everyone participates in a robust innovation culture, there are three distinct roles to be played in achieving broad and consistent innovation results. These roles are Innovation Leaders, who set policies, expectations, goals, and the tone for the innovation culture; Innovation Geniuses, who come up with great ideas and insights; and Innovation Champions, who organize the pursuit of innovation and support those who develop great ideas and turn them into business value. All three roles must be well played for innovation to flourish, and they must be aligned together in a system. This is the subject of Chapter 7.

The “**Where?**” of innovation constitutes the tools and infrastructure that support the innovation process and the innovating people. The four principal elements of this infrastructure are open innovation approaches that engage a broader community in the innovation process; the virtual infrastructure that supports effective remote communication and collaboration; the physical infrastructure, the work place where

people engage together face to face; and the collaborative methods that bring forth the best ideas from all participants, inside and outside the organization, in the most efficient manner possible. These are the subjects of Chapter 9.

Together these five key elements constitute the Innovation Master Plan. This book explains the concepts, and also walks you through the key steps to begin applying the concepts to your organization.

And a last point before we continue is the sixth question, the one I didn't mention: "**When?**" But it's really not worth a detailed discussion because you already know the answer: if you understand that change is accelerating, and if you know how important it is to develop the innovation mindset and your innovation practice, then the "when" of innovation is obviously *now*. The market, which ruthlessly demands innovation, and your competitors, who are relentlessly creating innovations of their own, wait for no one. You'd better not wait either.

So now that I've introduced the book and given you an overview of what we're going to cover, the last bit of context I need to cover is a definition of the central concept of this book, "innovation."

### defining "innovation"

The word "innovation" has many meanings, and it often means different things to different people. Since its meanings lie at the very heart of the effective innovation framework, we need to define it carefully.

The first point is that the word "innovation" refers to *three* different things:

Innovation is a *process*,  
And it is a *result*,  
And it is an *attribute*.

No wonder people get confused...

#### process

Innovation the *process* happens mostly through the work of developing ideas and turning them into valuable realities.

But wait a minute – where do the ideas come from?

That's the part we call "creativity," and it's something that people do, by thinking, questioning, exploring, and wondering .... Creativity produces ideas, which are the raw materials of the innovation process, but which are not the same as innovations. This is important because many people get "ideas" and "innovations" mixed up, and when they want to improve their innovation system they sometimes start by setting up an elaborate process to gather ideas, not realizing that a randomly gathered set of ideas rarely leads to success. I've seen this in dozens of organizations, and I'll discuss it in more detail in Chapters 5 and 8, where we explore the design of the ideal innovation process in detail, and the nature of creativity itself.

### results

The innovation process is intended to lead to innovative *results* in the form of new products, new ways of working, new strategies, new business models and new ventures.

We often say, “Innovation,” meaning the innovation process produced the new thing, but the word “innovation” also refers specifically to the new thing itself; we say, “*That* is an innovation.”

### attribute

And one of the qualities that distinguishes the new thing is its “innovativeness.” The *attribute* of innovativeness can refer to its distinctiveness, its originality, its usefulness, and most importantly, the value it provides.

Not that you’d actually want to do so, but if you put all three meanings into one sentence you could say, “Innovation produced an innovative innovation.” What you meant is that, “The innovation process resulted in an innovation artifact that has innovative qualities.”

But there’s more. To be worthy of being called an “innovation” in a business context, the “thing” must yield value in the form of new or improved functionality or quality, reduced cost, better or more widespread availability (i.e., bringing a new tool or capability to a location where it had not been available before), a price increase (good for the seller), a price decrease (good for the buyer), better margin for the seller, or some combination of any or all of these.

According to this definition, then, not every new or different idea qualifies as an innovation. In fact, only a very small percentage qualify, and they will probably not be raw ideas in their early form.

Innovations will certainly start as ideas, but innovations are *only* those ideas that are transformed into something that creates or provides value for their users (buyer and/or seller) and which may yield valuable competitive advantage for their owners, and thus produce economic rewards.

“Innovation” describes the finished results, not the initial ideas. Ideas may therefore be “creative,” but only finished, value-adding things may be “innovative.”

In the case of organizations whose goals are not commercial, such as governments, social services groups, and non-profits, innovation still plays a vital role. In government, in education and health care and social services and many other fields, innovation may not necessarily be measured by financial profit, but it can certainly result in cost savings as well as an equally important benefit we might call “social value.” In a world of limited resources, doing more with less is as important for governments as for companies, and innovation has a critical role to play in increasing the productivity of all kinds of efforts.

### innovation and economics

Innovation is also a significant factor in macroeconomics at the level of nations and the economy as a whole. Economists know that it is only through effective

innovation that real economic growth occurs, because the underlying economic impact of innovation makes resources more productive, which is literally how wealth is created. Hence, innovation is crucial to the economic viability of nations, while the lack of innovation is likewise an indicator of imminent or eventual decline.

And in this larger context of nations and entire economies the concept of productivity is also essential if we are to fully appreciate the importance of innovation. It is *only* by improving productivity that we improve the standard of living for people in a city, a nation, or on a planet, and it is through innovation, and *only* through innovation, that the productivity of our efforts is improved.

Increased productivity in agriculture enabled humans to develop civilization; increased productivity throughout civilization led to the successive economic revolutions of industry, transportation, communications, and now knowledge, upon which our astonishingly high standard of living is based. Without innovation, none of that would have happened, and without further innovation our own future would loom pretty darn depressing. But given the economic incentive that companies have to propel the pursuit of innovation forward, we need not fear that the pace of innovation will slacken, which is good for society but problematic for many businesses. In fact, our business problem is often the opposite, too much innovation that's causing so much change that we can't keep up with it.

Thus, as innovators drive microeconomic change in specific markets and macroeconomic change in economies, they also trigger creative destruction in their search for commercial success and competitive advantage.

The only solution carries with it a fair amount of irony: to deal with the changes brought by innovation requires ... more innovation, both in the specific solutions we offer in the market, and also in our approaches to managing the entire process. Hence, a framework such as the one proposed in this book is itself a response to the underlying issues and challenges.

## innovation and customers

But the innovator's role is only half of the economic equation. Customers are the ones who determine the value of innovations because they're the ones who pay for them. "Market behavior" is an aggregate reflection of every consumer's drive to find the most attractive offers, and to maximize value received for the cost incurred. As innovation is the process of creating higher value offerings, buyers naturally gravitate to innovative products.

Although perhaps "gravitate" is the wrong word. Perhaps it's more accurate to say that people are obsessed with innovations. The capitalist system depends for its dynamism on the market's appetite for better value, which has shown itself throughout history to be unbounded and insatiable.

Inherent in the dynamics of market demand is the process that drives competition through innovation. Waves of change are launched by innovators, and then countered by competitors who innovate in order to defend their existing positions, or to attack with ambitions of their own. All of this serves only to drive the process of change still that much faster throughout the economy.

It's clear that in this environment, the future of every firm is determined largely

as a function of its ability to innovate effectively. Innovation is therefore a mandate, an absolute requirement for survival.

And it's a problem. A serious problem, because it's very difficult to manage the innovation process well.

Nevertheless, as more business leaders understand these challenges, and understand the vital role of innovation in the well-being of their companies, their nations, and even human culture, effort is channeled toward innovation like water over Niagara Falls. The job at hand is to make those efforts pay off, which is what we'll explore in the following chapters.

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Please return to [InnovationManagement.se](http://InnovationManagement.se) for the subsequent chapters of  
*The Innovation Master Plan* by Langdon Morris.

You can learn more about his work and access additional writings and his blog at  
[www.innovationlabs.com](http://www.innovationlabs.com).

## About this Book

This book is intended as a companion to my previous innovation book, *Permanent Innovation*.

During the four years since *Permanent Innovation* was completed, we've continued to refine our understanding of the innovation process through work with many organizations, and we've found that senior managers have a continuing interest in guidance in the design and management of their innovation initiatives. *The Innovation Master Plan* addresses many of those needs, and deals with aspects of the innovation process that *Permanent Innovation* didn't address.

In the course of preparing *The Innovation Master Plan*, I've also discovered some opportunities to improve *Permanent Innovation*, and as a result a revised edition is now available.

(You can download *Permanent Innovation* at  
[www.permanentinnovation.com](http://www.permanentinnovation.com))

### About the Author

## Langdon Morris

Langdon Morris is a co-founder and partner of InnovationLabs LLC, one of the world's leading innovation consultancies. He works with organizations around the world to help them improve their proficiency in innovation.

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He is author, co-author, or editor of eight books on innovation and strategy, various of which have been translated into six languages, author of many articles and white papers, and a frequent speaker at workshops and conferences worldwide.

He has taught or lectured at universities in the US, France, Portugal, Taiwan, and Argentina, including Stanford University, the Ecole Nationale des Ponts et Chaussées and the Conservatoire National des Arts et Métiers, Paris, the University of Belgrano, Buenos Aires, and Chaoyang University of Technology, Taiwan.



early praise for  
*The Innovation Master Plan*

“A fantastic piece of work, and a guide you must hold at hand when traveling in Innovation-Land. Use it as a reference in outlining your plan to future growth and profits. The business world has to be different, just start to build it ... with this Master Plan.”

Léopold Demiddeleer  
Solvay

“Authentic Leadership among the companies of the 21st century is naturally a commitment to sustainable growth, profit, and image. And this can only be achieved with a complete dedication to sustainable innovation at the core of the organization. Langdon Morris’ intelligent, passionate and inspiring messages in his master plan make sustainable innovation possible. This dynamic, focused and simple process takes us from concepts and ideas to reality. It is hugely important and productive to guide us in creating valuable innovations for our organizations. Langdon is a true innovation leader, and wherever you are in your innovation journey it is wise to follow these best principles.”

Signe Gammeltoft  
L’Oréal

“*The Innovation Master Plan* is another revolutionary innovation masterpiece by Langdon Morris, a framework which brings practicality to the concept of innovation. This book will compel and inspire any executive reader to adopt an innovation culture and framework for their organization in order to survive and succeed in the 21<sup>st</sup> century.”

Genevieve Bonin  
PwC

“*The Innovation Master Plan* is one of those books that captures your imagination and keeps you grounded in reality at the same time. Langdon Morris describes the driving forces impacting our businesses and the worlds we live in everyday. He exposes how the ‘great ones’ have innovated, and provides one of the most simple and powerful models to transform your business and empower people to be more innovative; altering the innovation landscape. A powerful call to action!”

Jacqueline Byrd, Ph.D.  
Creatrix, Inc.

“For anyone who is wrestling with the challenges of innovation in their organization *The Innovation Master Plan* is a must read. Langdon offers a comprehensive handbook that maps this uncertain territory by asking (and helping you answer) five key innovation questions; Why? What? How? Who? Where? Having taught "Needfinding" and design research methods at Stanford for the last 2 decades, it's clear to me that this book is a significant contribution to the field that will benefit students and experienced practitioners alike.”

Michael Barry  
Stanford University and Point Forward

more praise for  
*The Innovation Master Plan*

“I love this book a lot.

I can be an innovation leader, because I keep providing my own industrial and educational visions to the related parties.

I can be an innovation champion, because I support all kinds of innovation activities in the industrial and academic societies.

I can be an innovation genius, because I learn, think and practice all sorts of innovation methodologies.

Most of all, I can be a master of innovation.”

Justin Lin, Ph.D.

Chaoyung University of Technology

“Thought-provoking, enjoyable, and indeed inspirational! The key messages here are incisive and convincing. A very worthwhile achievement that deserves the widest readership.”

John Holmes

RathBeau Technologies Limited