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Making Innovation Work: How to Manage It, Measure It, and Profit from It

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and an "empire." The close-run victory at Midway confirmed the primacy of aircraft carriers and ensured U.S. control of the western Pacific. PRAYING MANTIS was thrown in mainly to demonstrate that new U.S. weapons do work—albeit, in this case, against a rather feeble Iranian foe. Curiously, Symonds fails to note that a few months earlier, the battleship USS *Iowa* had dramatically demonstrated a far greater peacekeeping capability than the extensive, missile-equipped fleet he described.

WILLIAM LLOYD STEARMAN
Secretary of the Navy's Advisory Subcommittee on Naval History

Divila, Tony, Marc J. Epstein, and Robert Shelton. *Making Innovation Work: How to Manage It, Measure It, and Profit from It.* Upper Saddle River, N.J.: Wharton School, 2006. 334pp. $29.99

Innovation is one of the four pillars of the U.S. Defense Department's Transformation Plan. Innovation has nudged its way into the mission statements and strategies of most business and government organizations, because it is essential for competitive positioning and sustained performance. Yet in spite of executive proclamations and substantial investment, a majority of organizations report disappointing innovation results. *Making Innovation Work* does a thorough job of converting the concept of innovation into a practical management framework. Although the book is research-based and two of its authors are academics, it provides practical tools and techniques for managing the end-to-end innovation process. It also debunks several innovation myths, such as creativity and management discipline

being incompatible. Examples and vocabulary are clearly geared to a business audience. There are several excellent books on military innovation, but most are analytical and retrospective. This is a "hands on" book about the management of innovation, and leaders of national security organizations will appreciate the relevance of the book's framework.

This book is geared to leaders who manage innovation in large successful organizations. Paradoxically, large successful organizations typically have the weakest innovation results, because innovation requires deviation from the practices and technology that have served them so well over the years. At times the book becomes a bit repetitive, and word or phrase usage can become confusing, but the liberal use of graphics and text boxes to deliver important insights, examples, and models is quite effective.

The authors' innovation model is a four-cell matrix. The two axes (Technology, Business Model) are subdivided into "New" and "Existing." The four cells categorize distinct types of innovation, labeled "Incremental," "Business Model Semi-Radical," "Technology Semi-Radical," and "Radical." An innovation project utilizing existing technology but employing a new way of conducting business is categorized as "Semi-Radical." An example is iPod/iTunes, which uses existing technology but dramatically alters the way music is acquired. This type of product is called a "disruptive innovation." It fundamentally changes the marketplace and the organization's competitive position in it. The authors' premise is that the category of innovation is an important consideration, since it sets the stage for

what the organization must commit in resources, capabilities, and management tools. For instance, incremental innovation reapplies existing technology and business practices. It can be delivered in a shorter time with less expense than radical or semiradical innovation, but it lacks the punch for competitive repositioning.

The authors' working definition of innovation is capturing creativity and then adding value so it benefits the organization. Their innovation framework is a sequence of integrated management decisions and actions. The first and most important decision is determining whether the innovation project is aligned with the organization's strategy and capabilities. There is extensive discussion about modifying an organization's culture so that it can sustain innovation. Every organization has what the authors call "antibodies," those rules, attitudes, procedures, and habits that insidiously suffocate new ideas. Leadership must provide management systems to support the innovation process, such as mechanisms to capture and evaluate creative ideas, ensure adequate resources, measure progress, and reward personnel. The authors repeatedly emphasize that the integrity of the innovation process and the results reflect leadership's skill and commitment.

The audience for this book is business executives. However, military and national security leaders will find practical recommendations and management techniques applicable for their mission. The book contains an extensive bibliography and references.

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Seiple, Robert A., and Dennis R. Hoover, eds. *Religion and Security: The New Nexus in International Relations*. Lanham, Md.: Rowman & Littlefield, 2004. 198pp. $65.00 cloth/$22.95 paper

Those serving in the military and foreign service stereotypically show scant professional interest in religion. Presumably the security and interests of states hinge on secular concerns. Merging religion with politics only complicates matters, often inviting violence, as wars of religion or terrorist acts of militant Islamists remind us. *Religion and Security* innovatively complicates such Westphalian dispositions, urging readers to appreciate the religious complexities of today's global security environment and to consider the possibilities that constructive religious engagement offers for citizens and states the world over. Yes, religion is part of the problem, we are reminded, but it is part of the solution as well. "There is, quite simply," the book argues in toto, "a positive nexus between religion and security, and the international community ignores it at its considerable peril." Why we have been slow to come to this conclusion is hypothesized in the first chapter, by strategic-studies expert Pauletta Otis.

Editors Robert Seiple and Dennis Hoover have assembled a dynamic and diverse array of scholars, practitioners, and experts from many fields and political walks of life. Seiple, former U.S. ambassador at large for International Religious Freedom, and Hoover both belong to the Institute for Global Engagement, the "think tank with legs." They have divided the book into four sections, examining religion's relationship to violence and insecurity, pluralism