

*Hi Guys  
Happy to be with you again!*

**Doing  
more of the same  
Kills You  
and your company**



# SUMMARY & CLARIFICATION

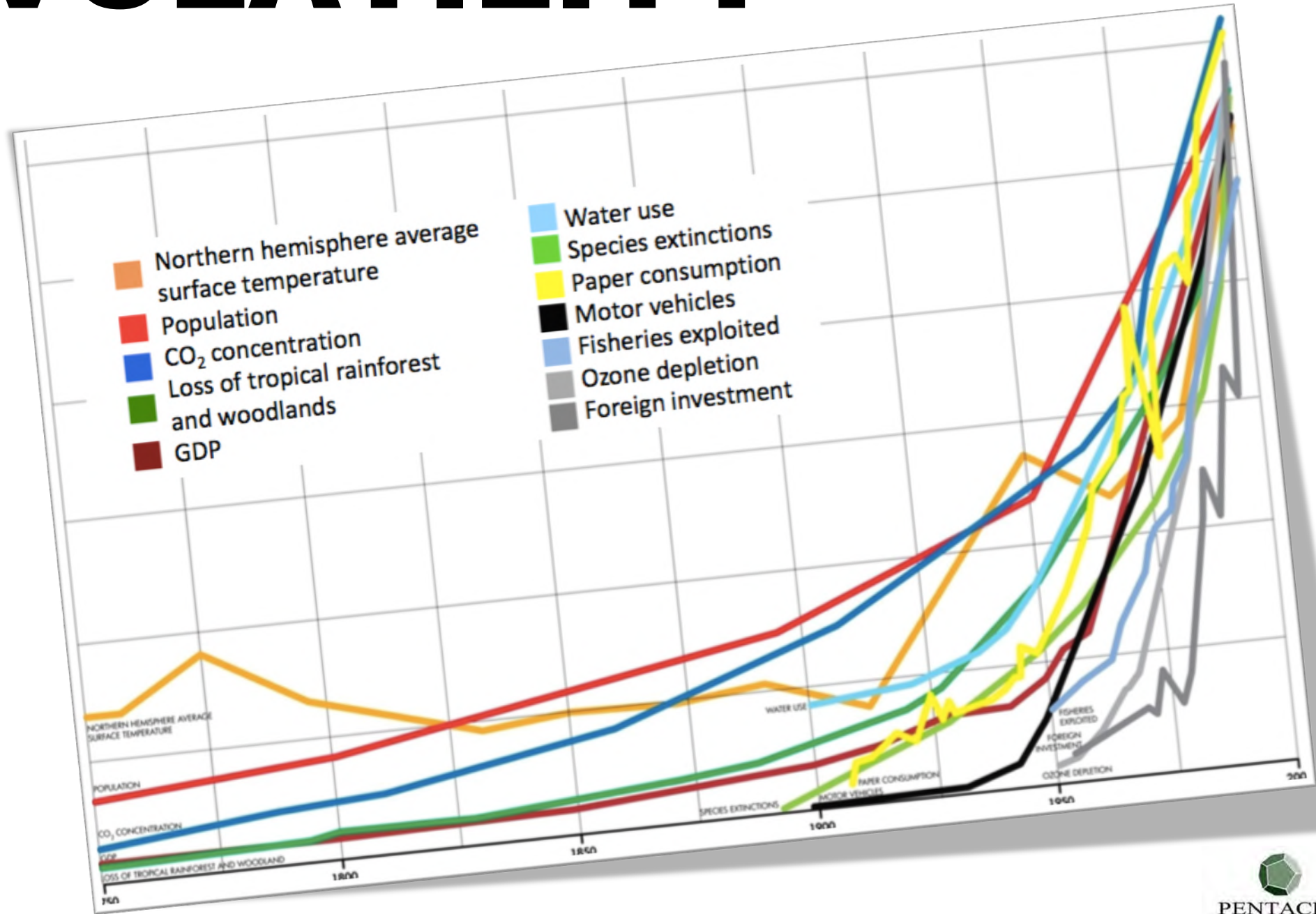
SHARING EXPERIENCES

BUILDING MORE

**Do you live in a VUCA world?**

**VUCA**

# VOLATILITY



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# UNCERTAINTY

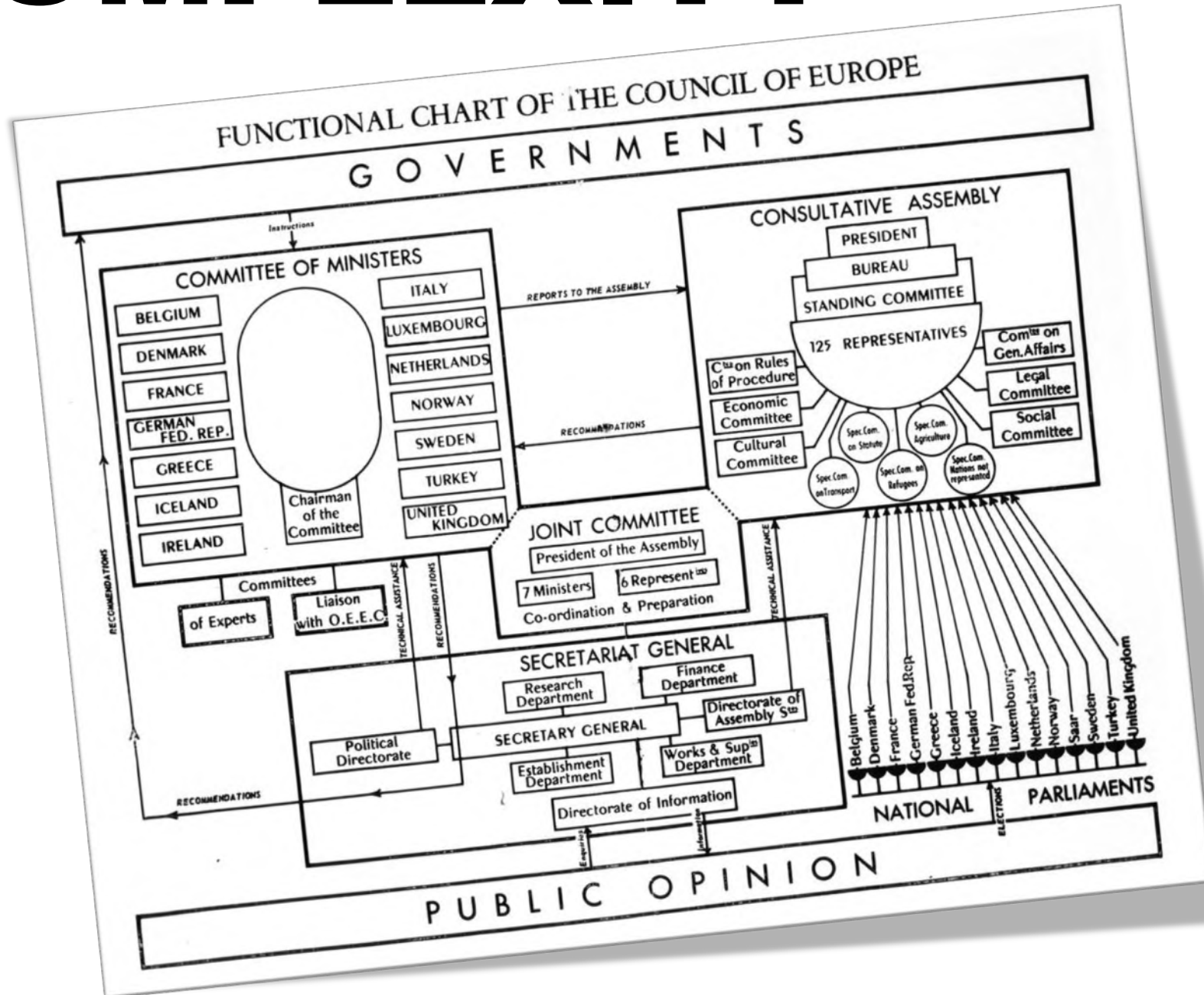


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# COMPLEXITY



# AMBIGUITY

Will.I.Am swaps music for tech



The tech world sometimes needs a helping hand from global rooftops about their passion for technology.

Happily there is one such evangelist. And he comes in the form of Will.I.Am, who is also Director of Creative Innovation at Intel.

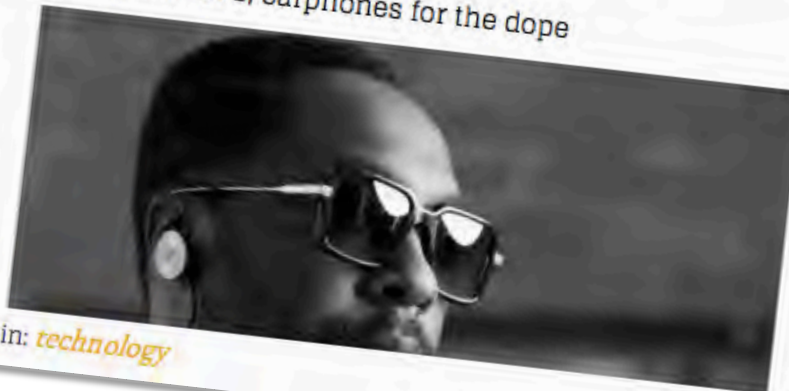


## technology

Technology is infused into the world of will.i.am as an essential element. It powers everything that he does. As the Director of Creative Innovation for Intel, will.i.am conceptualizes the next frontier of interactive technology by acting as an idea generator. Earlier this year, will.i.am debuted the first song on another planet, premiering his song, "Reach for the Stars" from Mars to mark the successful landing of NASA's Curiosity rover. His interest in the interplay between digital photography and augmented technology, will.i.am also created the i.am+ foto.soho, an iPhone case that dramatically improves the quality and social aspects of the built-in camera.

For more information on dial, please visit <http://iamplus.com>  
For more information on will.i.am, visit our About page.

Introducing i.am+ EPs, earphones for the dope

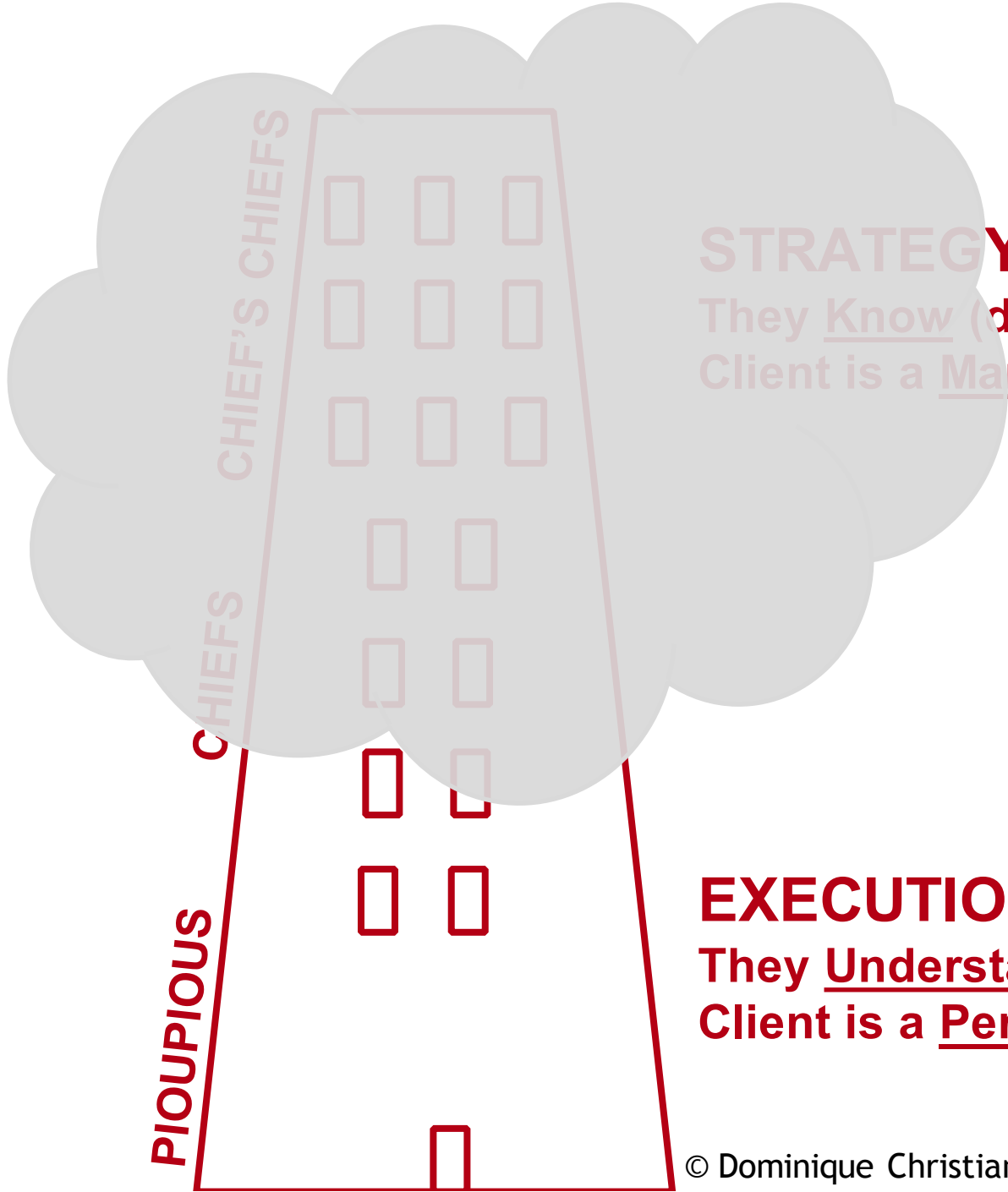


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# STRATEGY

They Know (data, surveys, consultants, ...)  
Client is a Market

# EXECUTION

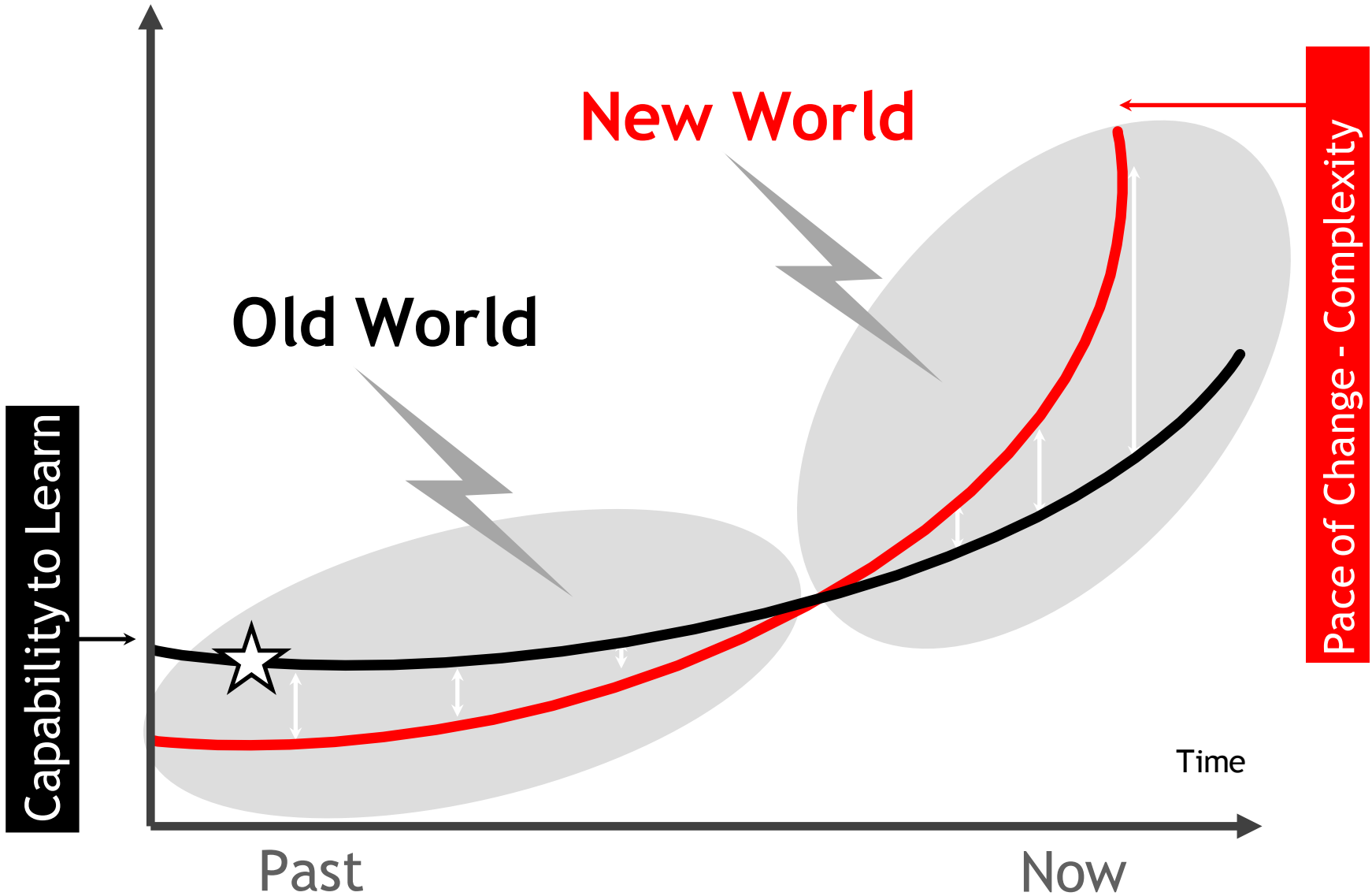
They Understand (F2F, low signals, ...)  
Client is a Person



**IMPLICATIONS ???**

# New World - New Context

Using my Right Brain



## BRIDGE WITH CHARLES DONKOR

SOCCER TEAM: **COMPLEXITY** CREATED BY OTHER TEAM  
(STRATEGY DECIDED BY OPPONENT)

RAWING TEAM: STABLE PREDICTABLE ENVIRONMENT  
LAW OF THERMODYNAMICS, .... **COMPLICATED**, NOT COMPLEX

Leadership Style(s) ?  
Measurement ?  
...?

**IMPLICATIONS ???**

Leadership Style(s) ?  
Measurement ?  
...?

**IMPLICATIONS ???**

# Contexts



Lack of engagement



Fear of failure



Doudoux syndrome



Voice of judgment



Expertise

# STRUCTURE

*(the theory, the plan)*

**vs ORGANISATION**

*(the real thing)*



When a flower  
doesn't bloom you fix the  
environment in which it  
grows, not the flower.

Alexander Den Heijer



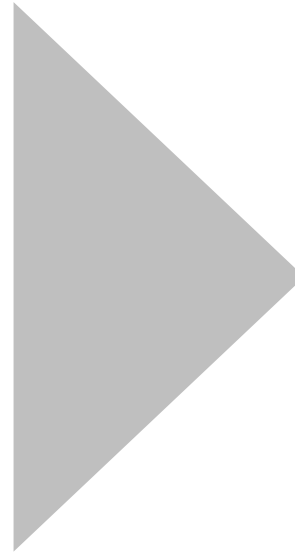
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**Taylorism**  
**Financial Focus**  
**Plans**  
**KPIs**



**Collaboration**  
**Client Focus**  
**Initiative**  
**Intent**

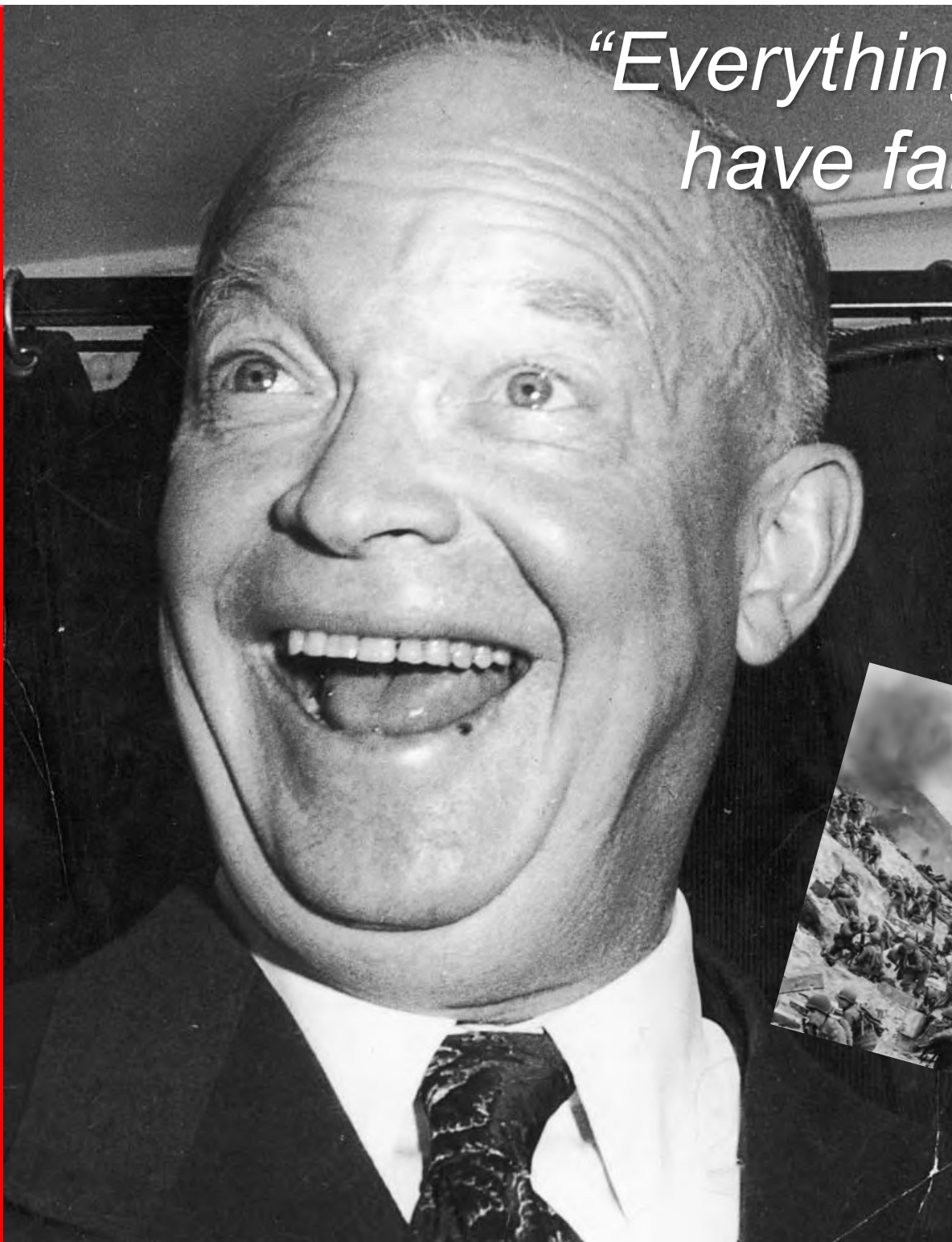
**NOT THE SAME CONTEXT**  
**ARE YOU READY?**

# Context vs Culture

...

**IMPLICATIONS ???**

Ike



*“Everything that could  
have failed actually  
failed”*



# Helmut



*There is no  
strategy nor  
plans that can  
survive the first  
bullet shot*



# **MISSION & INTENTION**

matter

more than

**PLANS &  
CONTROL**

# ALL DECISIONS

Are

# INTUITIVE

*(Limited Rationality)*

# Leading in the Dark

...

**IMPLICATIONS ???**



SUMMARY & CLARIFICATION

**SHARING EXPERIENCES**

BUILDING MORE

# Action Replay

Reviewing

Planned?

Yes

No


No

Yes

Worked?

# Action Replay

## Reviewing

Planned?	Yes	Why did it fail? What can we do differently next time?	Why did it work? How can we do more?
	No	Why did this go wrong? How can we avoid it in future?	Why did this happen? How can we repeat it?
		No	Yes

Worked?

Planned?	Yes		
	No		
		No	Yes

Worked?

YOU ???

**SUMMARY & CLARIFICATION**  
**SHARING EXPERIENCES**  
**BUILDING MORE**

# EXECUTING CHANGE CHANGE TYPES

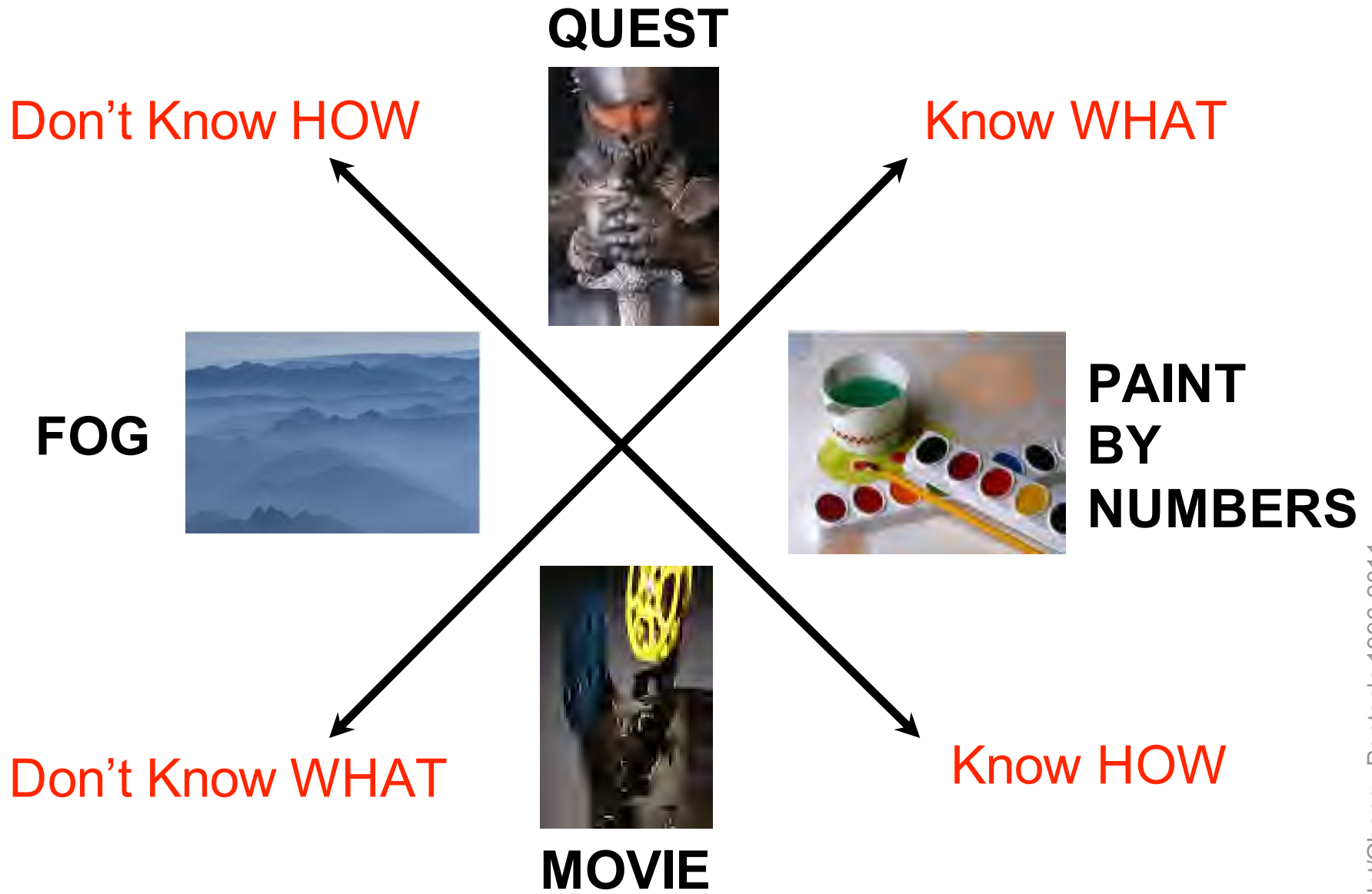
87,550 **75%**  
17,729

**1 / 300,000**  
15,200,000



# Types

## NewWorld Change





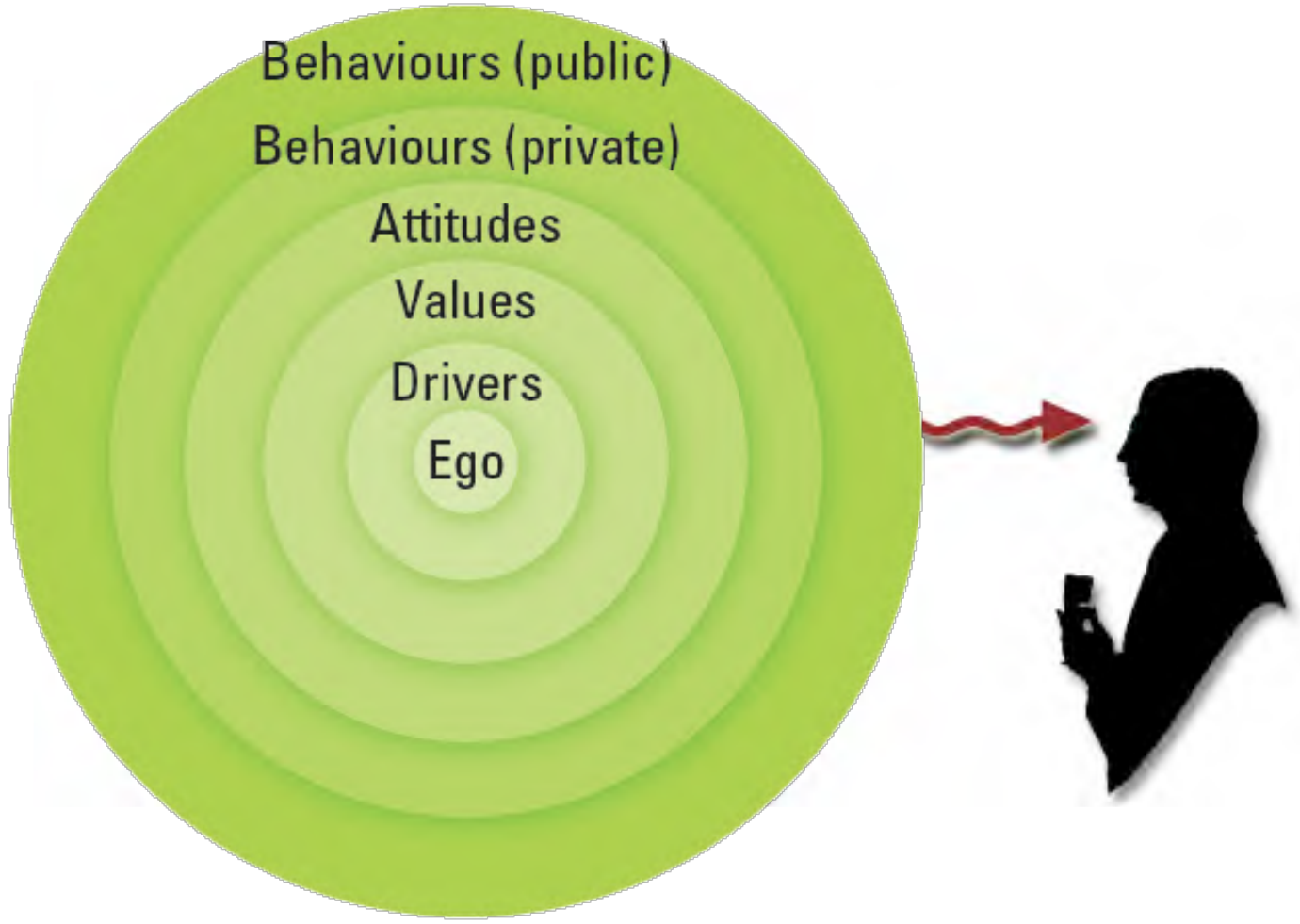
Leadership

# What do general Schwartzkopf and Richard Branson have in common?



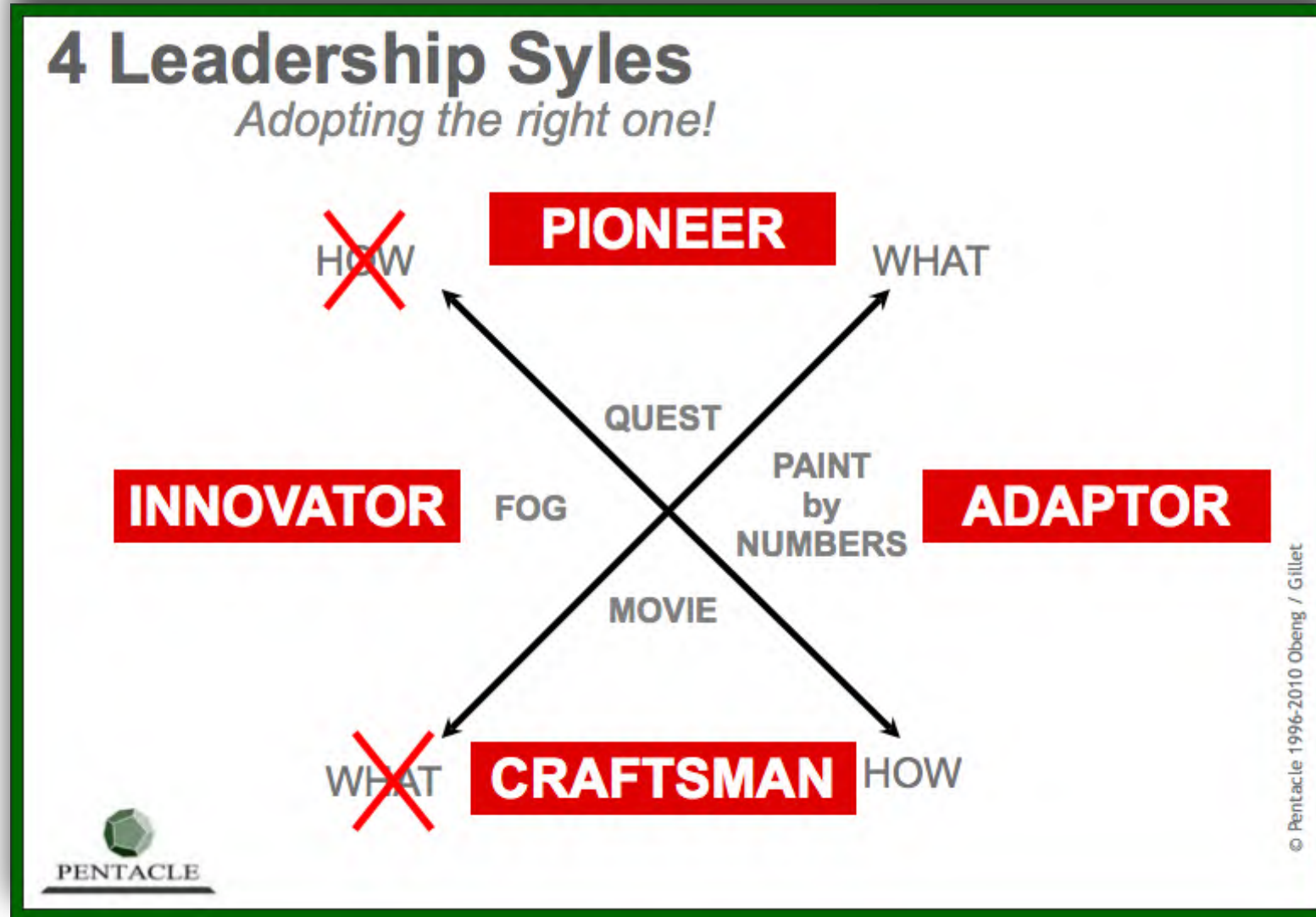
# The Human Onion

## Leadership



# Contextual Leadership

## Workpad



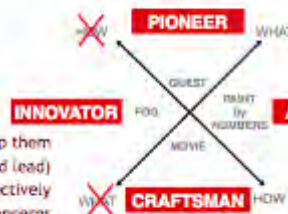
# Contextual Leadership

## Workpad

### Styles Leadership

- Encapsulate the solution to the problem in a persuasive manner
- Develop a vision to accompany the solution
- Communicate the vision enthusiastically and persuasively
- Gain personal ownership for the idea from other people/ associates
- Live the values embodied in the project
- Offer motivation through 'fame and fortune',
- Must be single minded (almost to the point of obstinacy)
- Show genuine concern for team members
- Encourage sharing of learning
- Maintain the vision and its importance in the light of short term failure
- Demonstrate courage

- Demonstrate experience
- Know and understand the methods and techniques employed
- Clearly define goals
- Clearly communicate the goals
- Set challenging standards
- Assign tasks
- Define the boundaries between the tasks
- Resolve conflicts and boundary issues
- Be firm but fair in dealing with people/ associates
- Demonstrate a track record
- Organise
- Plan activities for the whole team



- Build trust
- Make promises and keep them
- Be prepared to go to others (match and lead)
- Communicate widely and effectively
- Listen effectively to both logical and emotional concerns
- Demonstrate calmness (even when panicking)
- Describe and capture the nature of the problem faced
- Clearly articulate a vision (usually the opposite of the problem faced)
- Show genuine concern for the team
- Encourage the team to communicate amongst themselves
- Capture any learning the team makes
- Proceed one step at a time
- Be creative with any new opportunities or insights which present themselves
- Praise initiative taken by the team
- Provide intellectual challenge through questioning
- Accept offers of ideas and efforts from the your people/ associates
- Involve your people/ associates up front and in decision making
- Ensure ownership

- Be persistent in listening to be clear on what success looks like
- Hold a steady vision for long periods of time
- Be almost obsessive about high quality standards
- Find opportunities for your people/ associates to use their skills to the fullest
- Set challenging personal visions for your people/ associates
- Build a vision of the project goals from stakeholder aspirations
- Be prepared to adjust or modify the initial goals as further objectives are identified
- Keep the use of the methodology as far in the background as possible without de-motivating the team
- Review progress against the vision
- Make sure that the team all understand how their role contributes
- Provide space for creativity in line with the vision
- Motivate through relationships



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# Review Types

# Workpad

## Review Models

**WHY:** Progress vs Learning and activities closed out

**WHEN/ HOW OFTEN:** After discovering the initial key stakeholders, After setting the vision, After each loop of action ( frequent), After each opportunity to close out.

**AGENDA:** What have we learnt?  
Do the objectives still make sense - Are they right?  
How is stakeholder management going?  
Are team feeling fine - soft criteria?  
What is happening vis a vis our schedule?  
Are there any new challenges we need to add to the objectives?  
Are we communicating effectively?  
Are the team facing any barriers to progress?  
Do we need to brain-storm/ seek solutions?  
Plan next steps

**WHO:** All Core team, Sponsor often, Special 1:1 reviews with key stakeholders

**WHERE:** Somewhere with space and useable walls

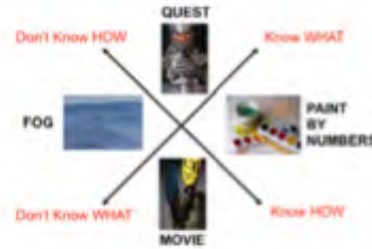
**WHY:** Progress vs options eliminated

**WHEN/ HOW OFTEN:** At time/ money limit, At close out

**AGENDA:** Restate objectives  
Review options and outcomes  
Assess options  
Agree next steps  
Stakeholders - visibility  
Hard measures  
Review learning and establish what can be stopped  
Celebrate/ acknowledge effort -especially if to be stopped  
Review and agree next steps  
Celebrate achievement of deadlines

**WHO:** Core team, Sponsor

**WHERE:** Anywhere which epitomises the content of the quest



**WHY:** Progress vs the emergence of results matching the vision

**WHEN/ HOW OFTEN:** After goal setting, Before/after goal modification, After each implementation step, At close out

**AGENDA:** What has worked?  
Activity in line with the WHAT?  
Do we have the right people / resources?  
Are people in the right roles?  
Hard criteria time and budget - remaining contingency  
Continuing clarity among the team of the goals  
Check soft criteria, team & stakeholders  
Review quality of work done  
Check stakeholder response to progress to date  
Identify any remaining issues to resolve  
Check next steps  
Thank team and challenge them to use their skills to the utmost

**WHO:** Core team, Sponsor, Some key stakeholders for some reviews

**WHERE:** Somewhere away from the technology or method

**WHEN/ HOW OFTEN:** Progress vs plan  
After definition, At each key milestone or end of phase, Before convergence of several tasks, Not too frequent

**AGENDA:** By exception  
Progress to date and check soft criteria, team & stakeholders  
Check skills and understanding  
Review quality of work done  
Resolve boundary issues between team members  
Check risk register  
Check contingency  
Highlight anticipated issues  
Check next steps  
Reward /admonish achievement of milestone deadlines

**WHO:** Core team or relevant team members, (Sponsor only at major milestones)

**WHERE:** Repetitive chore, if possible somewhere stimulating



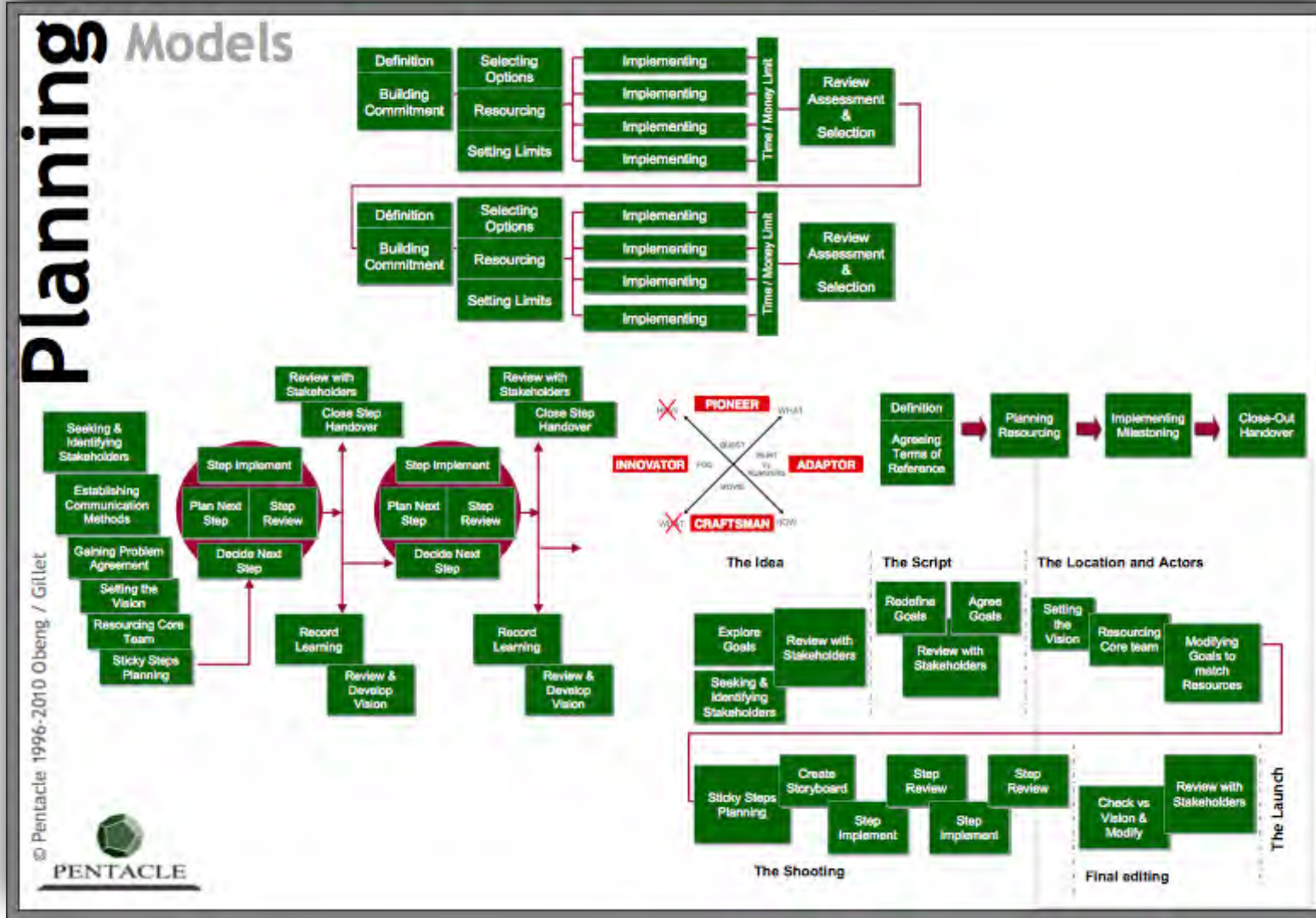
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# Planning Types

## Workpad



**ENGAGING PEOPLE**  
***DEFEATING RESISTANCE***







# The Source of Engagement

# Communicate to Engage

Communicate to Inform



# Psychology

Stakeholders

Threat

Innovation



Change

Hunters - Gatherers

Psychology

Stakeholders

# How to Deal with Stake Holders



When you have  
a good Value Proposition


# Emotions & Logic

## Workpad

### Emotions vs Logic

*Implications for MY Portfolio of Projects*

How to Deal with Stake Holders

	DO	DON'T
	 <p>Innovation Threat Change Hunters Gatherers</p>	<p><b>Never Surprise Your Stakeholders</b></p>

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# BUILDING *A DOCTRINE*

**THE KEY IS**  
**INITIATIVE**  
**BASED ON A**  
**DOCTRINE**



**THANK YOU!!**