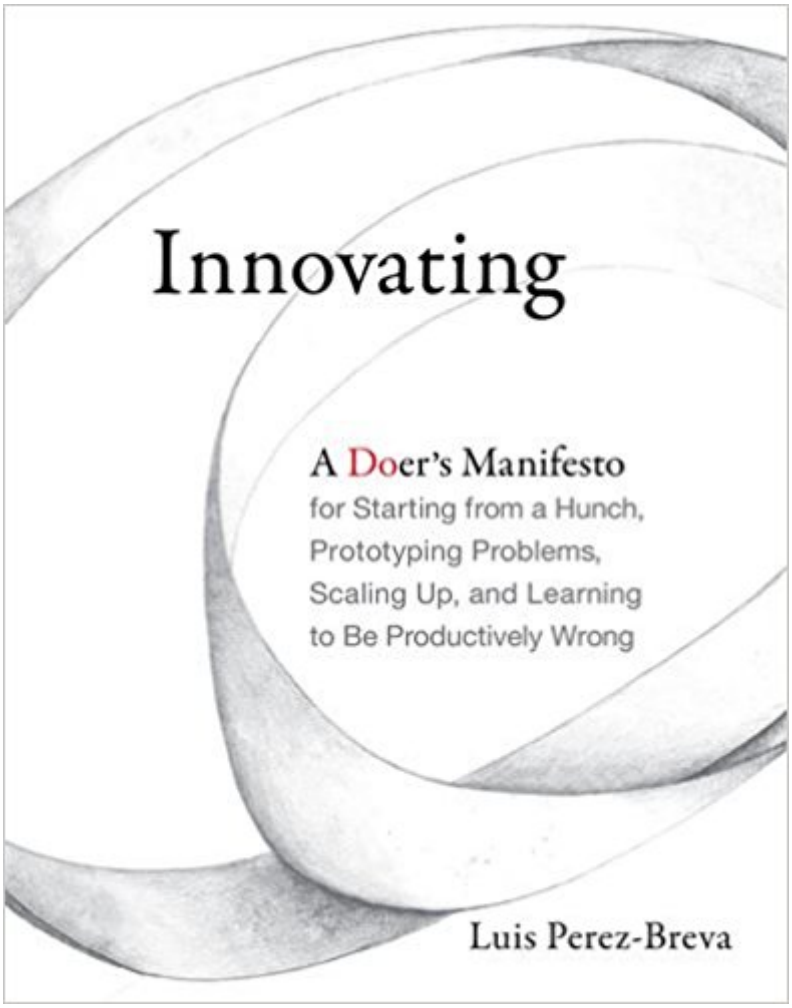
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Innovating: A Doer's Manifesto For Starting From A Hunch, Prototyping Problems, Scaling Up, And Learning To Be Productively Wrong (MIT Press)




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Synopsis

Innovation is the subject of countless books and courses, but there’s very little out there about how you actually innovate. Innovation and entrepreneurship are not one and the same, although aspiring innovators often think of them that way. They are told to get an idea and a team and to build a show-and-tell for potential investors. In Innovating, Luis Perez-Breva describes another approach -- a doer’s approach developed over a decade at MIT and internationally in workshops, classes, and companies. He shows that to start innovating it doesn’t require an earth-shattering idea; all it takes is a hunch. Anyone can do it. By prototyping a problem and learning by being wrong, innovating can be scaled up to make an impact. As Perez-Breva demonstrates, "no thing is new" at the outset of what we only later celebrate as innovation.In Innovating, the process -- illustrated by unique and dynamic artwork -- is shown to be empirical, experimental, nonlinear, and incremental. You give your hunch the structure of a problem. Anything can be a part. Your innovating accrues other people’s knowledge and skills. Perez-Breva describes how to create a kit for innovating, and outlines questions that will help you think in new ways. Finally, he shows how to systematize what you’ve learned: to advocate, communicate, scale up, manage innovating continuously, and document -- "you need a notebook to converse with yourself," he advises. Everyone interested in innovating also needs to read this book.

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Customer Reviews

Luis Perez-Breva provides a prospective guide for how to innovate, providing the mindsets and mental models necessary to develop new ideas. These lessons can be easily applied not just by entrepreneurs, but by those leading or working in large organizations. (Derek Norman, Head of Corporate Venture Capital, Syngenta) Innovating is an extraordinary book -- whip-smart, original, and engagingly written.Ã Â Filled with illuminating examples and surprising, often counterintuitive insights, this doer's guide should be the go-to book for all current and future innovators. (Amy Chua, John M. Duff, Jr. Professor of Law, Yale University; author of Battle Hymn of the Tiger Mother and coauthor of The Triple Package: How Three Unlikely Traits Explain the Rise and Fall of Cultural Groups in America)Luis Perez-Breva has produced a unique and essential work:Ã Â a book about innovating that is truly innovative. Unlike scores of books that claim to close in on some magical formula for innovation, this book will open your thinking in ways that can truly lead you from insight to impact. Whatever your field, Innovating will change the way you approach the process of transforming a hunch into a scalable solution. (Jordan W. Smoller, Professor of Psychiatry, Harvard Medical School; author of The Other Side of Normal)In his unique and provocative book, Perez-Breva argues that innovating is a discipline unto itself. As someone leading a multi-generational family business, I found his approach to scaling up particularly intriguing: he shows how innovating can be used by a business to continually rebuild itselfÃ Â on the foundation of its past successes. (Amy Schumacher, President, The Heritage Group)

Luis Perez-Breva, an innovator and entrepreneur, is a Lecturer and a Research Scientist at MIT's School of Engineering and the originator and Lead Instructor of the MIT Innovation Teams Program.

IÃƒÂ¢Ã â ¬Ã â„¢ve been inventing and building businesses for 30 years so, I have some experience with innovating, trial and error, and being wrong. Innovating is an important book, not because it teaches you how to invent a successful business but, rather ÃƒÂ¢Ã â ¬Ã â œ it provides a framework for how to think about innovation as an iterative, structured problem-solving exercise, and not a flash of brilliance from an eccentric genius; the Hollywood view. The axiom that building a business is, ÃƒÂ¢Ã â ¬Ã Å“One percent inspiration and 99% perspirationÃƒÂ¢Ã â ¬Ã Â• fits well within LuisÃƒÂ¢Ã â ¬Ã â„¢s framework. This book could have been titled, ÃƒÂ¢Ã â ¬Ã Å“Problem SolvingÃƒÂ¢Ã â ¬Ã Â• ÃƒÂ¢Ã â ¬Ã â œ because the emphasis is on continuously defining and redefining the customer problem youÃƒÂ¢Ã â ¬Ã â„¢re trying to solve, with innovation being a by-product of the problem-solving process.As Luis says, ÃƒÂ¢Ã â ¬Ã Å“Innovating is about finding a way to bring resources together to demonstrate a path

to solving a real world problem. Innovation is the afterthought.ÃƒÂ¢Ã â ¬Ã Â• Alex dÃƒÂ¢Ã â ¬Ã â„¢Arbeloff, the founder of Teradyne and former Chairman of the MIT Corporation, always had the same question for me, when he served on my board of directors, ÃƒÂ¢Ã â ¬Ã Å“WhatÃƒÂ¢Ã â ¬Ã â„¢s the #1 obstacle to sales growth?ÃƒÂ¢Ã â ¬Ã Â• An acceptable response was always a restatement of the customer problem weÃƒÂ¢Ã â ¬Ã â„¢re trying to solve, and the constraints we see in solving it; one of LuisÃƒÂ¢Ã â ¬Ã â„¢s central themes.Inventing a business is a high stakes game with very real consequences, if you fail. YouÃƒÂ¢Ã â ¬Ã â„¢ll need a practical framework to help you on your journey, which Luis has provided in Innovating, because business school case studies and ÃƒÂ¢Ã â ¬Ã Å“how-toÃƒÂ¢Ã â ¬Ã Â• books wonÃƒÂ¢Ã â ¬Ã â„¢t cut it. Enjoy Innovating!

I had a bunch of conversations with colleagues about starting a business or exploring an idea. The problem wasn't that we didn't make the start up, the problem was that we don't know if that insight was feasible or was just impossible. Perez-Breva wrote a book that shows how to go through your insights and make them happen (or not - at least you will know why not).Nice reading full of examples that will make sense to known and unknown successful innovating processes. This is the kind of book that you want to have next to you to come back quite often. It is not only a great group of examples with referrals, its illustrations will be your notes to understand how to find your path to verify, modify and develop your hunches. And it is structured on a way that will flow smoothly

This is a book you will want to have and come back to from time to time. It is pragmatic, insightful and it will guide your thought process as you explore an idea (a hunch). Unlike so many other books, it does not present the reader with a magic formula or series of steps. But rather a wealth of examples, arguments and pragmatic guidance that encourages the reader to ask himself/herself a set of questions to further explore and develop an innovation. Unlike other books on innovation, this is a pragmatic and flexible guidance, not a strict "one size fits all" formula.What I love most about the book is how it makes an innovation achievable and not overwhelming. It is about the exploration and learning process rather than knowing from the onset how a prototype should look or what the target customer should be. It makes it OK not to know form the begging and it guides you through the process of how to discover and answer those fundamental question as you learn more and as the initial idea evolves.100% recommend this book!!!

I have been observing innovators (and helping some) for a long time in the same ecosystem as the

one that Luis Perez-Brava so brilliantly explains for us in this new book. The book is unique in its explanation of the work of doers. The analysis provides concrete elements that are easy to learn and memorize. What really sets the book apart from others in the crowded field of innovation management, however, is the author narrative. I found the use of stories very compelling. This was not only entertaining but by using real examples, this also helped me make the learning easier and more sustainable. The author adds a human element, which makes a clear point: there is no excuse for not being a "doer"!

This is a must read book if you are truly interested in innovation. You will be mesmerized by how seemingly unproductive actions can lead to real breakthroughs. Perhaps the point I like the most is that in which failure moves you forward in unpredictable ways when innovating, and in general, when learning. I highly recommend this book not only for the entrepreneur but for a general reader interested in how many things we take for granted were once hunches that were carried forward with minimal parts that looking back make us think perhaps we could all have done it.

Let me start with what this book is not, because that is what perhaps distinguishes it. It is not a guide to starting a unicorn. It is not a retrospective analysis of ultra-successful companies. It is not an equation, recipe, framework or any other formulation of a set of steps. It is not theoretical and it is not boring. Almost all the books I read claiming to be on innovation can be labeled with one or more of those classifications. Instead this book gives concrete suggests for how to think about the innovating process and get traction in the real-world.

Innovating gave me a needed gut check on many of the assumptions I’ve used to develop businesses. The book breaks down misconceptions, some I’ve been guilty of, around where start-ups actually start, and provides practical guidance to move mindfully and quickly through an iterative process, hone in on a problem, and arrive at something valuable to customers. The examples in the book, many I’d not heard before, add great color and perspective.

This is a masterpiece. I have read countless books on innovation, but they’ve all been written in hindsight. Luis Perez-Breva offers a fresh perspective - that from foresight. I must admit that I had my doubts about his claims when I started reading the book. Half way through though, I was sold. I was sold because Perez-Breva’s account of how innovating unfolds in real-time resonated with my personal experiments and projects. Highly recommend reading this book.

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