



It's not enough to simply react to the change of activity, we have to understand that the entire practice and associated components will also change. The second complication is that changes from product to utility tends to exhibit a punctuated equilibrium (a rapid period of change), so we have to deal with not only legacy in product but legacy in skill-sets and cope with this in double quick time.

The third complication is the “legacy” practices, data and knowledge will significantly reinforce inertia to the change at a time when change is rapid. This doesn't help me to adapt nor give me much time to exploit the legacy but alas it's far worse than that. My ability to perceive the crisis point will be diminished by the statements of confidence in the current way despite the simple fact that in this case, the shift from product to utility is anticipatable in advance. As the CEO you will be told from all directions why this change won't happen,