



1

Tool

The Portfolio Map
p. 10

Explore Portfolio
p. 14

Exploit Portfolio
p. 27

Explore and Exploit
p. 37



2

Manage

Strategic Guidance
p. 50

Explore Portfolio
Management
p. 70

Exploit Portfolio
Management
p. 109



3

Invent Pattern Library

Frontstage Disruption
p. 142

Backstage Disruption
p. 162

Profit formula Disruption
p. 188

Assessment Questions
for Leaders
p. 212



4

Improve Pattern Library

Value Proposition Shifts
p. 230

Frontstage Driven Shifts
p. 242

Backstage Driven Shifts
p. 254

Profit Formula
Driven Shifts
p. 266

Questions for Leaders
p. 280



5

Culture

The Culture Map
p. 296

Designing an
Exploration Culture
p. 308

Innovation Culture
Readiness Assessment
p. 314