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### Looking with 'fresh eyes' key to innovation: Kelley

We're living in a sort of Wonderland these days where, like the Red Queen, we must all run twice as fast just to keep up, according to Tom Kelley, general manager of IDEO, a California design and development company.

In today's business environment, "running fast" means innovation, he said.

While acknowledging its importance, most organizations tend to place innovation in what author Steven Covey calls "Quadrant Two": important but not urgent, easy to put off. "But if you do that, maybe some other organization will cut into your business," Kelley warned. Those who survive today are not only innovative but keep up with the current heightened pace.

Kelley addressed a business and University audience at his Bob and Karen Sebo Lecture in Entrepreneurship April 28. His company, which is based in Palo Alto, Calif., has contributed to many well-known innovations, including the first Apple mouse, the world's first laptop computer, Procter & Gamble's Swiffer CarpetFlick, the Palm V and Polaroid's I-Zone instant camera.

IDEO, which designs products, environments, services and experiences for its clients, annually tops the winners list in Business Week's Industrial Design Excellence Awards. Fast Company has called it the "world's most celebrated design firm."

How do they do it? Primarily by employing "anthropologists," people who go out in the field with no agenda and simply observe other people's daily activities to see what problems they encounter, according to Kelley.

The anthropologist is one of the "10 faces of innovation" Kelley has described in a book in which he identifies an array of personalities and roles needed to create something new and take that idea through to production.

The first three are "learning personas," those who are driven by the need to know and question, keeping an organization fresh and externally focused. They include the anthropologist, the experimenter and the cross-pollinator.

#### 'Vu jà dé'

Of the 10, "the anthropologist is the single biggest source of innovations at IDEO," he said. Coming from backgrounds of cultural anthropology and cognitive psychology, they "gain new insights into latent customer needs through first-hand observation."

Success comes not only through creating new products, "but in knowing what problem to solve," Kelley said. "That's the real magic in our process," he added. "And there's a lot of depth involved. Anthropologists have listed 51 techniques just for observing."

By paying close attention to people's everyday lives, IDEO practices what it humorously calls "vu jà dé," or seeing the world afresh. As Marcel Proust wrote, "The real act of discovery consists not of finding new lands but in seeing with new eyes."

It takes courage and a passionate commitment to customer needs to ask "Why do we do it this way?" Kelley said. "Asking those fundamental questions opens up opportunities for innovation."

Writing in the Harvard Business Review, Harvard Business School professor Dr. Dorothy Leonard, co-author of *Deep Smarts*, says that while the logic of using observation to identify customer needs is perfectly obvious, it is "not practiced widely or well."

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Simply asking people what they think they need works well in well-bounded problems, she says, such as whether they prefer one product or approach to another. “But try asking them an open-ended question about something that doesn’t exist in the world,” and they can’t do it, she says.

“Customers are not great design directors or futurists, so watch them, see where they stumble. You fix that, and they’ll follow you,” Kelley said.

**Try, try again**

The experimenter understands that each attempt to solve a problem is an opportunity to learn something and is not daunted by failure. Like inventor Thomas Edison, who said, “I haven’t failed. I’ve just found 10,000 ways that do not work,” the experimenter believes that when something goes wrong but learning is attached, there is no failure. “A mistake is when something goes wrong but there is no learning,” Kelley said.

He also cited Jim Dyson, whose first 5,127 prototypes for a vacuum cleaner that would not lose power over time were unsuccessful and who, when he finally did reach his goal, was only able to sell the Dyson vacuum to a small Japanese company before it became the phenomenon it is today.

“The trick is to fail quicker and cheaper than your competitors,” Kelley said. “Lower the bar for your prototypes to increase the rate of learning.”

He showed an example from IDEO of a prototype surgical instrument designed for sinus operations. Simply and quickly assembled from a film cartridge, a highlighter pen and a clip clothespin, all held together by Scotch tape, the drill-like model was exactly what a group of surgeons had in mind in asking IDEO for a new tool and eventually became a sophisticated device.

**Gaining through translation**

The third learning persona is the cross-pollinator, who can make connections and associations between other environments and cultures and imagine how to apply them to break new ground.

**Invoke roles**

Organizations should encourage their members to play other roles in the creative process that, while not necessarily their inner characteristics, are necessary components of success. Some operate within the organization while others are more outward-focused.

He categorizes one group as the organizing personas—the hurdler, a tireless, optimistic problem-solver who enjoys tackling new challenges and sidestepping obstacles; the collaborator, the rare person who values the team over the individual and coaxes colleagues out of their silos to work together, and the director, who sees the big picture, targets opportunities and motivates others to get the job done.

The last group is the building personas. One of these is the experience architect, who enjoys creating individual experiences that turn something ordinary into something remarkable. Kelley said Starbucks Coffee is a perfect example of how successful this can be: More than coffee, “Starbucks sells experience,” he said. Its most frequent customers report they come there to relax and take a break. “And remember, they’re selling a stimulant!” Kelley said.

Other building personas include the set designer, who looks at every day as a chance to liven up the workspace and promote energetic, inspired cultures; the storyteller, who, through compelling, authentic narrative, can spark emotion and action and lead people into the future, and the caregiver, the empathetic person who provides the customer with a comfortable, human-centered experience.

**Be open to ideas**

“What you need is to create an idea-friendly environment,” Kelley said. The enemy of that is the proverbial devil’s advocate, that “speed bump on the road to innovation.”

“When you’re in a meeting and your group is presenting its idea for innovation and it’s looking

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good, everyone seems to be with you, then one person in the room will say, 'Now, let me play the devil's advocate for a minute.'

"And what a moment it is," Kelley said. "It's as if all the air has been sucked out of the room and everything comes to a dead stop."

The devil's advocate will use such killer phrases as "We have no proof for that." And "We tried something like that once before and it didn't work," or "I hate to be negative, but . . ."

While we'll never make that powerful devil's advocate go away, Kelley said, "let's give him a little competition. Give some power to the positive roles."

He encouraged the audience to "build, refine and nurture your own cultures of innovation."

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### Unsell named new technology dean

Dr. C. Wayne Unsell will lead the College of Technology as its new dean, Provost John Folkins has announced. His appointment becomes effective Aug. 1.

Unsell, a professional engineer, is dean of the School of Engineering Technology and Management at Southern Polytechnic State University in Marietta, Ga., which is a member of the University System of Georgia and designated as the system's technology university.

A civil engineer by training, he has 13 years' experience as an administrator, with 29 years of teaching experience in engineering, engineering technology and construction management. He also has 19 years of experience in industry and consulting.

The new dean has a strong background in leading institutional areas comprising varied professions. At Southern Polytechnic, he oversees 58 faculty and staff and some 1,600 students in seven specializations in bachelor of science degree programs and three master's degree programs.

Before moving to the Georgia system in 2004, he was associate, then interim, dean of the School of Engineering, Technology and Computer Science and interim director of the Division of Organizational Leadership and Supervision at Indiana University-Purdue University Fort Wayne (IPFW). He had also been chair of the Department of Civil and Architectural Engineering Technology on the Fort Wayne campus.

Additionally, he has held leadership roles in a number of professional service and civic organizations. At IPFW, he established the position of director of outreach programs with a \$200,000 grant from the Franklin Electric Corp., and at both the Indiana and Georgia universities, established Future City regional competition sites. "K-12 education is very important personally and professionally," Unsell says.

"BGSU's College of Technology is unique in the United States in the diversity of programs it offers," he said. "That mix offers vast opportunities. There is a high level of energy expressed by faculty and staff, and I believe the college is poised to take advantage of challenges and opportunities to move in new directions."

He plans to develop contacts with area industry and to encourage faculty to cultivate relationships and take active leadership roles in local and professional organizations.

"Dr. Unsell's expertise in the areas of accreditation, strategic planning, assessment, grant writing and program development are just a few of the assets he brings to the college," Folkins said. He was instrumental in facilitating the implementation of two bachelor's programs and one master's program at IPFW, Folkins noted, adding, "He is an experienced collaborator and will lead the college in enhancing community partnerships while providing opportunities for new scholarly productivity."

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Unsell is familiar with northwest Ohio, having received his Ph.D. in engineering science from the University of Toledo.

He replaces Dr. Joseph Frizado, geology, who has served as interim technology dean for the

### **Library employee donates Disney collection to University**

Thanks to the generosity of Jerome Library staff member Matthew Hungling, the Curriculum Resource Center now boasts more than 700 Disney items.

Hungling recently donated a large part of his collection, including children's books, videocassettes, music scores and pop-up books. Gathered over nearly 25 years, the collection was begun during his first visit to Walt Disney World in 1982.

In making the donation to the library, Hungling said it was his desire that the collection should circulate and be enjoyed by all. Library users can access the materials through the University Libraries catalog at <http://www.bgsu.edu/colleges/library/>. Most of the materials in the collection circulate for a three-week period.

A 1974 BGSU alumnus with a bachelor of education degree and a major in library and educational media, Hungling has worked at Jerome Library since 1973 when he was a student employee there. He recently celebrated his 30th year as a permanent employee in the circulation department.

To read an interview with Hungling or for more information about the collection or the Curriculum Resource Center, visit <http://www.bgsu.edu/colleges/library/crc/disney.html>.

### **BGSU sociologist named a Fellow of American Society of Criminology**

Dr. Peggy Giordano, a Distinguished Research Professor of sociology, has been awarded Fellow status in the American Society of Criminology (ASC).

The honor, the highest bestowed by the society, is reserved for scholars whose work has had an impact on the direction of criminology, said ASC President Gary LaFree. Fellows have also moved the field forward through influential publications, he added.

Giordano, a BGSU faculty member since 1974, has received roughly \$6 million in grant funding over the last 30 years. Her studies have focused on female delinquents and adult women offenders, peer influences on juvenile delinquency, and factors associated with moving away from a criminal lifestyle.

She is "no doubt one of the world's leading experts" on juvenile delinquency, said LaFree, a professor of criminology and criminal justice at the University of Maryland-College Park.

An ASC committee solicits nominations for Fellows from the society's membership, then gathers information from the nominees for consideration. No more than three new Fellows are named each year; Giordano is among the three honorees who will be acknowledged this November at the Columbus-based society's annual meeting in Los Angeles.

An author of numerous journal articles and book chapters during her career, Giordano has served on ASC's Executive Council and finance and awards committees. In 1995-96, she chaired the American Sociological Association's Section on Crime, Law and Deviance.

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Giordano has also researched adolescent relationships and directs an ongoing longitudinal study focused on romantic relationships and sexual behavior. She came to BGSU after earning her Ph.D. in sociology from the University of Minnesota in 1974, and became a full professor in 1984. Winner of the University's Olscamp Research Award in 1995, she was named a Distinguished Research Professor in 2000.

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### Primrose reappointed to trustees

Governor Taft has reappointed William J. Primrose III as a BGSU trustee. His new term will run through May 15, 2015.

Primrose, who joined the board of trustees in August 2005 when Trustee Edward Ferkany stepped down, is president of Primrose, Inc., which comprises the Dickey-Grabler Co., Tremont, Inc., and the Metal Marker Manufacturing Co. in northeast Ohio and Red Rock Stamping in Phoenix, Ariz. He is a former president of Dickey-Grabler Co. and a CPA.

Primrose received his bachelor's degree in accounting from the University in 1974. He has been a member of the Dean's Council in the College of Business Administration and received the Beta Alpha Psi Outstanding Alumnus Award. The Westlake resident has also served on the BGSU Foundation and Alumni boards and is a member of the Presidents Club.

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### 2006 W. Heinlen Hall Lectureship to focus on polymers

Polymer chemist Dr. Andrew Holmes of the University of Melbourne will deliver this year's W. Heinlen Hall Lecture Series June 5-8. The inaugural VESKI Fellow at the Bio21 Institute at Melbourne and a Fellow at CSIRO Molecular and Health Technologies, Holmes is a prize-winning researcher.

Holmes' research interests span applications of synthesis to problems in materials science and biology. He has been particularly interested in polymers for electronics applications and is a co-founder of Cambridge Display Technology, a company that is exploiting light-emitting polymers.

Born in Melbourne in 1943, he earned his Ph.D. at University College London in 1971. He was appointed as assistant lecturer at Cambridge in 1972. In 1994, he became director of the Melville Laboratory for Polymer Synthesis and was appointed professor of organic and polymer chemistry in 1998. In September 2004 he became professor of organic and polymer chemistry at Imperial College, and in October 2004 was given leave to be seconded as an Australian Research Council Federation Fellow and to join the Bio21 Institute.

At BGSU, Holmes will give four lectures, each from 3:30-4:30 p.m. in 123 Overman Hall. His topics will be as follows:

- June 5—"Seeing the Light with Polymers"
- June 6—"Synthesis and Processing in Supercritical Carbon Dioxide"
- June 7—"Pericyclic Processes in the Synthesis of Biologically Important Heterocycles"
- June 8—"Probing Downstream Intracellular Signalling Processes with Inositol Phospholipids"

The lectureship was created by the chemistry department in 1975 to honor Dr. W. Heinlen Hall, a professor of chemistry from 1936-76 who, as chair of the department until 1971, led it through extraordinary growth and expansion. The weeklong series, which has drawn acclaimed scholars and leading research chemists, allows students and faculty to learn from and interact with cutting-edge investigators at the frontiers of chemistry research.

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### Clinic offers free speech, hearing screenings and hearing aid cleanings

The BGSU Speech and Hearing Clinic will provide free speech and hearing screenings and hearing aid cleanings for adults and children from on and off campus this week.

The services are available by appointment from 9-11:45 a.m. and 1-4 p.m. today (May 22) and Wednesday (May 24) in the clinic, 200 Health Center.

Call 2-2515 for an appointment.

### No Monitor next week

Due to the Memorial Day holiday, Monitor will not be published May 29. The next issue will be June 5.

### Deadline approaches for switch to official stationery

The campus is reminded that June 30 is the deadline for departments to begin using stationery with the official University letterhead. Stationery is available through the Office Depot BGSU ordering site.

Areas that have been depleting their existing supplies of stationery must change to the official design to be in line with BGSU graphic standards.

“Each University area that produces visual communications is expected to comply with this policy,” says President Sidney Ribeau.

The Graphic Standards Manual can be found online at <http://www.bgsu.edu/offices/mc/gsm/> or on the Quick Links menu under Faculty and Staff.

### Security on ‘other’ U.S. border focus of BGSU workshop

U.S. border security issues aren’t limited to the south, participants in a June 2 workshop organized by BGSU will learn.

Addressing the secure movement of goods, as well as people, between the United States and Canada, the “Beyond Borders Workshop: Trends in Secure Trade” will give members of the business community a chance to learn about border policy from leading companies and public agencies. Seven experts will share information on building secure supply chains and understanding where policy is headed.

The workshop is set for 9:30 a.m. to 3 p.m. that Friday at Heather Downs Country Club, 3910 Heatherdowns Blvd., in Toledo. Registration is required. To register, call the Canadian Studies Center at 2-2457 or go to <http://www.cba.bgsu.edu/cast/beyond.html>. Cost is \$100 per person.

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## CALENDAR

### Monday, May 22

**BG@100 Open Forum**, update on the transfer of administrative systems to PeopleSoft, 1:30 p.m., 316 Bowen-Thompson Student Union.

### Monday, May 29

**Memorial Day.** Classes canceled, offices closed.

### Thursday, June 1

**Administrative Staff Council**, 1:30-3:30 p.m., 207 Union.

### Monday, June 5

**W. Heinlen Hall Lecture**, "Seeing the Light with Polymers," by Dr. Andrew Holmes,

University of Melbourne, 3:30-4:30 p.m., 123 Overman Hall.

### Continuing Events May 22 and May 24

**Free Speech and Hearing Screenings and Hearing Aid Cleanings**, by appointment from 9-11:45 a.m. and 1-4 p.m. today (May 22) and Wednesday (May 24), Speech and Hearing Clinic, 200 Health Center. Open to adults and children from on and off campus. Call 2-2515 for an appointment.

### Through July 21

**Photography Exhibit**, Brian Baby, Little Gallery, BGSU Firelands. Gallery hours are 9 a.m.-5 p.m. Monday-Friday.

## JOB POSTINGS

### FACULTY

**Sociology.** Instructor-Demography. Call Gary Lee, 2-2292.

**Accounting and Management Information Systems.** Instructor. Call Larry Kowalski, 2-2803. Deadline: June 19.

Contact the Office of Human Resources at 419-372-8421 for information regarding classified and administrative positions. Position vacancy announcements may be viewed by visiting the HR Web site at <http://www.bgsu.edu/offices/ohr/>.

Employees wishing to apply for these positions must sign a "Request for Transfer" form and attach an updated resume or data sheet. This information must be turned in to Human Resources by the job deadline.

### CLASSIFIED

**On-campus classified:**  
[http://www.bgsu.edu/offices/ohr/employment/BGSU\\_only/page11151.html](http://www.bgsu.edu/offices/ohr/employment/BGSU_only/page11151.html)

**Off-campus classified:**  
[http://www.bgsu.edu/offices/ohr/employment/cl\\_staff/page11145.html](http://www.bgsu.edu/offices/ohr/employment/cl_staff/page11145.html)

### ADMINISTRATIVE

[http://www.bgsu.edu/offices/ohr/employment/adm\\_staff/page11137.html](http://www.bgsu.edu/offices/ohr/employment/adm_staff/page11137.html)

## OBITUARY

**Jesusa "Chita" "Jessie" Perez**, 86, died May 10 in Oregon, Ohio. She was a housekeeper with the University for 13 years before her retirement in 1982.