

Executing in Phases

An Innovator's Guide to Unlocking Approval Gates

Planning

Planning is crucial and can run longer than execution

Execution

Execution should be time-bound and limited to defined exit criteria

Exit

A successful exit oversees both the team and the product/IP transitions

Formulate Hypothesis

- ✓ Champion Idea:
 - Identify Executive Sponsors
 - Socialize idea & garner buy-in
 - Secure formal sponsorship
- ✓ Define Phase Success Criteria
 - Limited scope
 - Clear outcome with exit in mind
 - Sponsor-approved success metric

Identify & Form Team

Key: Early socialization to secure sponsorship is the key to resource access and Exit success

Project Team Kick-off

- ✓ Milestone timeline leading up to predetermined exit metric
- ✓ Decision-based gates at each milestone to course correct
- ✓ Customer feedback / Market validation of milestones

Exit Deliverable Showcase

Key: Any scope beyond agreed exit criteria should transition to next planning phase

Internal Post-Mortem

- ✓ Managed Project Exit:
 - Learnings/IP/Patents
 - Continue to Next Phase
 - Hand-off to Product
 - Spin-out
- ✓ Managed People Exit:
 - Back to host organization
 - To next project phase
 - To new project

External Report Out

Key: Exits should be crisp and definitive to prevent blurring across phases