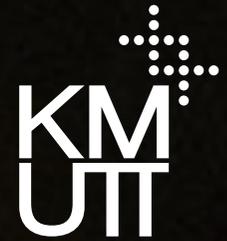


frog theory :(  
which one would you like to be?



Winning in business isn't hiring  
the best PEOPLE



it's building  
the best TEAM



future organization  
what would it be?





“The Knowledge Economy is being eclipsed by something new”

$$\begin{aligned} f(x) &= \lim_{h \rightarrow 0} \frac{f(x+h) - f(x)}{h} \\ &= \lim_{h \rightarrow 0} \frac{x + 2xh + h^2 - x^2}{h} \\ &= \lim_{h \rightarrow 0} \frac{2xh + h^2}{h} \\ &= \lim_{h \rightarrow 0} h(2x + h) \\ &= \lim_{h \rightarrow 0} 2x + h \\ &= 2x \end{aligned}$$

Equation 2.95

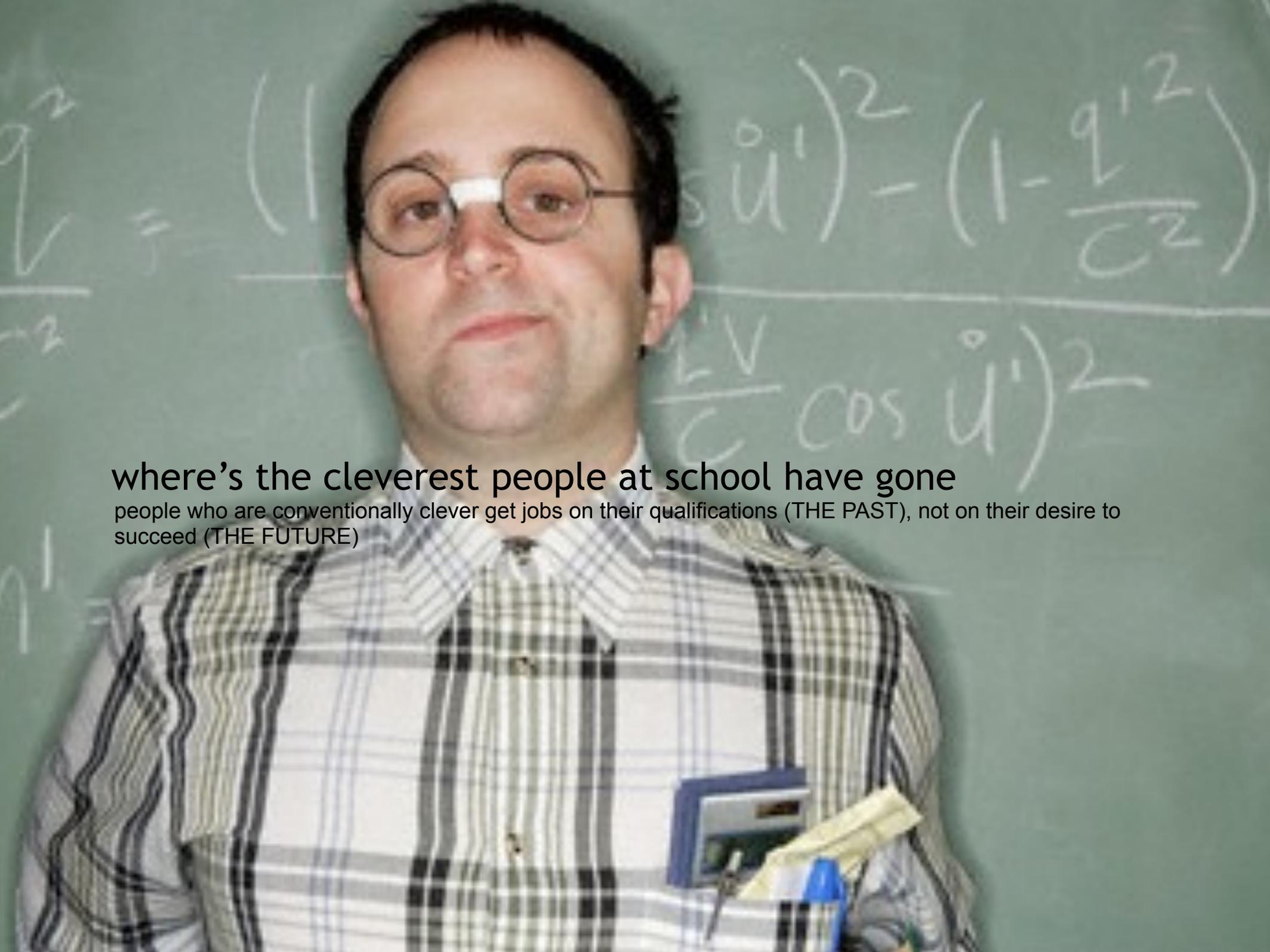
$$f(x) = x^2 \Rightarrow f'(x) = 2x$$
$$\frac{d}{dx} x^3 = 3x^2 \rightarrow \frac{d}{dx} 5 = 5$$

$$= \lim_{h \rightarrow 0} \frac{1}{2\sqrt{x}}$$
$$f'(x) = \frac{1}{2\sqrt{x}}$$
$$f(a) = \frac{1}{2\sqrt{a}}$$
$$f'(a) = \frac{1}{2\sqrt{a}}$$

A man in a black turtleneck and glasses is speaking on a stage. Behind him is a large, white-outlined thought bubble graphic. Inside the bubble, the word "Internet" is written in a large, white, sans-serif font. Below "Internet", the phrase "call it Creativity Economy" is written in a smaller, white, sans-serif font, enclosed in quotation marks. The man is gesturing with his hands as he speaks.

*Internet*

“call it Creativity Economy”



where's the cleverest people at school have gone

people who are conventionally clever get jobs on their qualifications (THE PAST), not on their desire to succeed (THE FUTURE)

## it's wrong to be right.

being RIGHT is based upon KNOWLEDGE and EXPERIENCE and is often provable.

KNOWLEDGE come from the past, so it's safe. It is also out of date.

EXPERIENCE is built from solutions to old situations and problems (probably different from the present ones). you'll probably use it. This is lazy.

it's wrong to be right, because people who are right are rooted in the past, rigid-minded, dull and smug.



## it's right to be wrong

being wrong and suddenly anything is possible.

being wrong is a risk.

risks are a measure of people. people who won't take them are trying to preserve what they have.

people who do take them often end up by having more.

being right may be like walking backwards proving where you've been.



# Get Creative!

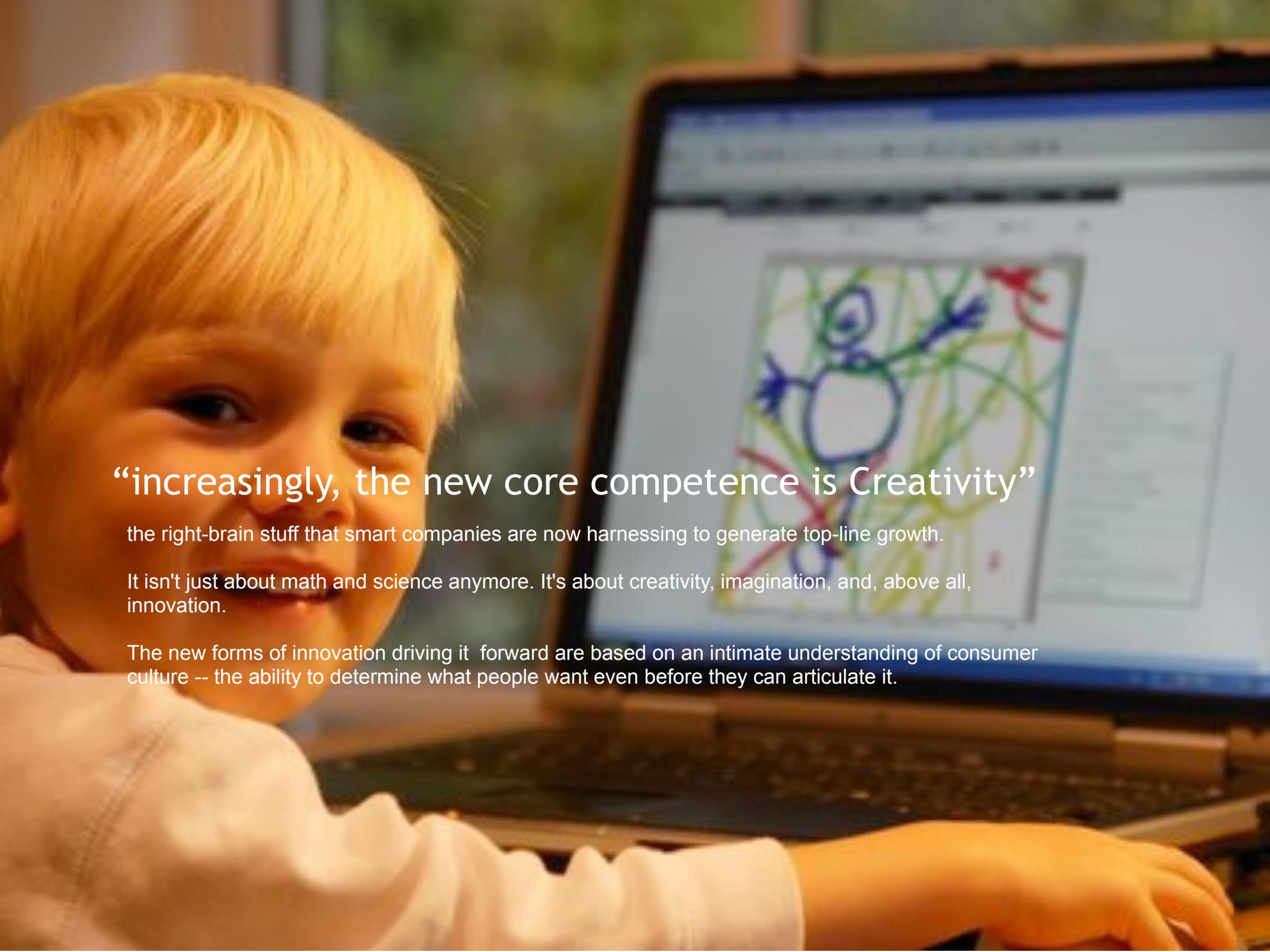
How to build innovative companies





## “what was once Central Corporations”

price, quality, and much of the left-brain, digitized analytical work associated with knowledge -- is fast being shipped off to lower-paid, highly trained Chinese and Indians, as well as Hungarians, Czechs, and Russians.

A young child with blonde hair is looking at a laptop screen. The screen displays a colorful abstract drawing with green, blue, and red lines. The child is wearing a white long-sleeved shirt. The background is slightly blurred, showing a window with greenery outside.

## “increasingly, the new core competence is Creativity”

the right-brain stuff that smart companies are now harnessing to generate top-line growth.

It isn't just about math and science anymore. It's about creativity, imagination, and, above all, innovation.

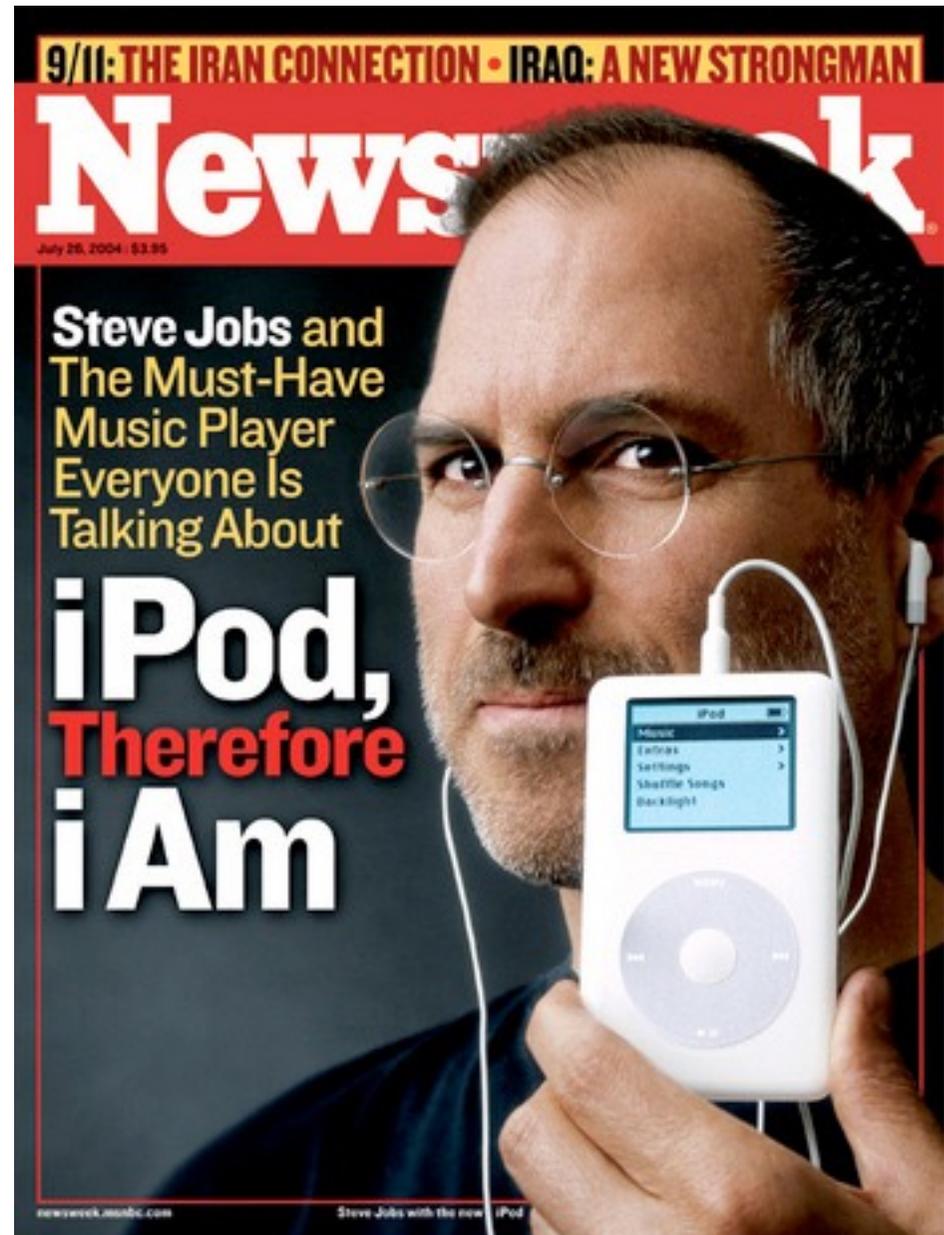
The new forms of innovation driving it forward are based on an intimate understanding of consumer culture -- the ability to determine what people want even before they can articulate it.

“you’re thinking “this is all hype, just another “newest and biggest” , right?”



“the evolution of the economy toward **creativity** has been underway”

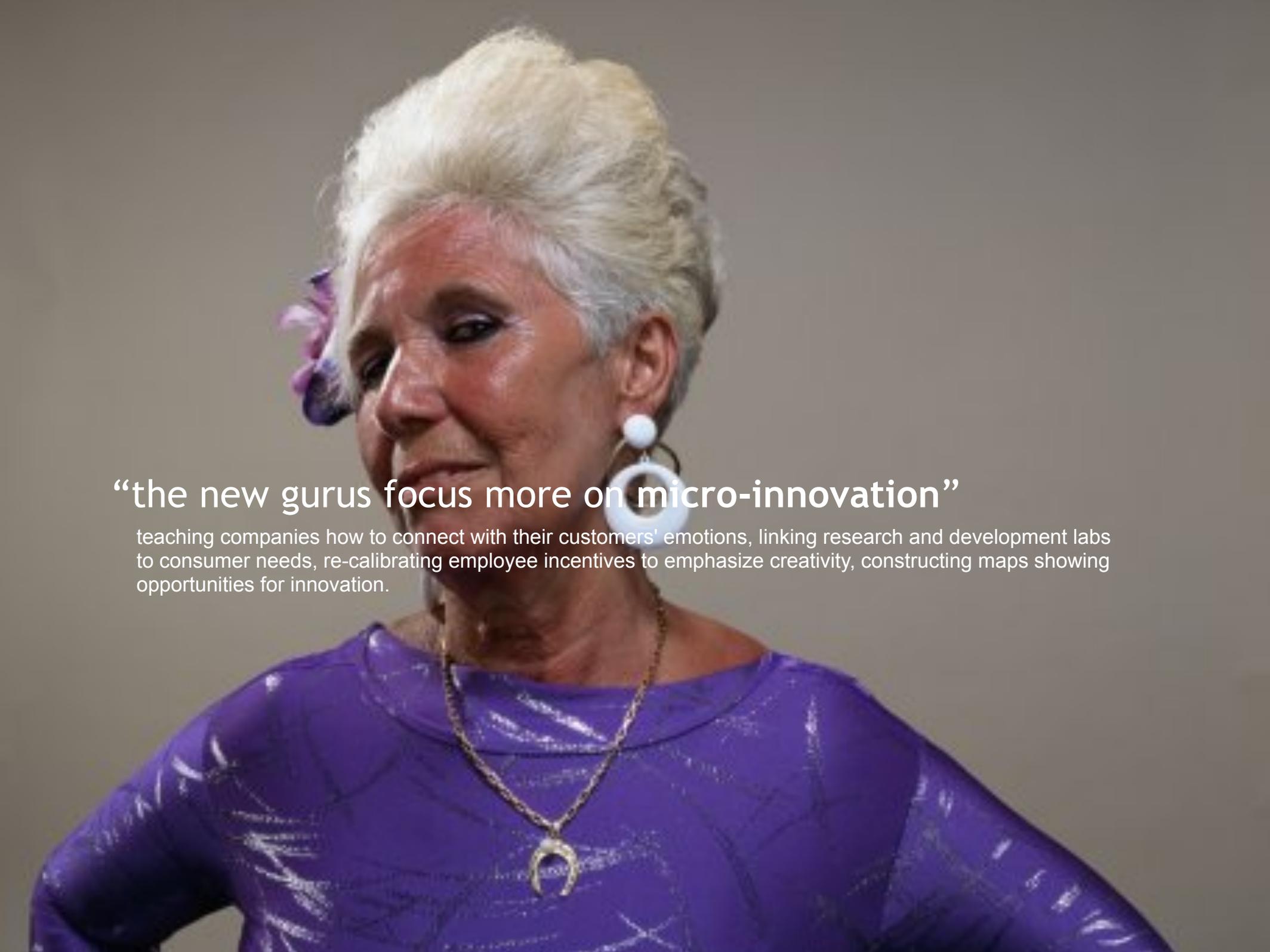
Steve Jobs has turned Apple into the paragon of the creative corporation. Companies throughout the world are deconstructing Apple's success in design and innovation, and learning the lessons.



A row of metal shopping carts is shown in a perspective view, receding into the background. The carts are made of silver-colored metal wire. A small, rectangular, light-colored tag is attached to the handle of the first cart in the foreground. The tag has the word "BROKEN" written on it in dark, hand-drawn capital letters. The background is slightly blurred, suggesting an outdoor or warehouse setting.

BROKEN

**“not macro-innovation”**  
the impact of big, unexpected new technologies on companies.



**“the new gurus focus more on micro-innovation”**

teaching companies how to connect with their customers' emotions, linking research and development labs to consumer needs, re-calibrating employee incentives to emphasize creativity, constructing maps showing opportunities for innovation.



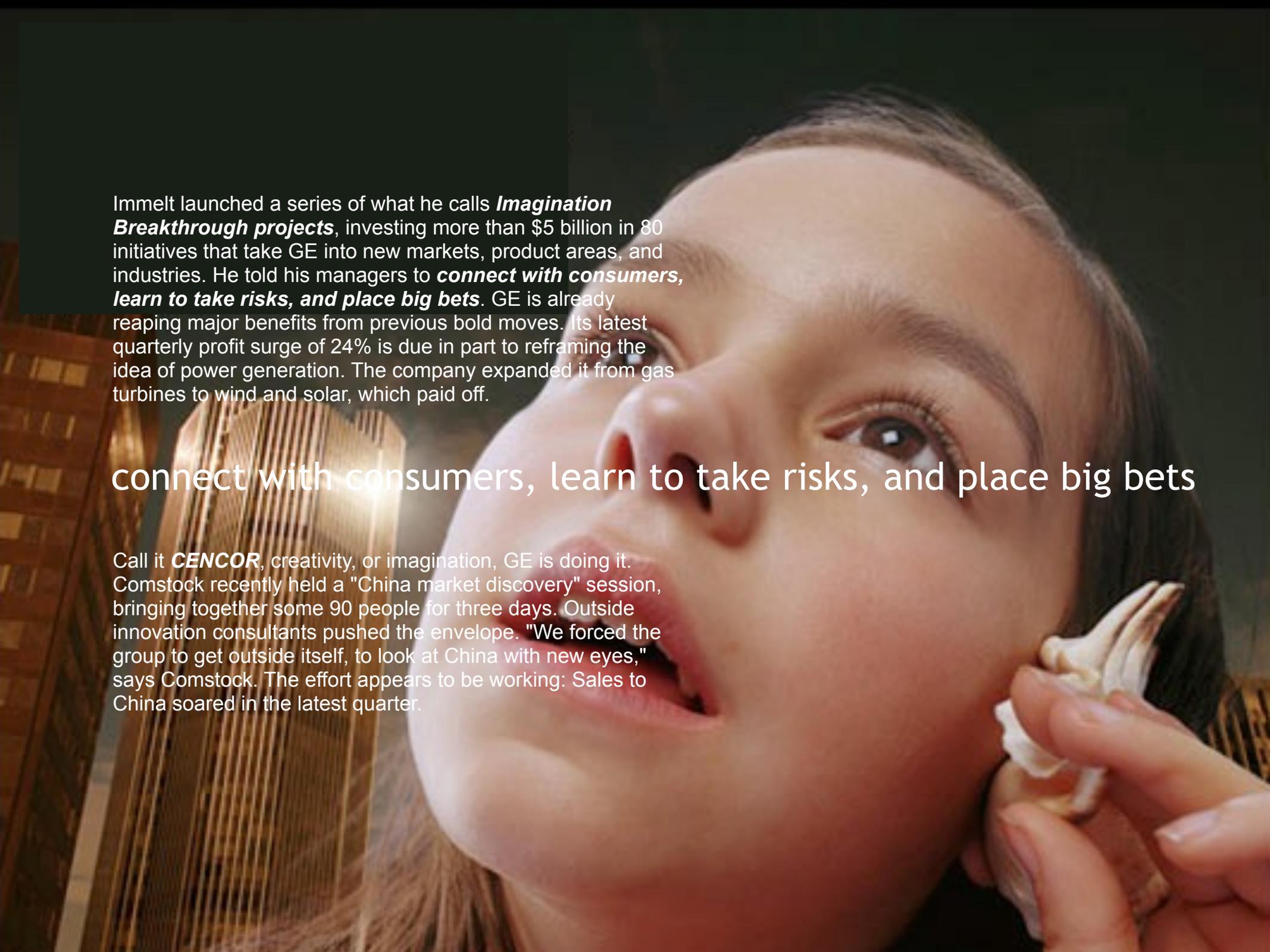
Kotchka dispatched designers to work directly with R&D staffers to help to conceive new products. This changed P&G's entire innovation process, **making it consumer-centric rather than driven by new technology.**

## making it consumer-centric rather than driven by new technology.

Here's how it works at P&G: P&G's designers went out and **observed** people cleaning bathrooms around the world. In South America they saw women using brooms to clean walls and showers effectively and built a **prototype** combining a small hand cleaner with a long pole. P&G tested the idea via a survey. **People hated it.**

But P&G **hung in there**. What is fast becoming the Holy Grail of innovation -- the "**unmet, unarticulated**" needs of consumers -- didn't show up in the survey. Instead, P&G relied on the informed intuition of designers and tested the idea again, using **working prototypes**. **People loved the real thing.**

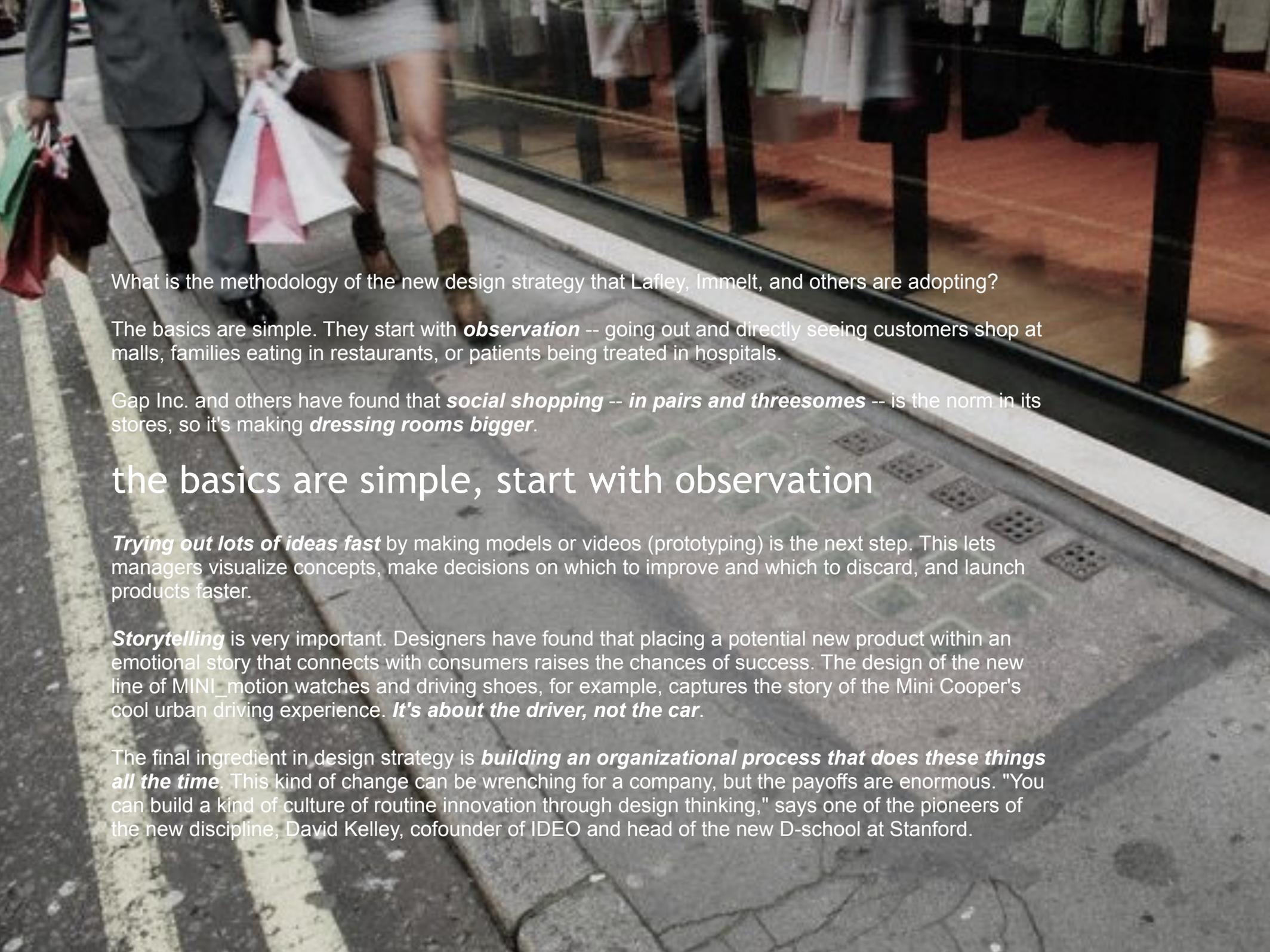
P&G then broke down the walls of its Mr. Clean brand, reached in and used the Mr. Clean detergent for the new product. The Mr. Clean MagicReach was introduced in April -- with a four-foot detachable pole. Mundane as this example may be, it shows how design strategy can generate innovative new products and sales.



Immelt launched a series of what he calls *Imagination Breakthrough projects*, investing more than \$5 billion in 80 initiatives that take GE into new markets, product areas, and industries. He told his managers to *connect with consumers, learn to take risks, and place big bets*. GE is already reaping major benefits from previous bold moves. Its latest quarterly profit surge of 24% is due in part to reframing the idea of power generation. The company expanded it from gas turbines to wind and solar, which paid off.

connect with consumers, learn to take risks, and place big bets

Call it **CENCOR**, creativity, or imagination, GE is doing it. Comstock recently held a "China market discovery" session, bringing together some 90 people for three days. Outside innovation consultants pushed the envelope. "We forced the group to get outside itself, to look at China with new eyes," says Comstock. The effort appears to be working: Sales to China soared in the latest quarter.



What is the methodology of the new design strategy that Lafley, Immelt, and others are adopting?

The basics are simple. They start with **observation** -- going out and directly seeing customers shop at malls, families eating in restaurants, or patients being treated in hospitals.

Gap Inc. and others have found that **social shopping** -- *in pairs and threesomes* -- is the norm in its stores, so it's making **dressing rooms bigger**.

## the basics are simple, start with observation

**Trying out lots of ideas fast** by making models or videos (prototyping) is the next step. This lets managers visualize concepts, make decisions on which to improve and which to discard, and launch products faster.

**Storytelling** is very important. Designers have found that placing a potential new product within an emotional story that connects with consumers raises the chances of success. The design of the new line of MINI\_motion watches and driving shoes, for example, captures the story of the Mini Cooper's cool urban driving experience. **It's about the driver, not the car.**

The final ingredient in design strategy is **building an organizational process that does these things all the time**. This kind of change can be wrenching for a company, but the payoffs are enormous. "You can build a kind of culture of routine innovation through design thinking," says one of the pioneers of the new discipline, David Kelley, cofounder of IDEO and head of the new D-school at Stanford.

A man in a white shirt is lying face down on a green lawn. In the background, there is a blue chair. The scene is outdoors, possibly on a balcony or terrace.

## making innovative organization

- + Hire slow learners
- + Use job interviews to get ideas, not to screen candidates.
- + Encourage people in ignore and defy superiors and peers.
- + Find some happy people and get them to fight.
- + Reward success and failure, punish inaction.
- + Think of some ridiculous, impractical things to do, then do them.
- + Forget the past, particularly your company's success.

A person wearing a white long-sleeved shirt is lying face down on a vibrant green lawn. In the background, a blue chair is visible, and the scene is set outdoors. The text is overlaid on the image in white font.

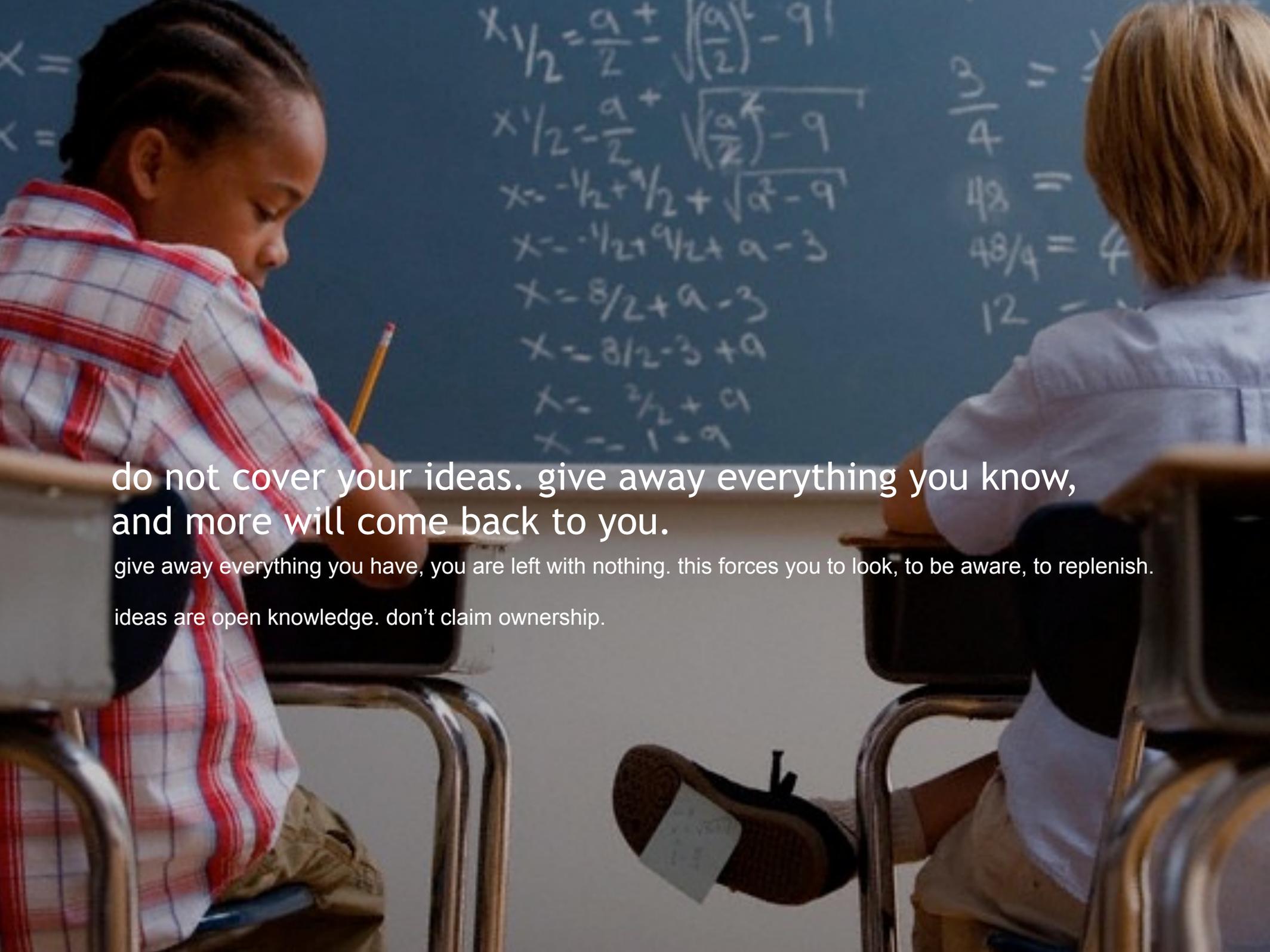
the person who doesn't make mistakes is unlikely to make anything.

BENJAMIN Franklin said, 'I haven't failed, I've had 10,000 ideas that didn't work.'

Thomas Edison said, 'Of the 200 light bulbs that didn't work, every failure told me something that I was able to incorporate into the next attempt.'

theatre director Joan Littlewood said, 'If we don't get lost, we'll never find a new route.'

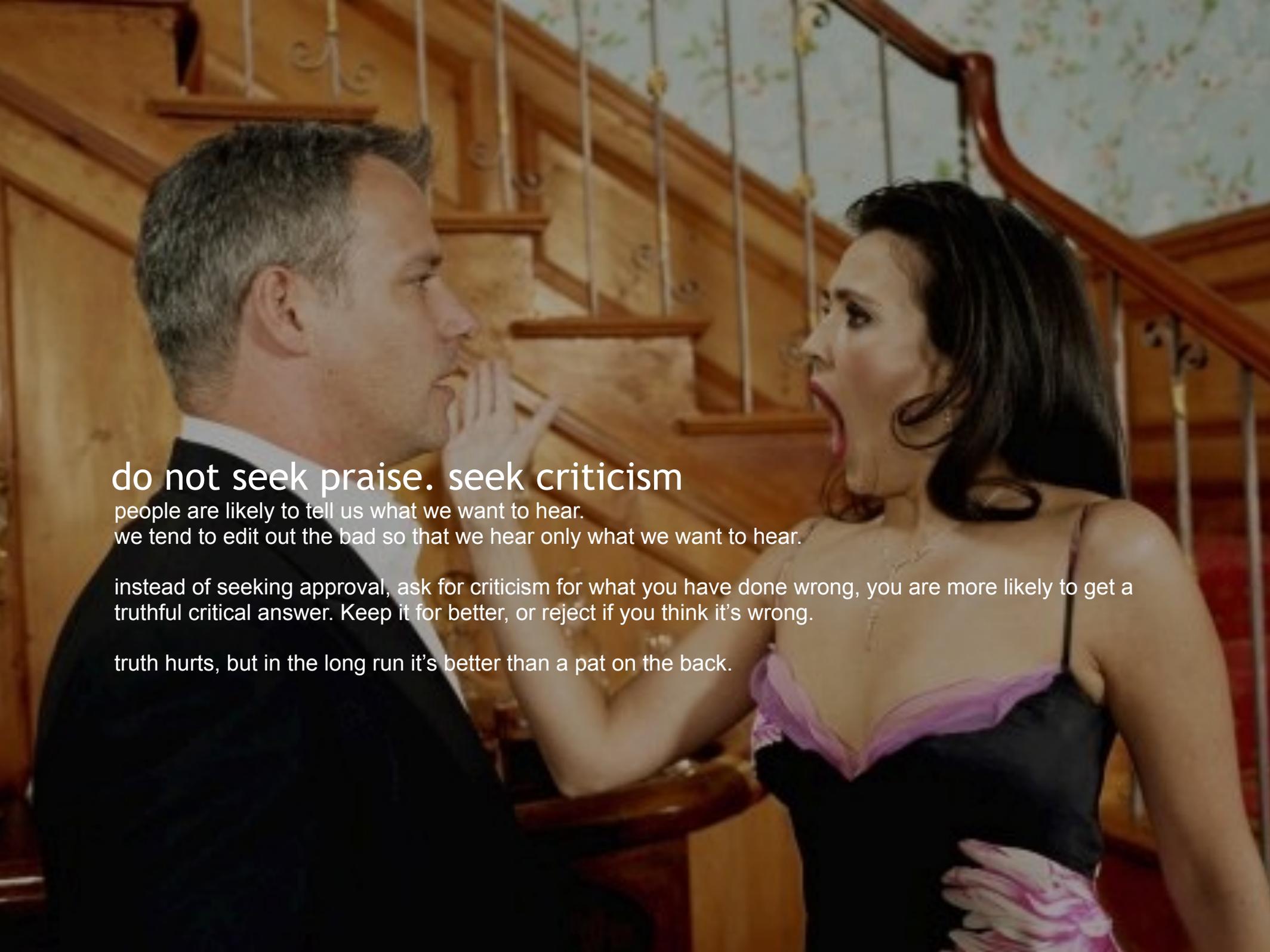
failures and false starts are a precondition of success.



do not cover your ideas. give away everything you know,  
and more will come back to you.

give away everything you have, you are left with nothing. this forces you to look, to be aware, to replenish.

ideas are open knowledge. don't claim ownership.



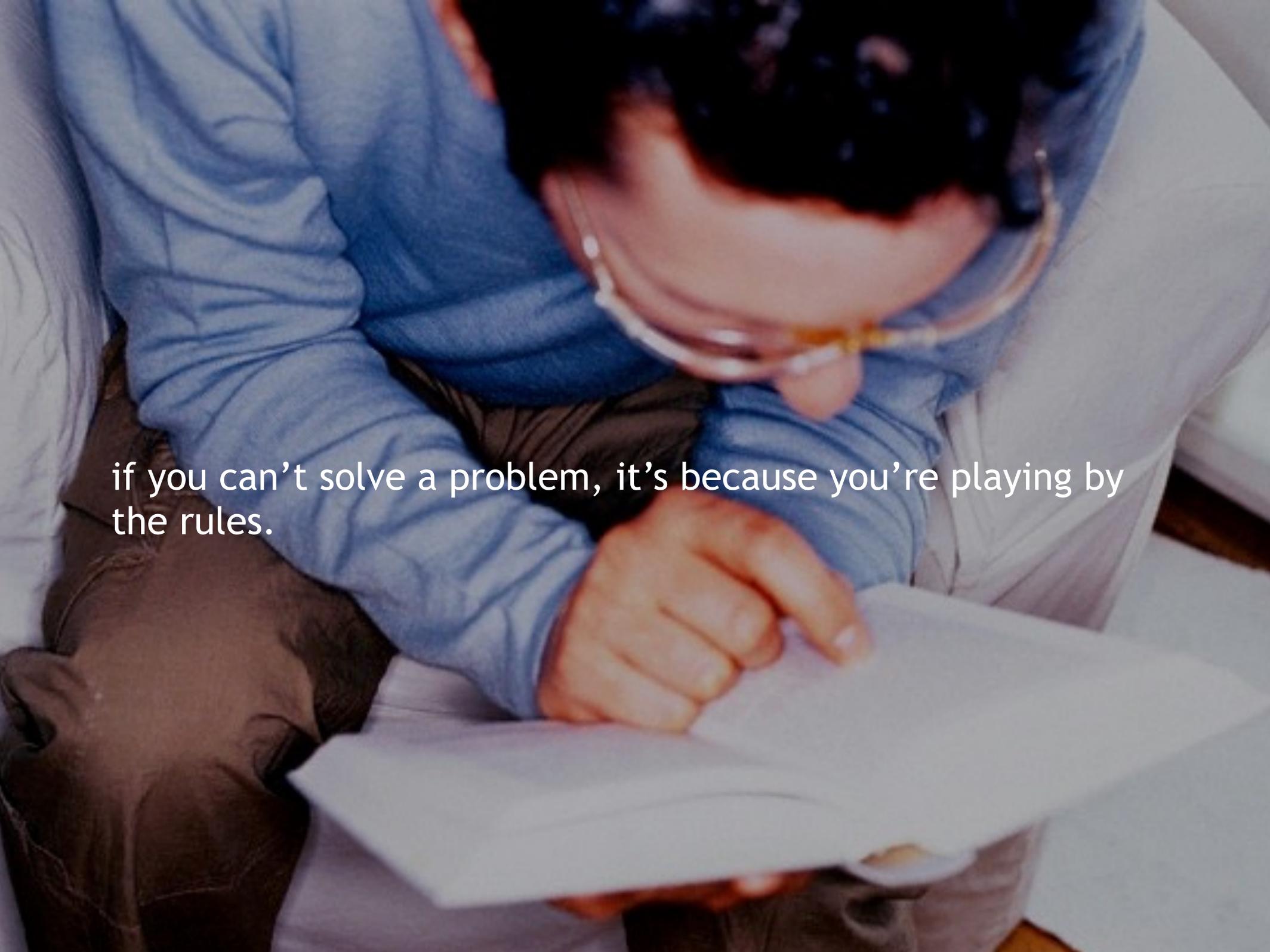
## do not seek praise. seek criticism

people are likely to tell us what we want to hear.

we tend to edit out the bad so that we hear only what we want to hear.

instead of seeking approval, ask for criticism for what you have done wrong, you are more likely to get a truthful critical answer. Keep it for better, or reject if you think it's wrong.

truth hurts, but in the long run it's better than a pat on the back.

A high-angle, close-up photograph of a person with dark hair and glasses, wearing a blue long-sleeved shirt and brown pants. They are leaning over a white surface, looking down at a document they are holding with both hands. The lighting is soft, and the background is out of focus, showing a white surface and a wooden floor.

if you can't solve a problem, it's because you're playing by the rules.

A close-up, high-resolution photograph of a man's face, focusing on his eyes and nose. He is wearing dark-rimmed glasses. The lighting is soft, highlighting the texture of his skin and the details of his facial features. The background is blurred, emphasizing the subject.

are you being reasonable?

“the reasonable man adapts himself to the world. The unreasonable man adapts the world to himself. All progress depends upon the unreasonable man.” - George Bernard Shaw.

the case of being reckless.





## the age of unreason.

old golfers don't win (it's not an absolute, it's a general rule), the older golfer can hit the ball as far as the young one. He chips and putts equally well. And will probably have a better knowledge of the course. So why does he take the extra stroke that denies him victory?

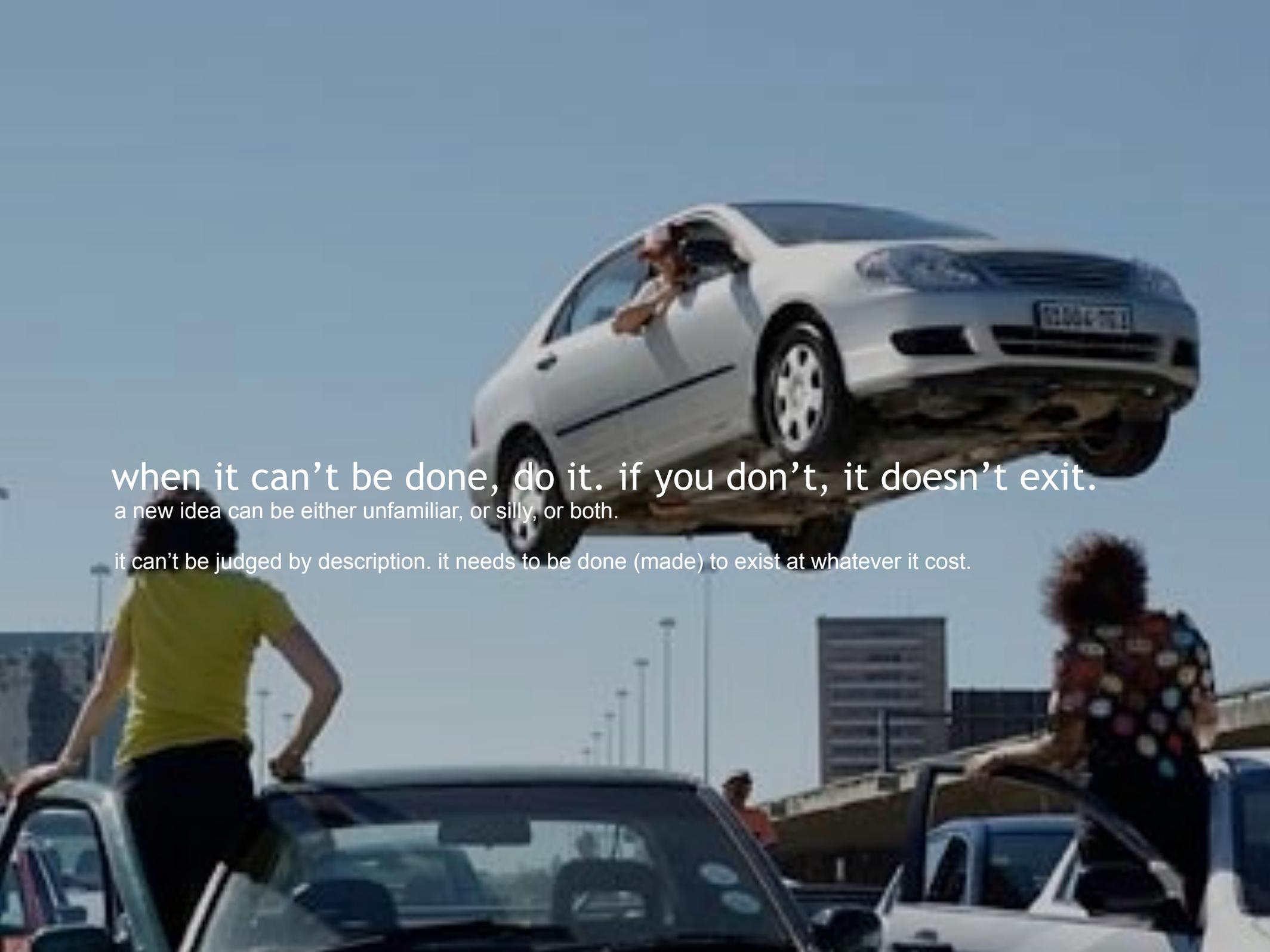
Experience.

He knows the downside, what happens if it goes wrong, which makes him more cautious. The young player is either ignorant or reckless to caution. That is his edge.

It is the same with all of us.

Knowledge makes us play safe.

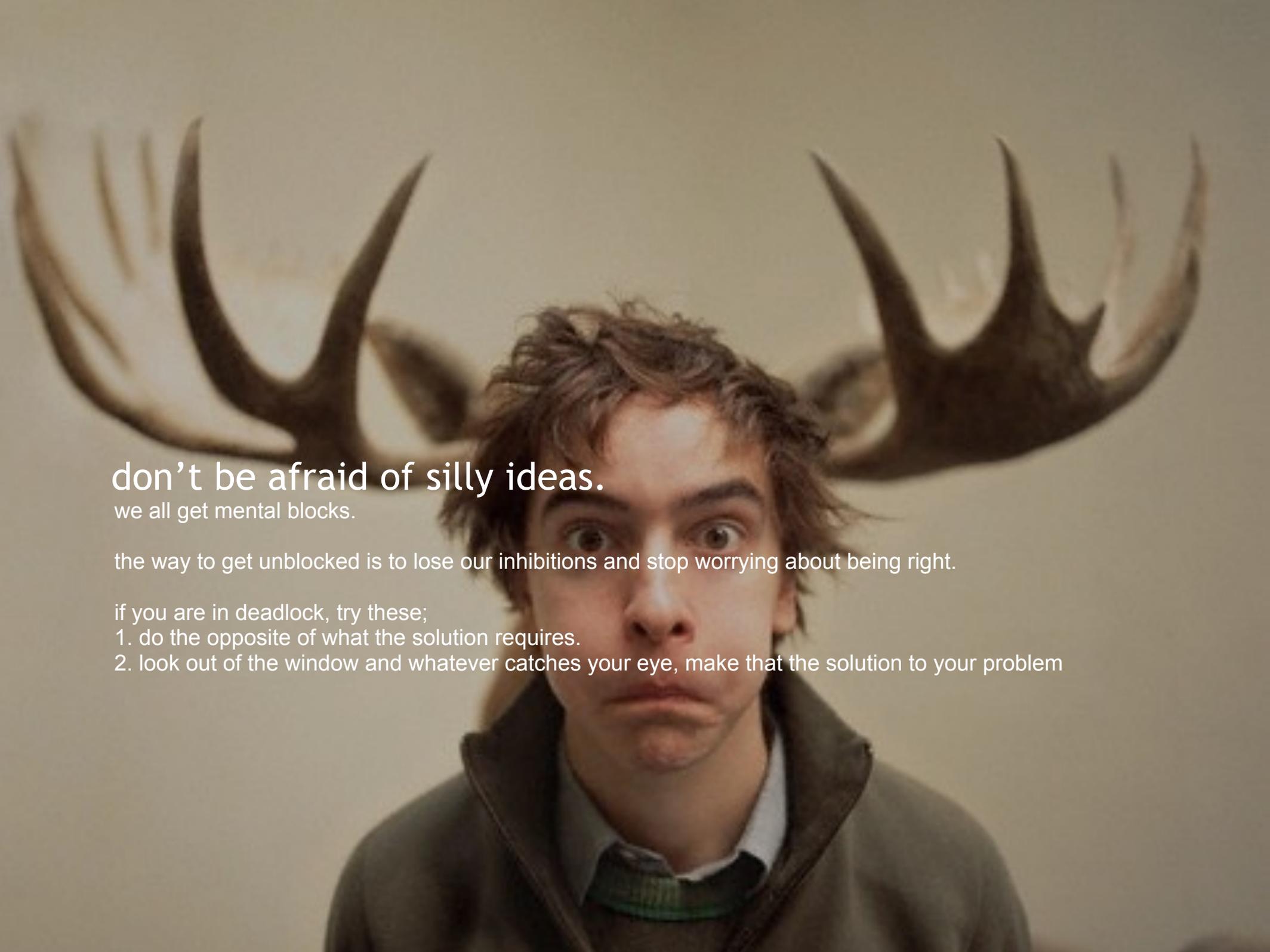
The secret is to stay childish



when it can't be done, do it. if you don't, it doesn't exist.

a new idea can be either unfamiliar, or silly, or both.

it can't be judged by description. it needs to be done (made) to exist at whatever it cost.



don't be afraid of silly ideas.

we all get mental blocks.

the way to get unblocked is to lose our inhibitions and stop worrying about being right.

if you are in deadlock, try these;

1. do the opposite of what the solution requires.
2. look out of the window and whatever catches your eye, make that the solution to your problem



it's better to regret what you have done than what you haven't.



A man with dark hair and a beard, wearing a white shirt, is looking into an open server rack. He has a wide-eyed, open-mouthed expression of shock or surprise. His right hand is resting on the edge of the server rack. The server rack is filled with various components, and a bright light is emanating from one of the slots. The background is a plain, light-colored wall.

it's not always good to have ideas.

having too many ideas is not always a good thing. It's too easy to move on to the next one, and the next one. If you don't have many ideas, you have to make those you do have work for you.

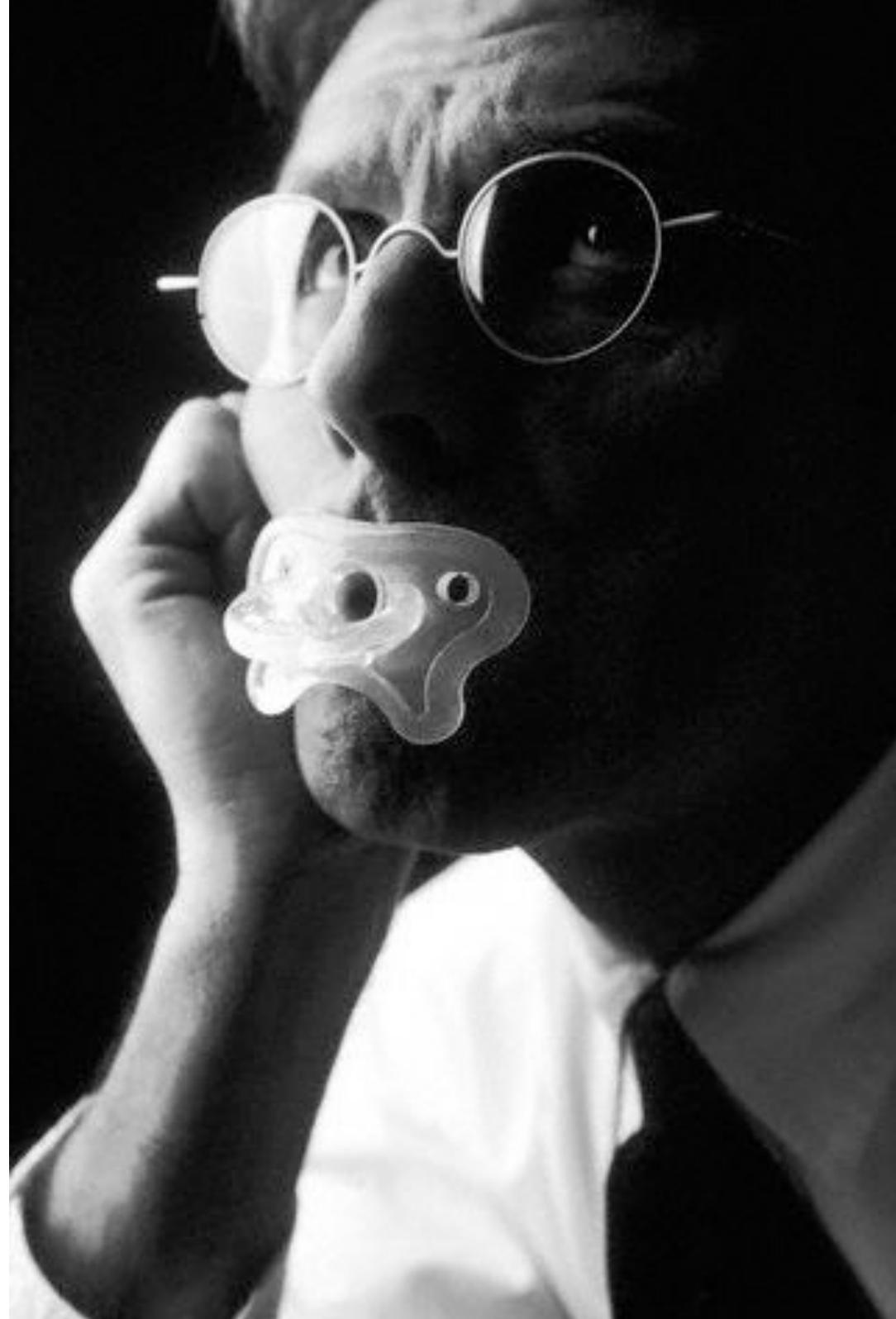
DULL employees, DULL you



COOL employees, COOL you



hire more weird people



outsourcing?



get out of the box  
see thing differently



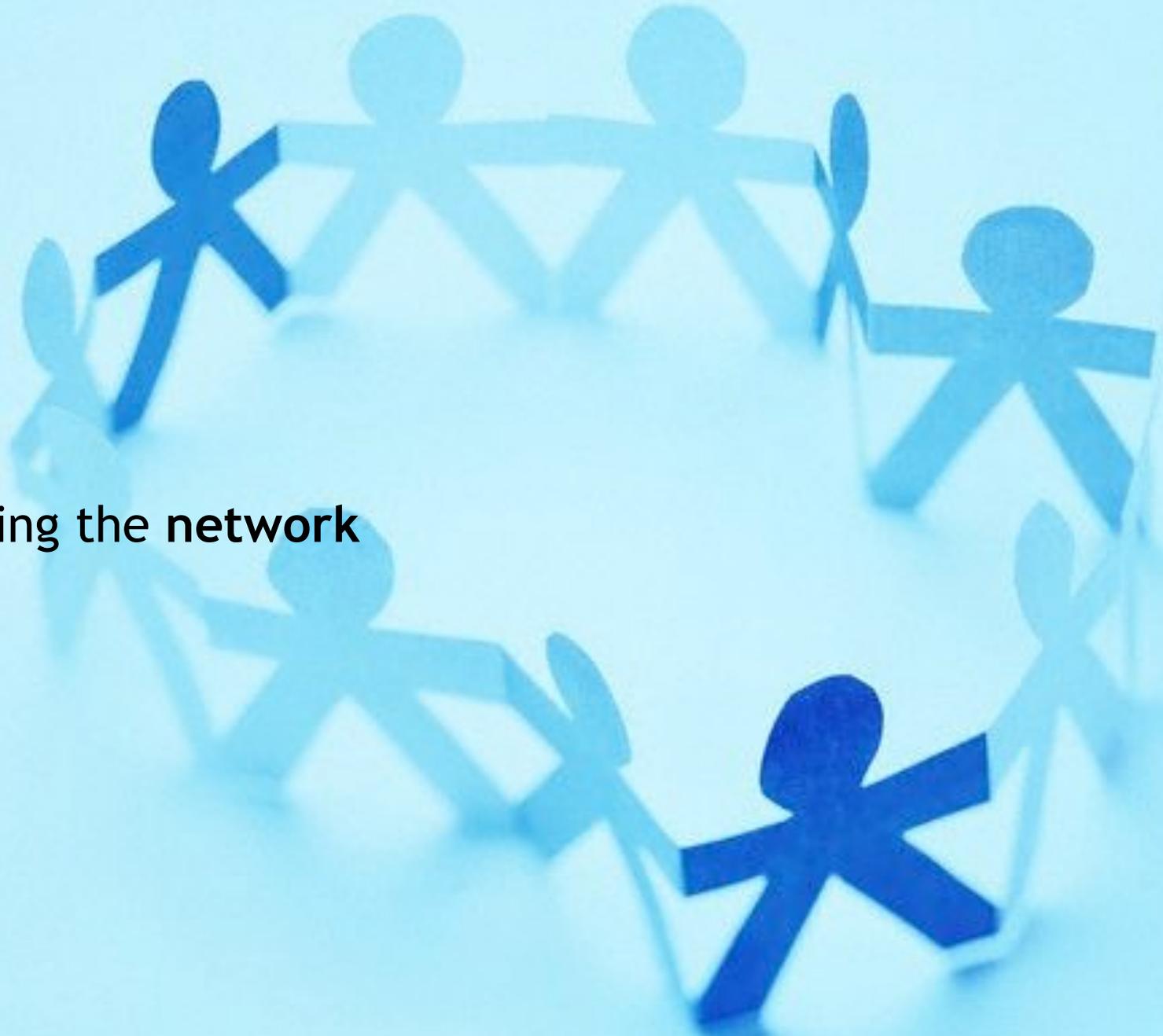
not only for cost cutting

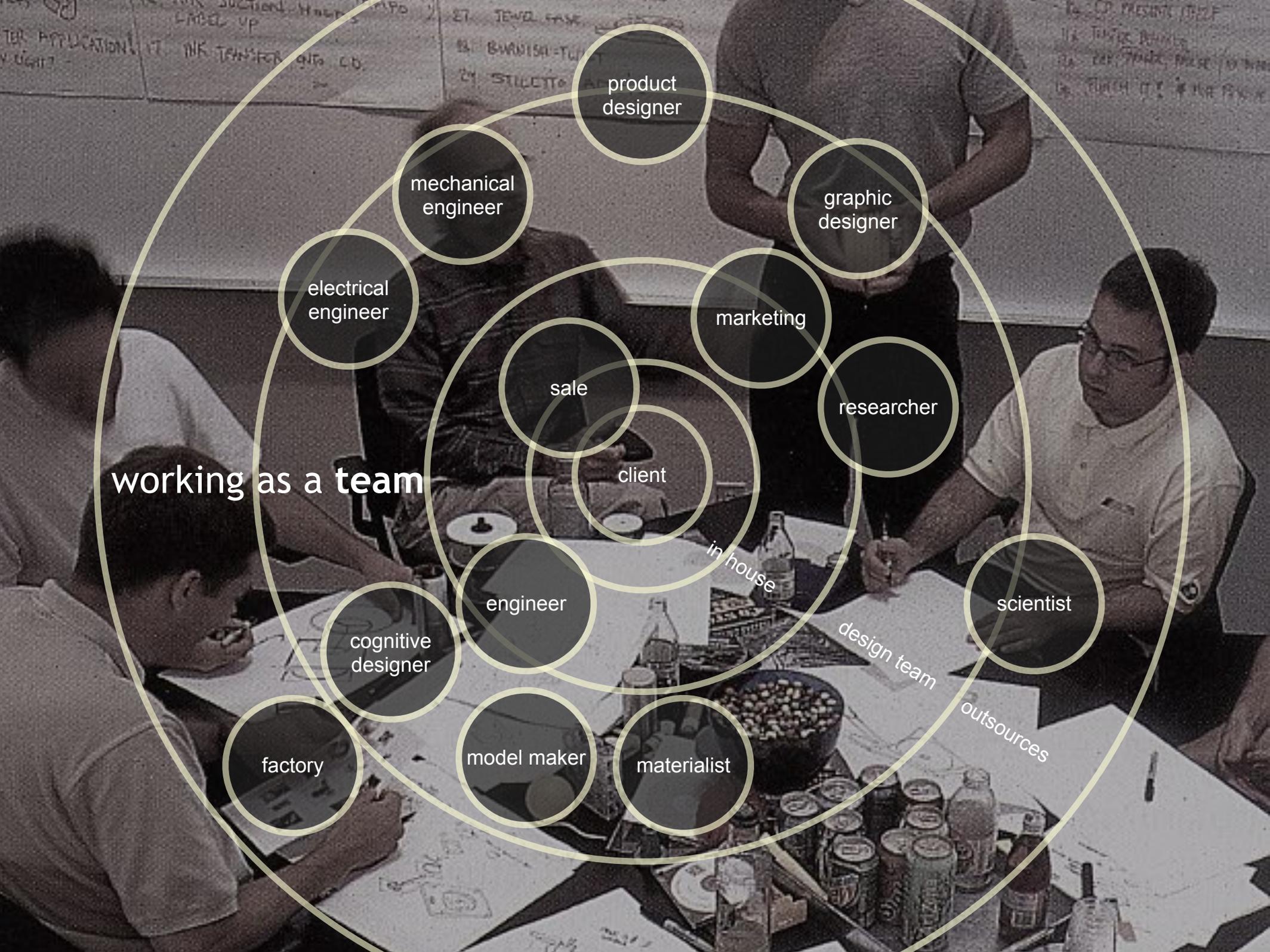


but visionary expanded



**building the network**





product designer

mechanical engineer

graphic designer

electrical engineer

marketing

sale

researcher

client

working as a team

engineer

in house

scientist

cognitive designer

design team

outsources

factory

model maker

materialist



multi-disciplinary team

meet the new boss: women rule!





“tomorrow belongs to women.”

women can deal with unprepared situation better than men

women are more self-determined and more trust-sensitive than men.

women appreciate and depend upon their intuition more than men do.

women, unlike men, focus naturally on empowerment (rather than on hierarchical “power”).

women understand and develop relationships with greater facility than men.

boys are trained in a way that will make them irrelevant.”



many sectors of the 21st-century economic community  
are going to need the natural talents of women

a talent with word

a capacity to read non-verbal cues

emotional sensitivity

empathy and understand other people

patience and tough

an ability to do and think several things simultaneously

an ability for long-term planning

a gift for networking and negotiation

a preference for cooperating

reaching consensus and ability to fall back

leading via egalitarian teams

A woman with dark hair pulled back, wearing a dark blue blazer over a light green collared shirt, stands in the center of the frame. She is looking directly at the camera with a slight smile. The background is a blurred cityscape featuring several tall buildings, including a prominent one with a pointed top. Other people are visible in the foreground and background, some in motion, suggesting a busy urban environment. The overall lighting is soft and even.

it's a women's (work) world

A man and a woman are seated at a restaurant table. The woman, on the left, is wearing a dark blazer over a light-colored collared shirt and is looking towards the man. The man, on the right, is wearing a light blue dress shirt and a striped tie, and is looking off to the right. There are wine glasses on the table in front of them. The background is softly blurred, showing other people in a restaurant setting.

“Women love to talk. Men talk silently to themselves.”

“Women multitask.”

“Women are indirect. Men are direct.”

“Women talk emotively, men are literal. Men listen like statues.”

“Boys like things, girls like people.”

“Boys compete, girls cooperate.”

“Men hate to be wrong. Men hide their emotions.”



fire all male : (

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