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Innovative Thinking; Conclusion; CHAPTER SIX: STEP 1: FRAMEWORK; Understanding Framework; The Context  
The "How To . . .?" Question The Boundaries; The Type of Solution; The Owner or Decision Maker; The Project Charter; Leveraging the Three Intelligences in the Framework Step; The Leader's Roles in Step 1: Framework; Conclusion; CHAPTER SEVEN: STEP 2: ISSUE REDEFINITION; The Five Areas of Focus in Issue Redefinition; Leveraging the Three Intelligences in the Issue Redefinition Step; The Leader's Roles in Step 2: Issue Redefinition; Conclusion; CHAPTER EIGHT: STEP 3: IDEA GENERATION; Idea Generation Is a Rigorous Process; Stage 1: Prepare Thoroughly; Stage 2: Introduce the Process  
Stage 3: Generate Many Ideas through Divergence Stage 4: Discover Meaningful Solutions through Convergence; Working Alone on Idea Generation; Leveraging the Three Intelligences in the Idea Generation Step; The Leader's Role in Step 3: Idea Generation; Conclusion; CHAPTER NINE: STEP 4: IMPLEMENTATION PLANNING; Stage 1: Confirm the Preferred Idea; Stage 2: Engage in Risk Analysis and Develop Mitigating Strategies; Stage 3: Present the Innovative Solution for Approval; Stage 4: Ensure an Effective Handoff to the Team that Focuses on Change Implementation  
Leveraging the Three Intelligences in the Implementation Planning Step The Leader's Role in Step 4: Implementation Planning; Conclusion; PART THREE: MAKING INNOVATION HAPPEN; CHAPTER TEN: MAKING INNOVATION HAPPEN: AN OVERVIEW; Four Essential Organizational Enablers to Make Innovation Happen; Sustaining Innovation; Conclusion; CHAPTER ELEVEN: LEADING INNOVATION; Leading Self; Leading Innovation Teams; Leading Intact Work Units; Leading Enterprises for Innovation; Conclusion; CHAPTER TWELVE: CULTURE OF INNOVATION; What Is Culture?; How a Culture Can Suppress Innovation What Is a Culture of Innovation?

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### Sommario/riassunto

Innovation is a key source of competitive advantage, but it remains frustratingly elusive for many organizations. Too many organizations try to improve innovation by focusing on one element at a time, particularly in the area of new products and services. They train individuals, hire more creative people, or create specialized innovation departments. Yet, for most organizations, these investments yield only disappointing results. They have not had sustainable solutions-practical and reliable programs that deliver long-term, predictable results. Instead, they have had an endless array of partial

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