



Book Review

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R.D.K. Lewpe Bandarage^a

^a*Villa College, The Republic of Maldives*

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 rushani.lewke@villacollege.edu.mv

 <https://orcid.org/0009-0000-6889-4053>

Introduction

“Fearless Innovation” targets business leaders, managers, innovation practitioners and organisational change agents seeking practical guidance on making innovation a core business capability rather than a superficial buzzword.

The book was published by John Wiley and Sons, Inc; Hoboken, New Jersey on 29 January 2020 as a hardcover book. The book is organised into eight core chapters followed by a conclusion. Each chapter addresses a key theme related to innovation and leadership. The chapters broadly cover crucial aspects of innovation, leadership, metrics and measurement, types of innovation, role of teams and culture, governance and importance of communication. The content is presented across 208 pages.

The author defines innovation as a mindset and attitude made of clear principles. The book offer values to a broad scope of readers ranging from university students and technology professionals to executives who wrestle with bringing innovation ideology into measurable actions. Goryachev's style is pragmatic and jargon free. It is supplemented with real world practical examples and case studies from a wide range of countries and regions with actionable principles. The examples of IKEA, Animikii, Natura Cosméticos, Tencent's partnership with LEGO, Sushi making campaigns of Norway and Japan illustrate a global perspective on innovation.

The book highlights the urgency for organisations to innovate or risk obsolescence in an evolving socio-economic context.

Chapter 1: Innovation Is Now or Never

The first chapter sets the urgent context for innovation in the fourth industrial revolution. It argues that innovation is a continuous necessity for survival and growth. The three worst responses to change which are ignoring, shaming and regulating hinder the organisations from embracing the change. Supported by the iconic quote of Andy Grove, former CEO of Intel, "Success breeds complacency. Complacency breeds failure. Only the paranoid survives", (Goryachev, 2020) the author anchors the necessity of innovation. The case study of LEGO highlights the transformative power of innovation. Facing bankruptcy in 2003, LEGO embraced open innovation, adopting rapid prototyping and direct customer engagement through its Future Lab. The case study indicates these initiatives revived brand relevance and revenue growth. This demonstrates the chapter's argument that innovation must be proactively embraced relentlessly and systematically. It guides organisational leaders to cultivate cultures of alertness and strategic capability. Policy implications involve promoting frameworks and incentives that reinforce innovation as a constant organisational norm.

Chapter 2: No Leadership = No Strategy = No Innovation

Chapter two draws attention to the point that leadership is foundational to innovation. The author's discussion implies without accountable, transparent and strategic leaders, innovation stagnates. The Singapore case study presents a nation reborn, which through visionary leadership, strategic investment in human capital and government driven ecosystem building illustrating innovation disruption at the macro-economic level which was achieved through 'innovation execution'.

The author critically examines organisational dysfunction such as disengaged employees which obstructs innovation pathways and also emphasises leadership clarity in innovation goals as a key driver of success. Challenging traditional hierarchical leadership by emphasising inclusivity and engagement is stressed. The author's account suggests that fostering communication and aligning employee goals with corporate strategy are crucial. The case of Wikipedia highlights how listening to employees can drive innovation forward, as Wikipedia represents one of the most significant revitalised innovation efforts in history. An implication for future research that can be drawn from this book is that the leadership impact on innovation culture could be further examined with policy calls for structured development of innovation leadership. Goryachev states that measurement is crucial in innovation management.

Chapter 3: If You Can't Measure It, You Can't Manage It

This chapter distinguishes activity metrics such as patent applications, employee training from impact metrics including revenue growth from innovations and operational cost savings. The author emphasises the two metrics are interconnected and true innovation is all about a clear purpose with measurable results. He demands leaders to develop a transparent model illustrating where and why resources are being invested. The author emphasises that the transparent actions and empowerment to take actions and openness for further learning lead to positive results. Hence, metrics can measure the effects of innovation and also inspire innovation. Steve Kaufer, the founder of Trip Advisor created the largest social travel web site based on speed and metrics. The Trip Advisor example examines leveraging user generated data and conversion rates for continuous innovation feedback and value creation. Consequently, the chapter integrates innovation with strategic decision making and resource allocation. The future research may study organisational implementation challenges and key performance indicators (KPIs) of innovation.

Chapter 4: Innovation Is Not Disruption

Chapter four critiques the obsession with disruptive innovation arguing instead for pragmatic, incremental innovation based on real world business needs. The author illustrates alternative paths to impactful innovation using the examples such as duty-free shopping model in Shannon Airport which is a non-disruptive innovation that generates significant economic value. Other alternative pathways are highlighted through Sony Walkman multiple silo simultaneous innovation with collaborative and

evolutionary innovation and Dyson's practical, step by step approach in innovation exploiting the market with iconic, innovative products.

This chapter urges to broaden beyond disruption and consider innovation typologies. It suggests fostering innovation ecosystems through policy recognising the context specific strategies.

Chapter 5: The Lonely Innovator Myth

Chapter five dismisses the myth that innovation is a solo quest, but it is a collective effort. The key points discussed are diverse, cross-functional, collaborative team environments to break organisational silo mentalities. It can be inferred that inclusive cultures outperform in creativity and solution generation. The Cisco case study demonstrates four-phase model followed within the startup life cycle, which is ideate, validate, fund and build. Employees see themselves as innovators and are encouraged to propose new products and process improvements. IKEA case study quotes co-innovate, co-work and crowdsource developing beyond the boundaries of the organisation. The chapter advocates inclusive recruitment and collaborative innovation as drivers of innovation performance. Another implication for research is that research and organisational theory should emphasise team diversity and collaborative innovation.

Chapter 6: Innovation Wants To Be Free

Chapter six praises the open innovation models where knowledge, ideas and resources flow freely across boundaries. As an example, Linux open-source software movement to contemporary corporate engagement using Microsoft's GitHub acquisition and overcoming competition for collaborative progress is elaborated.

This extends innovation theory toward ecosystem perspectives and shared value creation engaging multinational firms, startups, academia and governments. Based on the principles discussed in this chapter, an extended implication is that Policy frameworks could mandate mitigating barriers to intellectual property protection, open access & collaboration incentives.

Chapter 7: Outcomes Must be Orchestrated

In Chapter seven, the author debates the necessity of inevitable governance structures, committed innovation leadership roles and formal processes to direct

innovation toward strategic outcomes. Drawing from the author's account of chapter seven, it is evident that organisations appoint leadership roles such as Chief Innovation Officers to enable innovation and accomplish set goals. The case of Bloomberg Philanthropies supports this idea as supply through "i-team" programme helped reduce murder rate, homelessness and gun violence using a mix of technology, data and community building.

The model of innovation orchestration extends innovation management and corporate governance emphasising accountability and process integration. Recommendations for practice include clear innovation governance frameworks, measurement and executive sponsorship. Aligning these with establishing metrics drive innovation success and measurable results.

Chapter 8: Communicate, Communicate, Communicate

In the last chapter, the author claims that effective communication is a key player. Internal and external communication enables innovation dissemination, employee engagement and stakeholder alignment. The author supports this point using the Instant Pot case. The Instant Pot developer Robert Wand implemented consistent communication. The author also draws attention to vibrant community engagement, storytelling, feedback integration and innovation messaging as crucial communication tactics for product success and accelerated innovation cycles.

The chapter recommends embedding communication within innovation management practices as core practices. Organisational policies should prioritise transparency and structured communication channels. It also stresses the idea that fearless innovation must be normalised within the organisation's daily operations rather than considering it as a mere buzzword or a special project. It reiterates core principles of leadership, eco-system engagement, inclusivity, measured outcomes and transparent communication as critical factors. Hence, it drafts a comprehensive future agenda for organisational innovation culture, leadership and policy alignment.

Conclusion

"Fearless Innovation" succeeds in its objective of providing a pragmatic, clear and comprehensive guide for business leaders and practitioners. The author is highly passionate about the topic. The book offers practical guidance, measurement focus and cultural insights with a focus on the necessity of innovation. While "Fearless

Innovation” is a practically oriented book with rich industry examples and actionable principles, some sections can be reinforced with more theory in the next editions. Further theories can strengthen its theoretical grounding for academic use. The book would provide a stronger theoretical foundation that benefits the university students and researchers. The book is highly recommended for serious audiences including industry professionals and leaders seeking to embed innovation into the organisations and driving business growth as well as academics looking for practical framework parallel to the theory.

About the Author

Alex Goryachev is an experienced innovation and global transformation leader who has held key roles in major global organisations. He currently leads Stealth Startup as the Head of artificial Intelligence. He has led enormous innovation initiatives for the organisations such as Dell, Cisco, Pfizer, IBM and other MNCs. He was born in the Soviet Union and later moved to United States. With his career expertise in technology, marketing, finance and engineering, he shares valuable insights on change and innovation in the book “Fearless Innovation”. He was named ‘one of the world’s top experts on innovation’ by Forbes. In 2019, he was nominated as a finalist for the Operational and Excellence Outstanding Leader of the Year Award by the Business Transformation and Operational Excellence Awards.

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