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New Rules for Innovation

13 Ways to Kill an Idea

Upside Down Organizational Pyramid

NEW RULES For Innovation

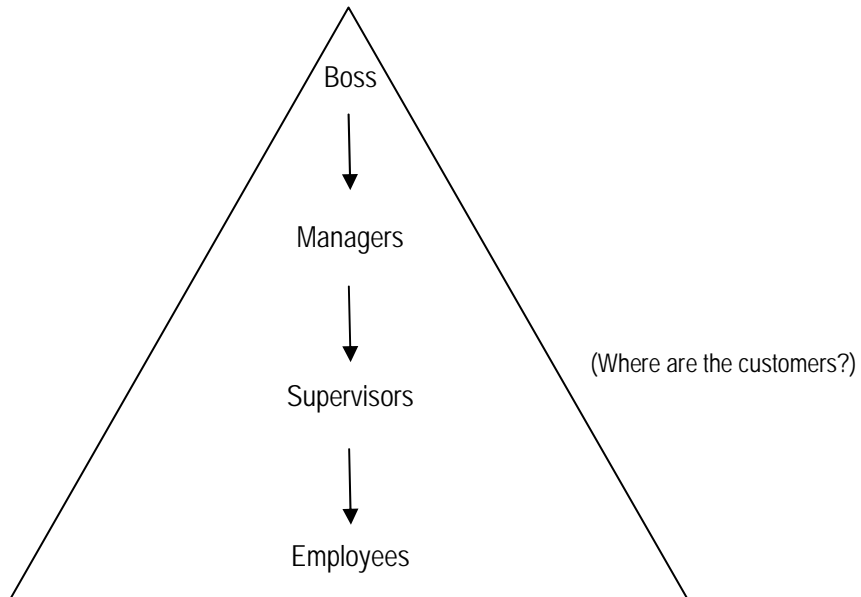
1. Everyone is expected to come up with ideas for improvement.
 2. Raise as many ideas as you can. Whoever thinks of the most ideas wins.
 3. Teams identify the best ideas. Two heads are better than one, and 12 heads are better than two.
 4. Thou shalt brainstorm. Say whatever crosses your mind. Play off other peoples' ideas. Harebrained ideas are required. Avoid focusing on reasons why an idea won't work, rather keep generating ideas.
 5. Watch videotapes of operations. This causes you to focus and you will see things in new light. Do so in a meeting room to permit everyone to be involved and without interruption caused by plant noise.
 6. Do not feel discouraged if an idea doesn't make it past the discussion stage. Fewer than one of ten ideas that are raised are actually feasible.
 7. Do not expect ideas to work right immediately. Instead, expect that it will take time and usually a bit of trial and error to get something to work right.
 8. Understand the difference between (a) a snag, which can be overcome, and (b) a fatal flaw, which totally kills the concept. Do not give up at the first snag.
 9. Experiment. If you don't know if something will work or not, test it. Rig up a trial. Build a prototype.
 10. It is OK to expect *some* failures. Thomas Edison failed thousands of times at making a light bulb work until he found the right combination of materials.
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Thirteen Ways to Kill a Good Idea

1. It will cost too much.
 2. We don't have the time.
 3. We've tried that before.
 4. We've never done that before.
 5. It won't work here.
 6. I've never heard of anyone else doing it that way.
 7. We did all right without it.
 8. This is the way we've always done it.
 9. Management won't go for it.
 10. Employees won't go for it.
 11. It's not our responsibility.
 12. Why change? It's working OK.
 13. It might work — and then we'll have to change.
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The Upside Down Organizational Pyramid

Traditional Organization Chart



Customer-Oriented, Employee-Oriented Organization Chart (The Upside Down Pyramid)

