



# The **Religion** of Innovation

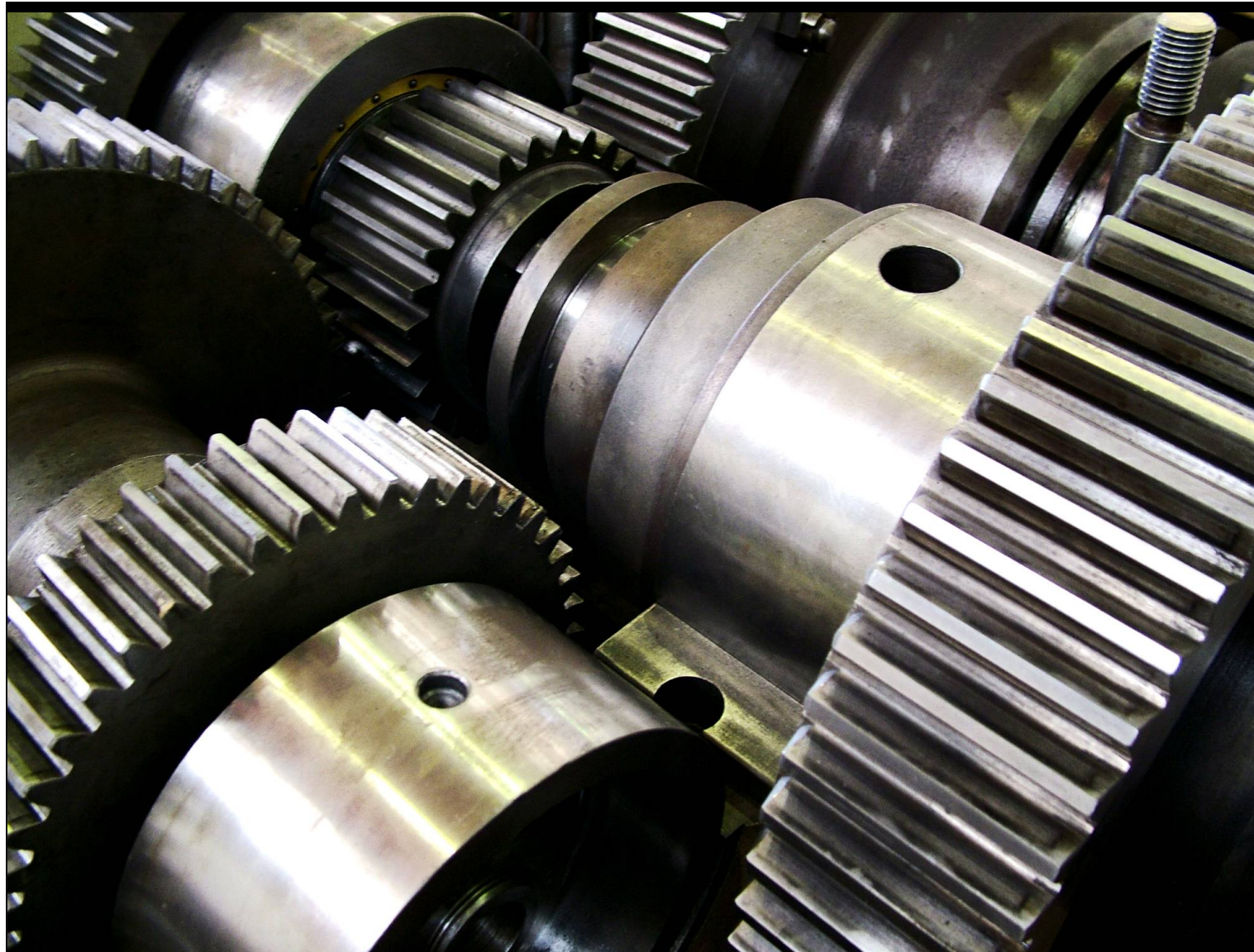
How to Create Sustainable & Scalable **Ecosystems**

**Why** is innovation so hard?

**Why** do we fail to **implement**  
the **experience** we've  
worked so hard to acquire?



MIND THE GAP



# The Rise of the Industrial Economy

*a model for  
production  
systems*



**Scarcity**











**THOU SHALT NOT MAKE  
MISTAKES**



# The Influence and Impact of Knowledge Economies



*A model for creative systems*

***Abundance***



# Innovation happens when ideas have **sex**

*Matt Ridley, 'the Rational Optimist'*









**Startup?**





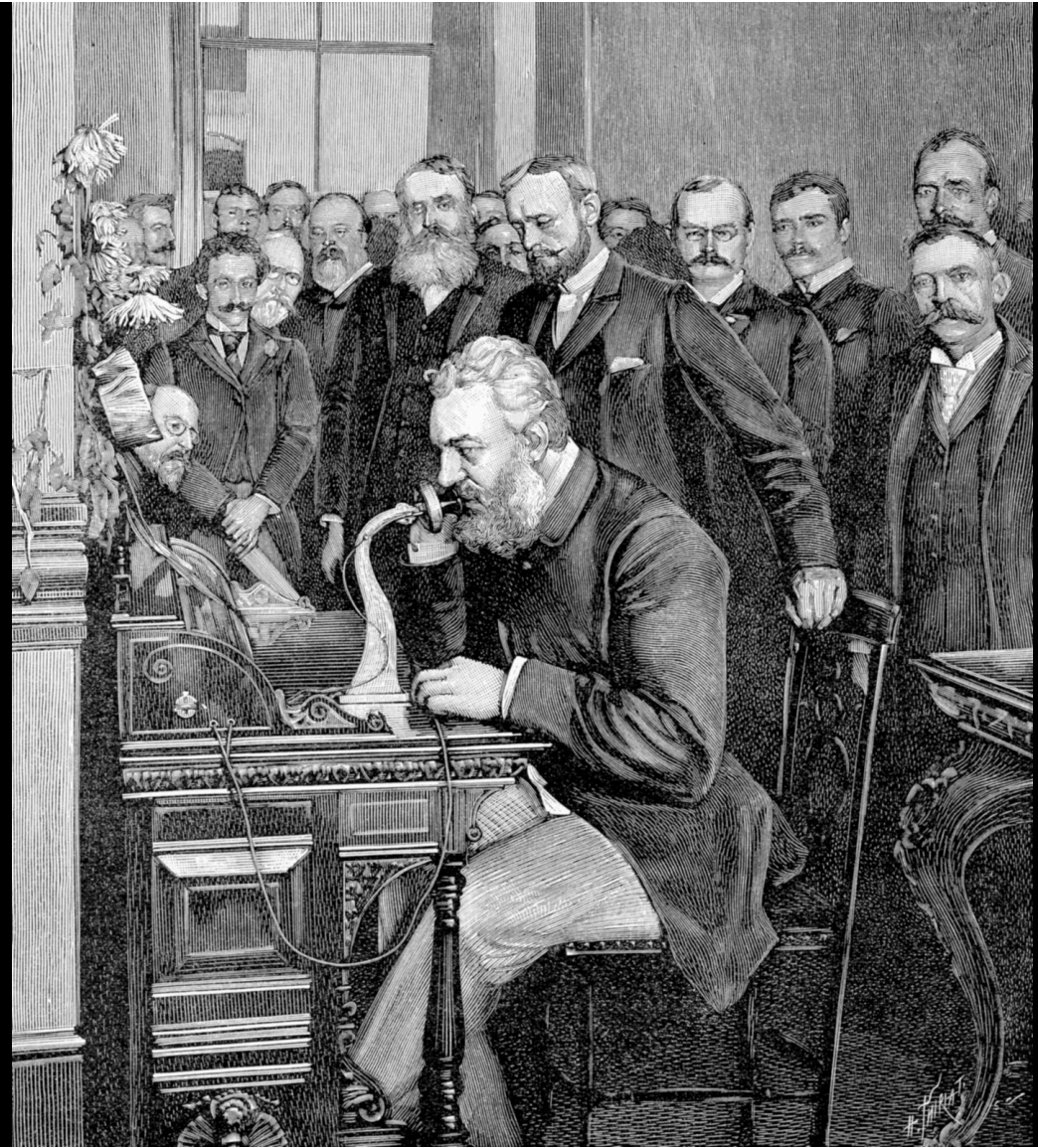
**Future  
Leader?**

# The Paradox of Innovation



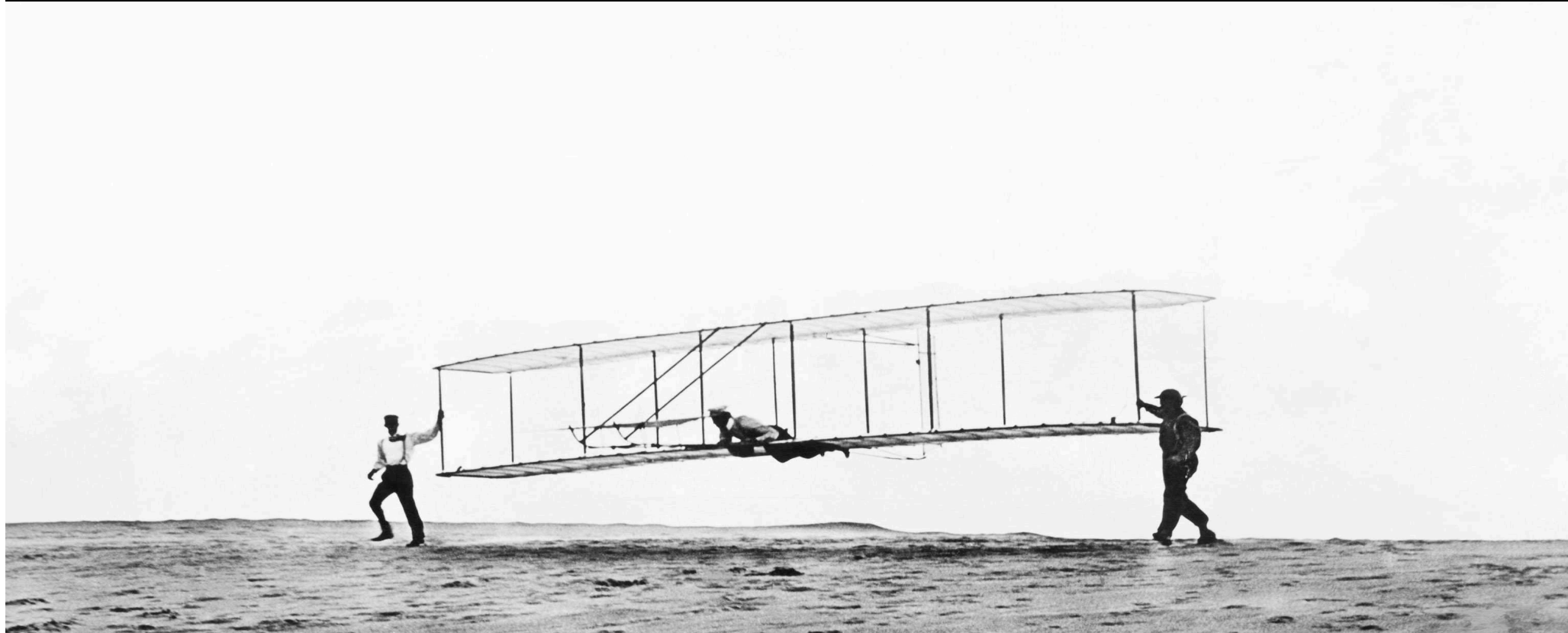
**“The telephone has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us.”**

**a Western Union internal memo, 1876**



**“Heavier than air flying machines are impossible”**

**Lord Kelvin (William Thomson), President of the Royal Society of London, 1895**





**“There is no reason for any individual to  
have a computer in their home”**

**Ken Olsen, President, Chairman, and founder of DEC, 1977**

**“IMAGINATION IS MORE  
IMPORTANT  
THAN KNOWLEDGE.”**

**ANY PROBLEM ?**  
I CAN SOLVE IT



**I HAVE NOT FAILED.  
I'VE JUST FOUND 10,000  
WAYS THAT WON'T WORK.**

**- THOMAS A. EDISON**

**ACTIONS → OUTCOMES**



**This is where we tend to focus**

**BELIEFS** → BEHAVIOR → ACTIONS → OUTCOMES



**This is where we should focus**

**For those who **believe**, no evidence  
is necessary**

**For those who do not, no evidence  
will suffice**

INSIDE THIS WEEK: A SPECIAL REPORT ON SOCIAL NETWORKING

The  
Economist

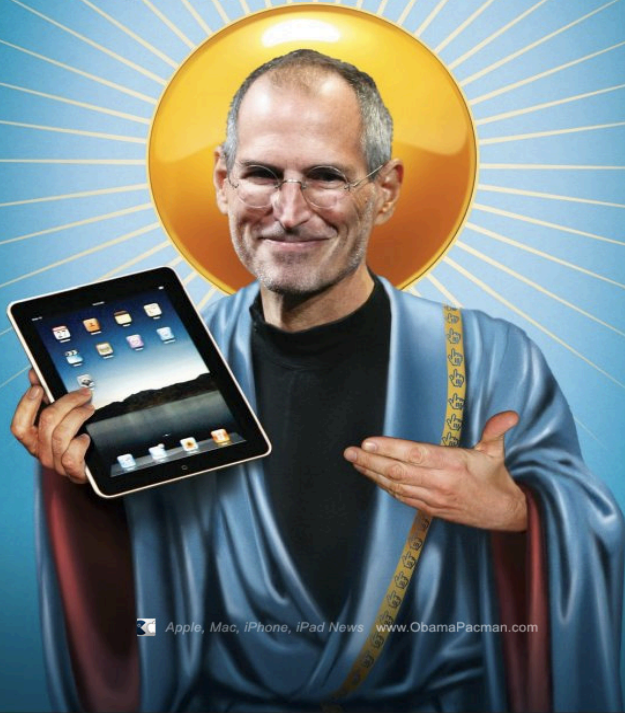
JANUARY 30TH-FEBRUARY 5TH 2010

Economist.com

Obama's vital speech  
America's bank plan misses the target  
Britain's anaemic economy  
How Bihar got better  
Sri Lanka's president triumphs

# The Book of Jobs

Hope, hype and Apple's iPad



Apple, Mac, iPhone, iPad News www.ObamaPacman.com

# The Religion of Apple

**What does it take to believe?**



HOPE



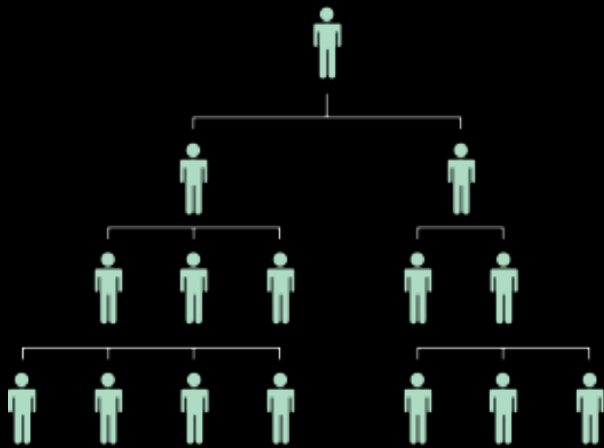




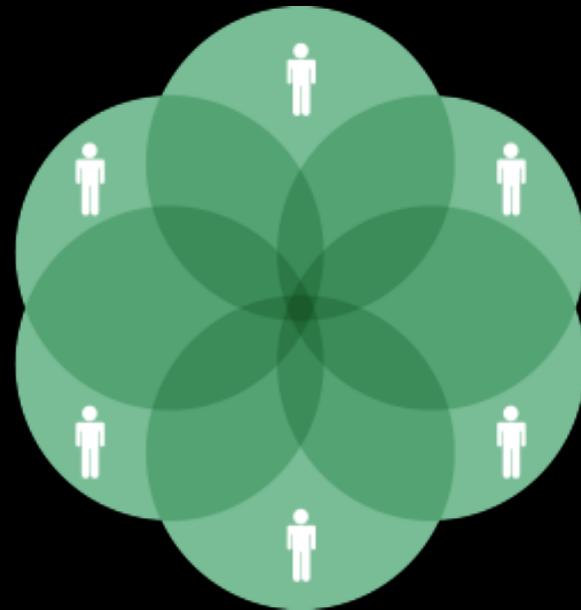
**Thinking + Feeling = Believing**

# From **Ego**system to **Eco**system

# Ego



# Eco



**DON'T THINK LIKE AN ECONOMIST**

**THINK LIKE A PSYCHOLOGIST**



“I’ve learned that people will forget what you said,  
people will forget what you did, but **people will never  
forget how you made them feel**”

*Maya Angelou*

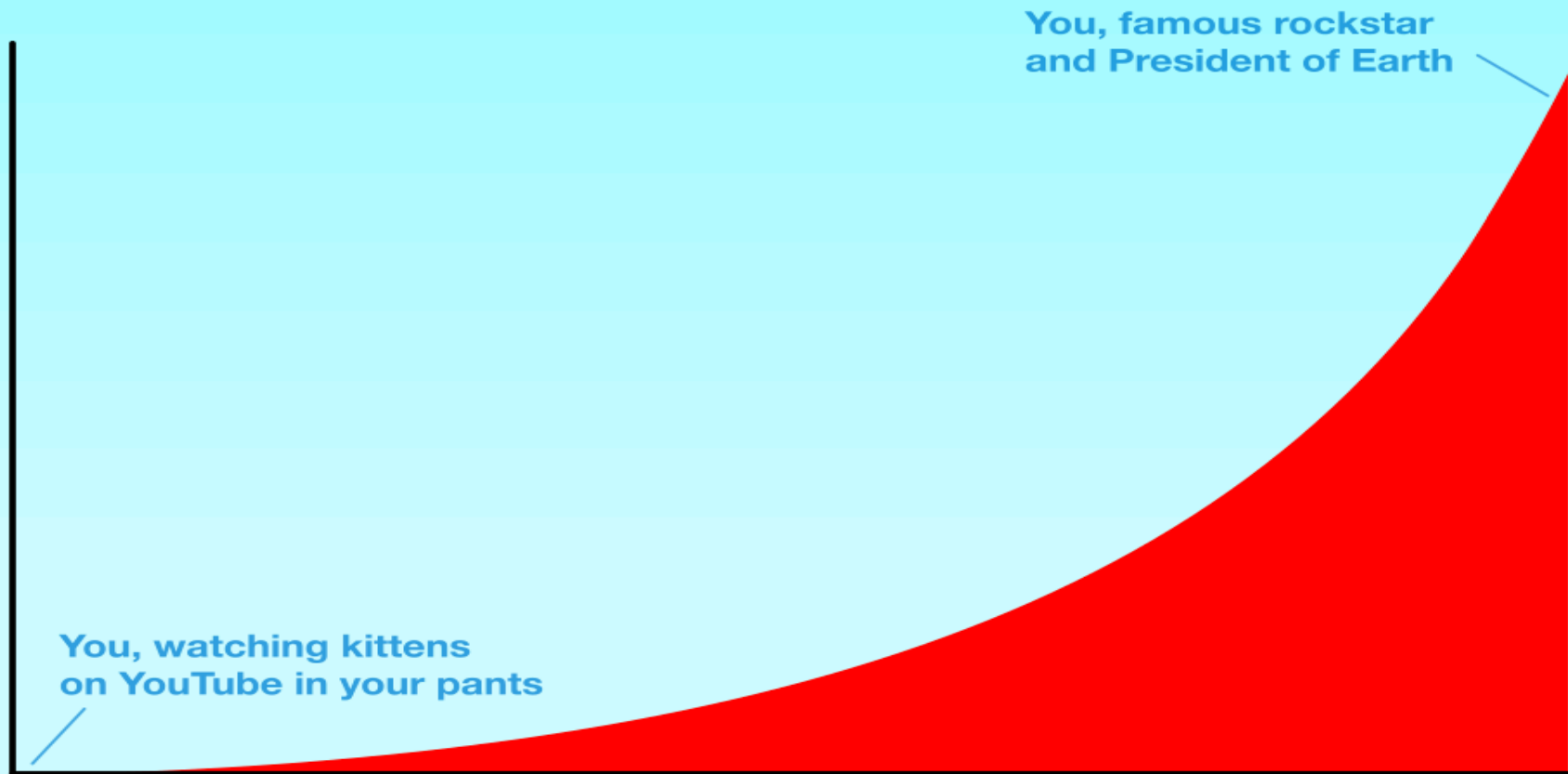
# Ambiguity + Discomfort

**"The truth is that our finest moments are most likely to occur when we are feeling deeply uncomfortable, unhappy, or unfulfilled. For it is only in such moments, propelled by our discomfort, that we are likely to step out of our ruts and start searching for different ways or truer answers."**

*Unknown*

**Pissed off people = Impact<sup>2</sup>**

**PISSED OFF PEOPLE >>**



You, watching kittens  
on YouTube in your pants

You, famous rockstar  
and President of Earth

**YOUR IMPACT >>**

# **Uninformed + Intelligent**

**Diversity and independence are important because the best collective decisions are the product of disagreement and contest, not consensus or compromise.**

*James Surowiecki, the Wisdom of Crowds*





It's not about thinking outside the box

Its realizing *the box doesn't  
exist!*

# Transcending the Paradigm

- ▶ **Predicting + Repeating → Learning + Adapting**
  - Optimizing impact through experimentation & iteration
- ▶ **Planning → Modeling**
  - Balancing inflexible, focused, linear structures with dynamic, diffusive non-linear frameworks
- ▶ **Risk Avoidance → Risk Management**
  - Risk Identification, Allocation, and Mitigation
- ▶ **Never Failing → Failing fast and cheaply**
  - Realizing that mistakes don't define us...they refine us
- ▶ **Inventing → Innovating**
  - Focus on outcomes, not just outputs
- ▶ **Institutions → Individuals**
  - All innovation is *human-centric*
- ▶ **Orthodoxy → Orthopraxy**
  - Follow the action, not just the words

# Rules of the Rainforest

- 1. Break rules and dream**
- 2. Open doors and listen**
- 3. Trust and be trustworthy**
- 4. Experiment and iterate together**
- 5. Seek fairness, not advantage**
- 6. Err, fail, and persist**
- 7. Pay it forward**



Without **Order**, nothing can exist  
Without **Chaos**, nothing can evolve

# Thank You

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