Executing in Phases

An Innovator's Guide to Unlocking Approval Gates

Concept — 1

Planning is crucial and can run longer than execution

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

Early sponsorship is key to resource access and exit success.

Execution — 2

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

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

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

Exit — 3

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

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

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

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