AVASANT

Special Summary Brief:

The Caterpillar's Edge

Evolve, Evolve Again & Thrive in Business

THE CATER-PILLAR'S EDGE
EVOLVE, EVOLVE AGAIN, AND THRIVE IN BUSINESS
Sid Mohasseh
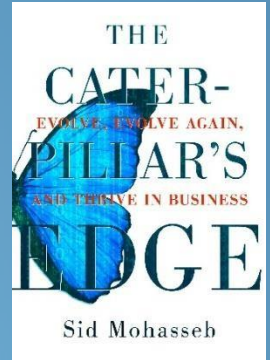
The Addiction

Addiction is the irrational pursuit of a likely harmful reward. There are two common properties to addictive temptations. First, they are reinforcing (i.e., position us to want more) and second, they are rewarding (i.e., induce comfort and pleasure). Many large and small companies and their leaders are stuck in their approach to planning and execution. Some are compulsive about rigid budgeting cycles, some are obsessed with existing business models, while others are focused on defending their turf. They are guided by old habits formed in an era when competition was more static. They are, by definition, addicted and pursuing a dangerous prize.

"We are addicted to our thoughts.
We cannot change anything if we cannot change our thinking."
—Dr. Santosh Kalwar, Scientist and Author

The new generation of CEOs suggests "stay hungry and stay foolish" (Steve Jobs, Apple); "Move fast and break things" (Mark Zuckerberg, Facebook); "most companies that are great at something don't become great at new things, because they are afraid" (Reed Hastings, Netflix). However, established approaches to strategy and execution are intended to achieve certainty and minimize risk. They are designed to steer away from breaking things, subdue creative foolishness, and submit to fear. They are methodical, sequential, and measured. They are anchored in the past— in planning, in aspiration, and in execution. Strategies are shaped by leaders who surround themselves with other leaders (board members) who share the same addictions.

Change your thinking and you can change your future. There is a compounding effect of being wrong— break the cycle. Fear not what could happen if you leave your old ways (addictions) behind, fear what awaits if you don't!
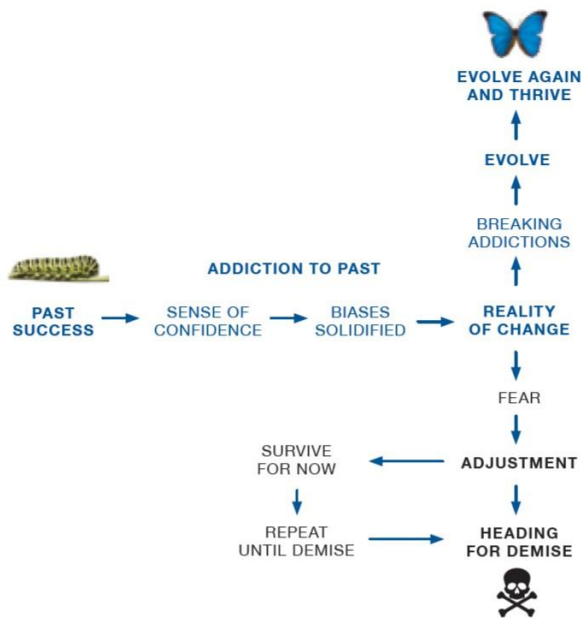
Seeds of Destruction

The best time to induce change is when things are good. That is the time to experiment, to learn, and to discover your next advantage. That is the time when you have more control over your evolution. Many companies rise or fall with the economy. The delayed awakening happens during downturns—searching for costs to cut or markets to tap into in order to survive. There is comfort in making a little profit and coasting along. But the

danger is to face the next down turn unprepared or worse, to never realize your full potential.

"It wasn't raining when Noah built the ark."
—Howard Ruff

When faced with the reality of change, our past successes and biases trigger fear, provoking us to pursue a path of survival. We make process adjustments as opposed to breaking from our addictions and initiating a purposeful evolution. The caterpillar aims to be a butterfly, an entirely different species, and not just an insect that survives another day or two—that is its edge.

Being addicted to the past is not a function of the leader's smarts, hard work, or previous successes, this disease does not discriminate. As Bill Gates puts it, "Success is a lousy teacher. It seduces smart people into thinking they can't lose." Unfortunately, in most cases the seeds of destruction are sown in your success. Failures are often built on a foundation of old orthodoxies, beliefs, and practices—the principles and biases that fueled past victories may no longer be viable.

Our biases create a massive force against change.

The State of Corporate Affairs

Our institutional ways reinforce our biases and magnify the resistance to change. In most companies, employees and executives alike are invested in and protective of their planning practices. The budgeting process, the enemy of innovation, agility, and change, drives the timelines, decisions, and actions. Processes are guided by templates—ideas have to fit into predefined slots, or be set aside. You must conform to procedures, spend hours and hours on PowerPoint creation and filling out forms, or find yourself without the needed resources to operate effectively. Additionally, despite

advertised initiatives and mantras, failure is still viewed as toxic and must be avoided. It is safer to submit to the organizational habitual beliefs and practices than to risk failure.

So year after year, we contain innovation to conform to norms, fill in the forms masterfully, overshoot on budgets and then compromise, and effectively focus on a future that is, not so surprisingly, very similar to our past. And that is the state of corporate affairs in most organizations today.

Victor Hugo once said, "Nothing else in the world . . . not all the armies . . . is so powerful as an idea whose time has come." **It is time to change.** You must alter your behavior and methods and not trust that past successes indicate the path to future wins. Balance the consistency needed to measure performance and manage the day to day with the imagination required to lead and surpass foes.

When addicted, we justify our behavior and actions using the "consistency" excuse. Bernard Berenson, the American historian, claimed, "Consistency requires you to be as ignorant today as you were a year ago." Oscar Wilde called consistency, "the last refuge of the unimaginative." Don't be historically ignorant and unimaginative. Don't use consistency as an excuse.

Many believe that addiction is a consequence of one's insecurities and is progressive, becoming more destructive over time. First, admit that you are addicted. Next, shift your thinking and actions. Be insecure about your future and get addicted to change and constant "Ahas."

Choose comfort and sameness and risk extinction. Or, embrace a world ruled by flux and filled with untapped advantages.

> *"I must be cruel, only to be kind."*
> **—William Shakespeare**

It is foolish to believe that the full story (competition, markets, and opportunities) can be captured in a fixed plan based on stale information—but this is the very planning process to which we are addicted.

To win in business, first and foremost, you must change your perspective and actions. Data, analytics, intelligence, and insights are not enough to win. Good strategy and flawless execution do not guarantee a win either. Our old comfortable approach to planning and conquest no longer produces the best results because the competitive

landscape today is considerably faster and less forgiving. Jack Welch the legendary GE CEO suggests that "If the rate of change on the outside exceeds the rate of change on the inside, the end is near." Do you disagree?

The age-old recipe for success was to gather data, analyze it, hypothesize around insights, choose the best plan, and then execute that plan for the ensuing years. Today, this simply will not work. Why? Because set plans are by definition static, and the world in which we live and compete is dynamic, changing constantly. New technology allows for data points to come in from everywhere, all the time. If competitive business life were a movie, static plans would be based on only a few single frames of that film.

The World Will Not Wait

Plan and act as fast as the world moves. Assess and embrace the realities of markets, competitors, and capabilities faster and much more in-depth than before. Market advantage does not wait for the planning cycle. *The world will not wait* while you: contemplate, take time to gather enough data to be exhaustive in your analysis, and then build consensus around actions. Improve your likelihood of winning by constantly reading and applying the incoming data points. By always collecting and harnessing intelligence, you always increase the odds of winning.

At all times, be ready to shift your focus in order to position for a new advantage. Move faster to reach the moments of insight, where the solutions to problems become clear . . . those "Aha" moments. Don't be satisfied with only one "Aha" moment during a planning meeting or budget cycle. Terrific ideas are not about the annual off-site — they're about every day at the office!

In war as in business, access to fresh intelligence, smart planning, and swift movement is essential. At the battle of Marathon, a runner delivered that crucial message to save the city. Then, it was a horseman, a carrier pigeon, a single engine plane, or Morse code that delivered critical intelligence. Today, drones, satellites, and networked computers in "the cloud" do the job.

INTELLIGENCE GATHERING
METHODS HAVE CHANGED BUT OBJECTIVES HAVE NOT

Of course, once the information arrives, it must be properly interpreted, never an easy task in itself. The master war strategist, Carl von Clausewitz, said that "intelligence reports in battle are often contradictory; many are false, and most are uncertain." He advised that, "even though our knowledge of circumstances improves, our uncertainty, instead of having diminished, only increases." Consequently, he believed that, "we do not gain all our experience at once, but by degrees."

He emphasized the need for generals and soldiers to have "presence of mind," or an increased capacity to deal with the unexpected. Clausewitz recommended that apart from keeping armies at the ready, leaders' minds must also and always be "at arms." To be "at arms" is to: be ready to change direction, plan on a new course, pivot strategies, reallocate resources, and then execute without hesitation.

To win more often, take a lesson from Clausewitz, have presence of mind and always be "at arms"—alter your approach by seeking and finding those "Aha" moments constantly. Remember, every general was once a mindful soldier and every leader was once an attentive follower, be "at arms" wherever you sit in the organization.

To win, you must learn to live and compete in an uncertain and always changing reality. Winners are never too proud to change. That is why they win. Winners roll with the punches (giving and taking); they are dynamic, agile, and elastic, just like the world they live in. But this requires focus, discipline, and flexibility.

Winners prefer change to the comfort of stability. They prefer change to the ease of mind that comes with routines like: complying with planning and budget cycles; relying on stale gut feels; finding security in consensus; pursuing measured and incremental growth; and defending old plans. With comfortable routines comes the threat of extinction.

Be Intelligent

Charles Darwin claimed that: "Intelligence is based on how efficient a species became at doing the things they need to do to survive." "The goddess of the river," or China's baiji dolphin was declared extinct in 2006, joining millions of other extinct species who

did not have the "intelligence," as Darwin defined it, to survive. (Even the goddesses can have a downfall!) The decline in the baiji dolphin population is attributed to a variety of factors including overfishing, boat traffic, habitat loss, pollution, and poaching—real and hard challenges to overcome. The cute and cuddly goddess of the river, the baiji dolphin, was also at fault; she was not "intelligent" enough to do the things she needed to do in order to survive. She could have genetically evolved to adapt to pollution, migrated to warmer or colder waters to avoid overfishing and boat traffic, or mated with other dolphins to protect her race —she could have been "intelligent" and changed, just like many other survivor species on the planet.

Corporate overconfidence, shifts in markets, change in customer expectations, better ideas, and hungry competitors drive many successful companies (the dinosaurs) to the verge of extinction while they may be comfortable with their routines and unaware or "unintelligent" about threats. Don't become the baiji dolphin of companies. Explore new competitive fronts and new products, services, markets, and customers; combine forces with others and look beyond what made you successful in the past—evolve to thrive.

The point is: **prefer change and be intelligent—you are not allowed to shift the blame.** To survive, evolve and then evolve again and again. To thrive in business or in life, constantly look for the edge, the advantage, the "Aha."

Define or Be Defined

Living beings and their environments emerge and evolve. The process they all go through is emergence (rise and renew) and all that they create is emergent and nascent.

The remarkable and unplanned patterns made by clouds and the unforeseen sculptures shaped by lava gushing out of a violent volcano are creations that arise from the interaction of life and things. The collective courage that erupted from protestors in Tiananmen Square, the commitment to country and excellence displayed by the Japanese after the atomic bomb dropped, and the remarkably fast progress made by a group of scientists as they created that bomb, are all emergent results transpired from complex systems. Life itself is an emergent result of interacting molecules.

Both you and I evolve and what we each create, our lives, is emergent. Our societies, the world, our organizations, and competitors are all unfinished and constantly changing— emerging. We all (people, companies, and societies alike) interact with each other and create our own unique patterns— our next future.

In the battlefield of competitors, markets, and customers, organizations compete to survive and evolve— to morph over time. Like a living being, an organization responds to dangers and acclimates to change. Just like humans, organizations are made of cells and organs (people and functional divisions) assembled together around a common goal. If they fail to constantly evolve and work together or confuse the common purpose, the results are deadly (cancerous).

Your organization is emerging whether you desire it, acknowledge it, or ignore it. The direction of emergence, the path of the evolution set by the organization, is a function of its collective purpose and desire. Its future is defined by how it deals with positive and negative signals—the decisions that lead to the realities it creates.

There are over 75 trillion cells in the human body and millions (between one to three million) die and are replaced every second. Some are lost through wear and tear, and others deliberately self- destruct. The body is always in a state of restructuring and flux, renewing and reorganizing. Through "Program Cell Death" or apoptosis, and based on programmed sequences in their genetic codes, cells kill themselves. When too little apoptosis occurs it can trigger cancer. Too much of it on the other hand could cause other chronic diseases like Alzheimer's or Parkinson's. A complex healthy living entity balances death and renewal—so should a living healthy organization.

Every minute of every day organizations, like humans, must renew themselves down to each and every cell; they must insert this need to _self-define and redefine_ into their genetic code.

> *"In the animal kingdom, the rule is eat or be eaten,*
> *In the human kingdom, define or be redefined"*
> **—Thomas Szasz, Professor of Psychiatry**

Constantly regenerate yourself and your company—renew, emerge, and evolve. Infuse the need for the death of old habits and orthodoxies into the fiber of your company. Make constant renewal a part of your organization's genetic code.

Read the signals, appreciate the value of death, and purposefully kill your obsolete orthodoxies and biases. Eliminate whatever does not align with your next discovered advantage. Don't chain yourself, your organization, and your vision, to the past.
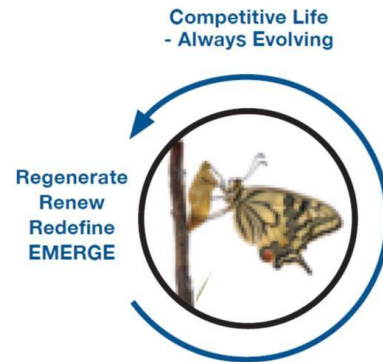
Critical But… Not Enough

The age of the machine, abundance of data, and dominance of analytics is here; the time to apply these in order to focus on business basics has arrived; and, the era of data-centric products, services, and partnerships is around the corner. Resistance is pointless. Imagine a world without technology, then consider the impact on your personal health and comfort. Think of your company's productivity, innovation, and success. Is it feasible? Is it desirable?

"You may delay, but time will not."
—Benjamin Franklin

Warren Buffet suggests that, "should you find yourself in a chronically leaking boat, energy devoted to changing vessels is likely to be more productive than energy devoted to patching leaks." Buffet also states that, "risk comes from not knowing what you are doing." Use the insight accessible through data analytics to avoid getting on a boat that is likely to leak in the first place (know and reduce risk). If for some reason external elements (competitors or market) cause the damage, use data and analytics to find out before it is deadly (know earlier and avoid risk). Have a series (a wave) of strategies and the willingness to quickly shift your energy properly (balance and overcome risk by creating options).

Data, analytics and intelligence are critical. But, it is timely strategies and focused actions that deliver the victory.

The science of strategy is to leverage machines and systems to extract insights from data quickly and understandably. However, the real competitive edge has always come from comprehension. Those who could get to insights and comprehend the "Aha" faster always have the edge—quicker to insight, quicker to advantage! In business as in war, to gain speed and expand your domain of knowledge, partner with machines.

The artful part of strategy is knowing when to go to war and when not to; knowing where the enemy (the competition) is vulnerable and how we can, with speed, gain tactical and psychological ground; knowing when to defend a hill to death (stay in the same market and sell the same products) and when to let territory go (sprint to a different advantage). It is using data, extracting insights, deciding on probabilities, and acting constantly—all in concert as the battle progresses. It is identifying an actionable insight (Aha) and acting decisively—creating the advantage and evolving.

The secret to success is to effectively combine the art and the science of strategy. Victory is won through working together, as partners, with machines to bring data and analytics into focus. And by applying critical thinking in order to realize fresh advantages constantly through greater, machine augmented, capabilities.

The Force & The Hoopla

"It is the economy, stupid" was the campaign slogan that fueled Bill Clinton's win over George H. Bush. **In the today's competitive world "it is comprehension" of data and analytics that will drive success.**

Newton's second law of motion suggests that force is expanded as the mass of an object and its acceleration are increased. Force equals mass times acceleration (F=ma) and when either element increases, the force expands. In other words, faster speed of change imposed on a larger body of matter leads to an amplified force. *That is the story of data today—more data created at a faster pace generating greater force.*

More computing power coupled with the trends in digitization (turning data into machine readable

format) has led to the creation of a tremendously large body of data (the mass). On the other hand, advancements in technology and shifts in consumer use patterns have caused an increase in the speed of change (the acceleration). The combination of these two factors has created an enormously powerful force that is opening new paths to insight and fueling innovation. *This force helps "Ahas" be realized faster and business advantages to crystallize more quickly.*

This force makes the process of strategizing much more complex and business advantages temporary. The force creates the impetus that can render established strategies not only inefficient but harmful. Some label this force "Big Data", the source of "Competing on Analytics." Big data provides both the energy that drives the need to plan dynamically and the fuel for the engines of dynamic strategizing.

Today, the force of big data and the insight it carries may be immense, but let's not forget that this force has always been around.

In the early '80s, analysts, using a good old HP calculator, manually tabulated pages and pages of financial and performance data to obtain insights. At the time, the data was too much or too "big" and mistakes always led to a huge amount of re-work. The invention of "Dbase2," a rudimentary database, solved this big data problem. The ease and expansion of use drove a demand for more power, speed, and capabilities. Again, data was becoming too big to process and comprehend with available technologies. As a consequence, companies like Oracle and Microsoft invented and commercialized relational databases—the big data problem was solved.

The Internet allowed people across the globe to buy and sell from their bedrooms— more transactions and more complex data generated around the clock. A big data challenge that, once more, was solved with the next generation of technologies. Later, as people started to interact with each other in an unstructured manner (mostly by text)—a higher volume and greater variety of data was generated at increased velocity. Once again, new databases (e.g., NoSQL) and virtual processing capabilities came to the rescue, to solve yet another big data problem.

Ahead, is the IoT (Internet of Things) revolution—promising more and more data to be produced from all sorts of objects (e.g., electric utility meters, cars, watches, power plants, homes, cows, refrigerators, etc.) expressing themselves constantly. Yet another big data problem has been born and technologists are hard at work solving it.

Data has always grown too big and technology has always, eventually, solved the problem. Every time the data gets bigger, the force of its insight and impact also gets bigger. More data produced at a faster rate equals a greater force of insights, "Ahas," and advantages.

The real test for leaders is not technology or size of data, but comprehension at a speed faster than the competition. The challenge is to see the signals earlier and to understand the impacts quicker— to go from data to insight faster than the competition.

The force of insight from data is without a doubt massive and getting increasingly more powerful. Although technology facilitates the access to the force and the insight it carries, it does not guarantee a win in the marketplace. **Advantages don't magically appear because we are "competing on analytics." They are a result of "competing on analytically informed strategies."**

Fuel your strategies with a constant flow of innovation coupled with rapid and decisive actions. Put this force and its offspring, insight, behind your thinking and doing. Companies and leaders who push against this force are doomed to lose—to collapse and crumble. As Star Trek fans know, "Resistance is Futile."

The future will be ruled by visionary leaders who are not derailed by the hoopla of big data and analytics and are focused on comprehension, innovation, and strategy. Leaders who see information and data as a critical asset and not just a byproduct of doing business will gain the winning edge by discovering advantages and adjusting course as needed.

"The only thing worse than being blind is having sight but no vision."
—Helen Keller

The "Forever Evolving" Path Forward

Live for the "Aha" and live with the "Aha." In other words, let your mind be "at arms" always; don't imagine you know the ending of your competitive real-life movie, instead be aware of every frame; let your actions be intelligently aligned with today's opportunities and challenges. Look for the edge (a constant flow of "Ahas") that will help you survive and thrive.

To cultivate this winning edge, there are three crucial rules to apply. These rules are simple to grasp, but difficult to follow.

1. **Align with Uncertainty—Adjust to the dynamic world around you.**

2. **Appreciate Reality—Understand what is practical and achievable by you and at your company.**

3. **Aspire for More—Seek more data, more analysis, and more "Aha" moments.**

But, How? … Ideas to Inspire Change

Find the distinctive actions that stimulates your unique emergence. Like humans' 23 pairs of unique chromosomes (the defining DNA), every organization enjoys a one of a kind DNA—a genetic exclusivity that defines a unique path for emergence. Although certain actions and circumstances stimulate the emergence, the choice to react and to evolve is unique to each entity. There are actionable "hows" that can help accelerate, but do not guarantee, your transformation.

At school, in business, and in life we are trained to follow procedures—a series of activities based on a well-defined "how to" guide. We are assured that if we follow the process step by step, we will succeed. For the journey ahead, however, there are no structured procedures or guide books. There are only a series of stimuli with which to instigate your very own change and metamorphosis. At the end of the day, your evolution and patterns of emergence are unique to you and your organization; so is the process you choose and the actions you take.

The following concentration areas are neither procedures nor the single path to success—*they are ideas to inspire your change:*

Addiction Busters: Budget, Plan & Innovate Differently

1. Strategic recommendations should be made based on defensible probabilistic scenarios (quantify your decisions and the path you take for making those decisions)—no more conservative, optimistic and likely options.
2. Every plan has to offer a wave of strategies—a collection of related strategies with identifiable pivot points; demand to see the signals that will be monitored to trigger a pivot.
3. Avoid having independent plans by functions or business units—all plans must include internal and external shared signals that glue the organization together.

4.   Shift from a consensus budget allocation to a zero-one mentality (different from zero based)—if an advantage is worthy of pursuit then pursue it with all your might. Don't dabble!

5.   First fund to experiment and not to scale, then fund to win—that means don't waste time in figuring out how you scale

before you have measured value, and don't hesitate when ready.

6.   Business units and functions / departments must always plan for at least one innovation that is not incremental—they must i) identify and articulate the orthodoxies, ii) innovate by breaking them and iii) defend decisions with data.

7.   Demand that all analysis must always offer multiple views of the problem or the opportunity—force the organization to always look at issues from various angles (by changing their frame of reference) and backing up their insights with data.

Insight Boosters: Use Data, Analytics and Insights Differently

1.   View and leverage "data" as an asset—not a byproduct of your execution and a means to measure your past actions.

Declare that data and analytics will be driving decisions; then actually let it.

2.   Always remember, it is about the problem not the solution— about the questions not the answers. Don't start with finding what you want— having a specific end in mind assumes the knowledge of the future; end goals will shift.

3.   Control your urges to solve first and justify with data later. To gain new insight, always look to disprove yourself. Allow your conventional assumptions to be challenged.

4.   Avoid getting a filtered view of the world— too much automated analytics results in ignoring new issues and rehashing the opportunities and problems framed up in the past.

5.   Be a Hog (a data hog), a Cheetah (quick, calculating, and able to switch directions on the fly), and an Eagle (aware of minute details but capable of seeing the big picture).

6.   You are the "business scientist," but get comfortable with data, analytics, and data scientists. You can delegate the technology infrastructure issues and decisions to the CTO / CIO, or data gathering and cleansing matters to the new chief data officers but don't delegate your strategy role.

7.   You don't need to be exhaustive in capturing all signals first—there is a tomorrow! Start NOW, capture and evaluate signals and their changes from a growth, risk and efficiency perspective. Be constantly aware of the impact of value exchange between stakeholders. Don't get lost in the weeds, but don't position yourself to miss hidden insights either.

Momentum Builders: Measure, Monitor and Manage Differently

1.   Don't aim to empower people. Aim to unleash the inherent abilities people bring to the organization—the power of imagination, action, and innovation. Let people belong and help drive your emergence.

2.   Declare that failure is no longer toxic—make it safe to experiment. Create accountability around the ability to embrace flux and emerge —don't reward conformity

3.   Erase the line between planning and execution. Be upfront with the organization: you will change the plan when needed;

the month of the year is not going to dictate your destiny and the ability to gain a timely advantage.

4.   Democratize data and analytics results—let data build the case for change and increase trust in management.

5.   Measure three ways: BI, PI, and SI. The old fashion BI (Business Intelligence) - to describe and diagnose past performance.

The new PI (Predictive Intelligence), dashboard of tomorrow—to anticipate outcomes if current trends continue. Finally, Strategic Intelligence (SI)— to monitoring success / failure of a wave of strategies, to explore scenarios based on probabilistic signals and to recognize pivot points.

6.   Embrace a multi speed/multi scope approach to technology implementation initiatives. No more "do it" once, "do it" right approach. Aim for the "new" right, always.

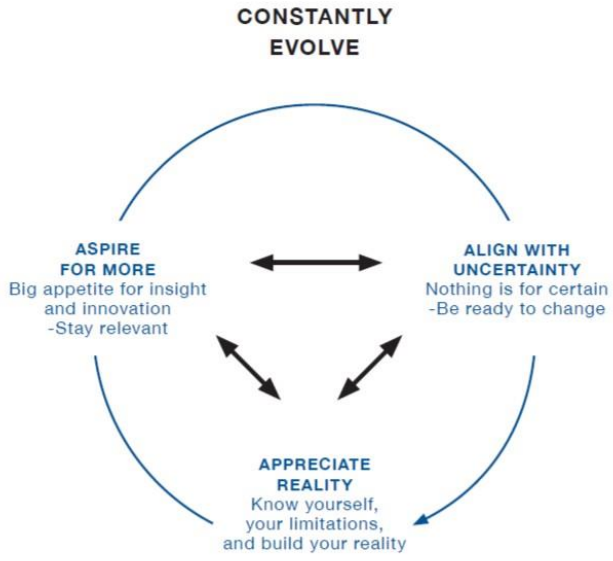7.   Dynamic is different for every organization. Choose your initial pace and aim to beat it. Remember: being dynamic in planning and execution is different than being agile in executing against a static strategy.

You Are Built to Evolve

Gregor Samsa woke up one morning from a disturbing dream. He found himself changed into a grotesque cockroach; on his back and stiff with monstrous looking arch shaped ribs, and multiple tiny legs. Kafka's hapless protagonist has experienced a metamorphosis. Leaders and companies can also wake up one morning and see themselves transformed into an inferior and immobile entity; beginning their journey toward a demise. **Positive evolutions are purposeful, intelligent, and planned.**

There are two primary choices in life: accept conditions as they exist, or accept the responsibility for changing them (Walt Disney); It is no use saying 'we are doing our best', you have to do what is necessary (Winston Churchill). Take the responsibility and make the choice of leaving the comfortable shores and the safety of land. The ship maybe safe at harbor, but that is not what ships are built for (John A. Shedd). *You are built to evolve.*

The caterpillar does not become a butterfly overnight. But its journey begins in an instant. A butterfly goes through four key stages in her lifecycle. The first stage is an egg. When the egg hatches the butterfly larva, the caterpillar, emerges. Then and only when caterpillar knows she is ready, she enters the next stage by transforming into a pupa and growing a hard shell. She manages to grow out of that shell (molts) by constructing new ones over and over (4 to 5 times). Along the way, the caterpillar adjusts to her environment by changing her color and shape. She protects herself with her poisonous safeguards and partners with others (e.g. ants). A purposeful evolution and process that could take as little as 3 weeks or for some (woolly bear caterpillars) as long as 14 years. An evolution from a crawling creature to an entirely different being that can fly, a butterfly—a purposeful metamorphosis.

CONSTANTLY
EVOLVE

**ASPIRE
FOR MORE**
Big appetite for insight
and innovation
-Stay relevant

**ALIGN WITH
UNCERTAINTY**
Nothing is for certain
-Be ready to change

**APPRECIATE
REALITY**
Know yourself,
your limitations,
and build your reality

At every stage, the caterpillar faces challenges and frictions. She overcomes eminent dangers and turns her old self into her better version. Evolution, progress and change comes with friction and peril.

Metamorphosis requires an unwavering commitment to tomorrow. To realize an improved future you must purposefully leave the past behind, and embrace the uncertainty ahead—constantly and without fear.

You must evolve, then evolve again and thrive.

About The Author

Sid Mohasseb is a serial entrepreneur, venture investor, adviser, teacher, speaker, author and business thought leader. Sid's real expertise is in connecting theory and reality and helping people see the bend in the road ahead. Sid has founded and led several early-stage and hyper-growth companies from inception to acquisition. He has served many fortune 500 clients and helped early stage entrepreneurs navigate the competitive waters. He is an adjunct professor at USC's Marshall Business School.

About Avasant

Avasant is a global management consulting firm that advises private and public sector organizations on translating the power of technology into realizable business strategies. Over the last decade, Avasant has become a leader in Digital and IT transformation, Sourcing advisory, Global strategy, and Governance services. For more information, visit www.avasant.com.

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