

# Frequently Asked Questions

**1. How do I get hold of the implementation guide for The Dark Side Of Innovation?**

*The implementation guide for the dark side of innovation is not available for sale but is a part of the training program that I offer to implement the lessons and framework of the dark side of innovation. It is also available when I coach teams to implement the framework in an advisory capacity.*

*The implementation guide sampler is just to show how the implementation guide would look like.*

**2. Are there any plans for making a standard version of the implementation guide available for sale?**

*Currently there are no plans for making the implementation guide available for sale.*

**3. Who should implement the framework detailed in the dark side of innovation? A person or a group?**

*The model detailed in the dark side of innovation can be implemented in four different ways.*

- a. First, the reader can go through the book and use the model as a rough back of the envelope guide to stimulate new ideas in his or her business. Of course, an individual can also go through the model in rigorous detail as shown in chapter 6.*
- b. A team can undertake this model as detailed in chapter six. Although there are many different types of groups that can undertake this model, ideally a cross functional group will be best positioned to implement this model.*
- c. It can be implemented through a 1 or 2 day workshop that I offer. Using such a workshop, you can leapfrog the entire process very quickly. Of course there will be follow up work and the initiative portfolio will need to be revised and improved over time.*
- d. It can also be implemented as a process so that it becomes a part of the organizational capability. Any manager with analysis and process design experience can convert the framework into an annual process. I also offer advisory services for converting this framework into a process. You can learn more about my services on the website [www.ankushchopra.com](http://www.ankushchopra.com) in the services section.*

#### **4. Can I implement this by just reading the book?**

*This book provides significant details on the framework and how it can be applied in any industry. Using the book, you can implement the framework for a one-time analysis or make this a part of your annual analysis.*

*Furthermore, I have also provided numerous bonus materials on my website that will allow you to implement the framework on your own.*

#### **5. How does this help startups?**

*This is a very powerful resource for small businesses. It provides at least three critical benefits to a leader of any small or medium enterprise (SME).*

*First, it provides an in depth understanding of the problems of being a large company. This view itself gives SME leaders insights on how the larger companies behave and work in respond to threats.*

*Second, it provides a recipe book of ideas to implement in any business. If an SME leader does the analysis using the framework described in the book, he or she should be able to generate several business building ideas.*

*Third, and perhaps the most potent result of this book is to show the Achilles's heel of a large company when faced with a profit destroying innovation. This is one of the secret weapons that small companies use to displace large companies.*

#### **6. Isn't your model all about transformational change? How does it link with innovation?**

*Yes this book is broadly about change management and more specifically about transformational changes but is equally about anticipating, predicting, and responding to different kinds of innovations. This book is where the innovation efforts intersect with transformation of businesses. While it provides several pointers on innovations it also provides a framework on how to fundamentally rethink your business. To do that you need to be able to envision, design, and implement large scale changes.*

#### **7. Are you not asking your readers to simply redefine the markets?**

*A part of the dark side of innovation framework is to redefine the markets but it does a lot more too. It provides a methodology to rethink you business in light of the small and large changes that will affect your business over*

*time. As part of the rethinking your business to leverage the ever changing customer and competitive landscape, you indeed need to sometimes redefine your markets. The framework allows you to do that and a lot more in a systematic manner.*

**8. How can I know if we need this model in our business / organization?**

*Every company in every industry needs to implement this model. The assessment tool provided in the free resources tells you how urgently you need to implement this model.*

**9. You are asking to keep changing the assumptions when most leaders worry about changing their stance once they have taken a stand? How do you resolve this issue?**

*Yes, you are right that often change in stance by a manager is seen as inconsistency and a sign of weakness (and sometimes incompetence) but that is also the reason why managers sometimes make big blunders.*

*The framework asks you to explicate your assumptions as a part of the model, since these assumptions are based on external data, as data changes over time, you get the leeway to change your direction. In a way, this model allows you to change stance without appearing inconsistent.*

**10. How can you be objective in diagnosing issues where there are blinders everyone faces?**

*You are right that in the end this is just a tool and any tool is finally hostage to the user's perceptions. At the same time, the framework has some built in mechanisms to prevent distortion of reality. For example, it asks you to consider changes in many areas of you industry and market. Similarly, it asks you to create different scenarios and not make judgments on the likelihood of each scenario. A group process, explication of assumptions and constant reminders of not choosing one scenario over the other should help you be more objective. However, in the end it is good to remember that it is tool and it is open to distortion in perceptions of users.*

**11. Is this useful for R&D and in front end of innovation?**

*R&D can immensely benefit from this book and the tools it provides. In short R&D can make more impactful and bigger innovations on the front end of*

*innovation. The free tools provide much more information on how this book is useful for different functions, roles and industries.*

**12. What are the politics of this exercise?**

*The politics of this exercise exists to the extent it has an impact on power bases in the organization. Power bases are usually directly related to the profit foot print of individual businesses among other factors.*

*A profit destroying innovation tends to reduce the profit footprint of the larger businesses. Embracing a profit destroying change makes people believe that profits will be destroyed and thus some powerful people may be against the idea of doing so.*

*However, a great job done in the imagining possibilities and visualizing end states allows you to mitigate some amount of the politics involved in the situation. Nevertheless, it is a great idea to remember that this process will not remain immune to political pressures and the farther away you are from the emergence of a profit destroying innovation the greater will be the effect of politics.*

**13. I am a part of competitive intelligence group. How do I benefit from this?**

*Such a framework is quite useful for you to not just use as a one-time activity, you can and must consider embedding it as a part of the competitive landscape analysis. It will give you new tools to analyze the competition. For example, it will show you which competitors in your industry and in adjacent industries should you be worried about. This exercise will make small peripheral players as well as the non competing firms more prominent in your analysis. Furthermore, it will show you how the game may change in your industry and thus allow you to deliver higher impact higher value analysis to your business leaders.*

**14. This is like a Tsunami alert? Is it?**

*Yes, that is a great analogy. It is a lot more than a tsunami alert; it also provides you a method to convert or leverage the tsunami to achieve greater heights rather than destruction.*

**15. Does your model help firms who are reaching limits of their strategy?**

*Since this book allows you to rethink your business from bottoms up, it is a great tool to look for opportunities in the face of businesses reaching the limits of their strategies.*

**16. How much time would a project like this take?**

*The book shows the team finishing the project in 100 days when the team was working on other projects too.*

*This is a major exercise in viewing a very large set of changes taking place in your industry. Trying to do it alone in a day may be counterproductive as it may give you a sense of closure but not generate sufficient insight. Even worse, you may miss several critical changes taking place in your industry. Devoting 1-3 months on this project may be appropriate depending on whether the team members are working on other projects or not. Since the team members will be interviewing several functional and industry experts, expect it to take at least a month to implement it.*

*If you can gather a deep bench of multi functional experts in your business, you may be able to get a major head start in a day or two.*

*If you use my training program aimed at a multifunctional team responsible for a business, you can get a great head start in a matter of day or two.*