

'Invaluable tips on how to change your mindset and see great innovation opportunities.'

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THINK LIKE AN INNOVATOR

76 inspiring business lessons
from the world's greatest
thinkers and innovators

PAUL SLOANE

PRAISE FOR *THINK LIKE AN INNOVATOR*

'A refreshing, engaging, insightful adventure into the hearts and minds of inspiring leaders that believes in all people's infinite creative potential and proves that with the right practice and encouragement everyone is capable of innovation.'

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'Inspiration is a crucial innovation ingredient, and Paul Sloane has gathered a great collection of innovation inspiration stories and examples for every innovation practitioner to leverage and learn from.'

Braden Kelley, bestselling author of *Charting Change and Stoking Your Innovation Bonfire*, and co-founder of InnovationExcellence.com

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'Fascinating and thought-provoking - Paul Sloane provides invaluable tips and insights on how to change your mindset and see great innovation opportunities.'

Professor Moira Clark, Director of the Henley Centre for Customer Management, Henley Business School

'To push our minds to innovate, you often need inspiration from others. This book brings this important dimension to us all.'

Kim Pedersen, Executive Vice President, GEODIS

'Sloane proves that powerful innovation is in all of us. This book is a road map for finding it.'

Bill Penn, Founder, Aspectus PR

'Have you ever wondered what David Bowie, Soichiro Honda, William Shakespeare, Thomas Edison, Steve Jobs, Dick Fosbury, Marie Curie and Elon Musk have in common? They are of course all innovators but have all approached innovation in a totally different way. Paul Sloane provides insights into how these people have used innovation to achieve amazing things in their respective fields. Perhaps you will be inspired to become more innovative too...'

Iain Bitran, Executive Director, ISPM - International Society for Professional Innovation Management

In 1990, the industrialist Rob McEwen took over an old and underperforming gold mine with a land area of 55,000 acres in Ontario, Canada. The Red Lake mine had various problems. Gold production was falling and costs were rising. McEwen was convinced that the mine could produce more gold but he did not know how. Then, in 1999, he went to a seminar on computing at MIT. He learnt about the open source operating system, Linux, in which the code is visible to all and anyone can make suggestions for improvements. This triggered a remarkable idea.

In 2000, he launched the Goldcorp Challenge. He published all the data on the mine online for geologists and engineers from anywhere in the world in a contest to see who could predict accurately where to mine for gold. He offered half a million Canadian dollars in prizes.

Mining experts, both within his company and outside, were appalled at the idea of exposing the mine's proprietary data to the world. The tradition in the mining industry is to be secretive about reserves and geological data. What's more, the information could have exposed the company to a hostile takeover bid.

More than 1,400 scientists, data analysts and geologists from 50 countries entered the contest and downloaded the mine's data. The creativity and accuracy of the best entries were remarkable. The winning entry was submitted by a collaboration of two Australian firms who used fractal graphics to develop a 3D picture of the mine.

McEwen was delighted, saying later, 'We drilled four of the winners' top five targets and have hit on all four.' He went on, 'From a remote site, the winners were able to analyse a database and generate targets without ever visiting the property.'

McEwen went on to transform Goldcorp from a collection of small companies into a mining giant. Its share price increased

at a 30 per cent compound annual growth rate. Its market capitalisation grew from \$50 million in 1993 to over \$20 billion in 2015, making it the largest gold producer in the world.

INSIGHTS FOR INNOVATORS

Take an idea from a completely different field and adapt it to yours. McEwen went to a computing conference and then had the insight to adapt the concept of open source software to a gold mine. He created one of the first and most successful internet-based crowdsourcing contests.

Think like an outsider. McEwen had an advantage over his conventional mining competitors. He was not a miner. He had worked for Merrill Lynch in the investment business. He was not constrained by traditional rules and thinking. If you cannot be an outsider, then force yourself to think like an outsider.

Throw down a challenge. If you have a tough challenge, try posing it as a problem on a crowdsourcing site, such as Innocentive, Nine Sigma or Top Coder. You can harness the creative brains of solvers from all around the world.

SIDNEY BERNSTEIN

(1899 – 1993)

UK media mogul

Until 1954, there was only one television channel in the UK. It was the publicly owned BBC. In that year, the Government auctioned licences for commercial TV stations. These would be regional operations that could offer advertising on TV for the first time. Various companies were interested in this opportunity and, naturally, they focused on the regions with the best demographics – it seemed natural that rich regions would generate more advertising revenue. Sidney Bernstein was the managing director of a cinema chain in the south of England. He wanted to bid for a region, but he decided not to bid for the richest region. Instead, he bid for the wettest region in the UK, the north-west of England. He was successful and he established Granada Television, based in Manchester, serving the north of England.

He surmised that, if it was sunny outside, people might be in their gardens or go for a walk. If it was pouring down with rain, they were more likely to stay inside and watch television.

Bernstein was born into a large Jewish immigrant family who lived just outside London. His father was Swedish and his mother was Russian. Bernstein left school at 15 to work in his father's cinema theatre business. At the age of 22, he took over the business, which had just four theatres. He was always adventurous and innovative. In 1930, he opened a super-cinema, seating over 1,000 people. Bernstein employed a Russian theatre designer to create opulent interiors for his cinemas with Gothic, Renaissance and Moorish influences. He was a pioneer in undertaking market research into the tastes and habits of cinema audiences. He launched Saturday morning shows for children.

Although a wealthy businessman, Bernstein was an active left-wing politician and anti-fascist. He served six years as a Labour local government councillor. During the Second World War, he was an adviser to the Ministry of Information and produced anti-Nazi films that influenced pro-British sentiment in

the USA. Subsequently, he brought his friend Alfred Hitchcock back from Hollywood and produced some of his films in the UK.

Granada Television established a strong reputation for innovative high-quality drama and documentary shows. In 1957, Granada produced the top 10 programmes by ratings in its region. In 1962, it was the first television outlet to screen the Beatles on British television. Over the next 20 years, the company successfully diversified into television rental, publishing, bingo, bowling alleys and motorway service areas.

Sidney Bernstein retired from Granada in 1979 and died in 1993.

INSIGHTS FOR INNOVATORS

When everyone else is facing in one direction, deliberately look in another direction. The other companies bidding for franchises were asking, 'Which is the wealthiest region?' Bernstein asked, 'Which is the wettest region?' This is just like David Bowie's song 'Changes', in which he sings about turning and facing the strange. This is what Bernstein did.

Popular does not have to mean low-quality. Granada Television pioneered some legendary new TV series, including *Coronation Street*, *World in Action* and *What the Papers Say*. Bernstein took a strong personal interest in each of the shows and insisted on high standards of content and production quality. Commentators of the day feared that commercial television stations would pander to the lowest tastes and cheapest shows, but Bernstein confounded them.

SIR CHARLES DUNSTONE

(BORN 1964)

Cell phone entrepreneur