

Meet Scott D. Anthony



Scott Anthony is a strategic advisor, writer and speaker on topics of growth and innovation. He has been based in Singapore since 2010, and currently serves at the Managing Director of Innosight's Asia-Pacific operations. He is coauthor of the new Harvard Business Review Press book **Eat, Sleep, Innovate: How to Make Creativity an Everyday Habit Inside Your Organization** (October 2020). He has written seven other books, including **Dual Transformation, Seeing What's Next** (with Harvard Professor Clayton Christensen), **The Little Black Book of Innovation**, and **The First Mile**, seven articles for Harvard Business Review and Sloan Management Review, and more than 200 submissions for HBR.org.

Scott served as Innosight's Managing Partner from 2012-2018, a period where the company

doubled its revenues, expanded to Europe, and was acquired by Huron, a diversified consulting company based in Chicago. He served as chair of the investment committee for IDEAS Ventures, a S\$10 million venture fund co-managed by Innosight and the Singapore government, from 2009 to 2015, and has served on the Board of Directors of MediaCorp, Singapore's leading media company, since 2013.

In 2021 and 2019, Anthony was recognized by Thinkers50 as one of the world's 50 leading management thinkers, and in 2017, won the Thinkers50 Innovation Award. Scott received a BA in economics, summa cum laude, from Dartmouth College and an MBA with high distinction from Harvard Business School, where he was a Baker Scholar.

Recent Accolades

Thinkers50 Top Business Thinkers List

2017 Thinkers50 Innovation Award Winner



Speaking Clips

[Talks at Google](#)

[Editor- I – Global Intelligence for Digital Leaders](#)

[2019 MASIC Annual Investment Forum](#)

[2017 Harvard Business Review Ideacast](#)

[2015 Tata Communications CEO Summit \(UK\)](#)



Social Media

[@ScottDAnthony](#)



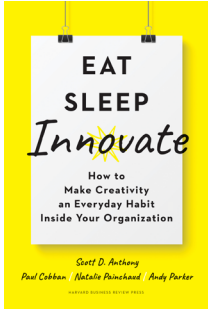
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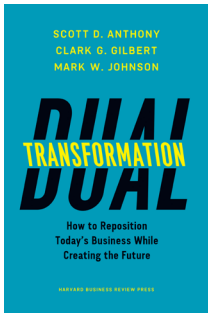
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Books



Eat, Sleep, Innovate
How to Make Creativity an Everyday Habit Inside Your Organization
By Scott D. Anthony, Paul Cobban, Andy Parker, Natalie Painchaud
October 2020



Dual Transformation
How to Reposition Today's Business While Creating the Future
By Scott D. Anthony, Clark Gilbert, Mark W. Johnson
April 2017



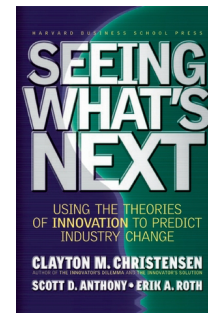
The First Mile
A Launch Manual for Getting Great Ideas Into the Market
By Scott D. Anthony
September 2016



The Little Black Book of Innovation
How it works, How to do it
By Scott D. Anthony
September 2016



Building a Growth Factory
By Scott D. Anthony, David Duncan
November 2012



Seeing What's Next
Using the Theories of Innovation to Predict Industry Change
By Clayton M. Christensen, Scott D. Anthony, Erik A. Roth
May 2004

Harvard Business Review Articles



Breaking Down the Barriers to Innovation
By Scott D. Anthony, Paul Cobban, Rahul Nair, Natalie Painchaud
November 2019



Unite Your Senior Team
By Bernard C. Kümmerli, Scott D. Anthony, Markus Messerer
October 2018



Build an Innovation Engine in 90 Days
By Scott D. Anthony, David Duncan, Pontus Siren
December 2014

Strategy through Uncertainty: How to Turn Ambiguity into Opportunity

Disruptive change is accelerating, and companies today face more ambiguity than ever before. But with ambiguity comes opportunity. Business leaders equipped to act in the face of uncertainty can build paths to growth that have not yet been imagined. They can own the future, instead of being disrupted by it.

New technologies, unexpected competitors, and fast-shifting customer tastes are upending established market leaders at an increasing rate. Business models that worked reliably for decades are struggling to deliver growth. Your customers today may not be your customers tomorrow. Traditional approaches to strategy and growth are insufficient. They analyze the past to predict the future. They are facing the wrong way.

In this interactive discussion, Innosight Managing Partner Scott Anthony will present a toolkit he and his colleagues have built to align around a shared vision of the future and then create the organizational momentum to get there. Specifically, he will describe how to live five “new rules of strategy”:

- Live present forward, but work future back
- Explore scenarios, but take a stand
- Accept rough answers, but demand precise assumptions
- Shift from data-drive decisions to data-informed dialogues
- Experiment, experiment, experiment

Reference Publication: [How to Turn Ambiguity into Opportunity: A New Approach to Strategy Under Uncertainty](#), Innosight Executive Briefing, Spring 2016.

Break the Cycle of Misalignment And Unite Your Team

When leadership teams embark on ambitious new efforts - new growth initiatives, digital transformation, culture change programs - creating a shared vision of and understanding about the path forward is critical to success. Yet too often, teams that appear aligned are plagued by divisions and doubts just below the surface. This lack of unity can create paralysis, confusion, and derail even the most promising initiatives.

The problem is a human one – and it is solvable. Scott Anthony describes a programmatic approach to achieving leadership alignment that has enabled organizations to align on and successfully launch long-term growth strategies and major new innovation initiatives. Drawing on thinking from neuroscience and behavioral psychology, Scott describes how structured dialogues, visualization, and interactive exercises that get people out of their chairs and moving, can enable teams to break through classic behavioral traps, surface hidden agendas and unite around a strategy for the future.

Reference publication: [Unite Your Senior Team](#), Harvard Business Review 2018, by Bernard C. Kuemmerli, Scott Anthony, and Marcus Messerer.

The Fourth Era of Innovation: How Corporate Catalysts Are Helping Large Organizations Win the Race to the Future

There has never been more hype around startups. Indeed, so-called “unicorns” like Uber, Airbnb, Ofo and Sea are transforming markets all around the globe. Yet, a paradox is emerging. While it has never been easier to start a company, it’s getting harder than ever to scale one. A handful of big companies, such as Medtronic, Baxter, Syngenta, Unilever, Tata, Singtel and Ayala are demonstrating how to combine assets of scale and entrepreneurial energy to unleash massive impact. An emerging role that enables this kind of success is the corporate catalyst, a mission-driven leader who brings together corporate resources to help solve big global challenges. Catalysts help to navigate their organizations through today’s disruptive environment while focusing resources on innovation-led growth.

Reference Publication: [“The New Corporate Garage”](#) by Scott D. Anthony, Harvard Business Review, September 2012.

The Myths and Realities of Building a Culture of Innovation

It sounds so seductive – a “culture of innovation.” The three words immediately conjure up images of innovation savants like 3M, Pixar, Apple, and Google. The sorts of places where innovation isn’t an unnatural act, but part of the very fabric of an organization. It seems a panacea to many companies that struggle with innovation. But what exactly is a culture of innovation, and how does an organization build it? In this interactive discussion, Innosight Managing Partner Scott Anthony will describe the essential elements of a culture where innovation happens naturally and regularly. He will provide practical tips to help you identify and address the barriers facing your organization. And, most critically, he will describe how to start the journey to create such a culture. Specific discussion topics:

- An overview of the four intertwined systems that underpin a culture of innovation
- Simple diagnostic instruments to assess your organization’s innovation capacity
- Tips to identify, motivate, and develop innovation talent inside your organization
- Guidance for how to manage the leadership tensions between operational excellence and innovation

Reference Publications: [“Build an Innovation Engine in 90 Days”](#) by Scott D. Anthony, David S. Duncan, and Pontus Siren, Harvard Business Review, December 2014; [Building a Growth Factory](#) by Anthony and Duncan, Harvard Business Review Press, 2012.

Solving the Transformation Equation: Workshop

In this interactive workshop, Scott leads a discussion about how to use the approach detailed in his latest book to turn today’s ambiguity into tomorrow’s opportunity. The hands-on workshop will allow participants to gain greater clarity about:

- Their PRESENT REALITY. What are the biggest disruptive threats? What barriers stand in the way of strategic transformation?
- Their FUTURE AMBITION. What does tomorrow’s organization look like? What changes? What remains constant?
- Their PATH TO THE FUTURE. What will be the most critical initiatives to deliver the future? What is the scale, scope, and pace of the path? What is the balance between accelerating strategic initiatives and building capabilities?
- Their POINT OF DEPARTURE. What is the 90-day plan?
- Perhaps even more critically, participants will leave with a COMMON LANGUAGE that they can bring back to continue the discussion at their organization and ACTIONABLE TOOLS to help them drive Dual Transformation.

Reference Publication: [Dual Transformation](#) by Scott D. Anthony, Clark G. Gilbert, and Mark W. Johnson, Harvard Business Review Press, April 2017.

Tips and Tricks from the Trenches of Innovation

Innovation is changing the way that we live, work, play and communicate. In the last few years it has gone from a fringe topic to the shortlist of every organization’s must-do list. Yet, innovation success seems fleeting and unpredictable. Most people believe that only a select few – like Elon Musk, Mark Zuckerberg, Jack Ma, and Tony Fernandes – have what it takes to innovate. But innovation isn’t magical. It isn’t a mystery. And it isn’t a black art. It is a discipline. And like all disciplines, it can be mastered through careful practice.

In this interactive discussion, Innosight Managing Partner Scott Anthony will share key lessons from more than 15 years of experience in the trenches of innovation. He will integrate his experience as an advisor to global giants, an investor in startup companies, and an entrepreneur building his own company and share practical tips that will allow anyone to improve their ability to succeed with innovation.

Reference Publication: [The Little Black Book of Innovation](#) by Scott D. Anthony, Harvard Business Review Press, 2012

Solving the Transformation Equation: Speech

Joseph Schumpeter's "gale of creative destruction" has never blown more fiercely. Emerging technologies such as additive manufacturing and new business models such as asset-sharing platforms threaten to disrupt market leaders and reconfigure existing value chains at an unprecedented pace and scale. Innosight's research projects that 50% of the S&P 500 will fall off the vaunted index in the next decade.

But what if leaders could tap into the underlying forces behind these kinds of changes to power new waves of growth for their companies? More specifically, what if a company could sense the gale coming early enough to reposition its core? Or, even better, it could build a wind turbine to harness the energy in Schumpeter's gale to create new growth?

Transformation is the toughest challenge a leadership team will ever face. Success requires that leaders:

- Split transformation into two parallel efforts: repositioning today's business to maximize its resilience (Transformation A) while creating a powerful growth engine (Transformation B)
- Thoughtfully link capabilities between A and B to take advantage of difficult-to-replicate assets without succumbing to the "sucking sound of the core."
- Demonstrate the courage to choose (before the platform burns), the clarity to focus (on a select few strategic moonshots), the curiosity to explore (in the face of uncertainty), and the conviction to persevere (in the face of predictable crises of commitment, conflict, and identity).
- Transformation is the greatest opportunity a leadership team will ever encounter. Disruptive change creates a window of opportunity to create massive new markets. It is the moment where the market also-ran can become the market leader. It is the moment when business legacies are created. Following the right approach can allow leaders to own the future, rather than be disrupted by it.

Speeding Through Innovation's First Mile

Innovation appears to be an irrational act. After all, most ideas fail to achieve any kind of commercial success. 50 percent of new businesses fail in their first four years. 75 percent of companies that receive venture capital investment never return any capital to their investments. Most corporations have innovation success rates ranging from 10 to 20 percent. It's natural to think that these poor success rates result from the failure to generate good ideas. However, what distinguishes success from failure isn't the quality of the initial idea. It is the process by which an idea gets translated into impact. Based on its unique experience advising some of the world's most innovative companies and investing in and incubating startup businesses in the U.S., Singapore, India, China, and Indonesia, Innosight has developed a toolkit to de-risk new ideas, and a set of underlying systems that can enable any company to speed through innovation's first mile.

Specific discussion topics:

- A practical process to manage strategic uncertainty
- How to zero in on the key risks that can derail early-stage ideas
- Best practices in designing, managing, measuring, and interpreting market-facing experiments
- How to build a corporate culture that supports experimentation
- How to address the leadership challenges at innovation's first mile

Reference Publication: [The First Mile](#) by Scott D. Anthony, Harvard Business Review Press, 2014.

Innosight is the growth strategy arm of Huron. We focus on helping companies design and create the future. We work with companies to imagine and create new ways to grow in their core business and in markets that don't yet exist. We work with clients to build the capabilities they need to seize new opportunities and manage through organizational conflicts that arise along the way. We're different from other strategy firms because we look at the future through lenses that combine creativity and analytical rigor, and we help build organizational momentum to ensure long-term success. Our clients often tell us we change the way they think about and see the future, enabling them do things they could never do before.

Fueling our insights are the ideas of our co-founder, Harvard Business School Professor Clayton Christensen, whose books on innovation (including **The Innovator's Dilemma, The Innovator's Solution, Seeing What's Next, Disrupting Class, The Innovator's Prescription, The Innovator's DNA, Competing Against Luck, and How Will You Measure Your Life?**) have sold more than one million copies. Our recent publications—Harvard Business Review Press published books *The Little Black Book of Innovation*, *Building a Growth Factory*, *The First Mile* and *Dual Transformation* and Harvard Business Review Articles "The New Corporate Garage," "Two Routes to Resilience," "Building an Innovation Engine in 90 Days," and "Knowing When to Reinvent" – detail our thinking on how to make successful innovation predictable and how to design and lead organizations through strategic transformations.

We further honed our tools and approach through in-depth work with leading organizations such as Aetna, the Ayala Group, Boeing, Citi, Cisco Systems, Godrej, Medtronic, Singtel, Time Warner, Walgreens, and the government of Singapore—all of which have applied our thinking to manage various aspects of innovation.

Our values-driven delivery model leads to unique insight that drives long-term impact. We are intellectually curious, seeking to address questions that lack adequate answers. We follow inclusive approaches to problem

solving, blending creativity and analytical rigor. We collaborate closely with clients, with a goal of helping our clients build capabilities that allow them to "do it themselves." We are transparent about our approach to help embed capabilities into our clients' internal processes. We are humble and recognize and respect our client's capabilities. And we take initiative, working on concrete projects so clients can build their confidence in applying the principles by taking ideas from insight through to shaping, screening, and business planning.

For more information contact us at SpeakingInquiries@innosight.com or visit www.innosight.com.

