

# Obstacle Navigation Model

Three strategic paths for navigating constraints with conviction — and turning tension into action

Selective reality is the discipline of holding tension between bold vision and present facts — choosing which constraints to challenge, which assumptions to set aside, and which signals to amplify. Once a constraint is named, the question becomes: how do you respond?

## Go Through

*Apply direct force. The core direction is right — execution must improve.*

### WHEN TO USE

Your strategy is sound but implementation has broken down. The destination is correct; the route needs fixing.

### REAL-WORLD EXAMPLE

Moderna — When COVID-19 hit, Moderna doubled down on mRNA technology — fighting through scientific and regulatory obstacles rather than pivoting to a proven alternative.

### APPLY IT

After a failed pilot, resist the urge to change direction. Diagnose specifically what broke in execution, assign clear owners, and push through with a sharper Plan.

## Go Over

*Transcend existing limits by redefining the playing field entirely.*

### WHEN TO USE

The constraint itself is the problem — not just how you're approaching it. Success requires changing the rules, not winning under the current ones.

### REAL-WORLD EXAMPLE

Netflix — Rather than improve DVD rentals, Netflix transcended distribution constraints entirely — becoming a streaming platform, then a content creator, making the old model irrelevant.

### APPLY IT

Adopting a new operating model like the Innovation Driven Execution Accelerator is itself a Go Over move. Don't optimize the chaos — install a different model.

## Go Around

*Bypass the obstacle entirely. Reach the same destination through a parallel path.*

### WHEN TO USE

The obstacle is real and immovable in the near term. Energy spent fighting it directly is wasted. A parallel path exists that reaches the same destination.

### REAL-WORLD EXAMPLE

Spanx — Sara Blakely bypassed skeptical male retail buyers by pitching directly to store staff — creating grassroots demand that pulled the product through channels that had rejected her.

### APPLY IT

When a promising idea surfaces mid-quarter, place it in the Idea Bank and go around the disruption. Preserve focus now; revisit at the next Quarterly Reset.

### WHICH PATH APPLIES NOW?

- Go Through — Direction is right; sharpen execution
- Go Over — Redefine the playing field
- Go Around — Find the parallel path

### TURN TENSION INTO ACTION

Challenge your assumptions. Name one constraint you've labeled immovable. What would it take to prove that wrong? Who on your team is closest to the answer?

Pick your path this quarter. Which of the three paths gives you the best chance of forward progress without abandoning the vision? Who owns that call?

Find your signal. Identify one piece of evidence — from the market, your team, or a customer — that confirms the vision is still worth pursuing. Name it. Make it visible. Use it when conviction runs low.

