



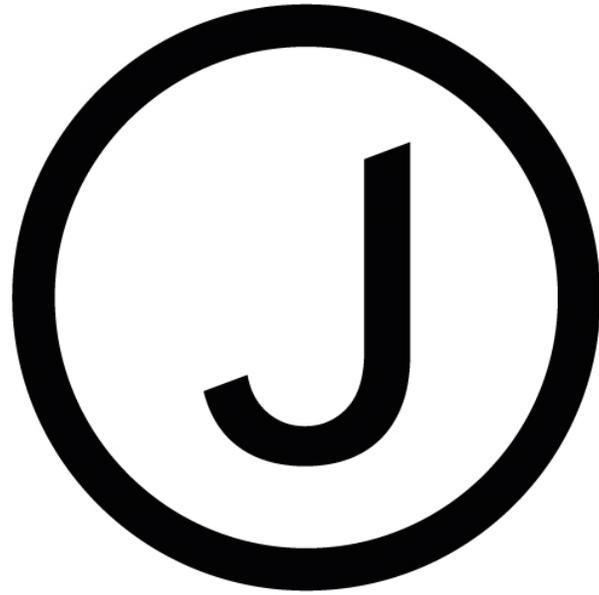
AGILE GURGAON 2016



27-28 May 2016

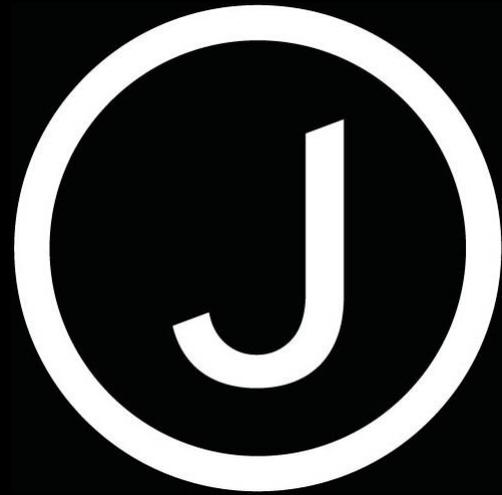
The Leela Ambience Hotel,
Gurgaon

www.agilegurgaon.com



JURGEN APPELO

The Creative Networker



Management

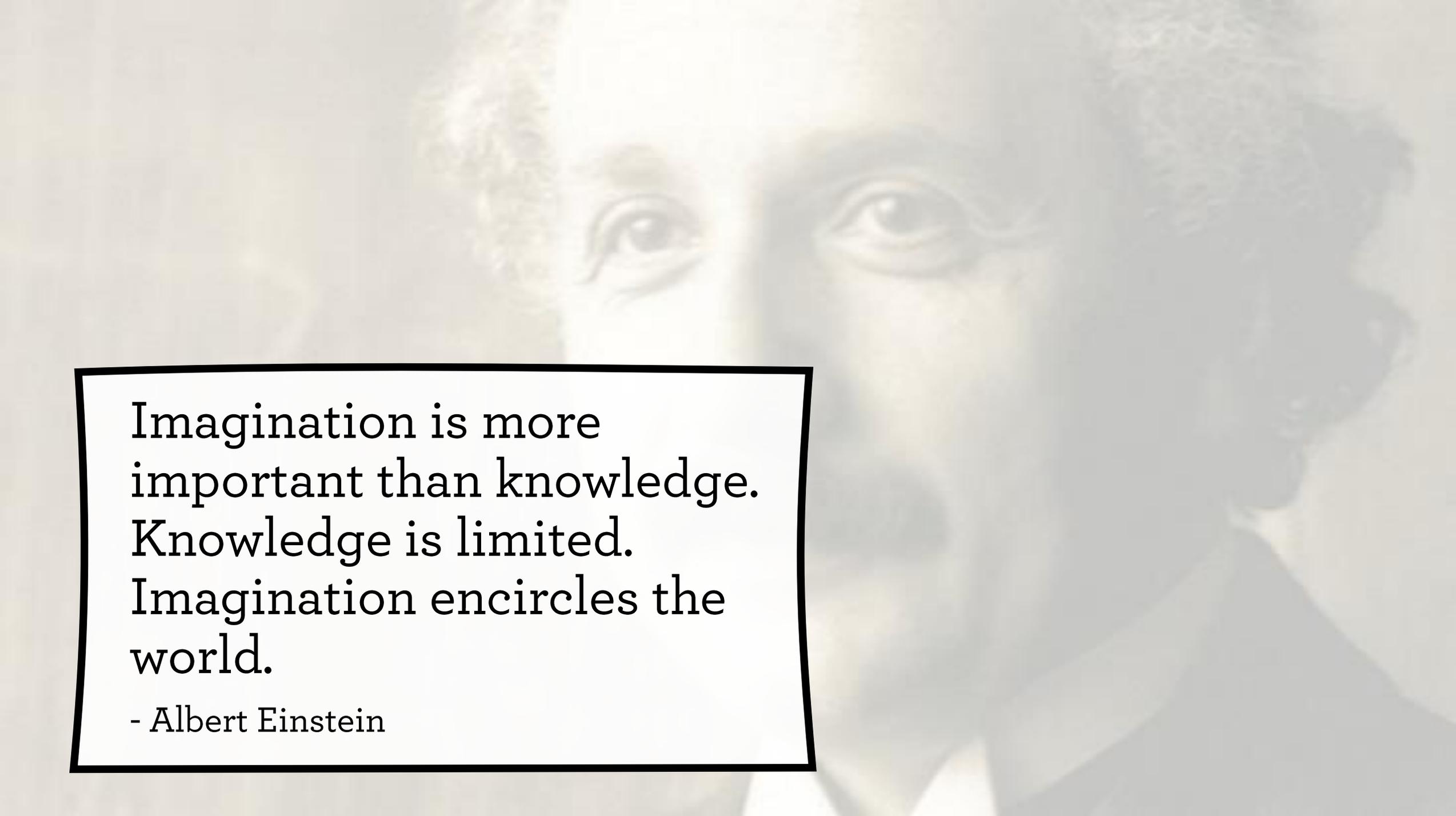
Not to innovate is the single largest reason for the decline of existing organizations.

- Peter F. Drucker, *Management: Rev. Edition*

REVISED EDITION

Forget the Renaissance, the Enlightenment, and the Industrial Revolution—ours is the golden age of innovation.

- Gary Hamel, *What Matters Now*



Imagination is more
important than knowledge.
Knowledge is limited.
Imagination encircles the
world.

- Albert Einstein

Seven Rules for Creative Workers



1. Find Many Ideas



2. Generate Many Ideas



3. Make Connections



4. Seek Diversion



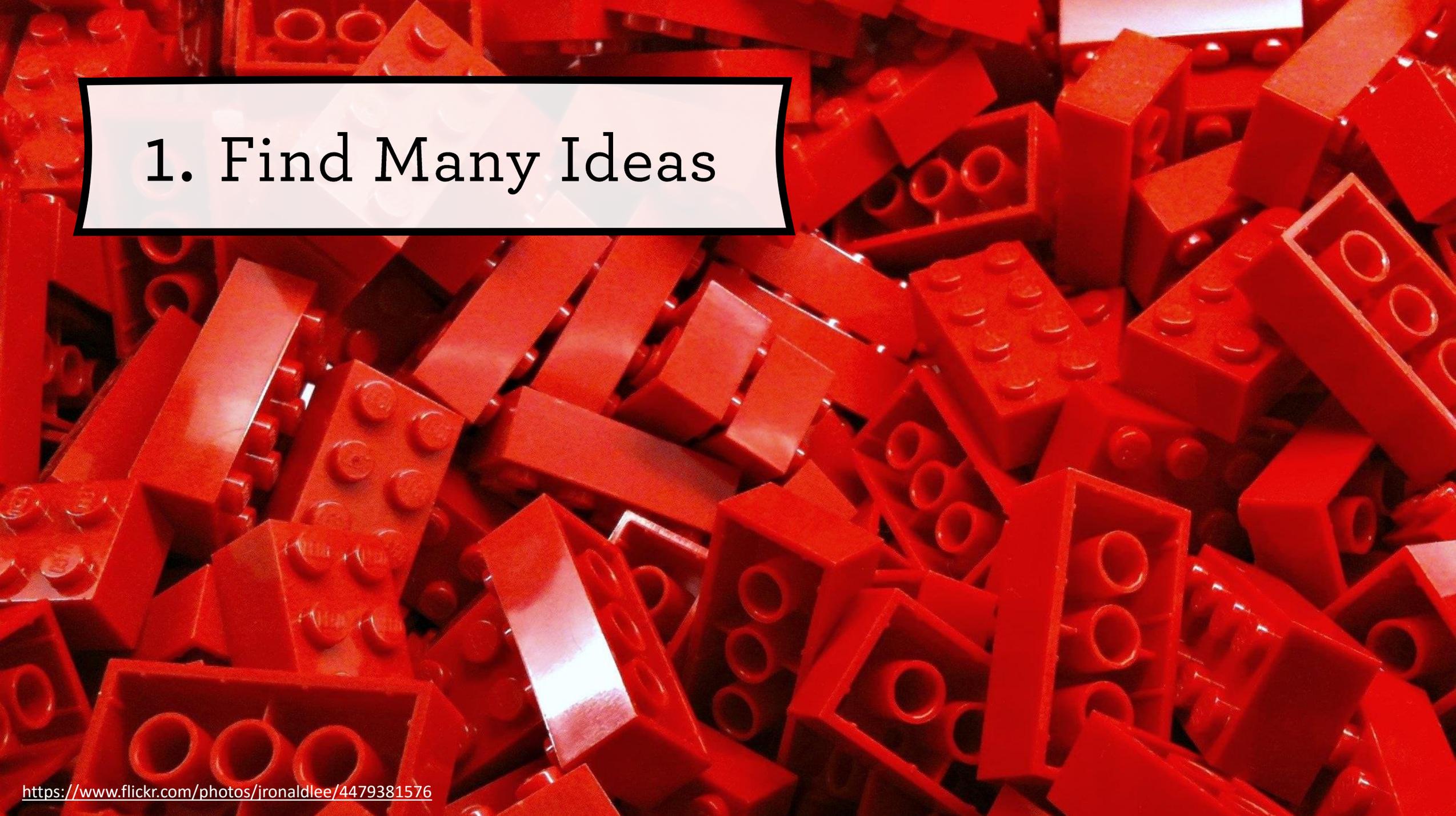
5. Execute Your Ideas



6. Appreciate Mistakes



7. Learn From Failure



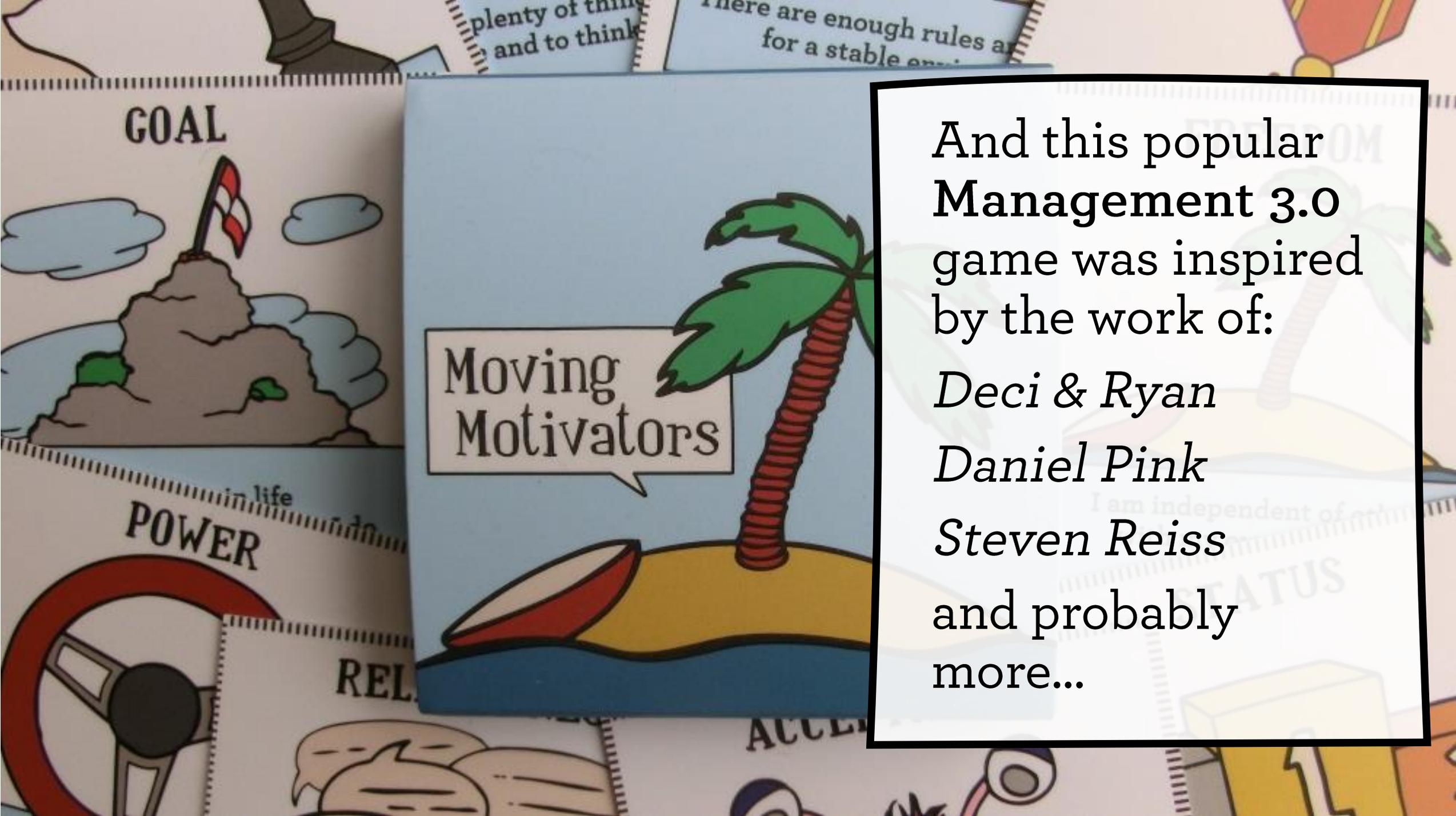
1. Find Many Ideas



“Good artists copy;
great artists steal.”

For example, this presentation is created from 2880 notes and 15 books.

<p>exploitation 2-5-2014 The Origin of Wealth, p.340</p>	<p>exploration days / Innovation 19-2-2014 http://www.noop.nl/2014/02/in...</p>	<p>There's no point thinking outside the box if you don't 4-2-2014 There's no point thinking outside the box if you don't act outside it as well.</p>	<p>innovation is ideas plus 14-4-2015 good ideas are not enough. Careful planning is not enough. The organizations, communities, and nations that thrive are the ones that initiate action, that launch rapid innovation cycles, that learn by doing as soon as they can. They are sprinting forward, while others</p>	<p>more energy and creativity in a meritocracy 14-4-2015 in working with colleagues or on a team, we've found that if team members believe that every idea gets fair consideration, and that a meritocracy allows their proposals to be judged across divisional and hierarchical lines, they tend to put all of their energy and their</p>	<p>everyone should be creative 14-4-2015 The world needs more creative policy makers, office managers, and real estate agents. Whatever your profession, when you approach it with creativity, you'll come up with new and better solutions and more successes. Read more at location 203 - Creative Confidence, David Kelley, Tom Kelley</p>
<p>creativity vs. knowledge 29-8-2013 "It is in fact the discovery and creation of problems rather than any superior knowledge, technical skill, or craftsmanship that often set the creative person apart from others in his field." Read more at location 548 To Sell Is Human, Daniel Pink</p>	<p>no "venture board" for the projects 24-1-2013 For most companies, "venture board," should be given more weight in funding decisions for new projects. Most companies are still more like the Soviet Union than Silicon Valley. Read more at location 2458 What Matters Now</p>	<p>golden age of innovation 24-1-2013 For most companies, "venture board," should be given more weight in funding decisions for new projects. Most companies are still more like the Soviet Union than Silicon Valley. Read more at location 2458 What Matters Now</p>	<p>creativity most important skill 14-4-2015 One recent IBM survey reports that creativity is the single most important leadership competency for enterprises facing the complexity of global commerce today. An Adobe Systems poll of five thousand people on three continents reports that 80 percent of people see unlocking creative</p>	<p>gamification as part of 9-4-2015 In 2011, the research firm Gartner predicted that by 2015 50 percent of organizations would "gamify" their innovation processes and that by 2014 at least 70 percent of the two thousand largest global companies would have at least one "gamified application" as part of their marketing efforts. Read more at</p>	<p>we call them smart creatives 26-3-2015 When we contrast the traditional knowledge worker with the engineers and other talented people who have surrounded us at Google over the past decade-plus, we see that our Google peers represent a quite different type of employee. They are not confined to specific tasks. They are not limited in their</p>
<p>transformational change to 21st century management 27-8-2012 twenty-first-century companies will be managed differently than twentieth century firms- especially in their approach to leadership, learning, and commitment. Getting there from here, or so the consensus runs, will require change that is transformational, discontinuous,</p>	<p>people should work alone when creativity matters, 27-8-2012 Studies have shown that performance gets worse as group size increases: groups of nine generate fewer and poorer ideas compared to groups of six, which do worse than groups of four. The "evidence from science suggests that business people must be insane to use</p>	<p>IBM study: 21st century for creative workers 22-8-2012</p>	<p>Steve Jobs, Walter Isaacson 27-2-2015 "Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently." It felt as if Jobs were back with them, earnest and emotional, describing himself. "They're not fond of rules. And they have no respect for the status quo. You can quote</p>	<p>Amazon Kindle: Your 25-8-2014 A study by the Federal Reserve Bank of Philadelphia found that as the working population in a given area doubles, productivity (measured in this case by the rate of invention) goes up by 20%. This finding is shown in study after study. If you're interested in going deeper, take a look at this recent</p>	<p>Amazon Kindle: Your 25-8-2014 A more open, permeable system is more connected to its environment. Making your systems more permeable is another way to invite more energy and ideas into the company. Read more at location 3905 The Connected Company, Dave Gray</p>
<p>participatory organizations 14-4-2015 the most innovative companies in the twenty-first century have transitioned from</p>	<p>intentional workspace design 14-4-2015 be intentional about your workspace. For most organizations, space is their</p>	<p>boundary conditions 14-4-2015 A few boundary conditions can spur more creativity, not less. Read more at</p>	<p>people in cities are more 18-4-2015 as cities get bigger, they generate ideas at a faster clip. This is what we call "superlinear</p>	<p>key to growth is innovation 14-4-2015 Most businesses today realize that the key to growth, and even survival, is innovation. Read</p>	<p>system for creativity 14-4-2015 The most creative companies we know have built a structure for encouraging creative</p>



GOAL



POWER



REL

Moving
Motivators

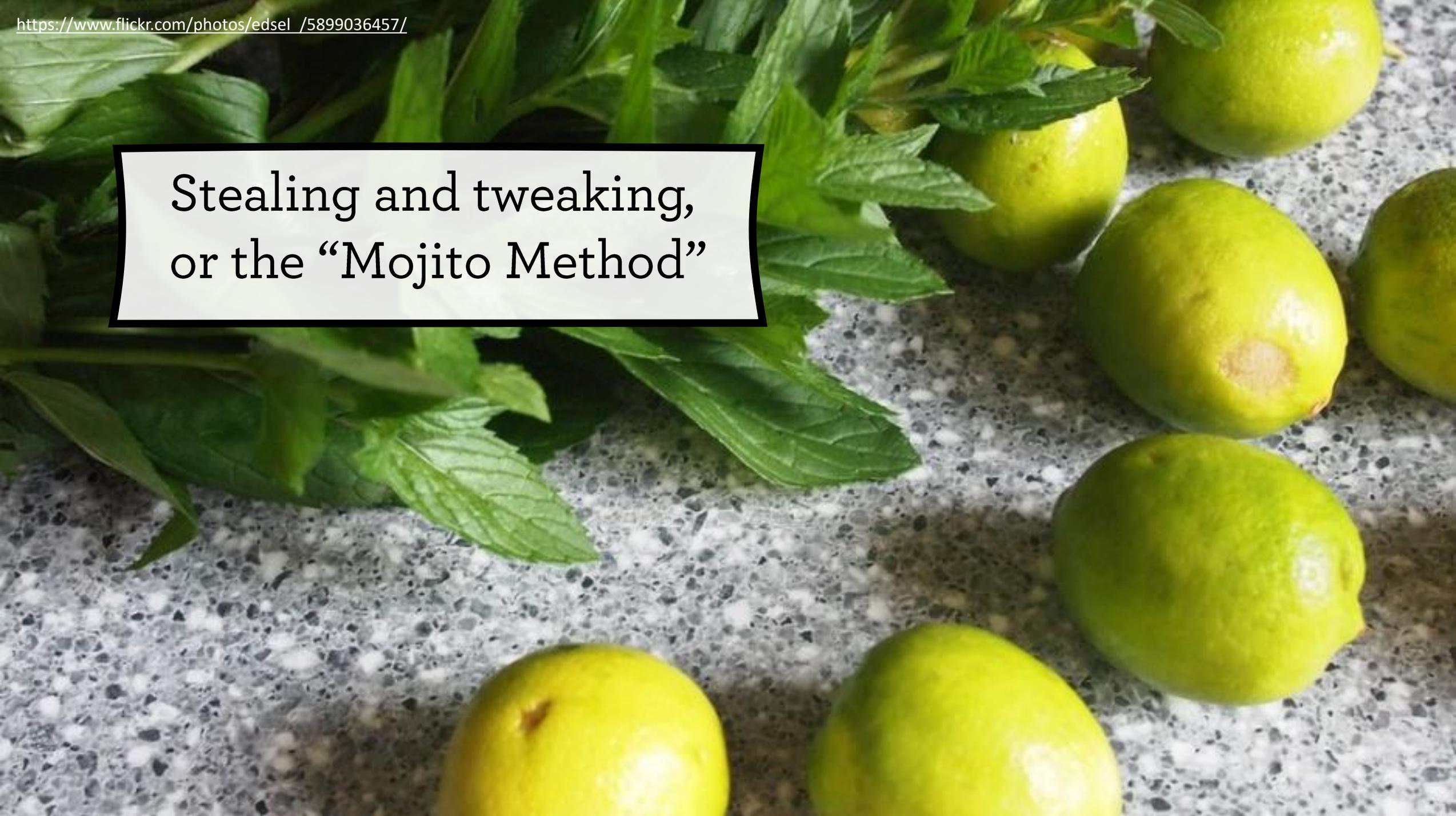


ACCE

And this popular
Management 3.0
game was inspired
by the work of:
Deci & Ryan
Daniel Pink
Steven Reiss
and probably
more...

STATUS

Stealing and tweaking,
or the “Mojito Method”



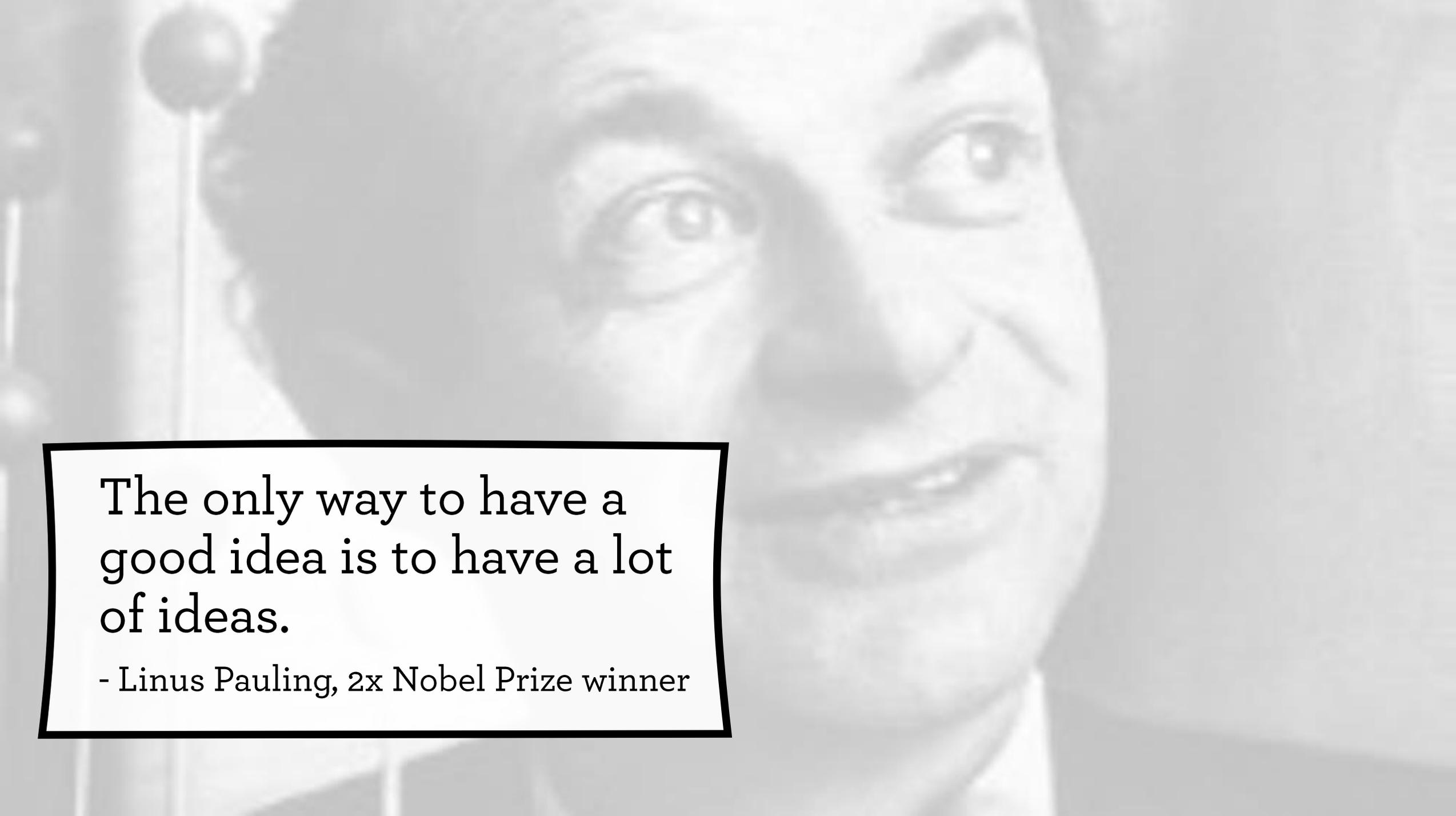


1. Find Many Ideas

Creative workers drown themselves in inspiration.

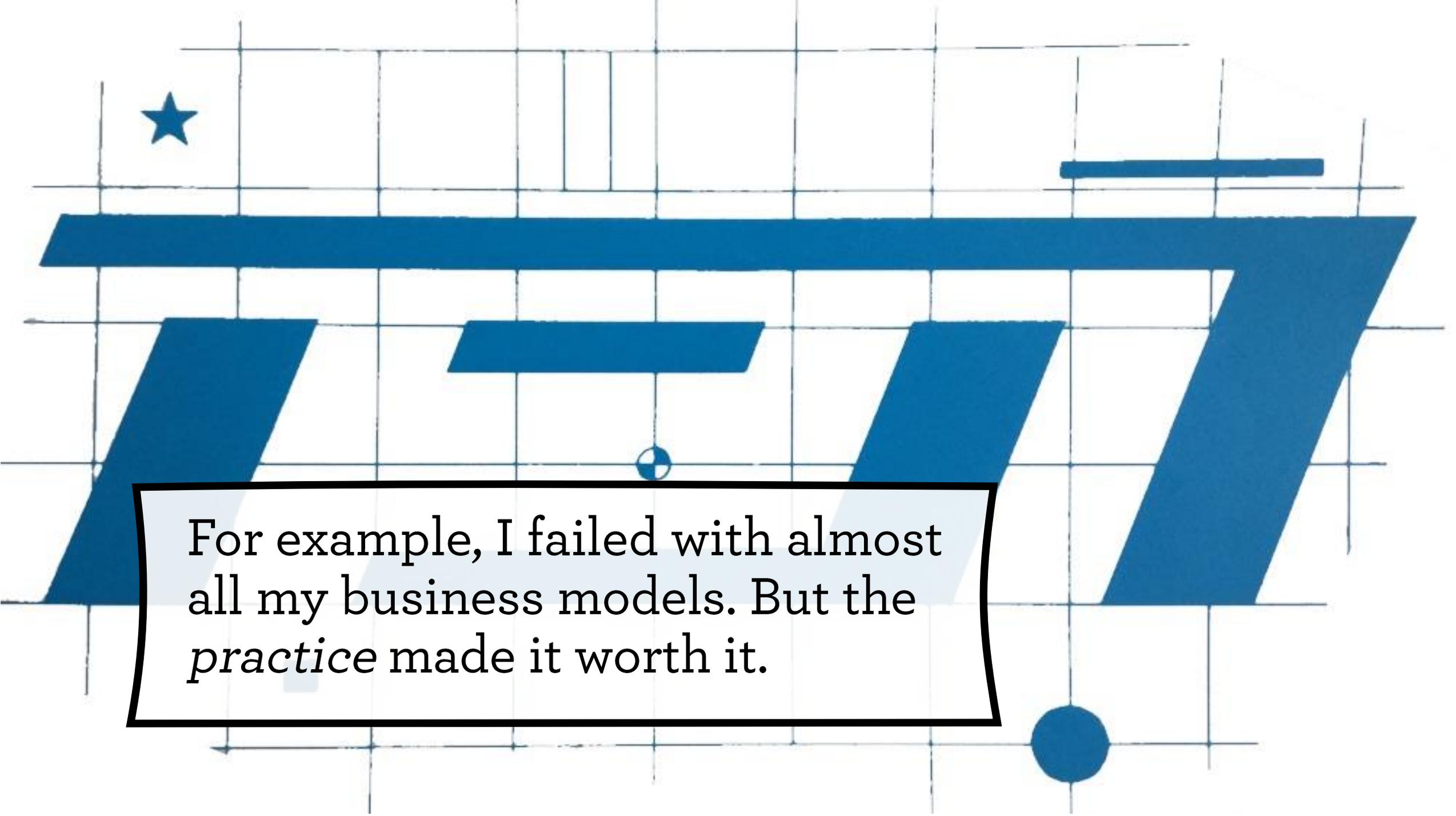
2. Generate Many Ideas





The only way to have a
good idea is to have a lot
of ideas.

- Linus Pauling, 2x Nobel Prize winner

The background features a light blue grid. Overlaid on this grid are several large, solid blue geometric shapes: a horizontal bar at the top, a thick diagonal bar on the left, a horizontal bar in the middle, a thick diagonal bar on the right, and a large vertical bar on the far right. A small blue star is located in the upper left, and a small blue circle is in the center. A larger blue circle is in the bottom right. A white callout box with a black border is positioned in the lower-left area.

For example, I failed with almost all my business models. But the *practice* made it worth it.

No brainstorming! Great innovations are rarely conceived by committees.



2. Generate Many Ideas

Creative workers make and trash a lot of crap.



3. Make Connections



There is no wisdom of the crowd.
There is wisdom of *someone* in
the crowd.

- *Steven Johnson, Where Good Ideas Come From*

A photograph of a grand, ornate interior. The central focus is a large, plush sofa upholstered in a deep red fabric with a dark, intricate damask pattern. The sofa's frame is made of highly detailed, gilded wood with curved, decorative legs and armrests. In the foreground, a large, intricately patterned sculpture of a dog, possibly a bulldog or terrier, stands on a light-colored, patterned rug. The background shows more of the room, including other pieces of furniture and lush green plants, all set against walls with gold leaf accents.

Crowds have always gathered to discuss art and science.



For example, I travel around as a speaker. But others can connect locally or virtually.



Improve your ideas through discussions in groups, full of appreciation and criticism.

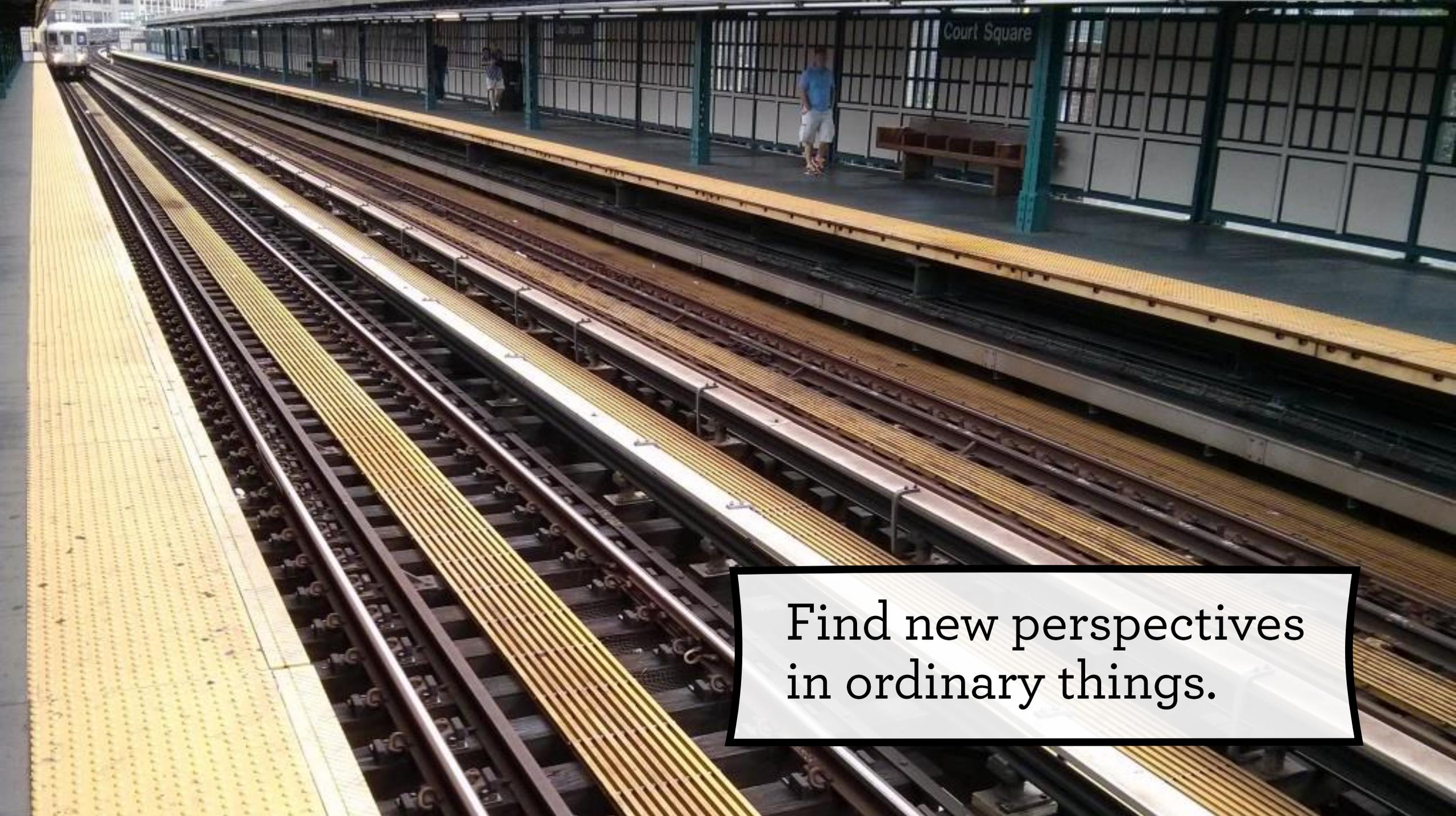
An aerial night view of a city skyline, likely New York City, showing numerous skyscrapers illuminated with lights. The Empire State Building is prominent on the right side, and the city lights extend to the horizon.

3. Make Connections

Creative workers exchange and improve ideas in groups.

4. Seek Diversion





Find new perspectives
in ordinary things.

A close-up photograph of a metal railing with several colorful padlocks attached. The padlocks are in various colors: green, red, orange, blue, and brass. One brass padlock has 'STANFORD MODEL USA' engraved on it. Another brass padlock has a logo with three circles. A blue padlock has 'Master' written on it. In the background, a river flows under a bridge, with a city skyline including a tall, modern glass skyscraper. The scene is captured in a cinematic style with soft lighting.

Find new perspectives
in ordinary things.

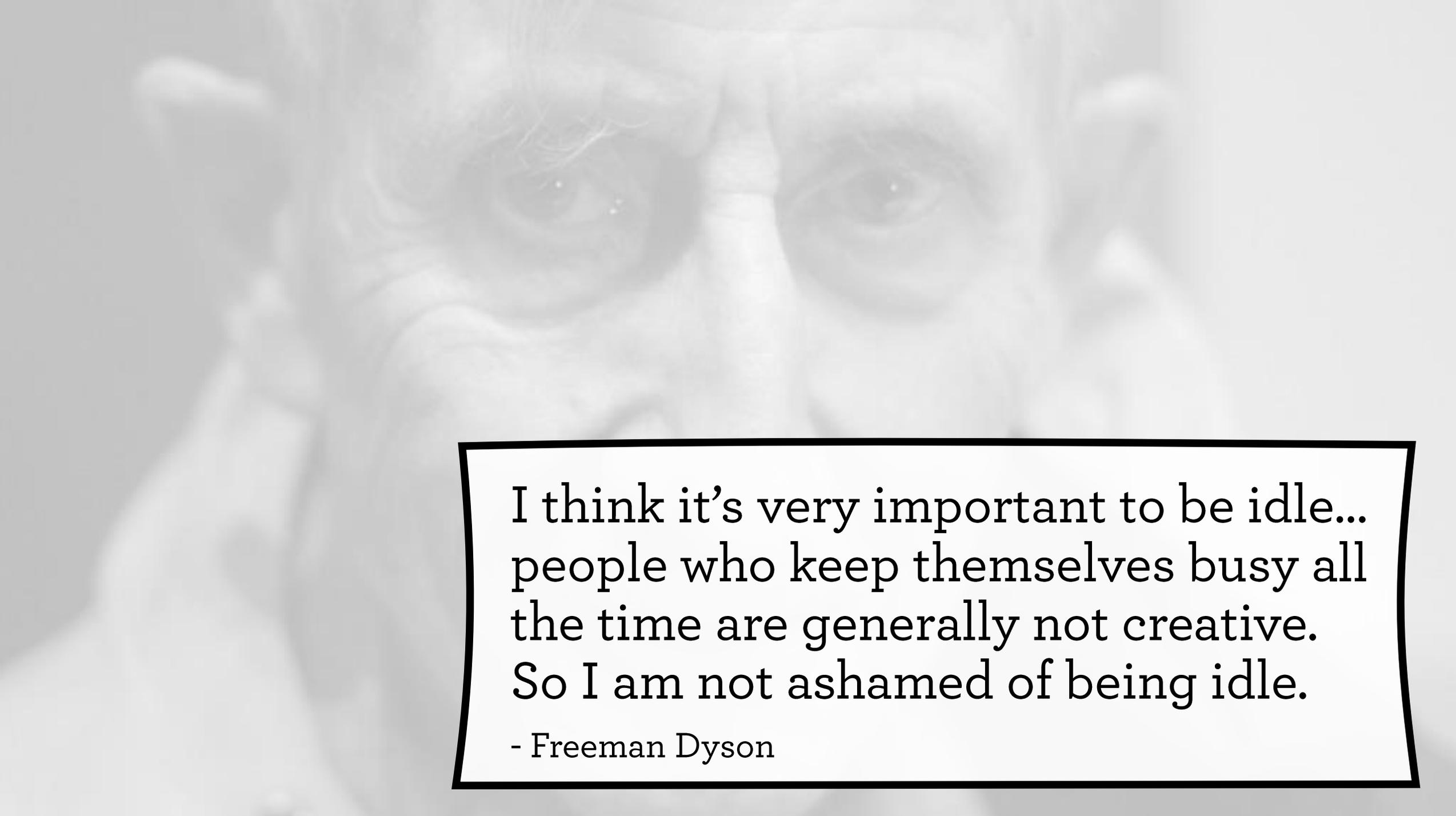
Alex &
Kelly ♡



Find new perspectives
in ordinary things.

A background of out-of-focus light spots in various colors including yellow, orange, blue, and green, creating a bokeh effect against a dark background.

Unfocusing is
great for creativity.

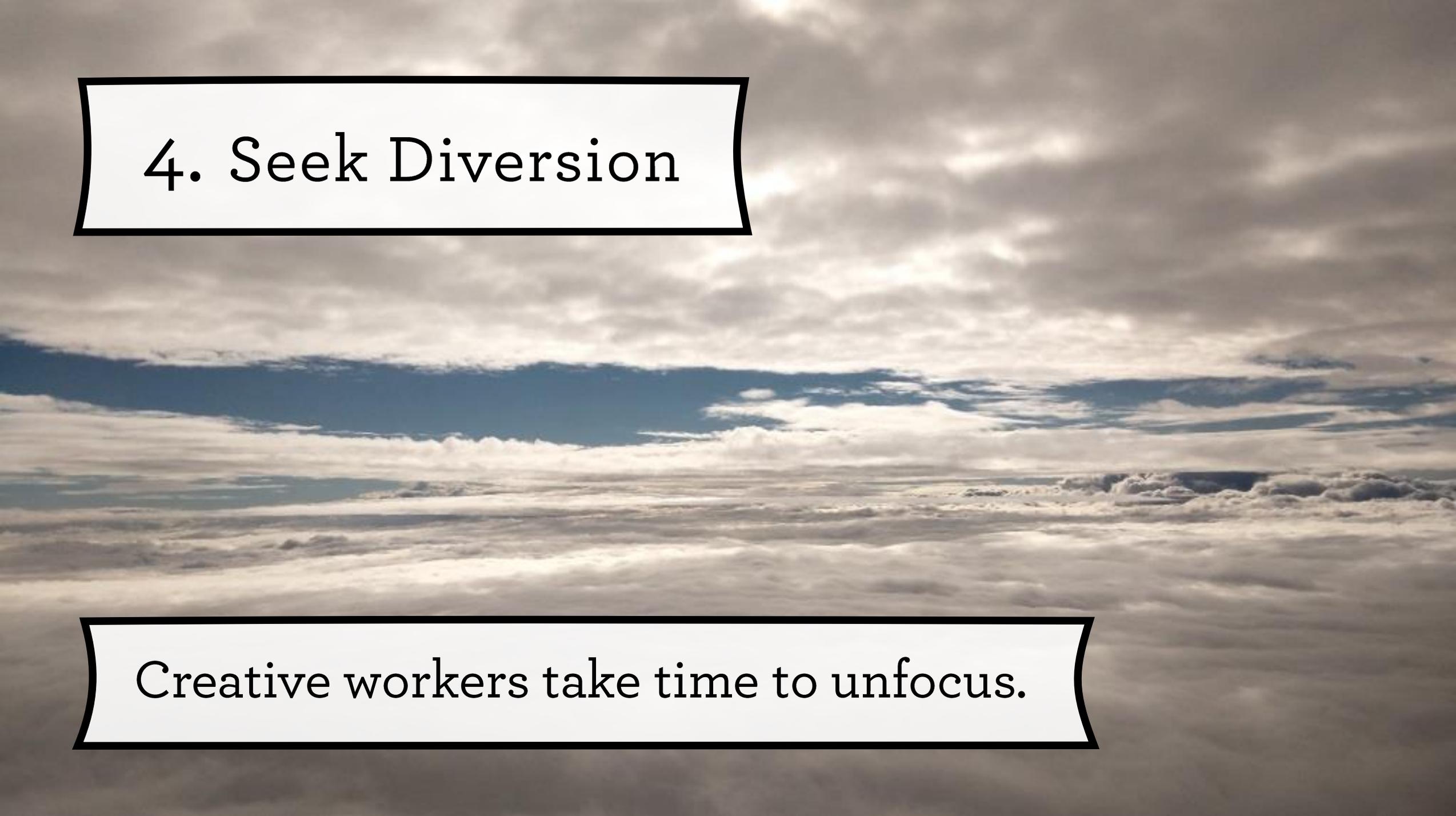


I think it's very important to be idle...
people who keep themselves busy all
the time are generally not creative.
So I am not ashamed of being idle.

- Freeman Dyson



Switching between projects is allowed.



4. Seek Diversion

Creative workers take time to unfocus.

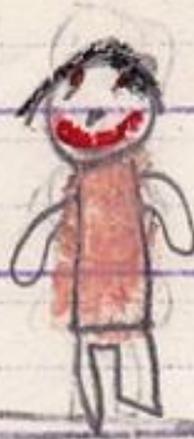
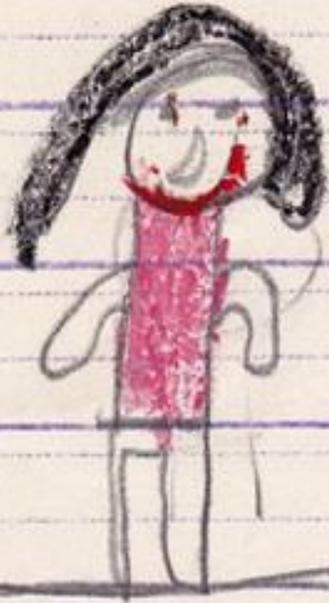


5. Execute Your Ideas

A close-up photograph of a white bowl filled with a smooth, orange-colored soup. The soup has a slightly textured appearance. A white text box with a black border is overlaid on the right side of the bowl. The background is blurred, showing a white tablecloth and some indistinct shapes.

I have done some
crazy experiments.

And perhaps I have
been a bit naïve.

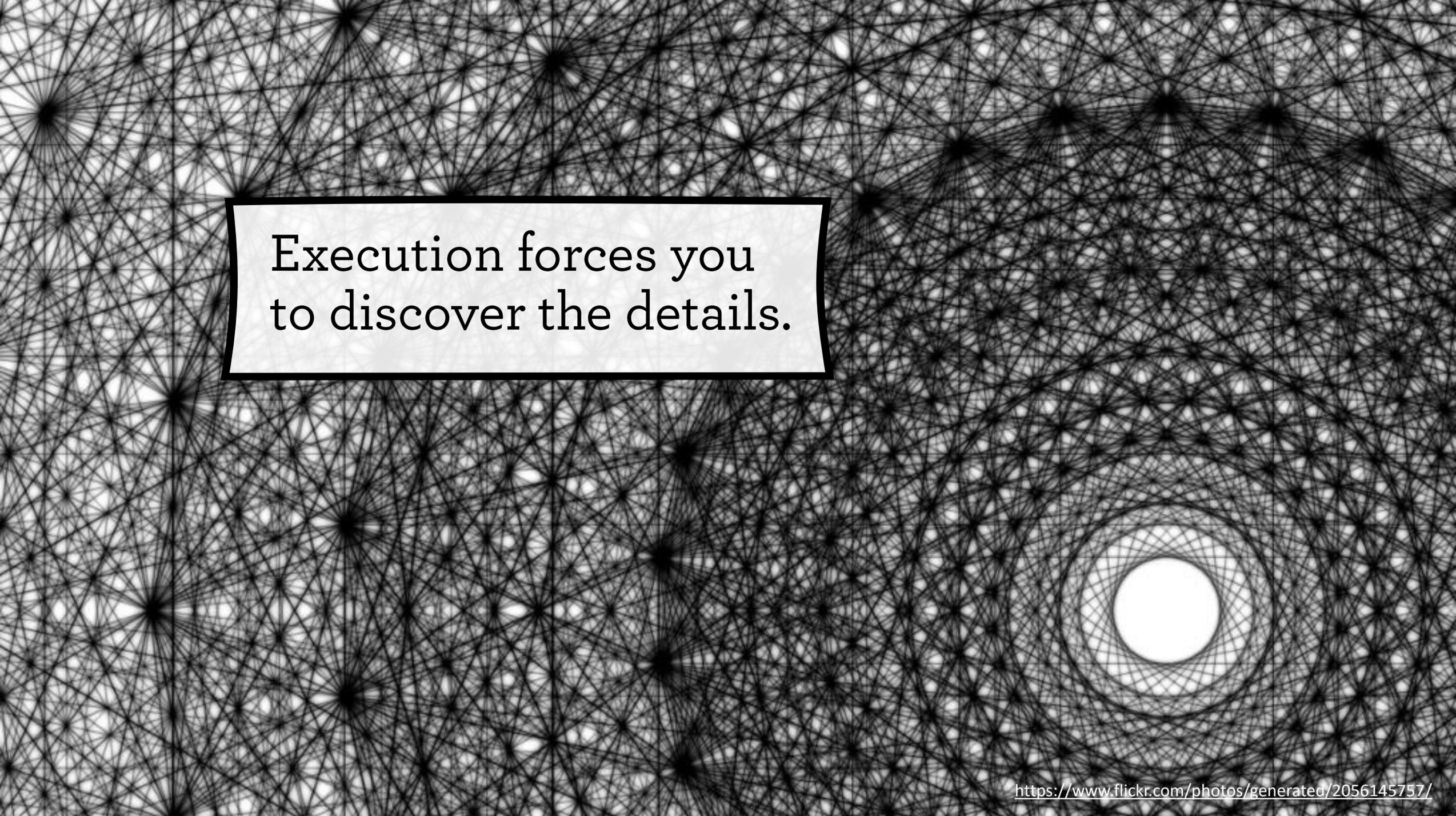




But ideas are easy.
Action takes courage.

There's no
point in
thinking
outside the
box if you
don't act
outside it
as well.





Execution forces you
to discover the details.

A photograph of two scientists, a woman and a man, working in a biosafety cabinet. They are wearing blue lab coats and safety glasses. The woman is wearing yellow gloves and is focused on a piece of equipment. The man is looking at a tablet. The cabinet contains various pieces of laboratory equipment, including a rack with yellow bags and a blue-handled pipette.

Creative workers always run experiments.

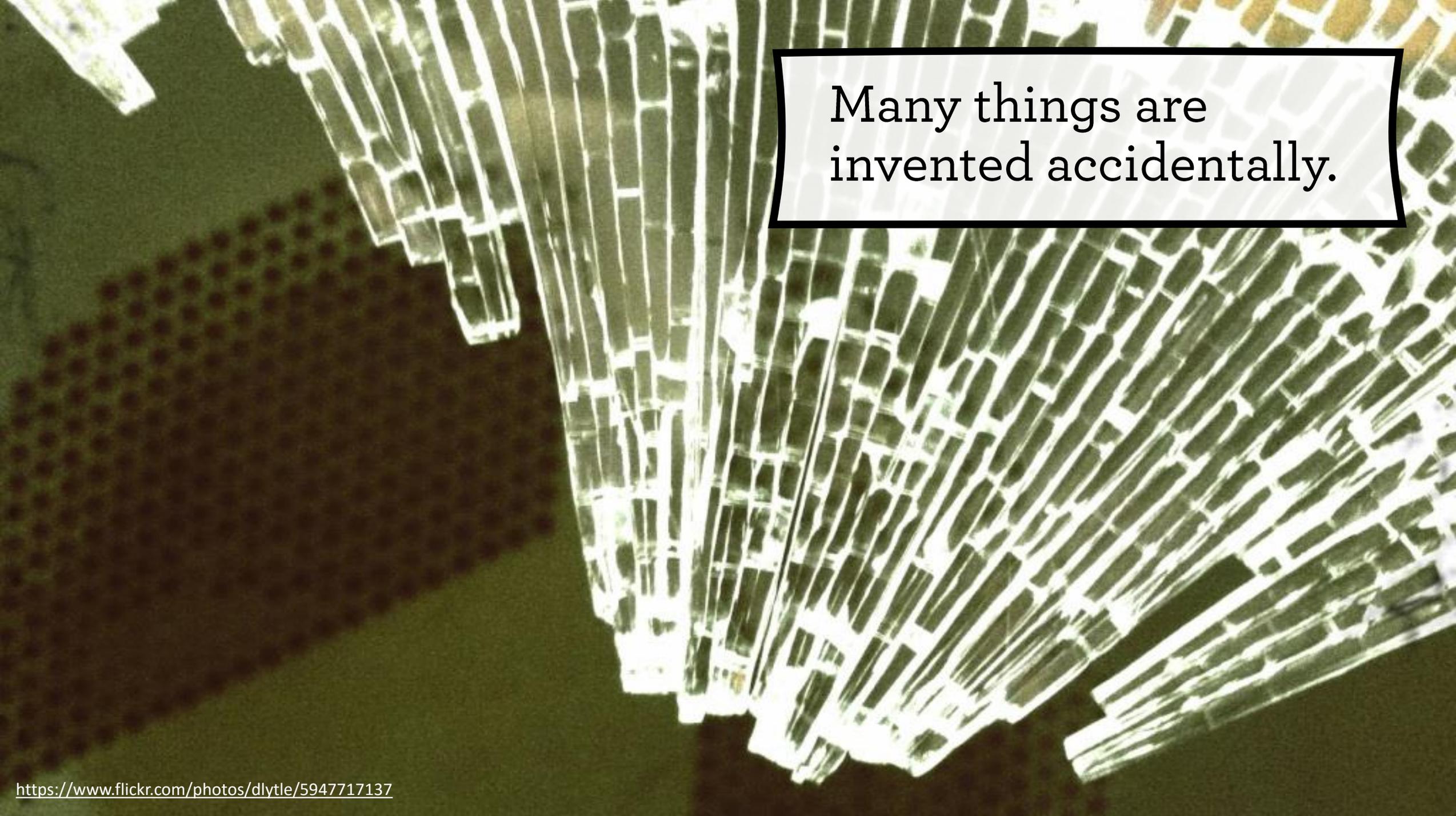
5. Execute Your Ideas

Many things are
invented accidentally.

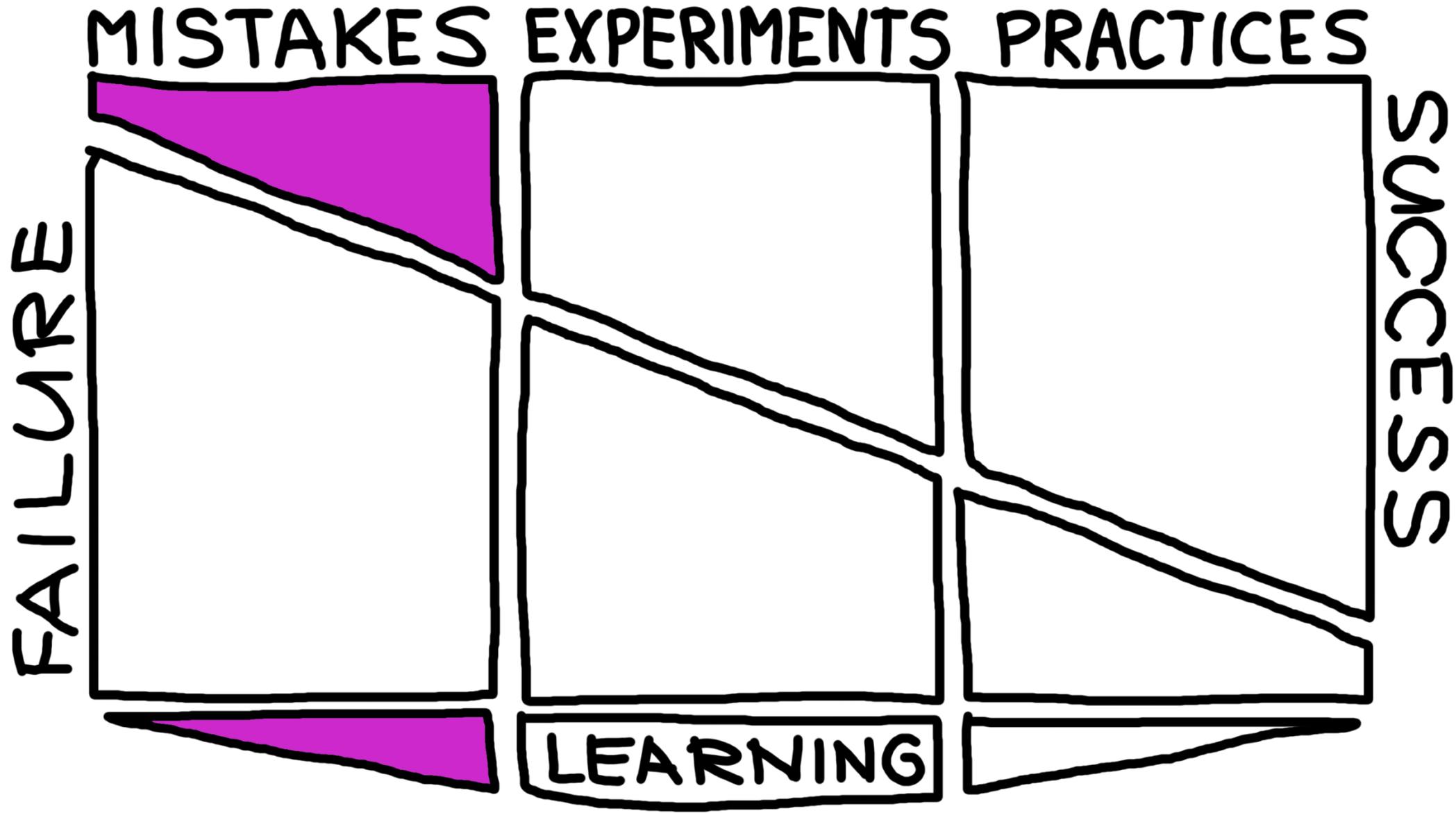


Many things are
invented accidentally.



A microscopic image of plant tissue, likely a leaf cross-section, showing a complex network of cell walls. The cells are elongated and arranged in a somewhat regular pattern, with prominent cell walls that create a mesh-like structure. The background is dark, making the light-colored cell walls stand out.

Many things are
invented accidentally.



Pay better attention to the mess around you. The noise may hide a surprise.





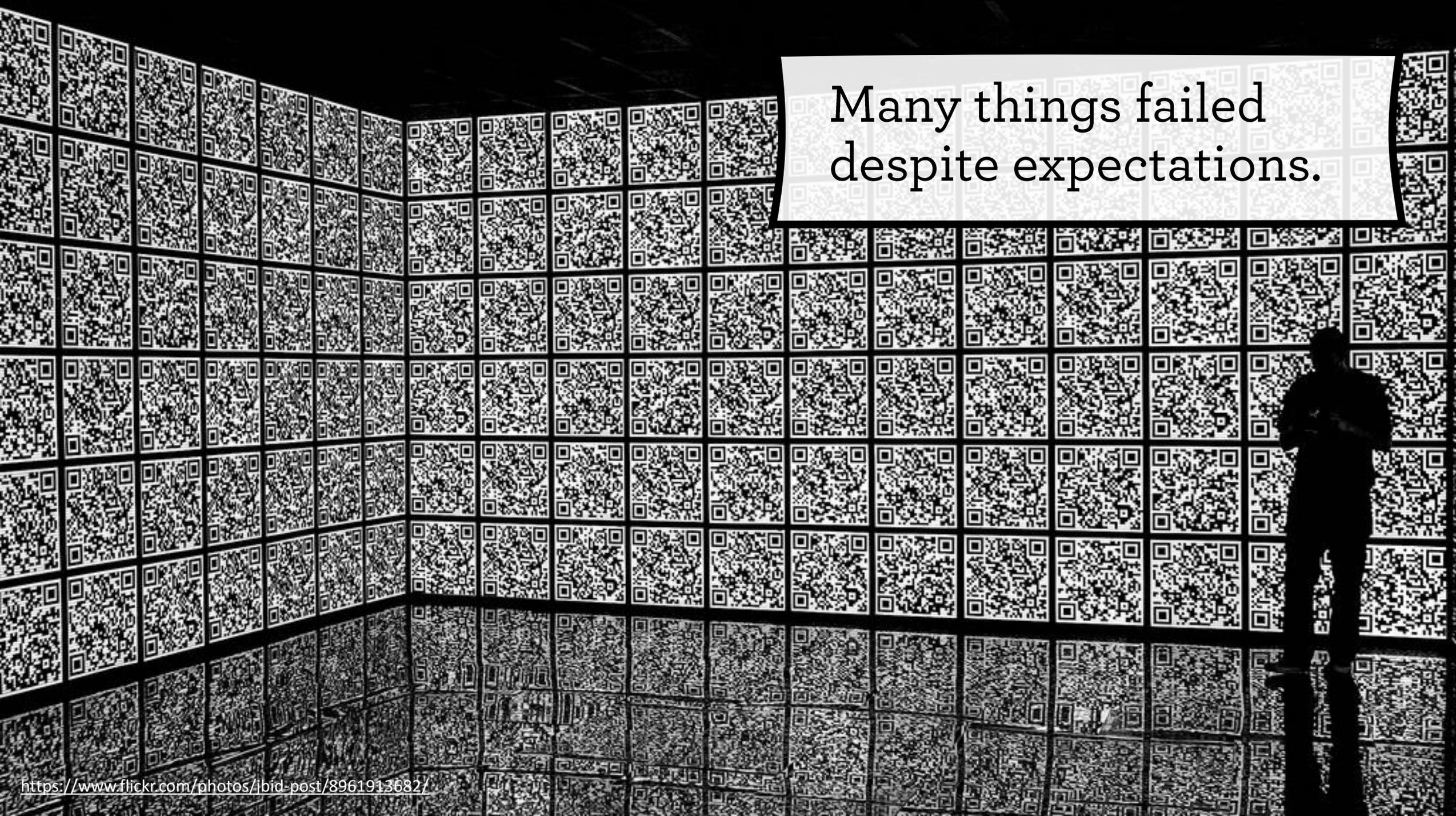
7. Learn from Failure

Many things failed
despite expectations.

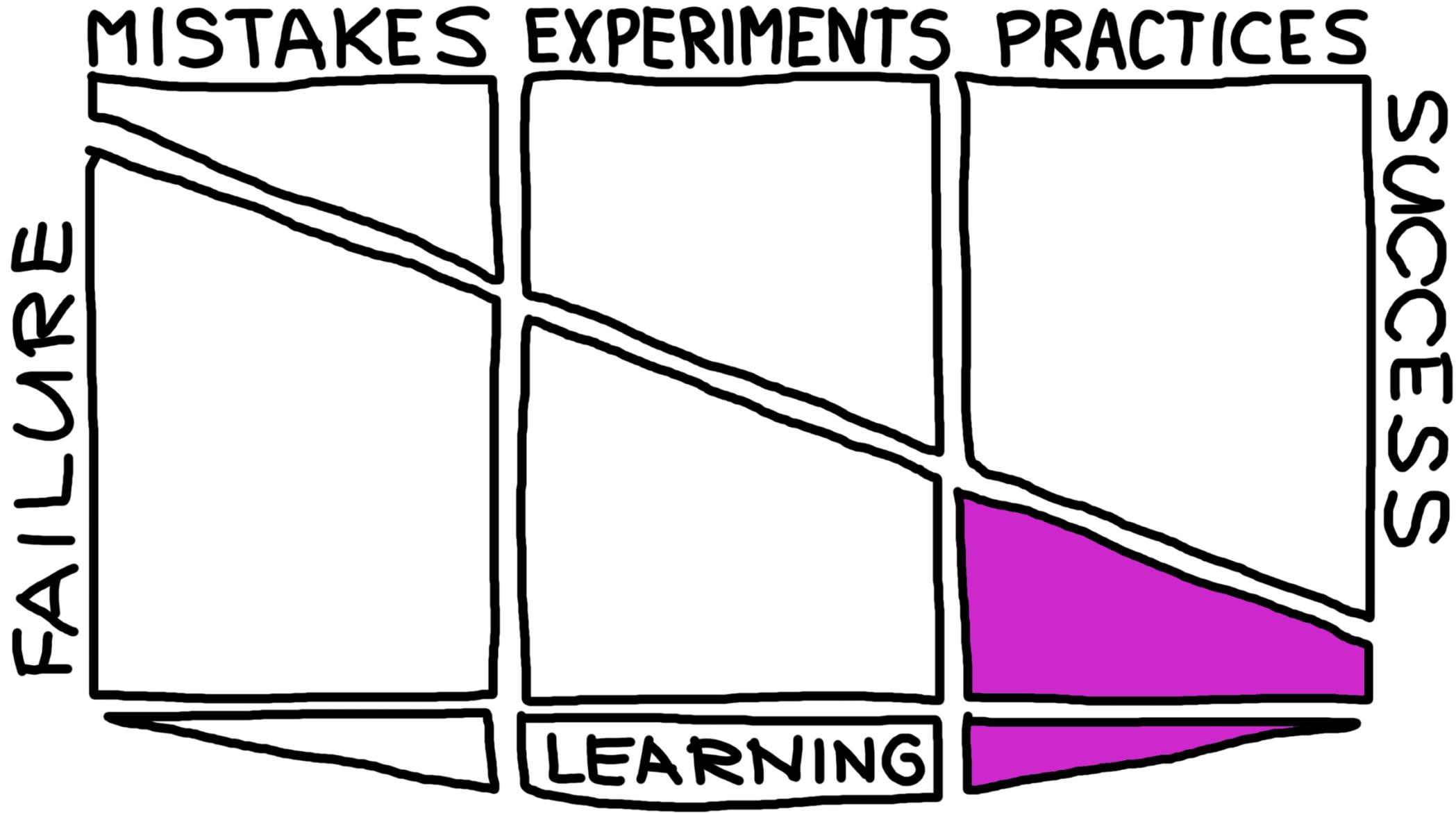


Many things failed
despite expectations.



A black and white photograph of a room where the walls are covered in a dense grid of QR codes. The QR codes are arranged in a perspective that makes them appear to recede into the distance. In the foreground on the right, the dark silhouette of a person is visible, looking towards the wall of QR codes. A white speech bubble with a black border is positioned in the upper right quadrant of the image, containing the text "Many things failed despite expectations.".

Many things failed
despite expectations.



Sometimes my good practices fail as well.





Creative workers get better after each setback.

7. Learn from Failure

Seven Rules for Creative Workers



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One recent IBM survey of more than 1,500 CEOs reports that creativity is the single most important leadership competency for enterprises.

- Tom & David Kelley, *Creative Confidence*

CREATIVE CONFIDENCE

They are not knowledge workers,
at least not in the traditional sense.
They are a new kind of animal, a
type we call a “smart creative,” and
they are the key to achieving
success in the Internet Century.

- Eric Schmidt, *How Google Works*

How Google Works

Seven Rules for Creativity Managers



1. Nurture Diversity



2. Create Markets



3. Rely on Merits



4. Make No Predictions



5. Update the Workplace



6. Change Constraints



7. Open Boundaries

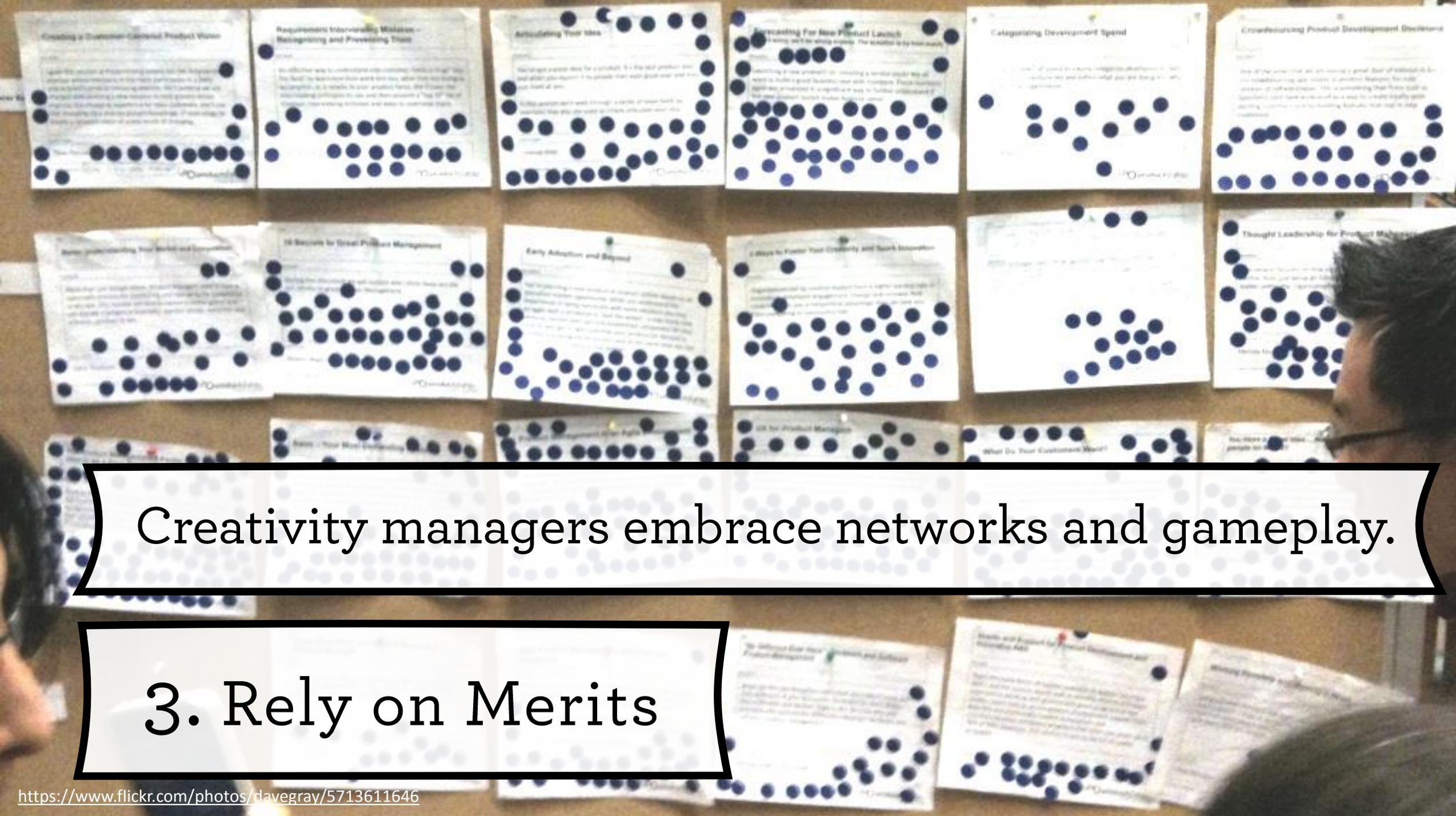
1. Nurture Diversity

Creativity managers dislike brains being the same.

A group of cyclists in various colored jerseys (pink, red, black, blue, yellow) and helmets are racing on a road bike course. They are leaning forward in a competitive posture, pedaling hard. The background shows green trees and a clear sky.

Creativity managers favor cooperation in networks.

2. Create Markets



Creativity managers embrace networks and gameplay.

3. Rely on Merits



Creativity managers keep many options open.

4. Make No Predictions



Creativity managers work the environment.

5. Update the Workplace



Creativity managers optimize for exploration.

6. Change Constraints

Creativity managers connect instead of protect.

7. Open Boundaries

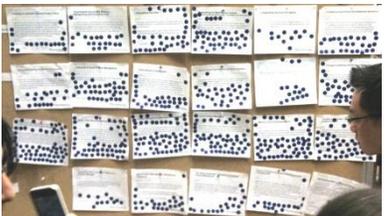
Seven Rules for Creativity Managers



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7. Open Boundaries

Steve Jobs, founder of Apple and Pixar, was asked, “How do you systematize innovation?” His answer was, “You don’t.”

- Scott Berkun, *The Myths of Innovation*

When I speak to CEOs, the question they most often ask is “How can I make my company more innovative?” [...] [We should be] excited by the challenge of designing new products, [but] even more excited by the challenge of designing the organization itself.

- Tim Brown, *Change by Design*

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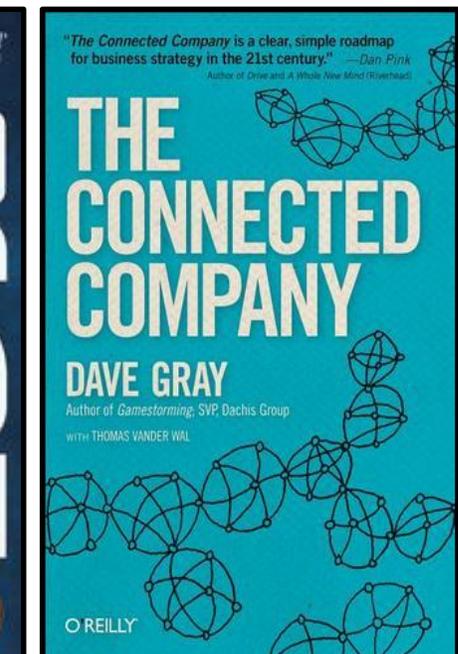
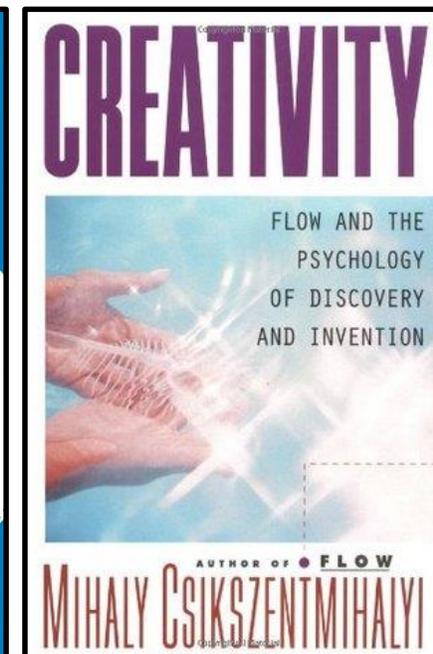
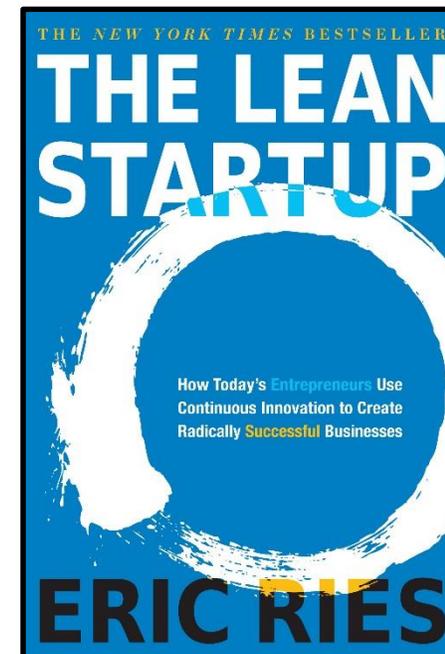
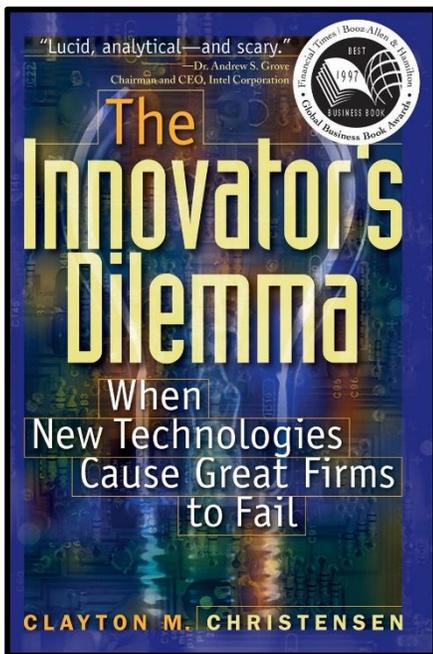
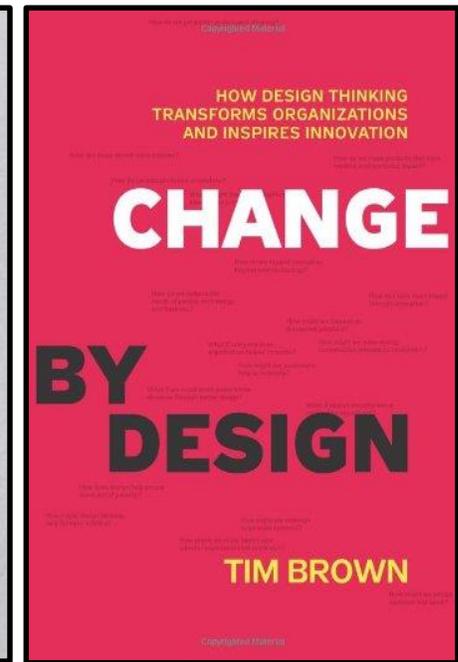
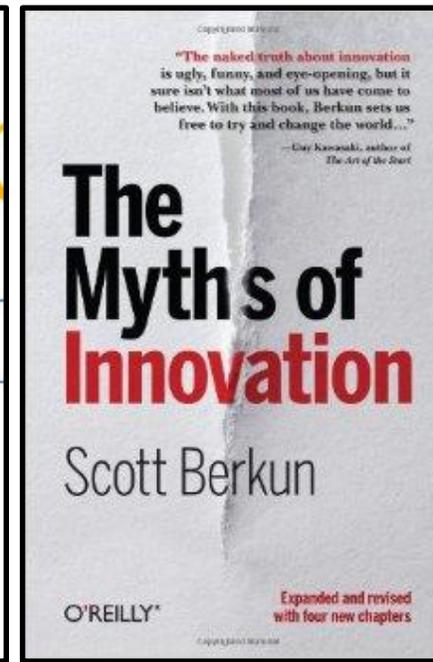
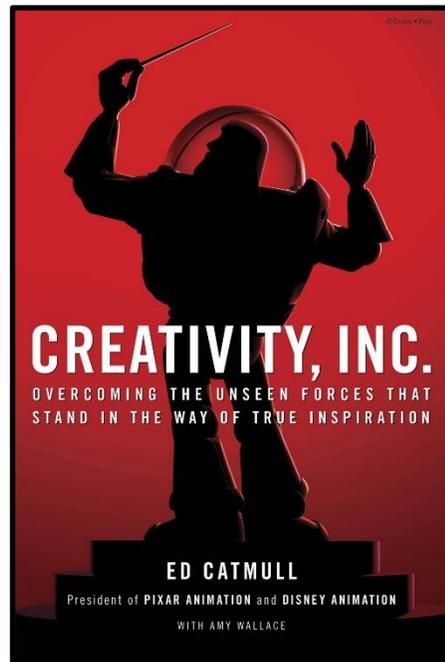
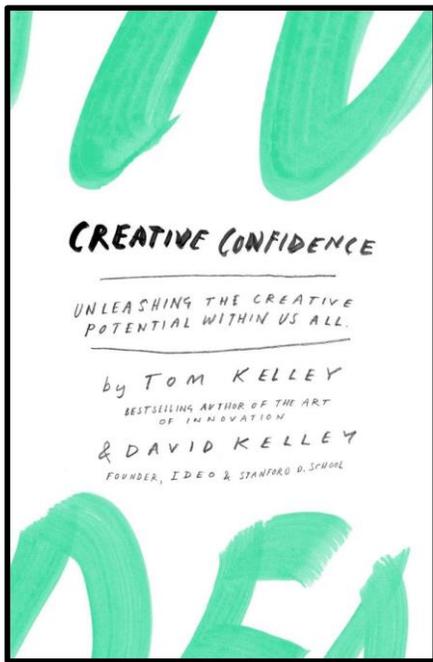
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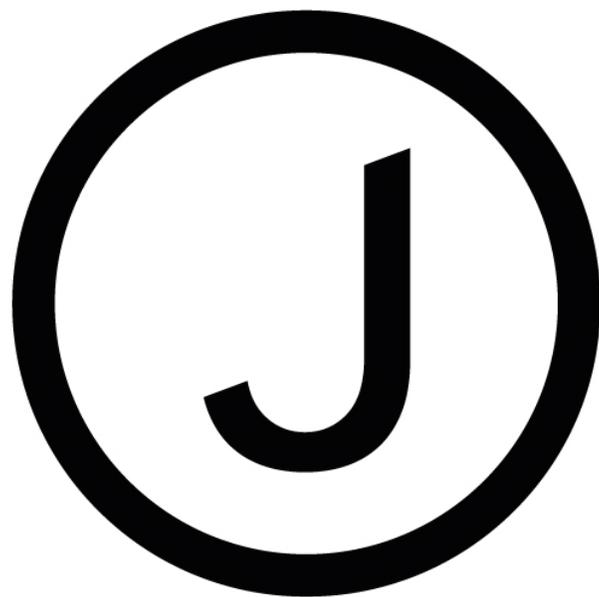


7. Open Boundaries



m30.me/happiness





JURGEN APPELO

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