



Orbit-Shifting Innovation

The Dynamics of Ideas That Create History

THE SUMMARY IN BRIEF

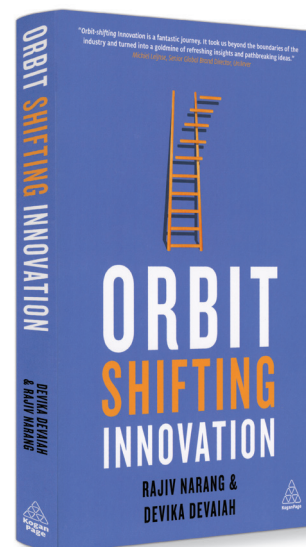
Orbit-shifting innovation happens when an area that needs transformation meets an innovator with the will and the desire to create, and not follow, history. At the heart of every orbit-shifting innovation is the breakthrough that achieves a transformative impact. Businesses, social enterprises and even governments need orbit-shifting ideas to create a transformative impact. But how does that groundbreaking idea come about, and what translates it into actuality?

Charting the vast global landscape of orbit-shifting innovation and using unique examples from prominent businesses, the social sector, entrepreneurs and public services, authors Devika Devaiah and Rajiv Narang build insight into the key drivers behind taking on a transformative challenge and provide a unique framework to navigate the pitfalls and challenges in making it happen.

Orbit-Shifting Innovation empowers everyone to overcome the obstacles to innovation and provides the tools to maximize the impact of transformative change. The inspirational examples and tools for success compel leaders and entrepreneurs to not only pursue impossible challenges but lead the successful journey from conception of an orbit-shifting idea to actually creating history.

IN THIS SUMMARY, YOU WILL LEARN:

- Powerful myths about innovation and how to overcome them.
- How to define and take on orbit-shifting challenges.
- How to break through mental-model boundaries and generate groundbreaking insights.
- How to excite stakeholders and stand out as an orbit-shifting leader.



by Devika Devaiah and
Rajiv Narang

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THE COMPLETE SUMMARY: ORBIT-SHIFTING INNOVATION

by Devika Devaiah and Rajiv Narang

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Introduction

What are the real dynamics of executing an orbit-shifting innovation with as much focus as it takes to conceive it? Surfing through the multiple uncertainties of innovation has revealed many innovation myths. The first innovation myth is at the heart and soul of every innovation endeavor: the WHY of innovation. Most managers interested in innovation have become mesmerized with newness to such an obsessive extent that “What’s new about this idea?” is almost always the first evaluative question. Orbit shifting is the real passion, and the driving purpose and innovation are merely the means to make the orbit shift happen.

There is also the myth that innovation equals ideation. In reality, an orbit-shifting innovation emerges not with a search for ideas but by recognizing boundaries. To create breakthroughs, we need to move from ideation to breaking through mental-model boundaries.

Most big ideas don’t get killed; they just get diluted. Orbit-shifting innovation brings insights into overcoming execution obstacles. As much, or more, innovative thinking is needed to execute a new idea than was required to come up with it. Another well-established myth is that breakthrough innovation starts with an out-of-the-box idea. Orbit-shifting innovation really starts with an out-of-the-box challenge. An out-of-the-box challenge is what is needed to propel thinking beyond the current box to generate an orbit-shifting idea.

A common myth is that the fear of commercial failure prevents us from taking on orbit-shifting challenges. In reality, it is the fear of personal failure and the loss of credibility that prevent leaders in organizations from

burning their bridges or removing their escape buttons. Another myth is that the top management can mandate innovation. The reality is that innovation *cannot* be mandated because ownership and excitement cannot be mandated: people have to take charge. How do those who lead innovation inspire others to also believe in the new idea, the new proposition, with as much commitment as they do?

The final myth is that once the big idea has been developed into a working prototype, then taking it to market is a simple case of Test and Launch. But a new idea entering the old pipeline may suffer its greatest dilution in the last mile.

Here, finally, is the compass to navigate the fog of innovation in all its messiness, uncertainties, complexities, paradoxes and ambiguities, not just a sanitized formula or a tool or process for innovation. A compass that doesn’t stop at conception but that navigates an orbit shift end to end: from conception all the way to realization. ●

PART I: ORBIT SHIFTS THAT CREATED HISTORY

Orbit Shifts That Created History

The Swiss firm Vestergaard Frandsen has invented a product that is and will have a transformative impact in areas where there is a pernicious shortage of clean drinking water. It has created a straw through which water is purified as it is drunk from any water source, regardless of quality. With an ultra-filtration cartridge embedded into it, this straw filters 99.9 percent of water-borne bacteria and parasites. A single straw costs about \$6.50 U.S. and



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filters about 1,000 liters of water, which is enough for one person for one year. This has brought potable water within the reach of millions of people for whom traditional water purifiers or bottled water are simply not affordable. Vestergaard is truly saving lives with this orbit-shifting straw by safeguarding against water-borne diseases, which are among the commonest sources of illness. No wonder, then, it has been named LifeStraw.

Vestergaard was originally a clothing company, in the fabric industry. And yet fabric became the trigger, rather than the boundary, to create the LifeStraw — its central component is a cloth-based filter membrane.

Microsoft, Apple, Vestergaard Frandsen, Smart Telecom and Vodafone are all business innovators that have created an orbit shift. They all began by identifying a transformation need: an area where following the existing route and mere incremental improvement was just not enough. Once they had identified the potential for the orbit shift, it created a restlessness that got them to challenge and break out of the current orbit. This restlessness led to an orbit-shifting innovation: a breakthrough that has created a disproportionate impact.

Redefine and Recast Innovation

The vast landscape of orbit-shifting innovation provokes us, indeed, forces us to re-examine and recast *innovation as a concept*. The first myth to be shattered is the deep belief in the romance of innovation. Today, the world is seduced with the act of coming up with novel, world-first ideas. For orbit shifters, however, the spotlight shifts from innovation itself to actually making the orbit shift happen. For them, orbit shifting is the purpose and the passion, and innovation is merely the means. Orbit shifters first set out to create a transformative impact. What follows later is the innovation.

The next myth to be shattered is that innovation equals technology and product innovation. Most traditional models of innovation are still preoccupied with R&D, technology and product innovation. The orbit-shifting innovation landscape painted earlier breaks this myth. What stands out is that equally powerful orbit shifts have come about through service, process and business-model innovation. The canvas of orbit-shifting innovation doesn't furnish only new products, business processes and business models. It goes further with innovating the *people engagement model* and even further to include *ecosystem innovation*.

Orbit-shifting innovation is not just about innovating the technical or operational process; it is as much about innovating the managerial process. ●

PART II: SEEDING ORBIT-SHIFTING INNOVATION

Confronting Gravity

Orbit-shifting innovation stories are very romantic in hindsight. They inspire, encourage and even provoke dreamers into positive restlessness and action.

However, what is usually not visible behind these stories are the extreme odds that orbit shifters had to overcome in making their dreams a reality. It is here that most people give in and give up. Most orbit shifters recognize and realize that when the rubber hits the road, they are all alone.

What drags down and even decimates orbit-shifting dreams and ideas? Most people are stuck because their mindsets block them. They have come to perceive “reality” in a certain way, and this, more than anything else, limits them from innovating. Just as gravity is an all-pervading force that cannot be seen or even felt, day after day, but prevents us from breaking the bonds of earth, so is mindset gravity a pervading force that traps people, without conscious realization, into their current orbits.

Four layers of mindset gravity stall orbit-shifting innovation:

Organization gravity: Organizations accumulate gravity with frightening ease. Past successes become best practices. Best practices become templates. And templates become the unquestionable sacred truths. Organization gravity not only stifles a new market entry strategy but also prevents the emergence of new opportunities. Managers and organizations excel in slicing and dicing the market into neat categories: customer categories, usage categories, sociocultural categories. Categorization simplifies, but it also becomes the mindset gravity that prevents the emergence of the new.

Industry gravity: Organizations in highly regulated industries like pharma and finance often fall into the trap of attributing the reason for not innovating to the imposed regulations. While regulations are necessary and mandatory, over time what begins to happen is that gravity makes organizations follow the regulations to the letter rather than to their original intent and purpose. Over time, gravity sinks in and more and more assumptions get treated as facts.

Country gravity: Any game-changer at the industry level is strongly influenced by the undercurrents of country and culture mindset gravity. If these mindsets are not surfaced and resolved, this deep, unquestioned gravity can become the silent killer to a disruptive innovation

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attempt. So powerful is country and cultural gravity that it sweeps across sectors and traps entire nations of people into “self-limiting beliefs” that are invisible, endemic and even paralyzing.

Cultural gravity: Cultural gravity embeds itself even deeper than country gravity and can breed the extremes of arrogance and subservience — instinctive arrogance in developed markets and deep-rooted subservience in the developing markets. Cultural subservience in developing countries is all-pervading: most people are not aware of how deeply it runs in their veins and how much it drives the way they think and operate with respect to the developed world. Cultural arrogance builds a blinding self-confidence that can become an equally strong force of gravity. ●

Take on an Orbit-Shifting Challenge and Burn the Bridge

Most orbit-shifting innovations did not start with an out-of-the-box idea but with an out-of-the-box challenge, an orbit-shifting challenge. It takes an orbit-shifting challenge to create the escape velocity needed to break through gravity. An out-of-the-box idea is a consequence. An orbit-shifting challenge leads to an orbit-shifting idea and not the other way round.

Triggering the Orbit-Shifting Challenge

How does a leader or an organization go about uncovering and identifying orbit-shifting challenges? What are the new reference points? What triggers the identification of an orbit-shifting challenge as against a traditional performance goal? Orbit shifters, unlike followers, don't reference last year and create stretch goals. They trigger orbit-shifting challenges with a series of nine triggers.

First trigger: Discovering a positive inflection point. While followers look at market trends, orbit-shifters sense a positive inflection point in the market — an ecosystem-need gap that when bridged can unleash a huge wave of demand.

Second trigger: Designing for extreme conditions. Extreme conditions present extreme challenges. There are many instances of orbit-shifting innovations emerging when a society or an organization has been thrust into extreme conditions. Coming up with solutions for an army that is based in extreme terrain and for astronauts in space has led to an array of new ideas.

Third trigger: Turning around a threat. When faced with a threat, gravity-infested followers play safe and

even withdraw into a shell. Orbit shifters turn a threat into an orbit-shifting challenge.

Fourth trigger: Making an exception the new reference point. Some followers look at the average and create stretch goals; others benchmark with the industry best practices and create catch-up goals. Orbit shifters go beyond the average, go beyond best practices. They search for the exception across industries and domains and make the exception the reference point for an orbit-shifting challenge.

Fifth trigger: Rediscovering lost pride. Sometimes it is not an intellectual but an emotional trigger that leads to an orbit-shifting challenge. A strong impulse to reclaim lost pride can lead to an orbit-shifting challenge with the highest escape velocity. Nothing fires people up more than reclaiming dented pride.

Sixth trigger: Refusing to accept a suboptimal equilibrium. A suboptimal equilibrium occurs when a community or society has learned to live with an inequality or a gap that causes great dissatisfaction as an inherent part of life. Orbit-shifting challenges get triggered when an orbit shifter spots and chooses to eliminate a suboptimal equilibrium rather than live with it.

Seventh trigger: Pursuing a causal adjacency. What do we do when we reach a point where growing a business is not enough to motivate us — where business as usual has reduced itself to a series of meaningless chores without inspiration or drive? Most people give up or get out. Orbit shifters can literally reinvent the path forward by finding a causal adjacency to the business. A cause becomes the anchor around which the next business is built or pursued.

Eighth trigger: Not targeting the best possible but the theoretical best. What is practical and what is possible are two questions rooted in the current orbit. They become the gravity that reduces a challenge to the point of being immediately doable.

Ninth trigger: Transforming the input-output equation. Orbit shifters take on orbit-shifting challenges that upend the established input-output equation. They take on development and growth challenges that are deliberately non-linear. ●

Breaking Through Mental-Model Boundaries

An orbit-shifting challenge needs orbit-shifting ideas to bring it to reality. To discover orbit-shifting ideas, mere ideation is not enough. What is needed is the ability to

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first recognize and then break through mental-model boundaries. Orbit-shifting aspirations pursued with mental models that are trapped in the current orbit fail to take off.

To move the innovation and growth drive into the next orbit, an organization needs to recognize and confront the invisible limits of the existing orbit and uncover the strategic blind spots embedded in the current orbit.

Uncover Boundaries and Not with Ideation

Faced with an orbit-shifting challenge, traditionalists launch themselves straight into “idea generation” sessions. Orbit shifters, on the other hand, restrain their natural instinct to rush into ideation and instead start by deliberately mapping and identifying the boundaries of their thinking. They probe and push the boundaries of their thinking by exploring questions like, “Why are we in this business? What is currently hitting the wall of diminishing returns? Where are we saying no to the customer? What do we consider impossible? What are the suboptimal equilibriums that we have become used to? What parts of our industry do we consider saturated? How do we break out of this capital-intensive business model? They use a series of such triggers to first uncover and identify the mental-model boundaries.

Redefine the Core

Over a period of time, the best of industries get caught in the trap of value adding. In the zest to add value, they forget to question and re-examine the core. Every bit of value added seems good when seen independently, but if the core remains the same, the additions can soon become peripheral. Unknowingly and inevitably, the product or service gets over-engineered.

The airline industry became the epitome of an industry that focused on adding value with vision and zest. Reward miles, gourmet meals and increasing freebees were among the never-ending list of value adds that they hoped could build the franchise and ensure loyalty.

This mental model was broken with the emergence of low-cost airlines. At the heart of it, the core need is to get from one point to another on time and at the lowest cost. The rest is peripheral — desirable but not essential. A service that promised comfortable seats and on-time arrival at a low, in fact unbeatable, cost became the success model of budget airlines. ●

Orbit-Shifting Insight

An orbit-shifting insight will break through mental-model boundaries, join new dots and make the or-

bit-shifting idea visible. Orbit shifters believe that the one thing that cannot be delegated or outsourced is market insight. They demonstrate the will and the focus to immerse themselves in the market and get first-hand insights. They believe only first-hand market experiences have the power to uncover new questions and new insights. Insight is the capability to go beyond what customers want to why they live the way they do or don't and to find solutions to questions that genuinely mean something to them.

The Origin of Microfinance

The microfinance model that broke through the mental model of traditional banking began when Muhammad Yunus had an orbit-shifting insight. Muhammad Yunus spent long hours with the people at the bottom of the pyramid, trying to understand their context and needs. What stood out for him was that these people lay completely outside the mental model of traditional banks that needed assets as collateral in order to sanction a loan. It was a vicious cycle: they had no asset for collateral, but they needed loans to move out of the poverty cycle.

His determined and empathetic drive led to a social insight: “For people in this part of the world, losing face in their community was far worse than losing money.” This further led to the breakthrough business insight: use community, rather than assets, as collateral. It was then developed into a business model of small loans to women, with community as collateral. This started the microfinance revolution.

The microfinance insight did not come from a bank! What made it genuinely difficult for even a very progressive bank to get a “microfinance-like” insight? Self-projection traps us into seeing the world through our own lens. Looking at the third world through a first-world lens blocks an orbit-shifting insight, and the organization remains stuck in the existing mental model. ●

PART III: COMBATTING DILUTION IN EXECUTION

Overcoming Walls of Doubt: Excite and Enroll Stakeholders

The notion of a maverick acting like a Lone Ranger to conceive of and succeed with a radical idea can and does work for entrepreneurs. However, in large organizations, if mavericks become lone rangers, though they still can and do conceive bright new ideas, they are rarely able to make

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them happen. An idea can begin to crumble when it comes up against skeptical gatekeepers and indifferent peers.

What does it take to excite and enroll stakeholders? What does it take to move stakeholders from doubt to confidence and conviction? What an orbit shifter really needs are generative stakeholders, who not only help to solve unsolved problems but are also proactive in uncovering and leveraging opportunities to maximize the innovation.

Co-Building with Stakeholders

Moving stakeholder engagement from “evaluating” to “co-building” is what an innovation champion needs to be able to do. The biggest realization for an orbit shifter at this stage is that she/he has to move from thinking of the orbit-shifting idea as “my dream” towards building it into a “shared dream.”

This move can be emotionally and intellectually tough, as the innovation champion is by now in love with the idea, and as new stakeholders are enrolled, chances are that the idea could grow and be shaped differently from the creator’s original thought. But orbit shifters also realize that to get the stakeholder to go the extra mile, to solve problems beyond their current know-how, will take extraordinary motivation. And this can only happen if the stakeholders’ ownership of the idea is as big as their own.

Orbit shifters also reach out and think and act as equals with their bosses and peers. Orbit shifters do not get preoccupied with managing perception; they enroll their bosses into the purpose. They put the purpose before the position of the person they are talking to.

From Unconditional No to Conditional Yes

Innovators often come up against decision makers who might say “no” to one part or to the whole of the big idea. The orbit shifter recognizes that a “no” is not unconditional — that behind a seemingly absolute and irrevocable “No!” is usually a genuine concern or a series of assumptions that is leading to the stakeholder’s conclusion of “no.”

Faced with a “no,” the orbit shifter doesn’t back off. Instead she/he steps forward to engage with and uncover the underlying concerns and also enables the stakeholder to recognize these as concerns, which if not handled is leading to “no.” However, the orbit shifter reframes it to become a conditional “Yes!” Solving the concern has opened up a path to go from a “no” to a “yes.”

After an engagement like this, a stakeholder is likely to feel more understood, and his/her resonance with the orbit shift increases. ●

Navigating the Fog: Overcome Daunting Obstacles

Executing an orbit-shifting innovation is a journey filled with tunnels of fog — multiple points where the orbit shifter is confronted with new, unforeseen problems. Faced with fog, orbit shifters don’t give up or give in. It is their capacity to navigate the fog that differentiates an orbit shifter from a settler.

Orbit shifters navigate the fog in execution in three dominant ways:

By turning around never-faced-before problems. Navigating the execution fog is not just about dogged persistence. Overcoming execution obstacles sometimes calls for as much innovation as was needed in coming up with the orbit-shifting ideas. Where is the fog confronting you? How can you move your team to positively navigate the fog — shift from seeing the obstacle as an “idea-maximizing threat” to an “idea-maximizing opportunity”?

By attacking the known and persistent problems with a new lens. The toughest fog is actually caused by recurring, often predictable problems. Faced with persistent execution problems, managers and bureaucrats take refuge in “powerlessness” — they don’t confront and navigate the fog; they simply avoid it. As a result, most actions lose all impetus, and everything settles at the lowest common denominator.

Where have you attempted to execute an orbit shift with an over-simplistic organization-restructuring exercise? Making a structural change that sharpens accountability for executing the new is not enough to navigate the fog in execution. Where do you need to complement the structural change and inspire your managers to make the mindset shifts needed to navigate the fog in execution to attack persistent problems with a new lens?

By not letting a new idea enter an old pipe in the last mile. For most organizations, a mature, proven, well-organized, well-disciplined and almost regimented take-to-market model is the last mile. It is here that the new idea almost inevitably enters the old pipe. Most organizations mature their sales channel into an efficient pipe and lock it down. A new idea now has to either fit in or die in the last mile. Hence, the idea ends up getting retrofitted to suit the old pipe rather than innovating on the old pipe to leverage new ideas.

Re-examine the last time you took an innovation to market: How many complementary innovations were deployed to reshape the last mile? What has been the real cost of avoiding the fog in the last mile? ●

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In-Market Versioning and Fissioning

Orbit shifters see the first go-to-market stage not as the first stage of market launch but as the last stage of proposition development. They recognize that the new idea will need to have space to play out and evolve in the market, and that will in turn impact how it should scale up and grow. Therefore, they are prepared to iterate and grow the idea in market. The approach is how to make it work.

Settlers, on the other hand, approach the go-to-market stage as the first stage of launch. Hence, their motive is not to evolve the idea in the market as much as it is to see *whether it works*, and if not, then to park it and move on. This testing mindset, “see if it works,” often results in an orbit-shifting idea being abandoned too early.

In-Market Versioning, Not Piloting

The most effective way to deal with the uncertainties inherent in taking a new idea to market is to have an in-market evolution process: a series of in-market experiments that systematically uncover and resolve the unanswered questions and discover opportunities to maximize the market impact.

What is needed is in-market versioning in three stages: best conditions, real conditions and scalable conditions. These three stages of in-market versioning are designed to systematically uncover the unanswered questions and evolve situations for the three key unknowns: customer engagement, channel engagement and execution team engagement.

Best condition version: The market chosen is the one with the most conducive customers and the most ready distribution channel. The focus of the best conditions version is on customer engagement only. The sole intent is to evolve a tipping customer value proposition — a proposition that will engage and enroll the maximum number of customers. The best team from the organization is directly involved in the execution.

Real conditions version: The team implementing it is the actual go-to-market team and not the best team. The market chosen is not the best but the average/normal market — one where the customers and the channel are both the most natural representative of the target market. The real conditions version is focused on finding ways to engage the team and the channel in making the orbit-shifting idea successful while further evolving the successful customer value proposition.

Scale conditions version: Once the orbit-shifting proposition has achieved the promised impact in real market conditions, it is now ready to be taken into the scalable version stage. The focus is to evolve the in-market success model to a level where it can reach the promised impact

over a large spectrum of target markets. A market/cluster of markets are chosen where scale variables in customer engagement, channel engagement and team engagement come into play.

Scaling-up the Orbit Shift: Fissioning Across Geographies

Having succeeded in one market, traditional organizations like to build the success model into a formula and then cascade it to other geographies. For a traditional manager, “Once an innovation has succeeded in one market, all that is needed is to cascade the success formula to other markets.” This works for incremental ideas, but attempting to simply replicate the success formula in other geographies can run into major hurdles in the case of an orbit-shifting idea.

Orbit shifters recognize that scaling-up an orbit-shifting idea is more like building a social movement, where the idea catches fire as it moves across large swatches of community and yet is localized to reverberate with that community. An orbit-shifting idea, no matter how successful it was in the previous market, will disrupt the comfort zones of whichever market it enters next. The idea has to be adapted to the market rather than blindly replicated. ●

PART IV: LEADING ORBIT-SHIFTING INNOVATION

Ascending the Orbit-Shift Mountain

Making orbit-shifting innovation happen is more like scaling a daunting, unclimbed mountain than like managing just another tough project. An orbit-shifting innovation journey is not a process to be achieved stage by stage. It is more like a journey from one energy threshold to the next. A burst of energy needs to be unleashed at each threshold to bear with not just the visible organization dynamics but also with the unanticipated fears, uncertainties and doubts of all stakeholders including the innovation team. It is not only about the task or process; it is as much about the people involved.

The Five Orbit Thresholds

To create and not follow history, to scale the orbit-shift mountain, orbit shifters need to prepare for and cross five thresholds:

Threshold One: The first threshold is crossed only when the orbit shifter has taken on an orbit-shifting

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challenge that is beyond the current capability, one that is anchored in uncertainty, in the unknown, and has shown the courage to *burn the bridges*. Now the orbit-shift mission is at the point of irreversibility. To scale and cross this first threshold, the orbit shifter has to first uncover and then confront the gravity of the current orbit.

Threshold Two: The second threshold is crossed when the orbit shifters have identified the orbit-shift keystones: the key boundaries that when breached have the power to yield orbit-shifting ideas.

Threshold Three: This is an orbit-shifting Insight Quest that will take orbit shifters into insight dialogues with a wide spectrum of market and knowledge insight sources, with edgy customers, ecosystem players, and the market and knowledge intersections.

Threshold Four: The business proposition is presented to stakeholders for their assessment. The first step is accomplished when they have shared and co-evolved the orbit-shifting market proposition with the key decision stakeholders. Successful co-evolution leads to shared conviction.

Threshold Five: The final step is in-market versioning: to evolve the product/solution into an in-market success model. It is only by experimenting and developing the idea in live market conditions across best conditions, real conditions and scale conditions that the orbit shift grows to its fullest potential. ●

What Differentiates Orbit Shifters?

What gives orbit shifters the capacity to scale the five thresholds, to confront gravity and new unknowns at every threshold, and restart again and again without feeling demotivated? Six mindsets are the core drivers that these orbit shifters share:

Attitude towards growth: Orbit shifters have a deeply held belief that growth comes from the size of the challenge rather than the size of the kingdom. In their minds, growth comes from handling a bigger, more exciting challenge, not from the number of people reporting to them. This motivates orbit shifters to move out of their comfort zones into the unknown and take on the next big challenge.

Attitude towards an orbit-shifting challenge: The orbit-shifting challenge is a transformation vehicle and not a performance goal. And hence, the orbit shifter approaches it as a direction and not a destination. Orbit shifters believe that the orbit-shifting challenge is the ultimate peak,

and in the pursuit of it they will get much further than where they are today, even if they never get there.

Attitude towards gravity: Innovators will repeatedly need to break through gravity to come through with solutions. Attackers look at the current orbit with a sense of positive irreverence rather than with deference. Where others see “how the world is” and accept it, orbit shifters see “how the world could be” and attempt to transform it.

Attitude towards new insight: Orbit shifters believe that what points the way towards new insight is the discovery mindset, which comes alive in the quest for new questions, rather than a validation mindset, which only searches for answers. The discovery mindset is curious and exploratory: looking to join new dots, find new meanings and connect the unconnected. It is only a new question in the discovery state of mind that can create a seismic shift and point towards a new reality.

Attitudes towards stakeholders: Orbit shifters don't convince; they tip stakeholders into adopting and even co-owning the orbit shifting idea. They do this by engaging stakeholders in tipping conversations and tipping experiences.

Attitude towards execution obstacles: Faced with an obstacle, orbit shifters' response is never “if we can find a solution to the problem — only then will we pursue our challenge”; it is always “How can we overcome the obstacle; How and how else can the problem be solved?”

Whether in fiction or reality, the most enduring stories, the ones that excite us the most, are the ones of orbit shifters, where extraordinary people achieve the extraordinary. Where they create history rather than follow it. Where they show us that there are no impossible dreams or problems, only limited dreamers and problem solvers.

So what is your orbit-shifting story going to be? ●

RECOMMENDED READING LIST

If you liked *Orbit-Shifting Innovation*, you'll also like:

1. **Best Practices Are Stupid** by Stephen Shapiro. Shapiro shows that non-stop innovation is attainable and vital to building a high-performing team, improving the bottom line, and staying ahead of the competition.
2. **Adaptability** by Max McKeown. The ability to adapt smarter and faster than the situation changes is what makes the powerful difference between adapting to cope and adapting to win.
3. **Serial Innovators** by Claudio Feser. A company must be able to continuously reinvent itself to stay relevant. Feser offers a guide for how to build a company that is adaptive, innovative and can survive well into the future.