Disruptive strategy pdf

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Suicide is a serious public health problem that can have long-lasting effects on individuals, families, and communities. The good news is that suicide is preventable. Preventing suicide requires strategies at all levels of society. This includes prevention and protective strategies for individuals, families, and communities. Everyone can help prevent suicide by learning the warning signs, promoting prevention and resilience, and a committing to social change. CDC's Preventing Suicide: A Technical Package of Policies, Programs, and Practices [PDF – 6 MB] highlights strategies based on the best available evidence to help states and communities prevent suicide. The strategies and their corresponding approaches are listed in the table below. Click here to learn more about how to implement the strategies in the technical package. Opinions expressed by Entrepreneur contributors are their own. The following excerpt is from Dr. Patti Fletcher's book Disrupters: Success Strategies From Women Who Break the Mold. Buy it now from Amazon | Barnes & Noble | IndieBound or click here to buy it directly from us and SAVE 60% on this book when you use code LEAD2021 through 4/10/21. vgajic | Getty Images There are numerous differences between men and women's natural approaches to leadership. To really understand those differences, let's take a look at the all-female founding team at Globalization Partners and see how their androgynous approach to company culture resulted in growing the company from zero to more than $17 million in annual revenue with business done in more than 150 countries in just three short years.Here are six strategies they used to drive their growth.Related: 7 Mental Shifts That Allowed Me to Become a Millionaire at 22Some feminists might celebrate the fact that women compose 75 percent of Globalization Partners' work force. CEO and founder Nicole Sahin actually wants that number to decrease to about 50 percent. This isn't some philosophical or moral question but a strategic goal. The company revolutionized its industry in part because its all-female founding team brought a radically different perspective to the marketplace. But, those same women know that to stay innovative, they must continue to strive for a company comprising varied perspectives, experiences and skill sets. Diversity doesn't do much, but inclusivity can be amazing.When a new hire comes onboard, Nicole begins to build a personal relationship with them. Not only does she want to hear their ideas and gain fresh insights, she wants them to feel that they're welcomed and a valuable addition to the overall fabric of the company. In short, she wants them to know their diverse perspective isn't just permitted but expected.Purpose and profit go hand in handGlobalization Partners is a professional employer organization: They help companies hire foreign employees quickly. But, when I talked to the leadership team about why they do it, the conversation quickly switched from money to meaning. They felt they created and facilitated relationships across borders and boundaries.Nicole said, "Through global commerce, comes peace."Echoing her sentiment, general counsel Nancy Cremins said, "It's hard to go to war against your teammate or someone you value who works for you."It's not just about turning a profit or gaining market share but about accomplishing something worthwhile while doing so.Related: 9 Steps to Increase the Value of Your BusinessThink about it, then take the riskDespite being in the midst of that phenomenal growth, Nicole made the decision to stop taking new clients for several months.For any high-growth startup, that's just unthinkable. But, Globalization Partners' leadership team was concerned that the operations that led to their success might not be sustainable as they grew. So they stopped taking on new business, continued to service their existing clients, and focused on building a structure for the future. It turned out to be the right choice.This is a textbook example of the differences between men and women: Men see business barriers as obstacles, while women often see them as opportunities. Realizing they didn't have a scalable framework, the team allowed the challenge to become the catalyst they needed to step back, rework their business model, then get back into the fray.A male-dominated team would probably have followed the traditional high-growth startup approach: "Let's build the plane while we're flying it." The lack of scalable operations would simply have been a problem to fix, not an opportunity to take advantage of.Don't hire an employee; hire a personGlobalization Partners embraces the concept of whole life integration. They don't just deal with the person who shows up at the office but strive to offer a job that makes room for the rest of their employee's life. Flexible schedules, generous family leave, a smart re-entry program for new parents -- this place is nirvana for women who want to succeed at life and business at the same time. In making business decisions, the executive team considers not just what's best for the company, but also what works for the people who compose it.Related: 25 Common Characteristics of Successful EntrepreneursInvest in the future by investing in peopleI almost fell off my chair when Nicole told me it's company policy to extend a paid sabbatical -- including fully paid world travel -- to employees after five years of service."Traveling around the world with my husband, meeting people who were so different from me, changed my life. I want my employees to be able to experience that too with their families," she explained.Executive decisions are relational, not linearInstead of The Lean Startup-inspired ethos of starting out as small and as quickly as possible, Nicole spent a year traveling the world to figure out Globalization Partners' business model.Of course, not everyone can take a year off and be a jet-setter. That's not the point. She didn't create a minimally viable product, sell it, see what worked, and then pivot and iterate again. That is, she didn't start at point A, go to point B, and then hit point C.Rather, she started outside herself. She talked to potential clients, providers, partners, and employees all over the world. She took multiple perspectives into account and then created a company that would work with all of them.That kind of thinking -- not "Where are we and where do we want to go?" but "What do our stakeholders need and how can we provide it?" -- has made possible their fantastically profitable, fantastically fun journey.Did you enjoy your book preview? Click here to grab a copy today—now 60% off when you use code LEAD2021 through 4/10/21. The Day After 9/11, This Family-Owned Jam Company Lost All of Its Airline Business. But One Son's Strategic Rebrand Has Brought Lasting Success. The Art of Active Listening Requires Leaving Your Ego Behind Using This Color in Your Facebook Ads Could Increase Your Click-Through Rate Almost 3 Decades Ago, I Wrote Myself a Check for $1 Million, When I Had Nothing. Here's Why. This Entrepreneur's Wellness Tech Platform Was Inspired By His Grandma's Garden Here Are the 7 Traits You Need to Get Rich in the Restaurant Industry Yankee Candle Founder's $23 Million Estate Comes With an Indoor Water Park and Two 'Car Barns' In the late 1990s, when I was running the strategy group at HP, we invited Clayton Christensen, the Harvard professor who wrote The Innovator's Dilemma and popularized the term "disruptive innovation," to speak to us.We asked him a simple question: "How do you do disruptive innovation?"His answer surprised me: "I don't know how, I just know how to describe it."Christensen described it well. He shared compelling examples. He argued that companies, and entire industries, can be "disrupted" by unforeseen competitors -- new players that deliver products at a fraction of the cost as current options yet still meet the most important customer needs. The result? Customers leave the old way of doing things and move to the new. Existing leaders die. New leaders prevail. Disruption occurs.Although I left HP a few years after that, Christensen's words stuck with me.Just about everyone wants innovation. We've seen the casualties of disruption: Kodak, Blockbuster, Borders, BlackBerry. And most of us want to avoid a similar fate ourselves. Better yet, we want to reap the benefits of being a disrupter -- like Netflix, Amazon, and Apple.Few people know that the fundamental concept of disruptive innovation wasn't new when Christensen introduced it. In 1942, Joseph Schumpeter, an Austrian-American economist, described the dynamics of "creative destruction"-- essentially the same thing as disruptive innovation. Then, in 1994, MIT's James Utterback published Mastering the Dynamics of Innovation, which described how the "ice harvesting industry" was displaced by "iceboxes" (refrigerators) and how manual typewriters were stamped out by IBM's Selectric electric typewriter. All this was years before the word "disruptive innovation" made it onto the scene.Most people familiar with the research on innovation also know about "paradigms." Paradigms are mental models that contain unquestioned assumptions about how things work. The world is flat and the Sun revolves around the Earth were two paradigms that were seen as common knowledge. These assumptions were accepted as truths, until they were turned upside down and replaced with an alternative paradigm. Paradigms have, and will always, exist. Just as "quality" and "reengineering" were the business world's lenses in the 1980s and 1990s, disruptive innovation is one of today's biggest paradigms.The disruptive innovation movement has created a big problem for businesses. Here's the issue: Disruptive innovation isn't how innovation works in the real world when you're in the process of doing it -- it is obvious only in retrospect when described by storytellers.The reality is, most "disruptions" don't start out that way. Steve Jobs, arguably one of the greatest disruptive innovators of all time, said the same thing. "When we created the iTunes Music Store, we did that because we thought it would be great to be able to buy music electronically, not because we had plans to redefine the music industry."Looking back, it's probably not too strong of a statement to say that Apple disrupted the music industry. But did Jobs and Apple know they were doing it at the time? No. Was it part of their strategy? No. They created iTunes because it felt like the right thing to do to add value to customers and the world. Simple as that.Take two other modern-day disrupters. Larry Page and Sergey Brin didn't start Google with the intention of transforming the internet, buying YouTube, or launching Android. Their very first step was all about finding a more effective way to prioritize library searches for academic research papers online. Yes, library searches. From there, they realized they could also index webpages. And, at first, they resisted including advertisements next to the search results. Good thing for them (and Google shareholders) they changed their minds.When we as innovators set our sights on creating a disruptive innovation, we place unrealistic expectations on our organizations, people, and ourselves. We lose sight of the realities that are inherent in the innovation process. It's like seeking fame for fame's sake versus simply having a great talent that leads to great performances -- which then results in fame. It clouds our sense of what we're really doing.The theory of disruptive innovation is helpful for understanding how technology has played a disruptive role in shaping the business and competitive landscape. But when this is the dominant lens and you're obsessed with hitting home runs, you miss a lot of other opportunities to score.Take Kodak, for example. About 10 years before filing for bankruptcy, in 2003, the company hired the head of HP's inkjet printer business as a "big bet" to help them jump into the printer business as a response to rapidly falling 35mm camera and film sales. It took a single swing for the fences by trying to enter a billion-dollar industry and become the low-cost provider of both printers and ink -- the classic disruptive innovation strategy. The strategy missed. Goodbye, Kodak.Unlike disruptive innovation, "incremental innovations" are minor tweaks to existing products or services in the form of new colors, flavors, features, benefits, or aspects of the customer experience that are fairly quick and easy to do. The principle behind "incremental" is much more strategic and goes much deeper than the term suggests. Small tweaks, gelled together with the right mindset and approach, are often what actually add up to big breakthroughs.Between incremental and "disruptive" innovation lies "evolutionary innovation." Evolutionary innovations aren't necessarily about big bets. But they're not about little tweaks either. They're about trying something that feels like a bit of a stretch, and then seeing what happens. If they work, they can "sustain" the business (and ideally grow it) in the long term. Sometimes they flop. But, now and then, they go big. When they do, sometimes the storytellers look back and call them "disruptive."One company that has steered clear of disruptive innovation by going after modest-size opportunities is Fujifilm. Fifteen years ago, the company stood at the same starting line as Kodak. Today, Kodak has a $580 million market cap while Fujifilm has a $28.7 billion market cap. We don't think about Fujifilm as a disruptive innovator. It isn't. But by most measures of success, it has weathered the storm and come out the other end quite successfully. It has continued its march toward adapting to the digital world by getting into 3-D photography. It has entered dozens of new businesses, ranging from television cameras to medical products, to thin film packaging for candy. Disruptive innovations? No. Evolutionary innovation was the savior -- and the company's growth engine.In today's innovation-obsessed world, "disruption" encapsulates the holy grail. Incremental and sustaining innovations are the all-too-often overlooked steps that lead you there. The formal theory of disruptive innovation is fundamentally about technologies and products. The real world rewards those who build new business models, extend brands, create new channels, find new markets, redesign customer experiences, reinvent business processes, and other stuff that most seasoned innovators know truly shape the future.We need to see through the veneer of today's disruptive innovation frenzy. Real innovators fall in love with big hairy challenges, solve meaningful problems, and create exciting solutions that customers never knew they needed. Those are the seeds of real opportunity. And if you do it well, someone might look back and say, "nice disruption."

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