

Editor's letter

The scope of this issue of *Strategy & Leadership* is, broadly speaking, sustaining growth. The feature articles approach the topic from a wide variety of perspectives but all convey an existential urgency:

- How platform-based business models power disruptive innovation
- Agile's 10 implementation challenges
- How top leaders guide transformative innovation
- Finding growth opportunities in wicked problems
- Two growth strategies: restoring "founder's mentality" and implementing "The Three Box" solution
- A unique corporate theory of value-creating growth

A mix of frequent contributors to *S&L* and new ones, the distinguished authors offer strategic leaders new insights, processes and tools:

- In his guide to implementing a platform ecosystem strategy "**Harnessing platform-based business models to power disruptive innovation**," digital consultant and author Haydn Shaughnessy warns that "**Adopting and implementing a platform-based business model is fraught with problems and complications, many of which are poorly understood even by industry insiders.**"
- Stephen Denning author of *The Leader's Guide to Radical Management* diagnoses "**Agile's ten implementation challenges**," in an article that declares, "**Agile offers a methodology that can improve the chances of building a new product or service that people will actually buy, use and like.**" His challenge to management: "**Agile is the only way for organizations to cope with the 21st Century marketplace and deliver what customers expect and demand: easy, quick, convenient, personalized responsiveness at scale.**"
- Senior IBM strategists Saul J. Berman, Steven Davidson, Kazuaki Ikeda, Peter J. Korsten and Anthony Marshall have discerned significant trends in their research analysis "**How successful firms guide innovation: insights and strategies of leading CEOs.**" They found that, "**More than two-thirds of CEOs believe traditional industry value chains are morphing into cross-industry ecosystems.**"
- In an interview "**John C. Camillus: discovering opportunities by exploring wicked problems**" the Professor of Strategic Management at the University of Pittsburgh. says, "**The 'wicked strategies' approach that I propose is designed to convert disruptive technologies into innovative business models, reconcile conflicted stakeholders by engaging them in co-creation of value and transform an unknowable future into a desired one through the alchemy of a Feed-Forward Framework.**" Camillus discusses his new book *Wicked Strategies* (2016) with Liam Fahey, executive director of Leadership Forum Inc., an executive leadership education company.
- Contributing Editor Brian Leavy's Masterclass: "**Two approaches for sustaining growth: re-introducing the 'founder's mentality' and implementing 'The Three Box solution'**" looks at two very different ways corporations can continue to produce long-term stakeholder value. One approach, by Chris Zook and James Allen, is for firms to "**'consciously and assiduously' preserve and enrich their 'founder's mentality' at every stage of their development.**" In contrast, "**Vijay Govindarajan's *Three Box Solution* is about managing the natural tensions among the values of preservation (Box 1), destruction (Box 2) and creation (Box 3).**"

- A third approach to sustaining growth is examined in the Masterclass “**The ultimate leadership challenge: a unique corporate theory of value-creating growth**” by Oleksiy Osiyevskyy, an assistant professor at Northeastern University. We learn that, according to the new work by Professor Tod Zenger, “**The corporate theory of value structures the logic practitioners can use, repeatedly and consistently, to assess an enormous array of possible combinations of resources and activities . . . The logic enables strategists to define what is special about the options that are likely to create value.**”

Good reading!

Robert M. Randall

Editor