



The Innovator's Method: Bringing the Lean Start-up into Your Organization

Nathan Furr , Jeff Dyer

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Have you ever come up with an idea for a new product or service but didn't take any action because you thought it would be too risky? Or at work, have you had what you thought could be a big idea for your company—perhaps changing the way you develop or distribute a product, provide customer service, or hire and train your employees? If you have, but you haven't known how to take the next step, you need to understand what the authors call *the innovator's method*—a set of tools emerging from lean start-up, design thinking, and agile software development that are revolutionizing how new ideas are created, refined, and brought to market.

To date these tools have helped entrepreneurs, designers, and software developers manage uncertainty—through cheap and rapid experiments that systematically lower failure rates and risk. But many managers and leaders struggle to apply these powerful tools within their organizations, as they often run counter to traditional managerial thinking and practice.

Authors Nathan Furr and Jeff Dyer wrote this book to address that very problem. Following the breakout success of *The Innovator's DNA*—which Dyer wrote with Hal Gregersen and bestselling author Clay Christensen to provide a framework for generating ideas—this book shows how to make those ideas actually happen, to commercialize them for success.

Based on their research inside corporations and successful start-ups, Furr and Dyer developed the innovator's method, an end-to-end process for creating, refining, and bringing ideas to market. They show when and how to apply the tools of their method, how to adapt them to your business, and how to answer commonly asked questions about the method itself, including: How do we know if this idea is worth pursuing? Have we found the right solution? What is the best business model for this new offering? This book focuses on the “how”—how to test, how to validate, and how to commercialize ideas with the lean, design, and agile techniques successful start-ups use.

Whether you're launching a start-up, leading an established one, or simply working to get a new product off the ground in an existing company, this book is for you.

The Innovator's Method: Bringing the Lean Start-up into Your Organization Details

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Ilyes Hachani says

The content is very good. I gave it a 4 because of the redundancy in the chapters. The book could have been 50pages shorter while retaining the same information. It feels like they added the content to hit a length milestone not to add more value. Other than that this is a good read. I really recommend.

Cyrus8000 says

Too basic, too much copy paste. Read instead business model canvas

Oleksandr Golovatyi says

The most important of the book.

Brief review of the innovator's method:

Insight -> Problem -> Solution -> Business Model -> Scaling.

In general, the book will be interesting for managers of all levels, managers and entrepreneurs. Traditional management works well only in conditions of certainty. The book describes the methods and techniques, as well as many examples of how to solve uncertain problems creatively. In a word experiment with the mind and set yourself high goals.

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Nick says

I guess it's the state of the genre, but what could've been explained in an essay was instead bloated to hundreds of filler pages, reprisal after reprisal of the same topic. I'll save you the read: come up with an insight, understand the customer's problem, quickly develop "an awesome solution" to that problem, and create a business model, and finally generate revenue and scale your idea. Revolutionary stuff.

Shannon says

One of the best business books I have ever read. This book has actionable tips for being lean, mean and nimble in your small startup or large organization. From the value of a MVP to how to gather customer insight, this is an indispensable guide.

Deborah Weiss says

Good read. Finished it early this year and can't really remember how well I liked it. I'll probably re-read it at some point. All I remember is that I'd recommend it for those interested in start-ups, entrepreneurship and innovation in your organizations.

Brendan says

This book maps the process of innovation from beginning to end, connecting the ideas from multiple authors and methodologies. Personally I would recommend reading this book after you have read the following:

- The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business
 - The Innovator's Solution: Creating and Sustaining Successful Growth
 - The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators
 - The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm
 - The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses
 - Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers
-

Tiago says

This is a very interesting book that tries to convey in a unified way the lessons of the 'Lean Startup', 'Design Thinking' movements. As with some business books it tends to be a bit verbose and repetitive (therefore the 3-star rating instead of a 4-star).

The Innovator's Method can be summarized in the following steps:

- Come up with an insight.
- Understand your customer problem and needs: customer pain points.
- Prototype as quick as possible: virtual prototypes, minimum viable prototype.
- Develop an minimal awesome product.
- Create a business model.
- Scale: here is where the growing pains appear. Entrepreneurial management needs to blend with traditional management. Replacing T-shaped people for I-shaped ones.

The book uses companies like Intuit, Rent the Runway, Banco Davivienda, and Godrej, among others, as case studies.

I would have replaced some of the repetitive parts for an appendix that summarized - not textually, but as bullet points or graphically - how each of the companies depicted in the book successfully (or unsuccessfully) applied each Innovator's Method steps. A one-page per company summary would have been of great help for the readers since the different steps taken by the companies are scattered along the book chapters.

Waterxpolo says

Although intended to be broad in appeal, I think the most appropriate targets for this book are actually 1) large companies struggling to innovate and diversify and 2) a more mature startup that has discovered product-market fit and needs to focus, then scale and establish processes for effective, ongoing innovation and product development. Nothing was particularly earth shattering for me, but it did reinforce things I already knew and gave me new vocabulary for persuading others. This book does not provide good or complete guidance for how to successfully create a startup or a new product, and know when you have product-market fit. It provides one case study on Rent the Runway, but early stage innovation is not the focal point in my opinion.

Sergei says

A great introductory reading on the world of organisational development under extreme uncertainty. I would suggest this one for the newcomers, then zeroing in on the particular subjects of innovation via the books and materials the author refers to, such as: customer development, lean, discovery-driven development, agile, analytics, and many many more.

I would call this "the gateway innovators-to-be drug".

Ahmed Korayem says

The "method" is actually based on many different concepts and techniques described in more details in other books. This book is a good collective summary of methodological tactics to deal with uncertainties when developing and introducing new innovations. The key message is that high uncertainty requires a new management skills set: one has to go through a series of well thought experiments to validate assumptions at different stages of innovation development (getting the insight - identifying the problem - providing the solution - building the business model - scaling). As stated in the book : "innovators innovate, customers validate".

One concern is that most of examples illustrated are for innovations based on software where tests and experimentations can be done much faster than other industries. It would have been more insightful if examples were brought from different industries to prove to validity of the method in different environments.

Jose Papo says

This book is a fantastic addition to any Lean Startup library. What I like about the book is that it brings concrete and clear guidelines to execute innovation inside your organization. Also it blends Design Thinking,

Jobs to be Done, Business Model generation and Lean startup tips and tricks. It's really an end to end process for creating, refining and bringing great ideas to market.

The book uses the most important literature about Innovation, Jobs to be done, Design Thinking and Lean Startup. It is also based on lots of personal interviews with entrepreneurs and teams executing innovative projects inside organizations. Intuit and Unilever are both examples of orgs used as examples. Great read and very practical guide!

Natalie says

Read to page 150 and then skimmed the rest. Some good ideas but dry and hard to read.

Scott says

At it's core, The Innovator's Method is about navigating the uncertainty that surrounds innovative ideas. As one who has the entrepreneurial itch, I learned a great deal from this book. Of the many take-aways outlined in the book, I found the principle of the Minimum Awesome Product (MAP) to be most helpful. Furr and Dyer explain that the MAP principle is a way of quickly prototyping an idea by finding the answers to three questions: How wow'ed are people when they understand the product? how likely are these people to promote the product to their network? and, lastly, how likely are they to pay for the product?

The Innovator's Method applies to most everyone in business. Why? Because you've had ideas. Whether you're working in a small start-up or a large established firm, you've had ideas about how to improve a process, policy, product, or system. While pondering on this idea, you've likely wondered how to successfully launch the idea. The Innovator's Method helps to solve this uncertainty dilemma by outlining a clear set of skills that help avoid the sticky quicksand of uncertainty and act quickly. The methodology is uniquely comprehensive, covering the full spectrum of principles from design thinking, lean start-up, rapid prototyping, agile software, and the traditional business modeling.

For entrepreneurs and management leaders alike, read this book. You won't regret it.

Sven Kirsimäe says

Well reasoned book how changes can be implemented in an uncertain business environments and why they might matter in the first place.

If you're an active member in a startup scene then most of the concepts are known to you but are nicely described in a logical manner with examples to remind them once more.

Or, if you want to turn around your stagnated company, you might get some good hints from this book.

For sure, now I'm more equipped to reason ever-happening changes in the business world of mine.
