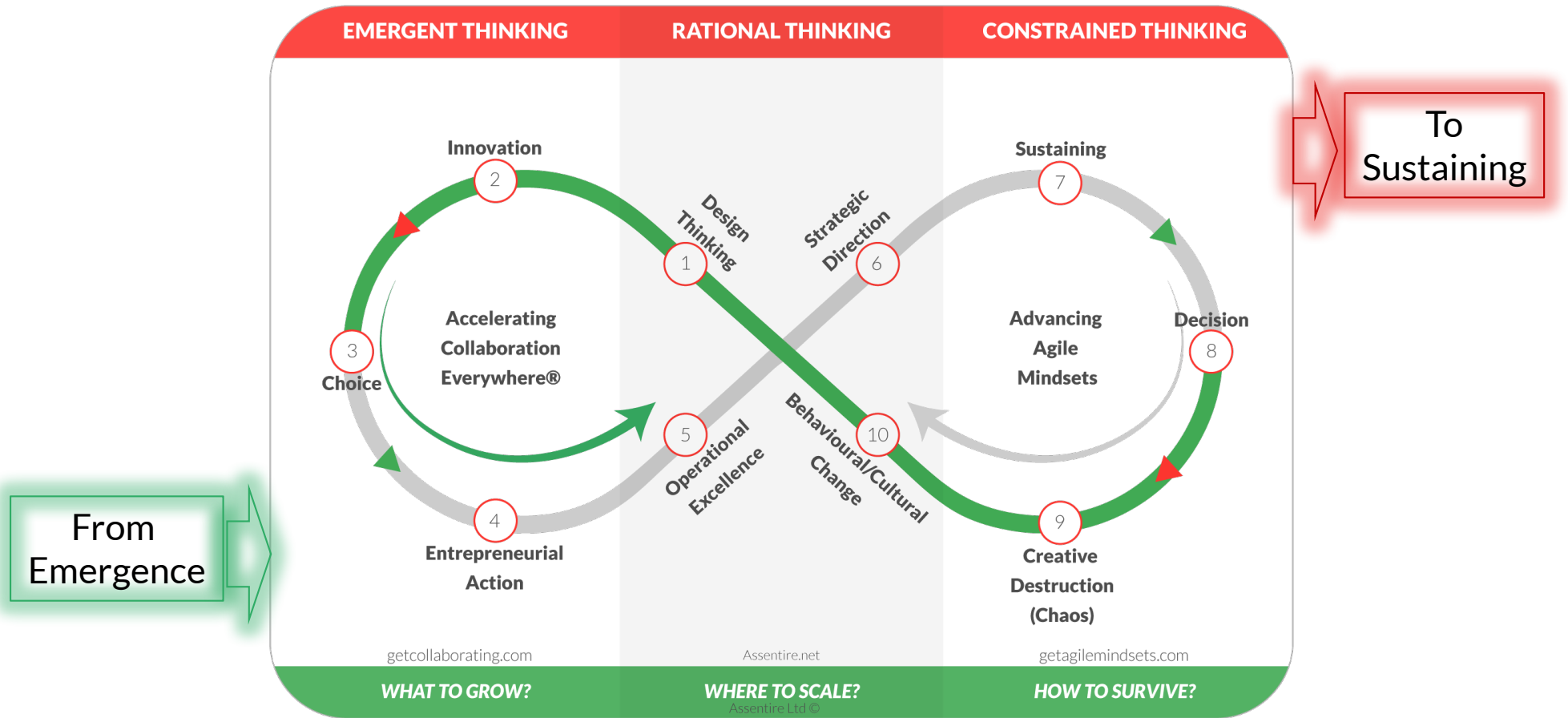


**UNLEASHING THE POWER OF  
COLLABORATION & MINDSETS  
FOR REINVENTION**

# From emergence to sustaining

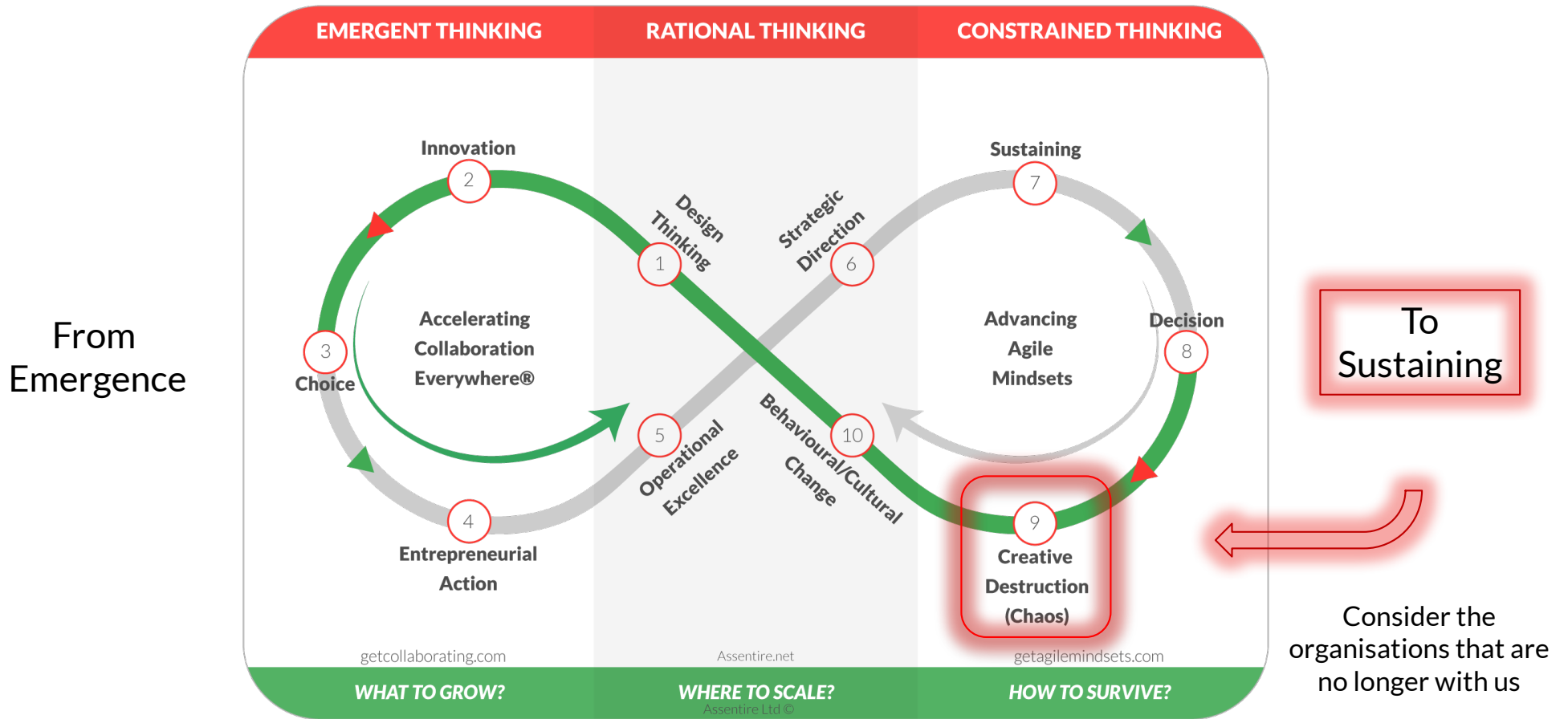
Plotting three dominant forms of thinking



Informed by David Hurst's Crisis and Renewal Book

# The end of the life-cycle!

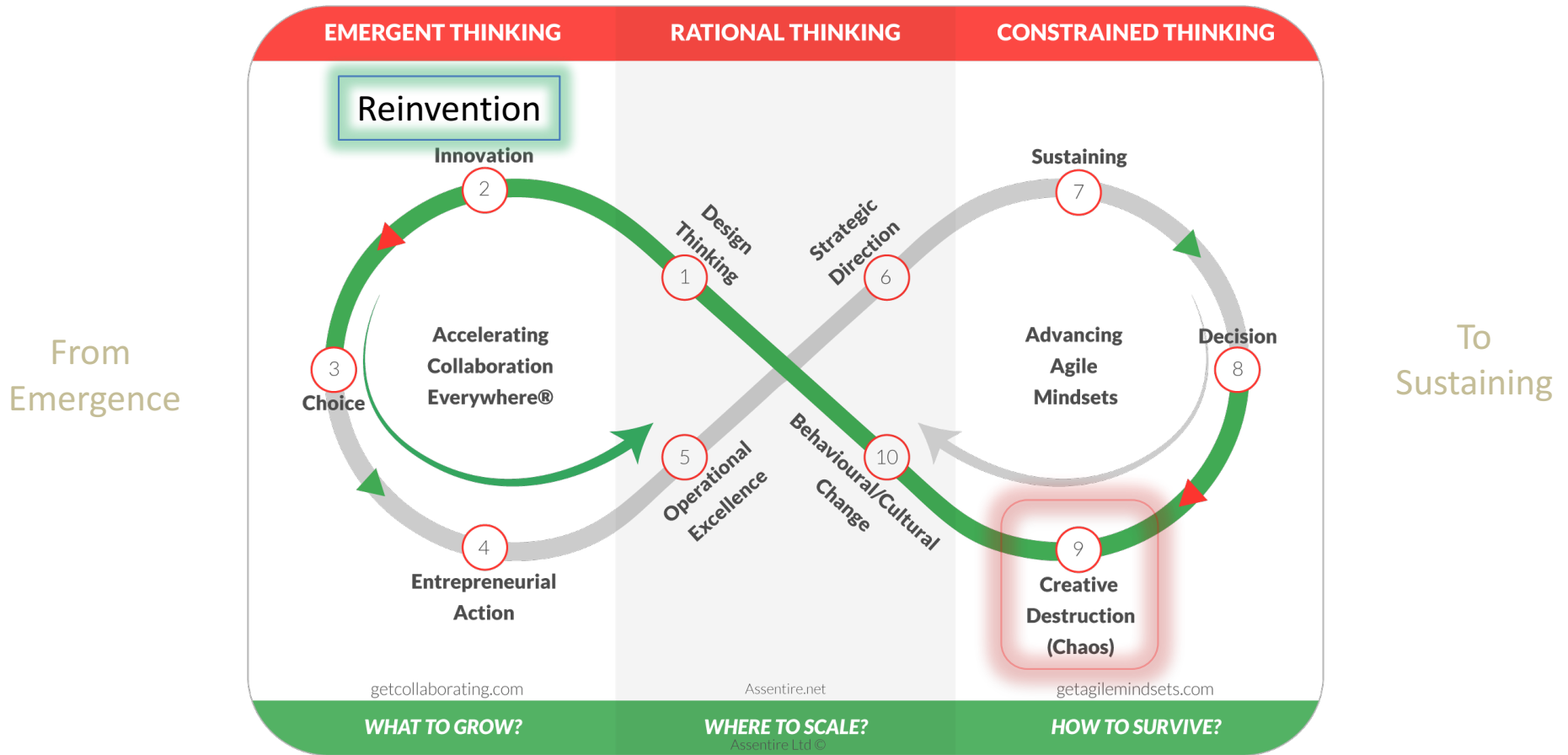
Enter the phase of 'Creative Destruction'



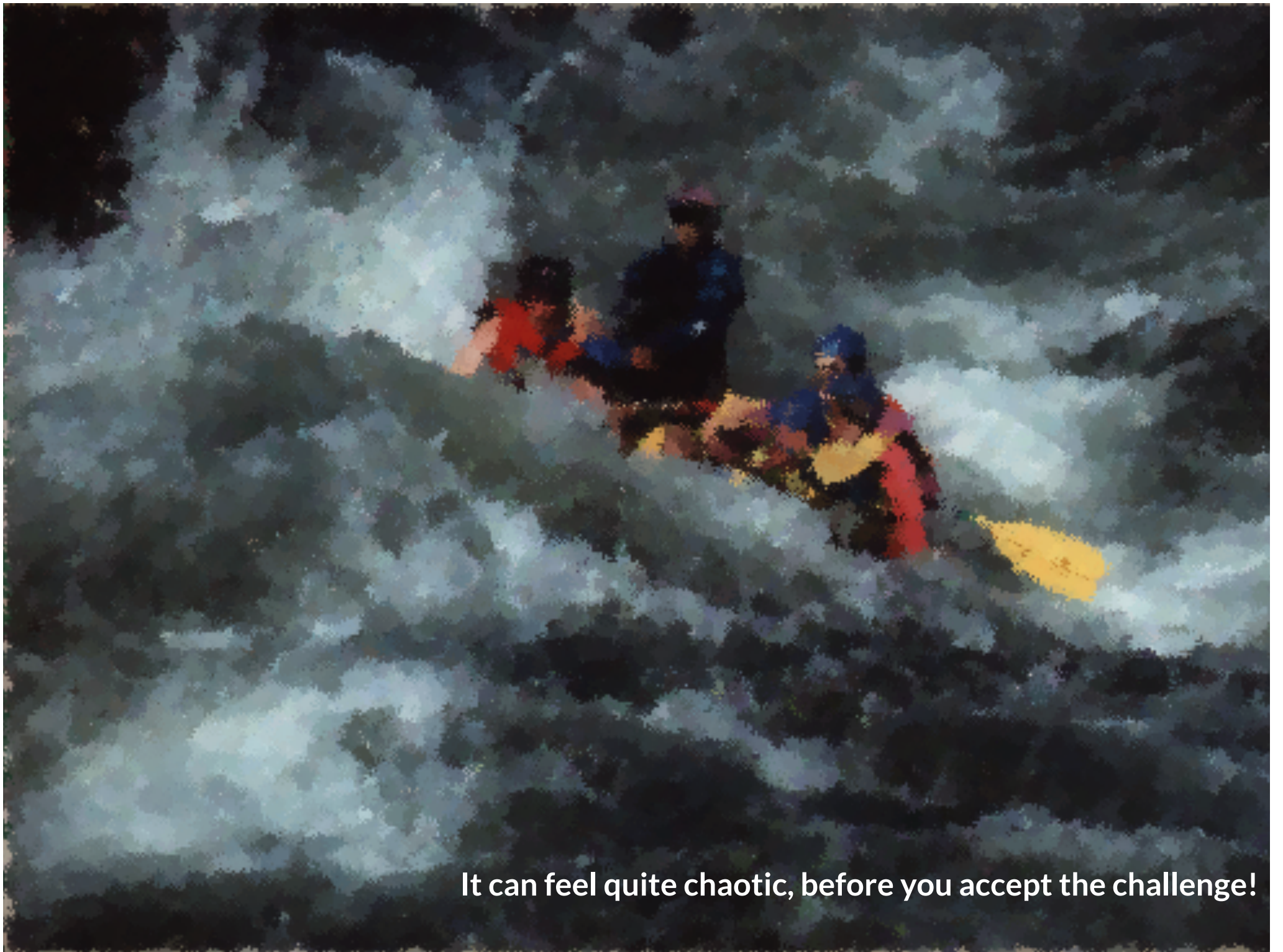
Informed by David Hurst's Crisis and Renewal Book

# Ultimately, survival requires 'Reinvention'

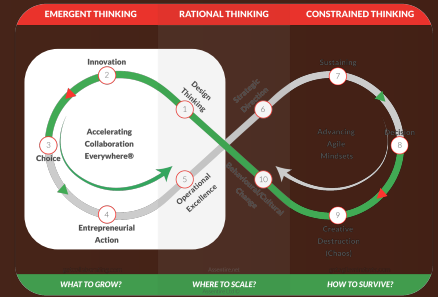
This can be achieved using innovation by design methods



Informed by David Hurst's Crisis and Renewal Book



**It can feel quite chaotic, before you accept the challenge!**

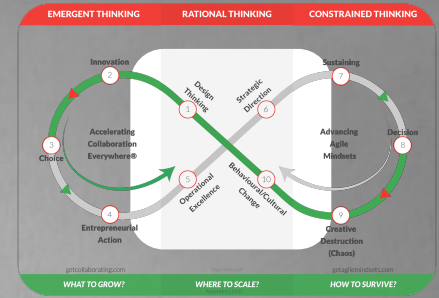


Recognising the Contribution of the Individual AND the Collective

‘When I was a kid, there was no collaboration; it's you with a camera bossing your friends around. But as an adult, filmmaking is all about appreciating the talents of the people you surround yourself with and **knowing you could never have made any of these films by yourself.**’

Steven Spielberg

## Teams and System Thinking



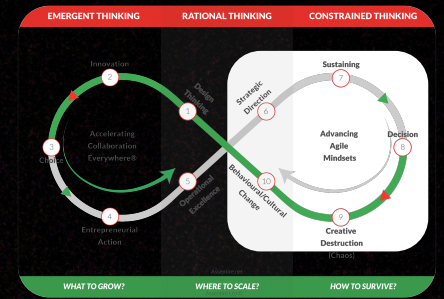
Continuous improvement

Check your knowledge of history: **The Secret History of Agile Innovation.**  
HBR APRIL 20, 2016 By Darrell K. Rigby Jeff Sutherland Hirotaka Takeuchi

‘94% of problems in businesses are systems driven and only 6% are people driven’

W. Edwards Deming 1900 - 1993

The context for this quote - Exploring root-cause analysis

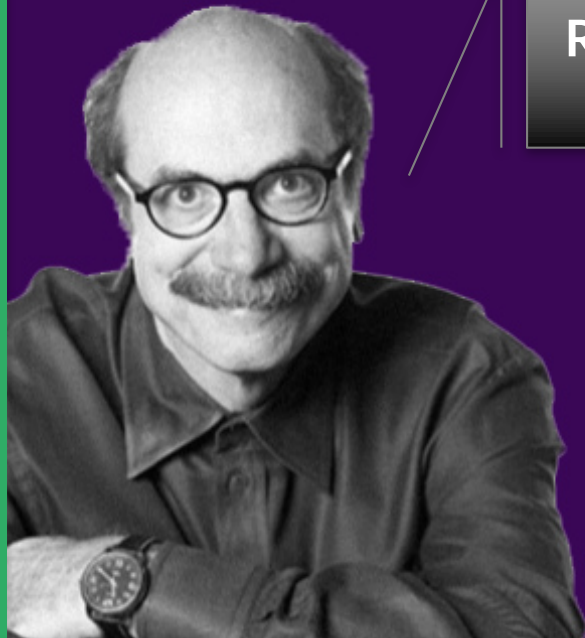
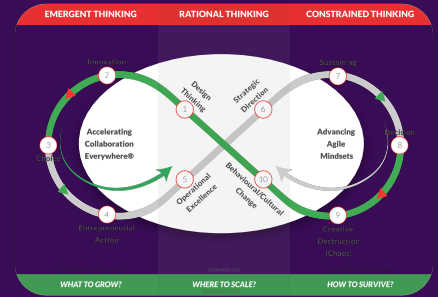


## Changing the Order of the Day

‘The dogmas of the quiet past, are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise -- with the occasion.  
**As our case is new, so we must think anew, and act anew.’**

Abraham Lincoln:  
 Annual Message to Congress -- Concluding Remarks Washington, D.C. December 1, 1862



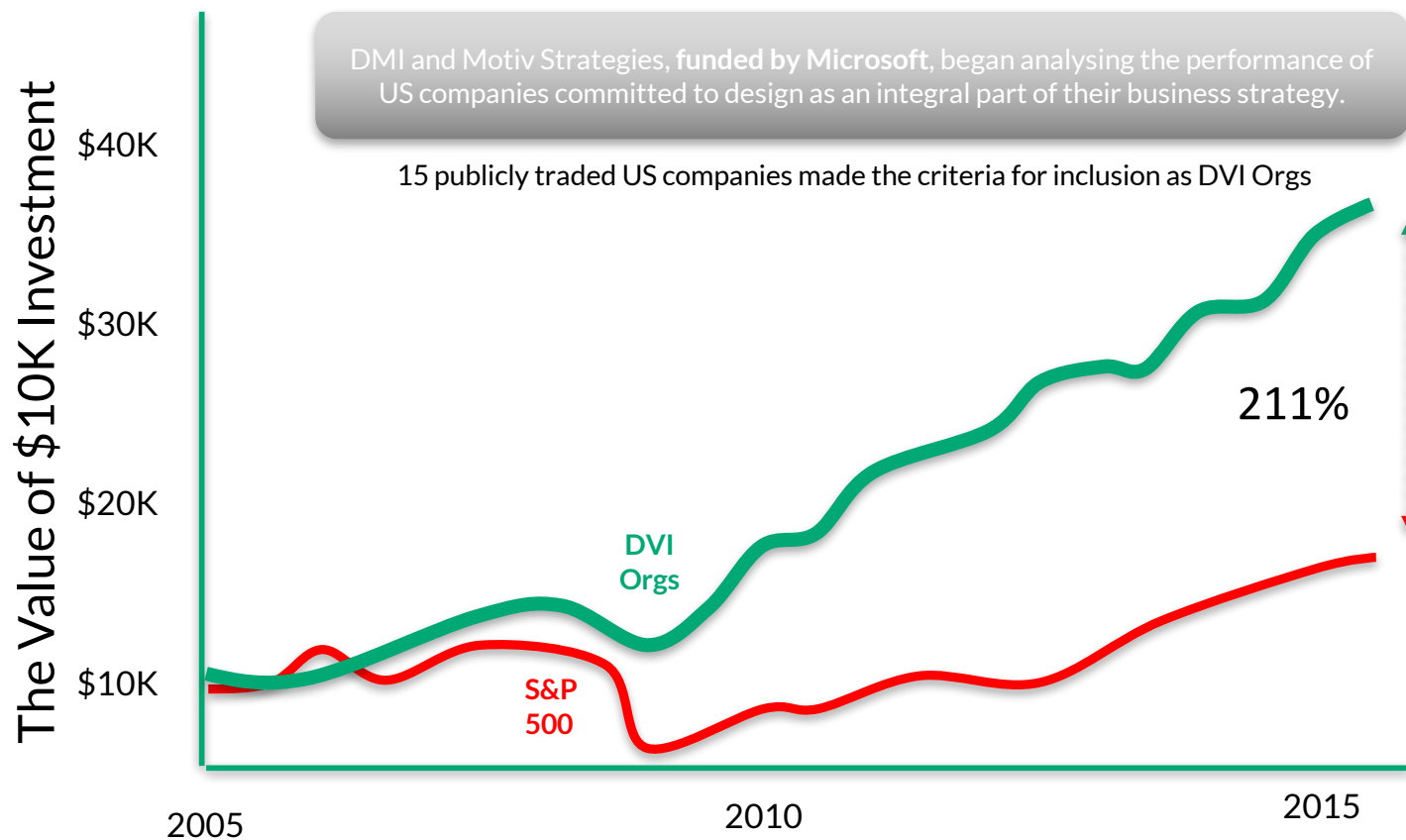


Reflecting

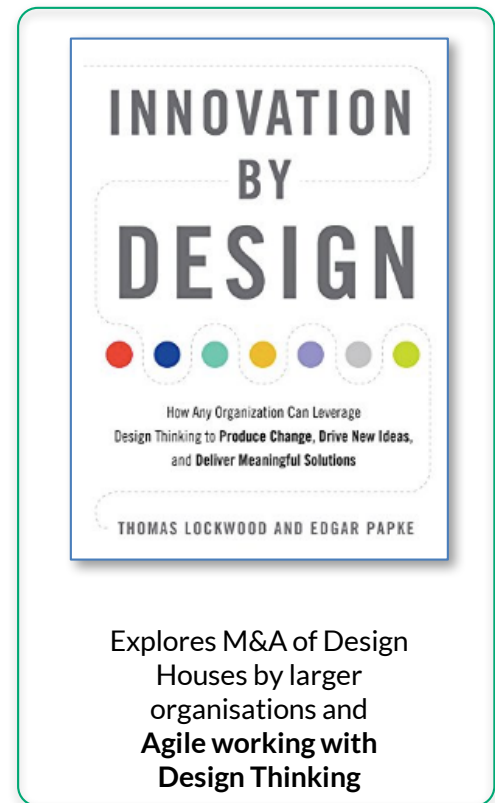
‘Are the bosses always going to have the best ideas?  
**NOT LIKELY**’

There are some blind spots, but do we even care?

# Dmi: Design Value Index (DVI)



Source: The Design Management Institute <http://www.dmi.org/?DesignValue>



McKinsey 'The outperformance of design-led companies suggests that good design continues to be good business'

Discussion: <https://www.mckinsey.com/business-functions/mckinsey-design/our-insights/five-fifty-midlife-of-design>

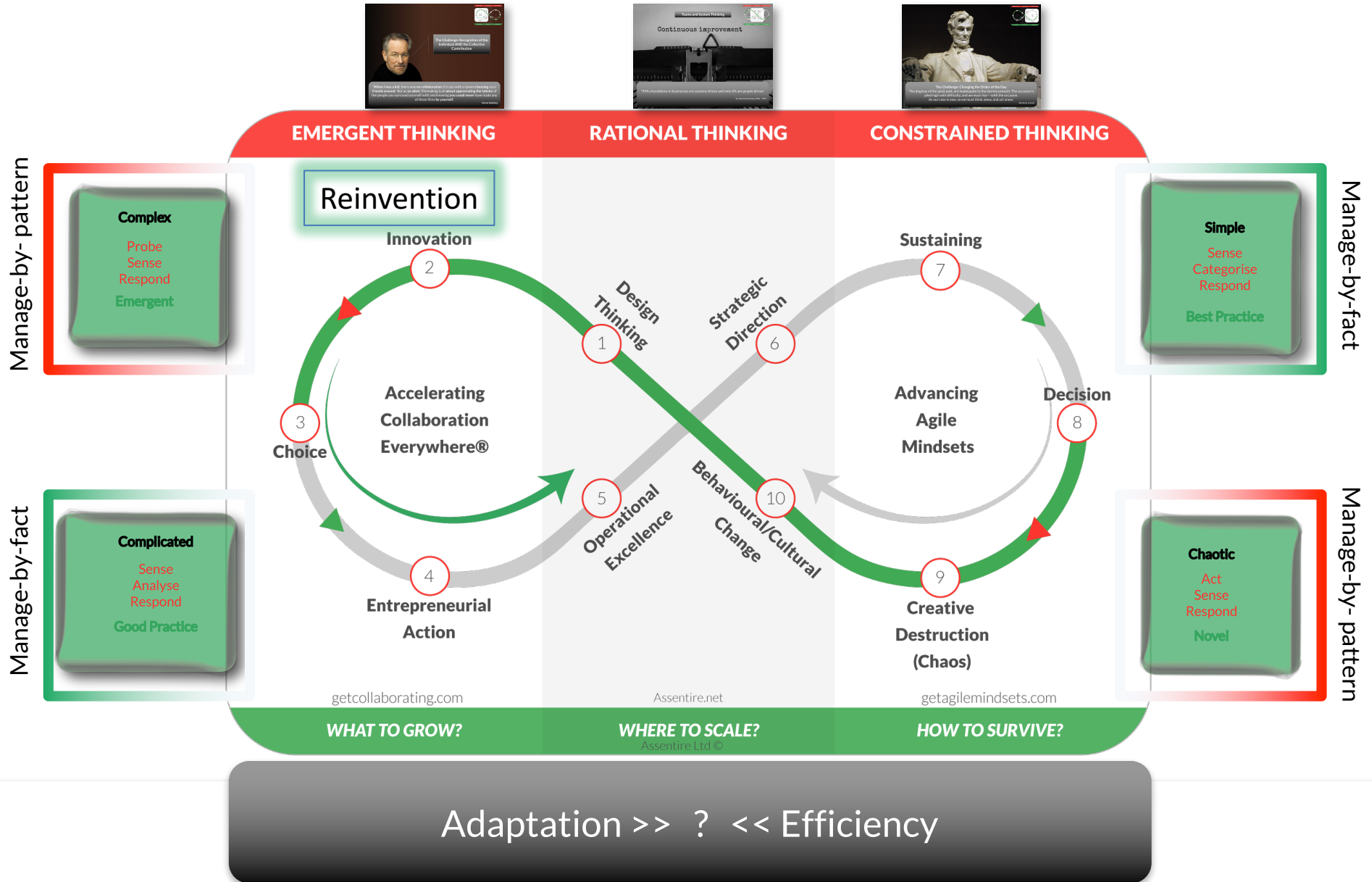
# What is DVI

Design Value Index tracked the value of publicly held companies that met specific design management criteria, and monitored the impact of their investments in design on stock value over a ten-year period, relative to the overall S&P Index.

Source: <http://www.dmi.org/?DesignValue>

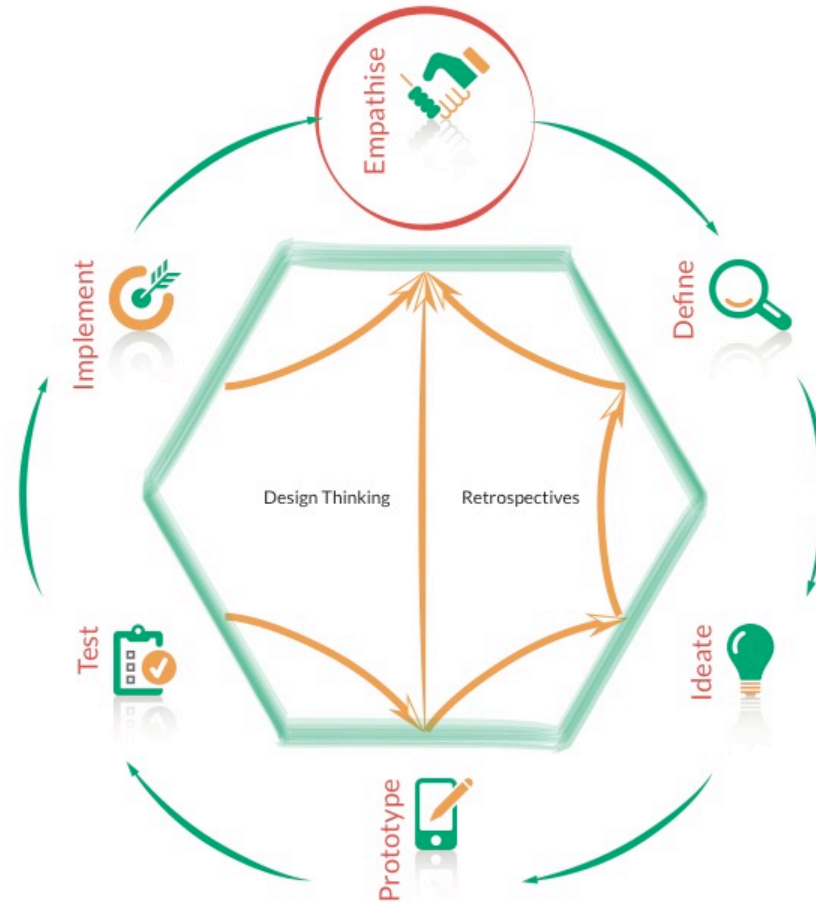


# Why might we have a blind spot?



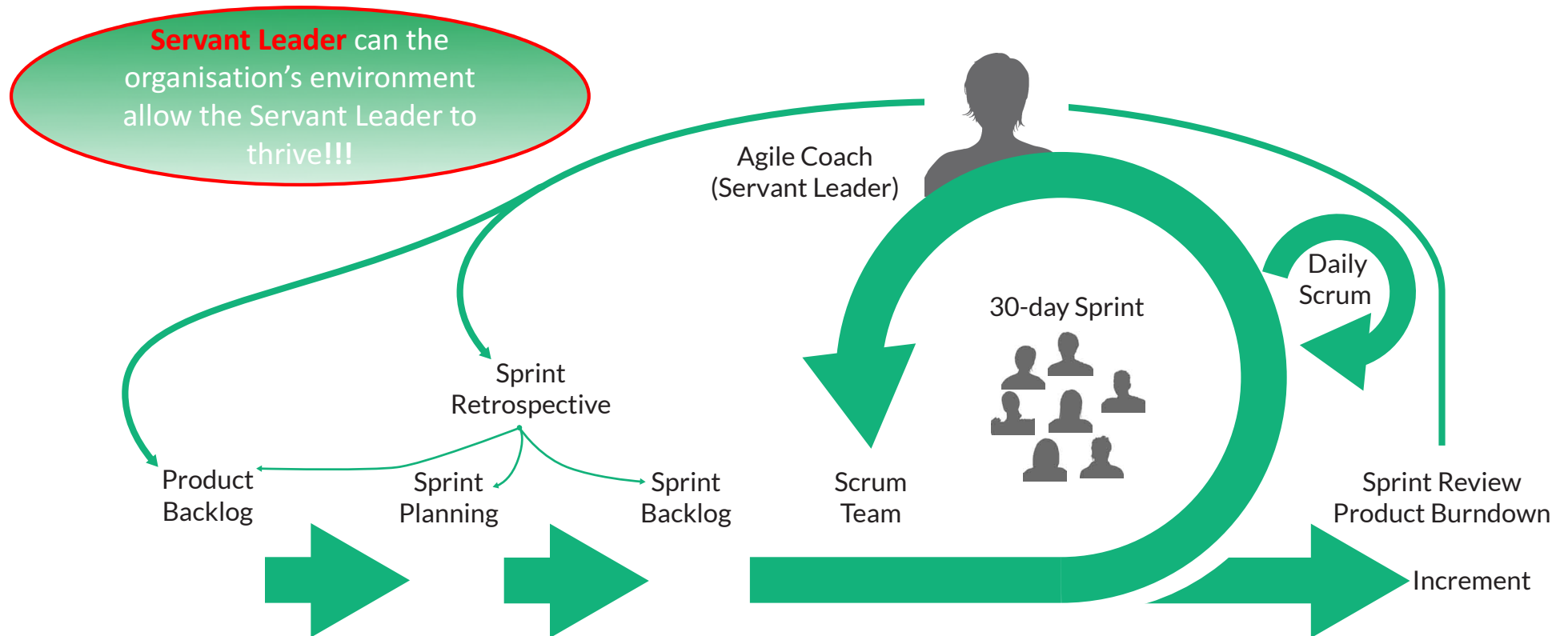
# Approaches to support 'Reinvention'

**Empathise** means more than just understanding via a Needs Analysis!!!



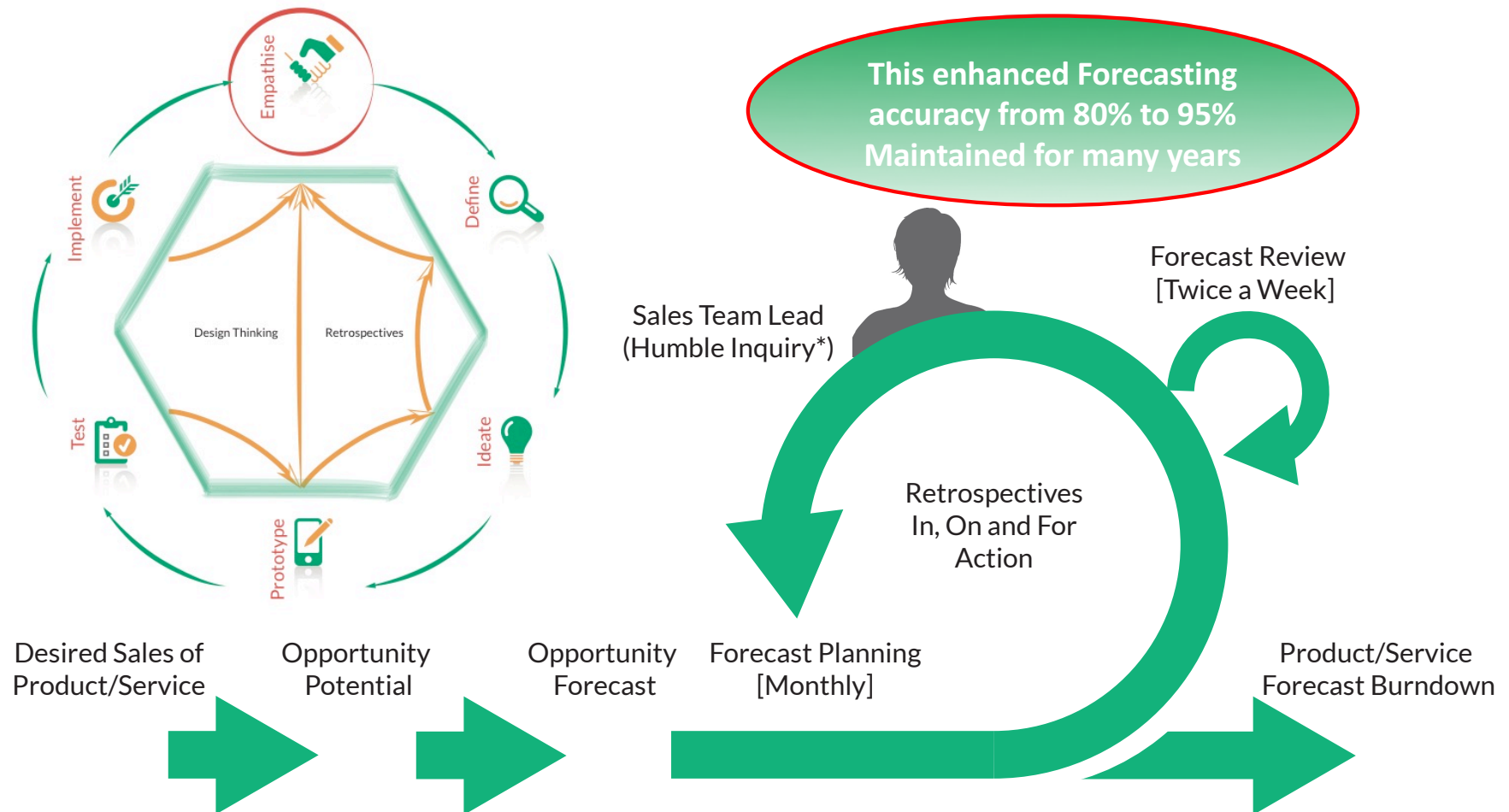
**HOLISTIC MANAGEMENT  
ADAPTATION AND EFFICIENCY**

# Approaches to support 'Reinvention'



**HOLISTIC MANAGEMENT  
ADAPTATION AND EFFICIENCY**

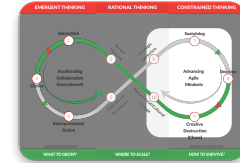
# Holistic Management in action



## Scrum Sales Forecasting

A

# Holistic Management @ Scale



**Point 1: CEO #14 - 2001**  
*'3M utilizes Lean Six Sigma to streamline operations, eliminate variations and deliver a competitive advantage to our customers.'*

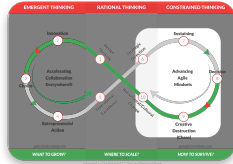
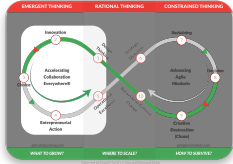
Operating margin grew  
**17% to 23% (2001-2005)**  
New Product Vitality Index  
**33% to 25% (2001-2005)**

3M Website | <https://goo.gl/KJKps4>



A

# Holistic Management @ Scale



**Point 2: CEO #15 - 2005**  
*'At 3M, a struggle between efficiency and creativity.' ... revenue from new innovation dropped*

*'We have improved our efficiency, but reduced our creativity, but we live for Innovation'*

BusinessWeek July 2007 Website | <https://goo.gl/ts1RR3>

**Point 1: CEO #14 - 2001**  
*'3M utilizes Lean Six Sigma to streamline operations, eliminate variations and deliver a competitive advantage to our customers.'*

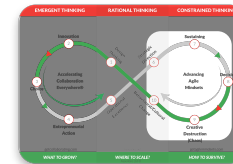
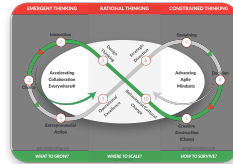
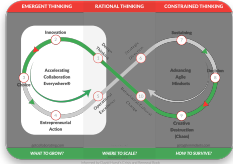
Operating margin grew **17% to 23% (2001-2005)**  
 New Product Vitality Index **33% to 25% (2001-2005)**

3M Website | <https://goo.gl/KJKps4>



A

# Holistic Management @ Scale



*Point 2: CEO #15 - 2005*  
*'At 3M, a struggle between efficiency and creativity.' ...*  
 revenue from new innovation  
 dropped

*'We have improved our efficiency, but reduced our creativity, but we live for Innovation'*

BusinessWeek July 2007 Website | <https://goo.gl/ts1RR3>

*Point 3: CEO #16 - 2012*  
*'At 3M, we apply science in collaborative ways to improve lives daily.'*

Published on 3M News | United States  
 (<http://news.3m.com>) on 2/29/16 9:00 am CST  
 Staff 91K, Rev \$30 billion, Op Margin 24% (2017)

*'3M is also consistently listed in consulting firm Strategy&'s top global innovators.'*  
 New Product Vitality Index  
**32.5% (2011-2015)**

Forbes Dec 2016 <https://goo.gl/qFu2mm>

*Point 1: CEO #14 - 2001*  
*'3M utilizes Lean Six Sigma to streamline operations, eliminate variations and deliver a competitive advantage to our customers.'*

Operating margin grew  
**17% to 23% (2001-2005)**  
 New Product Vitality Index  
**33% to 25% (2001-2005)**

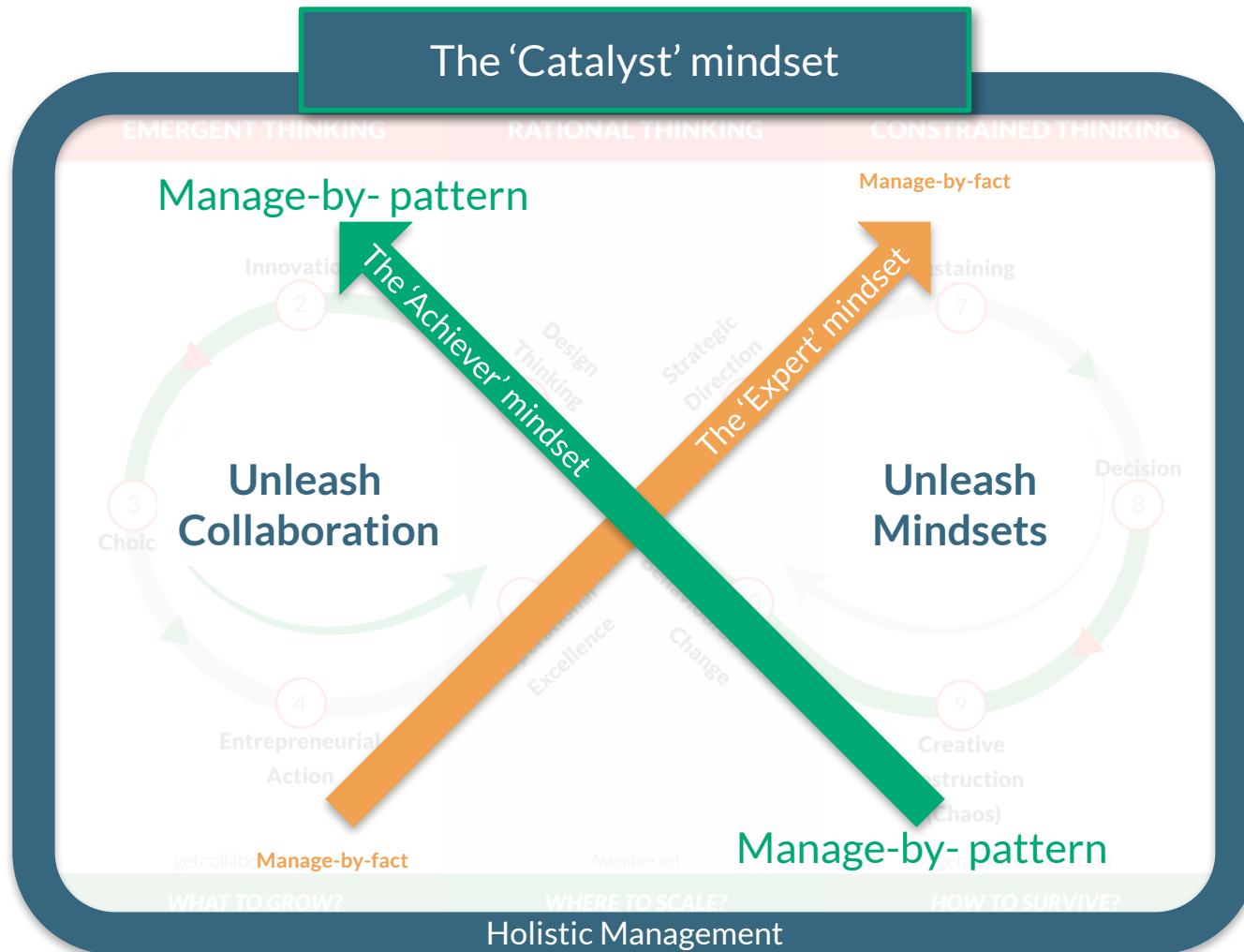
3M Website | <https://goo.gl/KJKps4>

## Point 4: 'Catalyst Program to Lead the Way in Leadership Development'

"Our global business plans require aggressive people plans.


Our new program is developing leaders who can develop other leaders, empower teams that can create and innovate, and inspire all people to be their best"

# 'Reinvention'

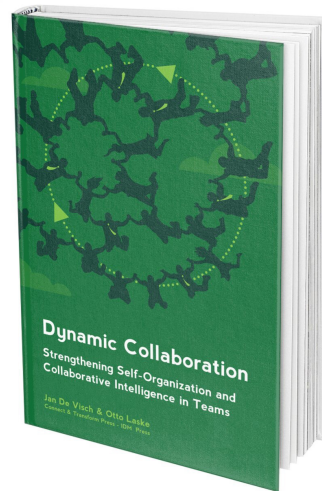


Create the Enabling Culture offering Psychological Safety

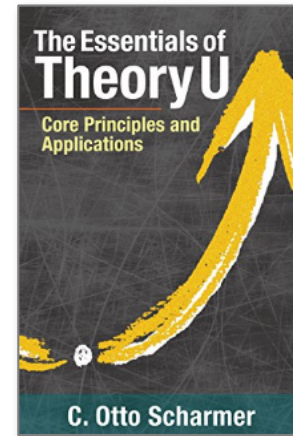
# Your expedition resources

- Diversity of Mindsets working together
  - Know where you are on the ECO-Cycle
  - Management-by-fact **AND** by-pattern
  - Know where you are heading
  - Ensure Psychological Safety
  - Adaptation **AND** Efficiency
  - Holistic Management
  - Collaboration and Communication
- 

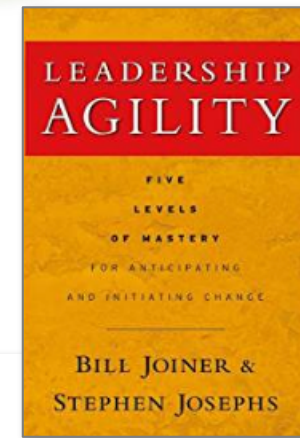
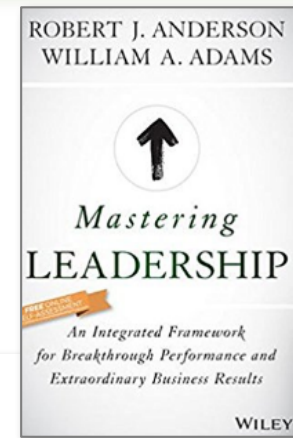
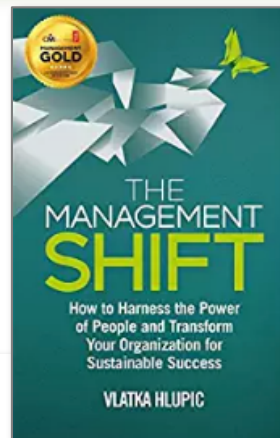
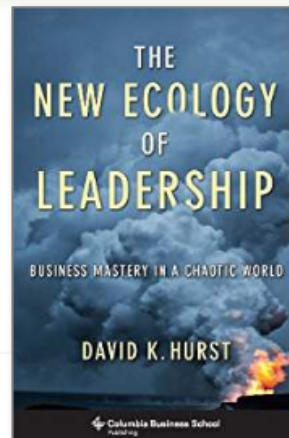
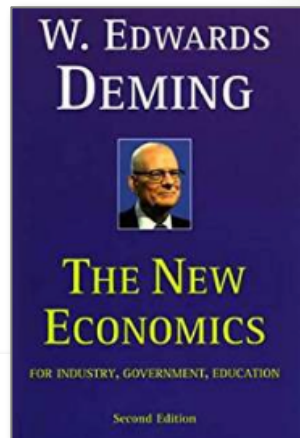
# Further Reading



May 2018




March 2018




Influential Books

# Further Watching


<https://getagilemindsets.com/videos>


Assentire® 

Amy Edmondson  
Psychological Safety  
Building a psychologically safe workplace




<https://www.getagilemindsets.com/videos/amy-edmondson-psychological-safety>




Assentire® 

Inge Thulin  
3M CEO #16  
"Nordic Leadership at a Large American Corp."



<https://www.getagilemindsets.com/videos/inge-thulin-3m-ceo-16>




Assentire® 

Jim Tamm  
Collaboration  
Don't Be So Defensive!



<https://www.getagilemindsets.com/videos/jim-tamm-collaboration>




Assentire® 

Dan Pink  
DRIVE  
The puzzle of motivation




<https://www.getagilemindsets.com/videos/dan-pink-drive>




Assentire® 

Rod Willis  
Collaboration  
Collaboration in the workplace




<https://www.getagilemindsets.com/videos/rod-willis-collaboration>

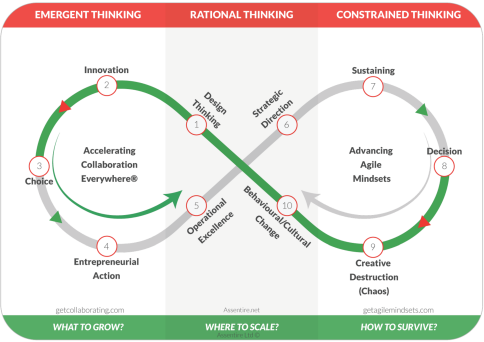


# Tools

<https://getagilemindsets.com/downloads>

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## Resources to consider as you travel the ECO-Cycle



Informed by David Hurst's Crisis and Renewal Book

<p><b>01: Design Thinking</b> (Kurtz and Snowden 2003, Kupp et al., 2017, Kolko, 2015)</p> <p><b>02: Innovation</b> (Espejo and Gill, 1997, Christensen et al., 2015)</p> <p><b>03: Choice</b> (Mangelsdorf and Apfelbaum, 2018, Reynolds and Lewis, 2017)</p> <p><b>04: Entrepreneurship</b> (Gianos, 2013, Edmondson, 2011, Birkinshaw and Haas, 2016)</p> <p><b>05: Operational Excellence</b> (Cummins and Pletcher, 2011, Astor et al., 2017, Delizonna 2017)</p>	<p><b>06: Strategic Direction</b> (Libert et al., 2017, Gianos, 2013)</p> <p><b>07: Sustainability (organisational)</b> (Libert et al., 2017, Snowden and Boone, 2007)</p> <p><b>08: Decisions</b> (Argyris, 1991, Smet and Gagnon, 2018)</p> <p><b>09: Creative Destruction</b> (Chen et al., 2016, Rigby et al., 2016a, Rigby et al., 2016b)</p> <p><b>10: Change</b> (Garton and Noble 2017, Repenning et al., 2018)</p>
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Accelerating Collaboration Everywhere

A4 Assentire® Reinvention Readiness Questionnaire v2.docx

## Reinvention Readiness Index

Before you start scoring the statements, please **bring-to-mind** the organisation you would like to explore. **Hold this organisation in mind** while scoring the statements.

**The Organisational Eco-cycle: Recognising the phases organisations experience over time.**

*Score the following statements in terms of your view of the Organisation's understanding of each phase*  
*How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree*

		SCORE
1	The organisation fully understands 'Design Thinking' and this is aligned with business reality	
2	The organisation understands it is skilled people, not processes, that create great products/services; appreciating individual and group learning is key to sustaining innovation	
3	The organisation recognises cognitively diverse teams that collaborate well, solve problems faster and are less susceptible to making flawed decisions	
4	The organisation recognises learning comes from failed initiatives understood in retrospect, encouraging a 'fail fast, learn faster' way of working	
5	The organisation ensures people are skilled and able to clearly articulate problems that need to be solved, before taking action	
6	The organisation is constantly looking out for 'Strategic Drift' and understands how the market turbulence levels impact how it needs to respond	
7	The organisation's Governance is systematically delivered with a shared passion for leadership that is not just over others, but on others' behalf.	
8	The organisation understands different operating models for 'Ordered and Unordered' systems, and what areas of the business are influenced by which system	
9	The organisation understands the implications of disruptive innovation and how mindsets play a key role in being able to harness the 'Creative Destruction' phase	
10	The organisation understands behavioural change will require different organisational structures and an update to the cultural 'norms'	
<b>Add all scores to calculate the SUM</b>		
<b>Organisational Eco-cycle Score</b>		

**The Social Dynamic: Creating the optimum conditions to enable change.**


*Score the following statements in terms of your experience of this organisation.*  
*How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree*

		SCORE
1	People openly ask questions and are invited to participate in problem-solving	
2	People actively listen and acknowledge perceptions of others	
3	Choices are offered including clarification of responsibilities	
4	Coercive controls, such as rewards and comparisons with others, are minimised	
5	Sincere, positive feedback is provided that is intuitive, factual and non-judgemental	
6	Talent is developed and knowledge shared to enhance competency and autonomy	
7	Monitoring and support is integrated at all times	
8	There is awareness and control of the amount of learning and action required (assimilation demand), holding back where necessary	
9	People actively look for conflict of interests without judgements or blame and negotiate any changes	
10	When people encounter opposition to change, they see this as an opportunity to learn, treating the objections as a form of social intelligence. They don't assume everyone is always resistant to change	
<b>Add all scores to calculate the SUM</b>		
<b>Social Dynamic Score</b>		

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# Tools

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A4 Assentire® Leading the Way Readiness Questionnaire v2.docx Assentire® 

## Leading the Way Index

Before you start scoring the statements, please **bring-to-mind the organisation** you would like to explore. **Hold this organisation in mind** while scoring the statements.


**The Leadership Dynamic: Recognising the crucial attributes.**

	Score the following statements in terms of your view of The Organisation's or Senior Team's Thinking <i>How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree</i>	SCORE
1	We recognise that personal growth and development does not stop, it continues throughout the whole of our lives	
2	We honour the distinction between technical and developmental (adaptive) learning agendas	
3	We recognise and cultivate the individual's intrinsic motivation to grow	
4	We recognise we are the custodians of the working environment	
5	We assume that a change in mindset takes time and is not evenly paced	
6	We recognise that mindsets shape thinking and feeling, so changing mindsets needs to involve the head and the heart	
7	We recognise the working environment influences the behaviours we observe across the organisation	
8	We recognize that neither change in mindset nor change in behaviour alone leads to transformation, but that each must be active to bring about the other	
9	We provide Psychological Safety, so people can take the kinds of risks inherent in changing their minds	
10	We ensure the organisation's Governance framework is explicitly aware of the developmental stance of the senior team and those it seeks counsel	
Add all scores to calculate the SUM		<b>Leadership Dynamic Score</b> <input type="text"/>

**The Social Dynamic: Creating the optimum conditions to enable change.**

	Score the following statements in terms of your experience of this organisation. <i>How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree</i>	SCORE
1	People openly ask questions and are invited to participate in problem-solving	
2	People actively listen and acknowledge perceptions of others	
3	Choices are offered including clarification of responsibilities	
4	Coercive controls, such as rewards and comparisons with others, are minimised	
5	Sincere, positive feedback is provided that is intuitive, factual and non-judgemental	
6	Talent is developed, and knowledge shared to enhance competency and autonomy	
7	Monitoring and support is integrated at all times	
8	There is awareness and control of the amount of learning and action required (assimilation demand), holding back where necessary	
9	People actively look for conflict of interests without judgements or blame and negotiate any changes	
10	When people encounter opposition to change, they see this as an opportunity to learn, treating the objections as a form of social intelligence. They don't assume everyone is always resistant to change	
Add all scores to calculate the SUM		<b>Social Dynamic Score</b> <input type="text"/>

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## Dynamics of agile Groups & Teams

Before you start scoring the statements, please **bring-to-mind a work group** you would like to explore. **Hold this work group in mind** while scoring the statements.

**Exploring the Learning Dynamic: Behaviours you perceive within the team or group**

	Score the following statements in terms of your experience of your Team or Group. <i>How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree</i>	SCORE
#1.	When a group member expresses a different view or position, his or her reasoning is explored in an open and inquiring way, e.g. I wonder why you have that view?	
#2.	Members of the group are keen to hear the views of others, even those issues that may be seen elsewhere as 'undiscussable', such as the 'Elephant in the room'. I see this all the time.	
#3.	I commonly hear members of the group testing their own assumptions and inferences as well as those of others	
#4.	It is common that members of the group explore and design different approaches jointly rather than individually	
#5.	Members of the group around here are happy to share relevant information, not keeping it private	
#6.	There is quite a high level of trust across the group	
#7.	It is rare to encounter misunderstandings, unproductive conflict and defensiveness in the group	
#8.	Over time, I have seen the quality of working life improve	
#9.	There is a clear and common understanding how the group's purpose supports the organisation's purpose	
#10.	I would recommend this group to a close colleague/friend, knowing their career depends on the success of this group's performance and you want them to be successful.	
Add all scores to calculate the SUM		<b>Learning Dynamic</b> <input type="text"/>

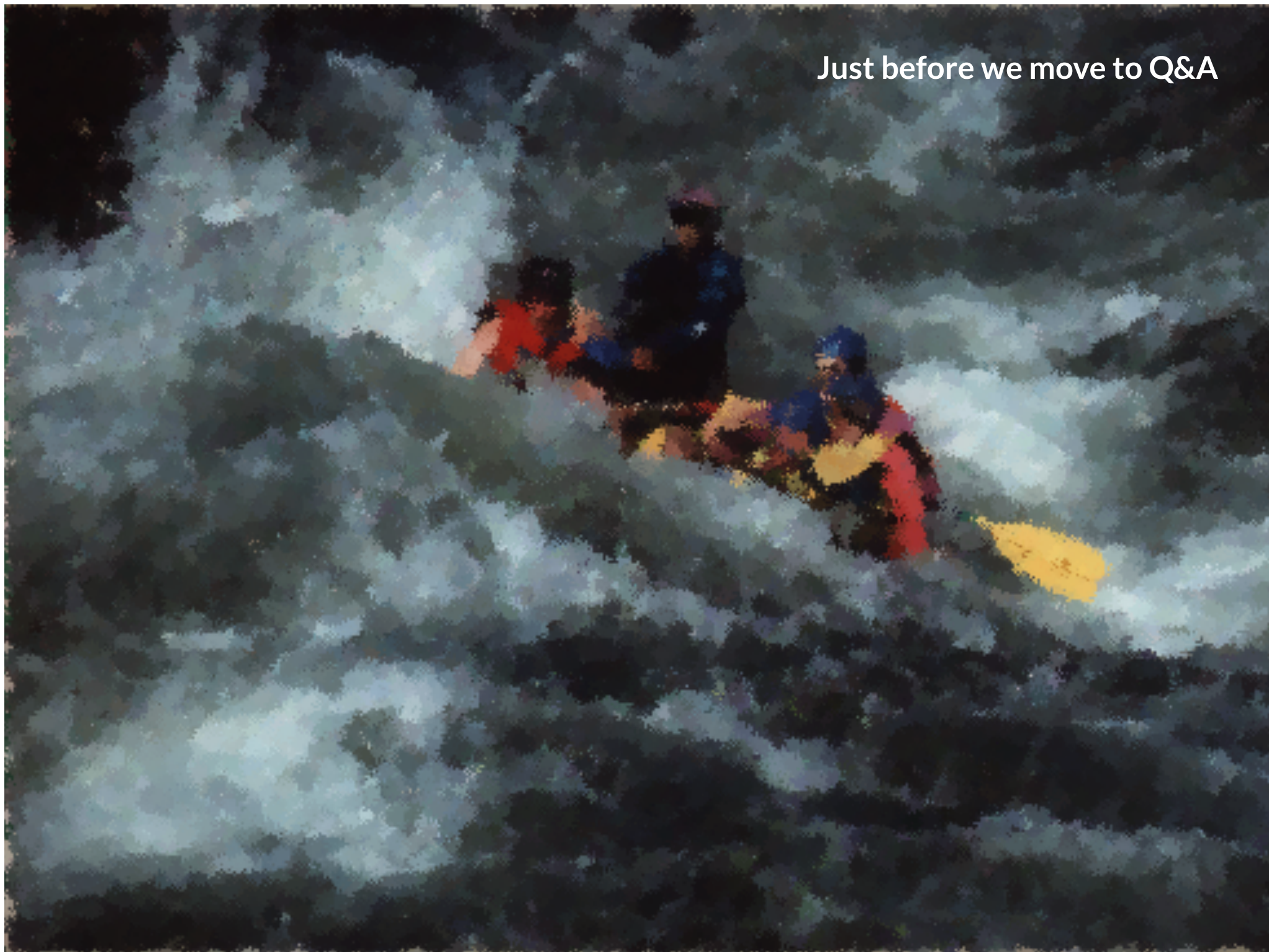
**Exploring the Environment Dynamic: The context the Group is working within**

	Score the following statements in terms of your experience of your Team or Group. <i>How strongly do you agree with the following, where 0 = Not at all and 10 = Strongly Agree</i>	SCORE
#1.	People openly ask questions and are invited to participate in problem-solving	
#2.	People actively listen and acknowledge perceptions of all group members	
#3.	Choices are offered within the organisation including clarification of responsibilities	
#4.	Coercive controls, such as rewards and comparisons with others, are minimised	
#5.	Sincere, positive feedback is provided that is intuitive, factual and non-judgemental	
#6.	Talent is developed and knowledge shared to enhance competency and autonomy	
#7.	Monitoring and support is integrated at all times for all group members	
#8.	There is awareness and control of the amount of action and learning required (assimilation demand), holding back where necessary	
#9.	People actively look for conflict of interests without judgements or blame and negotiate any changes	
#10.	When people in the organization encounter opposition to change, they see this as an opportunity to learn, treating the objections as a form of organizational intelligence. They don't assume everyone is always resistant to change	
Add all scores to calculate the SUM		<b>Environment Dynamic</b> <input type="text"/>

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Just before we move to Q&A



Just before we move to Q&A



Decision  
Time

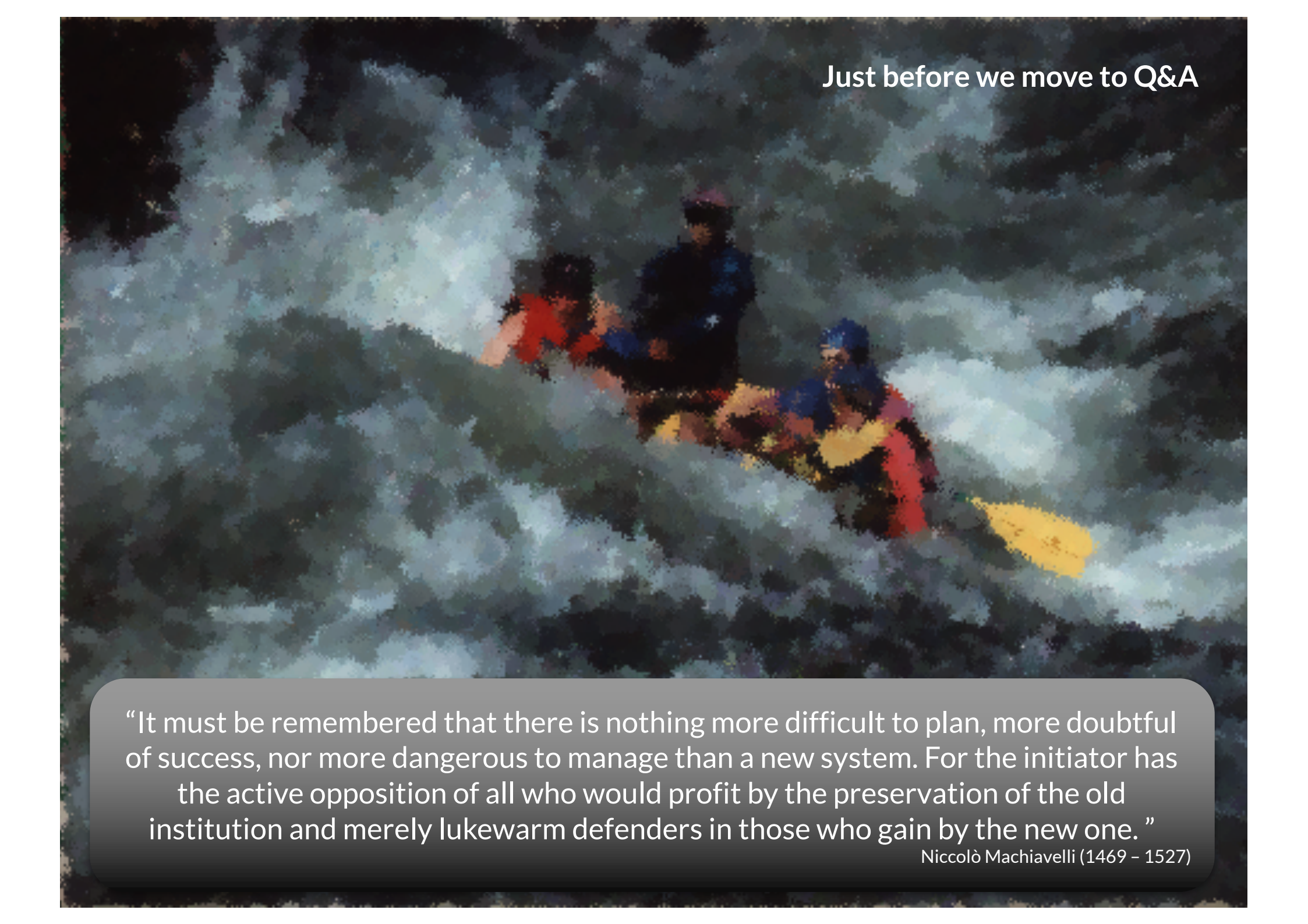


Creative

Destruction

Just before we move to Q&A

Decision  
Time



Just before we move to Q&A

“It must be remembered that there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than a new system. For the initiator has the active opposition of all who would profit by the preservation of the old institution and merely lukewarm defenders in those who gain by the new one.”

Niccolò Machiavelli (1469 – 1527)



Thank you for your time

# Contact details



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Agile Executive Coach



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**@RodWillisGTC**

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