Based on The Startup Way, Jan.'2018, Henny Portman

Phase one: Critical mass
- Start small
- Build dedicated, cross-functional teams
- Wield the golden sword (clearing away bureaucratic obstacles)
- Design a good experiment (hypothesis, next action, risk containment, a tie between what is measured and one hypothesis)
- Create new ways to measure success (leading indicators)
- Work by exception
- Translate this way of working into terms the organization can understand.

Phase two: Scaling up
- Identify the challenges faced by pilot teams
- Implement a widespread rollout
- Identify and make use of executive-level champions
- Train representatives of all internal functions
- Establish an in-house coaching program
- Set up the mechanisms of metered funding and growth boards

Phase Three: Deep systems
- From gatekeeper functions (delayed) to enabling functions (accelerated). Create a one-page guide that laid out, in plain English, a series of parameters within which teams would be pre-cleared to work
- Dual roles: support the entrepreneurial efforts of product and project teams and create their own entrepreneurial process to streamline their own functional responsibilities
- Testing and validating
- Ideas and way of working must become deeply baked into a company’s DNA

Principles
- Continuous innovation
- Startup as atomic unit of work
- The missing function
- The second founding
- Continuous transformation

Lean Startup
- Hypothesis
- Quantitative model
- MVP
- Tuning
- Perseverance
- Build
- Measure
- Learn

Growth Board
- Tips:
  - Small groups, right people
  - Frequent meetings
  - Action oriented
  - Fact based
  - No attendance, no vote
- To be the single point of contact of corporate accountability for an internal startup.
- To act as the single clearinghouse for information about the startup for the rest of the corporation
- To provide metered funding to startups

Innovation
- Team level
- Division level
- Enterprise level

Accounting
- Execution
- Behaviour change
- Customer impact
- Financial impact

Translation from the vague language of ‘learning’ to the hard language of dollars or euros.

1. dashboard
2. Business Case
3. Net Present Value

Level:
- Hypothesis
- Value hypothesis
- Growth hypothesis

- Lean Startup
- Pivot

- Build
- Measure
- Learn