

The Discovery-Driven Model

From *Discovery-Driven Growth* by Rita McGrath & Ian MacMillan

Move from “conventional” to “break through” thinking more easily – thanks to a practical reference that illustrates the differences in nine critical areas of management.

	Conventional	Discovery-Driven
Success	Means making your numbers & hitting projections	Means learning as much as you can for the least possible cost
Management focus	Day-to-day and operational	Top of agenda, top of mind
Timing	The budget or planning cycle dictates timing	Key learning checkpoints dictate timing
Revision	Indicates a mistake	Indicates learning
Project redirection	Seen as negative; seldom done	Seen as necessary; can be frequent
Funding	Often allocated at once, or not linked to milestone accomplishment	Limited to the amount needed to achieve next milestone; no guarantee of continuation
Assumptions	Sometimes listed; seldom checked; seldom integrated to whole plan	Often listed; checked frequently as part of planning process; forced integration to whole plan
Downside	Seldom explicitly managed	Acknowledged and managed even before you start
Termination decision	Delayed, avoided and reluctantly pursued	Occurs as part of the planning process; disciplined dis-engagement

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