

# PROACTIVE PROBLEM SOLVING

THE EMPLOYEE ENGAGEMENT SYSTEM  
BEHIND THE WORLD'S MOST DISRUPTIVE  
BOURBON DISTILLERY

DOUG HALL  
EUREKA! RANCH - FOUNDER  
BRAIN BREW DISTILLERY - CO-FOUNDER



Perspetive on  
**PROACTIVE Problem Solving**

*"When "Doug's joyful approach shows how to bring energy and fun to making things happen proactively. Can't change the past ... can influence the future!"*

Doug Potter  
Eureka! Europe

*"When Doug meets Disney, creativity ne'er wanes.  
Our team explodes when he jump-starts our brains!"*

Ellen Guidera, VP  
The Walt Disney Company

*"I loved it. Selfishly, I can see it improving my non-business life for me and my family interactions. At 77, it is tough to find many self-improvement opportunities."*

Dave Kilbury  
Retired Business Leader

*"This is quite simply a brilliant book in its clarity, practical application and easily digested examples. STOP STUPID START SMART is a simple yet powerful thought. I have been applying the tenets of Doug's thinking for 25 years and it works, whether it's building billion dollar brands or helping you navigate your way around a nagging problem. ... A must read! "*

Ken Grier  
Founder of De-Still Creative Ltd.

*"Doug provides understanding and guidance on the vital importance of stimulating joy in work by enabling employees to become part of the improvement of their work systems. He challenges us to stop stifling the natural motivations that fuel employee joy. When employees are engaged a chain reaction of increased quality, efficiency and productivity is sparked. "*

Kevin E. Cahill  
Executive The W. Edwards Deming Institute

*"For anyone who leads teams, serves on teams or wants their organization to perform at a high level you need tread and truly digest PROACTIVE Problem Solving. Innovation and working smart (let alone 'stop the stupid') are the life blood of a successful business. And your greatest resources are your people at all levels and across all functions. Doug Hall's strategies, tools and examples will help your business achieve more than you thought possible."*

R. Bruce Montgomery Jr  
Senior Operating Partner  
Bourne Partners

*"In PROACTIVE Problem Solving, Doug Hall reminds us that the practices, opportunities, and solutions are different daily. He inspires us to continuously seek different and innovative ways to respond to our challenges and reach our goals. He draws from many life experiences and welcomes us on a journey to Sustaining Success with Never-Ending Improvement."*

Rufus Glasper, Ph.D.  
President and CEO,  
League for Innovation in the Community College

*"Doug Hall, has a great system for engineering innovation—that is, making it real—for meeting the often unrealized needs of an organization's external customers. Now Doug has turned those idea creation tools, methods, and psychology inward, applying them to internal organizational problems. Now, in this tightly written volume, he has made problem solving even easier. Read it, study it, apply it, try any or all of the techniques, and prepare to be stunningly surprised at the results!"*

Barry J Bruns, Col, USAF (Ret)

*"At its core, Doug Hall's PROACTIVE Problem Solving is about a better, faster way to turn brain matter into ideas. He gives you all sorts of ways to stimulate new thinking and ideas. Then he provides disciplined ways to sort those ideas, build on them, and turn them into practical actions that can improve the world, your world, and you."*

George Bradt  
PrimeGenesis, Founder

*"Only Doug Hall could make PROACTIVE problem solving seem so effortless. Doug's energy for changing the world, one pioneer at a time, is admirable. His unwavering determination, and relentless pursuit to teach others how to make a meaningful difference redefines what is possible. Thank you! Your innovation system has made an incredible difference in my life and in the lives of those who live it."*

Corinne Dupuy  
Assistant Dean, College of Engineering  
University of Louisiana at Lafayette

*"People are generally really, really good at over complicating matters, and that makes common sense hard to find. In our non-profit organization, we can easily get lost day to day by being unfocused and inefficient if we do not break things down to their smallest parts to see them clearly. We have been blessed to have Doug steadfastly and patiently help us, nudge us, and guide us when we cannot see the trees for the forest. PROACTIVE Problem Solving uses case studies to show how simple and effective problem solving can be. It is a book I will re-read many times."*

James MacHattie  
Executive Director  
The College of Piping and Celtic Performing Arts of Canada

*"This book is packed full of practical, relevant tools and insights that will help you deliver more effectively whatever your role, whatever your industry, for big complex projects and small problems alike."*

Graeme Crombie  
Matrix, Scotland

*"Doug Hall has done it again! His succinct approach to making problems real, using simple tools to explore the challenge and then 'experiencing the potential solutions' (yes with an S) that develops learning along the way, provides an awesome guide to achieve amazing outcomes!!!!"*

Lisa Henderson  
Director of Client Services  
Vermont Manufacturing Extension Center

*"PROACTIVE Problem Solving takes you through the importance of a commitment to life-long, never-ending learning. Doug uses his real world experiences to teach the principles of Defining Problems & Solutions, Creating Solutions, and Driving Out the Risks of Innovation. The result for his Brain Brew Distillery is one of the 12 best bourbons in America (Dexter) and the fastest growing super premium bourbon (Noble Oak). The book offers great insights on how to proactively solve problems. It also captures the daily challenges of business and ways to solve problems in a concise, employee engaging and fun manner."*

Rick Rothwell  
Systems Expert

*"I've known Doug for over four decades, and his latest book is an excellent "playbook" that brings his considerable creative and engineering thinking to the masses. Employment empowerment is a huge challenge, and Doug has proven ways for your employees to become proactive problem solvers. In addition, there's plenty of pragmatic advice on how to define and solve challenging problems. "*

Kip Knight  
Founder, CMO Coaches

# **PROACTIVE Problem Solving**

The Organizational Engagement System  
Behind The World's Most Disruptive  
Bourbon Distillery

**Doug Hall**

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# PROACTIVE

## Problem Solving

Is dedicated with thanks and love  
to four amazing teams  
Eureka! Ranch  
Innovation Engineering Institute  
Brain Brew Distillery  
Eureka! Europe

To paraphrase the Apple Commercial

*Some Call Us the Crazy Ones ...  
And We're OK with that.*

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## Acknowledgments

In writing this book, I've come to the realization that my PROACTIVE mindset was originally enabled by my parents and grandparents.

My mom, Jean Hall, knew I could create ideas before I did. She was my cheerleader.

My dad, Buzz Hall, was by my side supporting me when I embarked on creative adventures. He would encourage me to think before taking action and gently offer me ideas. When I failed, he would pick me up and get me going again. He never said, "I told you so." Rather, he would gently ask me what I had learned from my failure.

My grandmother, Hazel Hall, inspired, challenged and pushed me to think big and bold. Her philosophy was made clear in an interview for my book *Making the Courage Connection* when she was age 88:

*"You have to wind yourself up to find courage. It's easier to submit to whatever is. You have to shake yourself and say, "No, this isn't what I'm going to accept."*

My great-grandfather Will Holder was the only entrepreneur in my family tree. As a sailmaker, he reinvented his business as the marketplace changed. As the age of sail ended, he produced custom awnings and tarps. He was also an innovator of work systems. He was the first to bring a sewing machine into a Canadian sail loft. At age 95, he described his life philosophy with these simple words:

*"One time you're down, another time you're up and then you're down again and you come up again."*

Having family support was invaluable. In later years many other mentors and supporters provided support. In particular, my girlfriend for 47 years and wife for 42 years Debbie Hall has provided support that is never-ending. When I was contemplating the creation of a distillery, I asked her advice. Without hesitation, she said, "Just do it!" Without her never-ending support there would be no Eureka! Ranch, Brain Brew Distillery or Innovation Engineering Institute.

## Introduction

### **An Antidote To The Multitude of Problems You Face**

We are living in a time of unprecedented change. The consequence is a never-ending stream of problems in our professional and personal lives. Concurrently companies are facing dramatic drops in organizational engagement. Eureka! Ranch research finds that 44% of managers feel employee engagement is worse since Covid.

The Eureka! Ranch study also found that the average manager wastes 3.5 hours a day reacting to flawed company work systems and employee mistakes. Interestingly 78% of this waste is from flawed company work systems. These include poor work instructions, flawed digital systems, ineffective communications and needless bureaucracy. Only 22% of wasted time is from employee mistakes. The only effective way I've found to address this epidemic of waste is to engage the entire organization - employees, managers and leadership in proactively identifying and fixing the work system problems.

I learned this as co-founder and CEO of the highly disruptive Brain Brew Bourbon Distillery. Despite the Covid pandemic, by applying the lessons in this book to engage employees, Brain Brew grew from shipping a few thousand to shipping over 100,000 cases a year.

Stated simply, the complexity of today's world makes it nearly impossible for leaders to command and control their organizations. Rather, they need to engage and embrace the ideas, insights and thinking of all their team members.

On June 24, 1980, a documentary broadcast by NBC told the story of how Dr. W. Edwards Deming, an American statistician, helped change the Japanese economy after WWII from a focus on low cost to high quality and reliability. Host Lloyd Dobyns had this to say about the need for broad scale worker engagement:

"In almost all the solutions to the problem of productivity there is a common thread. Each of them includes, in some way, worker participation. Every expert to whom we talked agreed that no solution can succeed fully unless it includes the active participation of the people who actually do the work, union or nonunion. All humans think, and nowhere is it chiseled in stone, that those in management think best."

NBC White Paper—"If Japan Can, Why Can't We?"

My previous books, most recently *Driving Eureka!*, teach how to create and execute ideas for growing sales and profits through disruptive strategies, offerings and business models.

This book is different. It's about helping YOU and those around you become PROACTIVE Problem Solvers. It's about teaching you how to move your mindset from "reactive" to embracing a more optimistic and proactive way of life.

The need for this book became real to me over the past few years as I experienced the thrills and challenges of leading what is arguably the world's most disruptive bourbon distillery.

Leading the Brain Brew Distillery has taught me that while disruptive ideas for innovative products, services and business models are critical, having a team of PROACTIVE problem solvers is just as important. If I were to break down relative importance, I would estimate that when it comes to sustained success, 25% is due to having a disruptive product/service, 25% is a result of a disruptive business model and fully 50% is because of never ending continuous improvements by employees.

At Brain Brew, innovation by everyone, everywhere, every day is not optional. It is the job of every team member. From operations, to finance, to procurement, to marketing and sales, the Brain Brew Crew is on a never-ending quest to find smarter ways of working.

The distillery has the quirky name "Brain Brew" to remind team members that our collective mission is to work smarter than our competitors. Or said in the irreverent language of the Brain Brew Crew, our focus is to STOP THE STUPID.

By "stupid" we mean the stupid processes, work systems and bureaucratic junk that develops within all organizations and industries. When Brain Brew was created, I had the preconception that we could create our production system once and be done with it. I was wrong. What I didn't understand was the need to reinvent our work systems as production grew from 600 to 10,000 to 24,000 to 48,000 to 70,000 to 100,000 cases. With each leap in production, work processes that had been SMART suddenly became STUPID. Dramatic growth impacted everything from raw material flow to work systems to production rhythm.

Joe Girgash, co-founder and President, quickly learned to think proactively about not just the current production increase but the ones that will follow. He also engaged the team in the creation, testing and implementation of system improvements. Just as the Walt Disney Company teaches employees to take immediate action to help frustrated guests, Joe taught the team to take action when they see something that is wrong. The impact of this cultural mindset is immense. In retrospect, committing to organizational engagement is one of the most important decisions we've made as a company.

Competing in the bourbon whiskey marketplace we learned quickly that we would fail if we tried to follow the playbook of the multi-national conglomerates that control 80 to 90% of bourbon whiskey sales. To win we had to innovate our offerings, business models and work systems to enable our "David" of a distillery to survive and thrive versus the "Goliaths" that dominate bourbon whiskey.

For the Brain Brew Crew, STOP THE STUPID means not accepting poor work methods, poor tools or flawed work systems as being "just the way it is." When our team members SEE SOMETHING that is a problem, they are enabled to TRY SOMETHING to solve it. The result: their work is more meaningful, and our distillery is more successful.

To be totally clear, STOP THE STUPID is about STUPID WORK SYSTEMS, NOT STUPID PEOPLE! People of all ages and education levels have insights and ideas. There are no stupid people. There are, however, many people who have not been taught how to problem solve, validate and communicate their ideas.

While the achievements of Brain Brew are amazing, the reality is we still have much to learn in our never-ending quest to work smarter than our competition. It is and always will be a never-ending journey of continuous improvement. Fortunately, we have laid the foundation of a culture that that is ready, willing and able to win.

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Our sister company, the Eureka! Ranch created a one-day PROACTIVE Problem Solving workshop for training employees at Brain Brew and other companies. The workshop adapted the Ranch's Innovation Engineering curriculum of courses and tools to focus on problem solving instead of inventing "disruptive ideas" for growth strategies, offerings or business models.

Unlike classic problem-solving courses that teach how to dissect a problem to find its cause, the workshop and this book teach how to look at problems as a system of interconnected parts that are subjected to never-ending continuous improvement. To use a plumbing analogy, instead of teaching you how to "plug a leak," it teaches you how to create and execute ideas that vaporize the causes of the leak so that it never occurs again.

The PROACTIVE Problem Solving methods are easy to apply. And they work. An academic research study led by Dr. Andy VanGundy of the University of Oklahoma found that these methods enable a 5X or 500% increase in the number of effective ideas for solutions created versus the methods most adults use. Having options for solutions increases your odds of success as you move from idea creation to implementation.

As you learn the PROACTIVE Problem Solving methods, you will develop confidence in your ability to proactively create a better future for yourself. And you will "future proof" your success. Multiple studies find that thinking and problem-solving are among the top skills that employers look for from new employees. Recently, a research study of over 800 corporations published by the World Economic Forum quantified the need to future-proof your career. The study found that over the next five years employers expect to create 69 million new jobs. At the same time, they will eliminate 83 million positions. Yes my friends – change is not optional.

### **An Invitation to Living a Life of Curiosity and Adventure**

This book is my invitation for you to take action on the adventure of improving the world around you. My goal is not to change you. In fact, if I tried to change you I would fail miserably. Rather, I invite you to embrace the intrinsic curiosity and wisdom that exists within you.

This book challenges you to let go of the comfortable relationships you've developed with problems. Instead of accepting life's frustrations as "just the way it is," stand up and use your brain to find a way to reduce and even vaporize your frustrations.

The process begins first and foremost by paying attention and living in the moment, mindful and curious. It involves experimentation and experiences that connect you to your sensory awareness, your curiosity and your inherent quest for meaningfulness.

#### What's in it for Your Organization

Imagine what it would be like if everyone across your culture was fully engaged. Imagine the impact on your efficiency and effectiveness if, like Japan Steel Works, each of your employees suggested and took action on 10 ideas per year! It would be transformative!

A major benefit of PROACTIVE Problem Solving is that it blends seamlessly with existing improvement systems such as Lean and 6 Sigma. PROACTIVE Problem Solving turbocharges organizational engagement in problem solving AND the organization's ability to create and execute Lean (ideas to increase value with less resources / waste) and 6 Sigma (ideas to reduce process variation and enhance process control).

Business leaders tell us that the quick wins with Lean and 6 Sigma tend to focus on addressing obvious waste and variation problems. They view PROACTIVE Problem Solving as a way to amplify their efforts to reduce waste and variation with ideas that are non-obvious.

The reason these three methodologies work together is because, at their root, they are all grounded in the teaching of Dr. W. Edwards Deming, who you will learn more about in the first chapter.

The two biggest benefits full organizational engagement are:

1. A Chain Reaction of Business Impacts: Increasing organizational engagement activates a continuous stream of ideas for improved effectiveness, efficiency, capacity, safety and quality, resulting in measurable impact. Tracking studies on students taking our training courses finds:
  - Nearly 100% apply the new skills and mindset to their work.
  - 60% can accomplish work they could not have done without the systems they learned.
  - A company in Europe found that participants generated revenue growth or savings ranging from €300,000 to €6 million.

Research by the Gallup organization finds that organizations with high organizational engagement realize:

- 81% decrease in absenteeism
- 64% decrease in safety incidents / accidents
- 43% decrease in turnover for high-turnover organizations
- 42% decrease in quality defects
- 28% decrease in shrinkage / theft
- 18% decrease in turnover for low-turn over organizations

They also realize:

23% increase in profitability

18% increase in productivity / sales

10% increase in customer loyalty

2. Increased Job Satisfaction and Employee Retention: When employees feel their work has meaning, they are more engaged, and work is more fun. A Eureka! Ranch study involving 557 assessments across 122 companies found that the #1 predictor of employees feeling that their organization was one of the best places to work was "My talents are well used in the workplace."

The Secret to Employee Retention is SIMPLE.

Educate & Enable Your Employees as PROACTIVE Problem Solvers!

When employees have an opportunity to use their brain, they feel an intrinsic reward. These intrinsic rewards are deep, sustainable and meaningful. Conversely when employees feel they are not listened to, they tune out, check out and quit.

### **The Importance of Engaging Employees AND Managers**

Enabling BOTH employees and managers, is the key to success. However, research by the Eureka! Ranch finds that 74% of managers feel they don't have the training and support they need to problem solve and help their employees. Interestingly, in a separate study we found that nearly the same percentage of managers - 75% find it difficult to get employees proactively engaged.

The need for supporting managers is also confirmed by Training Magazine's Annual Survey. The research finds that "Coaching/Developing Others" has been the #1 priority skill for leadership development for the past 6 years in a row.

The need to support managers is why at the end of each chapter there is a short section on Insights for Managers of Proactive Employees. It's also why the Ranch Team developed a course that helps teach managers the art and science of how to lead proactive employees.

### **The Foundation of This Book**

This book and our PROACTIVE Problem Solving workshops for employees and managers are grounded in a new field of academic study known as Innovation Engineering.

IE, as it's commonly called, is created by the Eureka! Ranch team in partnership with the University of Maine. It teaches students the art and science of innovation. It is taught by members of the Innovation Engineering Network at colleges, universities and commercial training companies.

The full nine-course catalog is taught at universities as an undergraduate minor or as a graduate school certificate. It's also taught as an executive education course for managers and leaders of for-profit, non-profit and government organizations.

The curriculum is based on data from more than 20,000 real-world innovations plus quantitative research on innovation systems involving hundreds of thousands of adults. To date, Innovation Engineering organizations have developed and are developing innovation projects valued at over \$20 billion.

The book translates the industrial-strength methods that I've relied on for 50+ years to create BIG ideas into simple to learn and easy to implement principles for helping employees fix broken work systems and problem solve ideas for working smarter.

### **PROACTIVE Problem Solving versus Product/Service Innovation**

With New Product / Service innovation there is often tremendous risk and complexity. Because of this new product / service innovation, teams follow a disciplined or even "formal" process that is documented and data driven.

PROACTIVE Problem Solving innovations are often developed and executed with less formality. So long as team leaders are engaged and have set appropriate boundaries, employees can very quickly identify a problem, create a solution, validate the solution and publish their new way of working via changes to formal Standard Operating Procedures or through informal sharing across teammates or teams.

Less formality doesn't mean that ideas are necessarily less innovative. In fact, it's common that when faced with problems where the answer isn't obvious, greater originality is required to solve them. Fortunately, the industrial strength nature of Innovation Engineering methods enables employees to create ideas that are as big, bold and unexpected as needed.

Informal will always be faster than formal. However, there still need to be checks and balances to make sure that new ideas don't have unintended consequences. At our distillery, we train our managers to evaluate and decide how informal or formal each project needs to be. We also time having conversations about boundaries for which ideas are "just do them" and which ideas need to go through a more formal review process.

### **PROACTIVE Problem Solving Embodies and Supports the Mission**

Adding PROACTIVE Problem Solving to the Innovation Engineering curriculum helps us accelerate achievement of our IE mission:

We exist to change the world  
by helping everyone  
work smarter and more creatively together.

We do this through company customized

training and work systems.

Changing the World — This bold statement energizes me. Quite simply for myself and my teams life too short to not focus on making a meaningful impact on the world.

Company Customized — It's not uncommon for training courses to contain an "implied criticism" of what employees are currently doing. This creates a barrier to learning. To avoid this we customize our trainings to celebrate examples of company employees creating and implementing ways to work smarter. Customization includes company success stories plus alignment with the company's industry, language / lexicon and existing training programs. Customizing the courses makes it easier for employees to "connect the dots" on how to apply the teachings to their existing work situation. The result is a bottom up transformation of the organization's culture.

And that, my friends, is the reason why — after 50 years of innovating and now eight books — I have never been more excited to get up, get out and get going each day!

### **Book Organization**

This book is divided into three sections:

Part One: DEFINING Problems and Solutions: The book begins with understanding WHAT your problem is and WHY it's important to solve it. This increases your odds of success by increasing focus and reducing wasted efforts. It also fuels your motivation to keep going with your problem-solving when first solutions hit "speed bumps."

Part Two: CREATING Solutions: Creating solutions involves the engagement and leadership of employees. This is the heart of the book. It is where you learn the most effective methods for creating solutions that I've found in 50 years of problem solving. The methods are practical. They are also philosophical. They open new ways of looking at problems and solutions.

Part Three: Driving Out RISK as You Bring Your idea to Life: Ideas are good. Making ideas real is great. The final part of the book outlines a reliable system for concurrently decreasing risk and increasing success with your solutions. Having a disciplined system for exploring, testing and learning about new ideas builds problem-solving courage. Students tell us that when they understand HOW they can easily learn more about the potential for their ideas they are more comfortable suggesting and pursuing new ideas.

In this book I also explore the basic psychology behind what makes a method work or not work. I'm not a psychologist so it won't be a ponderous discussion. That said, I have learned that when it comes to creating ideas the greatest barriers are psychological.

My appreciation for psychology came from writing the first ever chapter on innovation for the American Psychological Association's Handbook of Consumer Psychology. Writing the chapter forced me to think deeply about the links between creativity and psychology.

### **Examples of How Students Have Used This Learning**

Here's a random sample of problem-solving projects that IE students have led. The projects cover a broad range of industries, departments and job levels.

How to decrease the time it takes from awarding a project to the suppliers getting the necessary materials.

How to enable two departments to work together more effectively to increase productivity and quality.

Creating an on-site garden to reuse materials and help demonstrate a commitment toward sustainability.

Creating novel learning experiences for teachers, to inspire change in instructional practices.

Reinventing onboarding training.

Innovative curriculum design and development to meet changing industry demand.

A new framework for team meetings when problem-solving or decision-making is needed.

Expanding capacity for an existing product line.

A system to provide real-time inventory and order tracking as they scale up.

Scaling up an experimental process while reducing risk with the process.

How to reduce downtime, standardize work, and enable automation.

How to harvest and house energy for sensing technology.

New application methods to enable faster product launches.

More effectively getting food donations to members in need before it expires.

Ideas for a new post-op scheduling system.

Teaching students how to earn and utilize money in an age appropriate way that also grows with them.

Enabling disabled students to be more independent.

New methods for identifying, recruiting and retaining high quality sales agents.

How to reduce scrap material at a mill.

Methods for sharing information between internal sub-categories.

Reducing time needed for GED completion.

Cutting the time needed to complete a design review with suppliers by 25 to 50%.

How to collect stories to share with the public from all voices and departments within their organization.

Methods to reduce delays during new product development with suppliers.

New ways to notify personnel about pending tasks to reduce time to completion.

Creating a program to successfully establish a patent portfolio.

More effective ways to operate as one powerful team.

## **Confidentiality**

In this book I tell stories about the creation of ideas. Every story is true to the best of my recollection. However, the bulk of my work over the years is covered by confidentiality agreements. Therefore, in many cases I've disguised the names of people, organizations and sometimes even the industry when it might be easy to guess who I am talking about.

## **"Idea Guru?"**

A May 2000 Inc. Magazine cover story dubbed me "The Idea Guru." The term has since been used many times by reporters to describe me.

I've never really liked the term "Guru" because it implies that idea creation is mystical magic. And, frankly, my life's work is to make the creative process reliable and reproducible — not mystical. However, when I looked up the definition of "Guru" in the Merriam-Webster dictionary, I became more comfortable with it. It defined a guru as A person with knowledge or expertise.

I also find "idea guru" better than what NFL Players called me when I ran a course teaching them how to think smarter about their entrepreneurial investments. At the end of day two, a retired lineman, standing over a foot taller than I, with multiple Super Bowl Rings, said, "Doug you are the OG." Other players heard him and yelled out "Yeah, the OG." They then raised their glasses of our Noble

Oak Bourbon in a toast. Now I understand that calling me an OG – “Original Gangster” is a major compliment – but to me it’s a bit weird. I think I’ll stick with being an IG instead of an OG :).

In closing I’d like to give special thanks to Patty Giavara, who provided wise and helpful feedback on version after version of this book and to Lydia Carson for her amazing editing of the final draft. Also thanks to Graeme Crombie, Maggie Pfeifer, Rick Rothwell, Barry Bruns, Ron Walters and Bruce Montgomery for their insights and ideas. The book is much better because of their wisdom.

Enjoy the adventure!

Cheers,

Doug

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