

## TEN RULES FOR STRATEGIC INNOVATORS

From Idea to Execution

Vijay Govindarajan Chris Trimble



HARVARD BUSINESS SCHOOL PRESS BOSTON, MASSACHUSETTS

## CONTENTS

<i>Preface</i> ix		
Acknowledgm	ients	xiii
Introduction	xvii	

Chapter One	WHY STRATEGIC INNOVATORS NEED A	
	DIFFERENT APPROACH TO EXECUTION	1
Chapter Two	WHY ORGANIZATIONS, LIKE	
	ELEPHANTS, NEVER FORGET	21
	Case: Corning Microarray Technologies	
Chapter Three	TAMING THE ELEPHANT	41
Chapter Four	WHY TENSIONS RISE WHEN	
	NEWCO BORROWS FROM CORECO Case: New York Times Digital	55
Chapter Five	TURNING TENSION INTO A	
	PRODUCTIVE FORCE	67
Chapter Six	WHY LEARNING FROM EXPERIENCE	
	Is AN UNNATURAL ACT	89

••	Contents
••	contentio

Chapter Seven	How being bold, competitive, or	
	DEMANDING CAN INHIBIT LEARNING	113
	Case: Hasbro Interactive	
Chapter Eight	How being reasonable, inspiring,	
	OR DILIGENT CAN INHIBIT LEARNING	129
	Case: Capstm-White	
Chapter Nine	FINDING GOLD WITH THEORY-FOCUSED	
	PLANNING	149
Chapter Ten	THE TEN RULES EXPLAINED	183
	Case: Analog Devices	
	Notes 199	
	Index 217	
	About the Authors 223	