

### Free Book Excerpt

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

## CHAPTER 15

### BUILD CONCLUSION

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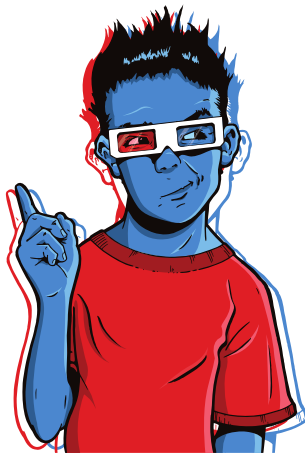
Alignment and problem definition is where you can't get things wrong because solutions to wrong problems are very seldom good ideas.

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## BRYAN CASSADY

LEAD AUTHOR OF THE BOOK CYCLES



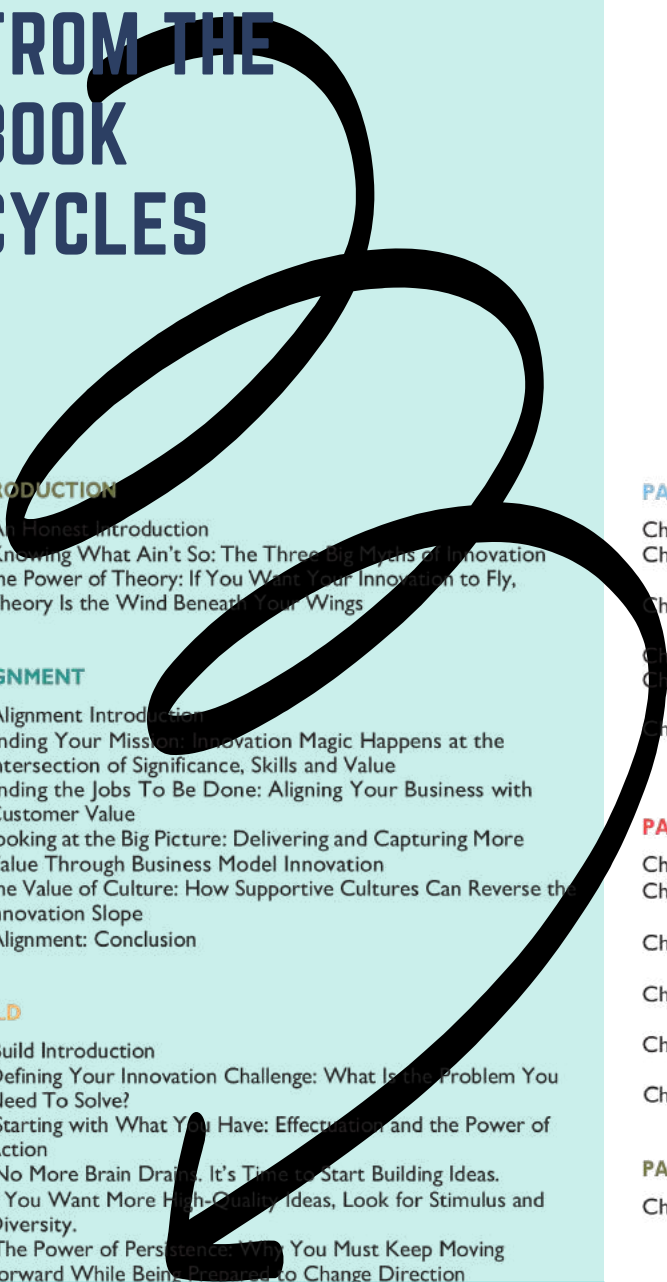


## WHAT YOU WILL FIND IN THE CHAPTER

### KEY TAKE-AWAYS

- Building an idea may feel important, but is the easiest to outsource.
- Building ideas the right takes way takes clear thinking, time, and persistence.

# 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 15: BUILD CONCLUSION

Great innovators everywhere will tell you that building ideas is a craft. The craft starts with identifying the problems to solve. Alignment and problem definition is where you can't get things wrong because solutions to wrong problems are very seldom good ideas.

Building an idea may feel important, but is the easiest to outsource. Often, it is people that know the least about your business who are best at building ideas. It is a numbers game you can win with the right mix of stimulus, diversity, and persistence. But this doesn't mean you can simply skip over idea building. Doing it right takes clear thinking, time, and persistence.

Before leaving this section of the book, I'd strongly encourage you to take the time to build some ideas that you think will deliver on your TRUE NORTH objectives. With these ideas in hand, you can move forward to communicating and checking your ideas, and if they pass the "*shoot the puppy test*", you can improve them step by step.

Without some ideas, the rest of this journey will be like leaving for a long trip with no gas in your car. Take some time and fill up with some ideas.

You'll like the next section.

## ABOUT THE AUTHOR



### LEAD AUTHOR

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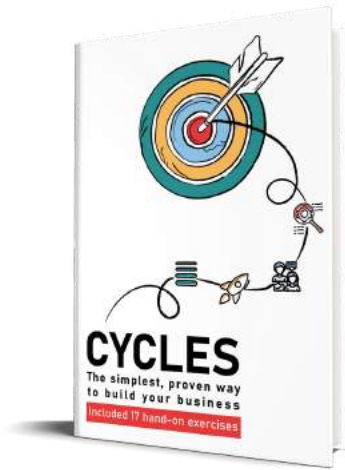
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**Chapters: Lead Author**

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

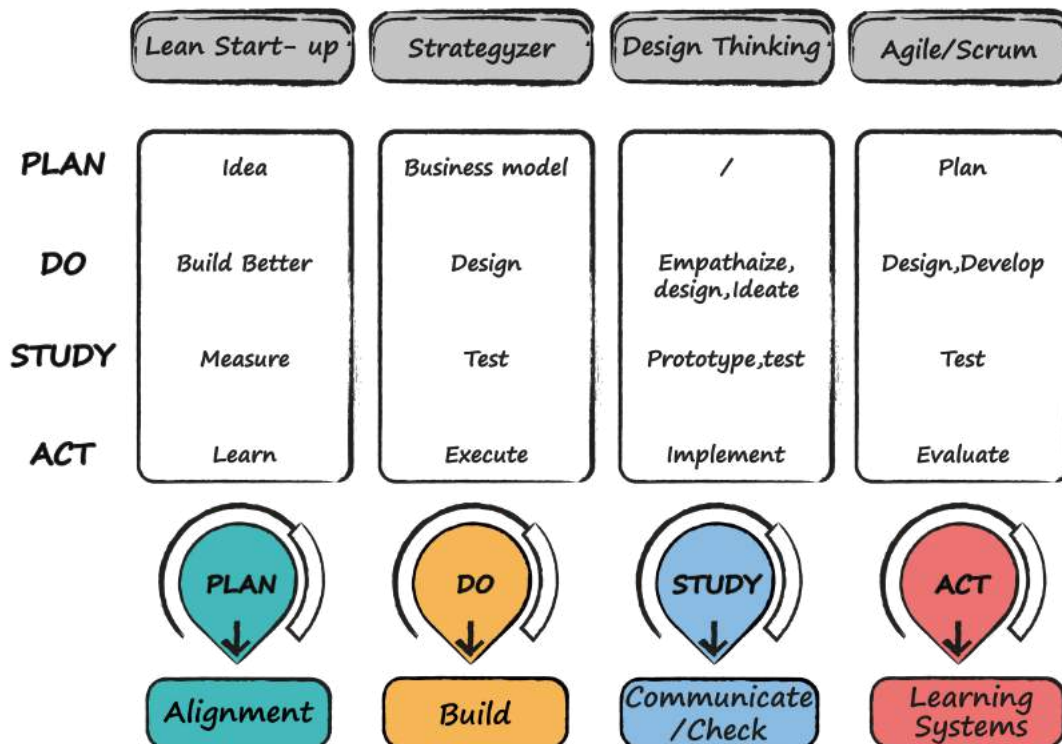
Standing on the shoulders of giants...

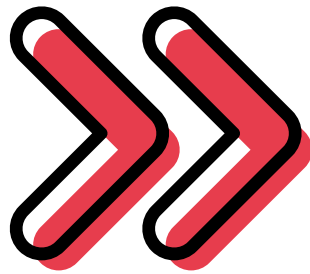
Many of the leading methods- lean start up, scrum, agile are built around the ideas of PDSA (Plan, do , study, act)

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





## LEARN MORE

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

[www.thecyclesbook.com](http://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](http://www.tiny.cc/cyclestoolkit-ppt)

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