

## Change Paths

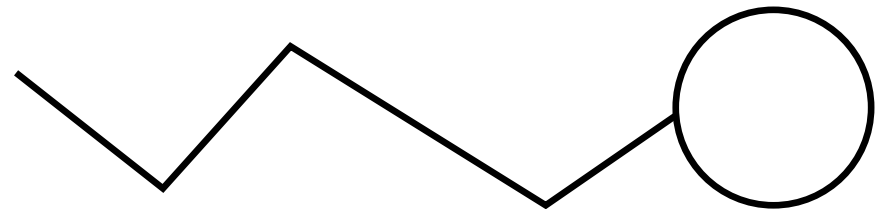
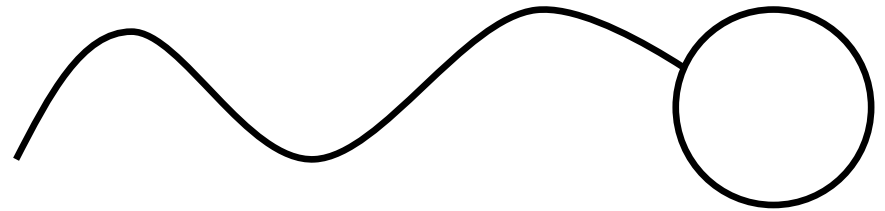
*Change Paths are a visual maps that enable our team to “look forward, reason backward” from an innovation.*

1. In the circles on the right, place our team’s vision. This could be a photo of our prototype, a sketch, or a vision statement.
2. On the top line, start with our vision and work backward.
  - a — Begin telling a story that assumes you’ve been successful in creating the vision.
  - b — As you tell the story, discuss as a team the three major milestones that occurred along the way. A major hire? An early customer/market fit? A partnership?

Hint: It’s not hard to tell a story of this sort...make it fun... and try to keep it realistic. The milestones should be real.

3. On the bottom line, start from today and aim for the vision.
  - c — Begin telling a story that’s grounded in what we have, what we can achieve today, who’s currently on our team.
  - d — The first milestone must be achieved this month, so describe it in detail, assigning roles and metrics. Then describe the two major follow-on milestones we can plan for today.

4. Now connect the two stories and continue defining planning milestones and stretch goals. Attach hard dates to everything, including the top story, discussing how to achieve even the long-range goals—partnerships, investments, and hire?



Expert Edition—Learn how leaders including Steve Jobs, Bill Gates and Andy Grove learned to “Look Forward, Reason Back” in Prof. David Yoffie’s book, *Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs*.