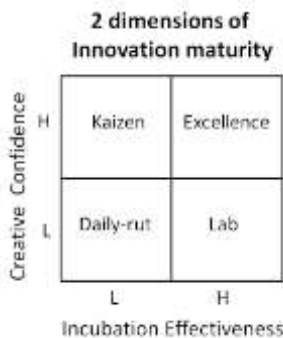




[Four steps where "frugal innovation" meets "8 steps to innovation"](#)

In one of my current engagement we are exploring what my client can learn from "frugal innovation" process. I am sure there are more than one way to approach this. In this article I explore one such approach where "frugal innovation" meets "[8 steps to innovation](#)" - the framework in our book. These four steps are: challenge book, experiment with low-cost at high speed, iterate on business model and build an innovation sandbox.



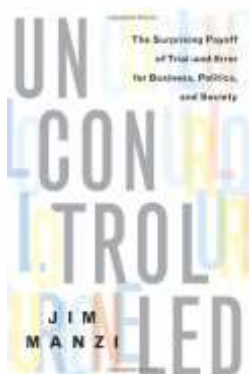
[2 dimensions of innovation maturity: creative confidence and incubation effectiveness](#)

A couple of month's back I presented a [5-level assessment framework](#) based on our book. It depicts characteristics of an organization as it goes from level-1 (Jugaad) to level-5 (Excellence). One question that I got asked on this was, "What are we trying to improve in the first 2-3 levels? And then in the next 2-3 levels?" This article is a response to this question. It presents a two dimensional view of innovation maturity – the first dimension being "creative confidence" and the second dimension being the "incubation effectiveness". I believe it provides a simplified and yet useful view of innovation maturity.



[Building creative confidence in housekeeping and model-making staff at Agastya](#)

Can anyone innovate? Really? Even a semi-literate? I have been curious about this question. I got an opportunity to test some of these assumptions when we facilitated a design thinking workshop for housekeeping & model making staff at Kuppam campus of [Agastya International Foundation](#). Many participants, especially the housekeeping staff members, were school dropouts. Their biggest learning was that they could define and solve many of their problems by themselves. Thanks to the management support four of the ideas have already been implemented.



[book review: Uncontrolled: a case for experimentation in social sciences including management](#)

In our book as well as in this blog, I have argued for the need to do more experiments in validating our assumptions. I have also written about how Strategy gurus like [Porter](#) and [Rumelt](#) have underplayed the role of experimentation in strategy. Finally, I came across a book where the author gives an excellent treatment to this topic. Author Jim Manzi argues in "[Uncontrolled: The surprising payoff of trial-and-error for business, politics and society](#)" that our current management methods carry a huge bias for analysis and can benefit from doing more experiments. Manzi feels that causal density in social situations is far higher than in large body physics. And hence correlation analysis is going to produce incomplete or weak results. Thanks to Prof. Stefan Thomke of Harvard for recommending this book to me.