

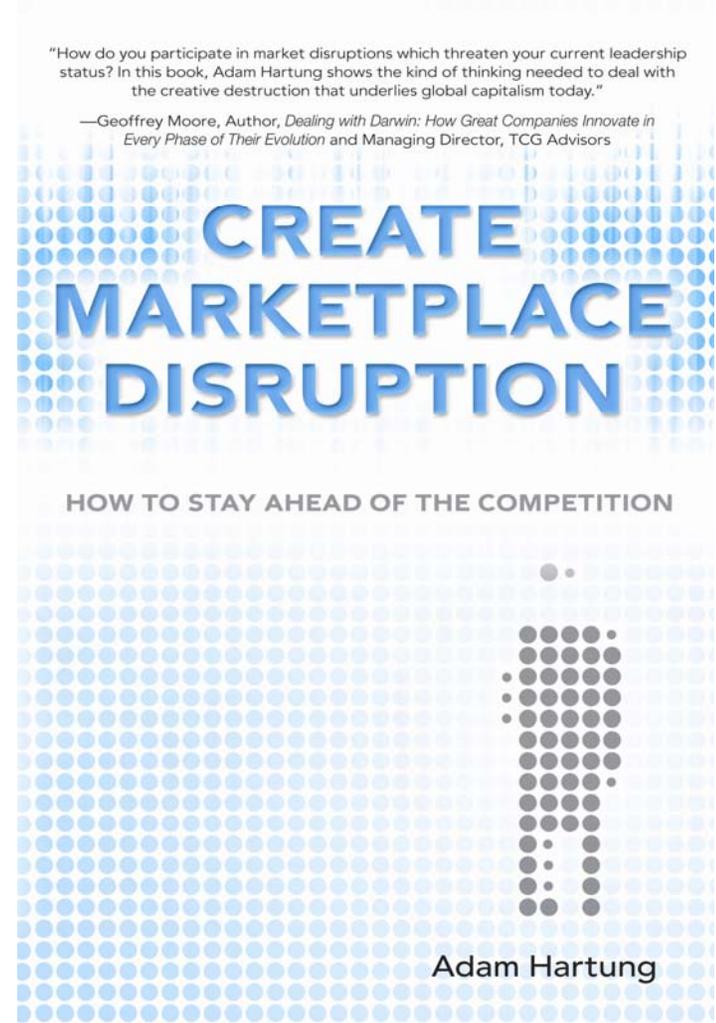


Igniting Breakthrough Strategies

***Succeeding in an
Uncertain World
The Phoenix Principle***

Adam Hartung
Managing Partner

**Illinois Technology Association
January 14, 2009**



"How do you participate in market disruptions which threaten your current leadership status? In this book, Adam Hartung shows the kind of thinking needed to deal with the creative destruction that underlies global capitalism today."

—Geoffrey Moore, Author, *Dealing with Darwin: How Great Companies Innovate in Every Phase of Their Evolution* and Managing Director, TCG Advisors

**CREATE
MARKETPLACE
DISRUPTION**

HOW TO STAY AHEAD OF THE COMPETITION

Adam Hartung

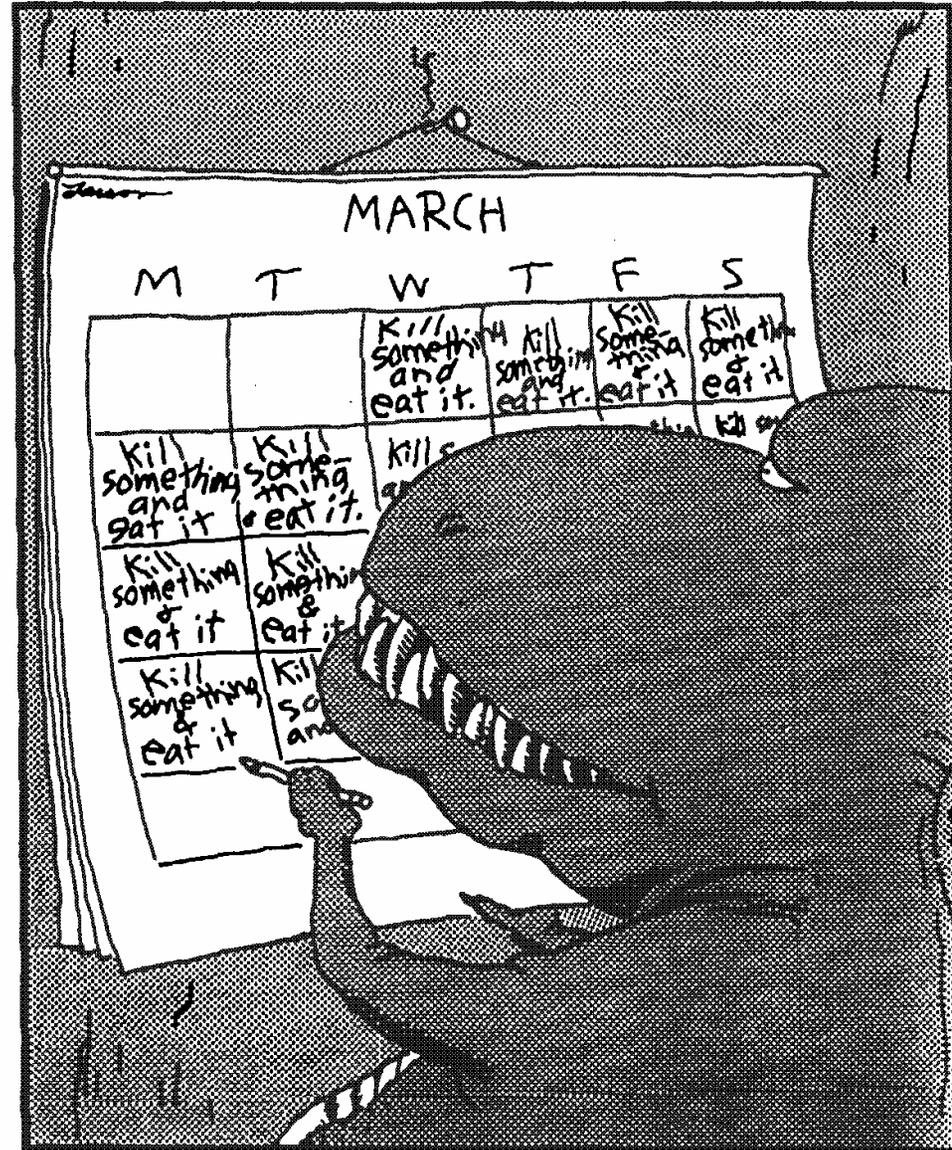
Imagine You Know the Future



Why Didn't This Innovation Succeed?



Success Creates Repetition... Which Creates Lock-In



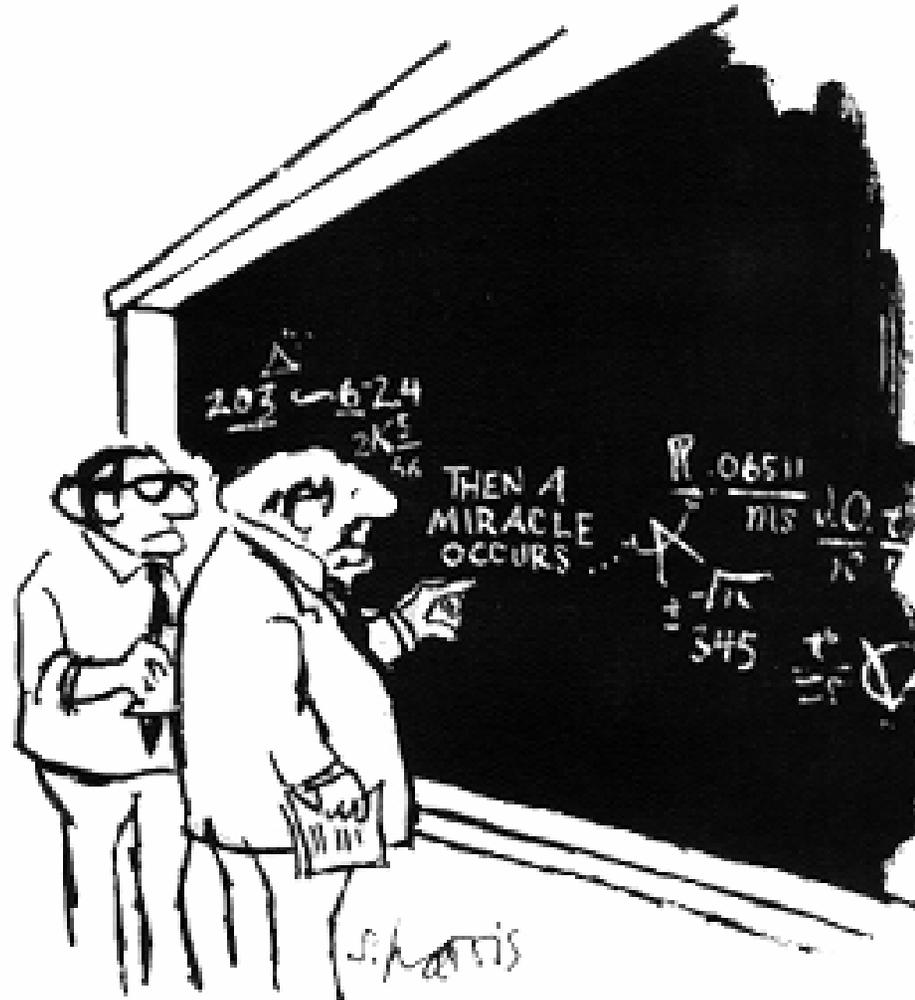
Jurassic calendars

Environment Change = Opportunity



Overcome Your Sensitivity to Initial Conditions





"I think you should be more explicit here in step two."



The Phoenix Principle

**Success Comes
From
Somewhat Surprising
Practices**

Step 1: Be Future - oriented

Step 2: Obsess about competitors

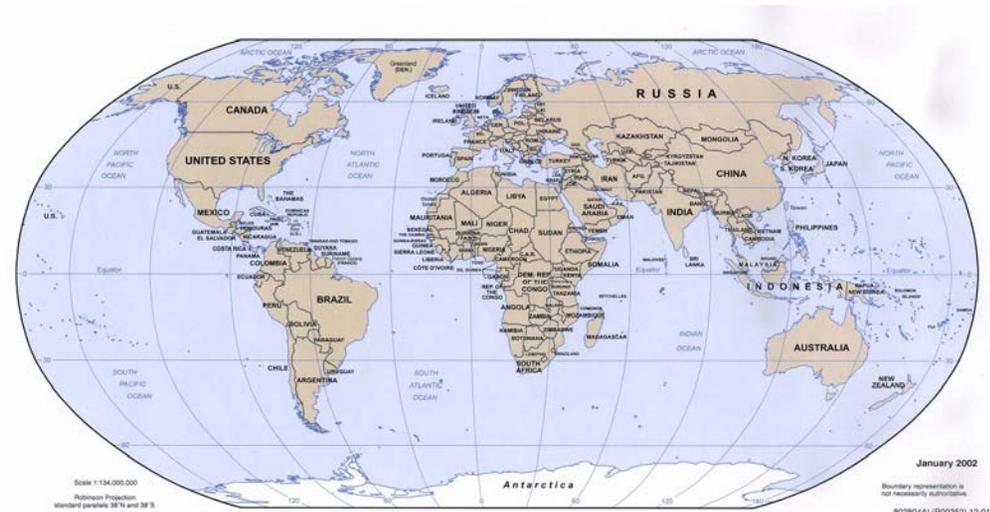
Step 3: Disrupt Yourself

Step 4: Create and Maintain White Space



Step 1 - Don't Defend & Extend

How do you do planning?





Step 1 – Be Future Oriented

“I skate to where the puck will be.”

-Wayne Gretzky

Spyglass



Plan for the Future – Not from the Past



Step 2: Attack Competitors' Lock-in

Obsess about Prime Competitors to find their Lock-in



Obsess about Fringe Competitors to find your Lock-in



Step 2: Competitor Obsession

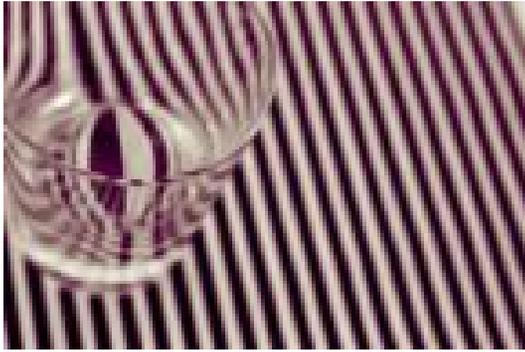


Lock-in:
Clients want
local staff,
long-term
relationships and
development methodologies

Lock-in:
Appraisers
need to see
the property



Step 3: Utilize Disruptions to Drive Change



Disruptions are “**pattern interrupts**” to existing Lock-in

Disruptions help us
overcome the status quo





Step 3: Disruptions Attack Lock-In

***Disruptions Neutralize the Status Quo Police
make an historical Lock-in obvious and acceptable to violate***

- A CEO tells his Directors that all new funding ideas go directly to his office for evaluation and determination of investment by his team of consultants
- A CMO mandates all conference attendees compete to launch a new project based upon attending an industry conference
- A CIO allows users to set the performance metrics for applications
- A CTO mandates implementing one new technology per year in mission critical systems
- A CFO allows the marketing department to determine the proper risk adjustment for analyzing new products
- A CIO assigns every IT Director a customer they have to report on quarterly
- A V.P. of print production outsources all graphics production



Step 4: Create White Space

White Space **COMMITTS** both *permission* and *resources* in advance
To Create a New Success Formula



Involve new people
Involve new customers
Involve outsiders



Step 4: White Space Increases Market Value





The Phoenix Principle

*Overcoming Lock-in to past practice is the key
Long-Term Success*

- *Plan for the Future, not From the Past*
- *Focus on Competitors*
- *Be Disruptive*
- *Use White Space to Innovate and Succeed*



Contact Information

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www.ThePhoenixPrinciple.com

or contact me directly:

adam@sparkpartners.com

847.726.8465