

**Having the courage to be  
as different as we are.**

# On really being different:

Yves Béhar's ability to anticipate—and incarnate—consumer lust routinely brings executives to his door, saying, "**We want to be the Apple of our industry.**"

And Béhar has an impertinent question for them, too: "**Do you have the guts?**"

*(Fast Company, October 2007)*

# On really being different:

Marty Neumeier:

"How do you know when an idea is innovative?"

**"When it scares the hell out of everybody."**

*(Brand Gap)*

# On really being different:

We aren't all that in love with **old ideas**.

And we don't really hate **new ideas**.

It's that space **in-between** old and new that gives us hives.

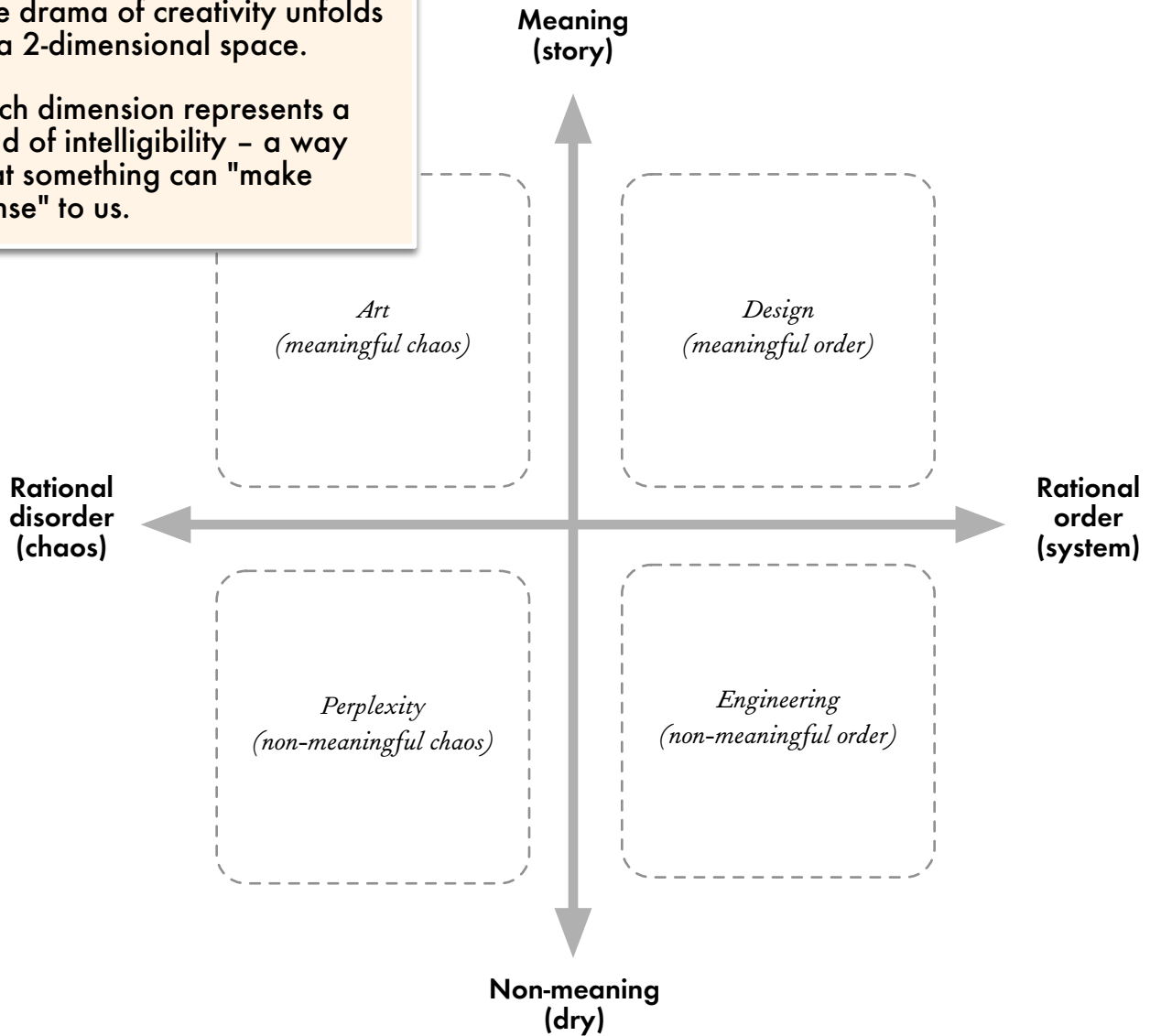
To create means to inhabit that in-between space.

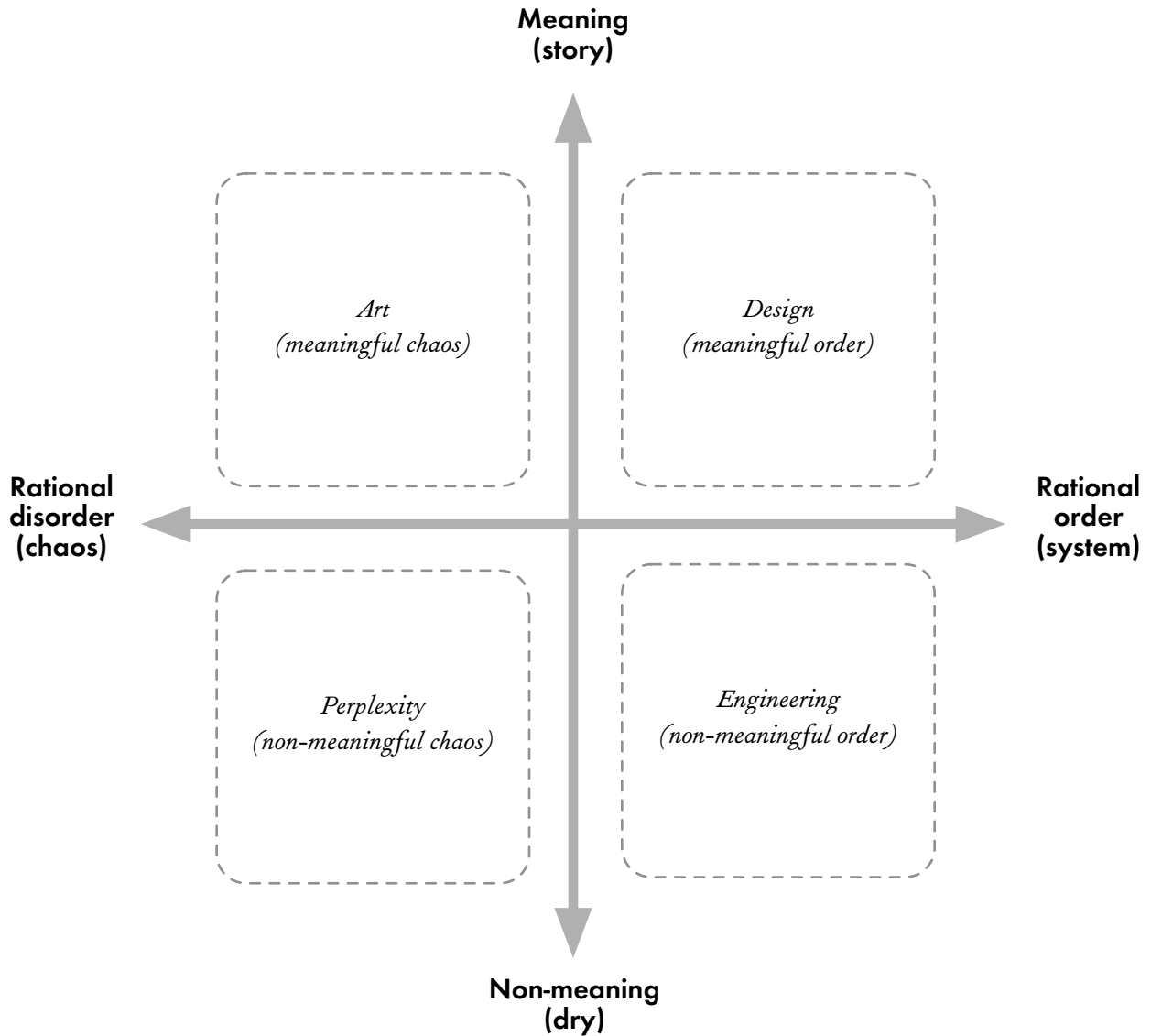
It requires courage, faith and a degree of pain-tolerance.

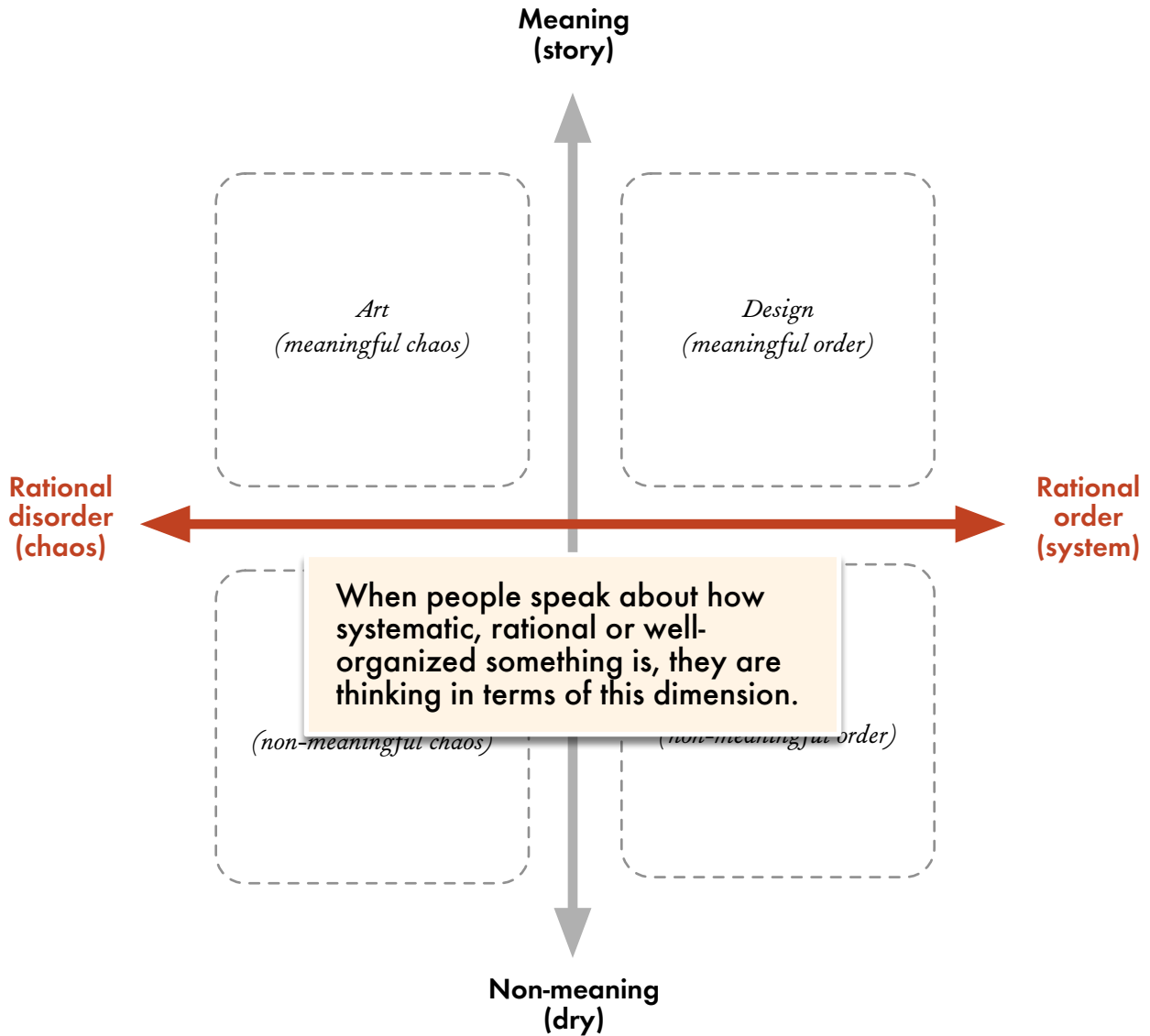
What follows is a description of the creative process as I experience and know it.

The drama of creativity unfolds in a 2-dimensional space.

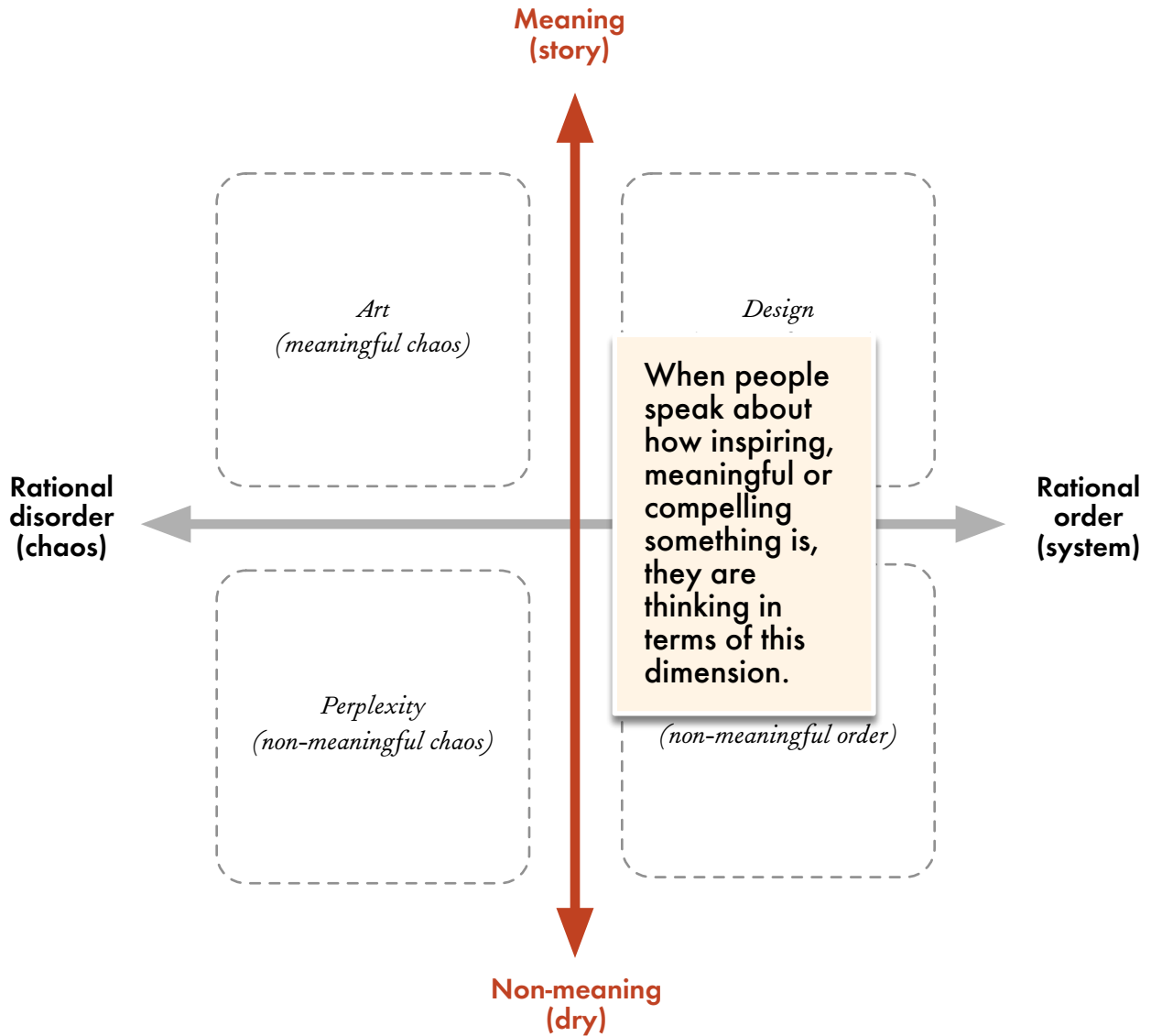
Each dimension represents a kind of intelligibility – a way that something can "make sense" to us.

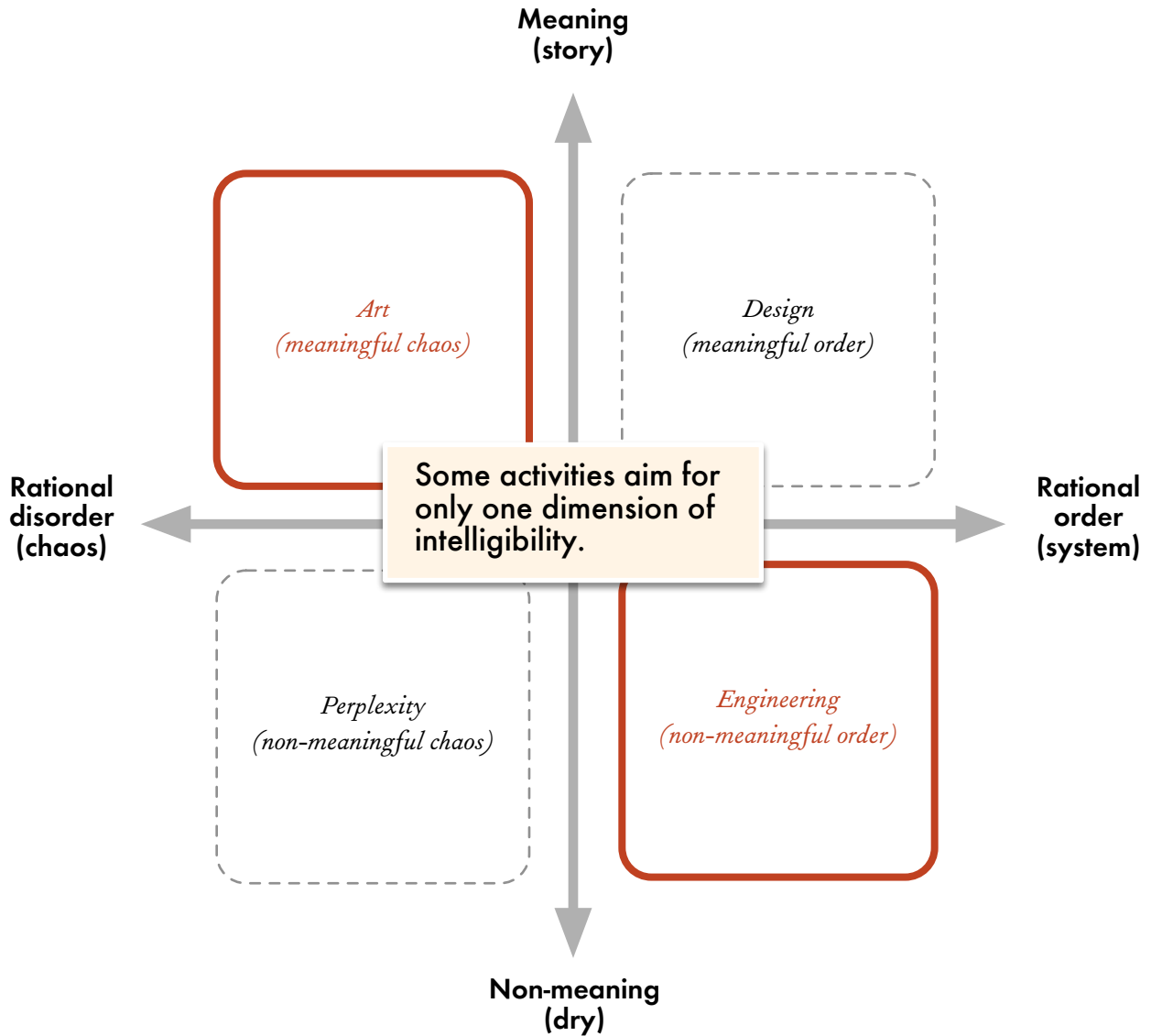


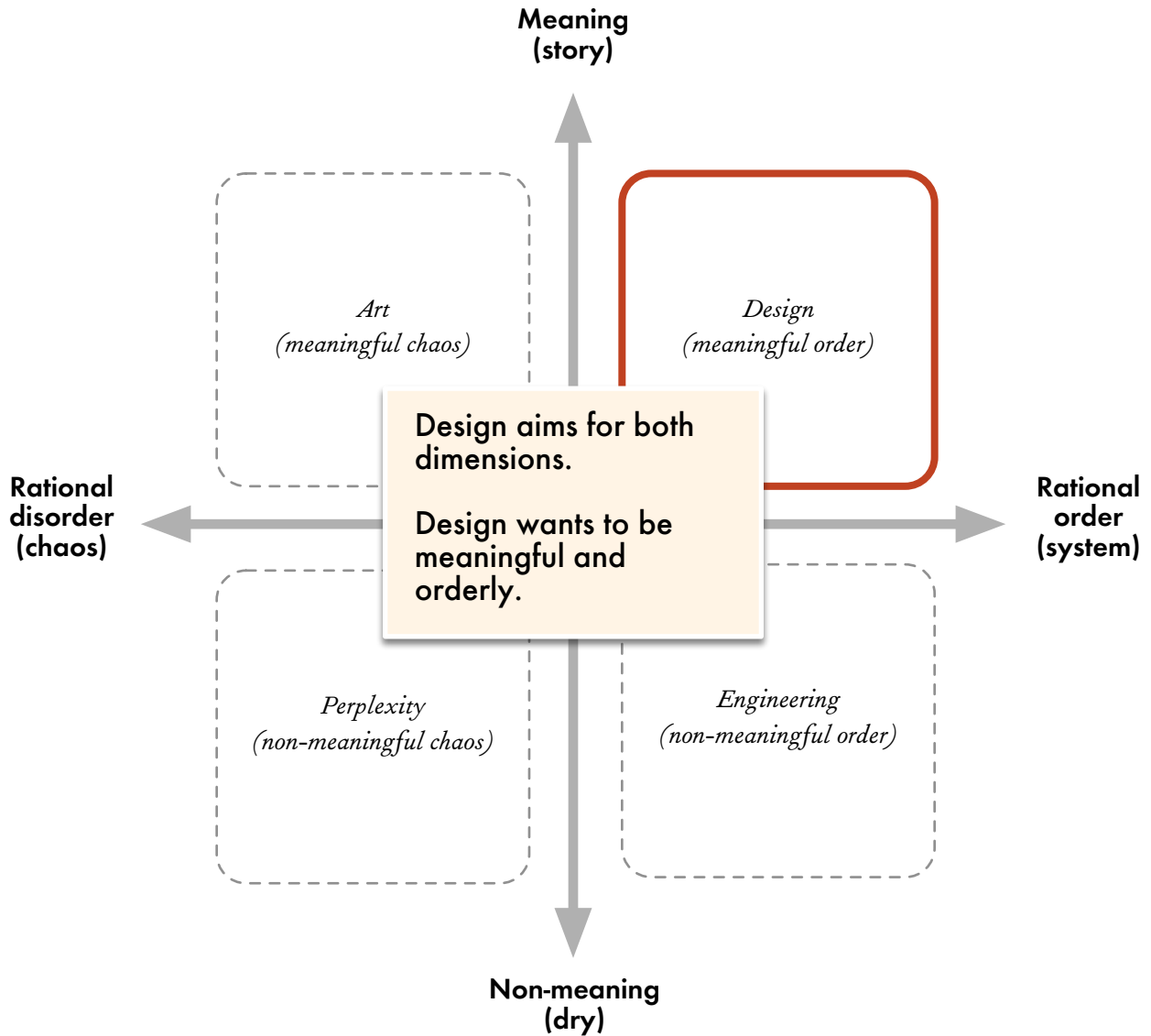


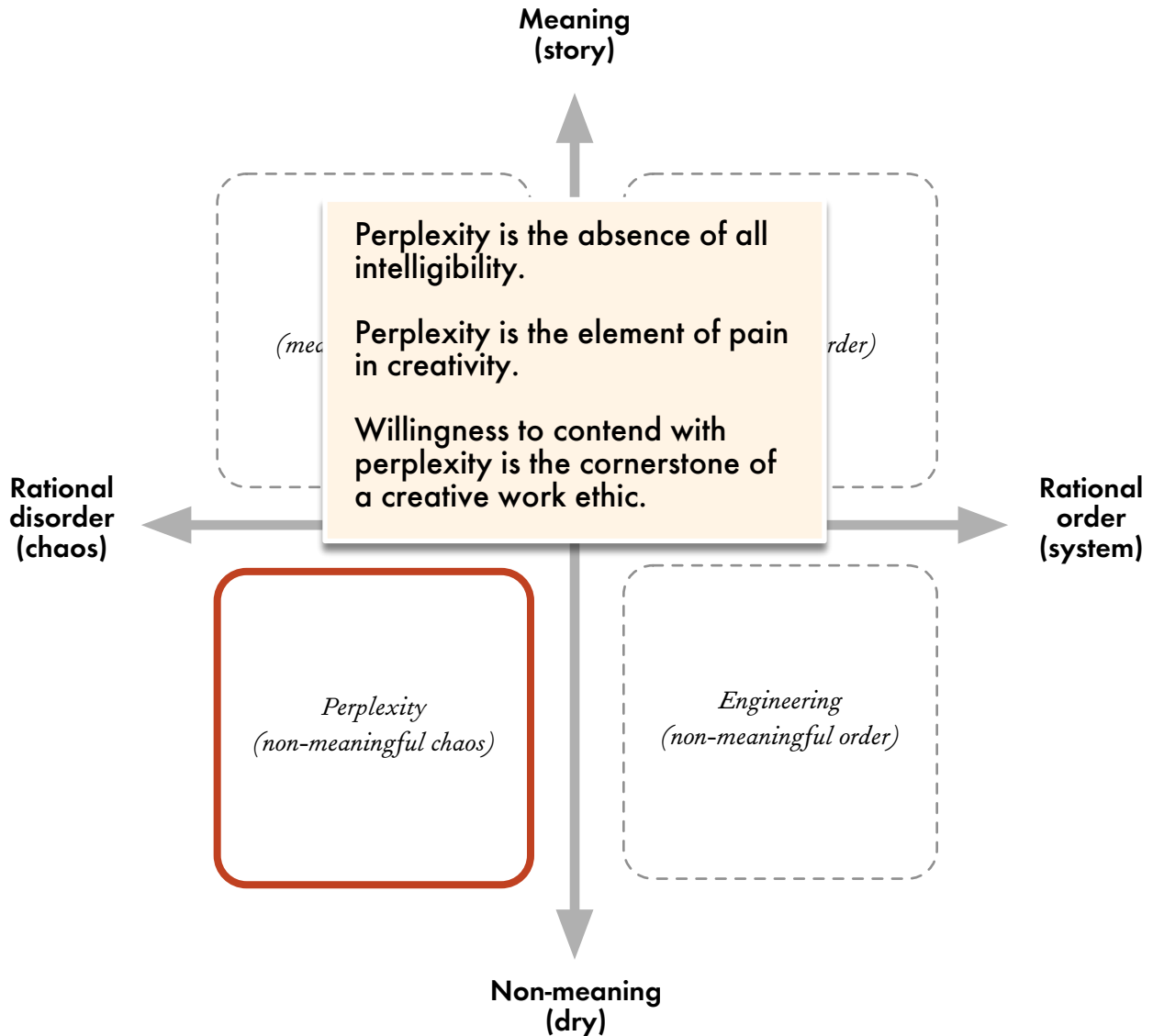


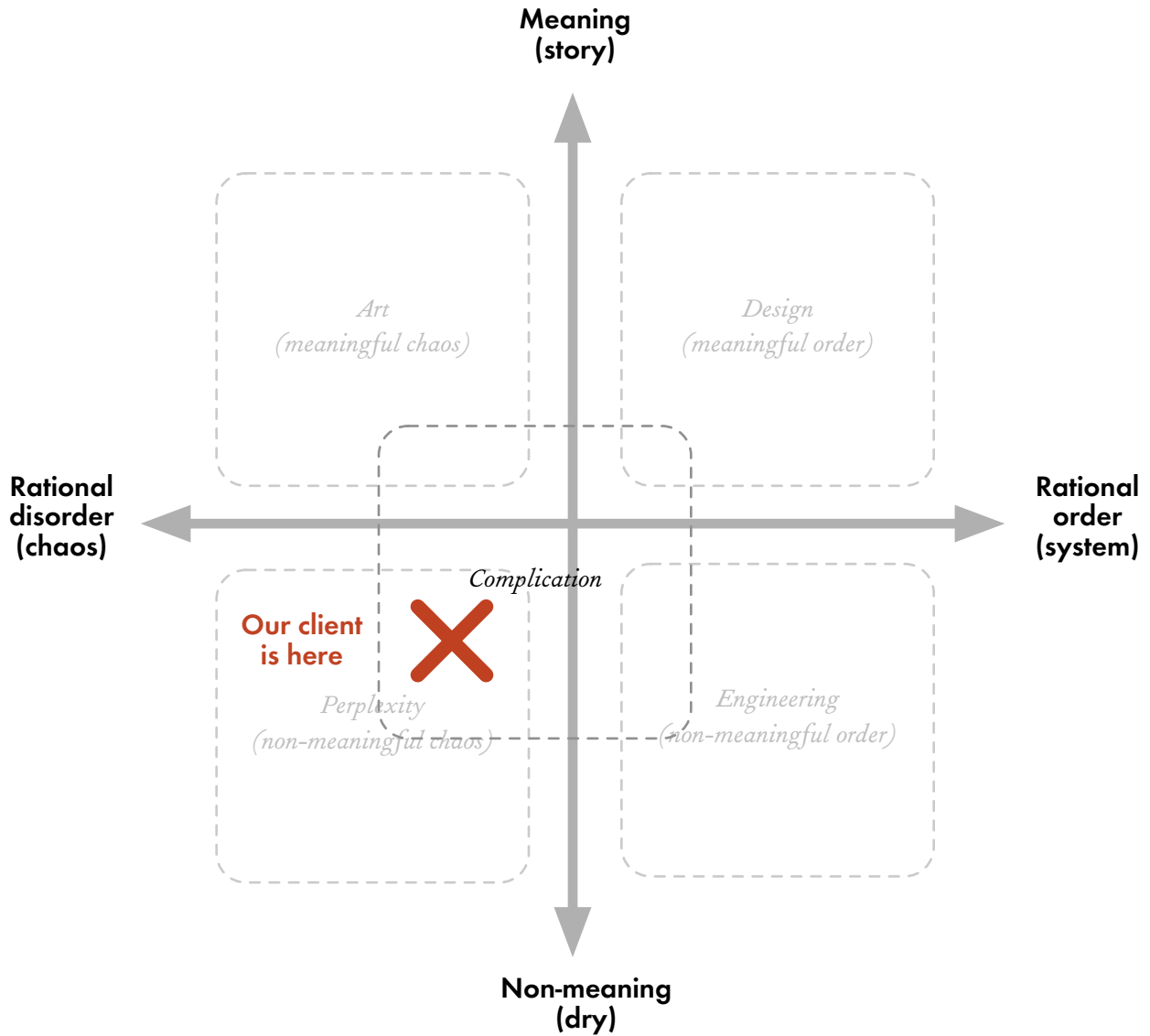


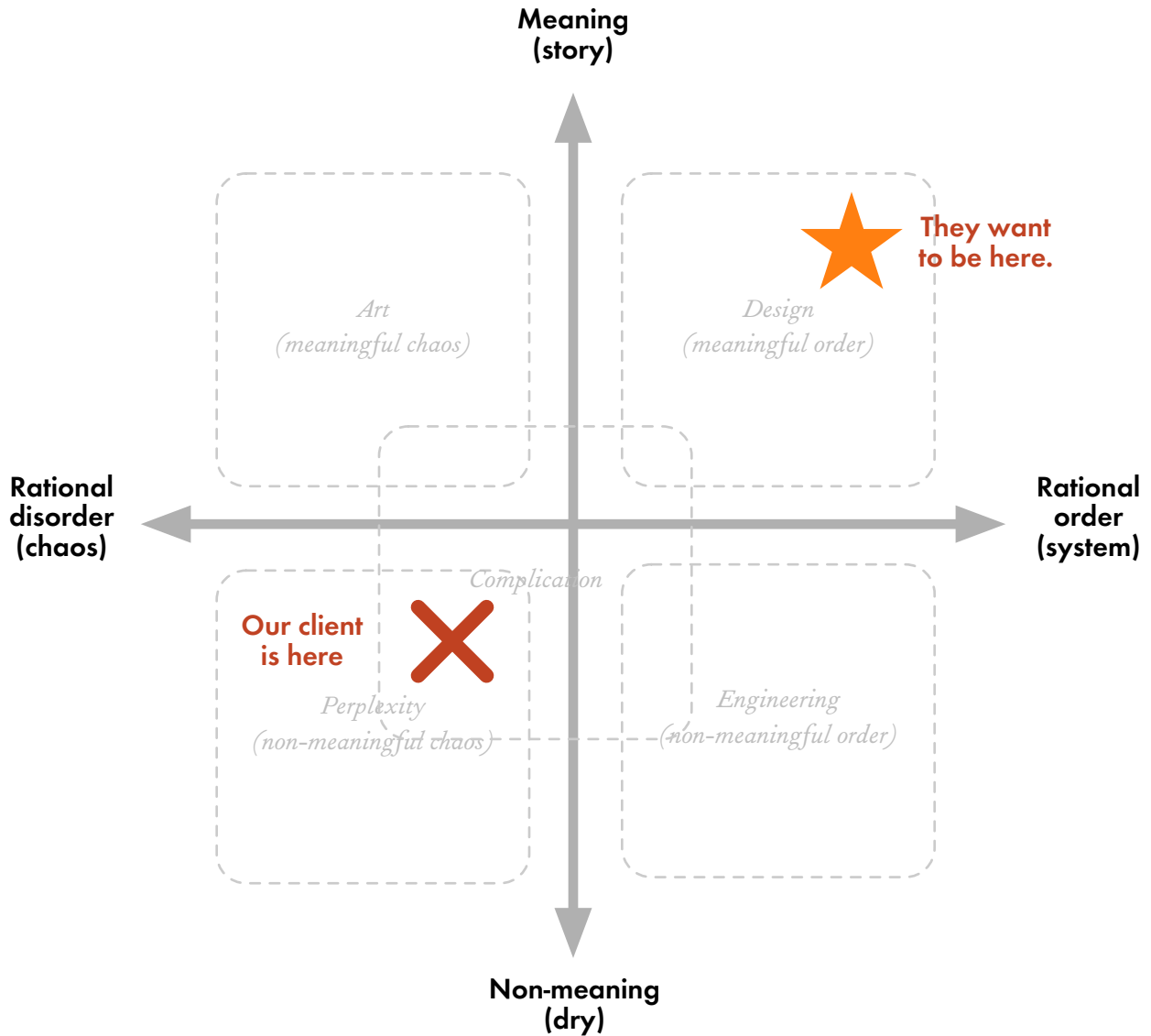


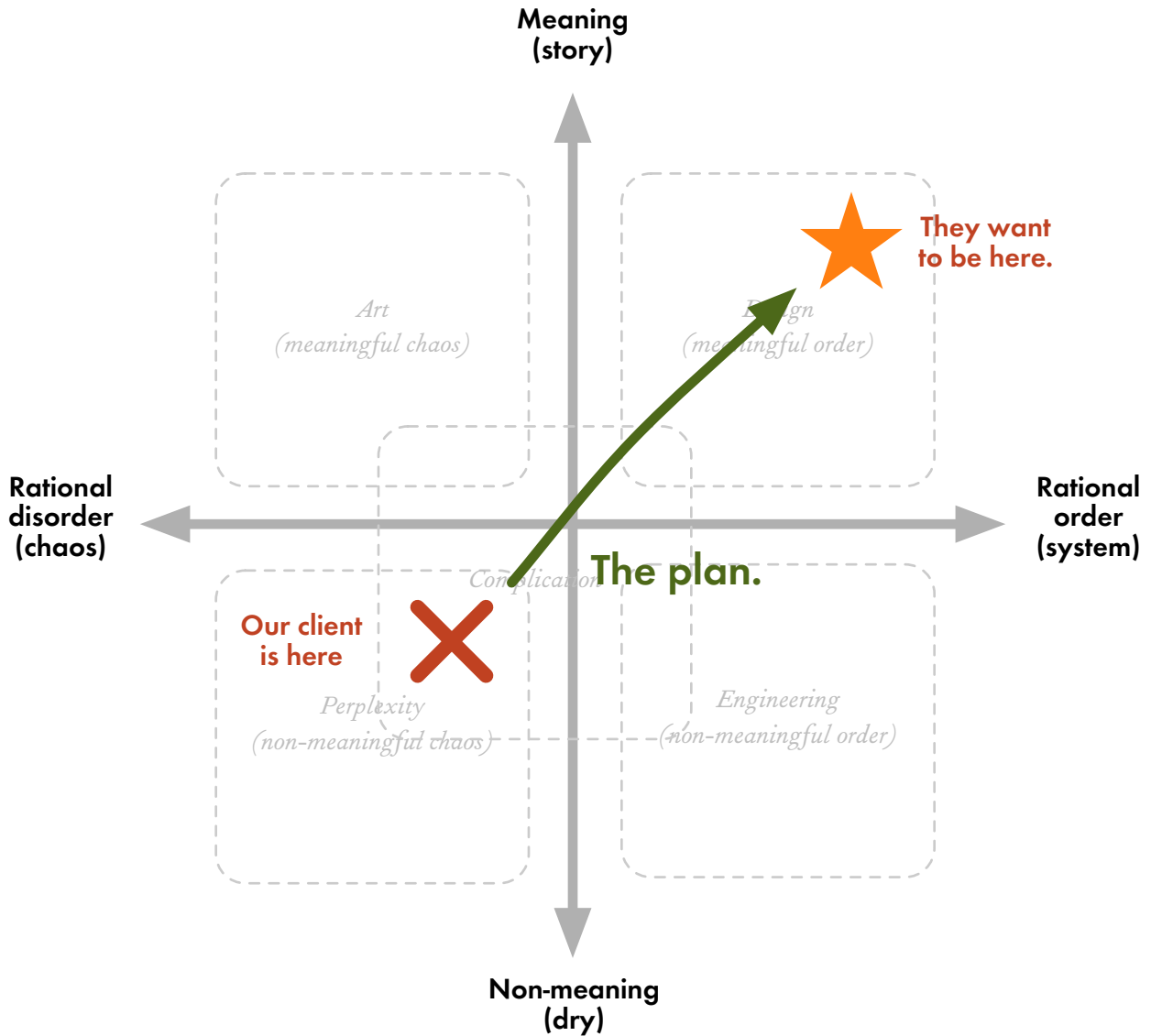


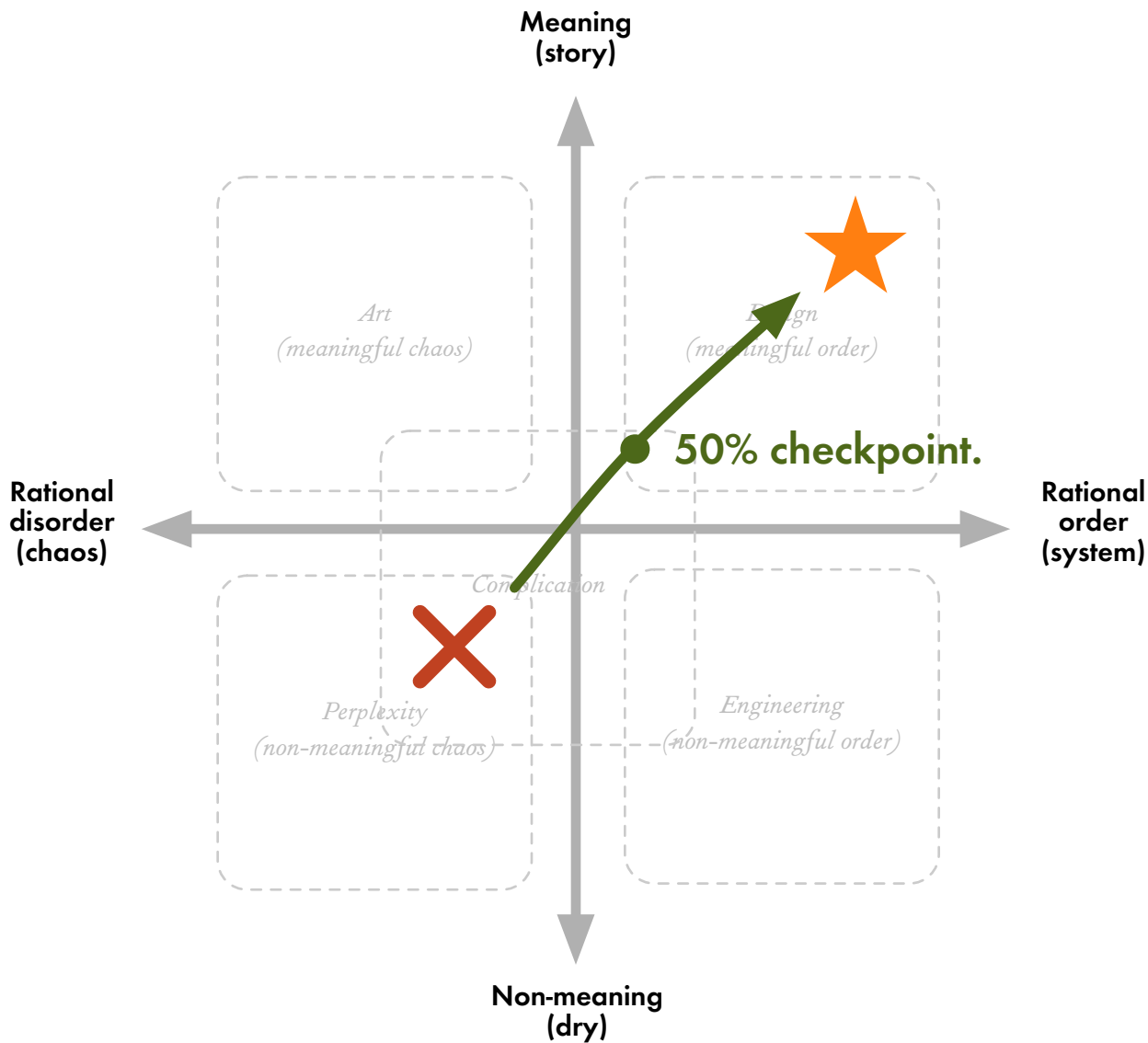




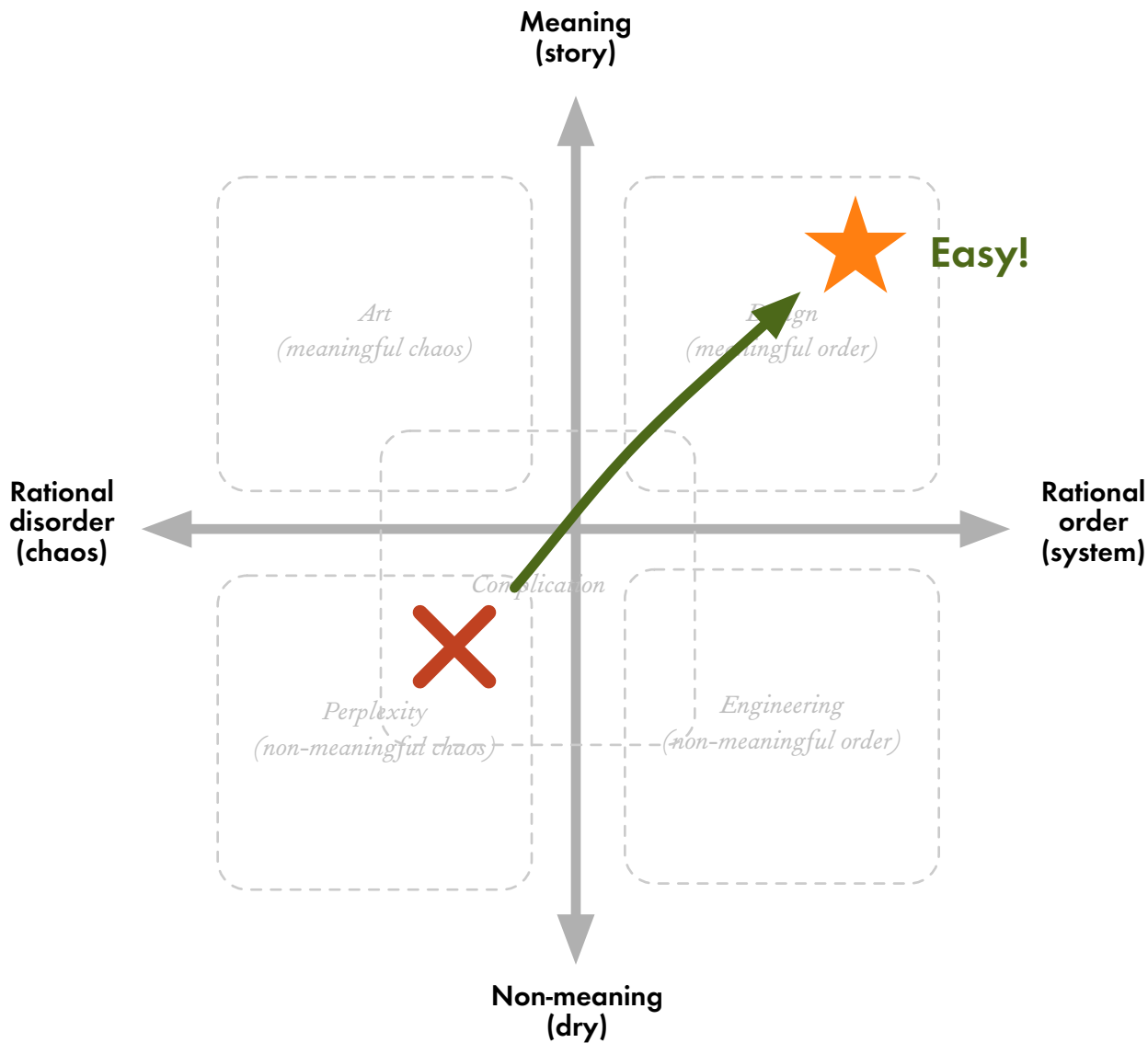


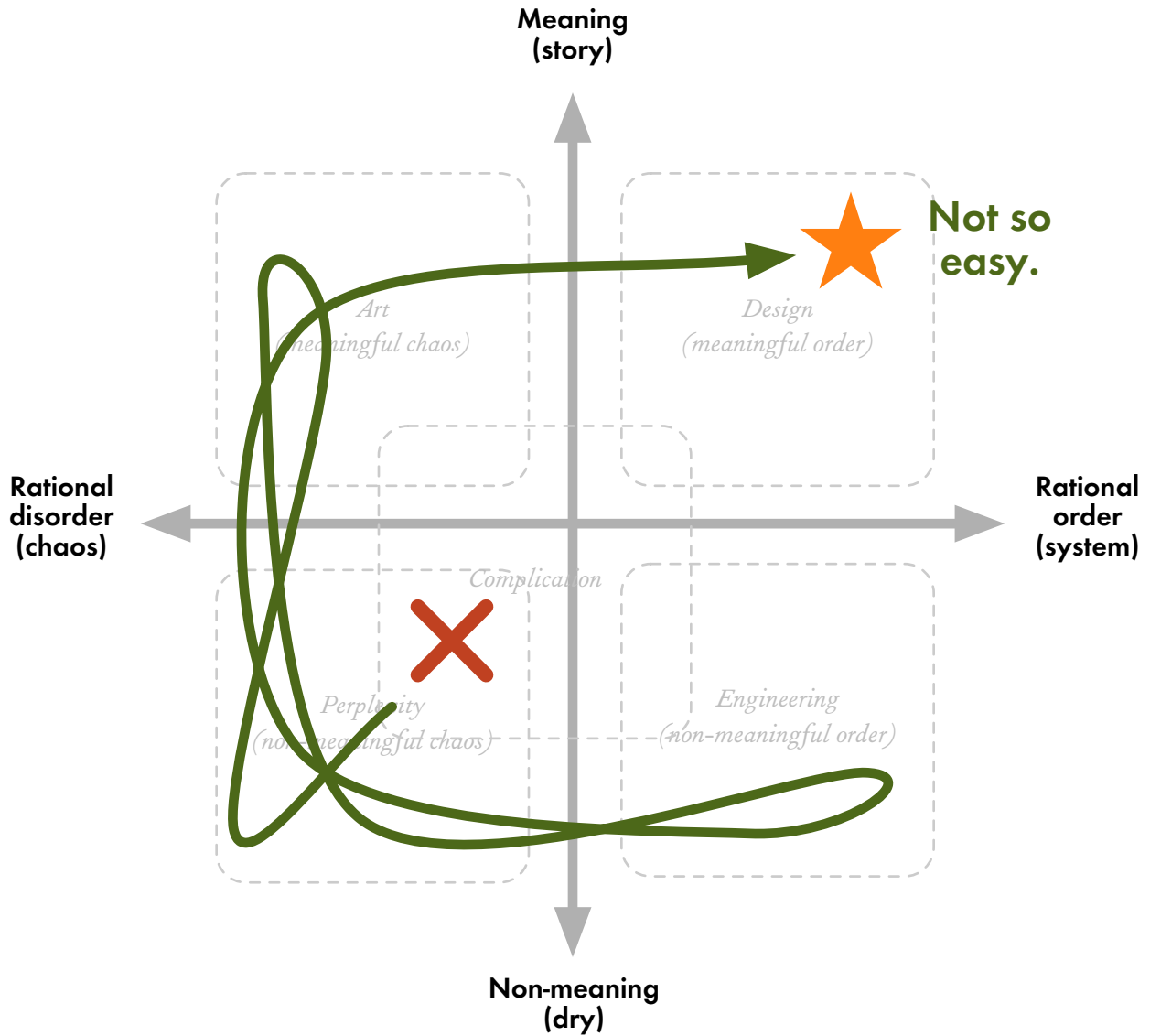


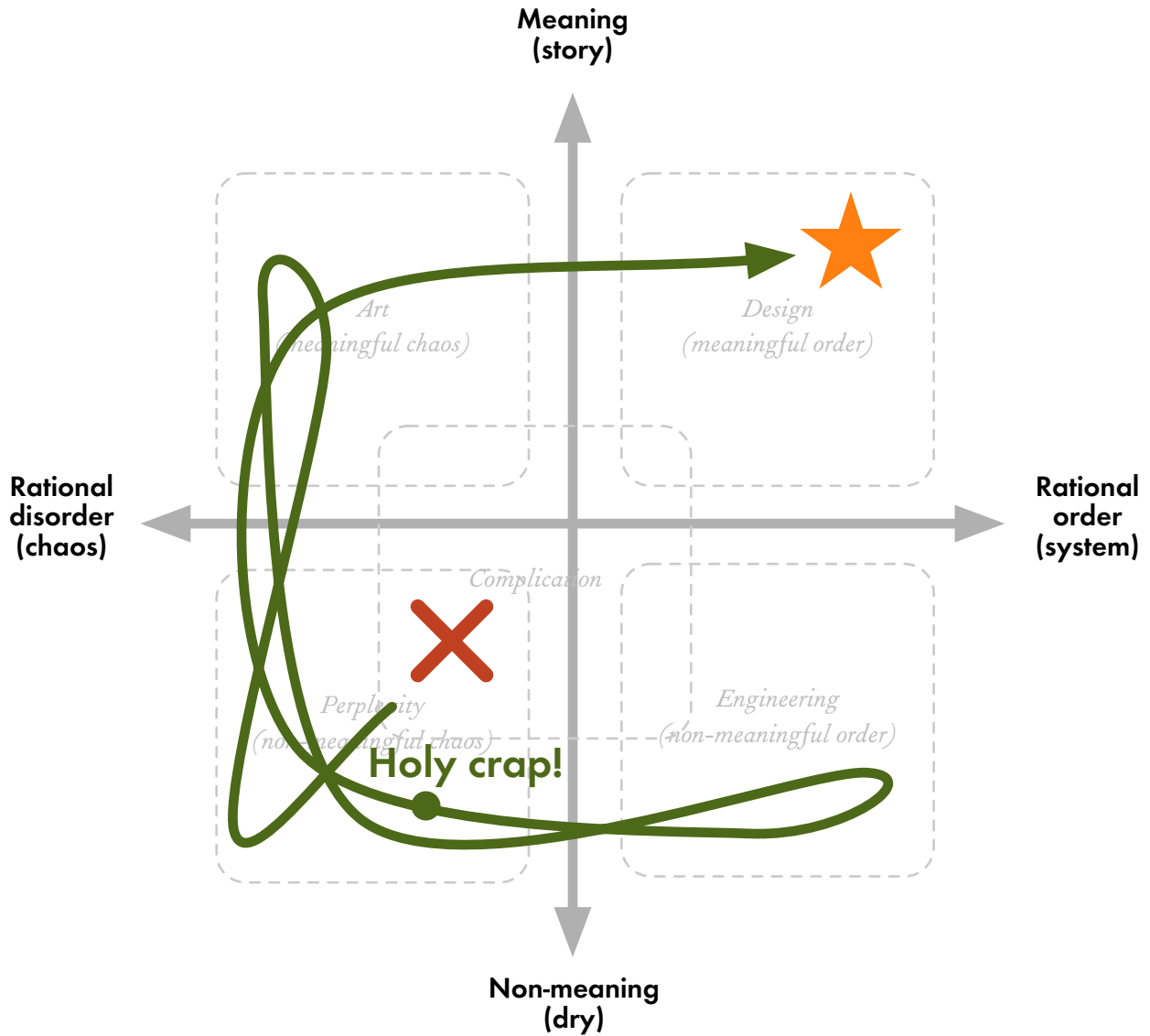


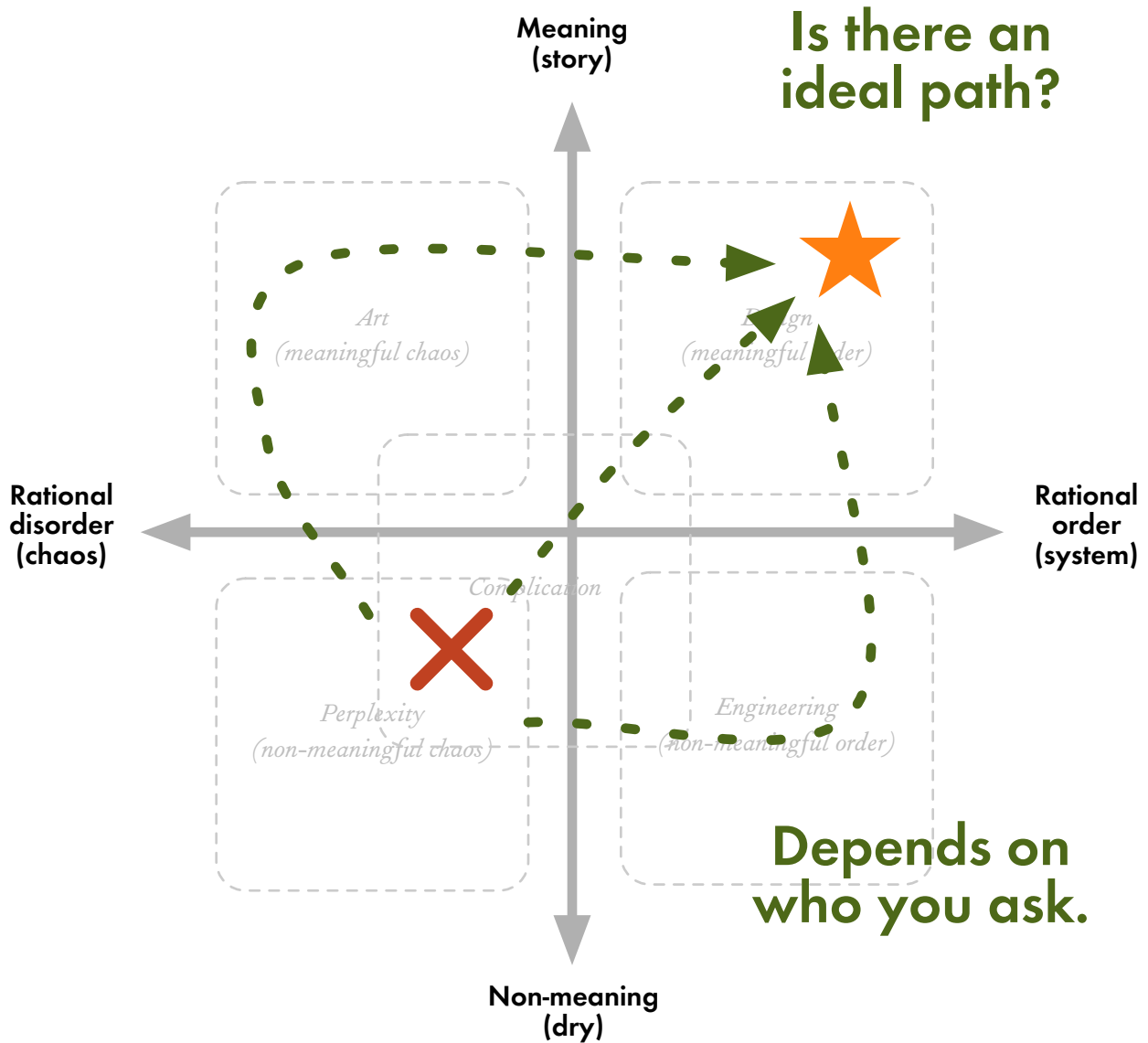


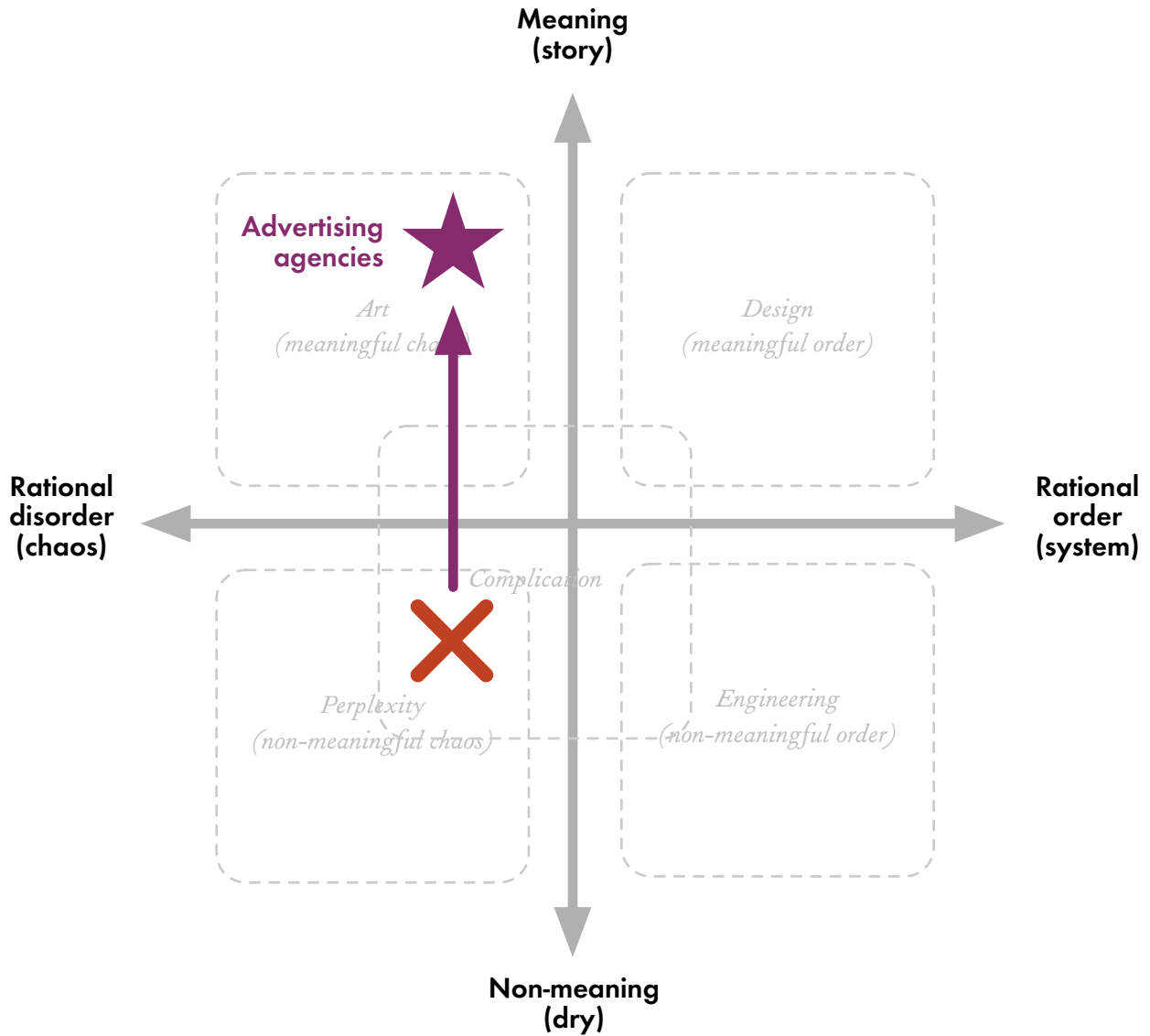


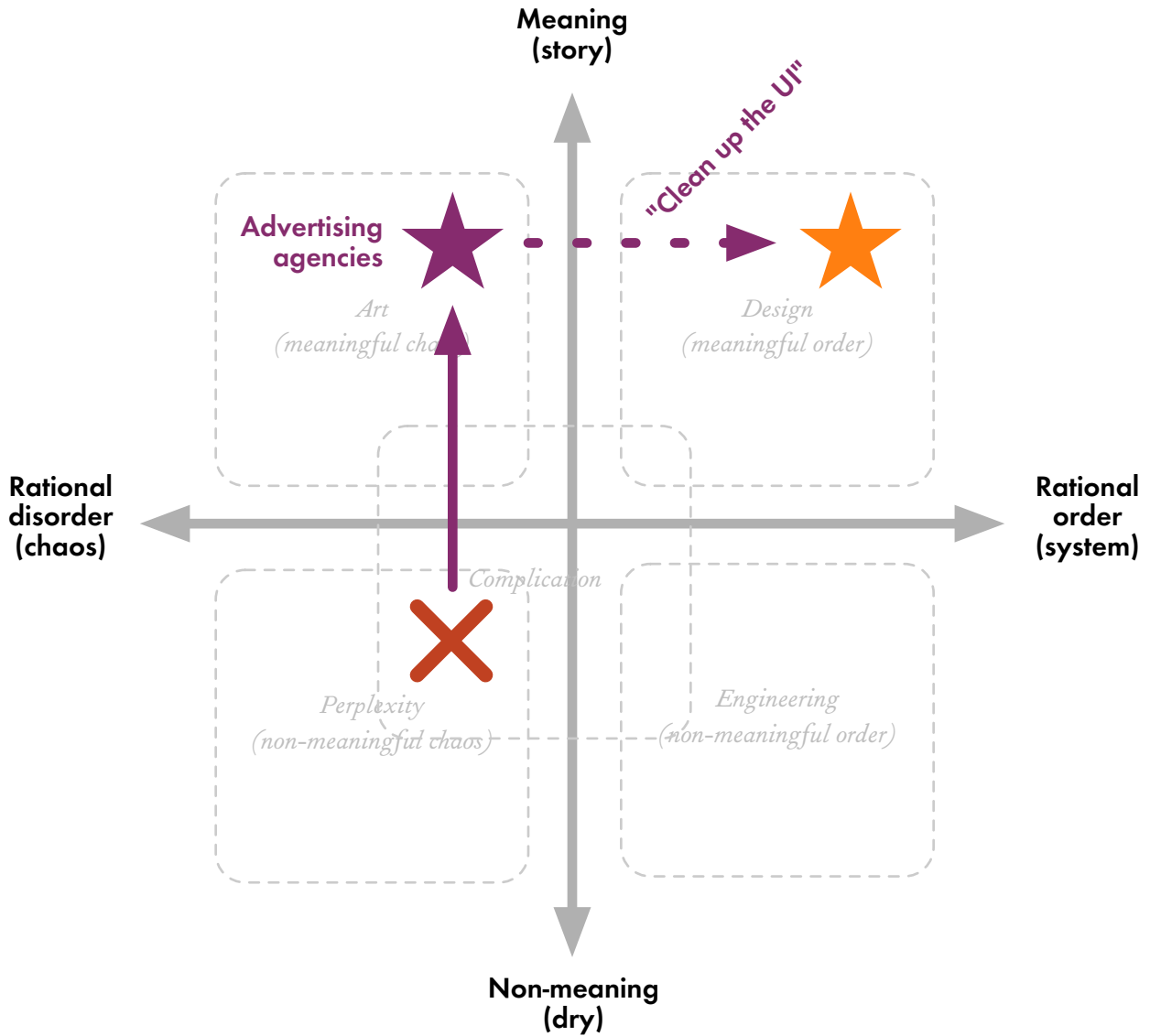


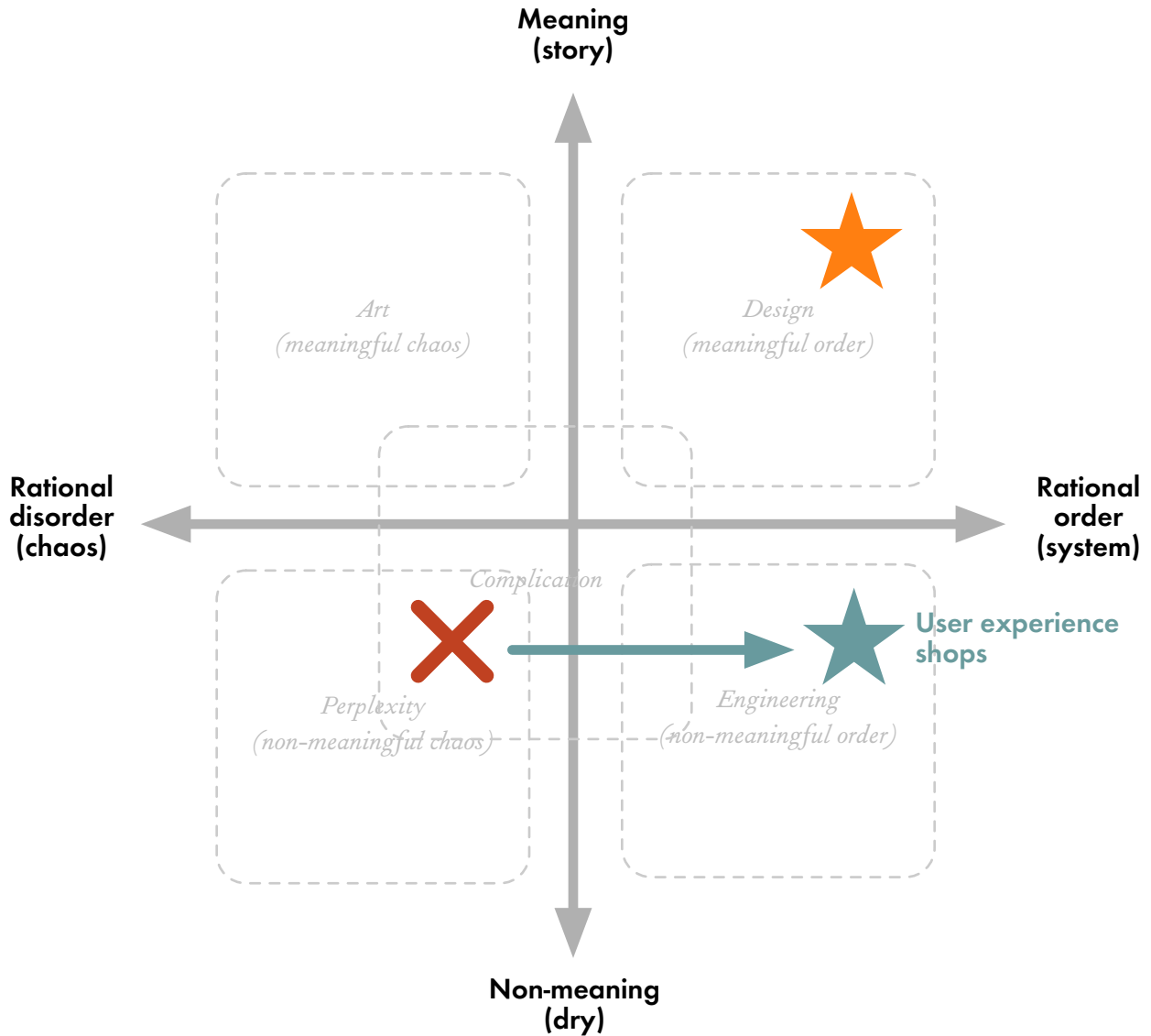


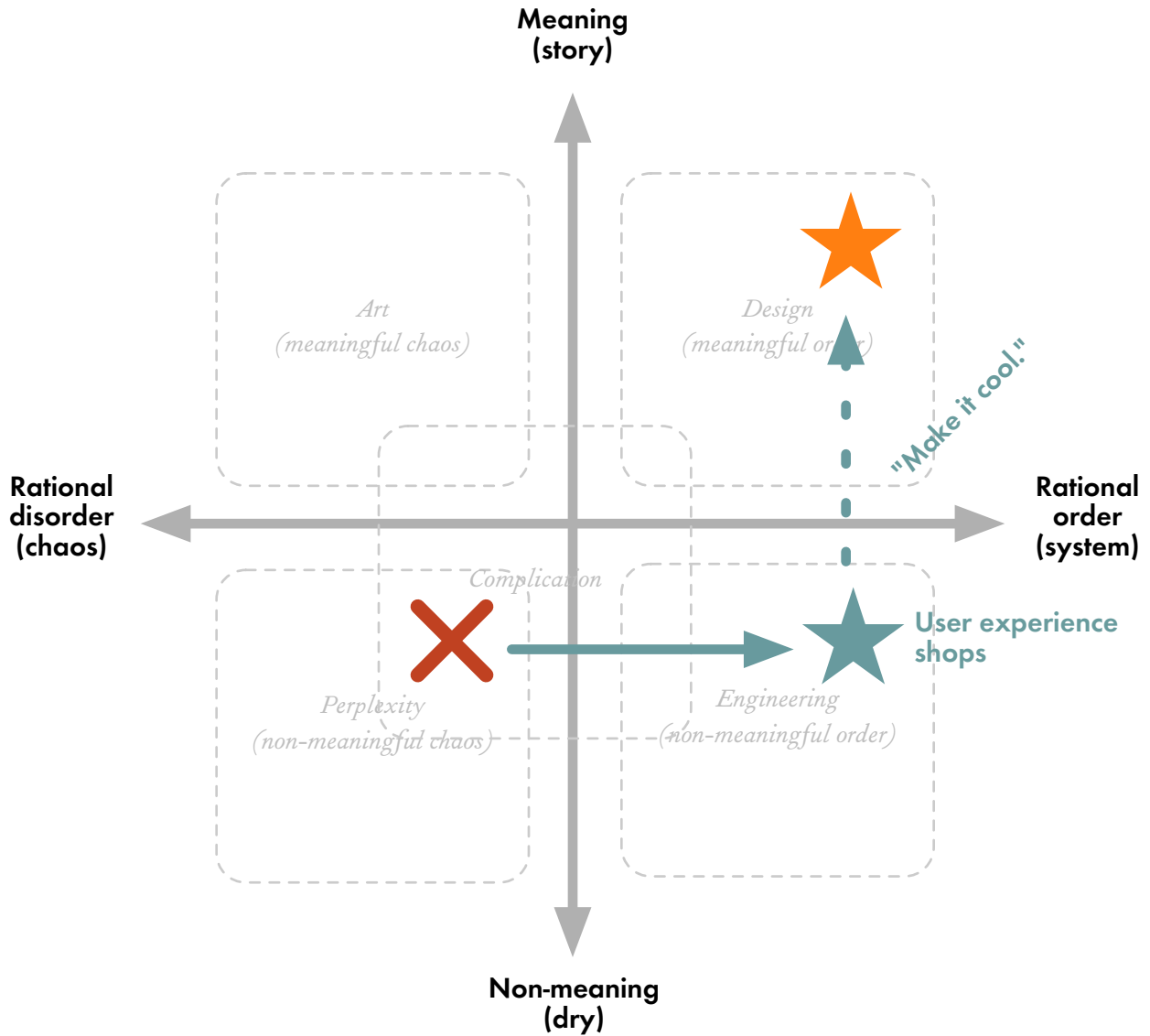






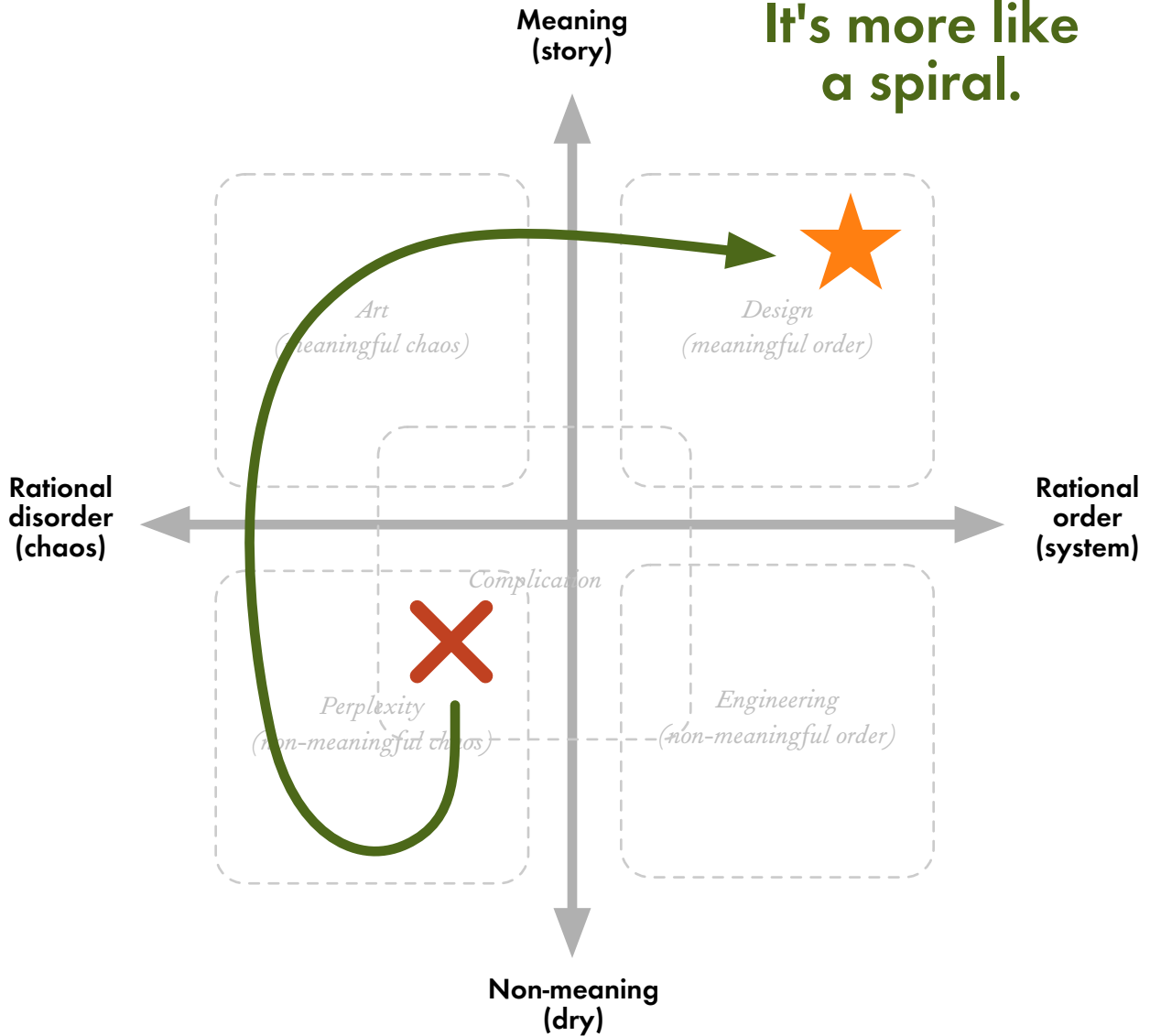








It's more like  
a spiral.



# "What makes us different? Our Proprietary Process!"



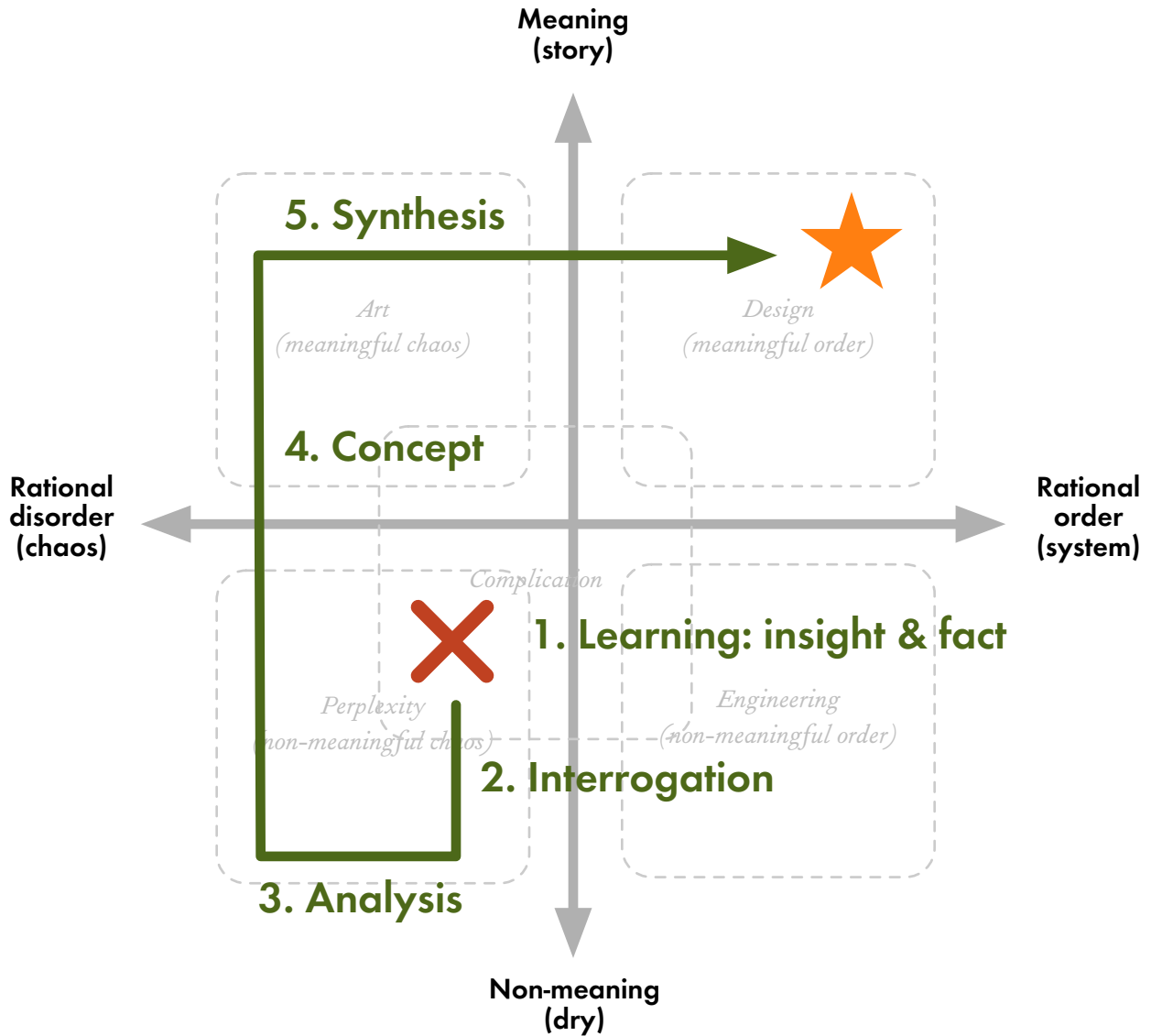
or  
"Learn"  
or  
"Discover"  
or  
"Understand"  
or  
"Inform"  
or  
"Ask"  
or  
"Explore"  
or  
"Investigate"  
or  
something  
like that

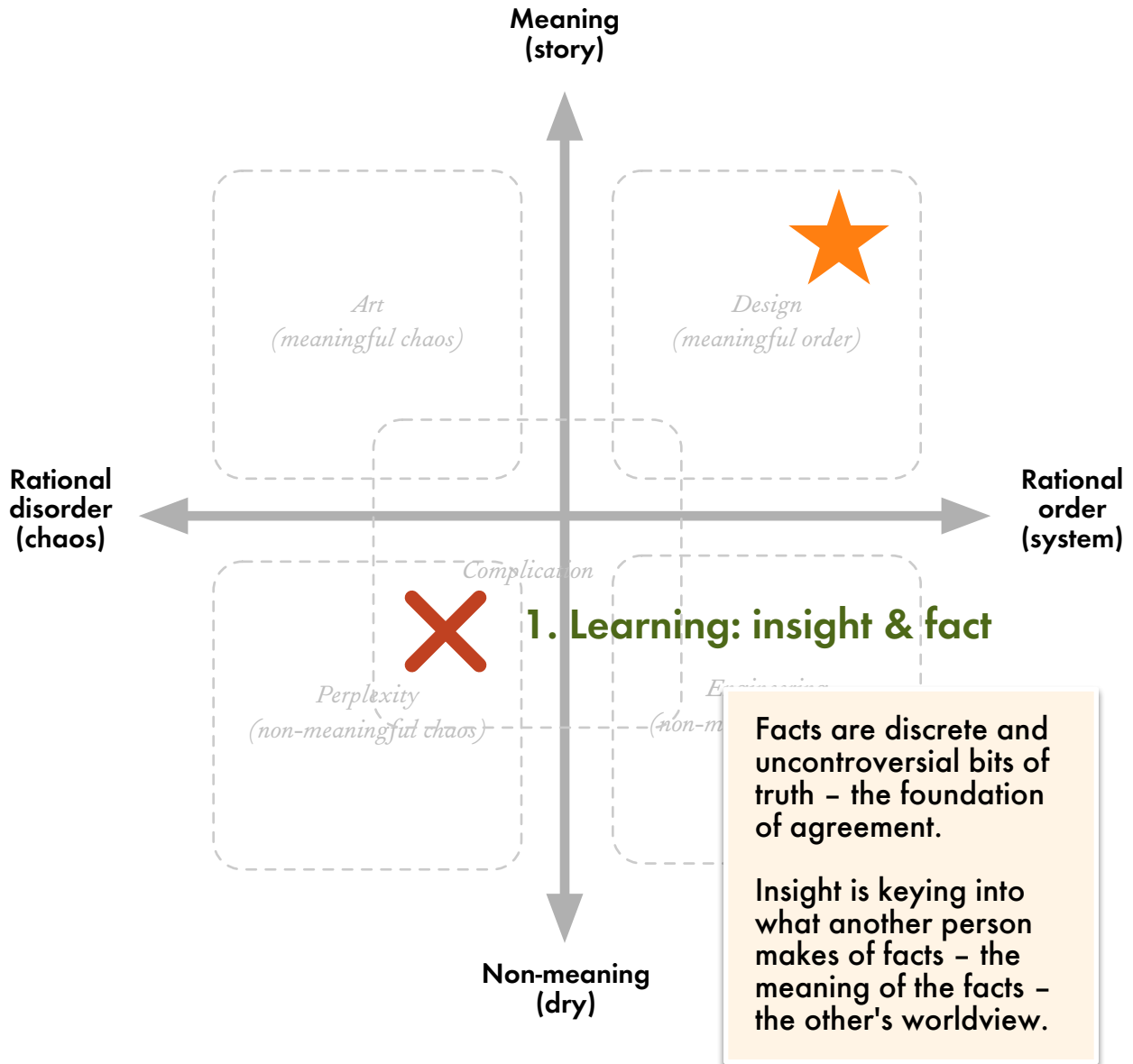
or  
"Align"  
or  
"Define"  
or  
"Clarify"  
or  
"Plan"  
or  
"Write Brief/  
Specifications"  
or  
"Gather  
Requirements"  
or  
something  
like that

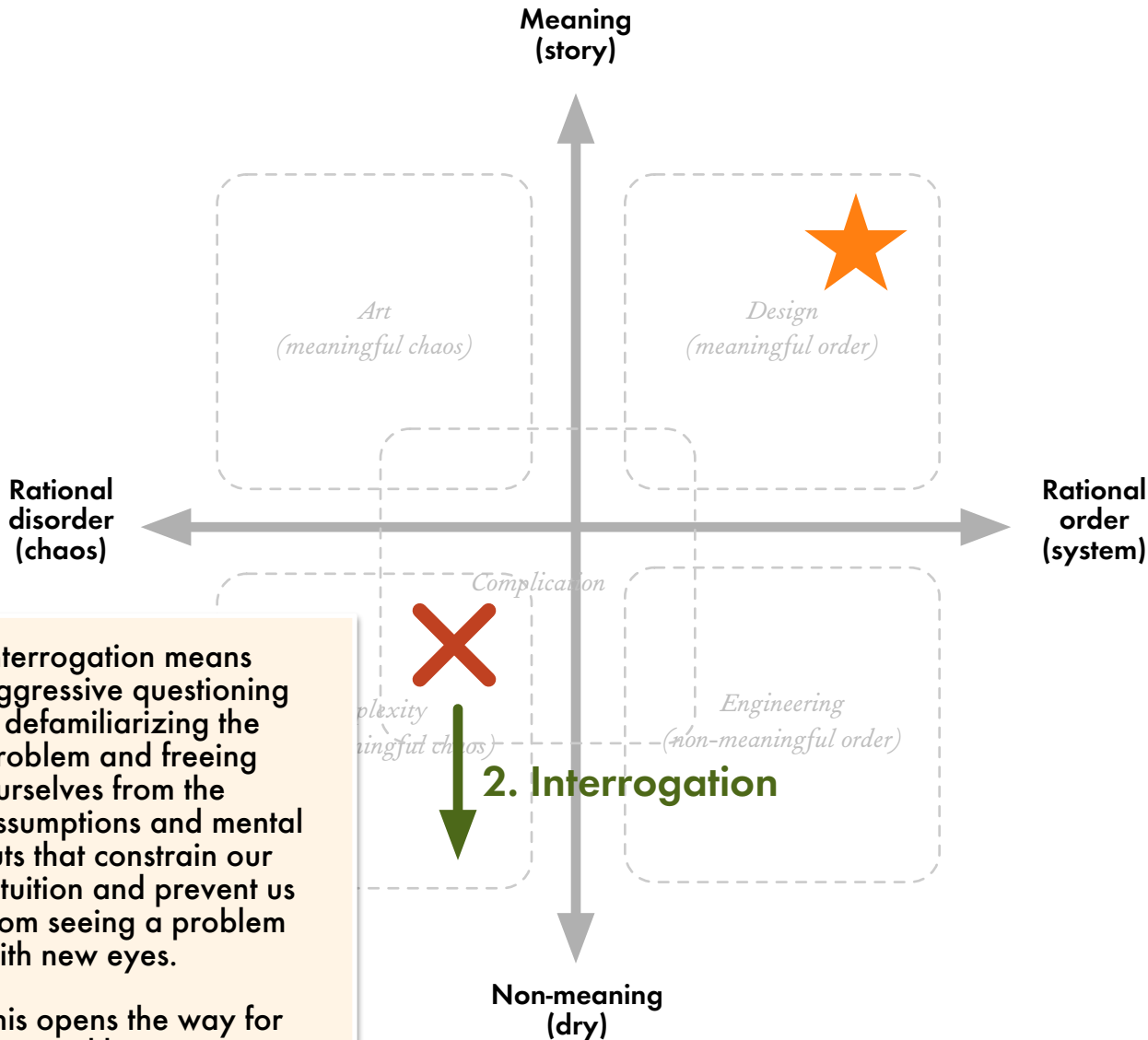
it's  
always  
"design"

or  
"Build"  
or  
"Execute"  
or  
"Develop"  
or  
"Production"  
or  
"Construct"  
or  
"Actualize"  
or  
"Create"  
or  
something  
like that

or  
"Analytics"  
or  
"Measure"  
or  
"Observe"  
or  
"Evaluate"  
or  
"Review"  
or  
"Refine"  
or  
"Close the loop"  
or  
something  
like that







Interrogation means aggressive questioning – defamiliarizing the problem and freeing ourselves from the assumptions and mental ruts that constrain our intuition and prevent us from seeing a problem with new eyes.

This opens the way for new and better concepts and stories.

Meaning  
(story)

Rational  
disorder  
(chaos)

Rational  
order  
(system)

*Art*  
(meaningful chaos)

*Design*  
(meaningful order)

*Complication*

*Complexity*  
(meaningful chaos)

*Engineering*  
(non-meaningful order)

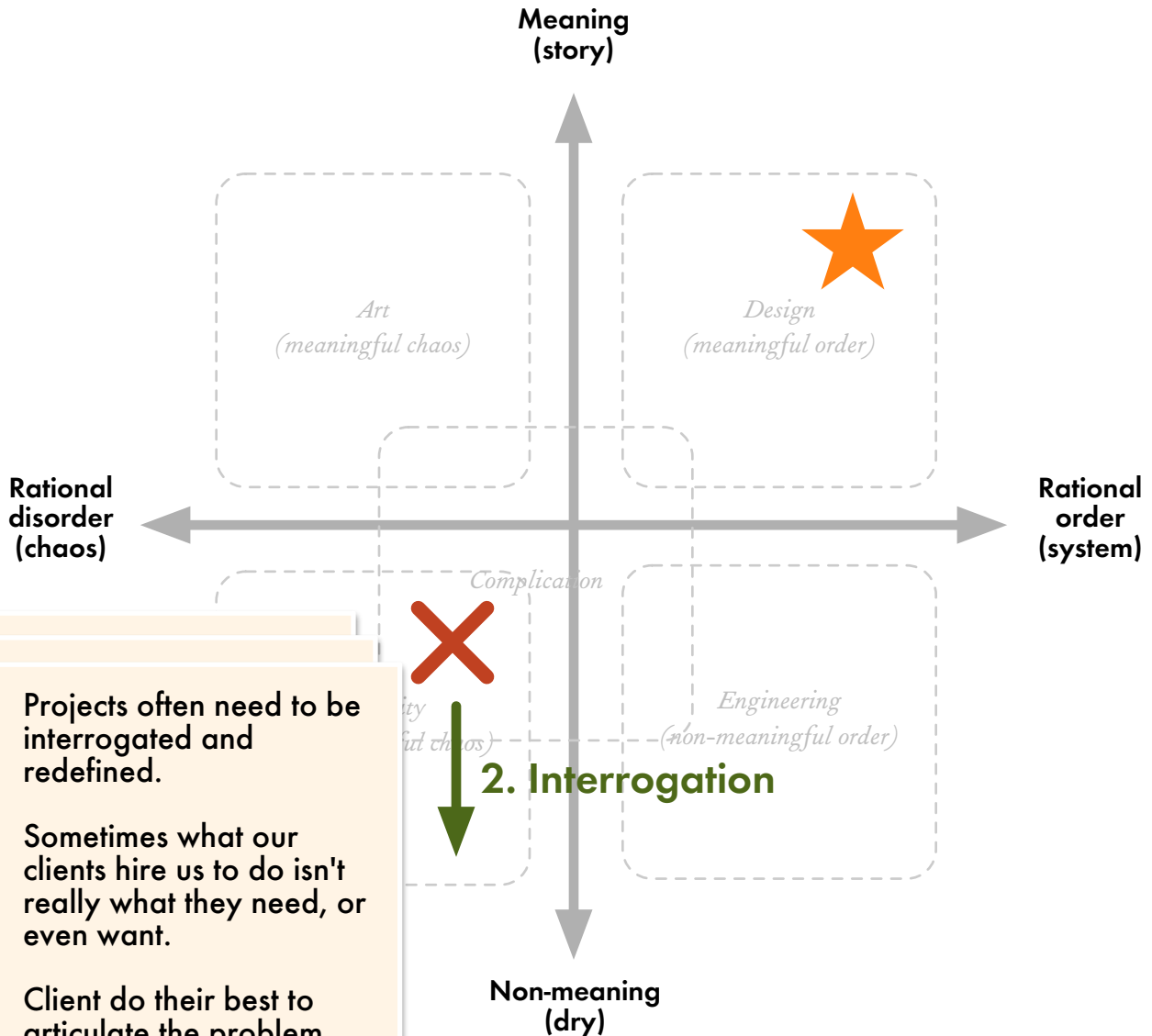
Non-meaning  
(dry)

Google asked "Does search really need to be this complicated?"

Gmail asked "Why should we clean up our email? Why not let it pile up?"

Twitter asked "Do we need or want more than 140 characters?"

## 2. Interrogation



Projects often need to be interrogated and redefined.

Sometimes what our clients hire us to do isn't really what they need, or even want.

Client do their best to articulate the problem, but we have to "hear behind" the words.

## 2. Interrogation

Meaning  
(story)

Rational  
disorder  
(chaos)

Rational  
order  
(system)

*Art*  
(meaningful chaos)

*Design*  
(meaningful order)

*Complication*

*chaos*

*Engineering*  
(non-meaningful order)

Non-meaning  
(dry)

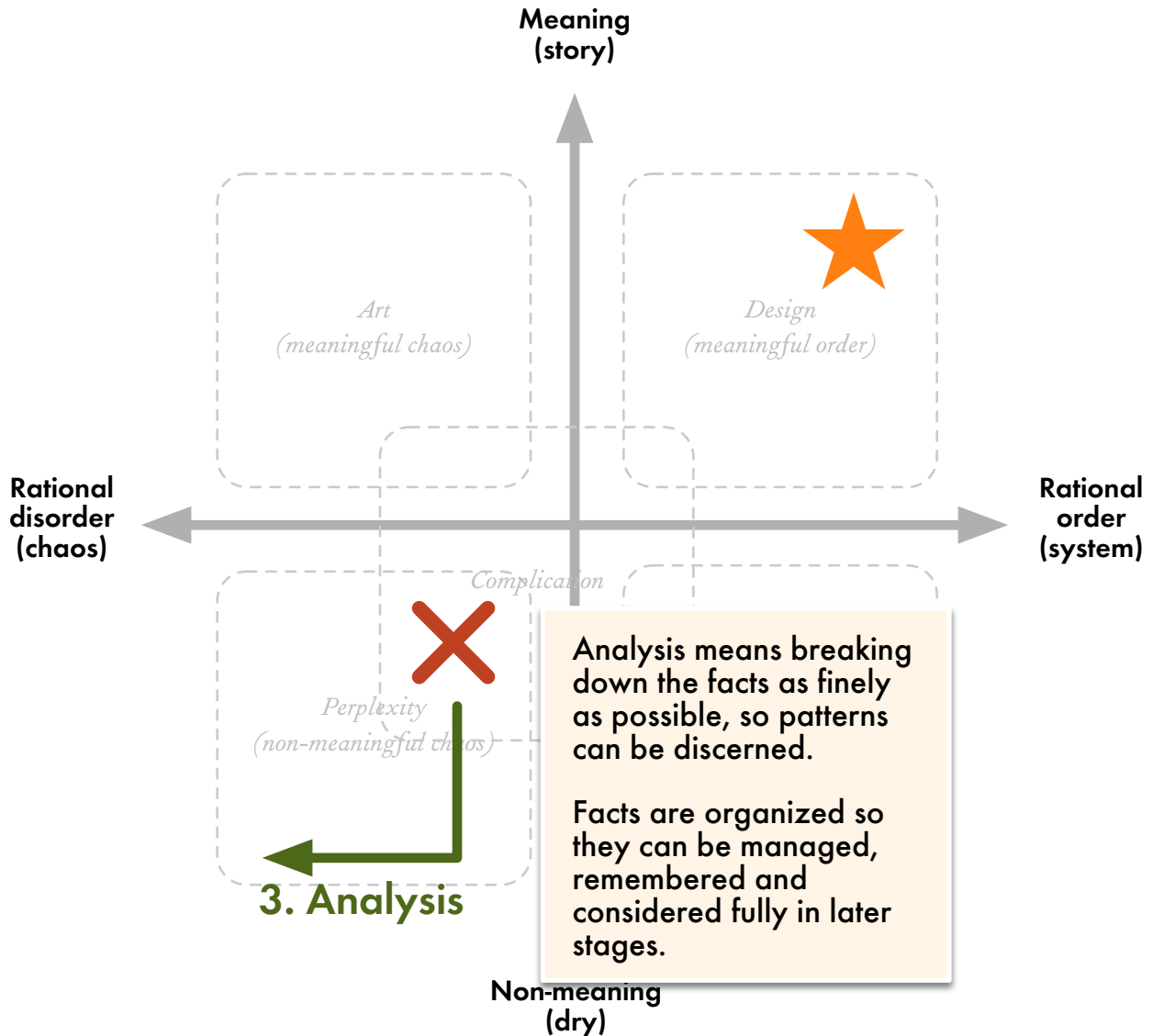
**2. Interrogation**

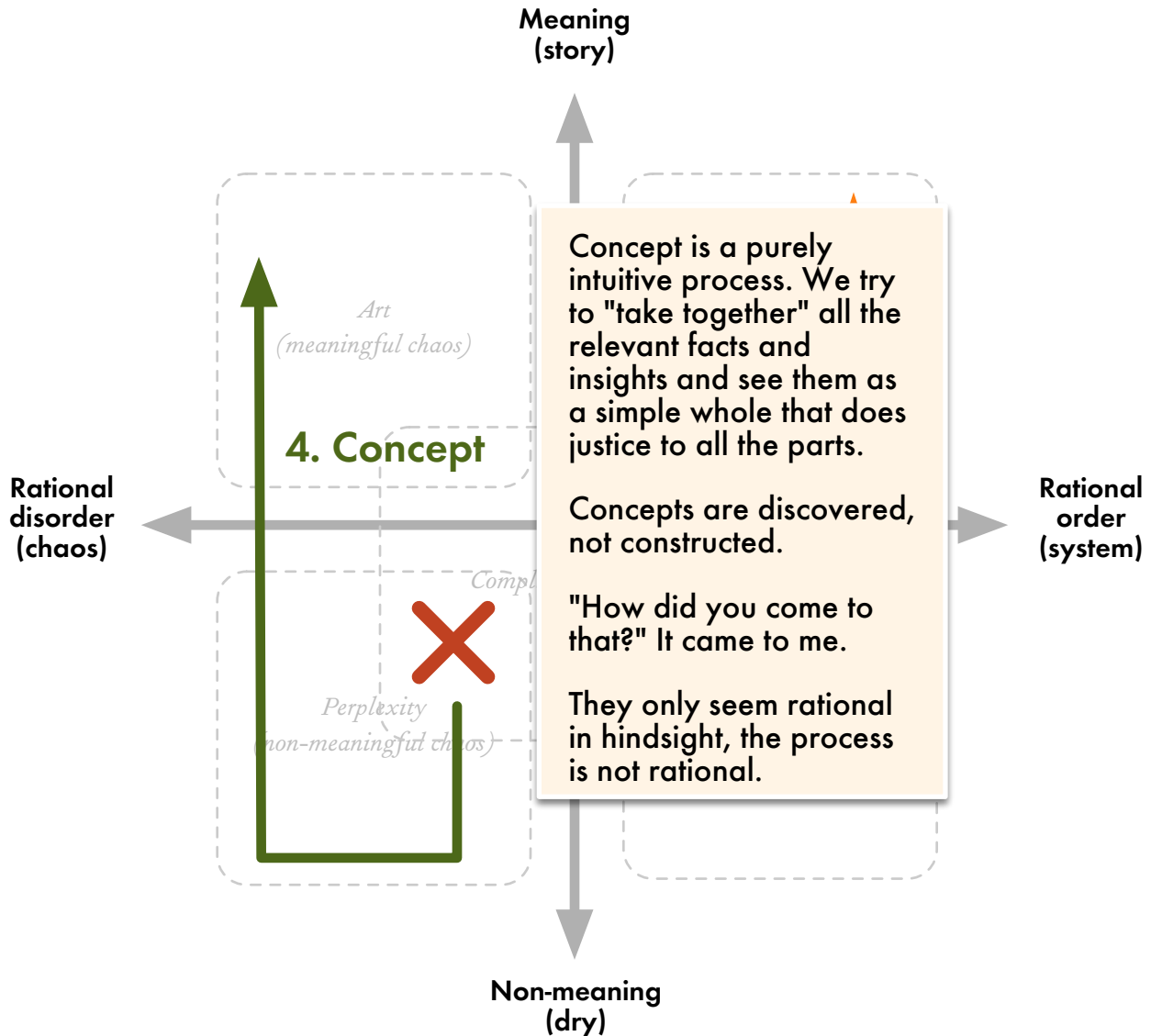
If we fail to interrogate the problem space – if we stay confined to the presuppositions of our clients and ourselves – we limit our conceptual range and make mostly incremental improvements.

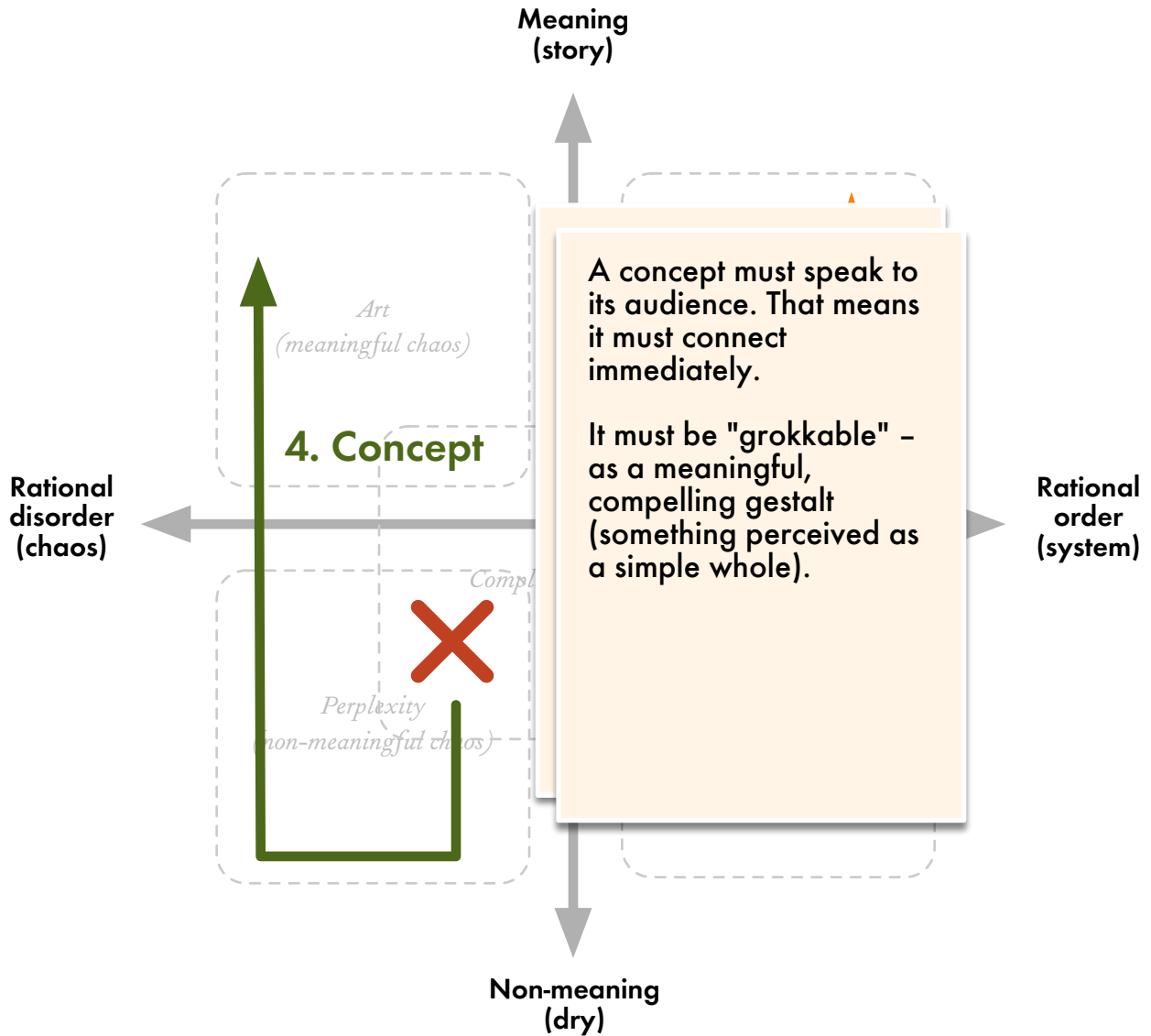
Old stories produce stale and expected solutions.

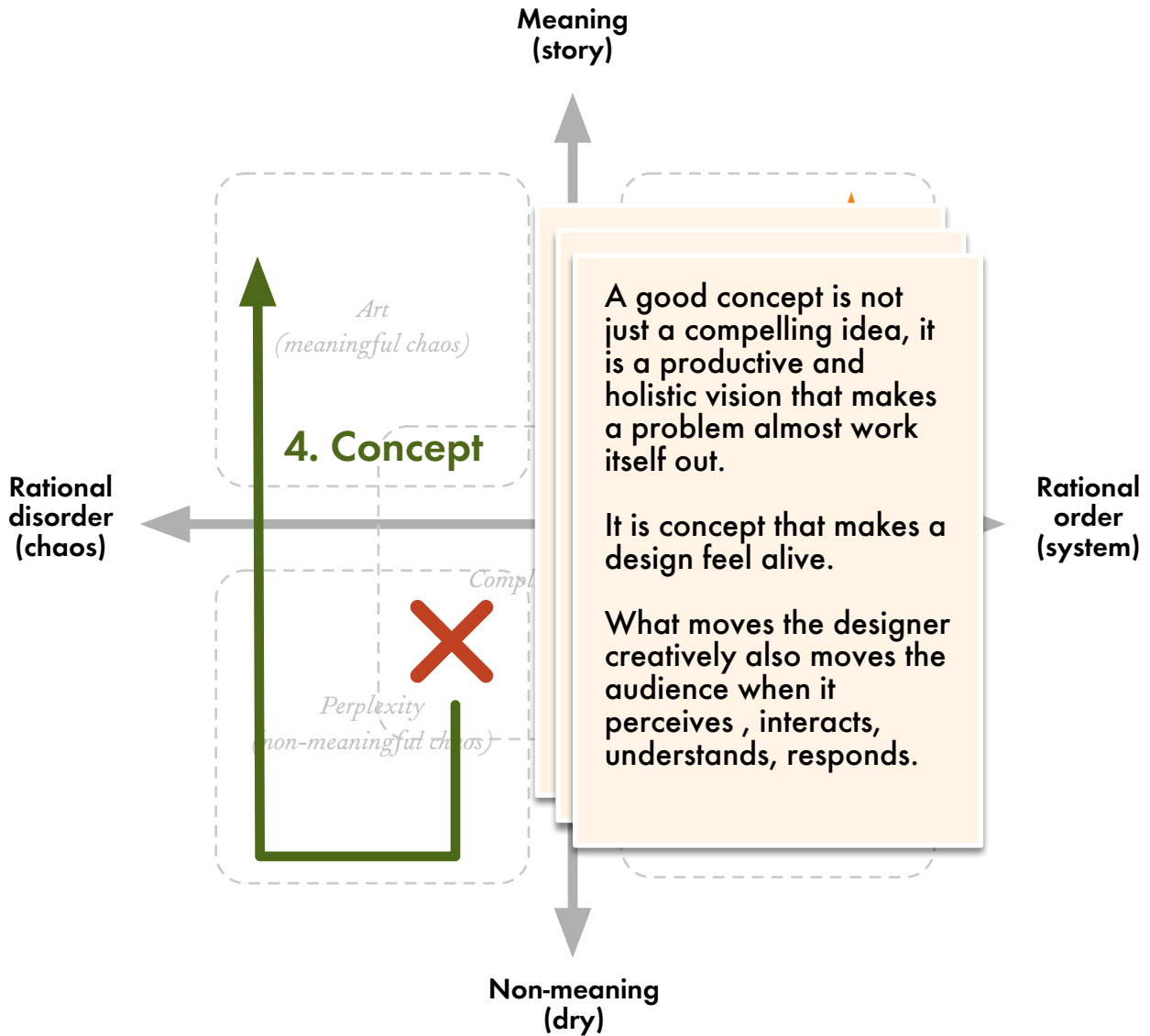
Old stories are boring.

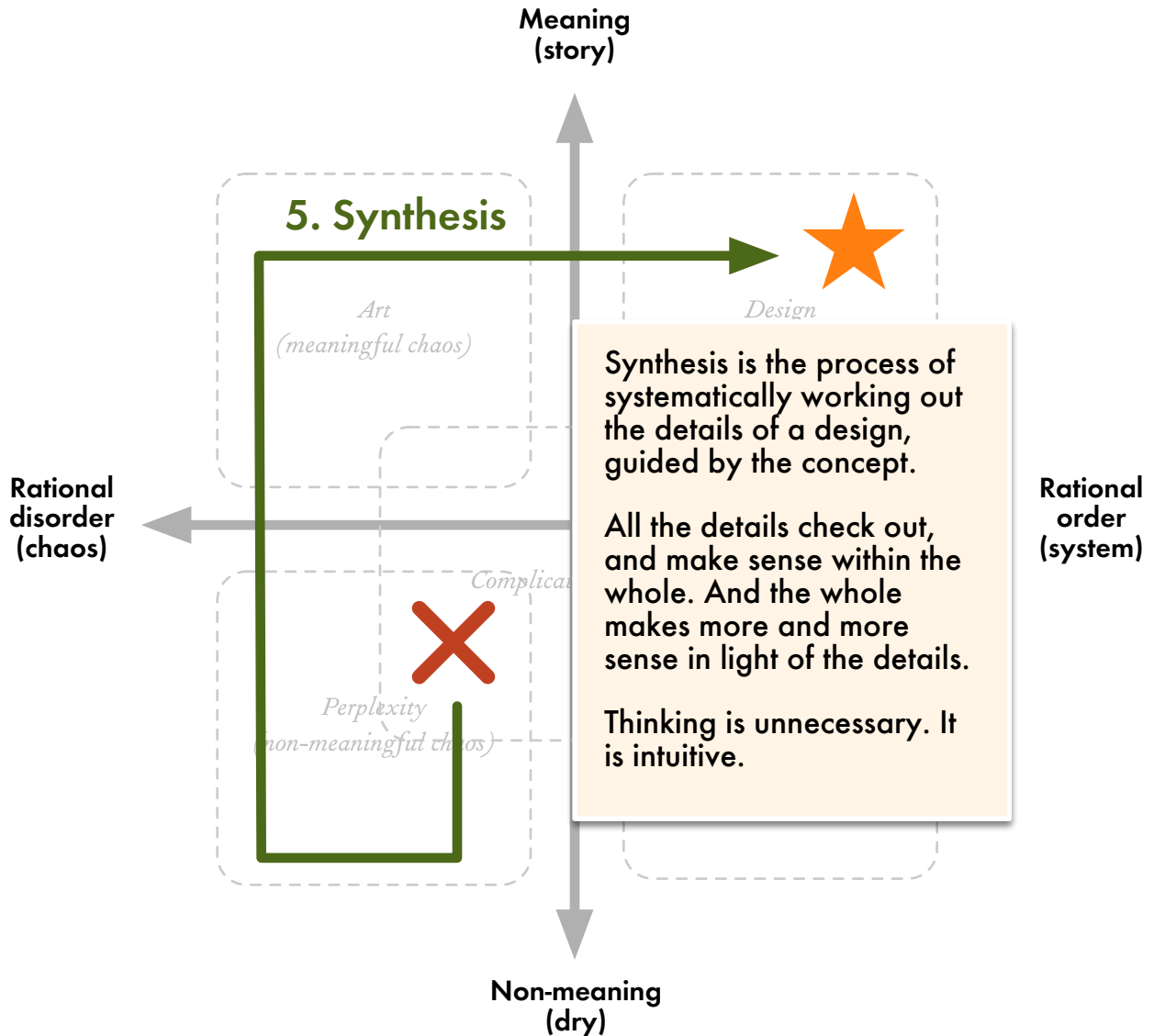


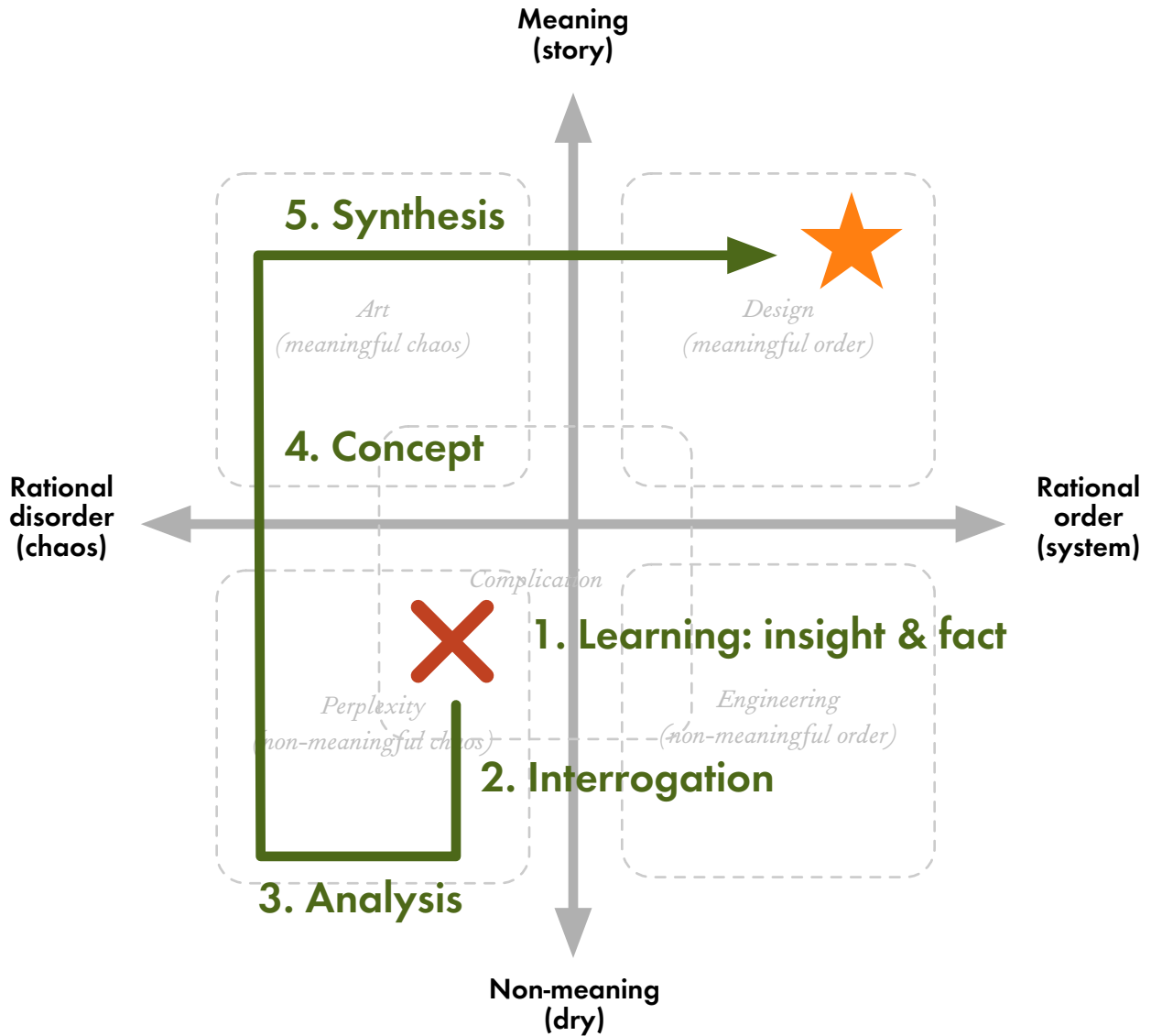












**How do we apply this  
process to the reinvention  
of our own organization?**