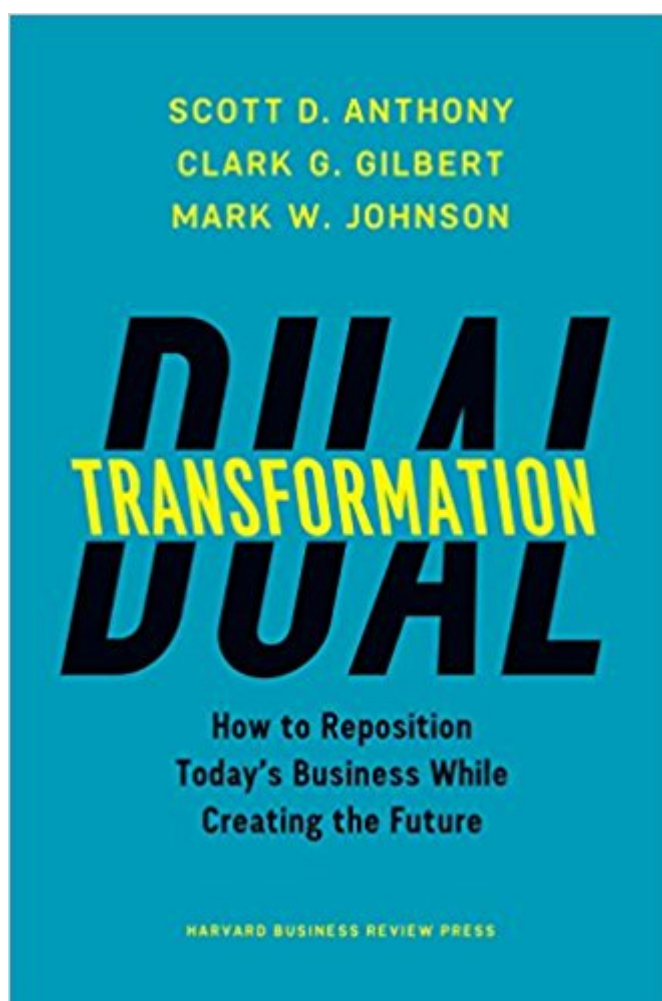




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Dual Transformation: How To Reposition Today's Business While Creating The Future



Synopsis

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 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.

Book Information

Hardcover: 272 pages

Publisher: Harvard Business Review Press (April 18, 2017)

Language: English

ISBN-10: 1633692485

ISBN-13: 978-1633692480

Product Dimensions: 6.2 x 1 x 9.3 inches

Shipping Weight: 1 pounds (View shipping rates and policies)

Average Customer Review: 4.9 out of 5 stars 19 customer reviews

Best Sellers Rank: #191,749 in Books (See Top 100 in Books) #133 in Books > Business & Money > Processes & Infrastructure > Structural Adjustment #144 in Books > Business & Money > Processes & Infrastructure > Organizational Change #263 in Books > Business &

Customer Reviews

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 --or at least we've 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."

Scott 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.

Scott'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!

There are several things I like about this book. First, there is its timeliness. Although all businesses eventually need to go through a transformation to survive, there is or soon will be a simultaneous, near universal need for it. As the authors note, the digital storm that has already swept through a number of industries – the retail, taxi, hotel, newspapers, telecommunications, and video viewing, to name a few – is coming to an industry near you. For many companies, the only way to survive this storm will be to undergo a dual transformation where the core business is rejuvenated while at the same time a new growth business is created that draws on selected strengths of the old business (but doesn't allow legacy systems and procedures to impede its development). The second thing I like about this book is its realism. So much of the business press is filled with quick-fix solutions and feel-good bromides. That's not the case with *Dual Transformation*. The authors discuss at length the difficulties one encounters in a dual transformation, and they freely admit their own stumbles along the way – as investors in, consultants to, or executives of companies that have gone through transformations. A third thing to like about this book is that it is grounded in the world most of us inhabit. Books about transformation tend to dwell on the poster children of the digital era – Uber, airbnb,

Facebook, Google, and the like. While the book mentions these firms, it dwells primarily on transformations made by incumbents in mundane businesses such as insurance, newspapers, and education. It even gives the example of a developing nation water utility that has been successfully transforming itself. A fourth strength of this book is that it lays out the leadership and organizational challenges of achieving a dual transformation. Most business books are packed with inspiring stories that leave their readers with a false sense of how easy transformations of one sort or another are. Not these authors. The entire second half of the book addresses the issues of how one leads a dual transformation. The authors make it clear that dual transformation is not for the faint of heart, but at the same time they provide much helpful guidance for those on the journey. A fifth thing I like about this book is its generosity. Two of the three authors are consultants who have a vested interest in keeping their secret sauce to themselves. But the book's appendix has a number of tools one can use for a self-guided transformation. I highly recommend *Dual Transformation*. There is much in it that is stimulating, insightful, and helpful. It could prove to be one of the seminal books for the era we have entered.

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.

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 its 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.

I can strongly recommend Dual Transformation as one of the leading strategy books of the year, if not the past ten years. The team behind the book perfectly takes one of the major strategic challenges firms face; how do we reinvent and transform while also running our legacy core? The book lays out a solid framework, roadmap and up-to-date case studies, providing a management blue print for reinvention. As a management educator and business school faculty in strategy and innovation, I am now putting Dual Transformation into several of our upcoming strategy programs. It will be a cornerstone of our curriculum for our executive students. As a speaker and advisor on strategy I am happy to put the book into our "top three" recommended books for our global clients. In our work, one of the main challenges is how to get the larger management team and top level managers onboard for upcoming, large-scale transformation projects. I now believe Dual Transformation can be a crucial building block in helping management teams navigate disruptive industry shifts and learn how to better, faster and more successfully transform. I hope and believe a large number of global managers will benefit greatly from this excellent work.

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