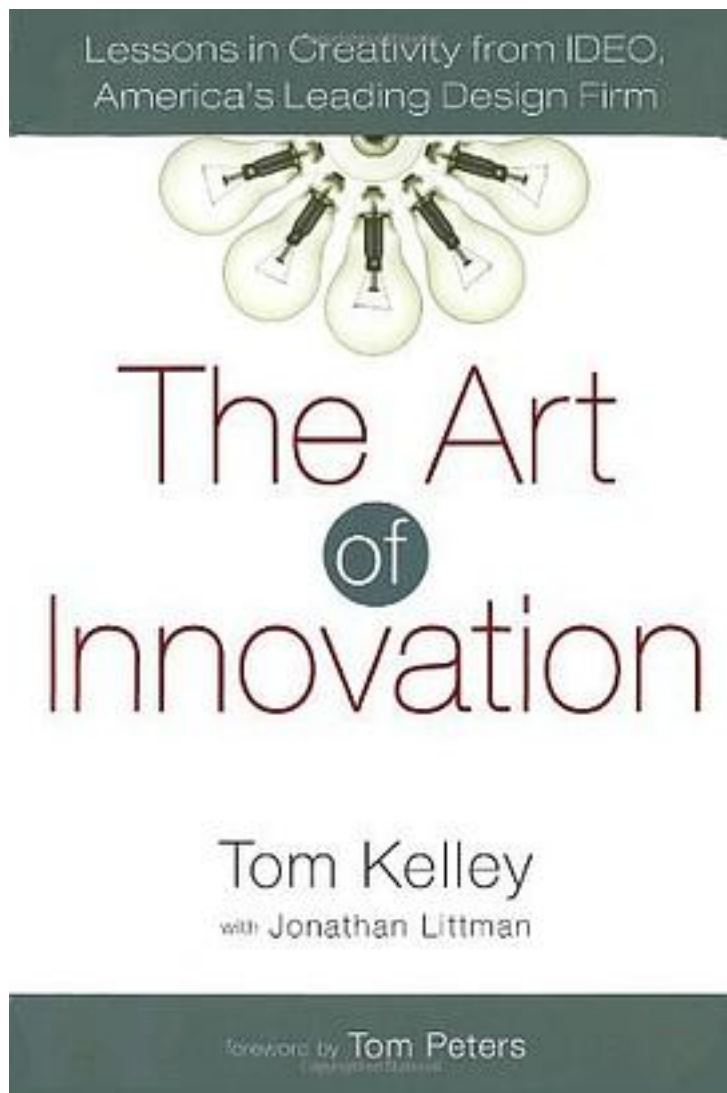


The Art of Innovation



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著者:Tom Kelley

出版者:Crown Business

出版时间:2001-1-16

装帧:Hardcover

isbn:9780385499842

Book Description

IDEO, the widely admired, award-winning design and development firm that brought the world the Apple mouse, Polaroid's I-Zone instant camera, the Palm V, and hundreds of other cutting-edge products and services, reveals its secrets for fostering a culture and process of continuous innovation.

There isn't a business in America that doesn't want to be more creative in its thinking, products, and processes. At many companies, being first with a concept and first to market are critical just to survive. In *The Art of Innovation*, Tom Kelley, general manager of the Silicon Valley based design firm IDEO, takes readers behind the scenes of this wildly imaginative and energized company to reveal the strategies and secrets it uses to turn out hit after hit.

IDEO doesn't buy into the myth of the lone genius working away in isolation, waiting for great ideas to strike. Kelley believes everyone can be creative, and the goal at his firm is to tap into that wellspring of creativity in order to make innovation a way of life. How does it do that? IDEO fosters an atmosphere conducive to freely expressing ideas, breaking the rules, and freeing people to design their own work environments. IDEO's focus on teamwork generates countless breakthroughs, fueled by the constant give-and-take among people ready to share ideas and reap the benefits of the group process. IDEO has created an intense, quick-turnaround, brainstorm-and-build process dubbed "the Deep Dive."

In entertaining anecdotes, Kelley illustrates some of his firm's own successes (and joyful failures), as well as pioneering efforts at other leading companies. The book reveals how teams research and immerse themselves in every possible aspect of a new product or service, examining it from the perspective of clients, consumers, and other critical audiences.

Kelley takes the reader through the IDEO problem-solving method:

- > Carefully observing the behavior or "anthropology" of the people who will be using a product or service
- > Brainstorming with high-energy sessions focused on tangible results
- > Quickly prototyping ideas and designs at every step of the way
- > Cross-pollinating to find solutions from other fields
- > Taking risks, and failing your way to success
- > Building a "Greenhouse" for innovation

IDEO has won more awards in the last ten years than any other firm of its kind, and a full half-hour Nightline presentation of its creative process received one of the show's highest ratings. *The Art of Innovation* will provide business leaders with the insights and tools they need to make their companies the leading-edge, top-rated stars of their industries.

IDEO, the world's leading design firm, is the brain trust that's behind some of the more brilliant innovations of the past 20 years--from the Apple mouse, the Polaroid i-Zone instant camera, and the Palm V to the "fat" toothbrush for kids and a self-sealing water bottle for dirt bikers. Not surprisingly, companies all over the world have long wondered what they could learn from IDEO, to come up with better ideas for their own products, services, and operations. In this terrific book from IDEO general manager Tom Kelley (brother of founder David Kelley), IDEO finally delivers--but thankfully not in the step-by-step, flow-chart-filled "process speak" of most how-you-can-do-what-we-do business books. Sure, there are some good bulleted lists to be found here--such as the secrets of successful brainstorming, the qualities of "hot teams," and, toward the end, 10 key ingredients for "How to Create Great Products and Services," including "One Click Is Better Than Two" (the simpler, the better) and "Goof Proof" (no bugs).

But *The Art of Innovation* really teaches indirectly (not to mention enlightens and entertains) by telling great stories--mainly, of how the best ideas for creating or improving products or processes come not from laboriously organized focus groups, but from keen observations of how regular people work and play on a daily basis. On nearly every page, we learn the backstories of some now-well-established consumer goods, from recent inventions like the Palm Pilot and the in-car beverage holder to things we nearly take for granted--like Ivory soap (created when a P&G worker went to lunch without turning off his soap mixer, and returned to discover his batch overwhipped into 99.44 percent buoyancy) and Kleenex, which transcended its original purpose as a cosmetics remover when people started using the soft paper to wipe and blow their noses. Best of all, Kelley opens wide the doors to IDEO's vibrant, sometimes wacky office environment, and takes us on a vivid tour of how staffers tackle a design challenge: they start not with their ideas of what a new product should offer, but with the existing gaps of need, convenience, and pleasure with which people live on a daily basis, and that IDEO should fill. (Hence, a one-piece children's fishing rod that spares fathers the embarrassment of not knowing how to teach their kids to fish, or Crest toothpaste tubes that don't "gunk up" at the mouth.)

Granted, some of their ideas--like the crucial process of "prototyping," or incorporating dummy drafts of the actual product into the planning, to work out bugs as you go--lend themselves more easily to the making of actual things than to the more common organizational challenge of streamlining services or operations. But, if this big book of bright ideas doesn't get you thinking of how to build a better mousetrap for everything from your whole business process to your personal filing system, you probably deserve to be stuck with the mousetrap you already have.

--Timothy Murphy

From *Publishers Weekly*

"Routine is the enemy of innovation," declares Kelley, general manager of IDEO, in this lively and practical guide to nurturing that elusive quality in all organizations. Dubbed "Innovation U." by *Fortune* and lauded as "the world's most celebrated design firm" by *Fast Company*, IDEO, through its work on over 3,000 new product programs, has developed a system for staying on the creative cutting edge while keeping clients happy. Kelley handily parses the components of this system--understanding the market, observing real-life users, brainstorming new concepts and developing and refining prototypes on a tight schedule to come up with a commercial product--with examples from the development of such pathbreaking products as the original Apple mouse and the Palm Pilot V. Kelley vividly conveys how "hot teams," assembled for

specific projects with concrete goals and deadlines, are the foundation of IDEO's performance-based reputation. While he recognizes that not every organization is a hip design firm, Kelley believes that all organizations can gain an edge by innovating; among the successes he cites are Amazon, Igloo, Shoebox Greetings and Sephora. IDEO has learned and profited from maxims like "Fail often to succeed sooner." Many who previously feared change may answer his unpretentious call to "Start by following your customer journey, breaking it down into component elements, and asking yourself how you can deliver a better experience." Illustrations. (Feb.)Forecast: Featured in a half-hour segment of Nightline last year that ranked among the most popular aired on the show, IDEO's culture of innovation has received broad exposure. This well-written, well-organized and energizing guide will be a magnet for more attention, and could have a shot at business bestseller lists.

Book Dimension

length:(cm)24.3 width:(cm)16.1

作者介绍:

目录:

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标签

设计

IDEO

Innovation

Design

工业设计

商业

设计管理

管理

评论

结尾有很经典的一段

大体是说，你觉得golf容易吧，的确每个细节的诀窍看起来都容易单独做到也都容易，但是你能否把16个（好像是16）细节都同时做到完美并且杆杆都做到完美呢？成功，创新，都是这样一系列诀窍组成的。每个拆开看起来都平淡无奇，但是为什么做到的人那么少？

a prototype is more than thousands words

我怎么都不记得读过了

A cook book for design innovation

偶然在西安office发现以前Andy的hard copy，这得是多老的一本书啊，不过挺不错的

干货不多

Innovation in the Ancient World. Fall 2011

和"ten faces of innovation"类似, 略过

Sharpen the observation skills, keep bug lists and ask a lot of why/why not;Fail often to

succeed sooner.

上课读物。。。

精神的多样性同样重要...多样性、多样性

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书评

IDEO可以说是世界设计领域的Number1了，苹果的第一支鼠标就是出自他们之手。苹果公司在觉得自己实力不够的时候就会去找IDEO帮助他们设计。这个设计公司已经创造了设计领域无数神话。
读完了创新的艺术，IDEO的牛人写的。摘录一些观点以及自己的理解。 1.如何创新呢...

现在越来越多的创业者们希望能成为像雷军那样的站在风口上的猪，但做猪容易，想站在风口则不易。
表面上看这是产品的问题，你能不能拿出一款让人尖叫的产品？能不能拿出一款击中消费者痛点的产品？很多人认为这是自己de设计人员水平问题，但即使你把iPhone的设计团队全部打包过...

疯狂的公司
苹果电脑第一款鼠标的设计者，全世界第一台笔记本“Grid”的设计者，Plam V掌上电脑的设计者，20次“红点”奖获得者、19次“iF设计”奖获得者、《快公司》杂志称它为“世界上最著名的设计公司”、《华尔街日报》授予它“想像力的运动场”称号、连结十年名列《商业...

1.IDEO创新是建立在实地观察的基础上的，他们不做无用的创新。
2.集体讨论是IDEO的创意发动机 如何做好集体讨论 1.深化主题
对问题进行清晰的描述，选择一些实际的、可以调动积极性的话题，但是又不能预设限制 2.规则 不要一开始就批评和争论某些创意。把规则贴到墙上 3....

IDEO

是一家世界领先的商业创新咨询公司。运用以人为本的方式，通过设计帮助企业和公共部门进行创新并取得发展。

观察人们的行为，揭示潜在需求，以全新的方式提供服务。

设计商务模式、产品、服务和体验，呈现企业发展的新方向并提升品牌。

帮助企业打造创新文化，培养创新能...

就书论书，仅此而已。1.观察

仅仅去询问客户与其他人有关产品的需求与设计是远远不够的。其一，使用者自己都不知道他们需要的是什么，仅仅对菜品提出“味道要好”没有任何意义；其二，客户自己无法就需求给出明确的描述，即便他们知道答案，但限于业务方面的知识匮乏，指不出

...

“所有一切有可能是远方无法实现的图景，但在这一图景未被实现之前，总该有人去设想这一切，不是吗？”不能只是have fun，而要上升的play with it。

许舜英和包益民在对谈中讨论过跨界能力，也就是凯利所说的交叉进行，异花授粉。像许说的如果他要拍一部广告，可能不会请广告...

一本关于创新设计方法论的书。书中以大量的案例总结了IDEO创新的一套的法论。IDEO的团队具备广泛的背景知识、跨学科的专业背景、不囿于传统制度的办公室文化、通过仔细的观察人的真实需要，创造出受消费者喜欢的新产品。

整本书读下来，有这么一个感觉：与其说他们是一支有创...

The overarching argument in this book is experience and make changes. To experience, the author lists two main points: directly observe the users and prototype ideas ASAP. All these principles or arguments are fairly straightforward and easy to understand. ...

IDEO的设计你也许没听过,但苹果公司,Palm 等等,你总算知道吧?

在我眼里,苹果公司的创新是世界一流的.可是为什么她还找IDEO来设计产品能?

IDEO的老板将在这本书里告诉你IDEO独特的一切细节.不只是为产品设计人员写的,

如果你想改变, 此书应能给你一双翅膀.

这本书是我觉得能够和诺曼的《日用品的设计》相媲美的一本设计读物。这本书的语言也比其它几本书都要难一点，出现很多serendipity, status quo, niche, evangelism 这些GRE范围的词汇。一本书读下来也积累了100个左右的生词。挺喜欢他的语言的，我觉得语言是能反应一个人的思维...

辗转反侧，今天去中信出版社拿到了。经理告诉我可能是是最后一本了。书籍设计和纸张比较次，还好内容让我有足够的兴趣读下去。tom kelly, Haas的83MBA, ideo总经理 01年写的书了，不过相信会有很多启发。

看后总的印象是失望，也许是因为与阅读初衷有较大差距。书名前应该加上“企业”二字，这基本上无法作为指导个人创新或塑造创新思维、行为模式来用。它的定位应该是在企业或团队内部营造创新氛围、激发创新意识。而且，这类企业应该是将核心竞争力建立在创新之上的典型。虽...

这是美国设计公司IDEO的书，从各个方面解密了这个公司是如何做到创新的。既有大的哲理，又有小的细节。可以和我们的工作有挺多的结合。能在这样的一个创新的团队中工作也是我的理想我的这本书，是在联想实习的时候，姚映佳(联想设计创新中心的头)送给我的。

苹果, palm, 的透明的设计, 是源于ideo! 很多palm里面的东西是和ideo合作, 推荐palm粉丝看一下这本书。
当然, 也有nec这样的公司, 最先设计出可以旋转屏幕的笔记本的例子。也有很多创新的方法! 但是, 作者有tom, 书就有点玄乎了!!
请注意tom, 在管理学上的玄乎地位。以制造...

虽然还没看完, 但总体感觉非常不错, IDEO的经验值得很多设计公司或者公司的设计

部门借鉴。

另，宏观的来看中西公司运作上的差异，IDEO更接近中国公司，专家讨论+不断实践
=》 创新

看了以后受到很大启发，书里介绍了很多IDEO
在团队中的工作方法和团队合作的精神…… 强力推荐！

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