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# The Three Box Solution A Strategy For Leading Innovation

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The Three-Box Solution

*The Three Box  
Solution A  
Strategy For  
Leading  
Innovation*

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## SANTOS GAEL

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### *The Secret*

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A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator's Dilemma*, *The Innovator's Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the

authors provide a self-assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building the code for innovation right into your organization's people, processes, and guiding philosophies. Practical and provocative, *The Innovator's DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess. *HBR Guide to Thinking Strategically (HBR Guide Series)* Harvard Business Press

Businesses can plateau, stall, OR stagnate without the owners or key executives even realizing it. A business might be achieving incremental year-on-year growth and yet still be in a situation of stagnation or stall. Why? Because entrepreneurs and ...

### **Continuous Discovery Habits** ebooks

When discussing being

stuck in a "win-win vs. win-lose" debate, most negotiation books focus on face-to-face tactics. Yet, table tactics are only the "first dimension" of David A. Lax and James K. Sebenius' pathbreaking 3-D Negotiation (TM) approach, developed from their decades of doing deals and analyzing great dealmakers. Moves in their "second dimension"—deal design—systematically unlock economic and noneconomic value by creatively structuring agreements. But what sets the 3-D approach apart is its "third dimension": setup. Before showing up at a bargaining session, 3-D Negotiators ensure that the right parties have been approached, in the right sequence, to address the right interests, under the right expectations, and facing the right consequences of walking away if there is no deal. This new arsenal of moves away from the table often has the greatest impact on the negotiated outcome. Packed with practical steps and cases, 3-D Negotiation demonstrates how superior setup moves plus insightful deal designs can enable you to reach remarkable

agreements at the table, unattainable by standard tactics.

**Hit Refresh** Harvard Business Review Press  
The tale begins over three-hundred years ago, when the Fair People—the goblins, fairies, dragons, and other fabled and fantastic creatures of a dozen lands—fled the Old World for the New, seeking haven from the ways of Man. With them came their precious jewels: diamonds, rubies, emeralds, pearls... But then the Fair People vanished, taking with them their twelve fabulous treasures. And they remained hidden until now... Across North America, these twelve treasures, over ten-thousand dollars in precious jewels, are buried. The key to finding each can be found within the twelve full color paintings and verses of *The Secret*. Yet *The Secret* is much more than that. At long last, you can learn not only the whereabouts of the Fair People's treasure, but also the modern forms and hiding places of their descendants: the Toll Trolls, Maitre D'eamons, Elf Alphas, Tupperwerewolves, Freudian Sylphs, Culture Vultures, West Ghosts and

other delightful creatures in the world around us. *The Secret* is a field guide to them all. Many "armchair treasure hunt" books have been published over the years, most notably *Masquerade* (1979) by British artist Kit Williams. *Masquerade* promised a jewel-encrusted golden hare to the first person to unravel the riddle that Williams cleverly hid in his art. In 1982, while everyone in Britain was still madly digging up hedgerows and pastures in search of the golden hare, *The Secret: A Treasure Hunt* was published in America. The previous year, author and publisher Byron Preiss had traveled to 12 locations in the continental U.S. (and possibly Canada) to secretly bury a dozen ceramic casques. Each casque contained a small key that could be redeemed for one of 12 jewels Preiss kept in a safe deposit box in New York. The key to finding the casques was to match one of 12 paintings to one of 12 poetic verses, solve the resulting riddle, and start digging. Since 1982, only two of the 12 casques have been recovered. The first was located in Grant Park, Chicago, in 1984 by a group of students. The

second was unearthed in 2004 in Cleveland by two members of the Quest4Treasure forum. Preiss was killed in an auto accident in the summer of 2005, but the hunt for his casques continues.

[Site Reliability](#)

[Engineering "O'Reilly Media, Inc."](#)

Conversation techniques and tools that can help strong managers become great leaders Often the very same skills and traits that enable rising stars to achieve success "tenacity, aggressiveness, self-confidence" become liabilities when promoted into a leadership track. While managers' conversations are generally transactional and centered on the task at hand, leaders must focus on people, asking great questions and aligning them with the vision for the future. Leadership mindsets and skills can be developed, and Leadership Conversations provides practical guidance for connecting with others in ways that transform each interaction into an opportunity for organizational and personal growth. Identifies four types of conversation every leader must master: building

relationships, making decisions, taking action, and developing others Provides an action plan for boosting your personal leadership potential, as well for developing leadership skills in others Draws on the authors' rich experience coaching and working with leaders at a wide range of organizations, including NASA, the U.S. Navy, intelligence agencies, Boeing, Gillette, Bausch & Lomb, and Georgetown University Leadership Conversations is required reading for both high-potential managers looking to make it to the next level and leaders looking to develop their people.

### **Communities in Action**

Simon and Schuster Explains why self-deception is at the heart of many leadership problems, identifying destructive patterns that undermine the successes of potentially excellent professionals while revealing how to improve teamwork, communication, and motivation. Reprint.

### **The Wide Lens** Harvard Business Press

Microsoft dikenal sebagai salah satu penyokong besar revolusi digital. Tanpanya, kita semua tak akan menikmati betapa

cepat dan nyamannya bekerja menggunakan personal computer. Namun, seiring berjalannya waktu, dunia komputasi mengalami perubahan yang luar biasa cepat. Tanpa inovasi yang benar-benar spektakuler, perusahaan ini diramalkan tak akan mampu mempertahankan popularitasnya. Inovasi tergantikan birokrasi. Kerja tim tergantikan politik internal. Microsoft mulai tertinggal. Hit Refresh berkisah tentang transformasi terbesar yang tengah berlangsung dalam tubuh Microsoft di bawah kepemimpinan Satya Nadella, sang CEO. Selama ini, ketika mendengar kata Microsoft, orang akan langsung mengaitkannya dengan Bill Gates yang cemerlang atau Steve Ballmer yang super energik. Nadella nyaris tak masuk ke radar para selebritas teknologi. Namun dalam tahun-tahun pertamanya memimpin, Nadella melakukan banyak gebrakan baru. Salah satunya adalah menciptakan budaya perusahaan yang menggabungkan antara empati dan teknologi. Dia juga membuat pertarungan besar dalam beberapa teknologi kunci, seperti

artificial intelligence (AI atau kecerdasan buatan) dan cloud computing (komputasi awan), yang membuat Microsoft menjadi unik. Di tangan Nadella, Microsoft mengubah fokusnya dari sekadar perusahaan pencari keuntungan menjadi perusahaan humanis yang berkontribusi bagi masa depan umat manusia. [Mizan, Bentang Pustaka, Pengembangan Diri, Motivasi, Inovasi, Remaja, Dewasa, Indonesia] *The Sticking Point Solution* John Wiley & Sons Even world-class companies, with powerful and proven business models, eventually discover limits to growth. That's what makes emerging high-growth industries so attractive. Although they lack a proven formula for making a profit, these industries represent huge opportunities for the companies that are fast enough and smart enough. But constructing tomorrow's businesses while simultaneously sustaining excellence in today's, demands a delicate balance. It is a quest fraught with contradiction and paradox. Until now, there has been little practical

guidance. Based on an in-depth, multiyear research study of innovative initiatives at ten large corporations, Vijay Govindarajan and Chris Trimble identify three central challenges: forgetting yesterday's successful processes and practices; borrowing selected resources from the core business; and learning how the new business can succeed. The authors make recommendations regarding staffing, leadership roles, reporting relationships, process design, planning, performance assessment, incentives, cultural norms, and much more. Breakthrough growth opportunities can make or break companies and careers. *Ten Rules for Strategic Innovators* is every leader's guide to execution in unexplored territory.

Humanocracy Harvard Business Press

This collection of essays had its origins in a one-day workshop held in August 2015 at The Australian National University. Jointly convened by Dr John Butcher (ANZSOG) and Professor David Gilchrist (Curtin Not-for-profit Initiative) the purpose of the workshop was to bring

together academic researchers, policy practitioners and thought leaders to address a variety of emerging issues facing policymakers, public sector commissioners, not-for-profit providers of publicly funded services, and businesses interested in opportunities for social investment. The workshop itself generated a great deal of interest and a 'baker's dozen' of contributors challenged and engaged a full house. The level of enthusiasm shown by the audience for the subject matter was such that the decision to curate the presentations in the form of a book was never in doubt. The editors trust that this volume will vindicate that decision. At one time the state exercised a near monopoly in the delivery of social programs. Today, almost every important public problem is a three sector problem and yet we have little idea of what a high-performing three sector production system looks like. It is the editors' hope that this volume will provide a foundation for some answers to these important public policy questions.

**Connected Strategy**  
National Academies Press  
In their first book, *Ten*

*Rules for Strategic Innovators*, the authors provided a better model for executing disruptive innovation. They laid out a three-part plan for launching high-risk/high-reward innovation efforts: (1) borrow assets from the existing firms, (2) unlearn and unload certain processes and systems that do not serve the new entity, and (3) learn and build all new capabilities and skills. In their study of the Ten Rules in action, Govindarajan and Trimble observed many other kinds of innovation that were less risky but still critical to the company's ongoing success. In case after case, senior executives expected leaders of innovation initiatives to grapple with forces of resistance, namely incentives to keep doing what the company has always done--rather than develop new competence and knowledge. But where to begin? In this book, the authors argue that the most successful everyday innovators break down the process into six manageable steps: 1. Divide the labor 2. Assemble the dedicated team 3. Manage the partnership 4. Formalize the experiment 5. Break down the hypothesis 6.

Seek the truth. The Other Side of Innovation codifies this staged approach in a variety of contexts. It delivers a proven step-by-step guide to executing (launching, managing, and measuring) more modest but necessary innovations within large firms without disrupting their bread-and-butter business.

### **Connecting the Dots**

Harvard Business Press  
How Stella Saved the Farm is a simple parable about making innovation happen. Written by the authors of the New York Times bestselling Reverse Innovation: Create Far From Home, Win Everywhere, Vijay Govindarajan and Chris Trimble. This story resonates in organizations of all types—public sector, private sector, and social sector, from mammoth corporations to small organizations employing just a few dozen people. The parable is about a farm in trouble. Bankruptcy, or the grim prospect of being acquired by a hostile competitor, threaten. The farm succeeds only if the team pulls together and innovates. The main characters in the story—Stella, Deirdre, Bull, Mav, Einstein, Rambo, Maisie, and

Andrea—are all like people you know, maybe even yourself. The tale includes an unexpected leadership challenge, an ambitious call to action, a bold idea, countless internal obstacles and conflicts, fears, joys, triumphs, and even a love interest. It's a story that can be enjoyed by anyone. How Stella Saved the Farm delivers eight simple lessons to guide innovation initiatives to success. It prepares business leaders to avoid some of innovation's most toxic myths, teaches how to build the right kind of team, and shows how to learn quickly from experience.

### **Introduction to Probability** Bentang Pustaka

"If you haven't had the good fortune to be coached by a strong leader or product coach, this book can help fill that gap and set you on the path to success." - Marty Cagan  
How do you know that you are making a product or service that your customers want? How do you ensure that you are improving it over time? How do you guarantee that your team is creating value for your customers in a way that creates value for your business? In this book,

you'll learn a structured and sustainable approach to continuous discovery that will help you answer each of these questions, giving you the confidence to act while also preparing you to be wrong. You'll learn to balance action with doubt so that you can get started without being blindsided by what you don't get right. If you want to discover products that customers love—that also deliver business results—this book is for you.

### **Summary of Vijay Govindarajan's The Three-Box Solution** ANU Press

Serial Innovators: How Individuals Create and Deliver Breakthrough Innovations in Mature Firms zeros in on the cutting-edge thinkers who repeatedly create and deliver breakthrough innovations and new products in large, mature organizations. These employees are organizational powerhouses who solve consumer problems and substantially contribute to the financial value to their firms. In this pioneering study, authors Abbie Griffin, Raymond L. Price, and Bruce A. Vojak detail who these serial innovators are and how they develop novel

products, ranging from salt-free seasonings to improved electronics in companies such as Alberto Culver, Hewlett-Packard, and Procter & Gamble. Based on interviews with over 50 serial innovators and an even larger pool of their co-workers, managers and human resources teams, the authors reveal key insights about how to better understand, emulate, enable, support, and manage these unique and important individuals for long-term corporate success. Interestingly, the book finds that serial innovators are instrumental both in cases where firms are aware of clear market demands, and in scenarios when companies take risks on new investments, creating a consumer need. For over 25 years, research on innovation has taken the perspective that new product development can be managed like any other (complex) process of the firm. While a highly structured and closely supervised approach is helpful in creating incremental innovations, this book finds that it is not conducive to creating breakthrough innovations. The text argues that the drive to routinize innovation has gone too

far; in fact, so far as to limit many mature firms' ability to create breakthrough innovations. In today's economy, with the future of so many large firms on the line, this book is a clarion call to businesses to rethink how to nurture and thrive on their innovative workforce.

*Reverse Innovation in Health Care* Berrett-Koehler Publishers  
#1 Globe and Mail Bestseller 2016 Small Business Book Awards — Nominated, Marketing category Sticky Brands exist in almost every industry. Companies like Apple, Nike, and Starbucks have made themselves as recognizable as they are successful. But large companies are not the only ones who can stand out. Any business willing to challenge industry norms and find innovative ways to serve its customers can grow into a Sticky Brand. Based on a decade of research into what makes companies successful, *Sticky Branding* is your branding playbook. It provides ideas, stories, and exercises that will make your company stand out, attract customers, and grow into an incredible brand. *Sticky Branding's*

12.5 guiding principles are drawn from hundreds of interviews with CEOs and business owners who have excelled within their industries.

*Cities for Life* John Wiley & Sons

Silicon Valley visionary John Chambers shares the lessons that transformed a dyslexic kid from West Virginia into one of the world's best business leaders and turned a simple router company into a global tech titan. When Chambers joined Cisco in 1991, it was a company with 400 employees, a single product, and about \$70 million in revenue. When he stepped down as CEO in 2015, he left a \$47 billion tech giant that was the backbone of the internet and a leader in areas from cybersecurity to data center convergence. Along the way, he had acquired 180 companies and turned more than 10,000 employees into millionaires. Widely recognized as an innovator, an industry leader, and one of the world's best CEOs, Chambers has outlasted and outmaneuvered practically every rival that ever tried to take Cisco on—Nortel, Lucent, Alcatel, IBM, Dell, and

Hewlett-Packard, to name a few. Now Chambers is sharing his unique strategies for winning in a digital world. From his early lessons and struggles with dyslexia in West Virginia to his bold bets and battles with some of the biggest names in tech, Chambers gives readers a playbook on how to act before the market shifts, tap customers for strategy, partner for growth, build teams, and disrupt themselves. He also adapted those lessons to transform government, helping global leaders like French President Emmanuel Macron and Indian Prime Minister Narendra Modi to create new models for growth. As CEO of JC2 Ventures, he's now investing in a new generation of game-changing startups by helping founders become great leaders and scale their companies. Connecting the Dots is destined to become a business classic, providing hard-won insights and critical tools to thrive during the accelerating disruption of the digital age.

### **The Three-Box Solution**

Bentang Pustaka  
In cities around the world, planning and health experts are beginning to

understand the role of social and environmental conditions that lead to trauma. By respecting the lived experience of those who were most impacted by harms, some cities have developed innovative solutions for urban trauma. In *Cities for Life*, public health expert Jason Corburn shares lessons from three of these cities: Richmond, California; Medellín, Colombia; and Nairobi, Kenya. Corburn draws from his work with citizens, activists, and decision-makers in these cities over a ten-year period, as individuals and communities worked to heal from trauma-- including from gun violence, housing and food insecurity, poverty, and other harms. *Cities for Life* is about a new way forward with urban communities that rebuilds our social institutions, practices, and policies to be more focused on healing and health.

**Atomic Habits** Island Press

Anda mungkin beruntung memiliki pekerjaan atau proyek mendatang dengan visi yang cemerlang. Namun, upaya mewujudkan visi ini sering kali tak mudah. Setiap hari Anda gampang sekali terjebak dalam berbagai

hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu, dan proyek jangka panjang yang hanya berdasarkan asumsi. Sudah waktunya Anda mencoba Sprint, sebuah metode untuk memecahkan masalah dan menguji ide-ide baru, menyelesaikan lebih banyak hal dengan efisien. Buku ini ditulis Jake Knapp, mantan Design Partner Google Ventures, untuk menuntun Anda merasakan pengalaman menerapkan metode yang telah mendunia ini. Sprint mewujudkan pengekseskusan ide besar hanya dalam lima hari. Menuntun tim Anda dengan checklist lengkap, mulai dari Senin hingga Jumat. Menjawab segala pertanyaan penting yang sering kali hanya disimpan di benak mereka yang sedang menguji ide/konsep/produk. Sprint juga membantu Anda lebih menikmati setiap proses. Anda bisa mengamati dan bergabung dengan ratusan dari pelaku Sprint di seluruh dunia melalui tagar #sprintweek di Twitter. Sebuah proyek besar terjadi pada 2009. Seorang insinyur Gmail bernama Peter Balsiger



mencetuskan ide mengenai surel yang bisa teratur secara otomatis. Saya sangat tertarik dengan idenya—yang disebut “Kotak Masuk Prioritas”—dan merekrut insinyur lain, Annie Chen, untuk bergabung bersama kami. Annie setuju, tetapi dia hanya punya waktu sebulan untuk mengerjakannya. Kalau kami tidak bisa membuktikan bahwa ide itu bisa diterapkan dalam jangka waktu tersebut, Annie akan beralih ke proyek lainnya. Saya yakin waktunya tidak akan cukup, tetapi Annie adalah insinyur yang luar biasa. Jadi, saya memutuskan untuk menjalaninya saja. Kami membagi waktu sebulan itu ke dalam empat bagian yang masing-masing lamanya seminggu. Setiap pekan, kami menggarap desain baru. Annie dan Peter membuat purwarupa, lalu pada akhir minggu, kami menguji desain ini bersama beberapa ratus orang lainnya. Pada akhir bulan, kami menemukan solusi yang bisa dipahami dan diinginkan orang-orang. Annie tetap menjadi pemimpin untuk tim Kotak Masuk Prioritas. Dan entah bagaimana caranya, kami berhasil menyelesaikan tugas

desainnya dalam waktu yang lebih singkat dari biasanya. Beberapa bulan kemudian, saya mengunjungi Serge Lachapelle dan Mikael Drugge, dua orang karyawan Google di Stockholm. Kami bertiga ingin menguji ide perangkat lunak untuk konferensi video yang bisa dijalankan lewat peramban. Karena saya berada di kota tersebut hanya selama beberapa hari, kami bekerja secepat mungkin. Pada penghujung kunjungan saya, kami berhasil menyelesaikan purwarupanya. Kami mengirimkannya ke rekan kerja kami lewat surel dan mulai menggunakannya dalam rapat. Dalam beberapa bulan, seluruh perusahaan sudah bisa menggunakannya. (Selanjutnya, versi yang sudah dipoles dan disempurnakan dari aplikasi berbasis web tersebut dikenal sebagai Google Hangouts.) Dalam kedua kasus tersebut, saya menyadari bahwa saya bekerja jauh lebih efektif ketimbang rutinitas kerja harian saya atau ketika mengikuti lokakarya diskusi sumbang saran. Apa yang membedakannya? Saya menimbang kembali lokakarya tim yang saya

gagas sebelumnya. Bagaimana kalau saya memasukkan elemen ajaib lainnya—fokus pada kerja individu, waktu untuk membuat purwarupa, dan tenggat yang tak bisa ditawar? Saya lalu menyebutkan, “sprint” desain. Saya membuat jadwal kasar untuk sprint pertama saya: satu hari untuk berbagi informasi dan mereka ide, diikuti dengan empat hari pembuatan purwarupa. Sekali lagi, tim Google menyambut baik eksperimen ini. Saya memimpin sprint untuk mendesain Chrome, Google Search, Gmail, dan proyek-proyek lainnya. Ini sangat menarik. Sprint ini berhasil. Ide-ide diuji, dibangun, diluncurkan, dan yang terbaik, kebanyakan dari ide-ide ini berhasil diterapkan dalam dunia nyata. Proses sprint menyebar di seisi Google dari satu tim ke tim lain, dari satu kantor ke kantor lain. Seorang desainer dari Google X tertarik dengan metode ini, jadi dia menjalankan sprint untuk sebuah tim di Google Ads. Anggota tim dalam sprint di Ads kemudian menyampaikannya kepada kolega mereka, dan begitu seterusnya.

Dalam waktu singkat saya mendengar penerapan sprint dari orang-orang yang tidak saya kenal. Dalam perjalanannya, saya membuat beberapa kesalahan. Sprint pertama saya melibatkan empat puluh orang—jumlah yang sangat besar dan justru hampir menghambat sprint tersebut, bahkan sebelum dimulai. Saya menyesuaikan waktu yang diperlukan untuk mengembangkan ide dan pembuatan purwarupa. Saya jadi memahami mana yang terlalu cepat, terlalu lambat, hingga akhirnya menemukan yang waktu paling sesuai. Beberapa tahun kemudian, saya bertemu Bill Maris untuk membicarakan sprint. Bill adalah CEO Google Ventures, perusahaan modal ventura yang didirikan Google untuk berinvestasi pada startup-startup potensial. Dia adalah salah satu orang berpengaruh di Silicon Valley. Namun, Anda tidak akan menyangkanya dari pembawaannya yang santai. Pada sore itu, dia mengenakan pakaian khasnya, yaitu topi bisbol dan kaus dengan tulisan tentang Vermont. Bill tertarik untuk menjalankan sprint dengan startup dalam portofolio GV. Startup

biasanya hanya memiliki satu kesempatan emas untuk mendesain sebuah produk yang sukses, sebelum akhirnya kehabisan dana. Sprint bisa membantu mencari tahu apakah startup-startup ini berada di jalur yang tepat sebelum akhirnya mereka bisa berkecimpung dalam tahapan yang lebih berisiko untuk membangun dan meluncurkan produk mereka. Dengan menjalankan sprint, mereka bisa mendapatkan sekaligus menghemat uang. Namun agar berhasil, saya harus menyesuaikan proses sprint ini. Saya sudah berpikir mengenai produktivitas individu dan tim selama beberapa tahun. Namun, saya hampir tidak tahu apa-apa mengenai startup dan kebutuhan bisnis mereka. Tetap saja, antusiasme Bill meyakinkan saya bahwa Google Ventures adalah tempat yang tepat untuk menerapkan sprint—sekaligus tempat yang tepat bagi saya. “Ini misi kita,” ujarnya, “untuk bisa menemukan entrepreneur terbaik di muka bumi dan membantu mereka membuat dunia ini menjadi tempat yang lebih baik.” Saya tentu tak

bisa menolaknya. Di GV, saya bergabung dengan tiga rekan lain: Braden Kowitz, John Zeratsky, dan Michael Margolis. Bersama, kami mulai menjalankan sprint dengan startup-startup, bereksperimen dengan prosesnya, dan menguji hasilnya agar bisa menemukan cara untuk memperbaikinya. Ide-ide dalam buku ini lahir dari semua anggota tim kami. Braden Kowitz memasukkan desain berbasis cerita dalam proses sprint, sebuah pendekatan tak biasa yang berfokus pada pengalaman konsumen alih-alih komponen individu atau teknologi. John Zeratsky membantu kami memulai dari akhir sehingga tiap sprint bisa membantu menjawab berbagai pertanyaan bisnis paling penting. Braden dan John memiliki pengalaman dalam bisnis dan startup, hal yang tidak saya miliki, dan mereka menyesuaikan prosesnya untuk menciptakan fokus yang lebih baik dan keputusan yang lebih cerdas di tiap sprint. Michael Margolis mendorong kami untuk mengakhiri tiap sprint dengan pengujian di dunia nyata. Dia menjalankan riset konsumen, yang

perencanaan dan pelaksanaannya bisa menghabiskan waktu berminggu-minggu, dan menemukan cara untuk mendapatkan hasil yang jelas hanya dalam sehari. Ini benar-benar sebuah keajaiban. Kami tidak perlu lagi menebak-nebak apakah solusi kami bagus atau tidak karena di akhir tiap sprint, kami mendapatkan jawabannya. Kemudian ada Daniel Burka, seorang entrepreneur yang mendirikan dua startup sebelum menjual salah satunya ke Google dan bergabung dengan GV. Saat kali pertama menjelaskan proses sprint kepadanya, dia skeptis. Baginya, sprint terdengar seperti serangkaian proses manajemen yang rumit. Namun, dia sepakat untuk mencoba salah satunya. “Dalam sprint pertama itu, kami memangkas prosesnya dan menciptakan sesuatu yang ambisius hanya dalam sepekan. Saya benar-benar jatuh hati.” Setelah kami berhasil meyakinkannya, pengalaman langsung Daniel sebagai seorang pendiri startup dan sikapnya yang tidak menoleransi omong kosong membantu kami menyempurnakan prosesnya. Sejak sprint

pertama di GV pada 2012, kami telah beradaptasi dan bereksperimen. Mulanya kami mengira pembuatan purwarupa dan riset yang cepat hanya akan berhasil untuk produk berskala besar. Mampukah kami bergerak sama cepatnya jika konsumen kami adalah para ahli di berbagai bidang seperti kesehatan dan keuangan? Tanpa disangka, proses lima hari ini bisa bertahan. Proses ini sesuai untuk semua jenis konsumen, mulai dari investor sampai petani, dari onkolog sampai pemilik bisnis skala kecil. Juga bagi situs web, aplikasi iPhone, laporan medis, hingga perangkat keras berteknologi tinggi. Tidak hanya untuk mengembangkan produk, kami juga menggunakan sprint untuk menentukan prioritas, strategi pemasaran, bahkan menamai perusahaan. Proses ini berulang-ulang menyatukan tim dan menjadikan ide-ide menjadi nyata. Selama beberapa tahun belakangan, tim kami mendapatkan beragam kesempatan untuk bereksperimen dan memvalidasi ide kami mengenai proses kerja. Kami menjalankan lebih dari seratus sprint

bersama dengan startup-startup dalam portofolio GV. Kami bekerja bersama, sekaligus belajar dari para entrepreneur brilian seperti Anne Wojcicki (pendiri 23andMe), Ev Williams (pendiri Twitter, Blogger, dan Medium), serta Chad Hurley dan Steve Chen (pendiri YouTube). Pada awalnya, saya hanya ingin membuat hari-hari kerja saya efisien dan berkualitas. Saya ingin berfokus pada apa yang benar-benar penting dan menjadikan waktu saya berharga—bagi saya, tim, dan konsumen kami. Kini, lebih dari satu dekade kemudian, proses sprint secara konsisten telah membantu saya meraih mimpi tersebut. Dan saya sangat senang berbagi mengenai hal tersebut dengan Anda dalam buku ini. Dengan keberuntungan, Anda bisa memilih pekerjaan Anda karena visi yang tajam. Anda ingin berbagi visi tersebut kepada dunia, baik yang berupa pesan, layanan, maupun pengalaman, dengan perangkat lunak maupun keras, atau bahkan—sebagaimana dicontohkan dalam buku ini—sebuah cerita atau ide. Namun, mewujudkan visi ini tak mudah.

Gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu Anda, dan proyek jangka panjang yang hanya berdasarkan asumsi. Prosesnya tidak harus selalu seperti ini. Sprint menawarkan jalur untuk memecahkan masalah-masalah besar, menguji ide-ide baru, menyelesaikan lebih banyak hal, dan melakukan semuanya dengan lebih cepat. Sprint juga membantu Anda lebih menikmati prosesnya. Dengan kata lain, Anda benar-benar harus mencobanya sendiri. Ayo kita mulai.

—Jake Knapp San Francisco, Februari 2016 [Mizan, Bentang Pustaka, Manajemen, Ide, Kreatif, Inovasi, Motivasi, Dewasa, Indonesia] spesial seri bentang bisnis & startup Start with Why Harvard Business Press

FOREWORD BY GUY KAWASAKI Presentation designer and internationally acclaimed communications expert Garr Reynolds, creator of the most popular Web site on presentation design and delivery on the Net — presentationzen.com — shares his experience in a provocative mix of

illumination, inspiration, education, and guidance that will change the way you think about making presentations with PowerPoint or Keynote. Presentation Zen challenges the conventional wisdom of making "slide presentations" in today's world and encourages you to think differently and more creatively about the preparation, design, and delivery of your presentations. Garr shares lessons and perspectives that draw upon practical advice from the fields of communication and business. Combining solid principles of design with the tenets of Zen simplicity, this book will help you along the path to simpler, more effective presentations.

Leadership Conversations Dundurn

Please note: This is a companion version & not the original book. Sample Book Insights: #1 The Three-Box Solution is a simple framework that recognizes all three competing challenges managers face when leading innovation. It's a powerful guide for aligning organizations and teams on the critical but competing activities required to simultaneously create a

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This presentation describes various aspects of the regulation of tissue oxygenation, including the roles of the circulatory system, respiratory system, and blood, the carrier of oxygen within these components of the cardiorespiratory system. The respiratory system takes oxygen from the atmosphere and transports it by diffusion

from the air in the alveoli to the blood flowing through the pulmonary capillaries. The cardiovascular system then moves the oxygenated blood from the heart to the microcirculation of the various organs by convection, where oxygen is released from hemoglobin in the red blood cells and moves to the parenchymal cells of each tissue by diffusion. Oxygen that has diffused into cells is then utilized in the mitochondria to

produce adenosine triphosphate (ATP), the energy currency of all cells. The mitochondria are able to produce ATP until the oxygen tension or PO<sub>2</sub> on the cell surface falls to a critical level of about 4-5 mm Hg. Thus, in order to meet the energetic needs of cells, it is important to maintain a continuous supply of oxygen to the mitochondria at or above the critical PO<sub>2</sub>. In order to accomplish this desired outcome, the cardiorespiratory system,

including the blood, must be capable of regulation to ensure survival of all tissues under a wide range of circumstances. The purpose of this presentation is to provide basic information about the operation and regulation of the cardiovascular and respiratory systems, as well as the properties of the blood and parenchymal cells, so that a fundamental understanding of the regulation of tissue oxygenation is achieved.

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