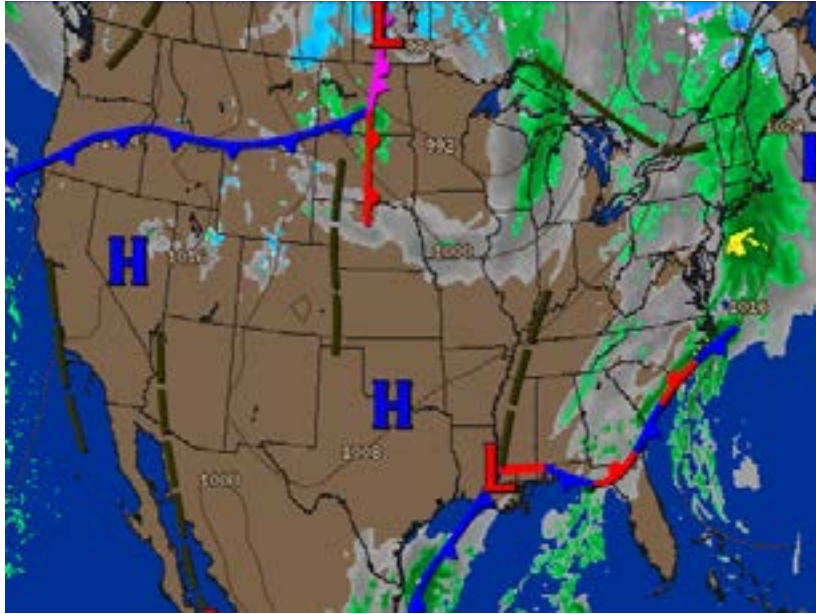


Thriving in the New Normal: How to Lead and Innovate in a World of Constant Change



Jeffrey Cufaude, Idea Architects

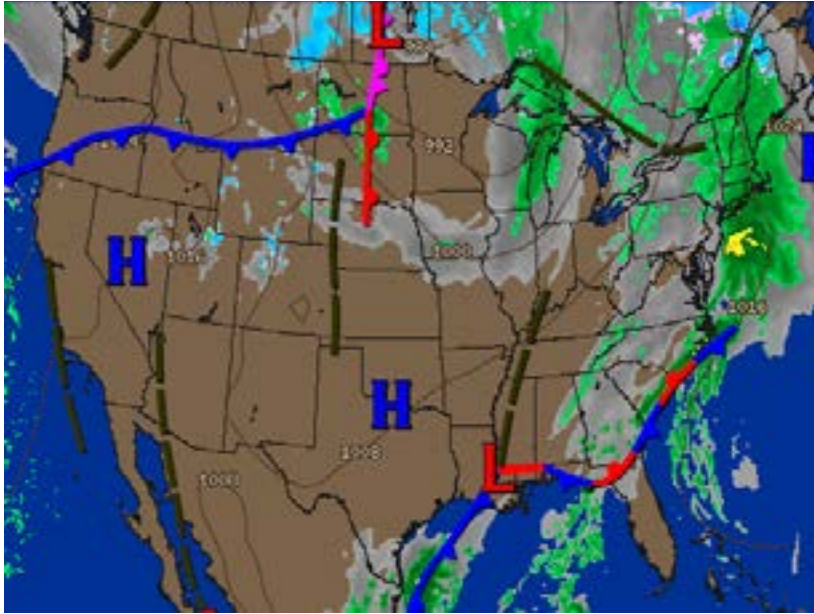


Weather-like




Machine-like

Think of the world in which we live,
which is it becoming more like?



We still use machine-like principles to manage an increasingly weather-like world.



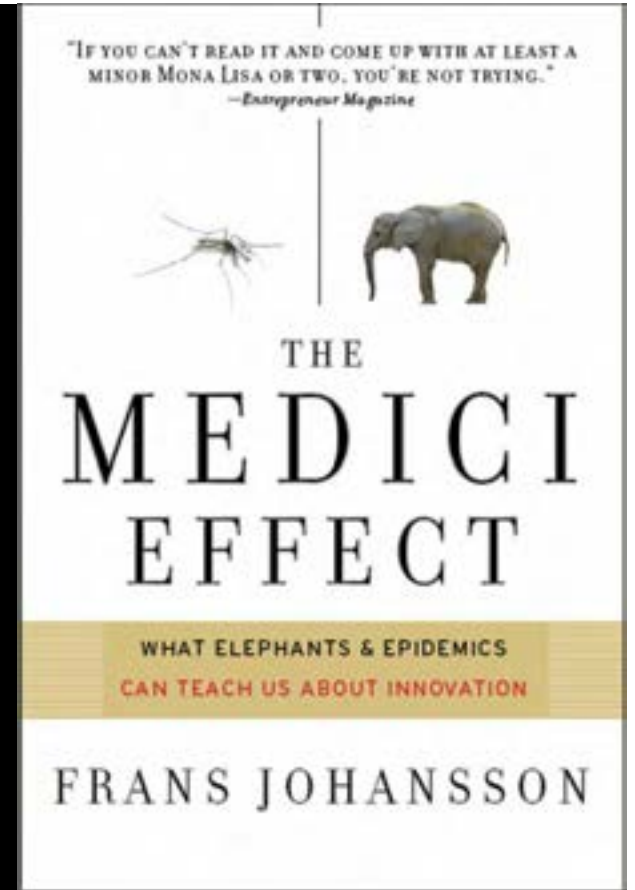
Volatile Uncertain Complex Ambiguous

To successfully lead and innovate in a VUCA environment:
What might matter more? What might matter less?

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Step into
The Intersection:
a place where ideas
from different fields
and cultures meet
and collide.



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“Innovation happens
when we cultivate
diversity and cross-
disciplinary collaboration,
when we play in the
in-between.”

—Whitney Johnson,
author *Dare-Dream-Do*

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Embrace the diversity of people and perspectives.



"We don't have to let go of what we believe, but we do need to be curious about what someone else believes." *Margaret Wheatley*

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- Higher ed, assoc mgmt
- Biz owner/entrepreneur
- T-shaped professional
- Caucasian male
- “Senior” prof/consultant
- Midwesterner, Urban dweller
- Cusper: GenX/Boomer



B & W



Sepia



Antique



Matte



Vignette



Edge Blur



Fade



Boost



None

What lenses/roles/perspectives/filters influence how you make meaning of the world around you and the work you do?

- Higher ed, assoc mgmt
- Biz owner/entrepreneur
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Fade



Boost



None

Stand, join with someone from another table, and briefly talk about how your lenses might influence your thinking and choices.

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Confirmation Bias

the tendency to favor information that fits our preconceived beliefs and understanding



“ We enter school as question marks and end as periods. When we begin to learn we are given a box of 64 crayons ... when we graduate we have one blue pen.”

Edward deBono

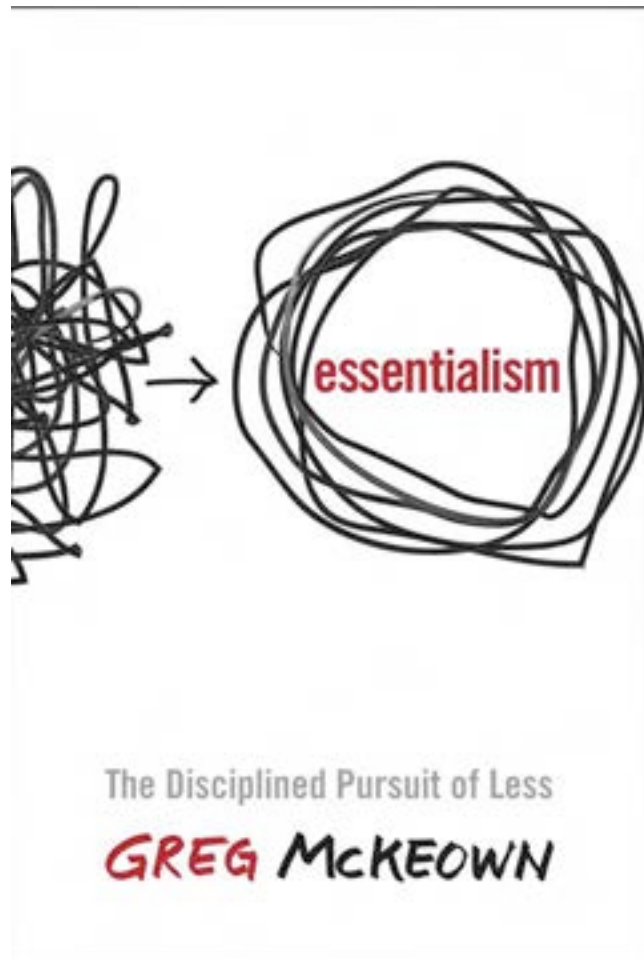




1. Be cult-like about the core.

core = purpose + values

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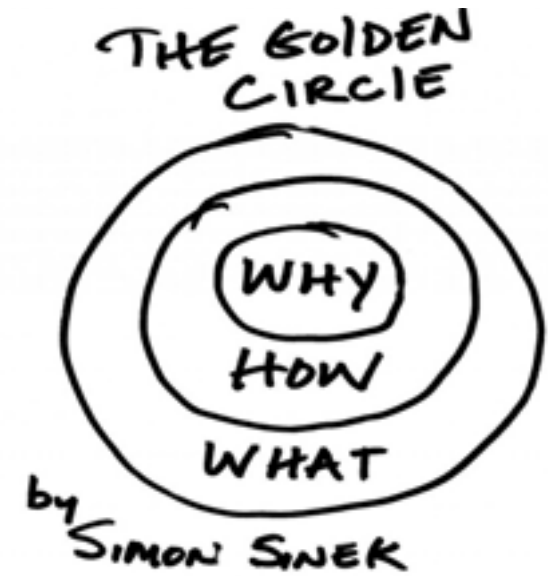
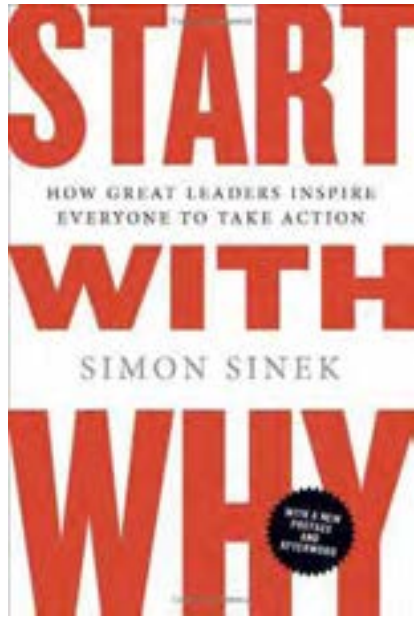


When there is a high level of clarity of purpose, teams and individuals thrive.

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Cult-like about their core purpose:
What business are they in?



TEDxTalk: <http://goo.gl/ctAMJk>

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Mission Metrics vs. Program Satisfaction

b u s y n e s s

isn't necessarily good

b u s i n e s s

?

5 Why Process (root cause analysis)

Why do we do
this program
or service?

Why does this matter?

What value does it provide?

What impact is intended?



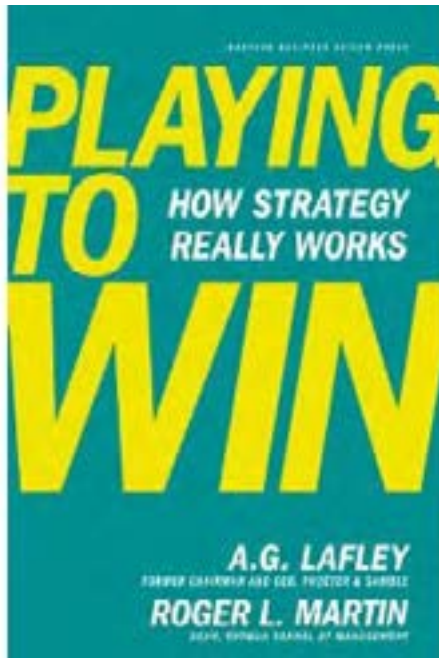
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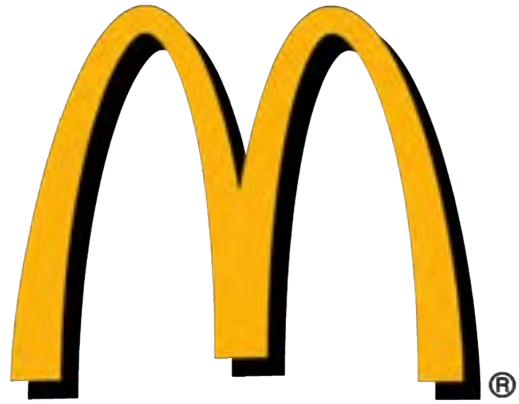
2. Streamline strategy to enable impact.

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Strategy is “an integrated set of choices that results in a unique position with lasting advantages.”

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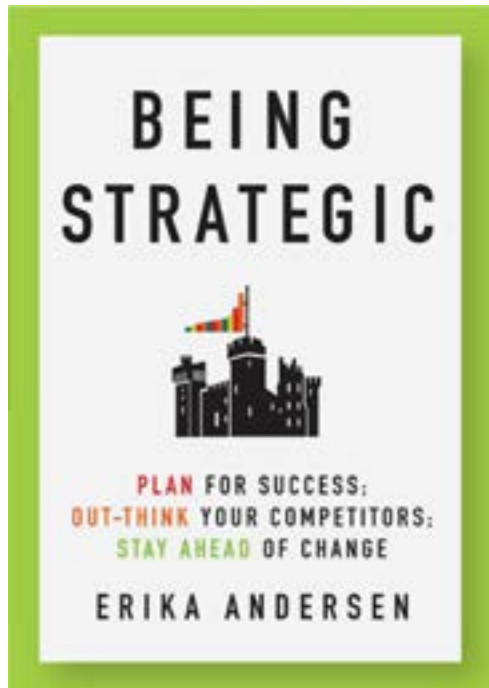


Q uality

S ervice

C leanliness

V alue



“Consistently making those core directional choices that will best move you towards your hoped-for future.”



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Macro and
micro clarity:

What matters more
now? *Most today?*

What matters less
now? *Less today?*

3. Regularly prune for better results.



Processes
Products

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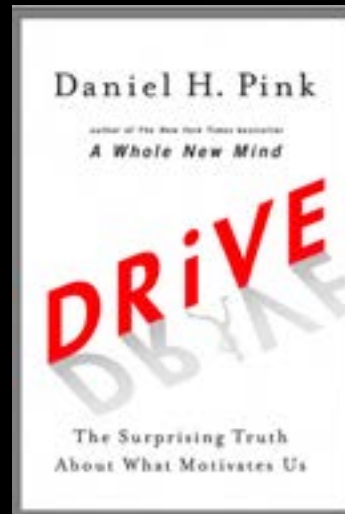
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Prune until you achieve this:
the minimum structure
and process that enables
consistent high-quality results.

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AUTONOMY
MASTERY
PURPOSE



"Control leads to compliance.

Autonomy leads to engagement."

Task - What they do

Time - When they do it

Technique - How they do it

Team - Whom they do it with

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disciplined deletion: *stop doing list*



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What's the tradeoff?



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4. Seek opportunities to add value.



Innovation makes things better.

How do you
generally
define better?



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Innovation is “change that creates a new dimension of performance or value.”

—*Peter Drucker*

Innovation makes things better.

Innovation often results from
“insight into an unarticulated need.”

—*Gary Hamel*



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Swiffer

Le Swiffer Swiffer est une action électrostatique qui attire la saleté, la poussière, les cheveux, et les cellules de la peau. Le Swiffer est une action électrostatique qui attire la saleté, la poussière, les cheveux, et les cellules de la peau. Le Swiffer est une action électrostatique qui attire la saleté, la poussière, les cheveux, et les cellules de la peau.



Swiffer



20

LINGETTES ATTRAPE-POUSSIÈRE • PANNI CATTURAPOLVERE • DROGE STOFDOEKJES

How you
generally
define better



- Think of your members, other stakeholders and those that they serve.
- What new dimension of performance would they most value? How do they define better?

Focus on the Job to Be Done (JTBD)

Clayton Christensen, Harvard Business School



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5. Experiment to learn what works.

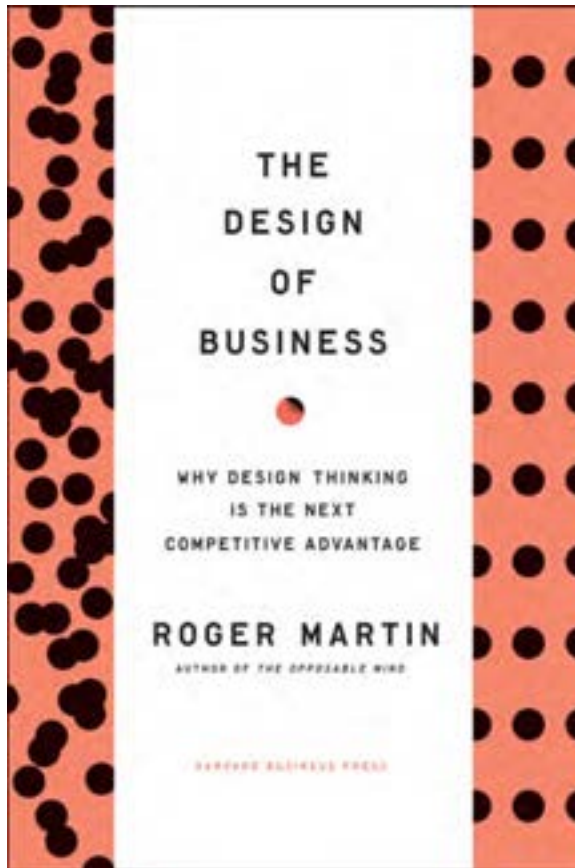
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“If you go slower, you get less feedback and that won't help you build a better product or program. I think it's wrong. You need to iterate towards perfection based on audience, customer, or stakeholder feedback.”



Eric Ries, author, entrepreneur, founder of the lean startup movement

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“ Innovation is killed with the two deadliest words in business: *prove it*. But for breakthroughs, there is no rule or pool of past data to provide certainty.”

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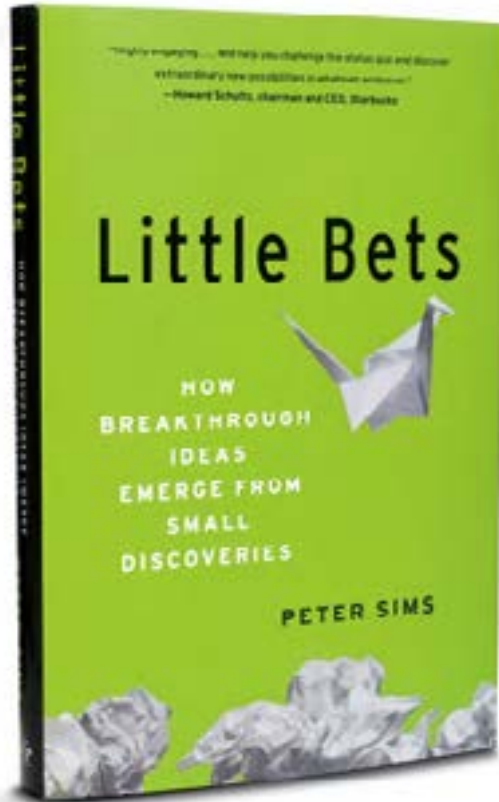


Gary Hamel: *insight into the unarticulated need*



pay attention to "weak signals"

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Place lots of little bets.

“ *Little bets* are for *learning* about opportunities and problems while *big bets* are for *capitalizing* upon them once they’ve been identified.”

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1. Be cult-like about your core.
2. Streamline strategy to enable action.
3. Regularly prune for better results.
4. Seek opportunities to create value.
5. Experiment to learn what works.

