EI 098: When product managers' good idea is not enough
Host: Chad McAllister, PhD
Guest: Samuel Bacharach, PhD

CHAD: Hi, this is Chad, your host. I have a great guest for us to learn from—the author of a new book, *The Agenda Mover: When Your Good Idea is Not Enough.* Doesn't that just sum up the challenge of being a product manager? When our good ideas are not enough? I encourage you to get the summary of our discussion, find the links discussed, and view the transcript, by going to the show notes for this episode. That's at www.theeverydayinnovator.com/098. This is also where you'll find my Product Mastery Roadmap. Get it to see how you can increase your influence and success as a product manager. My guest argues that in order to implement any innovation, no matter how great your idea, and we all have great ideas, that you must be what he calls an "agenda mover". He's analyzed how leaders, such as Steve Jobs, Jeff Bezos, Bill Gates, and Martin Luther King Jr were able to turn their ideas into action. He has also spent years teaching the skills that enable people to move agendas, and he helps leaders of Fortune 500 companies apply those skills. He is also an organizational behavior professor at Cornell University, and the cofounder of the Bacharach Leadership Group. His name is Samuel B. Bacharach. Enjoy the interview!

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CHAD: Professor Bacharach, thanks so much for joining The Everyday Innovators and discussing your latest book.

PROFESSOR BACHARACH: Thank you.

CHAD: I'm glad you're here. So, your latest book is *The Agenda Mover: When Your Good Idea is Not Enough.* I love that subtitle. You shared with this material, if you cannot move your agenda, you are not a leader. Tell us what you were meaning by that.

PROFESSOR BACHARACH: Well, I think we tend to over-dramatize what we mean by leaders and what it takes to innovate. First of all, we begin with the assumption that all leaders are individuals that try to get some action going, to move something, be proactive in some capacity. Then, clearly, the litmus test in leadership is what do you get done. We live in a culture where we tend to see leadership as heroic quality, the charismatic person will come over the hill and save you, the Lone Ranger. That's total nonsense. It's nonsense we sell people, also, so you've got to be transformational, existential, charismatic. No, what you need to do is execute. How many leaders do you remember for some ideas they had out there or for their charisma? No, what you remember is their capacity to move the ideas. Thomas Edison once said, "A good idea without execution is hallucination." Well, that's my notion. Can you move the idea? Can you execute? There is no leadership without it.

CHAD: I think the traditional approach of many of us, even not into the literature take when we think of leaders, is that person that kind of stands in front of everyone and has something special that they are able to influence others. We focus on that something special aspect, right? Like you said, their charisma, or something that makes them stand out. Instead, even though there are leaders like that, certainly we need people that can move ideas forward.

PROFESSOR BACHARACH: You know, your concern with ideas and what you do here is you interview people doing innovation. Let me ask you a question. When do you ever see an innovation moved on the basis of personality and purely charisma? And why, therefore, if innovation and change and being proactive, is a backbone of leadership in our culture, then we have to look at what really does that. Too

often, we have this notion of it's that charismatic character. If it was that charismatic character, I'm asking your listeners, how many of you would really be included? How many would be excluded by that, because we don't look right, we don't sound right, whatever? But we have great ideas. So my whole point is we have to democratize leadership, especially in this world where we're talking about startups and people leading throughout the organizations, all organizations. We've got to make sure that a lot of people understand that they can lead. We've got to take this mythology of THE leader out of people's heads and tell people it's about very specific fields that you can lead in spite of who you are, not because of who you are.

[4:36]

CHAD: Right.

PROFESSOR BACHARACH: And that's very important.

CHAD: It is, and indeed one of the reasons I was anxious to talk with you was there was a study done for product managers and innovators earlier this year, that identified four skills that lead to more effective product managers and executives in that space, and they are skills that had to do with how do you indeed get your idea out and get others following it? And I think there are forceful personalities in this space. Steve Jobs would come to mind. But he married both very good ideas, some unique insights into where customers were going, with the forcefulness of moving people in a direction, too.

PROFESSOR BACHARACH: You know, he is actually a good example. I'm not one that believe in the deification of Steve Jobs, I'm sure most of us don't. But if we take a little distance, and we ask a completely different question, different question. And go through the period where he didn't make it at Apple. When he was asked to, sort of gently move out. The interesting thing about Jobs—he had all these insights. But how did he mobilize people? How did he get back in? How was he capable of…I'm not saying this was Mr. Nice Guy, whatever. But you have to ask yourself a question, "How did he survive? How did he move the ideas? How did he push the ideas in the organization?" So in that sense, I think it's important, and you know, we can debate the personality and I'm not a psychoanalyst and I don't want to get there. The point really is, that people really, ideas as far as I'm concerned, are not the challenge. We make a big deal out of ideation and creativity and I celebrate that. I celebrate that. I think that, if you take a look at innovation and ideation, they are both very popular in the current business climate. But those alone are simply insufficient, without pairing them with some ability to get something through the maze of the organization. If you don't have those micro-political skills to move the ideas, well, you know, you're in there with Edison's hallucinating group. So that's my whole point, and it's not always the genius with the one brilliant idea that wins the game. I think it's very important to focus on these micro-skills, whether you're an entrepreneur trying to get money from a VC group, or you're working in a large organization trying to get support for a new idea, or if you're in the public sector. Those are the skills that are important—the micro-skills that move the ideas in the organizations. The political micro-skills.

CHAD: Yeah, it's very challenging as that lone genius, even if you are in that great position to be that, to get any work actually done. You just don't have the critical mass needed. You mentioned Edison before. You know, he had a team of engineers working on any of his projects, trying over and over what might make a lightbulb actually light and glow, so it's not the lone operation. You do need to be able to enable people to move with you in the direction you want to go.

[7:39]

PROFESSOR BACHARACH: And that becomes the issue. And the thing I get into is, okay. So essentially at any point in time, especially today, you think about what the innovator really has, I mean, I'm thinking of one case of a young innovator I spoke to the other day. I won't go into too much detail, but here he's got this brilliant idea and he's got some resources, but all he needs to do now is mobilize people around the ideas. Now, some of them he's going to have to mobilize with money, without money, he's got to mobilize a group. Essentially he's got to mobilize, not simply a team, but a coalition committed to what he wants to get done. That's the lone entrepreneur. His challenge isn't creativity. We make such a big deal out of creativity. I've been teaching at Cornell for a long time and I always tell people, "Give me four or five Cornell alum graduates and I'll come up with more ideas than you know what to do with." The question is, will I be able to move that idea? Mobilize the support we need for the ideas? Corporations don't have a creativity problem. They have an execution problem, and that is moving ideas through the maze. I think it's some very specific skills that I've looked at and I'm concerned about training people with.

CHAD: I think what you just said is a really important point, and I suspect some of our Everyday Innovators listening would disagree, and I want to go back and emphasize the point that you said organizations don't have a problem creating ideas, they have a problem actually moving them and taking action on them. A lot of organizations don't see it that way. I've been in the senior leadership teams, to try to help them with innovation, and they see their problem indeed as not having enough ideas. But when you do the analysis, it's actually, they don't have a good process for selecting valuable ideas and taking action on them.

PROFESSOR BACHARACH: Actually, that's a very good point. I have evidence to that effect. Again, I've been in a number of major corporations, and my group in New York actually helped them spin out some whole leadership innovation academies, in which we teach people how to move ideas. We looked at a couple of corporations, and one comes to mind, that had thousands of ideas. This whole idea that somehow in your corporate world there's this meritocracy that the great ideas come to the surface and they're the ones that are celebrated. Well, if you believe that, then I'll tell you that polo is America's national sport. Meritocracy is not the only thing that drives ideas to come to the surface. A lot of it has to do with your political savvy. So let me give you an example. You're sitting in an organization that has been bought out by a large corporation, and you've just been bought out. You've been bought out because of some products that you have, but you also have some new ideas. How do you get them to listen to you? How do you get the allies? How do you overcome the resistance? Even if there is a chain for evaluating the ideas, how do you get enough clout and enough support and enough traction to move that idea in that large organizational maze? I think your listeners understand instinctively when I talk about it isn't this idea, I'll put the idea in the suggestion box, run it up the pole, have some people evaluate and tell you if it's a good idea or not. No, no, no. If you don't campaign for your idea, if you don't mobilize your ideas, just as an entrepreneur, an external entrepreneur, an internal entrepreneur has to do the same thing. If you can't campaign, I hate the analogy these days, and don't traumatize your listeners, if you can't campaign, you don't get elected and your ideas don't get selected. I think that's absolutely essential. So I don't quite swallow this, oh all you need is an idea and a meritocracy will take care of it. I just don't swallow it.

[11:26]

CHAD: There's always that resistance to something new, to change. I wanted to ask you about that. When we're looking at change, change always brings fear. We have to somehow counter that, right? So, how do product managers and leaders in this space address that fear of change, of doing something new?

PROFESSOR BACHARACH: I think you're asking the $64,000 question. Over the last number of years, I and my group in New York, this Bacharach Leadership Group, we basically have gone from company to company, training people in exactly that. If you begin with your assumption, which is a premier assumption, that people will resist change, first of all, that assumption by itself gets to be really, really more complex. If I may, if you'll indulge me for a moment, I'll elaborate on that. You see, opposing innovation and opposing change is like opposing apple pie, even when there's not a lot of sugar in it. Like opposing apple pie. No one ever comes and tells you, "This is the stupidest idea I've ever heard. Forget it." And no one tells you in the corporate world, "We're against change, forget it." It's a lot subtler than that. People resist, not because they play "Got You" but they play sort of, "Yes, but did you think about this…" There's room to play. There's room to play, because change and innovation are the things these days we, at least, on a corporate level, celebrate, so there's room to play right now. It's not 1965 in the automobile industry. But given that there's room to play, it demands from you as someone trying to move change and innovation, that number one, you begin to get thoughtful and seriously anticipate the possible resistance. That means you need to methodically understand arguments of resistance. I always argue with people in training them that there are not many arguments people can make against you, and two, that you really begin to develop the skills to mobilize, to be able to justify your agenda. Again, there are skills to that. And then, that you begin to really work on getting the buy-in. How do you negotiate the buy-in? And finally, fourth, that you don't drop the ball, that you do things to sustain momentum. So when I talk about skills, political skills to overcome resistance and sometimes appropriate resistance, I'm talking about the capacity to anticipate, mobilize, negotiate, and sustain momentum. These are things you can actually learn. We've trained people all around the world in these skills, and some of them were the least charismatic people you could think of. So, I think that is the challenge, to give people the skills to overcome the type of resistance they often face.

[14:23]

CHAD: In saying that you don't have to be charismatic to get this done, I think is really valuable and important. As product managers, a lot of us come from an engineering, development background. Another big part comes from the marketing, maybe sales background, but we see ourselves often as the person who is just trying to deeply understand a customer's problem, gain some insights and provide them value. Frankly, a lot of us are just wired, I don't want to speak for all product managers, but I know I'm personally wired that I don't like getting wrapped up in the politics. I like being able to try to offer value. If there's a set of straight-forward skills I can develop to get that done, that's pretty valuable to me.

PROFESSOR BACHARACH: And I think, I say this with humor and respect, I think that what you guys do is absolutely essential and we should give you guys a lot more credit and I'll just tell you what I'm talking about. A few weeks ago, I had the privilege of being out in California, talking to…and one company,

suffice it to say, was a Fortune 15 company, to 70 products engineers. I mean, we're talking a really, really intimidating, bright bunch. I'm going in there, and I'm going to talk about my whole notion of political competence, and the first reaction I get is paranoia. I mean, you have these guys from MIT, brilliant engineers who have created brilliant products, and somehow I had that essential fear that I always do when you face a room like that. After a few minutes, it became so obvious that these, and it's always been the case in the last five years, these are the people that are most receptive to these ideas. Why? Because they understand exactly what you just said. They've got these great ideas, they understood the customer, and now they've got to drive it through the organization. More and more, I see these people are the ones that…at BLG we had a retreat for some engineers a while ago, and these are the ones that are most hungry. It's sort of, they know all the details of what they do, and now all they've got to do is learn those few tricks that will, and I mean in a positive way, that will allow them to move that in the organization. I mean, how often do you hear an engineer saying, "Hey, I've got this, but I can't get anyone to support it." So I've found engineers to be by far the most receptive toward the ideas we're talking about. Ironic, but true.

CHAD: Exactly.

PROFESSOR BACHARACH: Because they're frustrated. They're the most frustrated, if you understand what I mean.

CHAD: Yeah, and that's the point. Recently, I was asked, what are the stumbling points for new product managers? One of them, indeed, is…your great idea, your great insight that you gained from good customer research, you're not going to get anyone to pay attention because you don't have the influence to do that yet. How do you overcome this resistance?

[17:14]

PROFESSOR BACHARACH: That's why the whole book is called *The Agenda Mover,* and you overcome the resistance by…for example, before, you talked about fears. I believe you overcome resistance by giving people mundane, specific, skills that are by the numbers. In that sense, I have something in common with engineers, and that is I believe in a checklist. For example, before, you talked about this whole notion of dealing with people's fears. How do you deal with your fears? How do you identify their fears? What do you actually do with the fears? That actually becomes a good example. If you look at it, and from my end, when you're dealing with people's fears, let me give you a couple examples. You know right away, that there's the fear of failure. So you ask a bunch of people, you're a really smart engineer and you have this great idea, but now you've got to sort of convince the CFO in the company to join your efforts. The CFO in a company has an MBA from some ivy-league school and he's not an engineer. He's a good CFO. So you know he's afraid. That means you have to methodically illustrate the potential success. You know that he may be a bit concerned about the turf paranoia, that he's giving you too much turf. Then you've got to really focus on the payoff. You know that he's going to worry about accountability, worry about ambiguity. So be very concrete. You know he's uncomfortable with the risk it may put him in because he's trying to back up something that he doesn't quite understand, so minimize the risk. And always couch it in their reality. This sounds very mundane. But when you sit with a group of product managers or innovators, and you give them this list, and you say to them, "Now go through this like a checklist. Have you done this?" It's the same checklist you use as an entrepreneur

pitching to a VC firm. If you ask them methodically, here are the seven things you need to know, for example, here are the things you need to know in anticipating the "got you" game or the "yes, but" game. But I believe that we have to train leaders specifically in these micro-specific skills. Justifying— what is the specific language of justification? So mundane as it sounds, that's my notion of helping people lead for their innovation and ideas. That mundane checklist.

[19:55]

CHAD: And as you were saying that, you're putting it in the context of the person you're talking to, and trying to align your agenda with their agenda, which means you have to understand their agenda also.

PROFESSOR BACHARACH: Yeah, one great chief technology officer of another company I recently had a conversation with, we came up with a really simple notion: what are you really trying to do in any setting? You've got a lot of things you're pursuing, I've got a lot of things I'm pursuing, I need shift my agenda like a hole in the head, but you want me to. What are we really trying to do? I'm trying to get you to shift your priorities to align them, at least in some capacity, with my priorities. I'm trying to get you to shift your resources to support what I'm trying to do. This could be a very methodical, incremental process, and the interesting thing is that it's not simply going to come because I charmed you to death. It's going to come because I was methodical and deeply understood where you're coming from. For example, I may begin to understand that you have a very conservative, traditional agenda, or you may be a developer. In the book, in The Agenda Mover, we categorize the type of resistance. When we go into the field, we teach people to categorize the resistance so you can align your priorities with others'. All of it has to do with categorizing, getting beyond words like resistance and agenda and breaking up the specific things you really need to do. I think that's all teachable.

CHAD: Yeah, let me ask you about those categories of resistance. When you gave the example of the CFO, this is someone who is driven by specifics. They need concrete evidence and information. But not everyone would be looking for that kind of information. What categories of resistance do you talk about?

PROFESSOR BACHARACH: It gets a little more complicated, but let's just play with three for the fun of it. They'll sound funny to your listeners, but think about it. We did a training last week in one company in Pennsylvania and we put them through a very simple exercise. We asked them to categorize them. And you know how we did it? It's in the book. Look, on the one hand, you've got, for lack of better terms, the top dogs. Those people make the final decisions. Then you've got your gatekeepers, right? The CFOs. Then you've got those gurus, the people in the organization who have no clout but actually can legitimize your idea. Then you've got all the players. Just for the fun of it, bear with me. So, I asked the group, one of my trainers asked the group, and she is an interesting woman. She asked the group, "Who would you go to first if you're moving an idea?" And you know how many of them said, "We go to the top dog first."? Which is the worst thing you can do because the top dog is only capable of saying yes or no, right?

CHAD: Right.

[22:50]

PROFESSOR BACHARACH: In all likelihood, they'll say no. So then they went through an exercise where you go to your gatekeeper, the CFO person. Or would you go to the guru who has no clout whatsoever but can legitimize your idea? Now as mundane as some of this sounds, as mundane as some of this sounds, knowing who to launch your idea to in the organization or in any other setting is absolutely critical. What we need to know is how to categorize the actors, the power players, and also how to categorize their agendas. Are they traditionalists? Revolutionary? Developers or Adjusters? We go on, we train people and that's exactly what we're concerned about. I believe in the mindful focus on these issues. We talk all about it, but on the surface a lot of what I'm saying is not new to your listeners. But what is new, is I really think that for each one of these areas, there are specific things you can do and learn to do in order to move that agenda more, to move that innovation. It's got to be that concrete.

CHAD: And these are the mechanics of campaign planning. If you have to campaign for your ideas, what's your plan to get that done? Where do you start, who do you talk to?

PROFESSOR BACHARACH: That's exactly right. It's a micro-campaign. Lately, and we'll all recover from this next week, hopefully, we're hearing all this campaign language. But there's one phrase I really think that is true. You can't innovate and you get nothing put in place unless you have a ground game. You need a ground game. What I'm simply saying is that…and I go back to Edison. I don't pretend but to spend the first part of my career, which is a long career, being a professor, organizational behavior at Cornell, but what happened is, about eight years ago when I began to really delve deeply and partner with organizations and write these books, more by accident than by anything, it became clear to me that people have to be taught how to establish a political ground game for their ideas. It came clear to me in a very simple way. A major corporation asked me in those days before the Bacharach Leadership Group was formed, to go out and train the high potentials. Only when we began to focus on specific skills the high potentials needed to move ideas, did we get any place. My whole point about all this stuff: it is skills, learn skills, learn skills, learn skills. You know, I'll tell you a quick story. It's actually true. When I was a younger professor at Cornell, years ago, I was working in my garage one day and I'll never forget this. I don't know how much your listeners remember this, but Bitnet was the beginning of the internet, sort of, in my recollection. I remember in those days, they were using it for university libraries. I said to myself, "Wow, I could sell books like this." I really had this idea. Now let me tell you something. I don't think any of your listeners are out there buying books from me but they are doing it from Amazon. So I scribbled the idea on a piece of paper and that's it. Making me once again, on paper I was a successful academic, but in terms of entrepreneur, nothing. Great idea, I did nothing to move it. No regrets, but that's my whole point. That it's about getting up and putting a campaign in order. All these conferences and all these meetings that tell you ideation, come up with a great idea, look at some of these leaders. Come on, folks, they have political skills. It is not simply the great idea people out there that dominate the terrain. It's the people that knew how to mobilize it. You know, what's the story about Jobs and all these people? They know how to mobilize other people. So let's get real. It's not just a meritocracy of ideation. It is also the practical, pragmatic politics of moving your agenda.

[26:47]

CHAD: That does suggest there is another way to get some of this done, which is, if you're not the person who can figure out how to move these ideas forward, or maybe you don't have that interest in actually learning the steps to do that planning and execute the plan for it, if you can find someone who

does have the political savviness to influence others and you can marry up with them, you can actually get a lot of your agenda accomplished.

PROFESSOR BACHARACH: And that's exactly why, and I hate to be a plugger, why I wrote *The Agenda Mover* and why we formed the Bacharach Leadership Group. That is exactly what we train our partner people to do. I am not the person that's going to come and tell a bunch of really brilliant and smart people are sellable. Let me just show you how this really interfaces on a level that your listeners will really resonate with. We talk a lot and I know from your background you'll understand this right away. We talk a lot about the whole idea of justifying. But we also talk a lot about prototype. At what point do you decide that a prototype is actually ready and is set. So we talk a lot about prototyping. What do we actually want from a prototype? We want from a prototype, certain components that will justify support for that prototype. That's why it's called a prototype, not a product. My whole notion is prototyping is a political act, because in any organization, which prototype are they going to support? If that's the case, when you evaluate the prototype, what are you trying to do? You're trying to justify it. Not to yourself, but to the people who are going to sponsor it, whether that's a VC firm, whether it's people in your organization. It doesn't matter in a big organization. So you're going to be asking yourself some very, very specific questions about the prototype. Criterias of justification. Now, one says to somebody, "Oh, that's an engineering thing." No, but when you say a simple, "Does it work? Does it stick? Does it scale up?" Those are also political questions. Answer those questions and you'll be able to pitch it better in your organization. So there's an interface between the engineering and the politics around the whole notion of criteria for evaluating prototyping.

CHAD: Absolutely. It's that collaboration again. You can't do this by yourself. You need to build that coalition to do it with.

[29:20]

PROFESSOR BACHARACH: And that is the ultimate…as you and I know, that is one of the great understatements of all time. It's also very difficult because we're living in this culture. I see this more and more in this culture. You go out there and have this whole idea of the entrepreneur…here's the thing. We don't talk the entrepreneurial coalition, the entrepreneurial team. We see this whole business of doing it on your own, celebrate the individual. It's important. But no one ever got any place on their own. Somebody asked me the other day, just for the heck of it, what about the frontier mentality, of the individual pioneer? Yeah, well, a new theory. No individual pioneer ever made it from St. Louis to San Francisco in 1840 something. They went in a group. I believe that totally. Leadership, moving innovation, is about your capacity to mobilize and have the skills to mobilize other people. That is the niche in which we concentrate. That is what we train people in. That's my passion.

CHAD: I think your book, *The Agenda Mover*, is a good resource for us to have some practical steps, some actions that we can take, to help get that done.

PROFESSOR BACHARACH: I welcome your readers to look us up and join one of our conferences, one of our meetings or discussions. I look forward to hearing from them. Again, I don't pretend, on any level, that we are going to spark creativity. I think there are people out there…nothing frustrates me more than people that sit there in an organization, in any setting, and you see that all the time, who have wonderful ideas and they said, "I thought of that. Why didn't I move it?" The reason they didn't move it

is because you swallowed the whole notion that the good idea was enough. It isn't. You have to really start that innovation campaign. In Bacharach Leadership Group and the book, that's what we try to really do. I hope that the listeners will look us up on the website, write an email, it's a great arena to have an exchange about this. As I said, I don't believe it's creativity.

CHAD: And share with us how we can do that. How can listeners find out more about the Bacharach Leadership Group, and also where to find your book?

[31:52]

PROFESSOR BACHARACH: You can go to www.blg-lead.com, and you can find out about our group. The book *The Agenda Mover: When Your Good Idea is Not Enough* is available at Amazon and generally in bookstores, but Amazon has it and I always welcome to hear from people with meaningful discussion and there's a series of free books that are being put out in collaboration with Quantum Press, and BLG, Bacharach Leadership Group, is located in Manhattan and we always welcome discussions and invite people to our meetings and conferences. You know, especially the people you're speaking to. A lot of times, you speak to people, different audiences, but when you talk to product people, when you talk to engineers, these are the folks that get it. These are the people that get it. The innovators. The ones that say, "How do I move that?" A few weeks ago, I was speaking to one young woman who is a top-level engineer. The entire frustration that her and her group couldn't move the idea in the organization, and we did a session with them. It was political. They hadn't articulated the message; they didn't understand the opposition. They didn't anticipate. These skills, maybe some people take for granted. I also want to talk about that. You hear about these skills as you're listening to them, and people say, "Yeah, yeah, yeah, I know that." If you know that, then how come you haven't done it? You haven't done it because you kept it on a general level. What I'm asking people to do is methodically understand what these components are. We need a type of mindfulness. That's what we're concerned about and I welcome a dialogue on it, because I think this is the hidden skill in terms of moving: political competence is everything. If you're a creative.

CHAD: Yeah, and it is a core capability that product managers need, because at some point in our careers, we pretty quickly realize, just having the idea and the insights isn't enough. Indeed, we have to get others to buy into this with us. As listeners know, I love innovation quotes. We try to end with an innovation quote. You shared one from Edison before, but I want to just ask you if you have an innovation quote that you love, and if you could share that with us.

[34:19]

PROFESSOR BACHARACH: That's the one I sort of live on, but there is an innovation book I can recommend. How's that?

CHAD: Sure.

PROFESSOR BACHARACH: One of the books I often tell people to look at is a book that I actually only found out lately that Steve Jobs was a fan of. It's actually a philosophy of science book. It's called *The Structure of the Scientific Revolution* by James Kuhn. It's a book about how science moves, and it shows that more often than not, science moves incrementally on the basis of people moving ideas. It's the

book where the phrase "paradigm" comes from. It's a book that…it's a heavy academic book, but once in a while you suggest something to someone. I write for Ink Magazine. I wrote a piece on it, it's called *The Structure of the Scientific Revolution*. I would not call it a fun read, but everyone should take a look -- That's of course after you've read *The Agenda Mover* by me. Anyway, I hope this was of some use to your listeners. I certainly enjoyed it and it's, again, sometimes if one person grabs onto this and it has an impact on them, that would be great. If one organization becomes a little more innovative on the basis of this, it's always wonderful, so I appreciate the opportunity.

CHAD: Professor Bacharach, I appreciate it too. These are insights that we badly need as product managers and innovators, and I encourage people to check out your book, *The Agenda Mover.* Thanks for your time.

PROFESSOR BACHARACH: Thank you very much?

CHAD: Thanks so much for listening. So many people are finding value in this podcast, but we still have a lot of product managers to help. By we, I mean you and I. Please let others know about this free resource by sharing it on social media. It's easy. Just go to the show notes at www.theeverydayinnovator.com/098, and you'll see buttons at the top of the post for sharing. Just click on one. Makes it easy. Also on the same page, check out my Product Mastery Roadmap that shows you how to go from being a product manager to being a product master. Again, that page is www.theeverydayinnovator.com/098. Keep innovating!