



Practically Radical

Not-So-Crazy Ways to Transform Your Company, Shake Up Your Industry and Challenge Yourself

THE SUMMARY IN BRIEF

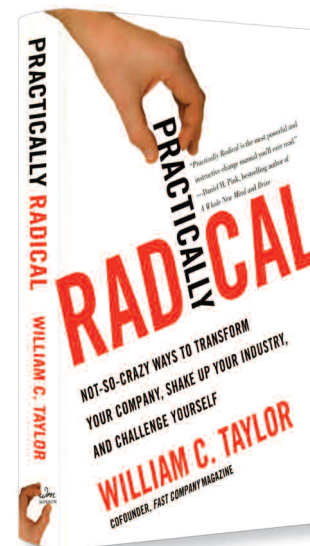
Practically Radical is a manifesto for change and a manual for making it happen — in an era when change is the name of the game.

Businesspeople everywhere are engaging in a dramatic “rethink” of how they lead, work and get results. In an age of fierce competition and stubborn recession, the status quo just doesn’t cut it. But how do you break new ground when there is so much pressure to do things the same way as everyone else? Using his years of experience and thought leadership in the business world, William C. Taylor, the co-founder and founding editor of *Fast Company* — one of the world’s most admired business magazines — offers radical ideas and practical advice to help you fix what’s wrong with your organization, launch new initiatives with the best chance to succeed and rethink the logic of leadership itself.

Practically Radical goes deep inside numerous for-profit companies and non-profit organizations to find out how they’ve made remarkable strides in tough circumstances. It is a handbook for successful transformation and a great tutorial for implementing your change agenda.

IN THIS SUMMARY, YOU WILL LEARN:

- How to see opportunities the competition doesn’t see.
- How the most successful organizations embrace one-of-a-kind ideas in a world filled with me-too thinking.
- How practices that are routine in one field can be revolutionary when they migrate to another field.
- How the middle of the road is the road to ruin.
- How to get the best contributions from the most people.



by William C. Taylor

CONTENTS

Part One: Transforming Your Company

Page 2

Where You Look Shapes What You See

Page 3

Part Two: Shaking Up Your Industry

Page 4

Different on Purpose: Motivation, Inspiration and the Heart of Innovation

Page 5

Part Three: Challenging Yourself

Page 6

Hidden Genius at Work — From Shared Minds to Helping Hands

Page 7

THE COMPLETE SUMMARY: PRACTICALLY RADICAL

by William C. Taylor

The author: William C. Taylor is an agenda-setting writer, speaker and entrepreneur. As the co-founder and founding editor of *Fast Company*, he launched a magazine that won countless awards, earned a passionate following among executives and entrepreneurs around the world and became a legendary business success. He is the co-author of *Mavericks at Work: Why the Most Original Minds in Business Win*; *Big Boys: Power and Position in American Business*; *No-Excuses Management*; and *Going Global*.

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Introduction: A Game Plan for Game Changers

Most executives worry more about sinking the boat than missing the boat, which is why so many organizations, even in flush times, are so cautious and conservative. However, the opportunity for executives and entrepreneurs is to recognize the power of *rocking the boat* — searching for big ideas and small wrinkles, inside and outside the organization, that help you make waves and change course.

That's the call to action: Don't use the long shadow of economic crisis and slow recovery as an excuse to downsize your dreams or stop taking chances. The challenge for leaders in every field is to emerge from turbulent times with closer connections to their customers, more energy and creativity from their people, and greater distance between them and their rivals.

More and more executives, deep down, are beginning to appreciate that caution and conservatism — doing more of the same, but with less confidence and conviction — is a formula for disaster, not a source of stability or shelter from the economic storm. For these aspiring game changers, *radical shifts* represent a direct challenge to convention and a break with the status quo. At the same time, most leaders are realists of the first order. They may get energized by new ideas, but they recognize the limitations within their companies, among their colleagues and even inside themselves to bring these new ideas to life. In that spirit, there are ready-to-go techniques — *practical steps* they can apply right away. ●

PART ONE: TRANSFORMING YOUR COMPANY

What You See Shapes How You Change — The Virtues of *Vuja Dé*

Let's be clear: We are living in the age of disruption. You can't do big things anymore if you are content with doing things a little better than everyone else or a little differently from how you've done them in the past. The most effective executives don't just rally their colleagues to outrace the competition or outpace prior results. They strive to *redefine the terms* of competition by embracing one-of-a-kind ideas in a world filled with me-too thinking. That's a defining challenge in times of great dislocation: What do you see that other organizations don't see?

Or, to put it differently, the best leaders demonstrate a capacity for *vuja dé*. We've all experienced *déjà vu* — looking at an unfamiliar situation and feeling like you've seen it before. *Vuja dé* is the flipside of that — looking at a familiar situation (an industry you've worked in for decades, products you've worked on for years) *as if you've never seen it before* and, with that fresh line of sight, developing a distinctive point of view on the future. If you believe that what you see shapes how you change, then the question for change-minded leaders becomes: How do you look at your organization and your field as if you are seeing them for the first time?

Vuja dé may be a strange term, but it's become a strangely popular term among some of the brightest



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Summary: PRACTICALLY RADICAL

thinkers on creativity. What matters here is how leaders apply the *vujá dé* mindset to the challenge of making big change in tough times. And that's where the unlikely twist comes in.

The virtue of *vujá dé* is that it reframes how organizations make sense of their situations and build for the future. But that's different from a wholesale disavowal of the past. Sometimes, the very act of rediscovering and reinterpreting the past creates the clarity and confidence necessary to craft a distinctive game plan for the future. ●

Where You Look Shapes What You See

“Every great advance in science,” wrote the philosopher John Dewey in *The Quest for Certainty*, “has issued from a new audacity of imagination.” That's true for leaders as well as scientists — and what better way to fuel your imagination than to look for inspiration beyond your field?

How Toyota Taught Virginia Mason to See

It's easier to see intractable problems with fresh eyes if lots of eyes are trained on those problems — and focused on solutions from new and unfamiliar fields. Game-changing strategies that evoke Dewey's “audacity of imagination” don't have to spring from the imaginations of a few senior leaders.

One audacious example of this phenomenon is the bottom-up transformation of Virginia Mason Medical Center, a 90-year-old hospital in Seattle, Wash., with 400 doctors and nearly 5,000 employees.

For years, despite a rich history, Virginia Mason struggled with deteriorating finances, inefficient processes and uneven quality — like so many other big, established hospital systems in the United States. Its CEO, Dr. Gary Kaplan, who took charge in February 2000, understood that merely trying to borrow ideas and techniques from the medical establishment might not have that great an impact on Virginia Mason's fortunes — best practices in the field, truth be told, weren't all that great.

As they searched for new sources of ideas, Kaplan and some colleagues got exposed to, and became fascinated with, the most advanced practitioners of Japanese-style quality management in general, and the Toyota Production System in particular — the blend of “just-in-time” assembly techniques (*kanban*), continuous improvement (*kaizen*) and frontline employees who fixed problems in real time (*jikoda*).

The legendary Eiji Toyoda had used the Toyota Production System to drive Japan's flagship company to

global prominence — and Kaplan came to believe that his organization could borrow methodologies from this rich tradition to fix its problems and advance the state of its practices.

So he and the hospital's top executives began an intensive program of learning about the theory and practice of Japanese quality management, and the entire leadership team took its first trip to Japan in June 2002 to see for itself how the ideas worked on the ground. Ever since, literally hundreds of Virginia Mason staff members have made similar trips, with Kaplan leading all of them, in which doctors, nurses and hospital staffers get exposed to the intricacies of how Toyota organizes work, tracks quality and solves problems.

Kaplan explains. “We stick a bunch of doctors on an assembly line. We use the methods and tools we've learned, we come up with suggestions and the Japanese put them into place! It's a very intense experience.”

Years of in-depth study of the Japanese quality movement have transformed Virginia Mason. Among its many achievements, the hospital eliminated millions of dollars of needless inventory, cut the time required to deliver lab results by 85 percent and reduced staff walking distances by 60 miles per day. One rapid-improvement team redesigned how nurses interact with patients and with each other — allowing nurses to spend 90 percent of their time at the bedside, as opposed to 35 percent before. ●

Radically Practical (I) — Five Truths of Corporate Transformation

If what you see shapes how you change, and where you look shapes what you see, then the hope is that seeing what these leaders have achieved will help you achieve your agenda for reform and renewal. Specifically, the hope is that it will allow you to reckon with the five truths of corporate transformation. Because the truth is, the work of making far-reaching change in long-established organizations is the hardest work there is.

1. Most organizations in most fields suffer from a kind of tunnel vision, which makes it hard to envision a more positive future.

That's why the first challenge of change is originality — for leaders to see their organization and its problems as if they've never seen them before and, with new eyes, develop a distinctive point of view on how to solve them. All too often, especially in long-established companies, long-held expertise gets in the way of groundbreaking innovation.

2. Most leaders see things the same way everyone else sees them because they look for ideas in the same places everyone else looks for them.

That's why the most effective leaders I know aren't big fans of "benchmarking" the competition — a commonplace exercise for inspiring change that often serves to reinforce the problem of tunnel vision. How enlightening is it, really, to learn from the "best in class" in your industry, especially if the best in class isn't all that great? So why not learn from innovators *outside* your industry as a way to shake things up and leapfrog your rivals? But looking for ideas in unfamiliar fields is not just about relocating what works from one industry to another. It is also (and more significantly) about reimagining what's possible in an industry.

3. In troubled organizations rich with tradition and success, history can be a curse — and a blessing. The challenge is to break from the past without disavowing it.

For even the most determined change agents, history and tradition can be unrivaled sources of strength — guides to enduring values, reservoirs of timeless expertise. Psychologist Jerome Bruner, in his collection of essays, *In Search of Mind*, has a pithy way to describe what happens when the best of the old informs the search for the new. The essence of creativity, he argues, is "figuring out how to use what you already know in order to go beyond what you already think."

4. The job of the change agent is not just to surface high-minded ideas. It is to summon a sense of urgency inside and outside the organization, and to turn that urgency into action.

There's a reason Harvard Business School's John Kotter titled one of his most recent books on change *A Sense of Urgency* — that's the big missing ingredient. "It occurred to me how often I was being asked, 'What is the single biggest error people make when they try to change?'" he wrote. "After reflection, I decided the answer was that they did not create a high enough sense of urgency among enough people to set the stage for making a challenging leap in some new direction."

5. In a business environment that never stops changing, change agents can never stop learning.

Sure, it is the job of leaders to be effective and engaging teachers — to rally their colleagues around a distinctive set of ideas and a well-designed strategy for bringing those ideas to life. But the best leaders I've met, regard-

less of their industry, experience or personal style, have also been insatiable *learners*. ●

PART TWO: SHAKING UP YOUR INDUSTRY

Are You the Most of Anything? Why Being Different Makes All the Difference

Ray Davis, president and CEO of Umpqua Holdings, based in Portland, Ore., took charge in 1994, when Umpqua was a pipsqueak of an outfit with six branches in and around the southern Oregon town of Roseburg, assets of \$140 million and, in his words, a "plain vanilla" strategy. Since then Umpqua has been one of the regional-banking industry's rising stars. It has 150 branches stretching from Napa Valley to Seattle, assets of \$8 billion and a unique strategy that positions Umpqua as a lifestyle brand rather than as just another local bank. Davis and his colleagues like to answer their phones with the greeting, "Welcome to the World's Greatest Bank, how can I help you?" and the training department is called "World's Greatest Bank University."

Davis explains his bank's approach to business, in boom times or dark times, this way: "In an industry like ours, which is so old, where people are used to doing things one way, with blinders on, this model is not just shifting the paradigm. It's crashing and burning and nuking the paradigm! That's how you stay relevant. And if you can't stay relevant, you're done. The banks that are failing have no value proposition — nothing — other than, 'We are a bank and we will offer you a higher rate.' We have a one-of-a-kind value proposition in our industry."

The lesson is as simple as it is subversive: It's not good enough to be "pretty good" at everything anymore. You have to be *the most of something*: the most elegant, the most colorful, the most responsive, the most focused.

For decades, organizations and their leaders were comfortable with strategies and practices that kept them in the middle of the road — that's where the customers were, that's what felt safe and secure. In the new world of business, with so much change, so much pressure, so many new ways to do just about everything, the middle of the road has become the road to nowhere.

As Jim Hightower, the colorful Texas populist, is fond of saying, "There's nothing in the middle of the road but yellow stripes and dead armadillos." To which we might add companies and their leaders struggling to

stand out from the crowd, even as they play by the same old rules in a crowded marketplace. ●

Different on Purpose — Motivation, Inspiration and the Heart of Innovation

In his inspiring and instructive book *Rules of Thumb*, *Fast Company* co-founder Alan Webber identifies two questions that demand the attention of leaders. The first is familiar: What keeps you up at night? What are the problems that nag at you? The second is less familiar, but even more important: What gets you up in the morning? What keeps you and your people more committed than ever, more engaged than ever, more excited than ever, particularly as the environment around you gets tougher and more demanding than ever? That's a question every organization needs to ask and answer if it hopes to prosper in an era of hypercompetition and nonstop dislocation.

Even the most disruptive and creative leaders recognize that long-term success is not just about thinking differently from other companies. It is also, and perhaps more important, about *caring more* than other companies — about customers, about colleagues, about how the organization conducts itself in a world with endless temptations to cut corners and compromise on values.

For leaders, the pressing question isn't just what separates you from the competition in the marketplace. It's what holds you together in the workplace.

Love Is More Powerful Than Hate

Of course, the best leaders have known this all along. There's a biography of Vince Lombardi by David Maraniss, a Pulitzer Prize-winning reporter at the *Washington Post*. After the Green Bay Packers captured their first-ever Super Bowl, Maraniss writes, Coach Lombardi, as tough an SOB as there ever was on the American sporting scene, found himself in high demand as a speaker to executive audiences who wanted him to translate his principles for victory on the gridiron to success in work and life. (His first business talk, Maraniss notes, was to a big American Management Association conference in New York City, and Lombardi "considered it a seminal moment in his emergence as a public figure known for more than winning football games.") In what became a recurring message to corporate America, Lombardi set out seven principles of competition and leadership, most of which you'd expect from the greatest football coach of all time. But his most

'Disruption Days' at TBWA Worldwide

The cutting-edge marketers at TBWA Worldwide, the celebrated Madison Avenue agency, have learned to look hard at what's come before as inspiration for disruptive ideas about what comes next.

As marketing specialists, TBWA personnel have designed memorable campaigns for some of the most glamorous brands of the last few decades, from Absolut to Adidas to Apple.

As creative strategists, TBWA marketers have invented a blueprint for organizational renewal that the agency calls "Disruption Days" — wide-open, freewheeling, yet highly structured examinations of the assumptions, practices and behaviors that stand in the way of progress for a brand, a company or an industry.

important principle was also the most surprising: Love is more powerful than hate.

"The love I'm speaking of is loyalty, which is the greatest of loves," Lombardi told his audience. "Teamwork, the love that one man has for another and that he respects the dignity of another. ... I am not speaking of detraction. You show me a man who belittles another and I will show you a man who is not a leader. ... Heart power is the strength of your company. Heart power is the strength of the Green Bay Packers. Heart power is the strength of America and hate power is the weakness of the world." ●

Radically Practical (II) — Five New Rules for Starting Something New

How do you control the future? By inventing it yourself. That is, by doing more with less, by reacting quickly to setbacks and surprises rather than agonizing over how to avoid them and by never losing sight of why you got started in the first place — the impact you aim to have in your field and in the world. So whether you aspire to shake up your industry with an independent startup or shake up your company with an internal venture, here are five new rules for starting something new.

1. **It's not good enough to be "pretty good" at everything. Blank-sheet-of-paper innovators figure out how to become the most of something.**

Summary: PRACTICALLY RADICAL

Most traditional thinking about strategy and competition emphasizes the intricacies of money, power and business models. But many start-from-scratch innovators have prospered based on the audacity of their *mental* models. Robert MacDonald, the one-of-a-kind insurance entrepreneur, says that starting something new is a matter of “reminiscing about the future.” Davis, the customer-obsessed CEO of Umpqua Bank, argues that the real work of leadership is to “find the revolution before it finds you” — that is, to be the driving force for transformation in your field, rather than a lagging indicator.

2. Just because you’re “the most of something” doesn’t mean you can’t do lots of different things. Being unique is not about being narrow.

Tony Hsieh, the high-profile CEO of Zappos.com, understands that his fast-growing company is revered among shoe lovers for the vast array of footwear it offers, and that it owes much of its success to its mastery of this one product category. But he is adamant that as a brand and as a culture, Zappos is not primarily about selling good shoes — it is about delivering great service, a most-of-something commitment that can take the organization into all sorts of related (and unrelated) categories without diluting what makes it distinctive. Already Zappos offers clothing, bags and other fashion accessories, plus housewares and skin care, and Hsieh is reluctant to rule out expanding into all sorts of new fields.

3. Long-term success is about more than thinking harder than the competition. It’s also about caring more than the competition.

The leaders at Magazine Luiza, the Brazilian retailer whose growth has confounded its mainstream rivals, make a direct connection between what they think and how they work. Among business professors and management consultants, Magazine Luiza’s unorthodox business strategy is the stuff of admiration and curiosity. But among rank-and-file Brazilians, the company’s larger-than-life workplace rituals and open-book culture generate as much attention and acclaim as its focus on low-income customers. Every Monday morning, for example, employees around the country assemble to sing songs, say a prayer, do exercises and celebrate birthdays and the arrival of new colleagues. Every Thursday, staffers watch an entertaining 45-minute broadcast (TV Luiza) in which executives discuss the latest wrinkles in tactics, high-performing employees share their best practices and everyone reviews the latest

ads and promotions. Meanwhile, the company shares detailed information on revenues, costs, margins and profits across the organization.

4. In a world of endless choice, companies must engage customers emotionally, not just satisfy them rationally. Remember, if your customers can live without you, eventually they will.

That’s the simple (and powerful) lesson behind Gallup’s research on the relationship between companies and their customers. The differences in behavior between customers who were “rationally satisfied” with products and services versus those who were “emotionally engaged” were striking — and had a striking impact on business performance. Overall, Gallup found that “fully engaged” customers “deliver a 23 percent premium over the average customer in terms of share of wallet, profitability, revenue and relationship growth.”

5. Starting something new doesn’t always mean starting a new company. You don’t need to be a blank-sheet-of-paper entrepreneur to embrace a blank-sheet-of-paper mindset.

Starting something new doesn’t have to mean starting from scratch. Some big, established organizations can become the “most of something” in their field — if they can find ways to challenge middle-of-the-road thinking and develop strongly felt opinions that respond to fast-changing markets, fast-moving technologies and fickle customers. ●

PART THREE: CHALLENGING YOURSELF

Leadership Without All the Answers — Ambition, Humbition and the Power of Hidden Genius

What’s humbition? Jane Harper is a 30-year veteran of IBM who devoted her career to transforming how this once-famously top-down organization, founded by the larger-than-life Thomas Watson, approaches innovation, collaboration and leadership. Humbition, Harper explains, is the blend of humility and ambition that drives the most successful businesspeople — an antidote to the hubris that infects (and undoes) so many executives and entrepreneurs. (She says the term was coined by researchers at Bell Labs who were looking to describe the personal attributes of the most effective scientists and engineers.) The smartest leaders, she argues, are smart enough to admit that they cannot take all the credit for their success. More likely than not, what they’ve

Summary: PRACTICALLY RADICAL

achieved is some combination of good fortune, great collegueship, and the random collision of smart people and bright ideas.

In a manifesto of sorts that urged up-and-coming IBMers to embrace a new leadership mindset, Harper and a group of her colleagues offered a compelling description of what it takes to succeed in a complex, fast-moving, hard-to-figure-out world. Their strongly worded advice to aspiring leaders inside IBM should be read as words of wisdom for leaders at every level of all kinds of organizations.

“Humbition is one part humility and one part ambition,” they wrote. “We notice that by far the lion’s share of world-changing luminaries are humble people. They focus on the work, not themselves. They seek success — they are ambitious — but they are humbled when it arrives. They know that much of that success was luck, timing and a thousand factors out of their personal control. They feel lucky, not all-powerful.

“Oddly, the ones operating under a delusion that they are all-powerful are the ones who have yet to reach their potential. ... [So] be ambitious. Be a leader. But do not belittle others in your pursuit of your ambitions. Raise them up instead. The bigger leader is the one washing the feet of the others.” ●

Hidden Genius at Work — From Shared Minds to Helping Hands

Are there examples of group genius at work that the rest of us can put to work in our organizations?

One colorful answer to this pragmatic question involves the leadership journey of John Fluevog. For nearly 40 years, this Canadian-born designer has been creating high-profile, high fashion (and pretty high-priced) shoes that he sells in his own high-end boutiques in Boston, Toronto, Montreal, New York, Los Angeles and several other cities across North America.

With tongue in cheek, Fluevog calls himself the company’s “sole proprietor” — and there’s no question that when it comes to footwear, few designers have his flair or his following.

Some of the world’s biggest stars wear his shoes, from musicians to supermodels to Hollywood celebrities. In *Truth or Dare*, the behind-the-scenes documentary of her “Blond Ambition” tour, Madonna flaunts her hot-pink Fluevogs (along with much else) before the cameras. Absolut Vodka devoted one of its iconic advertisements to a silver shoe designed by Fluevog, and his enthusiasts around the world describe themselves as “Fluevogers.”

In other words, when it comes to creating shoes that are off the beaten path and on the cultural radar, Fluevog is something of a genius.

The Sole of Collaboration — John Fluevog’s Genius By Design

In recent years, though, Fluevog hasn’t just been presenting ideas about shoes and style to customers; he has also been soliciting ideas from them — encouraging enthusiasts to submit their own sketches for leather boots, high-heeled dress shoes, even sneakers with flair. He posts the submissions on his company’s website, invites visitors to vote for their favorites, and then manufactures and sells the most promising designs.

“Customers want to express themselves, to be involved with the brand,” Fluevog explained in Boston, at his boutique on shopper-centric Newbury Street. “For so long, people would hand me a drawing of their personal design for a shoe or ask if I had considered an idea they liked. This program is a natural outgrowth of that desire for connection. People want to be involved with companies they care about. We want companies to hear us.”

Patricia Seybold, the influential technology analyst who chronicles the changing relationship between companies and their customers, has heard this message loud and clear. In a well-regarded book titled *Outside Innovation*, she offered a big-picture perspective on the sort of mindset flip that Fluevog’s invitation presents.

“There’s an underlying assumption that drives traditional innovation: ‘Our experts are smarter than our customers,’” Seybold writes. “While it is certainly true that your company probably has deep subject matter expertise in a certain domain — automobile design, financial derivatives structures, new drug discovery — it’s also true that your customers are subject matter experts in their own right. In particular, your customers know more about their context, their desired outcomes, their needs and their constraints than you can ever hope to learn.” What’s more, Seybold adds, what customers know and want will affect how they behave. “They will innovate — with or without your help — to create better ways to do things or to design products and services that meet their specific needs,” she argues. “If you want to harness the power of customers’ organic creativity, you need to support their creative processes with tools, with resources and with imagination.”

That’s precisely what Fluevog has done, and the results have been dramatic. Since he invited his customers to share their ideas with him, literally thousands of sketches have flowed into headquarters in Vancouver.

Summary: PRACTICALLY RADICAL

To date, nearly 300 have been good enough to get posted as finalists on the website, and the company has introduced 12 shoes based on customer designs. ●

Radically Practical (III) — Five Habits of Highly Humbitious Leaders

Yes, game-changing executives champion new ideas and disruptive points of view — they have a compelling vision for the future. But that doesn't mean they have to (or expect to) see the future by themselves. Instead, they understand how to solve problems and make things happen in a world where no one — not even them — can expect to have all the answers. What follows, then, is a set of attributes to encourage you to challenge your own ideas and assumptions about what it means to lead. Here are the five habits of highly humbitious executives:

1. Real business geniuses don't pretend to know everything.

Instead, they recognize that in an interconnected world bursting with small, well-trained, enthusiastic people, the most powerful ideas often come from the most unexpected places: the quiet genius that surrounds the organization, the hidden genius of customers, suppliers and other constituents who would be happy to share what they know if they were asked. That's the mindset of executives who figure out how to get killer results without killing themselves — and the difference between raw ambition and open-minded humbition.

2. The most creative leaders don't just tap the power of hidden genius to attract new ideas. They leverage the virtues of collective genius to evaluate the ideas they attract.

As creativity guru Keith Sawyer notes, “The real challenge to creativity isn't only quantity; many managers are fond of saying that ‘ideas are cheap.’ Just as important is that, eventually, someone has to pick the best ideas.”

Which is why humbitious leaders don't just encourage lots of different people to become part of the idea-generation process — they give them a voice in the *decision-making* process as well.

3. Not all new ideas are good ideas. So leaders who ask for lots of ideas have to get good at rejecting the bad ones without demoralizing the people who contributed them.

If you want to maintain a healthy flow of energy and ideas, you've got to keep information flowing about how and why certain ideas rise to the top.

‘Ignore the Real World’

In *Rework*, a concise book that describes their expansive worldview with respect to competition and innovation, the founders of 37signals, the self-declared “enemies of mediocrity,” urge their fellow entrepreneurs to “ignore the real world” as the first step to success. “The real world sounds like an awfully depressing place to live,” they argue. “It's a place where new ideas, unfamiliar approaches and foreign concepts *always* lose. The only things that win are what people already know and do, even if those things are flawed and inefficient.” Their company, the founders go on, has prospered because it “fails the real-world test” in so many ways — from devising ultra-simple products in a market ruled by complexity, to attracting millions of customers without salespeople or advertising. “The real world isn't a place, it's an excuse,” they conclude. “It's a justification for not trying.”

4. Leaders who are eager for outsiders to share ideas with them have to be eager to share their ideas with outsiders.

The most humbitious leaders and organizations also tend to be the best teachers, those most eager to *share* with others.

5. Humbition can be more than an individual style of leadership. It can be an organizational way of life.

The highest form of humbition is when executives rethink and reimagine the role of the organization itself, when they ask searching questions not just about how to charge up their supply of ideas, but about who's in charge in the first place. If you agree with creativity guru Keith Sawyer that “innovation can't be planned, it can't be predicted: It has to be allowed to emerge,” then you should also agree that the ultimate opportunity for leaders is to allow as many participants as possible to emerge as leaders. ●

RECOMMENDED READING LIST

If you liked *Practically Radical*, you'll also like:

1. ***Disciplined Dreaming* by Josh Linkner.** Linkner distills his years of experience into a 5-step process that will make creativity easy for you and your organization.
2. ***Flash Foresight* by Daniel Burrus with John David Mann.** Discover the seven radical flash foresight “triggers” that have transformed dozens of careers, fortunes and lives.
3. ***Eat People* by Andy Kessler.** Kessler offers 12 surprising and controversial rules for radical entrepreneurs.