



Creative Strategy from the Inside

Part I of this book immerses you in the method of creative strategy. It shows step-by-step how to use creative strategy for innovation problems of various kinds. By the end you become an insider—you know how it works, what makes it tick, and all the moving parts.

Each step in creative strategy has its own complexity and calls for different skills to master. Here I present a much simplified version, which will fit no situation exactly. But it does fit all kinds of situations to some degree. Whenever you face a complex problem that you don't see a way to solve, you need an innovation. But you might not realize that's what you need. You were hired because you know the answers, and it's hard to admit that you don't, that instead you need something new.

Normal planning methods often hide the need for innovation. You lay out your goals and initiatives and timetables for marketing, operations, product development, or your overall strategy. You know how to plan, so that's what you do. But for every goal you set, every initiative you design, there might be a better one just beyond your grasp—an innovation you don't yet see. Creative strategy helps you see it.

