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Momentum and Disruption: Big themes for this month

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Author. Speaker. Consultant.



Dear Colleagues,

Move: The Imperative!

How do you create a growth mindset in a currently successful company?

How can a leadership team embrace the concept of transient advantage, when they have never experienced the phenomenon personally? Perhaps an audit is in order.

[Click here to learn more.](#)

How can we get our middle managers to embrace growth after years of cost-cutting?

The middle and junior managers you may be counting on to take initiative as the global economy sputters back to life have either 1) never experienced robust growth or 2) are too battle-scarred to seek it out. To see one take on how you might start getting them moving again, [click here](#).

Disruptive trends for 2014

As part of a panel chosen by CNBC to select firms for their “[disruptors](#)” series, it was fun to reflect on the overall most disruptive trends for 2014. To read more, [click here](#).

A biography of my co-author and mentor, Ian C. MacMillan

For the *Strategic Entrepreneurship Journal*, I [penned a biographical sketch](#) of Mac’s long and consequential career. Who would have thought that a boy from the mines

in South Africa would eventually become a chaired professor at Wharton? Despite his success, Mac remains restive about the future of our field. And I quote:

There is a revolution that needs to happen in the field of management ... The big solutions to the big problems facing business, global politics, global suffering are not going to come from methodologically pristine studies using large readily available databases. It will be revolutionary insights that come from drawing off that inventory of insight stemming from knowing multiple patterns of those data.

Tidbits from the Road

Putting Discovery Driven Growth to work in the Philippines



In mid-July, I visited United Laboratories or Unilab for the second time. It's a delightful company who begin their meetings with an uplifting prayer. I felt my work elevated on the spot! Two years ago, the company leadership brought me there to help learn **the principles of discovery driven growth**. At that time, the company was concerned about maintaining its competitive edge as the economy modernized. We held several workshops to flesh out innovation projects

Here we are, two years later, with real progress to show. Two of the projects are in "pilot" mode now. One is getting ready for its first significant launch. And one, just as my theory would predict, hasn't worked out and the company is in the process of disengaging. More importantly, the organization is beginning to gain the confidence that it has learned how to pursue innovative ideas, together with implementing a new portfolio strategy.

Optimism and unexpected dilemmas in India

After the Philippines visit, I traveled to India to work with my colleague and local collaborator **Dr. M. Muneer**. The mood is positive among the business community with a sense that the recent elections show promise of breaking stalemates blamed for the economy's slowing growth. **Read more.**



Globalization doesn't just cause difficulties for Western companies. For instance, what happens when a company whose values are tied to a non-alcohol consuming, vegetarian lifestyle globalizes and finds it has acquired – gasp – meat-eating employees. Even trickier, as permission is granted for those distant employees to partake, local employees who don't share the

same restrictions question why they are also still subject to them.

As a follow up to my initial business summit held in February, I am be participating in a seminar series sponsored by CustomerLab, Amity University and the Harvard Business review where attendees are learning more about the techniques of Discovery Driven Growth. My colleague, Ron Pierantozzi, led a hands-on working session on July 23rd teaching this technique and showcasing his cutting edge financial management software that vastly improves decision-making under uncertain environments. In addition, Ron will be facilitating an evening meeting for CIOs to discuss how IT can better manage uncertainties within their projects as well as conducting a 2-day pilot for a major technology company in the diet and nutrition space.

Japanese Edition of *The End of Competitive Advantage* published June 20.



It's out! You can find information about purchasing on [Amazon](#) and I was pleased to learn that the book is now ranked at the #1 position on Amazon Japan. I also wrote an editorial on the consequences of the transient advantage economy for Japanese firms, which is embargoed until its publication date in August. I'll give a sneak preview of one point, though. The bias for stability, which is reflected in so many

Japanese management practices, is a major disadvantage in a fast-moving and turbulent environment.

I am actively recruiting publishers for German and Spanish editions, so if any of you know someone who might be interested, I'm all ears.

Repeat: Password for the “Tools” Section of My Website

To access the tools part of the web site (downloadable diagnostics, quizzes, spreadsheets and other cool stuff) go to the [RitaMcGrath.com website](http://RitaMcGrath.com) and use the password - **mcgr8th!** (the exclamation point is part of the password).



In the News

- [Shortchanged: Why Consumers are snubbing mobile payments](#)
- [As the Cupcake Crumbles: Lessons from Crumbs demise](#)
- [Will the U.S. See a Major Manufacturing Revival](#)
- [Soup to Nuts: Kangaroo jerky, anyone?](#)

More links to recent press mentions can be found on the [Press section](#) of my website.

In the Works

I've recently returned from the annual Academy of Management meeting, which was held in Philadelphia in early August. I enjoyed catching up with many old friends.

We're also starting to get the word out about events running in the fall. On October 17, I'll be giving a keynote address at the HR World Congress in Santiago, Chile. I'm also busy putting the finishing touches on my one-week Columbia course on making your company more competitive in uncertain conditions, "[Leading Strategic Growth and Change](#)". It runs in New York City beginning October 27.

Hope you've been able to relax and enjoy the summer.

Rita



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