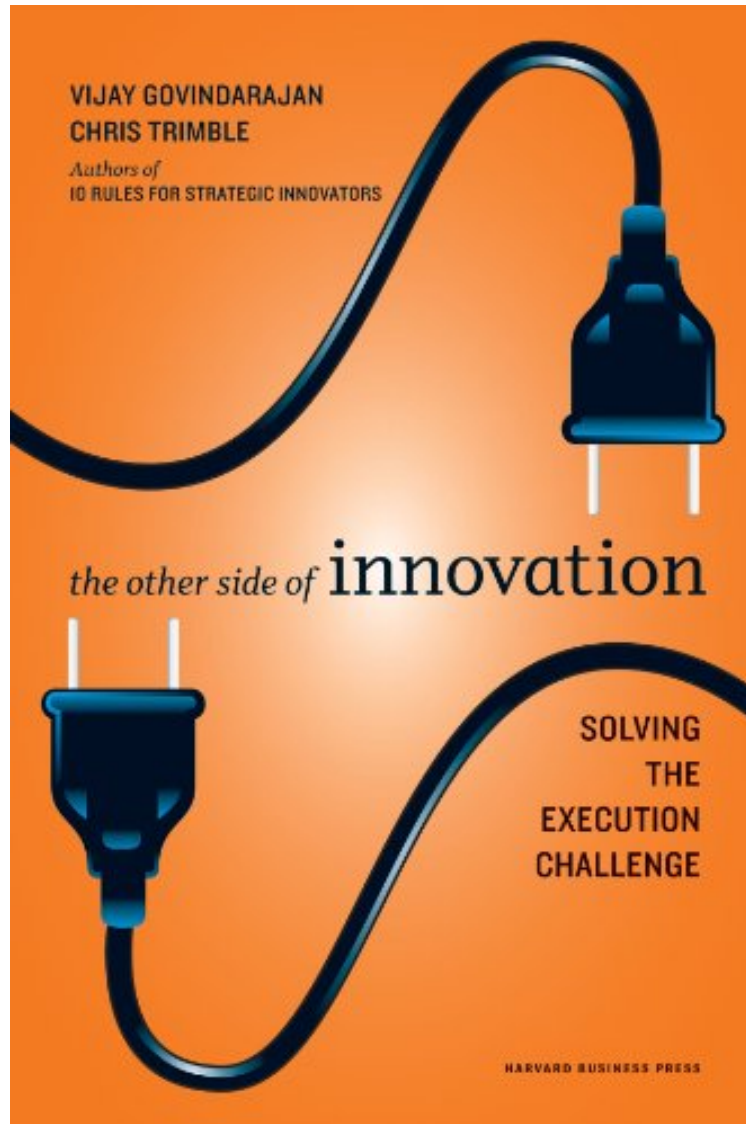


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The Other Side of Innovation: Solving the Execution Challenge (Harvard Business Review (Hardcover))

Vijay Govindarajan, Chris Trimble

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Vijay Govindarajan, Chris Trimble : The Other Side of Innovation: Solving the Execution Challenge (Harvard Business Review (Hardcover)) before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Other Side of Innovation: Solving the Execution Challenge (Harvard Business Review (Hardcover)):

0 of 0 people found the following review helpful. A much needed text on innovation execution By Jeff Lopes When it comes to innovation in a large company finding great ideas is the easy part- especially when you're fortunate enough

to be surrounded by thousands of the most knowledgeable, intelligent, and hard working people in your field. The hard part is taking those ideas and translating them into new business efficiently and without harming the ongoing operations that make your company great today. For anyone involved in an innovation effort this book is almost as therapeutic as it is inspirational and instructional. The author was not only able to very clearly identify and articulate many of the struggles involved in a successful innovation effort but also frame them in such a way as to allow the reader to fully understand their origins and how best to resolve them. For me reading this book really made everything click. It filled in gaps in my personal understanding that were acting as roadblocks to making truly significant progress and then built upon that foundation to provide a solid framework upon which all innovation teams should incorporate into their own processes and ideology. Needless to say I very highly recommend anyone involved in the innovation process to read and understand the principles taught in this book.

3 of 3 people found the following review helpful. Tremendously applicable, regardless of industry or seniority. By Boston Doc It's been my experience that books on innovation tend to "miss." They are typically either so rooted in specific case studies that drawing any general conclusions is impossible (the whole point of the exercise), or they feel like they were written by a life coach as opposed to a business strategist who has sat in the war room, fired, hired, and solved. This book is neither of those things. What it is, is absolutely superb. Vijay Govindarajan is less a student of innovation than he is of the people, business engines, corporate realities, and interconnectedness that ties them all together. He writes simply and unpretentiously, and avoids the poisonous pitfall of using his book to shout from the academic pulpit "I HAVE SOLVED MAN'S AGE OLD STRUGGLE WITH NEW PRODUCT AND IDEA DEVELOPMENT!" Which, he has not. But he gets close that he has accurately laid out patterns of human behavior that are universal across all industries and companies, excluding aberrant outliers (startups, for one). I would recommend this book to anyone who has the ability to look critically enough at themselves to recognize that they could be doing better. Five stars, only because six wasn't an option.

1 of 1 people found the following review helpful. Time to give execution its due! By Marilyn Blocker D/B/A Innovation Outcomes I agree with many of the reviewers of this book who were pleased to see a book about the less-exciting aspect of innovation: execution. Although not as exhilarating a topic as the fuzzy front end of innovation, execution is CRITICAL!!! As a seasoned consultant, I can say with some authority that execution is a challenge for at least 90% of my clients, and certainly with the engagements that I've been involved with. Many times organizations believe that their efforts should focus on the important first step of problem identification and then fall short on implementation. The implementation stage typically involves barrier analysis--and foresight. It takes skill to anticipate obstacles or to deal with them expeditiously as they occur, and we most of us know, this is a large part of the execution/implementation battle. Govindarajan and Trimble do an excellent job of describing a model that's research-based, yet pragmatic and realistic. Building the right teams are critical to innovation--as is the ongoing task of managing disciplined experiments. So much can be learned by the trial-and-error processes of Thomas Edison, Einstein, DaVinci, etc. and their innovation successes. Yet in the busy work environments of today, learning most often takes a second seat to profits and quick wins. In concluding, let me say that I've found all of Govindarajan and Trimble's books on innovation helpful and informative, starting with 10 Rules for Strategic Innovators, this book, the companion to this book, a fable entitled How Stella Saved the Farm, and their latest book, Reverse Innovation. All are fascinating reads and all offer pearls of wisdom.

In their first book, Ten Rules for Strategic Innovators, the authors provided a better model for executing disruptive innovation. They laid out a three-part plan for launching high-risk/high-reward innovation efforts: (1) borrow assets from the existing firms, (2) unlearn and unload certain processes and systems that do not serve the new entity, and (3) learn and build all new capabilities and skills. In their study of the Ten Rules in action, Govindarajan and Trimble observed many other kinds of innovation that were less risky but still critical to the company's ongoing success. In case after case, senior executives expected leaders of innovation initiatives to grapple with forces of resistance, namely incentives to keep doing what the company has always done--rather than develop new competence and knowledge. But where to begin? In this book, the authors argue that the most successful everyday innovators break down the process into six manageable steps: 1. Divide the labor 2. Assemble the dedicated team 3. Manage the partnership 4. Formalize the experiment 5. Break down the hypothesis 6. Seek the truth. The Other Side of Innovation codifies this staged approach in a variety of contexts. It delivers a proven step-by-step guide to executing (launching, managing, and measuring) more modest but necessary innovations within large firms without disrupting their bread-and-butter business.

How do companies generate new ideas? And how do they turn those ideas into products? Hardly a week passes without someone publishing a book on the subject. Most are rubbish. But The Other Side of Innovation: Solving the Execution Challenge; is rather good. In their new book [the authors] address two subjects that are usually given short shrift: established companies rather than start-ups and the implementation of new ideas rather than their generation. rdquo; The Economist a veritable how-to guide for CEOs and entrepreneurs. rdquo; Inc. Magazine Excellent

in-depth case studiesrdquo; well-written bookrdquo; Summing Up: Recommendedrdquo; - CHOICE Magazine