



CREATIVE CONFIDENCE

UNLEASHING THE CREATIVE
POTENTIAL WITHIN US ALL.

by TOM KELLEY

BESTSELLING AUTHOR OF THE ART
OF INNOVATION

& DAVID KELLEY

FOUNDER, IDEO & STANFORD D. SCHOOL



PRAISE FOR

CREATIVE CONFIDENCE

“A five-star WOW! This wonderful, heartwarming book may literally change the world. Indeed, it must change the world. Don’t just read it. *Use it. Now.*”

—**TOM PETERS**, BESTSELLING AUTHOR OF *IN SEARCH OF EXCELLENCE*

“An indispensable field guide for creative explorers of all kinds. This compelling book will help build creative muscles for when you need them most.”

—**TODD SPALETTA**, PRESIDENT, THE NORTH FACE

“Creativity is not magic, it’s a skill. Get this book and learn the skill from the brothers who have taught it to more people—from nurses to bankers to teachers to computer scientists—than anyone else.”

—**CHIP HEATH**, AUTHOR OF *MADE TO STICK, SWITCH, AND DECISIVE*

“A cross between Steve Jobs’ commencement speech on creativity and a modern-day *What Color Is Your Parachute?*, the Kelley brothers offer simple but effective tools for the ‘I’m not creative’ set—business leaders and professionals seeking the confidence to innovate.”

—**JOHN MAEDA**, PRESIDENT AND CEO, RHODE ISLAND SCHOOL OF DESIGN

“This is the only book about creativity that you’ll ever need.”

—**GUY KAWASAKI**, AUTHOR OF *APE: AUTHOR, PUBLISHER, ENTREPRENEUR*

“In hospitality—like in all industries—creativity is the life blood of engaging employees and guests (customers) and it is the capacity that allows you to strengthen your brand with every interaction. This book can help you engage powerfully with employees and customers and keep your brand relevant through changing times.”

—**MARK HOPLAMAZIAN**, PRESIDENT AND CEO, HYATT HOTELS CORPORATION

“Tom and David have put together a practical, useful and generous book that’s essential reading for anyone in the business of being creative.”

—**SETH GODIN**, AUTHOR OF *THE ICARUS DECEPTION*

“I have long marveled at the Kelley brothers’ ability to innovate in seemingly impenetrable

fields (like health care). Now they've unfettered that power in all of us, sharing the tools and inspiring the confidence we need to find the very best solutions to complex problems we face at work—and in our personal lives.”

—**GARY L. GOTTLIEB, M.D.**, PRESIDENT AND CEO, PARTNERS HEALTHCARE SYSTEM

“David and Tom have written an incredibly insightful book that challenges us all to have the courage to break out of our ruts, innovate, and create.”

—**TIM KOOGLE**, FORMER PRESIDENT AND CEO, YAHOO

“Developing both the courage and confidence to create and the ability to cultivate original insight is of enormous practical importance, and this new book is the first place I send people to learn how it is done.”

—**RICHARD MILLER**, PRESIDENT, OLIN COLLEGE

“David and Tom Kelley show us how to effortlessly dance between the creativity of elementary school and the pragmatism of the business world.”

—**JOE GEBBIA**, COFOUNDER, AIRBNB

ALSO FROM TOM KELLEY

The Art of Innovation:

Lessons in Creativity from IDEO, America's Leading
Design Firm

The Ten Faces of Innovation:

IDEO's Strategies for Defeating the Devil's Advocate and
Driving Creativity Throughout Your Organization

CREATIVE CONFIDENCE

UNLEASHING THE CREATIVE
POTENTIAL WITHIN US ALL

TOM KELLEY
& DAVID KELLEY



Copyright © 2013 by David Kelley and Tom Kelley

All rights reserved.

Published in the United States by Crown Business, an imprint of the Crown Publishing Group,
a division of Random House LLC, a Penguin Random House Company, New York.

www.crownpublishing.com

CROWN BUSINESS is a trademark and CROWN and the Rising Sun colophon are registered
trademarks of Random House LLC.

Library of Congress Cataloging-in-Publication Data

Kelley, David, 1951–

Creative confidence : unleashing the creative potential within us all / and Tom Kelley and
David Kelley.

1. Creative ability in business. 2. Success in business. 3. Creative ability.

4. Success. I. Kelley, Tom, 1955– II. Title.

HD53.K4534 2013

658.3'14—dc23 2013022760

ISBN: 978-0-385-34936-9

eBook ISBN: 978-0-385-34937-6

Illustrations by Beau Bergeron, Alyana Cazalet, and Dan Roam (see [this page](#) for a full list of
credits)

Jacket design by Martin Kay

Author photo by Magnolia Photo Booth Co.

v3.1

To Mom & Dad ...
who gave us the freedom to express creative ideas, and
the confidence to act on them

CONTENTS

Cover

Other Books by This Author

Title Page

Copyright

Dedication

PREFACE

INTRODUCTION

THE HEART OF INNOVATION

CHAPTER 1

FLIP

FROM DESIGN THINKING TO CREATIVE CONFIDENCE

CHAPTER 2

DARE

FROM FEAR TO COURAGE

CHAPTER 3

SPARK

FROM BLANK PAGE TO INSIGHT

CHAPTER 4

LEAP

FROM PLANNING TO ACTION

CHAPTER 5

SEEK

FROM DUTY TO PASSION

CHAPTER 6

TEAM

CREATIVELY CONFIDENT GROUPS

CHAPTER 7

MOVE

CREATIVE CONFIDENCE TO GO

CHAPTER 8

NEXT

EMBRACE CREATIVE CONFIDENCE

ACKNOWLEDGMENTS

NOTES

PHOTO / ILLUSTRATION CREDITS

PREFACE

This is a book from two brothers who have been close all their lives. As children in small-town Ohio, we played baseball on the same Tigers Little League teams in the summer and built snow forts together in the winter. We shared a bedroom for fourteen years, tacking up posters of muscle cars on the knotty-pine walls in the kind of finished basement that was popular in the Midwest. We went to the same grade school, joined the same Boy Scout troop, went on family vacations to Lake Erie, and once camped all the way to California and back with our parents and two sisters. We took many things apart, and put some of them back together.

But a close-knit relationship and overlapping lives do not mean our paths were the same. David has always been a bit unconventional. His favorite class in high school was art. He played in a local rock band called the Sabers with his friends. He built giant plywood structures like jukeboxes and grandfather clocks for the annual Spring Carnival at Carnegie Mellon. He started a firm called Intergalactic Destruction Company (the month *Star Wars* debuted in theaters) so he and his friends could do construction work together for the summer. Just for fun, he painted three bold green stripes along the back wall of our parents' house, still there forty years later. And he always loved creating one-of-a-kind gifts, like the time he made his girlfriend a phone that would dial only his number, no matter what buttons she pushed.

Tom, on the other hand, followed a path that seemed more traditional. After studying liberal arts in college, he considered going to law school, tried working at an accounting firm for a while, and played an IT-related role at General Electric. After getting an MBA, he worked in a spreadsheet-intensive position as a management consultant. Along the way, his jobs were mostly predictable, both in