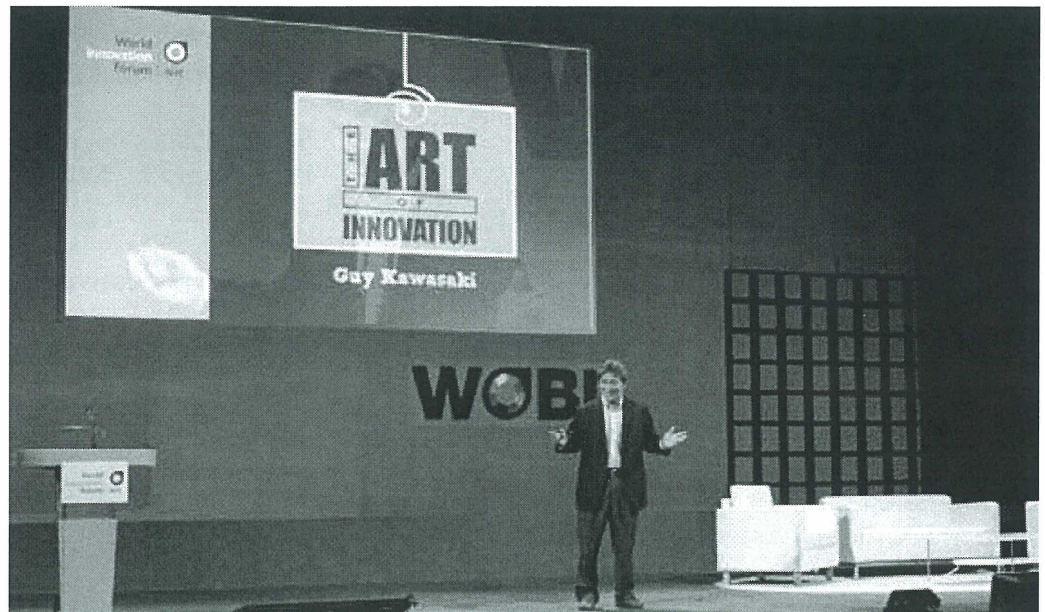


Guy Kawasaki

The 11 Steps to Innovation

Guy Kawasaki, former chief evangelist at Apple, and author of 10 books, most recently, *Enchantment*, said he always uses the “top 10” concept for his presentations. “This way, if I suck, you know exactly how much longer I’ll be speaking.”

Luckily, Kawasaki didn’t suck, and he even added a bonus step to how companies can become skilled at the art of innovation:



- 1. Make meaning:** Apple wanted to change the world by making the world more creative and productive. Your primary purpose should not be to make money; making money should be a natural outcome of being creative and productive.
- 2. Make a mantra:** Tell the world why your organization exists, which is different from a mission statement. As examples: Wendy’s = healthy fast food. Nike = authentic athletic performance. FedEx = peace of mind. eBay = democratize commerce.
- 3. Jump to the next curve:** Don’t duke it out on the same curve or only create slightly better things.
- 4. Roll the DICEE:** Deep, Intelligent, Complete, Empowering, Elegance
- 5. Don’t worry, be crappy:** The first Mac was bad, but it was better than the best MS-DOS machine. If you wait for the perfect product, it might never ship.
- 6. Let 100 flowers blossom:** Learn why people are embracing your product, not why they are rejecting your product. Don’t fix your product for people who don’t like you. They will find new reasons not to like you anyway.
- 7. Polarize people:** Don’t intentionally piss people off, but don’t be afraid.
- 8. Churn, baby, churn:** The hardest thing for an innovator is to be in denial. You have to force yourself to go from 1.0 to 2.0 to 3.0.
- 9. Niche thyself:** You have to figure out how to make meaning, or you won’t make a profit by positioning yourself in the upper right-hand quadrant of being highly unique and high value.
- 10. Perfect your pitch:** Add value in the form of information, insights, assistance. Follow the 10/20/30 rule for PowerPoint — 10 slides in 20 minutes, 30 point font.
- 11. Don’t let the bozos grind you down:** The bozos will tell you that something can’t be done, shouldn’t be done and isn’t necessary. The bozos who look like typical losers are easy to ignore, but some look rich and famous and may appear to be right — they’re not.

Kawasaki related examples of “bozosity” where someone who appeared highly credible made bold statements that turned out patently false, wrong, improbable or ridiculous.