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# DISCOVERY- DRIVEN GROWTH

A BREAKTHROUGH PROCESS  
TO REDUCE RISK AND SEIZE OPPORTUNITY

RITA GUNTHER McGRATH  
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# Discovery Driven Growth A Breakthrough Process To Reduce Risk And Seize Opportunity

**Scott D. Anthony**



## **Discovery Driven Growth A Breakthrough Process To Reduce Risk And Seize Opportunity:**

**Discovery-Driven Growth** Rita Gunther McGrath, Ian C. Macmillan, 2009-03-16 You've been charged with growing your business. Incremental growth can no longer deliver the results you need. You need truly dynamic growth and you need to achieve it without risking a hugely expensive gamble. How can you encourage innovative new ventures and pursue ambitious growth while minimizing risk? In *Discovery Driven Growth*, authors McGrath and MacMillan show how companies can plan and pursue an aggressive growth agenda with confidence. By carefully framing their strategic growth opportunities, testing each project assumption against a series of checkpoints, and creating a culture that acts on evidence and learning instead of blind stumbling, companies can better control their costs, minimize surprises, and know when to disengage from questionable projects before it's too late. Providing tools that will help you select and better assess the potential of any strategic venture, from new product lines to entirely new businesses, the authors outline a comprehensive process that lets you identify, manage, and leverage your company's full portfolio of opportunities. By reducing up-front costs and eliminating unnecessary risks, you'll be able to avoid missteps and explore more options to create the breakthrough growth that your business requires.

Discovery-driven Growth Rita Gunther McGrath, Ian C. MacMillan, 2009 Based on extensive research and the authors' combined thirty years of experience, *Discovery Driven Growth* provides a breakthrough system for managing strategic growth. You will learn how to identify and prioritize your company's full portfolio of opportunities from new product lines to entirely new businesses. The authors then show how to best execute specific initiatives, test major project assumptions, and develop a culture that values disciplined experimentation and learning over meeting mindless and unrealistic goals. Tools for dealing with each challenge are backed by examples from companies from small firms to global giants that have successfully put these methods into practice.

*Überlegene Geschäftsmodelle* Andreas Schmidt, 2015-01-06 Mit Hilfe einer profunden Bestandsaufnahme und stichhaltigen Analyse zeigt Andreas Schmidt drei Kriterien zur Optimierung der Wettbewerbswirkung von Geschäftsmodellen auf Kontingenz zur Umwelt, Konsistenz seiner Bestandteile und eine Kohärenz. Implementierung über die Entscheidungsebenen hinweg. Ein Compliance Kompass sowie Beispiele für einfache und komplexe Geschäftsmodelle illustrieren die praktische Relevanz der Untersuchung. Hinweise zur Gestaltung, aber auch Implementierung und Steuerung von Geschäftsmodellen zeigen diverse Entwicklungspfade zu einer überlegenen Wertgenese und Wertabschöpfung in umkämpften Märkten. Dabei werden sowohl Innovationstreiber als auch Verteidigungsoptionen eruiert, um schließlich Möglichkeiten für ein ausgleichendes ambidexteres Management im Laufe des Geschäftsmodell-Lebenszyklus zu schaffen.

**Digitale Transformation. Das Playbook** David L. Rogers, 2017-07-24      **Be a Great Boss: The Hill Collection (4 Items)** Linda A. Hill, Kent Lineback, 2014-08-19 This digital collection curated by Harvard Business Review offers seminal ideas by leadership expert and Harvard Business School professor Linda A. Hill. It includes three of her most popular books: *Becoming a Manager*, *Being the Boss* (coauthor) and *Collective Genius* (coauthor) as well as the influential 2011 Harvard

Business Review article Are You a Good Boss or a Great One which Hill coauthored with Kent Lineback Hill is an in demand teacher and mentor to professionals worldwide on the topics of managing change cross organizational relationships global strategy innovation talent management and leadership development This collection offers the best reading on how to be an effective leader and a better boss resulting in enhanced personal and professional success and a better performing organization All four works included in the set are influential in the field of leadership and have been embraced by practitioners everywhere who use Hill s advice to become better at what they do Linda A Hill is Professor of Business Administration at Harvard Business School and the faculty chair of its Leadership Initiative She has chaired numerous executive education programs at the school Hill serves on numerous boards of directors boards of trustees and advisory boards and her work and ideas are featured regularly in international media

*The First Mile* Scott D. Anthony, 2014 You have a great idea now what That first mile where an innovation moves from an idea on paper to the market is often plagued by failure In fact less than one percent of ideas launched by big companies end up having real impact The ideas aren t the problem It s the process The First Mile focuses on the critical moment when an innovator moves from planning to reality It is a perilous place where hidden traps snare entrepreneurs and roadblocks slow innovators inside large companies In this practical and enlightening manual strategic adviser Scott Anthony equips innovators with new tools questions and examples to speed through this crucial early stage of innovation You ll learn How to evaluate your idea s strengths and weaknesses using the DEFT process Document Evaluate Focus and Test Fourteen recipes from an experiment cookbook to gain confidence in your idea or business Why spinouts wrong turns and other challenges commonly trip up innovation and the practical strategies you can use to avoid them Why innovators need to seek chaos in an age of constant change and other essential leadership skills Drawing on his decade of experience as an innovation adviser and investor Anthony describes hard won lessons from disruptive start ups and global giants alike The First Mile will give you the knowledge and confidence to travel this perilous but ultimately promising terrain The first mile can be a scary place but you don t have to traverse it alone This book can help

*The Little Black Book of Innovation, With a New Preface* Scott D. Anthony, 2017-03-28 In The Little Black Book of Innovation long time innovation expert Scott D Anthony draws on stories from his research and field work with companies like Procter Gamble to demystify innovation Anthony presents a simple definition of innovation and illuminates its vital role in organizational success and personal growth Anthony also provides a powerful 28 day program for mastering innovation s key steps finding insight generating ideas building businesses and strengthening capabilities With its wealth of illustrative case studies from around the globe this engaging and potent playbook is a must read for anyone seeking to turn themselves or their companies into true innovation powerhouses

*Managing Open Innovation in SMEs* Wim Vanhaverbeke, 2017-06 This book uses in depth case studies to provide a structured analysis of open innovation practices in small and medium sized enterprises

**Lead from the Core** Jay Steinfeld, 2021-11-30 WALL STREET JOURNAL

BESTSELLER Jay Steinfeld Ernst Young Entrepreneur of the Year and the founder and CEO of Blinds.com acquired by Home Depot never planned to create the biggest online window blinds retailer in the world. Against all odds to succeed Steinfeld's journey in business included failed acquisitions, partnerships gone wrong, perpetual self-doubt, deaths in his family, budget limited guerilla marketing, corporate buy-outs, brutal market competition, and a complete disruption of industry leaders including Amazon and big box retailers. To build something meaningful like Steinfeld, you need to do more than dream about it. You need to Lead from the Core. Learn Steinfeld's Four Es, a set of guiding principles that help overcome any obstacle to your organization's success: Evolve Continuously, Experiment Without Fear of Failure, Express Yourself, and Enjoy the Ride. In these pages, you'll also learn specific actionable tactics including How to start a business with little money and experience, Ways to avoid the early failure that plagues many businesses, Strategies to scale beyond the startup phase, Exactly how to communicate with boards and investors, Proven lessons to attract potential acquirers of your company. Told with humor and heart, Lead from the Core is not just a roadmap to make your company a resounding success. It's a masterclass for leaders looking to prevent costly business mistakes no matter where you are in your journey.

*What's Your Problem?* Thomas Wedell-Wedellsborg, 2020-03-17 The author makes a compelling case that we often start solving a problem before thinking deeply about whether we are solving the right problem. If you want the superpower of solving better problems, read this book. Eric Schmidt, former CEO of Google: Are you solving the right problems? Have you or your colleagues ever worked hard on something only to find out you were focusing on the wrong problem entirely? Most people have. In a survey, 85 percent of companies said they often struggle to solve the right problems. The consequences are severe. Leaders fight the wrong strategic battles. Teams spend their energy on low impact work. Startups build products that nobody wants. Organizations implement solutions that somehow make things worse, not better. Everywhere you look, the waste is staggering. As Peter Drucker pointed out, there's nothing more dangerous than the right answer to the wrong question. There is a way to do better. The key is reframing, a crucial underutilized skill that you can master with the help of this book. Using real world stories and unforgettable examples like the slow elevator problem, author Thomas Wedell-Wedellsborg offers a simple three-step method: Frame, Reframe, Move Forward, that anyone can use to start solving the right problems. Reframing is not difficult to learn. It can be used on everyday challenges and on the biggest, trickiest problems you face. In this visually engaging, deeply researched book, you'll learn from leaders at large companies, from entrepreneurs, consultants, nonprofit leaders, and many other breakthrough thinkers. It's time for everyone to stop barking up the wrong trees. Teach yourself and your team to reframe, and growth and success will follow.

**Philosophical Perceptions on Logic and Order** Horne, Jeremy, 2017-05-19 Strong reasoning skills are an important aspect to cultivate in life as they directly impact decision making on a daily basis. By examining the different ways the world views logic and order, new methods and techniques can be employed to help expand on this skill further in the future. *Philosophical Perceptions on Logic and Order* is a pivotal scholarly resource that discusses

the evolution of logical reasoning and future applications for these types of processes Highlighting relevant topics including logic patterns deductive logic and inductive logic this publication is an ideal reference source for academicians students and researchers that would like to expand their understanding of how society currently employs the use of logical reasoning techniques *Relentlessly Relevant* Douglas Kruger,2015-05-04 Brace yourself the rules of consumer engagement have changed Your customers no longer care about legacy what matters to them is how you are innovating into their world today The classic solve a problem approach that industry giants have always employed is no longer relevant Consumers want switched on creative responses to their needs and desires In *Relentlessly Relevant* business guru Douglas Kruger explores the field of innovation reducing its subject matter to the simple starting points you need to become an industry trendsetter It pinpoints the levers within your own business crying out for innovation as well as the areas you should leave alone at all costs and it teaches you to change your traditional way of thinking altering how you relate to your customers immediate reality Using examples from local and international brands this book shows you don t have to be a tech giant to innovate but you do need to know how to think in the right patterns This is a business imperative Innovators of today will own their industries tomorrow by constantly asking How can we become relentlessly relevant **Managing Innovation** Joe Tidd,John R. Bessant,2024-11-19 The new edition of the bestselling textbook on Innovation Management provides a strong knowledge base and a creative and entrepreneurial management mindset Acclaimed for its practical evidence based tools and resources *Managing Innovation* provides the knowledge base required to manage innovation technology and new product development With an integrated process approach this classic textbook helps students understand and develop the unique skill set required to manage innovation and innovation processes in the commercial public and social sectors Fully updated with new data new methods and new approaches the eighth edition of *Managing Innovation* emphasizes real world application over abstract theory Numerous practical and experience tested processes models and tools help students develop a productive innovation management mindset accompanied by a wealth of case studies and examples illustrating that successful innovation management is much more than managing a single aspect such as creativity entrepreneurship or product development Offering a strong empirical approach that is supportive of tailored experimentation *Managing Innovation Integrating Technological Market and Organizational Change Eighth Edition* is the perfect textbook for MBA MSc and final year undergraduate management and engineering courses on innovation and a must have resource for professional training courses seminars and workshops New to this Edition Updated chapters on digital innovation business model innovation open innovation user innovation social and sustainable innovation service and crowdsourcing Enhanced presentation of material organized around a clear process model reflecting the new ISO standard for innovation systems Additional web resources including video audio podcasts case studies innovation tools and interactive exercises and tests New Research Notes present the latest empirical findings from academic studies to deepen students knowledge New Views from the Front Line sections

connect chapter topics to the actual experiences and challenges of practicing innovation managers Expanded Innovation Portal for students and instructors containing searchable innovation tools cases and exercises *The Social Entrepreneur's Playbook, Expanded Edition* Ian C. MacMillan, James D. Thompson, 2013-11-12 Wharton professor Ian C MacMillan and Dr James Thompson director of the Wharton Social Entrepreneurship Program provide a tough love approach that significantly increases the likelihood of a successful social enterprise launch in the face of the high uncertainty conditions typically encountered by social entrepreneurs

**Leading for the Future** Joe Mutizwa, 2017-05-12 Leading for the Future is a wakeup call for leaders to escape from rear view mirror driving and to get out of the comfort zones of the present so that they can shape the future of their organizations which is their greatest responsibility A compelling account of the essence of navigating change and transformation

The End of Competitive Advantage Rita Gunther McGrath, 2013-06-04 Argues that sustainable competitive advantage can no longer be the Holy Grail for companies due to a constantly changing environment and offers a new set of principles for winning in a volatile and uncertain marketplace

*If You're in a Dogfight, Become a Cat!* Leonard Sherman, 2017-01-10 Businesses often find themselves trapped in a competitive dogfight scratching and clawing for market share with products consumers view as largely undifferentiated Conventional wisdom suggests that dogfights are to be expected as marketplaces mature giving rise to the notion that there are bad industries where it is unlikely that any company can succeed But there are notable exceptions in which enlightened executives have changed the rules to grasp the holy grail of business long term profitable growth Rather than joining the dogfights raging within their industry companies such as Apple FedEx and Starbucks have chosen to become metaphorical cats continuously renewing their distinctive strategies to compete on their own terms In *If You're in a Dogfight Become a Cat* Leonard Sherman draws on four decades of experience in management consulting venture capital and teaching business strategy at Columbia Business School to share practical advice on two of the most vexing issues facing business executives why is it so hard to achieve long term profitable growth and what can companies do to break away from the pack Sherman takes the reader on a provocative journey through the building blocks of business strategy by challenging conventional wisdom on a number of questions that will redefine management best practices What should be the overarching purpose of your business Do you really know what your strategy is Is there such a thing as a bad industry Where do great ideas come from and how do I find them What makes products meaningfully different What makes and breaks great brands How and when should I disrupt my own company What are the imperatives to achieving long term profitable growth Filled with dozens of illustrative examples of inspiring successes and dispiriting falls from grace this book provides deep insights on how to become the cat in a dogfight whether you are a CEO mid level manager aspiring business school student or curious observer interested in achieving sustained profitable growth

**Fast/Forward** Julian Birkinshaw, Jonas Ridderstråle, 2023-05-25 A guide to the adhocracy form of business management and how it can foster a company's success The leading companies of the past twenty years have all harnessed

the power of information to gain competitive advantage But as access to big data becomes ubiquitous it can no longer guarantee a leg up Fast Forward makes the case that we are entering a new era in which firms that understand the limits of 1s and 0s will take the lead Whereas the industrial age saw the rise of bureaucracy and the information age has been described as a meritocracy we are witnessing the rise of adhocracy In uncertain rapidly changing times adhocratic organizations scan the horizon for winning opportunities Then instead of questing after more analysis they respond with agility by making smart intuitive decisions Combining decisive action with emotional conviction future facing firms seize the day Fast Forward paints the big picture of a new approach to strategy and provides the necessary playbook to make your company fit for the future Praise for Fast Forward Fast Forward makes a compelling case for spontaneity speed and a willingness to lead with intuition More importantly it speaks to the leadership qualities required to implement its suggestions providing practical ways to cultivate those qualities Jeffrey Pfeffer Stanford University author of Power Why Some People Have It and Others Don't Birkinshaw and Ridderstrale are on the right track In an ever faster globalized world companies not only need a compelling strategy but also an adaptive and caring performance culture To unleash their full ingenuity we have to empower our colleagues to act like owners Joe Kaeser President and CEO Siemens AG Big data is oversold as the most important facet of competitive advantage Rather breakthrough leaps of faith are necessary to achieve extraordinary results Fast Forward is full of practical advice about how to capitalize on this simple idea in order to forge your corporate future Anita McGahan Rotman School of Management author of How Industries Evolve

From Reopen to Reinvent Michael B. Horn, 2022-06-10 A practical blueprint to rebuilding an education system that is no longer working for its students In From Reopen to Reinvent distinguished education strategist Michael B Horn delivers a provocative and eye opening call to action for the overthrow of an education system that is not working well for any of its students Grounded in what educators should build in its place to address the challenges that stem from widespread unmet learning needs the book walks readers through the design of a better path forward Using time tested leadership and innovation frameworks like Jobs to Be Done Begin with the End tools of cooperation threat rigidity and discovery driven planning From Reopen to Reinvent offers a prescriptive and holistic approach to the purpose of schooling the importance of focusing on mastery for each student and the ideal use of technology It also provides readers with A set of processes and ideals that schools should implement to deal with the challenges they presently face A way to transform threats into opportunities using threat rigidity research A discussion of how the COVID 19 pandemic revealed that schools are not as flexible and equitable as we need them to be Perfect for K 12 educators and parents and school board members involved in the school community From Reopen to Reinvent is also an essential resource for professionals working in education related non profits and state education agencies

**Experts and Epistemic Monopolies** Roger Koppl, Steven Horwitz, Laurent Dobuzinskis, 2012-10-15 Under what conditions of supply and demand are experts likely to give us good advice When is expert failure more likely Do entrepreneurs challenge existing



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