

first 30 of you...
during the talk, feel free
to twitter or etherpad

POLL

**What makes change more
successful?**

tinyurl.com/cou4ez

COMMENT

tinyurl.com/d4h7r2

Twitter: #ASIDIC

**The future ain't what it
used to be.**

**Finding your
strategy in a world of
constant **disruption****

Internet: A disruptive force that creates more disruption all the time.

The problem:

**Companies good at
sustaining innovations.**

Sustaining =
New & Improved
Premium
More Features

Disruptive =

Simple

Good enough

Different

Tips & Tricks

**Know your customer
obsessively.**

Name	Lynn M.
Age	57
Income level	middle
Interests	<u>scrapbooking</u>
Family status	
Occupation	personal psychic, admin assistant, home business
Equipment	broadband, scanner, 13" <u>widebody</u> printer, laptop, desktop
Relevance	A
Sophistication	A
Satisfaction	B+
Buy As Is	A
Buy If	A
Compliance	None
Finished demo?	<input type="checkbox"/>
All members present?	<input checked="" type="checkbox"/>
Captured notes?	<input checked="" type="checkbox"/>
No cell/bathroom?	<input checked="" type="checkbox"/>
No leading questions?	<input type="checkbox"/>
	Justine washing hands in sink after playing with dog, severe site problems
Key Learnings	Even psychics can use our site
	<u>Scrapbookers</u> would do this

**Turn 'em into
innovators.**



Show poll.

Culture isn't part of the
Game it is the Game. Lou
Gerstner (IBM)

Cos not a democracy -
lead from the top.

Sweat the 'soft' stuff.

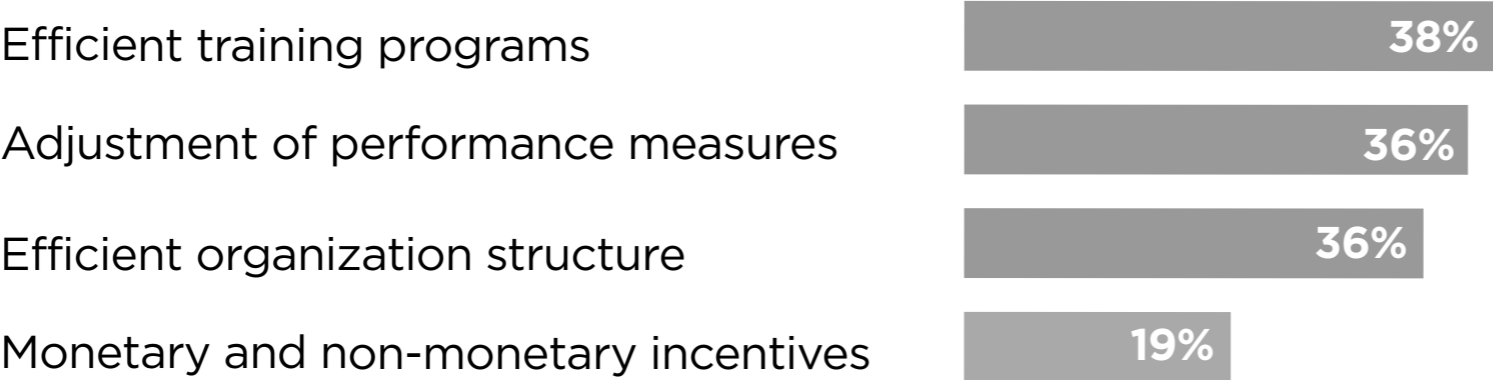
IBM study: What makes change successful?

Soft factors



IBM study showed that companies who master change management are twice as successful than average companies.

Hard factors



2X

Question your rules, norms & metrics - everything.

Are you willing to do what your competition will not?

DEC dumps the PC.

**Don't play a
new game with
old rules.**

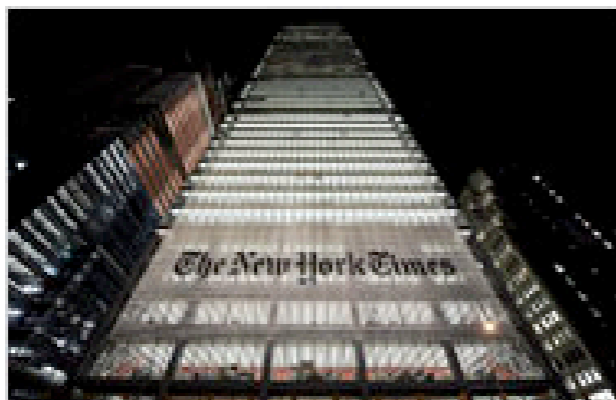
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Resilient Strategy for Times Despite Toll of a Recession

By [RICHARD PÉREZ-PEÑA](#)

Published: February 8, 2009

In a conference call with analysts late last month, Janet L. Robinson, the president and chief executive of [The New York Times Company](#), laid out a vision of how the company would survive the downturn that is crippling the newspaper industry.

[Enlarge This Image](#)

Justin Lane/European Pressphoto Agency

The headquarters of The New York Times Company in Manhattan. The company is seeking a sale-leaseback deal for the building.

“As other newspapers cut back on international and national coverage, or cease operations, we believe there will be opportunities for The Times to fill that void,” she said, for both readers and advertisers.

But before it can execute what the industry regards as a “last-man-standing” strategy, the company has to get there first.

Unlike much of the industry, the Times Company, which publishes The New York Times, The Boston Globe and The International

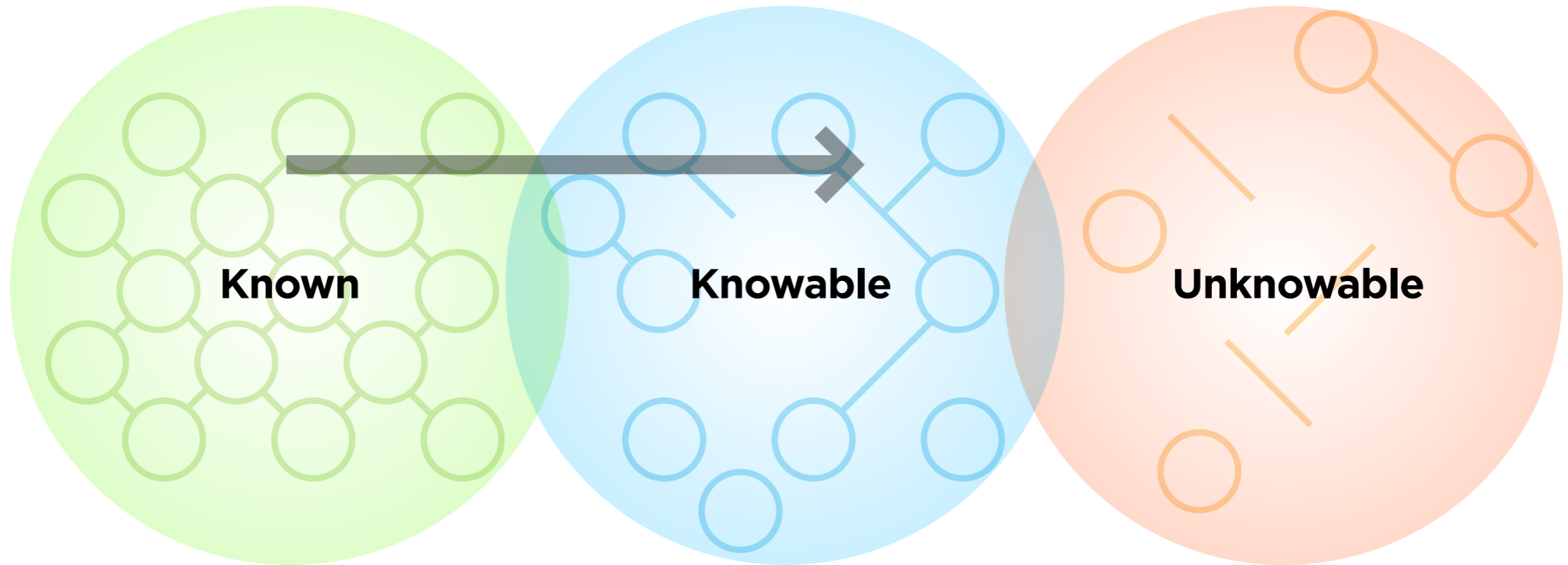
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SUMMER**

Problem spaces

Many companies act as if they are here...

You can't ride it out. And you can't figure it out by putting your smartest people in the room.

But disruption moves problems to here.



Also known as the Black Swan.

We come up with explanations for things that caught us by surprise, which are probably wrong.

Let's see this with an example.
OK, 1/2 room cover eyes...

**Beware of the
'storytelling problem.'**

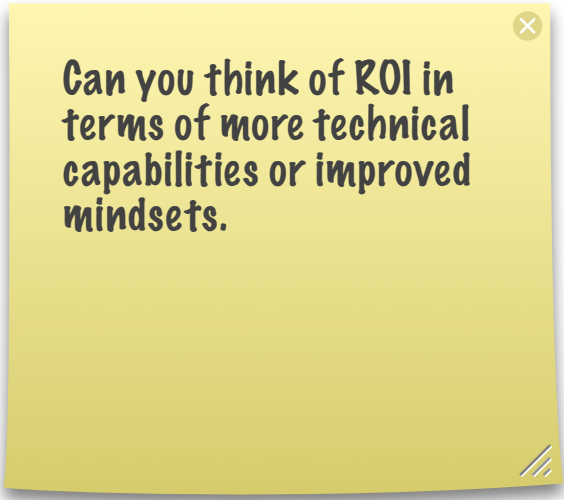
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FB

VCs asking to explain
how you'll be bigger than
FB ...

You tell me first.



Can you think of ROI in terms of more technical capabilities or improved mindsets.

Build capabilities.

Part of rethinking your norms & metrics.

We tend to be overly optimistic on big projects and pessimistic on smaller projects and M&A.

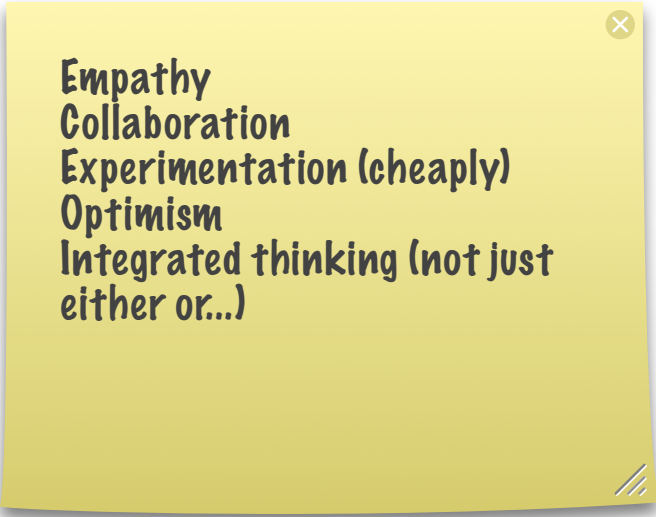
Rethink the spreadsheet.

see a trend. see "jobs" that are not being fulfilled well for customers.

sooth the customer's pain.

teach your customer-facing people to see these problems.

**Get good at seeeing
emerging trends.**



Empathy
Collaboration
Experimentation (cheaply)
Optimism
Integrated thinking (not just
either or...)

Think like a designer.

Thank you.

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