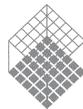


THE MOON SHOT EFFECT

**Disrupting
Business as Usual**

LISA GOLDMAN & KATE PURMAL
with ANNE JANZER



WYNNEFIELD BUSINESS PRESS

THE MOONSHOT EFFECT: DISRUPTING BUSINESS AS USUAL

Published by



WYNNEFIELD BUSINESS PRESS

Copyright © 2016
by Lisa Goldman and Kate Purnal

All rights reserved.
No part of the book may be used or reproduced
in any manner whatsoever without written permission
from the publisher and copyright holders.

Editors: Laurie Gibson, Lisa Wolff, and Steve Almond
Cover design and creative direction: Jenn White Topliff
Book design: Charles McStravick

ISBN: 978-0-9729643-1-9
Ebook ISBN: 978-0-9729643-2-6

PRINTED IN THE UNITED STATES OF AMERICA

CONTENTS

Preface	vii
Introduction	1
PART ONE: MOONSHOTS	9
1: From the Moon to Earth	11
2: The Essential Ingredients of a Moonshot	19
3: Choose Your Moon	25
4: Liftoff	29
5: Expect the Unexpected	33
6: Moonshots and Startups	37
7: The Launch Plan	41
PART TWO: BOLD LEADERSHIP	49
8: Envision the Future	51
9: Suit Up	59
10: Secure an Explicit Commitment	67
11: Maintain the Supply Lines	77
12: The Power of Acknowledgment	87
13: Elevate Your People Skills	95
14: Expand Your Impact	105
15: Be a Hero-Maker, Not a Hero	115

PART THREE: HIGH-PERFORMING TEAMS **121**

- 16:** The Flight Path 123
- 17:** Cultivate a High-Performing Team 131
- 18:** Meetings That Drive Action 139
- 19:** Team Communications 143
- 20:** The Art of Requests 151
- 21:** Completions and Landings 159
- 22:** Difficult Conversations 169
- 23:** From Breakdown to Breakthrough 177

PART FOUR: ENTREPRENEURS **191**

- 24:** Cultivate Breakthroughs 193
- 25:** From Entrepreneur to Leader 201
- 26:** The Launch Team 211
- 27:** Mission Rules for Startups 217
- 28:** Startup Stories 227
- 29:** In-Flight Operations 235
- 30:** Call In the Rocket Scientists 241
- 31:** Report to Ground Control 247

PART FIVE: REENTRY **251**

- Sources and Resources 253
- Index 261
- Acknowledgments 273

PREFACE

One day I was driving to have breakfast with my business partner Lisa. Lisa is habitually punctual—almost to a fault. So when she texted to say she was going to be five minutes late, it got my attention.

By the time I reached the parking lot, though, I was grateful for the few extra minutes because of a fascinating segment on National Public Radio about the Apollo 11 space program. The segment focused on President John Kennedy’s decision to send a man to the moon and return him safely to Earth. The mission was issued as a challenge. If the United States could be first to send a man to the moon, Kennedy felt it would re-establish America’s superiority over the Soviet Union during the Cold War.

Kennedy exercised extraordinary leadership, and his approach brilliantly conflated his Presidential persona with the courageous and daring astronauts.

As the segment ended I jumped from my car, worried that I’d left Lisa waiting. But instead, she, too, was getting out of her car. We laughed—Lisa

was listening to the same Apollo 11 segment I was and, like me, didn't want to miss a single word.

We put aside our plan to prepare for an upcoming board meeting to talk instead about the Kennedy Moonshot. We discussed the impact of the moonshot on the country and on our own lives. We deconstructed what made the Apollo space initiative and President Kennedy's leadership so effective and compelling. We realized that Kennedy's challenge to go where no human had gone before was not just about going to the moon; it was about harnessing human aspiration to accomplish something extraordinary, something that seemed nearly impossible to achieve.

The Moonshot.

We discussed the implications and drew parallels to our experiences in business, because that's what we do. We work with executives to achieve greater impact and inspire excellence in the people who make up the heart of their business.

We defined a moonshot as a complex, large-scale objective that can be accomplished only when teams abandon "business as usual."

Moonshots require significant breakthroughs in attitude, innovation, leadership, processes, management, and technology. They demand extraordinary execution and are often marked by seemingly unrealistic time lines.

Most moonshots are driven by a desire to be the first, or the best, or the fastest. They disrupt the status quo.

Lisa and I counted the business moonshots we had been involved with—individually and together. Eighteen. This number blew us away. Most people, if they are lucky, get to participate in one or two during their careers. It seems that Lisa and I have a knack for instigating impossible projects.

My first real moonshot was in the 1990s with the creation of the PalmPilot—the precursor to the smartphone. Lisa's most memorable moonshot was Nokia's MOSH, the first big mobile social sharing platform, which swelled to 13 million users in its debut year. It was our realization of our extensive experience with moonshots that planted the seeds for this book.

Later, as we interviewed colleagues and clients who had led and taken part in moonshots, we discovered something unexpected.

Most of the people we interviewed had forgotten a whole host of business impacts they had created via the moonshot. They had forgotten that

their moonshot resulted in making the Inc. list of most innovative companies, and the millions of dollars of revenue they generated. They had forgotten about shareholder value, return on investment, and profit margins.

Instead, they remembered the near-miracles they accomplished through the sheer force of teamwork, determination, and dogged execution. They told us about careers that had been catapulted into the stratosphere. They reminded us of the everyday employees who had become superstars by making heroic contributions. They revealed the behind-the-scenes camaraderie, passion, and pride people felt because they were involved in something remarkable.

The interviews led us to a fundamental conclusion about moonshots: while they create extraordinary business impact, the magic of a moonshot is the profound impact on the people who create them. Moonshots are an act of human courage, imagination, and determination—writ large. When a business summons those qualities in its people, both the employees and the company are transformed.

Moonshots elevate contribution and challenge people to perform beyond what they think possible. In Lisa's work alone, more than half of the executives who ran the moonshot projects were promoted to CEO within two years. Moonshots also create strong bonds of loyalty and friendship. Lisa and I are proof of that.

Our hope in writing this book is that we will inspire you to summon the courage and resources to champion and participate in a moonshot. Because each time you are involved in a moonshot, you harness the best of your energies and skills, and experience the exhilaration that comes when you escape business as usual.

LISA GOLDMAN & KATE PURMAL

