

Free Book Excerpt

CYCLES: The simplest, proven method to innovate faster while reducing risks
A work from Bryan Cassady and 22 Innovation Experts

CHAPTER 10

BUILD INTRODUCTION

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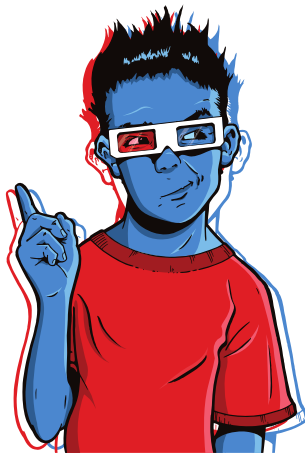
Once you know what you want to do, it is time to build ideas that have a chance to deliver on your objectives.

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BRYAN CASSADY

LEAD AUTHOR OF THE BOOK CYCLES






WHAT YOU WILL FIND IN THE CHAPTER

KEY TAKE-AWAYS

- Contrary to the belief that building ideas is limited to a select few, there are tools and techniques to help any team build better ideas.
- the key to success in idea building is persistence and a constant sense of purpose

CHAPTER FROM THE BOOK CYCLES



PART 1: INTRODUCTION

- Chapter 1: An Honest Introduction
- Chapter 2: Knowing What Ain't So: The Three Big Myths of Innovation
- Chapter 3: The Power of Theory: If You Want Your Innovation to Fly, Theory Is the Wind Beneath Your Wings

PART 2: ALIGNMENT

- Chapter 4: Alignment Introduction
- Chapter 5: Finding Your Mission: Innovation Magic Happens at the Intersection of Significance, Skills and Value
- Chapter 6: Finding the Jobs To Be Done: Aligning Your Business with Customer Value
- Chapter 7: Looking at the Big Picture: Delivering and Capturing More Value Through Business Model Innovation
- Chapter 8: The Value of Culture: How Supportive Cultures Can Reverse the Innovation Slope
- Chapter 9: Alignment: Conclusion

PART 3: BUILD

- Chapter 10: Build Introduction
- Chapter 11: Defining Your Innovation Challenge: What Is the Problem You Need To Solve?
- Chapter 12: Starting with What You Have: Effectuation and the Power of Action
- Chapter 13: No More Brain Drains. It's Time to Start Building Ideas. If You Want More High-Quality Ideas, Look for Stimulus and Diversity.
- Chapter 14: The Power of Persistence: Why You Must Keep Moving Forward While Being Prepared to Change Direction
- Chapter 15: Build Conclusion

PART 4: COMMUNICATE AND CHECK

- Chapter 16: Communicate / Check Introduction
- Chapter 17: The Power of Clarity: Understanding, Humility, and the Curse of Knowledge.
- Chapter 18: What You See Isn't Always What You Get! Good Research, Bad Research and the Art of Really Listening to Feedback
- Chapter 19: Will They Pay? The Question Too Many People Forget to Ask
- Chapter 20: Shoot Your Puppies and Move On: Why Killing Ideas Is as Important as Building New Ideas and How To Do It
- Chapter 21: Communicate / Check Conclusion Make it Clear; See if They Want It and Will Pay. Then Decide To Kill or Continue

PART 5: LEARNING SYSTEMS

- Chapter 22: Systems Introduction
- Chapter 23: Uncertainty and the Fear of Losing: How to Change Your Mindset To Focus on Winning
- Chapter 24: Systems Thinking and Profound Innovation: Getting to the Heart of Innovation
- Chapter 25: One Thing at a Time: Using Focus and Sequentially To Avoid "Monkey Brain" Innovation
- Chapter 26: Bullets First, Then Cannonballs: The Secrets of a Learning Organization
- Chapter 27: Systems Conclusion

PART 6: CONCLUSION

- Chapter 28: Bringing It All Together: Using Behavioral Science and a Habit-Building Approach To Deliver Sustainable Innovation

CHAPTER 10: BUILD INTRODUCTION

Once you know what you want to do, it is time to build ideas that have a chance to deliver on your objectives. Contrary to the belief that building ideas is limited to a select few, there are tools and techniques to help any team build better ideas.

1. Better problem formulation
2. Effectuation (looking for ideas at home using available resources)
3. Systematic search for stimulus and diversity
4. Techniques to continue building ideas

With these tools and techniques, the process is clear, but clear does not mean easy. Building ideas is a numbers game. If you want good ideas, you need to build a lot of ideas and then start getting a lot of feedback to improve these ideas. Without a doubt, the key to success in idea building is persistence and a constant sense of purpose. Genius and inspiration will get you started but won't get you all the way.

In this section, you will learn a 7-step process anyone can use to build ideas faster and more effectively.

A step-by-step process		Where you'll find more info
Step 1	Familiarize yourself with the objectives and challenges.	Chapter 11: Defining Your Innovation Challenge: What Is the Problem You Need to Solve?
Step 2	Challenge the problem definition.	
Step 3	Understand what you have and how to leverage it.	Chapter 12: Starting with What You Have: Effectuation and the Power of Action.
Step 4	Stimulus mining.	Chapter 13: No More Brain Drains. It's Time to Start Building Ideas. If You Want More and Better Ideas, Look for Stimulus and Diversity.
Step 5	Individual brainwriting.	
Step 6	Group Work.	
Step 7	Rework.	Chapter 14: The Power of Persistence: Why You Must Keep Moving Forward While Being Prepared to Change Direction.

Deliverables.

After going through this section of the book, you will be better able to build new ideas and improve existing ideas that fit your TRUE NORTH objectives.

ABOUT THE AUTHOR



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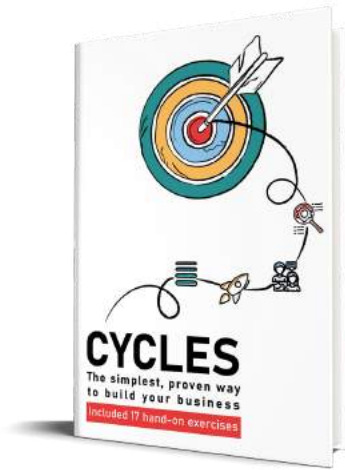
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Chapters: Lead Author

Bryan is a passionate believer in anyone's ability to innovate and build new businesses. He has personally built 11 companies in 6 countries, with eight of these making money. For the last eight years, Bryan has been coaching startups and scale-ups and trying to help larger companies regain the spirit of startups.

He has taught at the KU Leuven, The Solvay business school, EDHEC, ESCLA, and been a guest lecturer at the University of Chicago, INSEAD, Cornell, Berkeley, and many other schools. He has also led programs like Founder Institute Brussels and the European Innovation Academy. This book results from four years of research with over 400 companies on what really drives innovation success.



BOOK CYCLES

Standing on the shoulders of giants...

Many of the leading methods- lean start up, scrum, agile are built around the ideas of PDSA (Plan, do , study, act)

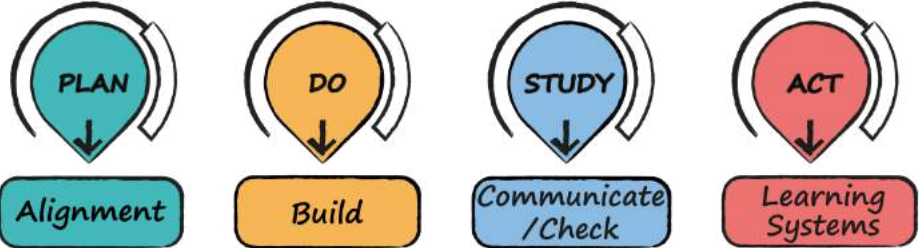
This book builds on these ideas, but thanks to the expertise of 22 co-authors, goes one step further.

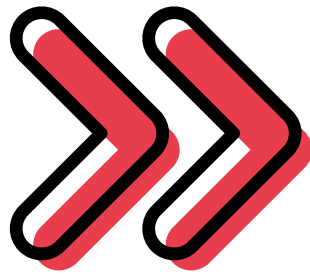
CYCLES doesn't just tell you what to do, but shows you how to do things step by step.

All the leading methods are Plan, Do, Study, Act and Cycles brings it all together

Lean Start- up Strategyzer Design Thinking Agile/Scrum

PLAN	Idea	Business model	/	Plan
DO	Build Better	Design	Empathize, design, Ideate	Design, Develop
STUDY	Measure	Test	Prototype, test	Test
ACT	Learn	Execute	Implement	Evaluate





LEARN MORE

**MORE INFORMATION ON THE CYCLES BOOK.
PLUS MORE SAMPLE CHAPTERS / FREE TOOLS**

www.thecyclesbook.com

**LINK TO OUR CYCLES TOOLKIT
28 CANVASES AND TOOLS FROM 22 INNOVATION EXPERTS TO
HELP GROW LITTLE IDEAS INTO BIG IDEAS.**

www.tiny.cc/cyclestoolkit-ppt

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