



THE
**INNOVATION
CODE**

THE
CREATIVE POWER
OF CONSTRUCTIVE
CONFLICT

JEFF DEGRAFF
THE DEAN OF INNOVATION
AND STANEY DEGRAFF

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The Innovation Code

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READ BY:
Tom Dheere

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"The most undervalued element of innovation is tension.

The push and pull between diverse perspectives has generated some of the world's most surprising breakthroughs. Jeff DeGraff shows how to stoke this kind of positive conflict among the Artists, Engineers, Sages, and Athletes in your organization."— *Beth*

Comstock, Vice Chair, Business Innovations, General Electric

The Innovation Code

by Jeff DeGraff, StaneY DeGraff

Read by Tom Dheere

Innovation comes from creative tension-not harmonious interaction.

Harmony is sublime in music but deadly to innovation. The only way to create new, hybrid solutions is to clash. Innovation happens when we bring people with contrasting perspectives and complementary areas of expertise together in one room. We innovate best with people who challenge us, not people who agree with us. While that may sound like a recipe for chaos and confusion, the DeGraffs introduce a simple framework to explain the ways different kinds of thinkers and leaders can create constructive conflict in any organization. They argue that this positive tension produces ingenious solutions that go far beyond "the best of both worlds." Using vivid examples, the DeGraffs offer four steps to normalize conflict and channel it. Their rigorous but highly accessible guide can help you achieve breakthrough solutions by utilizing all four types of innovative thinkers-the Artist, the Engineer, the Athlete, and the Sage-together.

AUTHOR

Jeff DeGraff, who has been dubbed the "Dean of Innovation," is an advisor to Fortune 500 companies-including General Electric, Coca-Cola, Google, and Mercedes-Benz-and he is a professor at the Ross School of Business at the University of Michigan. His books include *Innovation You*, *Creativity at Work*, and *Leading Innovation*. He has written for *Inc.*, *Fortune*, and *Psychology Today* and has a regular segment on public radio called *The Next Idea*.

READ BY

Tom Dheere is a trained theatre actor who has worked as a voice talent for over twenty years. His first audiobook narration was Danielle Steel's *Amazing Grace* in 2007, and his specializations are self-help, nonfiction, and science fiction. In addition to narrating audiobooks, he is a co-creator of the comic-book series *Agent 1.22*. For more information, visit www.tomdheere.com.