


**Growth mindset book pdf**

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you or other members of the executive team announce yet another audacious change initiative. According to Eric Abrahamson, a professor at Columbia Business School, repetitive change syndrome runs rampant in organizations. Abrahamson is the author of *Change Without Pain: How Managers Can Overcome Initiative Overload, Organizational Chaos, and Employee Burnout* (Harvard Business School Press, 2004). His point is that companies need change in order to thrive, but too much change without enough forethought can send an organization spiraling into turmoil. In organizations suffering from repetitive change syndrome, he writes, "so many waves of initiatives have washed through the organization that hardly anyone knows which change they're implementing or why." The result is frustrated, burned-out employees who resist change rather than embrace it. The problem stems in part from managers' eagerness to buy into an approach called creative destruction, which encourages organizations to institute large-scale, disruptive changes—essentially breaking down the company in order to build it up again. While Abrahamson admits that creative destruction has its place in certain settings, he suggests that it's time-consuming, expensive and stressful, and that too many companies blindly pursue it to their detriment. Instead, he suggests something he calls creative recombination, which involves customizing and reusing resources—people, processes, even computer networks—that an organization already has. As an example, he points to Westland Helicopters, a division of GKN, which, in moving from a military market to a civilian market, nearly drowned in waves of creative destruction. When executives discovered how to recombine existing resources, by reusing product development models and siphoning some knowledge from employees from other divisions, the company was able to achieve the economies of scale it was seeking. But creative recombination on its own isn't enough, Abrahamson warns. Even companies that practice it judiciously will not be successful if they don't understand pacing—when and how often to initiate change. Here he makes an example of Sears, which began to falter in the late '80s and early '90s because of competition from stores such as Wal-Mart and Kmart. When Sears's new management instituted a turnaround, the rapid pace of change ended up inflicting greater damage than the competitors. Sears lost the balance between change and stability—and somewhere in that balance is where effective organizational transformation lives. You're reading Entrepreneur South Africa, an international franchise of Entrepreneur Media. Players: Perri King and Taryn Sharman Faith & Fear Company: Faith & Fear Visit: [www.faithandfear.com](http://www.faithandfear.com) According to Harvard Business Review, 17% of businesses don't survive a recession and only 9% flourish post-slowdown. It was this statistic, coupled with the fact that the South African economy has struggled to really leave the recession behind it, that led Taryn Sharman and Perri King to launch Faith & Fear in 2015. "During negative growth periods or market losses, as they realistically should be labelled, organisations aim to cut costs – particularly marketing-related expenses," says Taryn. Related: Video: The Mindset You Need To Scale From R100 000 To R1 Million "We wanted to work with clients to close this gap – to recognise that everything an organisation does should be about growth engineering, from the business model through to how the business is perceived in the market and interacting with customers." Combining a creative background with business consultancy experience, Taryn and Perri leverage creative solutions for clients to help them unlock better performing revenue streams. "You can no longer be one thing in the market," says Perri. "You unlock value when you combine disciplines, which is what all entrepreneurs and partnerships should be doing." Marketing is absolutely creative, but it's also a business imperative and a revenue generator – it shouldn't be viewed as a sunk cost. By combining our skills and experience, Taryn and I are able to offer a much more holistic solution. Related: The Growth Mindset That Has Taken This Local Company Global Instead of buttoning down to weather current economic conditions, Taryn and Perri have a different message for business owners: It's time to focus on growth instead. Here's how they believe businesses can leverage marketing to add value to the bottom line, instead of just adding another line item to the expense budget. Q. What is a Growth Hacker? Whilst this sounds like a new fad in the digital world, it's a term that was coined by Sean Ellis in 2010. However, growth hacking is a relatively new field in marketing, and as its name suggests, is purely focused on growth. It's particularly prevalent with start-ups, when the goal is finding product/market-fit or achieving rapid growth in the early stages of launching a new product or service to market. A growth hacker is by no means a replacement for a marketer, but rather a complementary ally. To use the most succinct definition from Ellis's post, "A growth hacker is a person whose true north is growth." Every decision that a growth hacker makes is informed by growth. Every strategy, every tactic, and every initiative, is attempted in the hopes of growing. And as such, corporate South Africa is sitting up and taking notice of this approach. The declining financial markets, the increased cost of digital inventory, and the amount of clutter in an ever-changing environment is causing companies to think long and hard about both their acquisition and retention strategies. Related: Why A Winning Mindset Can Make Or Break Your Business Growth will no longer come from traditional methods alone. Corporate companies need to add the agile part of start-up thinking to their lexicon. Q. How are you using a growth mindset to change how businesses view marketing? We aim to help companies distribute everything faster, further, and in a more sustainable way, but that starts with the belief that this is all possible. We see too many businesses operating from a place of fear. It's good to be careful where necessary, but when you're too careful, it's almost impossible to grow. Instead, think big. Imagine how big you can actually go – and that doesn't necessarily require spending hundreds of thousands or even millions – it just requires a growth mindset. From products to messages and campaigns, followers, revenue, market share, customers, clicks or impressions – we uncover the best way for our clients to grow. Related: 5 Smart, Cost-Effective Marketing Moves That Will Build Your Business In A Tight Economy Here's an analogy: Imagine your company sells lemons. The best quality lemons on the market. Your goal is to distribute as many lemons to consumers as possible. A growth marketing approach involves broader thinking that looks something like this: What channels do I have to distribute these lemons? What if every person who bought a lemon through these channels had the opportunity to offer their friend a lemon too, as part of a promotion? Is there a way to sell even more lemons through these channels? What are the best performing channels to sell lemons? What other products need lemons and their by-products? Let's find the top channels that distribute lemon juice, lemon extract and lemonade and offer our lemons to them too. Maybe if we distribute more through the best channels, and get a better price, we can use the money we save to re-invest into building our own distribution channel – lemons-direct.com. Let's make sure our lemons are in front of the right people, at the right time – so we become their default lemon brand of choice. Let's create FOMO by releasing limited edition lemons to trendsetters that statistically are more likely to influence others. Related: Powerful Marketing Videos On A Budget Q. What do you mean by agile in a marketing context? Distributing content, products and stories in today's environment requires the exact opposite of a fixed, rigid approach. It requires constant innovation. After all, it's highly likely that every single one of your competitors is distributing through the same channels, with the same approach and probably a very similar message. This absolute focus on growth has given rise to a number of methods, tools, and best practices, that simply didn't exist within your traditional marketing repertoire, and as time passes the chasm between the two disciplines deepens. We put this knowledge to work to grow companies exponentially. We build empires. We take risks. We're humble. And we know that growth is everything. Companies that can embrace this mindset will conquer their fears and dominate their markets. Related: Beginners Guide To Digital Marketing In South Africa Leon Ho Founder of Lifehack Read full profile - Scroll down to continue - Share Pin it Tweet Share Email Rosa Say has written a synchronized matching between her managing philosophy with Tom Ehrenfeld's philosophy on entrepreneurship. She created three synchronized views between two: A business must be values-centered. A business must be mission-driven. A business must be customer-focused. This is not something you can apply to start up a business, or managing others, you can also use this to govern your life to pursuit your goals: ... Being true to your core values, and choosing a job wherein the values of a company's mission are in alignment with yours is the central guiding light of the MWA philosophy. If this does not serve as your fertile ground for growth, everything else proves very difficult, and you fight unnecessary battles simply because you are in a situation that does not suit you: it does not give you full credit for who you are, and who you simply can't help being. Separating your values at work from those which nurture you at home is self-defeating... Your entrepreneurial point of view: a gift for growth - [Talking Story with Say Leadership Coaching] Share Pin it Tweet Share Email

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