

STEPHEN  
SHAPIRO

# Innovate the Way You Innovate



[stephenshapiro.com](http://stephenshapiro.com)

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**HOW FAST IS YOUR BRAIN?**



Expertise is the enemy  
of innovation



@stephenshapiro



sears



RadioShack.



**BORDERS.**

**BlackBerry**

**myspace**



 **ARTHURANDERSEN**

You always have the right  
answers; they just sometimes ask  
the wrong questions.



**ASK BETTER QUESTIONS**

**FIND BETTER SOLUTIONS**





**ASK BETTER QUESTIONS**

**FIND BETTER SOLUTIONS**





Asking for ideas...  
is a bad idea



@stephenshapiro





# My Starbucks Idea

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Ideas so far

Search Ideas



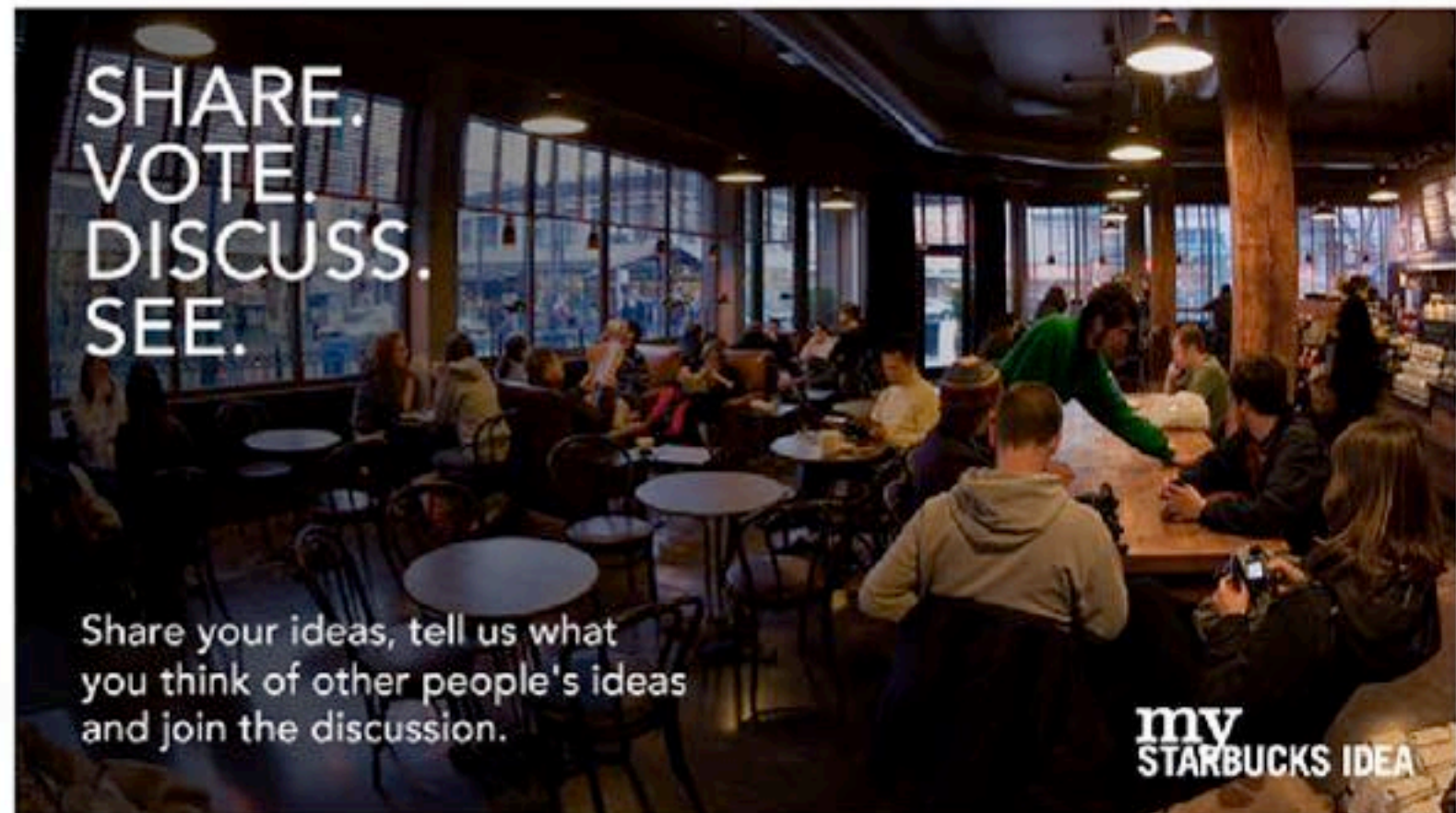
## PRODUCT IDEAS

- 41,462 [Coffee & Espresso Drinks](#)
- 5,195 [Frappuccino® Beverages](#)
- 11,646 [Tea & Other Drinks](#)
- 20,150 [Food](#)
- 10,042 [Merchandise & Music](#)
- 21,366 [Starbucks Card](#)
- 4,523 [New Technology](#)
- 12,963 [Other Product Ideas](#)

## EXPERIENCE IDEAS

- 10,450 [Ordering, Payment, & Pick-Up](#)
- 17,620 [Atmosphere & Locations](#)
- 13,257 [Other Experience Ideas](#)

## INVOLVEMENT IDEAS



## Most Recent Ideas

- 2 Min(s) Ago [Pastry](#)
- 11 Min(s) Ago [Where are the plants?](#)
- 31 Min(s) Ago [dark chocolate mocha](#)
- 34 Min(s) Ago [Better Bookkeeping for the customer](#)

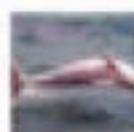




Sort by: [Most Recent](#) | [Most Popular](#) | [Most Comments](#) |

Category: All [#myidea4ca](#)

[Day](#) | [Week](#) | [Month](#) | [Year](#)



[shroominbat](#): [#myidea4ca](#) [#vol](#) <http://myidea4ca.com> : in the matter of legalize I am sure you will find a wave of volunteers on spring brake to do farming



[hashinclude](#): [#myidea4ca](#) - (a) legalize marijuana - the netherlands is a great example of how it \_can\_ work (b) get the high speed rail going quick!



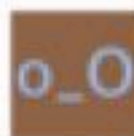
[bluebovine](#): [#myidea4ca](#) Legalize and tax it!



[jcnewman](#): [#myidea4ca](#) end marijuana&hemp prohibition2010 californiacannabisinitiative.org defund 70% of gangs, defund prisons,DON'T DELETE AGAIN ARNOLD



[duisnipe](#): Legalize and tax prostitution. Give the girls who would do it anyway a chance to not go down a path filled with gangs and pimps. [#myidea4ca](#)



[msskdyt](#): [#myidea4ca](#) [#bgt](#) <http://myidea4ca.com> releasing prisoners non violent offenders is a great as is changing some felonies to misdemeanors

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[Gov. Schwarzenegger on Tw](#)







UK National Environment Research Council



**"BOATY MCBOATFACE" LEADS VOTE TO NAME SHIP**

LIVE

CNN

HSI ▼ -47.74

CNN NEWSROOM

- 1. Boaty McBoatface - 124K**
- 2. Poppy-Mai - 34K**
- 3. Henry Worsley - 15K**
- 4. It's bloody cold here 11K**
- 5. David Attenborough - 10K**
- 6. Usain Boat - 9K**
- 7. Boatimus Prime - 8K**
- 8. Katherine Giles - 7K**
- 9. Catalina de Aragon - 6K**
- 10. I like big boats & I cannot lie - 6K**



How do we *improve the business*?

What *new products* should we create?

How do we *increase revenues*?

What *new technologies* should we invest in?

# The Goldilocks Principle

**TOO BIG**

Broad and Abstract

**JUST RIGHT**

Maximum Likelihood  
of Being Solved

**TOO SMALL**

Overly Specific  
and Single Discipline













669107



World  
Synchron

20

USDOT 021800





Amazon's Newest Ambition: Competing Directly With UPS, FedEx



Elon Musk Outlines Mars Plans



Yahoo Breach: Senators Demand Answers



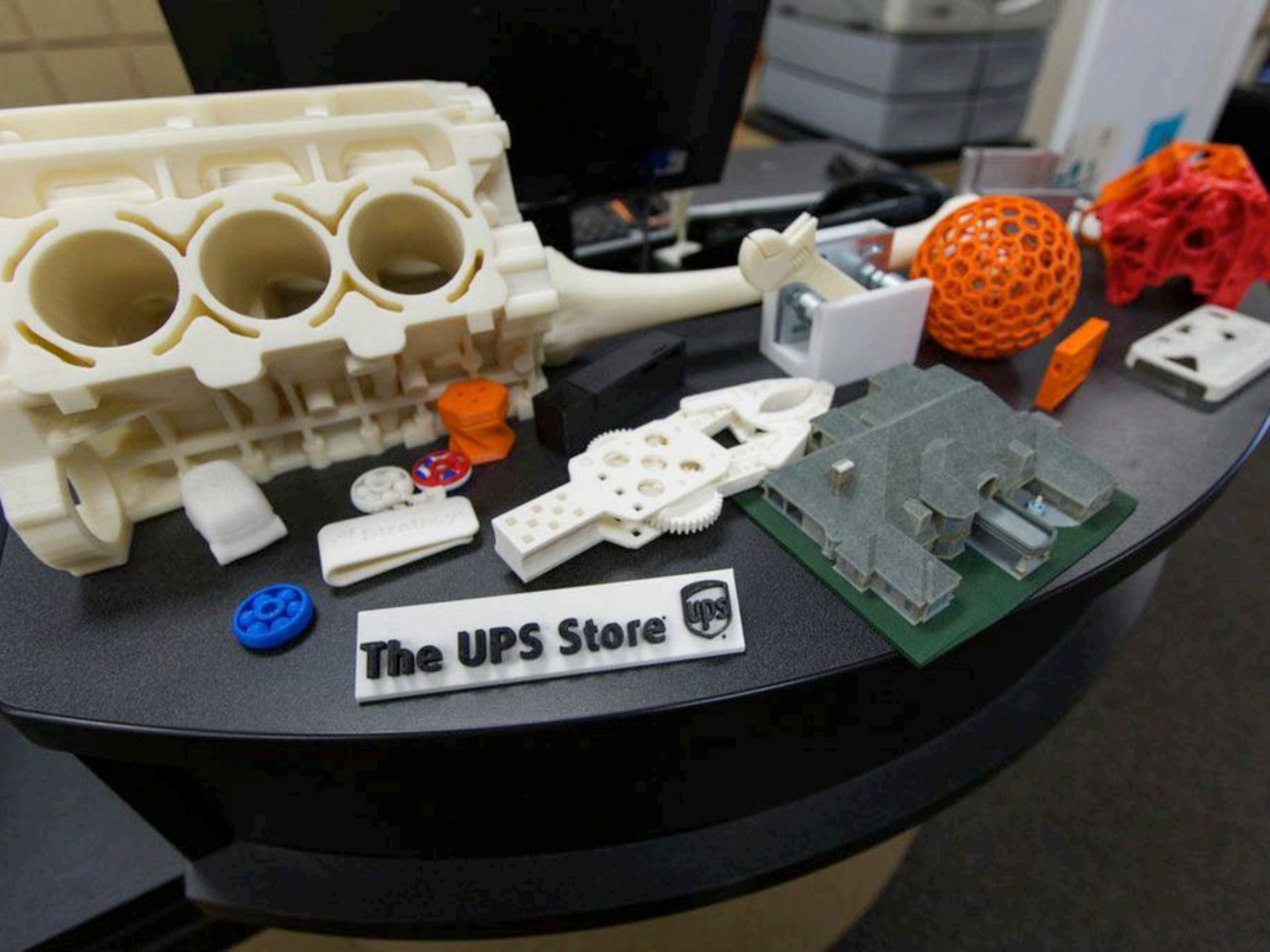
TECH

## Amazon's Newest Ambition: Competing Directly With UPS and FedEx

To constrain rising shipping costs, the online giant is building its own delivery operation, setting up a clash with its shipping partners







The UPS Store 









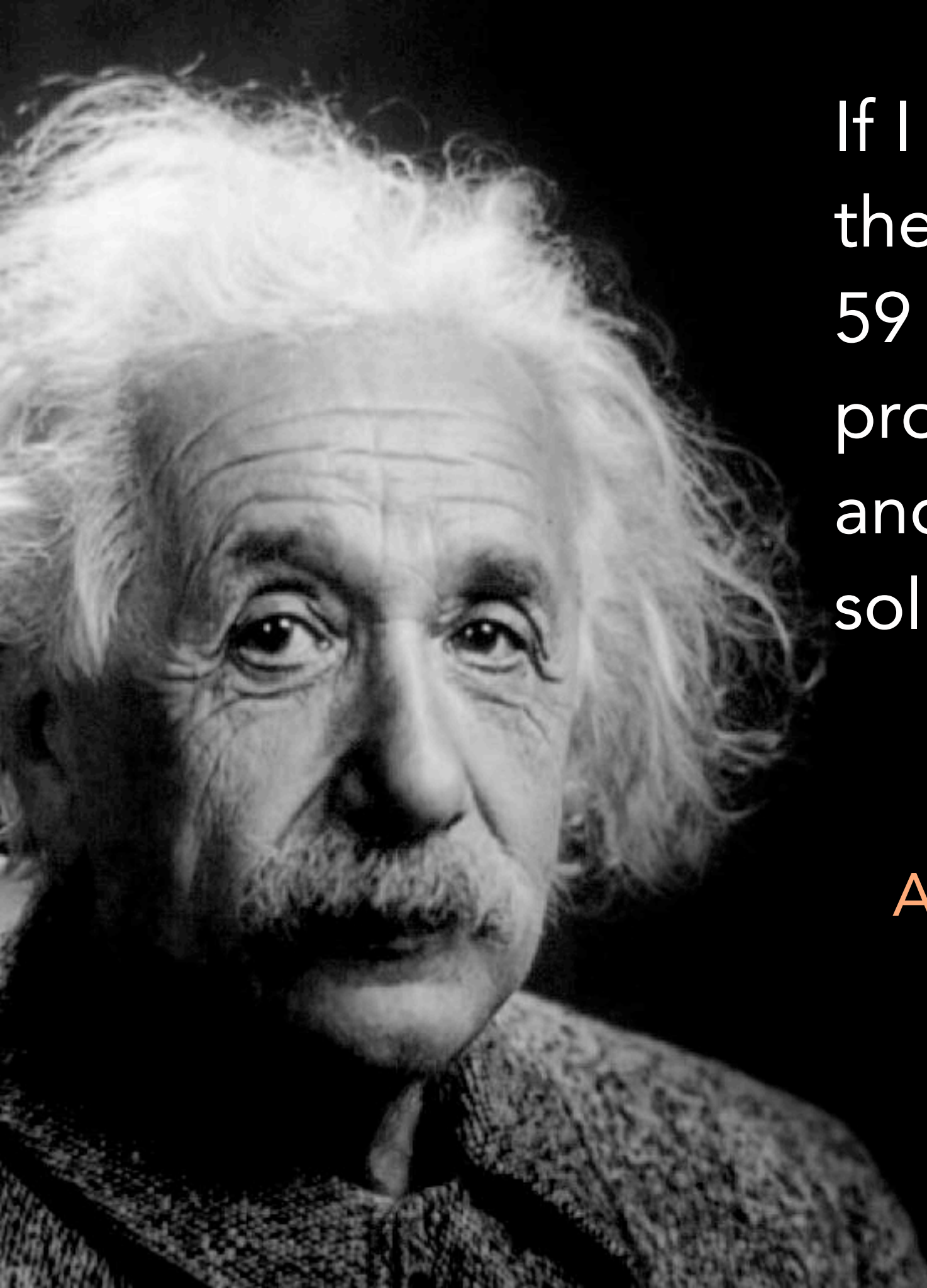
FLIGHT INFORMATION  
GATE F12

FLIGHT	ORIGIN	STATUS
UA 1471	Bellini	ON TIME
UA 147	London	ON TIME
AC 1581	Puerto Vallarta	ON TIME

WE ARE HERE  
WAITING FOR YOU

FLIGHT INFORMATION  
GATE F10





If I had an hour to save  
the world, I would spend  
59 minutes defining the  
problem...  
and one minute finding  
solutions.

Albert Einstein



I DON'T CARE WHAT ANYONE ELSE  
SAYS... I DO MY BEST THINKING  
INSIDE THE BOX...





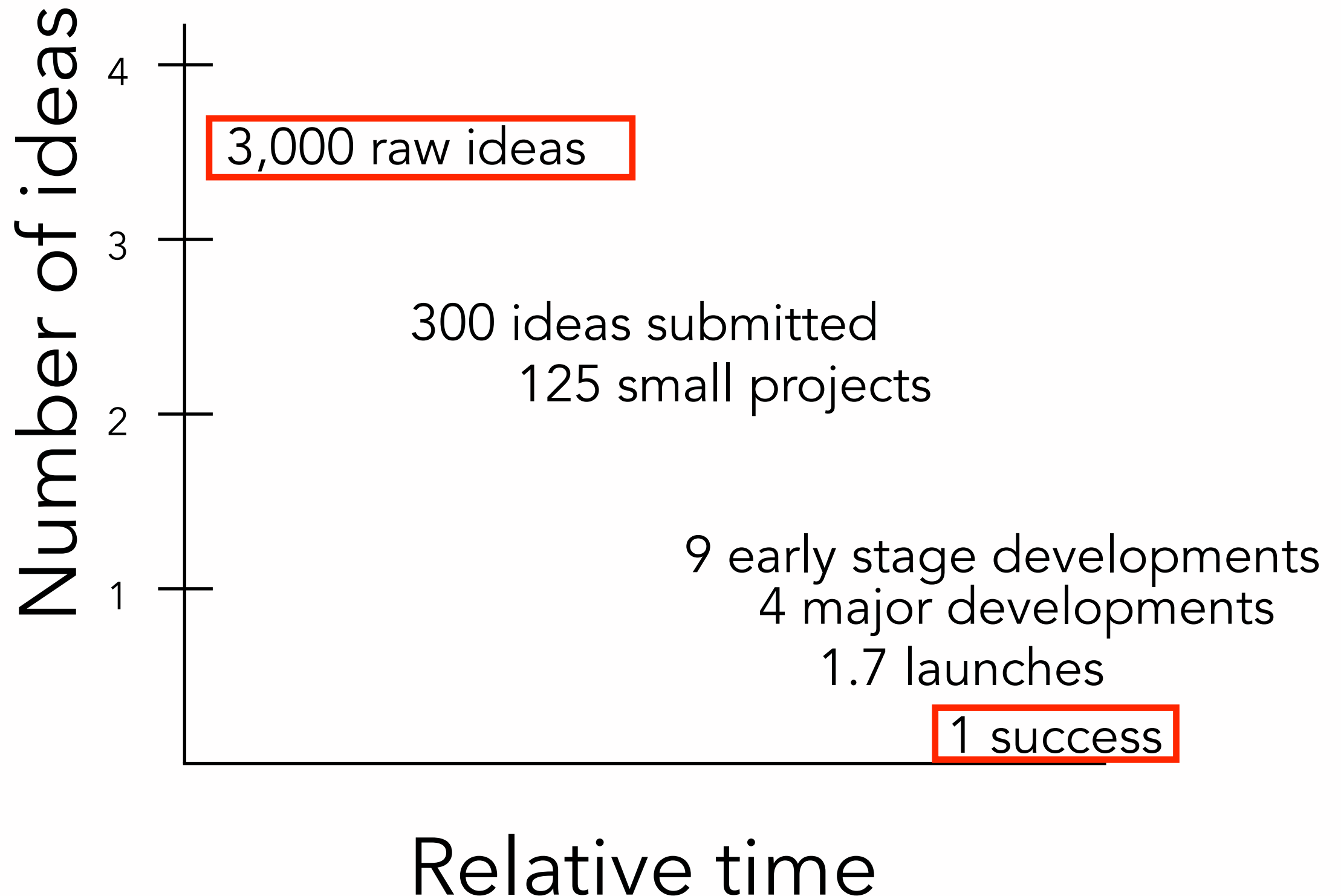
Don't think outside the box;  
find a better box



@stephenshapiro

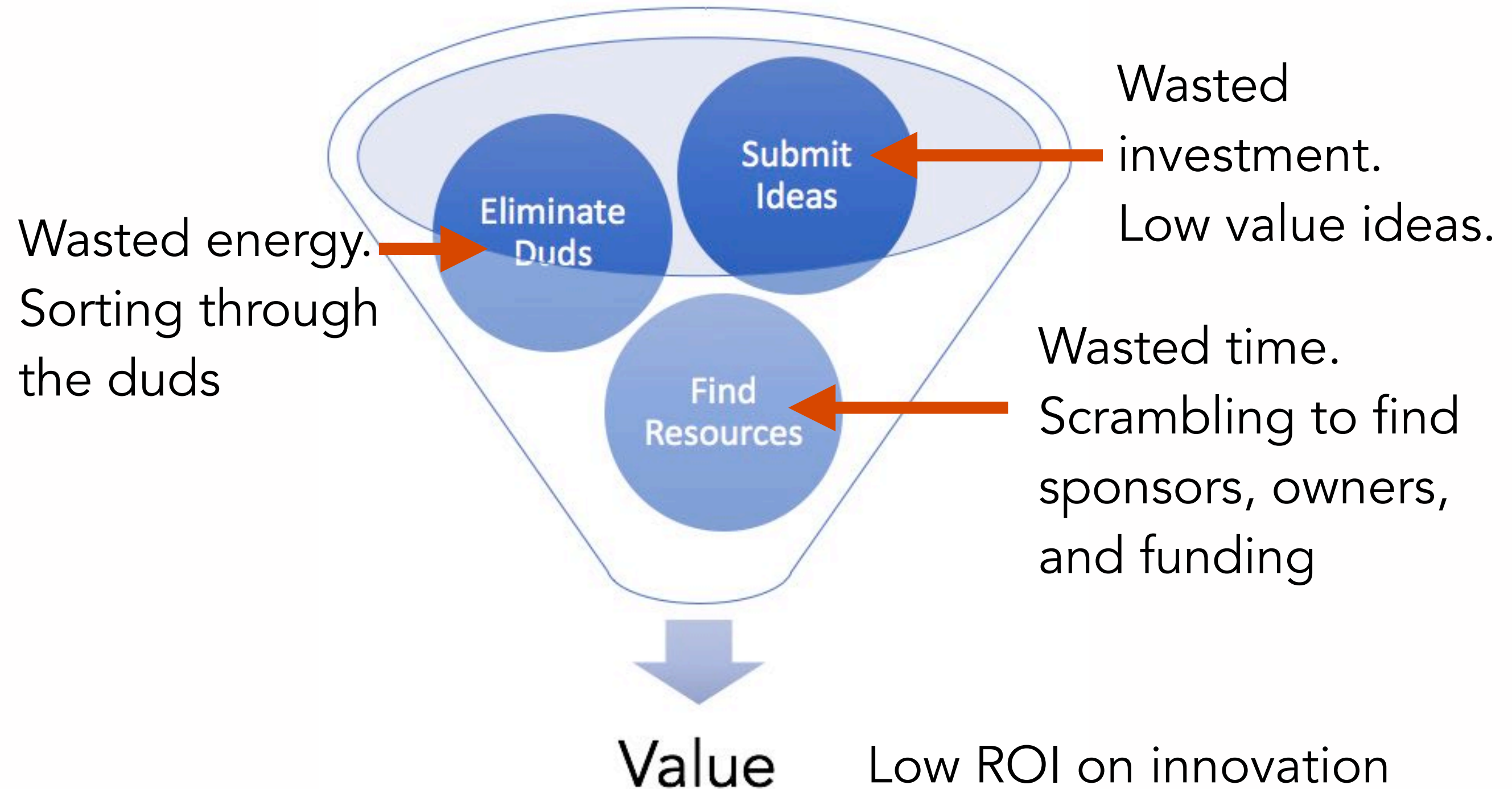


# Ideas to Success



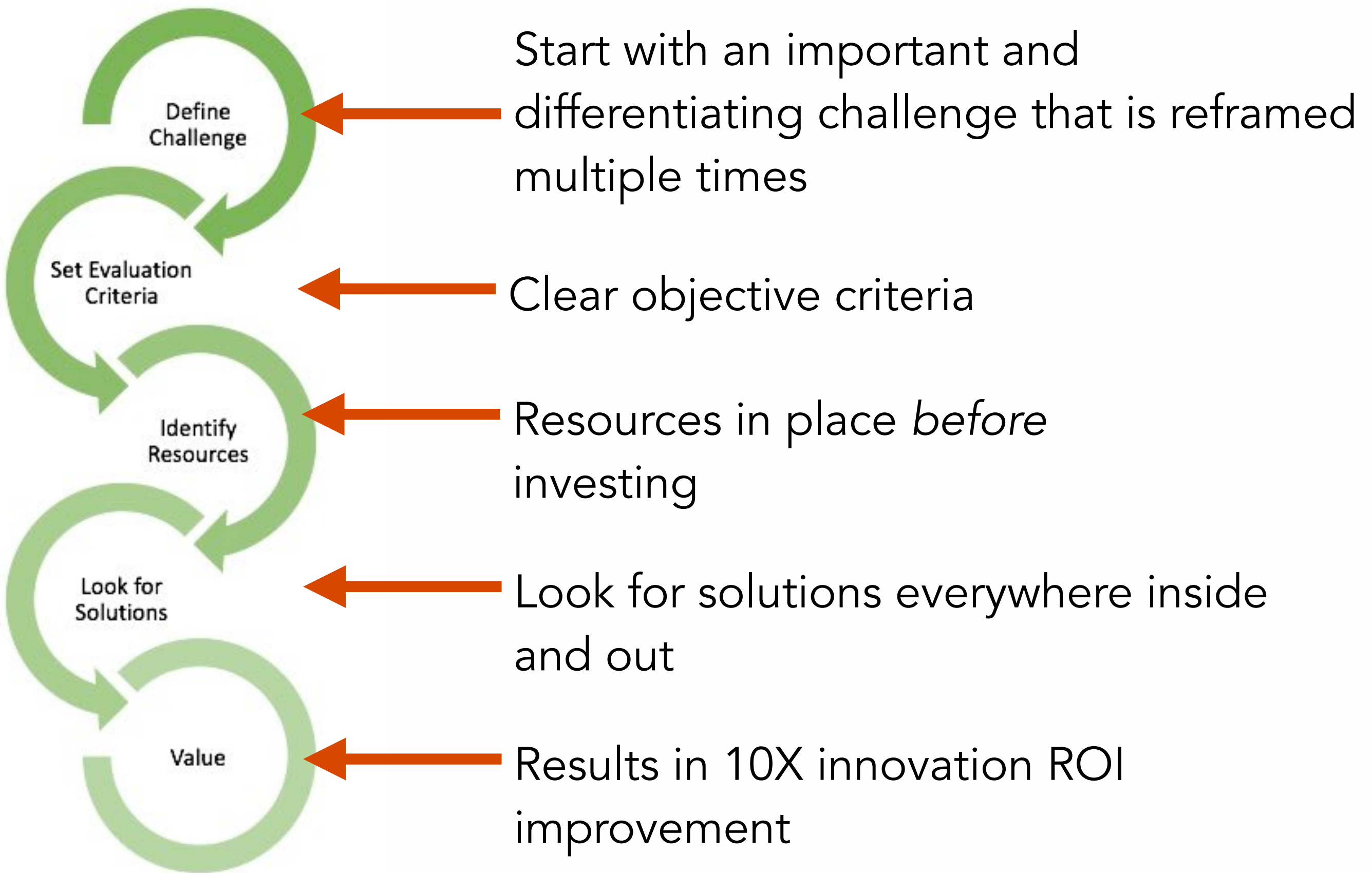


# Idea-Driven Innovation





# Challenge-Centered Innovation







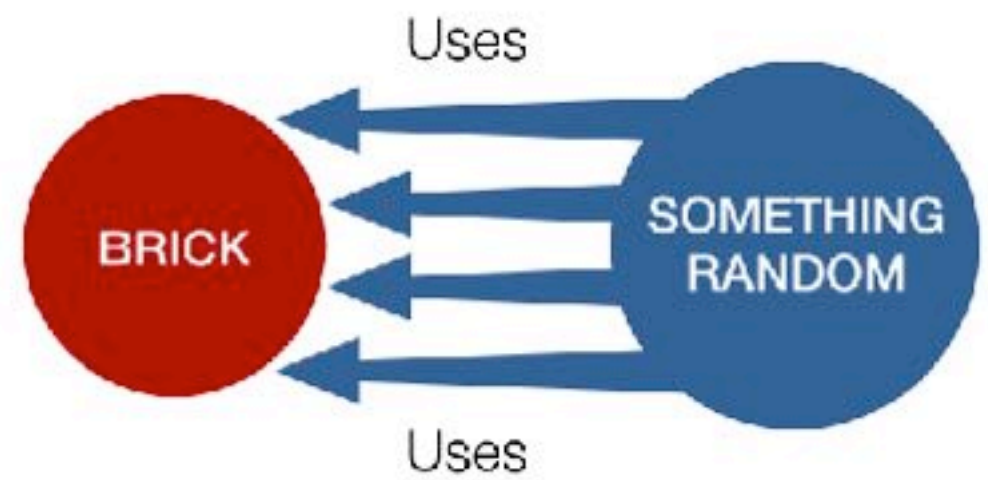
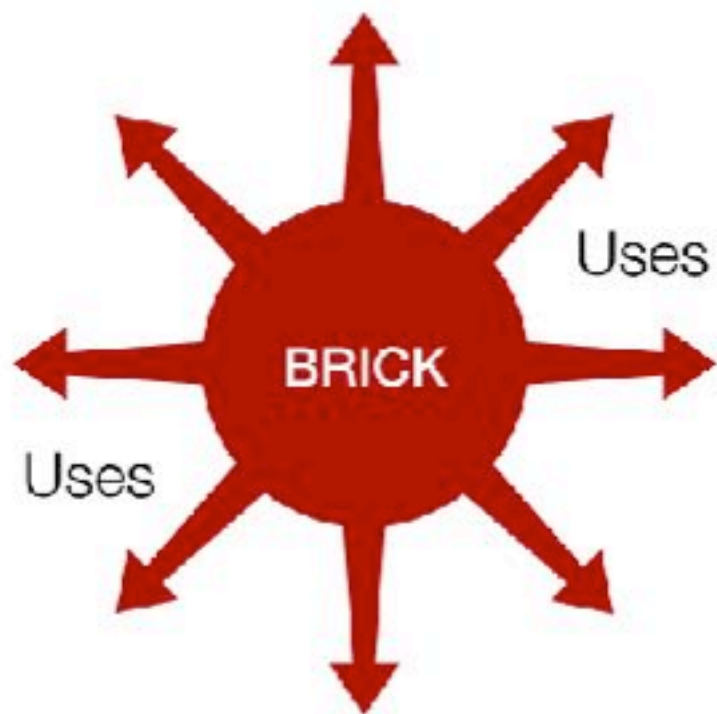
**ASK BETTER QUESTIONS**

**FIND BETTER SOLUTIONS**







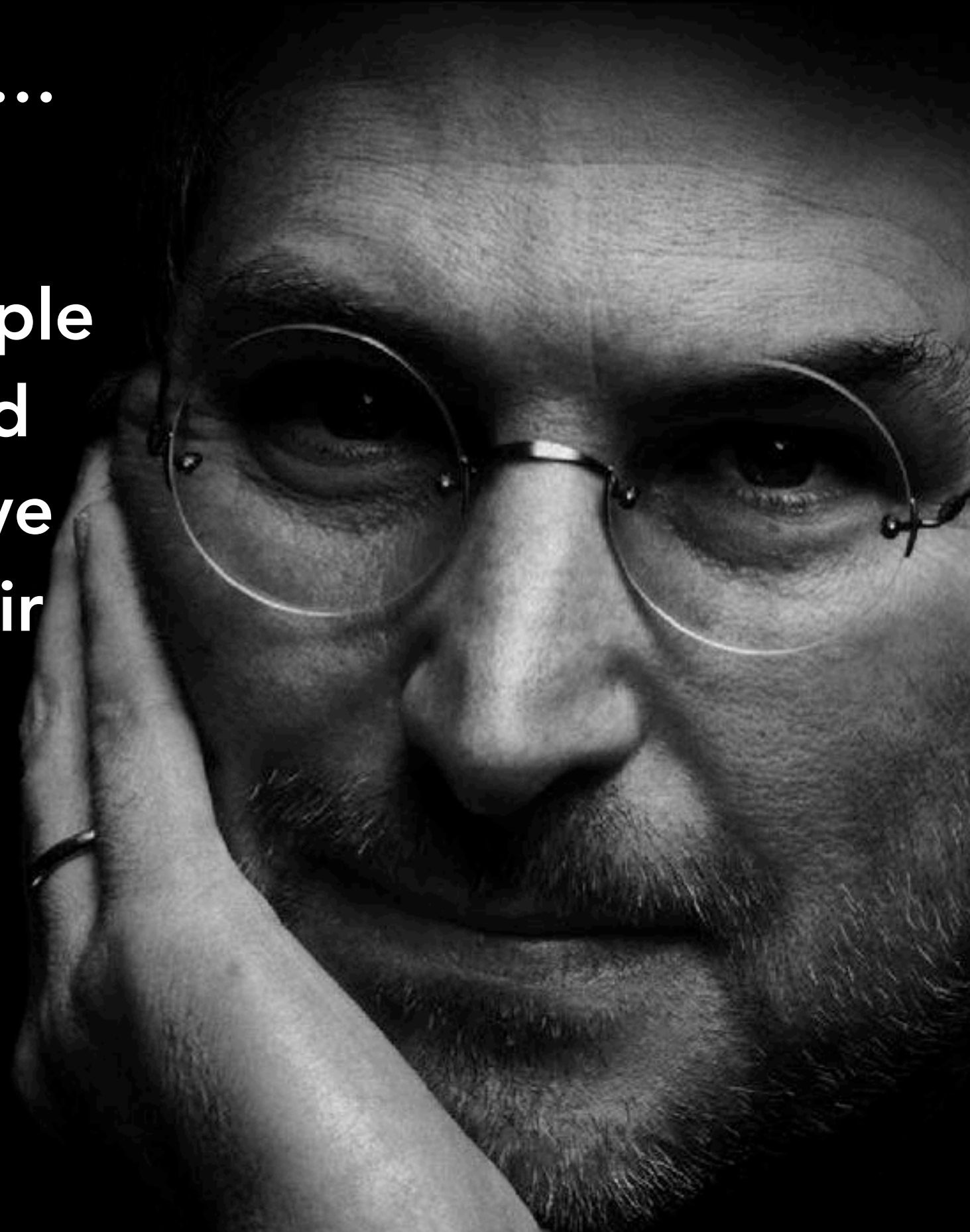




**Creativity is just having  
enough dots to connect...**

**The reason creative people  
are so is that they've had  
more experiences or have  
thought more about their  
experiences.**

**Steve Jobs**



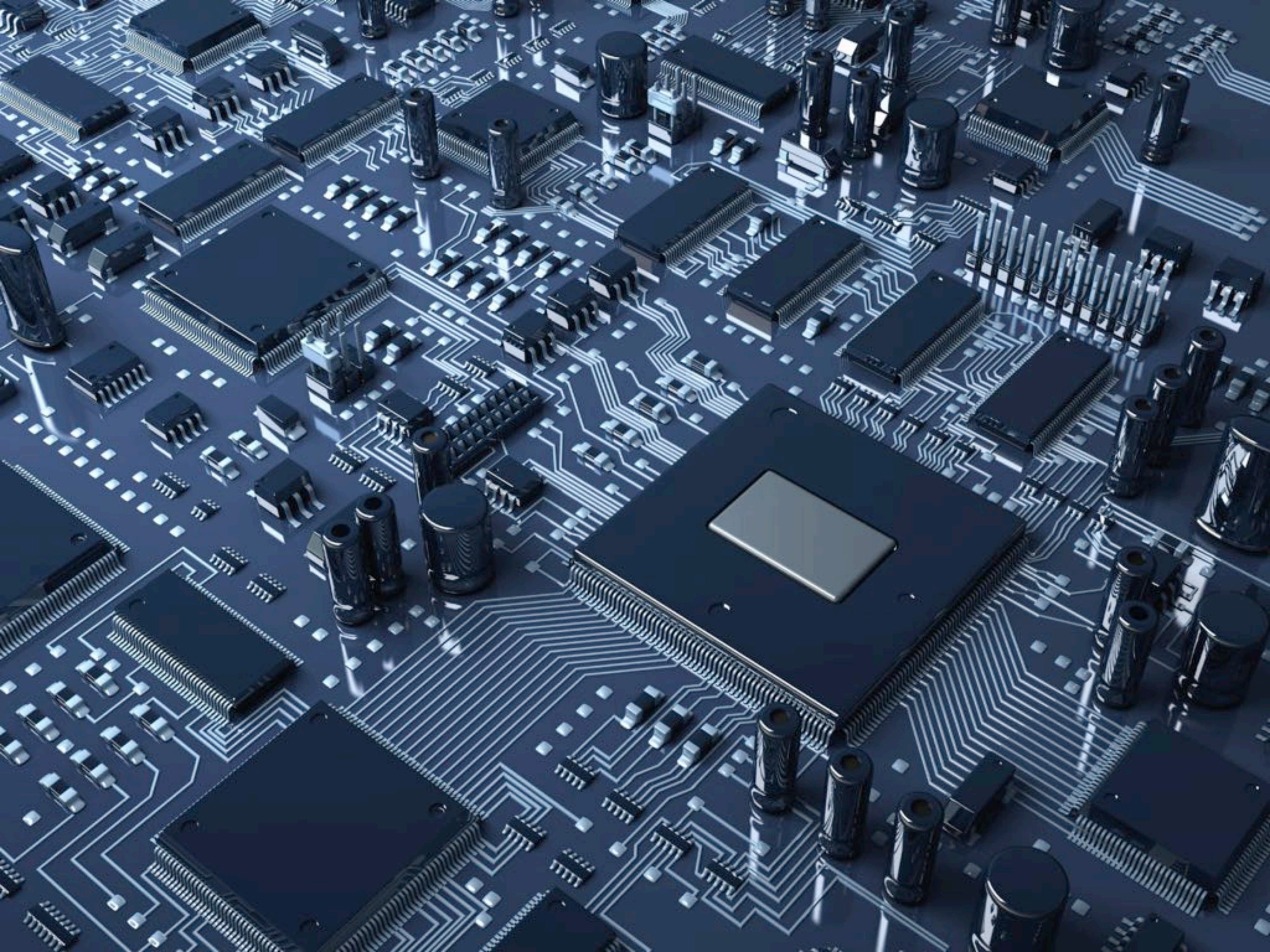


















When members of a team are  
cut from the same cloth,  
you don't see many failures,  
and you don't see many  
extraordinary innovations







PUMPS & PIPES

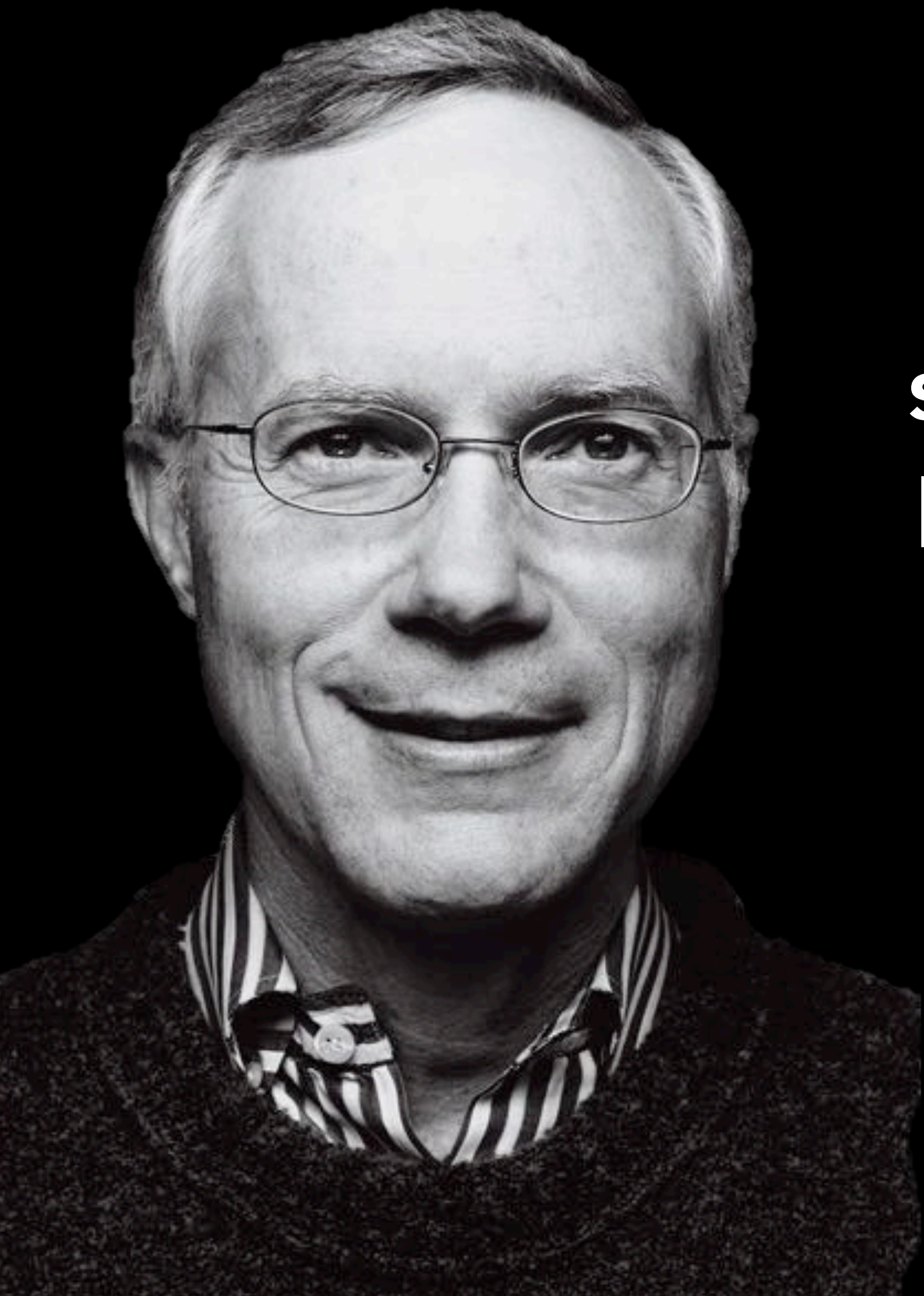


Try purposeful tangents



@stephenshapiro





**For each of our  
failures, we had  
spreadsheets that  
looked awesome.**

*Scott Cook, Intuit*



It's kind of fun to do the  
impossible.



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## 22 Lenses for Reframing Challenges – by Stephen Shapiro

Successful innovation necessitates reframing challenge statements multiple times. Changing the question changes the potential solutions. Use these lenses to help you (re)define your problem.

- ☑ **Leverage:** What is the leverage point? What is the one factor that will have the greatest impact?

*Example: Instead of improving the education system (which is broad), a government agency focused on increasing parental involvement (the leverage point).*

- ☑ **Abstraction:** Is this challenge overly specific, implying a particular solution or domain of expertise? If so, “abstract it” to a higher level.

*Example: The Exxon Valdez cleanup problem was solved when they stopped focusing on freezing oil (too specific) and solved a common fluid dynamics problem called viscous shearing.*

- ☑ **Flip:** Can you turn the problem upside down by improving a different factor?

*Example: Airports increased passenger satisfaction by, instead of speeding up the delivery of bags, they slowed down the passengers thus reducing wait time.*

- ☑ **Analogy:** Who else has solved a similar problem? What is this problem like?

*Example: The gas pipeline industry found a solution to fixing cracked pipelines by studying the cardiovascular system’s coagulation mechanisms.*

- ☑ **Correct Problem:** Are you sure you are solving the right problem? If you are relying on surveys, you may get inaccurate information.

*Example: Scientists spun their wheels developing an effective alcohol-free mouthwash (it was more complex than they thought) when customers really wanted a mouthwash that didn’t burn (an easier solution).*

- ☑ **Result:** Does your challenge imply a particular solution? If so, what is the desired outcome? Solve for that

*Example: Instead of developing a zero gravity laundry system (a complex solution), NASA looked for ways to get clothes clean and keep clothes clean.*

- ☑ **Word Substitution:** Changing a single word can change how people perceive potential solutions.

*Example: Instead of getting “more sales,” look at how you might get “more customers” or “more profit” or “more profitable customers.”*

- ☑ **Pain:** Does the challenge solve a pain or eliminate the threat of loss? Remember, threats drive action; opportunities drive creativity.

*Example: More men are interested in losing their gut fast than they are in getting six pack abs, because most men have guts (the pain).*

- ☑ **Postpone:** Can postponing a decision increase flexibility?

*Example: Instead of pre-mixed cans of paint, hardware stores now mix the colors in the store yielding less stock on the shelves and Benetton dyes gray, full-made clothes at the last minute.*

- ☑ **Predict:** Can predicting increase speed and efficiency?

*Example: During peak times, McDonalds uses pre-made foods kept under heat lamps to increase speed for commonly ordered items (vs make-to-order during slower times).*

- ☑ **Observation:** Are you solving the right problem? Are you relying too much on data? Considering observation to uncover hidden needs.

*Example: New washing machine designs were developed by visiting homes of customers.*



## 22 Lenses for Reframing Challenges – by Stephen Shapiro

- |   |  |  |
|---|--|--|
| <p>☑ <b>Simplification:</b> Instead of adding features, what features can you eliminate? Can you simplify the experience to increase accessibility?</p> <p><i>Example: In 2008, the Nintendo Wii outsold PlayStation and Xbox combined through their simple interface.</i></p>  | <p>☑ <b>Opposite:</b> Ask what will give you the opposite of the solution you want. Whatever answers you get, consider the reverse to be good solutions.</p> <p><i>Example: Instead of increasing sales, find ways to decrease them. Then do the opposite.</i></p>   | <p>☑ <b>Access:</b> In many situations, consumers want access rather than ownership.</p> <p><i>Example: In the past, the music industry was always about ownership (e.g., buying CDs or MP3s). But subscription streaming services such as Apple Music and Spotify give access without ownership.</i></p>  |
| <p>☑ <b>Stretch:</b> Is your challenge criteria “stretch” enough?</p> <p><i>Example: If you ask for 5% improvement, you get incremental thinking. But if you ask for 50% or 100% improvement, the old models won’t work.</i></p>  | <p>☑ <b>Deconstruct:</b> Is this challenge too abstract, allowing for too many potential solutions? If so, break it down into multiple challenges and ask: “What are parts of this?” “What are examples of this?”</p> <p><i>Example: Instead of asking how to attract new customers (overly abstract), break it down into different acquisition channels/strategies.</i></p> | <p>☑ <b>Emotion:</b> Don’t just ask questions that are about fact, data, and results (e.g., increase customer satisfaction). Also ask questions that are about creating emotional responses.</p> <p><i>Example: How might we create customer evangelists? How might we make people smile when they think of our company? How might we help people feel at home when in our stores? How might we eliminate the annoyances that upset customers?</i></p> |
| <p>☑ <b>Positive:</b> Don’t try to correct a problem or as a negative. Negative sentences require more cognitive power and slow down your thought process. Word it optimistically.</p> <p><i>Example: Instead of “How might we improve morale?” ask, “How might we get 100% employee engagement?”</i></p>                                     | <p>☑ <b>Task:</b> Sometimes focusing on improving a task (instead of the outcome) can yield better results.</p> <p><i>Example: Instead of “improving productivity” (too broad) look to “make the jobs of employees easier” (the task).</i></p>   | <p>☑ <b>Differentiation:</b> Is your challenge focused on a differentiator? If not you may be dissipating your energies on low-priority opportunities.</p> <p><i>Example: USAA, the financial services firm that serves the military is consistently #1 or #2 in service. Why? They only innovate on opportunities that make the lives of their members (customer) better.</i></p>   |
| <p>☑ <b>Conflicts:</b> Have you designed your challenge to allow for (and embrace) conflicting attributes?</p> <p><i>Example: Cars require both greater fuel efficiency and a quieter ride. However, the extra weight necessary for reducing noise also reduces fuel efficiency. Potential solutions require unconventional thinking.</i></p> | <p>☑ <b>Engaging:</b> Reframe the challenge in a way that stimulates the minds of solvers. Focus on positive outcomes rather than fixing problems.</p> <p><i>Example: Instead of looking to “increase sales,” ask for ways to “wow customers.”</i></p>   |  |