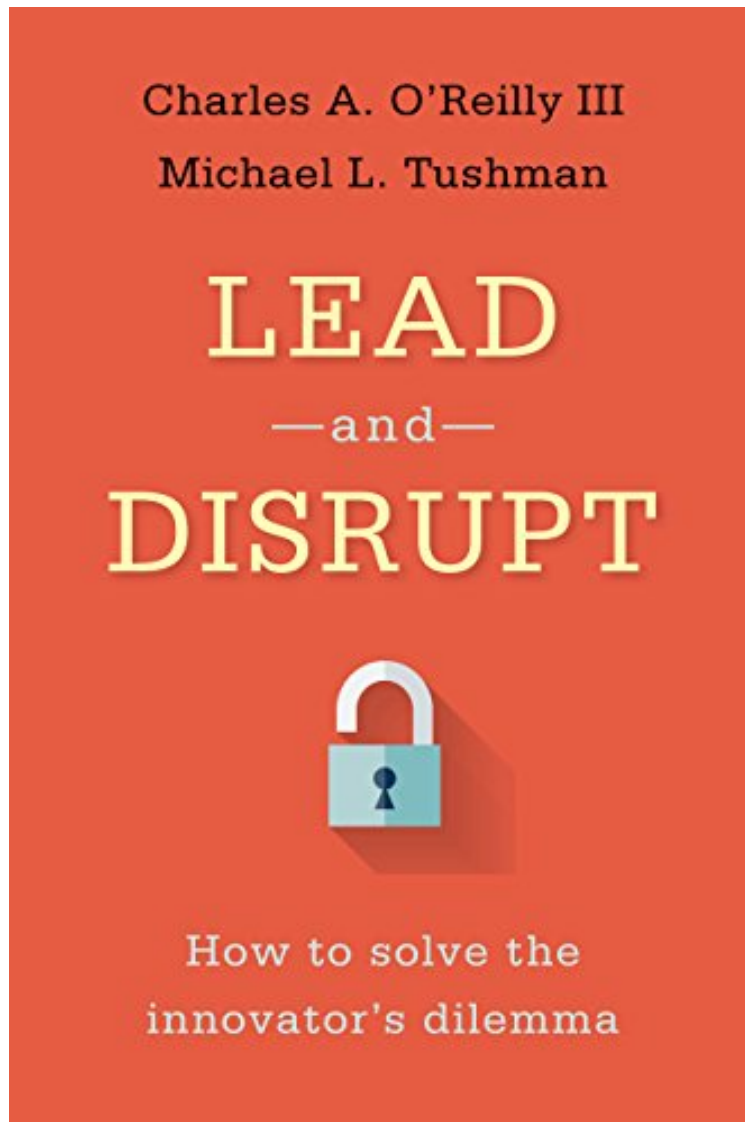


## Lead and Disrupt: How to Solve the Innovator's Dilemma

*Charles A. O'Reilly, Michael L. Tushman*  
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**Charles A. O'Reilly, Michael L. Tushman : Lead and Disrupt: How to Solve the Innovator's Dilemma** before purchasing it in order to gage whether or not it would be worth my time, and all praised Lead and Disrupt: How to Solve the Innovator's Dilemma:

2 of 2 people found the following review helpful. Lead and Disrupt: How to solve the innovator's dilemma - Critical ReviewBy Mark CrawfordLead and Disrupt: How to solve the innovator's dilemma provides a high-level overview of how creation and maintenance of autonomous innovation streams can be utilized to lead and disrupt an industry. Multiple research sources are utilized to provide a sound justification for the conclusions made around the framework of innovation streams. However, authors fail to provide detailed examples explaining the implementation and

maintenance of these innovation streams. Below we will examine where the book excelled and where it faltered. Digital disruption is going by each industry at a pace that surpasses nearly everybody's expectations. This is testing industry leaders to figure out how to fabricate new capabilities, analytics, software development - and business models. As often as possible, these new capabilities and models, test the conventional order of an organization. That's why in the recent times many organizations failed to respond as technologies changed and markets moved. This means, companies can't Lead in one business sector or technology, while in the same time innovating to Disrupt in the next. It's an inevitable scenario that has struck at Blockbuster, Kodak, Blackberry and endless different firms for a long time. In this book, the authors have emphasized on three distinct ways an innovation can occur at an organization, they are 1. Incremental Innovations - Drawing on the existing capabilities and proceeding along a known trajectory. This will allow the organization to build products and services faster, better and cheaper. 2. Discontinuous Innovations - These innovations usually require new capabilities or skills, which often command huge investments on new or unproven technology. 3. Architectural Innovations - These innovations occur when existing technologies or components are used to make minor improvements in the production process of an existing products or services. For a successful business to thrive, the leaders need to be ambidextrous to compete in mature business and new domains. The authors have presented cases of CEOs representing many Fortune 500 companies such as Netflix, USA Today, IBM, throughout the book to give a deeper insight of how leaders and management work in different situations to solve their own innovator's dilemma. They compare leadership strategies at companies who achieve their goals with the ones that are often trapped by their own successes. Towards the end, authors derive lessons learned from each case and formulate five leadership principles which summarize the ambidextrous qualities needed for leaders to lead and disrupt. The authors through the course of book, stress the need to perform organizational alignment which favors suitable conditions to exploit their assets by efficiency and sufficient exploration. Though these principles can be implemented by successful organizations with huge resources to support their new ventures, the leadership strategies provided by authors cannot apply directly to startup with fewer resources to explore their innovative ideas. The most successful organizations build innovation channels and behave ambidextrously. While the fact that top-down and bottom-up leaders are the key to success are overlooked in the debate about innovation, this book provides a unique key to the success from a different angle which is how to handle the ambidexterity. Readers, especially for the managers and leaders facing the innovation stream, will gain a new understanding of how to exploit their existing business through the productivity, low-cost, control and change while finding the new market where innovation, flexibility, and advanced resources rule the world. 0 of 0 people found the following review helpful. Required Reading at my Startup By Aaron Sherman I have worked for mega companies and in the back of peoples homes at startups. I now run a small ed-tech startup myself. Reading this book I could easily find past examples of people/teams executing "winning behaviors/strategies" and "losing behaviors/strategies" with results that mirror what the book said would happen, with textbook accuracy. When I first read this book my company was examining several possible next steps, and although we are not large enough to be ambidextrous, using the frameworks and advice from the book as a lens it helped us organize several disparate ideas into a coherent, linear, and in hindsight obvious path. We talk about this book a lot in our office. Why do some companies fail? Why do some succeed? How do we make sure are in the winning category. I highly recommend this book to all startups, and anyone that works in business and would like to move their career forward. 0 of 0 people found the following review helpful. A Must Read .... By PDA timely and worthy successor to both the Prof's earlier work Winning through Innovation. Chapter 2 Explore and Exploit for me was an eye opener and is alone worth the price of the book. A must read for all senior management teams and aspiring professionals too !

In the past few years, a number of well-known firms have failed; think of Blockbuster, Kodak, or RadioShack. When we read about their demise, it often seems inevitable - a natural part of "creative destruction." But closer examination reveals a disturbing truth: Companies large and small are shuttering more quickly than ever. What does it take to buck this trend? The simple answer is: ambidexterity. Firms must remain competitive in their core markets, while also winning in new domains. Innovation guru Clayton M. Christensen has been pessimistic about whether established companies can prevail in the face of disruption, but Charles A. O'Reilly III and Michael L. Tushman know they can! The authors explain how shrewd organizations have used an ambidextrous approach to solve their own innovator's dilemma. They contrast these luminaries with companies which - often trapped by their own successes - have been unable to adapt and grow. Drawing on a vast research program and over a decade of helping companies to innovate, the authors present a set of practices to guide firms as they adopt ambidexterity. Top-down and bottom-up leaders are key to this process - a fact too often overlooked in the heated debate about innovation. But not in this case. Readers will come away with a new understanding of how to improve their existing businesses through efficiency, control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

"In this age of digital democratization, every organization is threatened by disruptions that are hard to see and can

happen overnight. Fortunately, *Lead and Disrupt* provides a road map, helping us to balance current opportunities, explore future ones, and attain the ultimate goal of becoming ambidextrous." (John Winsor, Founder and Chairman Victors Spoils)"*Lead and Disrupt* is a tour de force, a must-read for those who wish to disrupt and avoid disruption. Executives will find in this book many decisions that they wish to emulate." (David J. Teece, UC Berkeley and Chairman Berkeley Research Group)"With deep wisdom and insight, *Lead and Disrupt* provides a nuanced framework for leaders to deal with the tensions that are natural to ambidextrous organizations." (Vincent Roche, President and CEO, Analog Devices Inc.)"In a sea of books about managing innovation, this is a rare pearl. *Lead and Disrupt* will guide firms as they build ambidextrous capacity and dominate their markets." (Marc Ventresca Oxford University)"One of the perennial puzzles in business is how established companies can maintain their core while simultaneously pursuing new growth. This book provides an insightful perspective on the important role leadership can play in solving that puzzle." (Clayton M. Christensen Harvard Business School and author of *The Innovator's Dilemma*)"Only one thing in life is constant: change. Ignore it and perish. Embrace it and thrive. O'Reilly and Tushman eloquently make the case for how great organizations simultaneously respect their past while embracing the future. A must-read for all leaders!" (Bruce Harreld, President, University of Iowa, and former SVP IBM)About the AuthorCharles A. O'Reilly III is the Frank E. Buck Professor of Management at Stanford University's Graduate School of Business. Michael L. Tushman is the Paul R. Lawrence MBA Class of 1942 Professor of Business Administration at Harvard Business School. Together, they are the authors of *Winning Through Innovation* (2002). Their consulting practice, Change Logic, helps firms, CEOs, and senior teams around the world to innovate and thrive.