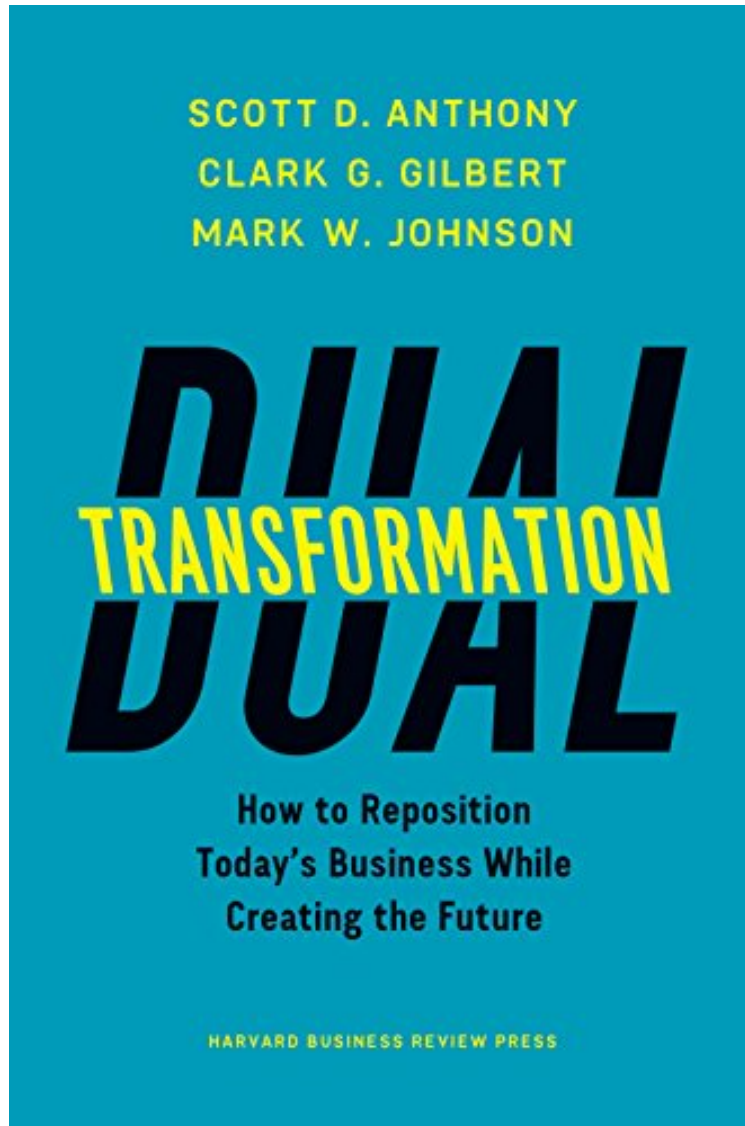


[Get free] Dual Transformation: How to Reposition Today's Business While Creating the Future

Dual Transformation: How to Reposition Today's Business While Creating the Future

Scott D. Anthony, Clark G. Gilbert, Mark W. Johnson
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Scott D. Anthony, Clark G. Gilbert, Mark W. Johnson : Dual Transformation: How to Reposition Today's Business While Creating the Future before purchasing it in order to gage whether or not it would be worth my time, and all praised Dual Transformation: How to Reposition Today's Business While Creating the Future:

2 of 2 people found the following review helpful. Very compelling innovation book with actionable adviceBy Serguei NetessineScott's new book is simply excellent. Most large organizations struggle to get innovation activities going because they are victims of the existing business model. Current customers demand all of managers' attention as they

provide most revenues. Getting "old" organization to do new tricks is hard, if not impossible. This is why most innovation projects fail. Can the established organization both cater to existing customers and position itself for the future? Yes it can, says Scott. Innovation activities must have two distinct approaches: one to reposition old business model and one to build a new business model. These two efforts require different execution, different competencies, different mindsets. As an icing on the cake, you will find many non-US case studies and examples in the book, which is quite refreshing relative to most innovation books focusing on Apple/Google/ stories which are getting stale. As an author of a book on innovation myself, I say - kudos! 2 of 2 people found the following review helpful. great case studies

By Michael B. Horn Really important book that provides a lot more depth to how an incumbent organization survives--and thrives--amidst disruption. We've heard the moniker "create an autonomous unit" for some time now, but that advice alone has felt incomplete because it ignores some organizations that seemingly have transformed through disruptive strategies without a wholly autonomous unit and it ignores the immense value--particularly resources, for example--that those organizations can bring to actually have an advantage over a startup player positioning themselves disruptively. Scott, Clark and Mark really clarify what autonomy must mean, how to create the right structures, and how to grow and manage your core while launching and leading something disruptive. Very practical, great case studies, and helpful. 2 of 2 people found the following review helpful. Must read for senior managers!

By Brad A very well written and thoughtful treatment of THE largest issue facing business leaders today. Each and every business is either facing today, or will face in the not-to-distant future, the challenge associated with disruption of it's core profit-making line of business. The earlier a company recognizes and embraces the challenge, the easier it is to turn that challenge into opportunity. This book provides an actionable set of recommendations for how to both see disruption and how to make the most of the opportunity it presents. Properly applied, the principles contained in the book can create tremendous value for a company and its stakeholders. I highly recommend it.

Game-changing disruptions will likely unfold on your watch. Be ready. In *Dual Transformation*, Scott Anthony, Clark Gilbert, and Mark Johnson propose a practical and sustainable approach to one of the greatest challenges facing leaders today: transforming your business in the face of imminent disruption. *Dual Transformation* shows you how your company can come out of a market shift stronger and more profitable, because the threat of disruption is also the greatest opportunity a leadership team will ever face. Disruptive change opens a window of opportunity to create massive new markets. It is the moment when a market also-ran can become a market leader. It is the moment when business legacies are created. That moment starts with the core dual transformation framework: Transformation A: Repositioning today's business to maximize its resilience, such as how Adobe boldly shifted from selling packaged software to providing software as a service. Transformation B: Creating a new growth engine, such as how Amazon became the world's largest provider of cloud computing services. Capabilities link: Fighting unfairly by taking advantage of difficult-to-replicate assets without succumbing to the "sucking sound of the core." Anthony, Gilbert, and Johnson also address the characteristics leaders must embrace: courage, clarity, curiosity, and conviction. Without them, dual transformation efforts can founder. Building on lessons from diverse companies, such as Adobe, Manila Water, and Netflix, and a case study from Gilbert's firsthand experience transforming his own media and publishing company, *Dual Transformation* will guide executives through the journey of creating the next version of themselves, allowing them to own the future rather than be disrupted by it.

Clayton M. Christensen, Kim B. Clark Professor of Business Administration, Harvard Business School; author, *The Innovator's Dilemma* -- "I have long puzzled over how existing companies can address the dilemmas of disruption. *Dual Transformation* provides the answer. This practical guide with compelling case studies is a vital read for today's leaders." Today's leaders speak to the challenges of *Dual Transformation*

Mark Bertolini, Chairman and CEO, Aetna "Your top leaders have to be aligned around the long-term vision and the assumptions about the future that underpin it. But you also have to change the nature of the dialogue with them, away from one about certainty and predictability, and toward one about assumptions, managing risks, and what you have to believe for a certain course of action to be the best one. This is a significant shift for even the most successful leaders, and some might not be able to make it. You can't expect everyone to evolve at the same pace, but you have to see progress. For me this means being realistically expectant and patiently tolerant of progress." Mark Fields, President and CEO, Ford "Transformation is uncomfortable and exciting at the same time. It's like when we redesign an F-150 or the Mustang. You hold these two things in your head where you feel incredible pride and excitement because you're working on this icon, but gosh, you don't want to be the team that screws it up. It's the tension that comes from holding two conflicting thoughts in the mind at the same time." Helen Eaton, CEO, Settlement Music School "Transformation is a roller coaster ride. You have moments of great highs and lows, moments where you are certain about what you are doing, and moments where you question deeply. It is never easy. If it were easy, everyone would be doing it." Gerry Ablaza, President and CEO, Manila Water "I think we have at least started to develop a mindset that we need to embrace change if we are to grow. We need to be a different business if we are to create shareholder value." Michael Crow, President, Arizona State

University”Communication is a big deal in changing any culture. Culture trumps strategy every day of the week. . . . We have been able to constantly give the message that we are here to measure ourselves against the success of our students. You have to constantly project those messages or you can’t change the culture.”About the AuthorScott Anthony is the managing partner of the innovation and growth consulting firm Innosight. He is the author of several books, including The Little Black Book of Innovation and The First Mile: A Launch Manual for Getting Great Ideas into the Market. Clark Gilbert is the president of BYU-Idaho and the former CEO of Deseret News Publishing and Deseret Digital Media. Mark W. Johnson is a cofounder and senior partner at Innosight.