

## CHAPTER EIGHTEEN

### Final Thoughts

**WE HAVE COVERED** a lot of ground. We've drawn from big thinkers, taken lessons from some of the greatest minds of our time, from Darwin and Gandhi to Einstein and Galileo. We've looked at the brilliant ideas of Coco Chanel and Elon Musk.

We've read about groundbreaking thinking, visionary ideas, and have reflected on some of the greatest innovations from our past.

It has become clear that all of the world's greatest thought leaders have embodied qualities that forced people, businesses, companies, and societies to deviate from the norm for the greater good. I firmly believe that all of the world's greatest leaders have embodied elements of intrapreneurial thinking. They have challenged conventional thinking in their relentless pursuit of solving problems to drive meaningful change.

In the first part of this book, we looked at how we must rethink the rules, shifting away from accepted norms to new guiding principles that allow all employees, even the rebels and rogues, to do their best work. I shared my thoughts on consensus and majority rule. I noted how conflict is not negative — in fact, as we learned from visionary business leader John Ruffolo, dissent is what he looks for around the meeting room table.

We talked about the fact that humans must always be questioning things and asking why. We examined why you want curious people on your payroll — because curiosity is what drives innovation. And, of course, we

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also discussed the problem with basing decisions on assumptions, by digging more into the concept of first principles thinking.

Following this, we reviewed the seven principles that I believe companies must use to guide innovation:

- relevance
- creativity
- speed
- clarity
- accountability
- experimentation
- execution

Finally, I introduced my model: a simple, pragmatic way in which companies can solve problems, by bringing in elements of creative thinking, agility, speed, and all of the elements I've spoken about in this book. The model has presented you with a very simple way to apply methodology that will help drive the outcomes that you desire.

Now that we have reached the end of this book, we can all conclude that this is a universal truth — if you want to break through, in terms of innovation, you must deviate.

Somewhere along the way, humans and businesses seem to have lost that sense of adventure, falling into a state of complacency.

That complacency has driven companies to a place of struggle and contention. We saw that through the examples provided throughout this book.

We can all agree that innovation is something that every company, regardless of industry, struggles with.

I hope by reading *The Greenhouse Approach* you will agree not only that innovation is not the enemy, but also that innovation is not *that* difficult to achieve. What we need is new tools. When we have the right mindset, the right approaches, the right people, and the right disposition in place, the sky is the limit.

Remember, we humans tend to overcomplicate things. We come equipped with lots of baggage. The greenhouse approach is learning how to scale it back — to lighten the load — so that we don't have to work so hard at everything. Fact is, there are still only twenty-four hours to a day. The

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greenhouse is not about doing more, it's about doing it all better. The idea is to free up creative innovative-driven time by eliminating the time and resources wasted on routinized and counterproductive tasks.

Thinking back to Chapter Five, first principles thinking is not a new concept. The idea is that we have to get back to fundamental truths of ideas and ideologies. If you use this mindset, it will help you uncover things. The greenhouse approach model is about reflecting on the past and seeing what worked and what didn't, really uncovering fundamentals that will help drive you forward.

I think that companies have become confused. And in the words of Steve Forbes, "companies have lost their way." It's now all about going back to basics, going back to your core, back to what you know, and working from there.

We've tried to be everything to everyone, but sometimes the best innovations are those that are right in front of us. It's about finding different and unique ways of value creation. Remaining relevant with what's happening in the market and what's happening with your customers and your employees is what's going to help you stay ahead of the curve and maintain your sustainability.

### **IF YOU TAKE NOTHING ELSE FROM THIS BOOK, LET IT BE THIS**

Companies cannot rely on traditional organizational structures and traditional ways of doing business. They need to change in order to survive in the new world of work and in the new economy — full stop. Building a culture, a mindset, and an organization that fosters intrapreneurial thinking is the best way of doing so.

Innovation cannot be an afterthought. In order for companies to thrive, collective effort is needed. As we learned from the theories of adaptation and Darwinism, we must evolve. We want to build environments where people can come to do their best work. To do that, to channel the creativity and talents of your employees to problem solve and help your company succeed, you need to move beyond talk to creating a corporate culture that supports unconventional thinking. Let the creators — the rebels, the connectors, the trendspotters, the mavericks, the researchers — create. Give them the time and resources to imagine solutions to the

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problems your company needs to solve, and give them the resources and the accountability for accomplishing the programs they devise. My model identifies a very simple way of doing this.

In today's world, it can be very noisy. Information flows in from everywhere. Companies tend to waste time and company resources overanalyzing problems. They overcomplicate things. To solve problems, companies need to move away from this approach; they need to task small, creative teams to find the very basic questions that reveal the basic problems that need to be solved. Once that is done, the team — made up of intrapreneurs — can use their creativity to devise impactful innovations and meaningful solutions. Asking the right questions is the first step along the path that will lead to the desired goal.

Be curious, be open. Read, observe more. Listen. Reflect. Try something new. Be open to re-imagining conventional norms and ideas. Your actions will be illuminating.