




Designing a Culture for Innovation

Peter Leeson



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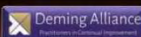
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Approach

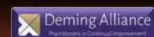
- PowerPoint slides – these will be made available after the workshop
- Interaction tools:
 - **Menti.com** – tool used for interaction, you will be asked to introduce yourself in a moment, and through the same tool, give feedback at the end of the workshop
 - **Miro.com** – interactive board on which you will be asked to add, write and move stickers representing your thoughts, problems and desires – and proposals for resolution
- Please access them through the links provided on a separate platform, ideally
 - Menti.com can be accessed by QR code on a smart-phone
 - Miro.com is larger and better suited for a larger screen



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Take a Moment to Introduce Yourself

- What is your Role?
- Go to www.menti.com
- Enter code 2442 7948



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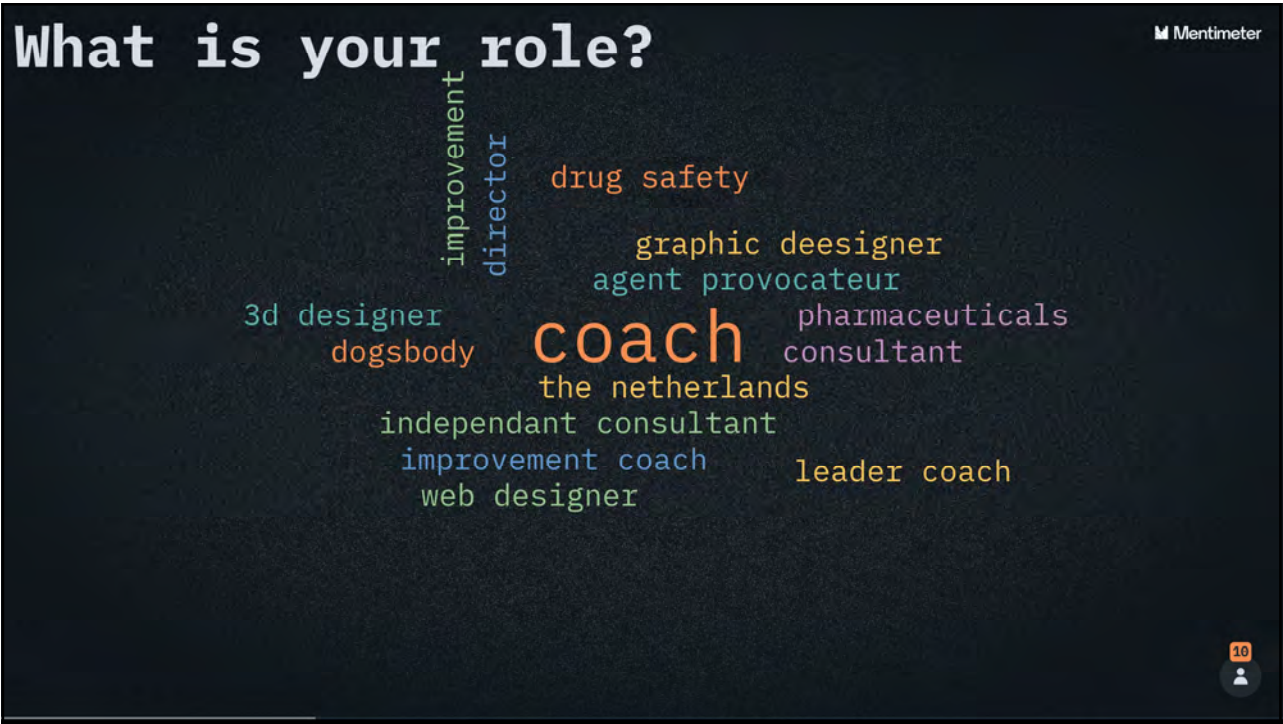
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Human Traits Required for Innovation

- 
Creativity
- 
Curiosity
- 
Intuition
- 
Imagination

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Cultural Barriers to Innovation

-  I don't have time to think
-  We have a risk-averse culture and need to meet our quarterly results
-  We lack consumer insight: we are a product-centric organisation
-  Ideas get stuck, ignored or killed through the process
-  We don't share a definition of "creativity" and are all pulling in different directions

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What Are Your Expectations

- What do you hope to get out of this event?
- What do you want to take home?



MY EXPECTATIONS JUST GET LOWER AND LOWER.

THAT'S GREAT!

EVENТУALLY I'LL BE ABLE TO MEET ALL OF THEM!



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What are your expectations?

Mentimeter

Learn something interesting

Just wanted to know more about the session, i'm a Graphic Designer and want to learn more about the topic and how to help in the session

Learn more on the subject

To find out how to release people from the drudgery

Get some new ideas.

Restart my thinking

To reinforce my prejudices!

Learn how to liberate thinking

Some ideas

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What are your expectations?

Mentimeter

To challenge my prejudices!

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<https://gumlet.assettype.com/freepressjournal%2Fimport%2F2016%2F12%2Fgo-slow-to-go-fast.jpg?w=1200>


The Dilemma

Innovation

- According to most business schools,
"Innovation is a drastic process of change; ideally it occurs in a very short period of time, yielding a dramatic turnaround"

Culture Change

- Changing the culture is a slow process that needs to be implemented carefully and progressively
- The approach demands the participation of everyone, at every level (Kaizen)
- People will participate and contribute if the culture encourages it



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3 Basics of Change



Credibility

- Trustworthiness
- Perceivable values
- Ideological Background
- Self-Reflections
- Impressions Management

Emotions

- Generate Feeling
- Storytelling
- Move Sensations
- Generate involvement
- Empathy with Audience Needs & Vulnerabilities
- Bodily Arousal

Language structure

- Topics & Talking Points
- Message Structure
- Evidence, Data, Facts, Figures
- Reasoning, Argumentation
- Case Studies

Graphics by www.danieletrevisani.com

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➤ **Ethos**

- The ethical credibility of the person recommending the change

➤ **Pathos**

- The emotional desire to accept and implement the change

➤ **Logos**

- The facts, the data, the rationale as to why change would be good

➤ **Kairos**

- Selecting the right, opportune or critical moment

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Analysis and Change
Some key approaches to understanding the...

Culture as an Ecosystem
A systematic approach to the system of systems

Who Are the Creative People?
People + Knowledge + Creativity + Engineering Controls & Metrics

The Balancing Act
Balancing your business and your passion

Establishing the Baseline
Understanding the issue

Identify Constraints
Take your time

Plan the Programme
Take time to build a program

Designing for Success
The Cultural needs

Conclusion
A couple of main concepts

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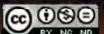
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Analysis and Change

Some key approaches to understanding life

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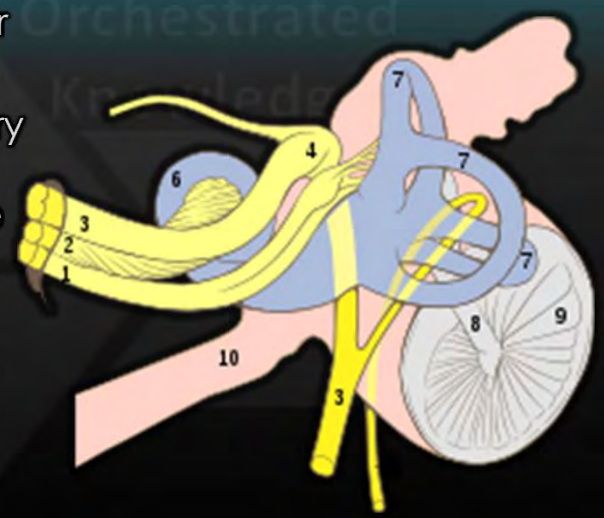
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Analytical Deconstructionism

- **Break things down** into their components
- If you understand how every component works, you should understand how the whole works






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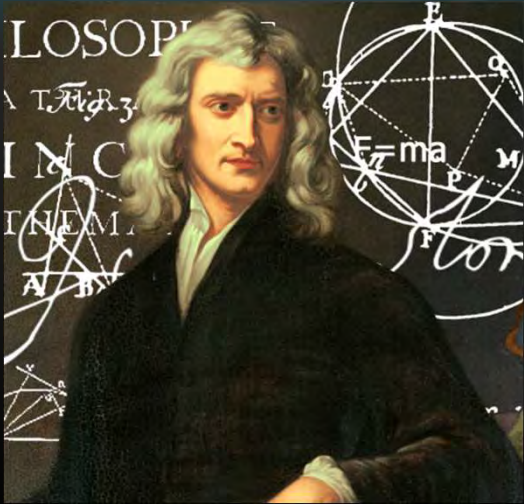
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<https://whatilearnt.today/wp-content/uploads/2016/02/newton.gif>

Newtonian Physics



- The world functions according to set **mathematical principles and laws**
- The laws are immutable
- This includes the laws of physics as well as the laws of the Christian understanding of divine creation and design

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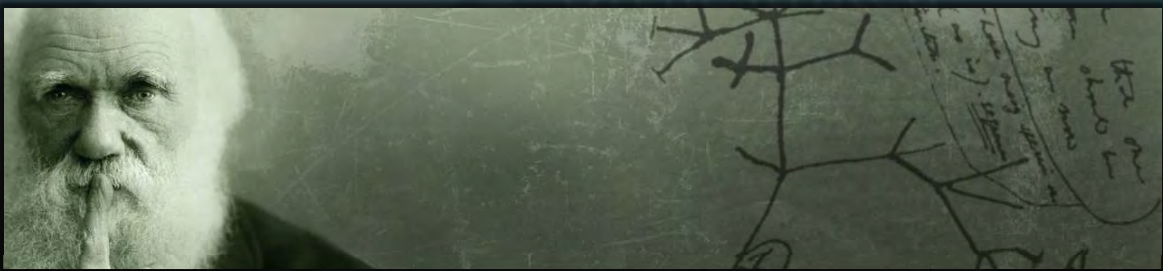
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https://gabrielcoelho.com/pluginfile.php/1/theme_adaptable/p6/1536073356/cn6.jpg

Darwinian Evolution



- The world is based on processes that evolve from
 - **Random** changes
 - Eliminating mistakes and keeping what works
 - Multiplication of successful combinations
- Most developments are wasted, a **few succeed**

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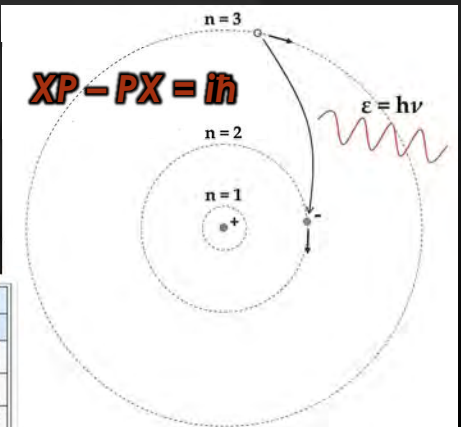
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https://www.wikiwand.com/en/History_of_quantum_mechanics

Quantum Mechanics


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► Tiny changes have immense effects – most of them unforeseeable at the start






Evolution of:	Heisenberg	Interaction	Schrödinger
Ket state	constant	$ \psi_I(t)\rangle = e^{iH_{0,S}t/\hbar} \psi_S(t)\rangle$	$ \psi_S(t)\rangle = e^{-iH_S t/\hbar} \psi_S(0)\rangle$
Observable	$A_H(t) = e^{iH_S t/\hbar}A_S e^{-iH_S t/\hbar}$	$A_I(t) = e^{iH_{0,S}t/\hbar}A_S e^{-iH_{0,S}t/\hbar}$	constant
Density matrix	constant	$\rho_I(t) = e^{iH_{0,S}t/\hbar}\rho_S(t)e^{-iH_{0,S}t/\hbar}$	$\rho_S(t) = e^{-iH_S t/\hbar}\rho_S(0)e^{iH_S t/\hbar}$



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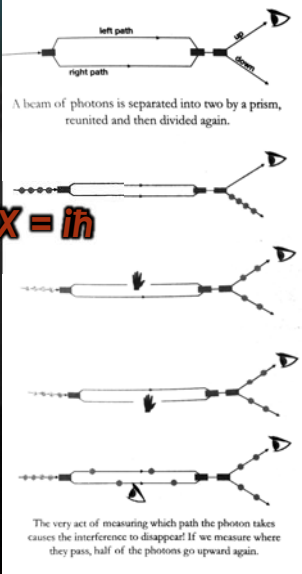
<https://physicsworld.com/wp-content/uploads/2001/11/pw1412084.gif>
"Heigoland", Carlo Rovelli 2021


Quantum Mechanics

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► Tiny changes have immense effects – most of them unforeseeable at the start








Evolution of:	Heisenberg	Interaction	Schrödinger
Ket state	constant	$ \psi_I(t)\rangle = e^{iH_{0,S}t/\hbar} \psi_S(t)\rangle$	$ \psi_S(t)\rangle = e^{-iH_S t/\hbar} \psi_S(0)\rangle$
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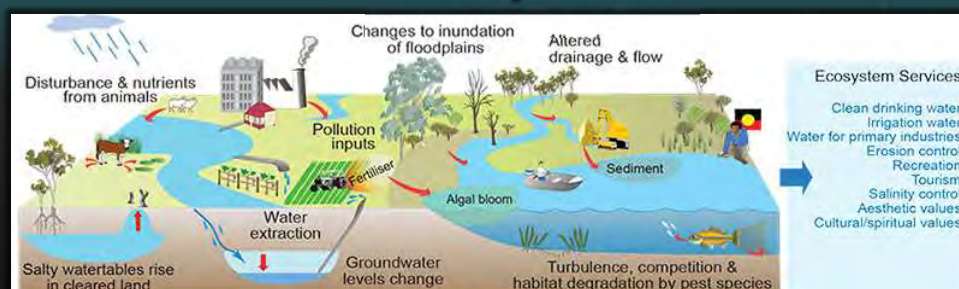
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<https://data.environment.sa.gov.au/NRM-Report-Cards/PublishingImages/aquatic-ecosystem-model-for-infosheet.jpg>

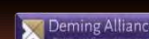
Ecosystems



- Bringing everything together because everything impacts everything else
- Society is an ecosystem, an office is an ecosystem, a product is an ecosystem, a service is an ecosystem
- Every component depends on the whole



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Yellowstone National Park and Changing an Ecosystem

- 1995: Reintroduced 14 wolves into the park
- Deer and Elk populations were reduced and kept on the move
- Willows and Aspen spread and flourished
- Songbirds returned
- Beaver, eagle, badger and fox populations grew
- Trees and beaver dams stabilised the river banks and rerouted some streams
- Water temperatures dropped allowing Fresh water fish to return
- 2020: For an initial cost of \$30 million, the park has created additional visitor revenue of \$35 million per year



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Culture as an Ecosystem

A systematic approach to the system of systems

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Culture Is Not Individual

- Think of society not as a collection of individuals, but as a system
- We are defined by our relationships to others
- We are defined by our communication channels
- We are defined by our contacts
- We are defined by what we take away from our past

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You're Special

- ▶ You are the unique combination of every experience you have had in life, your DNA and ancestry, your education, every book you have read, every trip you have taken, every tune you have heard



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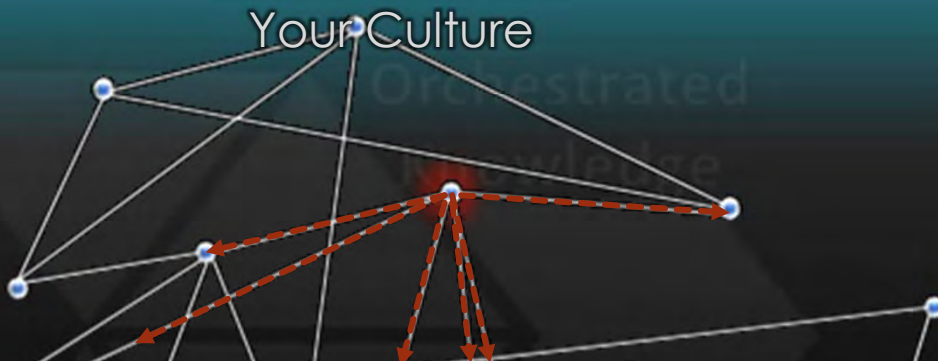
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Your Culture

- ▶ Your experience defines your connections, your points of view, your relationships
- ▶ You can see and understand things that no one else can see or understand
- ▶ You are unique



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Creativity


- When two understandings cross you have
 - Convergence
 - Entanglement
 - A point of potential creativity

- Without creativity there is no innovation
- Without innovation
 - You remain dependent on other people giving you work
 - Your business stagnates
 - You are doing maintenance and routine work
 - You are getting ready to be replaced by AI, robotics and more
 - Young people won't see you as relevant



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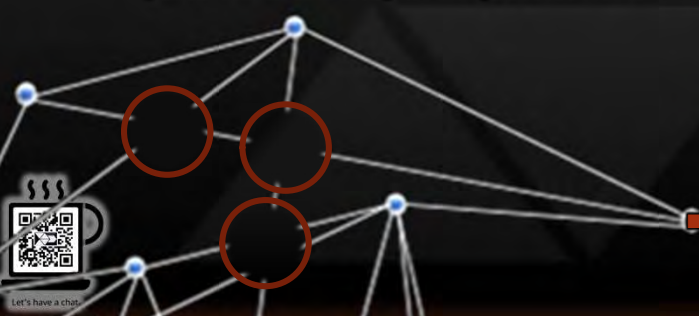
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The Team Culture


- Without divergence, you cannot have convergence
- A team, with different views and understandings allows you to identify the potential

- A team is a group of people that are working together to identify where the potential creativity points lie
- Without a team working together, you will miss these points
 - You then don't have a team but a group of individuals working on the same thing
- Without a cohesive team, you lose precious opportunities



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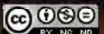
Changing the Culture

- Changing the culture is a delicate process involving a mix of
 - Vision
 - Design
 - Communication
 - Strategy
 - Technology
 - Process
 - **Psychology**
 - **Sociology**






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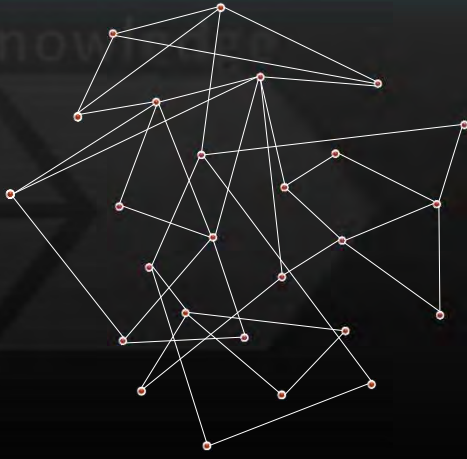



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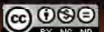
Changing the Culture

- Without careful attention
 - Changing the culture distorts your business and objectives
 - May lead you to losing key benefits
 - Stretches the existing state – sometimes beyond the sustainable
 - May lead to breaking key relationships
 - May appear more complex than it needs to be






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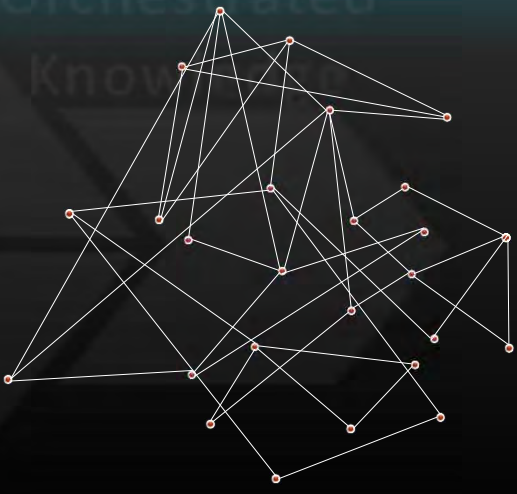




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Changing the Culture

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
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Culture = Group Wisdom

- Wisdom is the innate knowledge you have that allows you to react successfully to unforeseen events
- A group's culture is the sum of its wisdom
- Before changing the culture, you must understand what that means



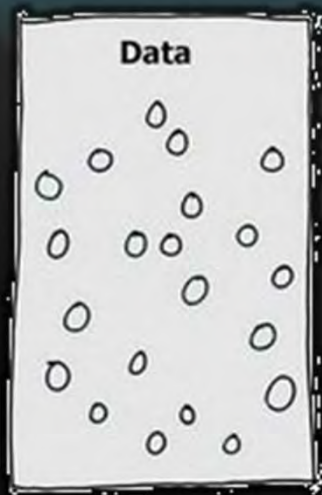

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Moving from Knowledge to Wisdom



- Wisdom is the merger of data, knowledge and experience that allows you to understand how to react rapidly, intelligently and correctly to the unknown and the unforeseen



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Increasing your Organizational Knowledge



- What do you think you need to *prioritize to get good results faster?*
 - Establish training sessions given by our specialists?
 - Implement an organized document and knowledge repository?
 - Make our most experienced people more available?
 - Organise informal discussions and brainstorming sessions?
 - Hire a greater number of experienced and knowledgeable people?
 - Send staff regularly to conferences and workshops?
 - Anything else?



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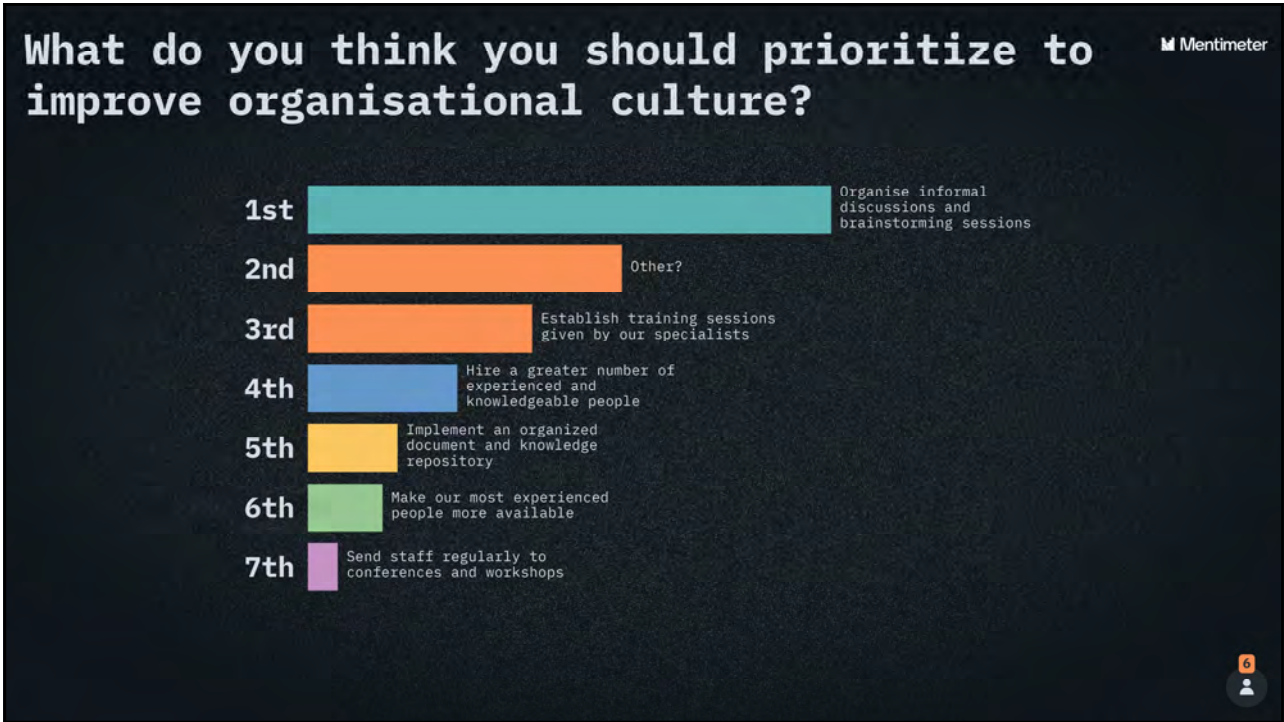
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The Risk

Loose Culture

- Loose cultures give people a lot of freedom
- Whistle blowing is discouraged
- Loose culture nations were quick to develop a Covid19 vaccine

Tight Culture

- Tight cultures give people a lot of structure
- Whistle blowing is encouraged
- Tight culture nations were quick to lock down and stop the pandemic



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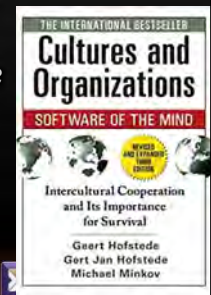
Hofstede's 6 Dimensions^{1/2}

► Gert Hofstede measured the dimensions in **national cultures** on 6 dimensions:

- Collectivism
 - Is the individual or the community most important?
- Power Distance
 - How far is the leader from the base?
- Femininity
 - Should the man provide while the woman cares?
- Uncertainty Avoidance
 - Stranger-danger or curious?
- Long-Term Orientation
 - Adapt for the future or respect traditions?
- Indulgence
 - Tolerate or enforce?



<https://geerthofstede.com/>



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Hofstede's 6 Dimensions^{2/2}



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Who Are the Creative People?


People + Knowledge + Creativity + Engineering Controls & Metrics




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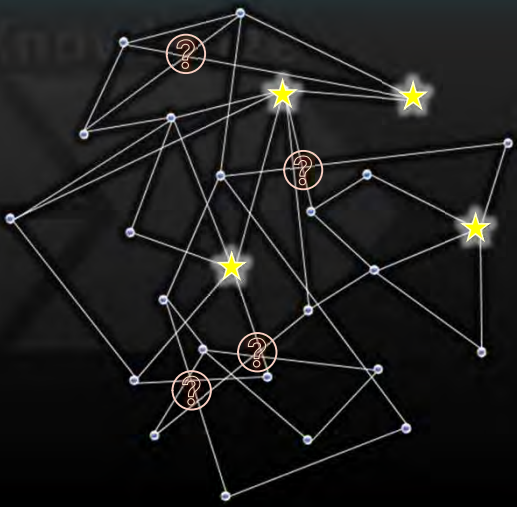
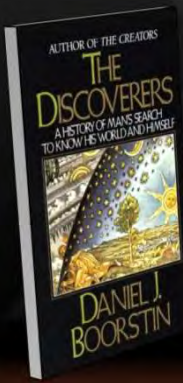
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Identify the Knowledge and Potential Points

The greatest obstacle to discovery is not ignorance - it is the illusion of knowledge."
(Daniel J. Boorstin)





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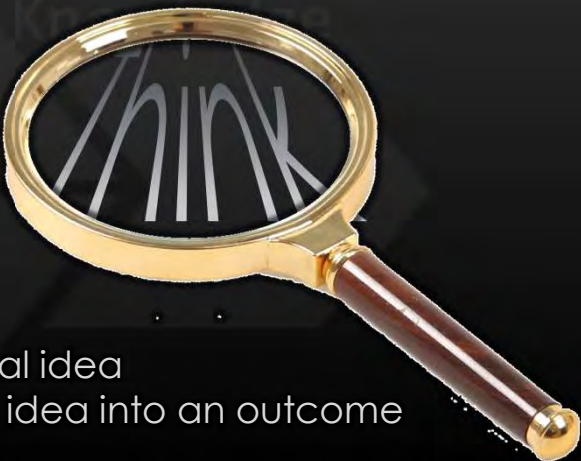
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Enablers for Innovation

- Creativity
 - Exploration
 - Thinking Creatively
 - Willingness to Share
 - Willingness to Listen
- Innovation
 - Ability to Change Ideas into Actions

Creativity = having an original idea
 Innovation = translating that idea into an outcome



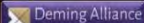


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Who Are They?

- Innovative people should be
 - Curious
 - Wanting to find out more, discover new experiences
 - Engaged
 - Willing to share their discoveries and ideas
 - Proposes different solutions
 - Integrated
 - Respected by their team members and management
 - People listen to them
 - Accepts and supports the team's decision
- Personality traits differ between people
 - The most reliable approach today is usually considered to be "the Big 5"
 - The Big 5
 - Extraversion
 - Agreeableness
 - Conscientiousness
 - Negative Emotionality
 - Open-Mindedness



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Who Are You?

➤ Extraversion

➤ Sociability

➤ Assertiveness

➤ Energy Level

➤ Agreeableness

➤ Compassion

➤ Respectfulness

➤ Trust

➤ Conscientiousness

➤ Organisation

➤ Productiveness

➤ Responsibility

➤ Negative Emotionality

➤ Anxiety

➤ Depression

➤ Emotional Volatility

➤ Open-Mindedness

➤ Intellectual Curiosity

➤ Aesthetic Sensitivity

➤ Creative Imagination

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How Does That Relate?

	Curious	Engaged	Integrated
Areas	Energy Level	Assertiveness	Sociability
	Trust	Energy Level	Compassion
	(Anxiety)	Compassion	Respectfulness
	Intellectual Curiosity	Productiveness	Trust
	Aesthetic Sensitivity	(Depression)	Responsibility
	Creative Imagination	Extraversion	(Emotional Volatility)
Anna	125	187	345
Bob	295	113	144

What would you recommend for Anna and Bob?

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How Does That Relate?

	Curious	Engaged	Integrated
Areas	Energy Level	Assertiveness	Sociability
	Trust	Energy Level	Compassion
	(Anxiety)	Compassion	Respectfulness
	Intellectual Curiosity	Productiveness	Trust
	Aesthetic Sensitivity	(Depression)	Responsibility
	Creative Imagination	Extraversion	(Emotional Volatility)
Anna	125	187	345
Bob	295	113	144

- Anna is well integrated, but not very curious... she might be a good manager or team leader
- Bob is very curious but not engaged with his team. He probably should have a more solitary, creative job like architect or designer




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What About You?

- Go to http://personalitylab.org/tests/bfi2_self_pol.htm
- Take the free test
 - (be objective!)
- Consider where you need to focus your self-improvement energy

1	2	3	4	5	
Disagree strongly	Disagree a little	Neutral; no opinion	Agree a little	Agree strongly	
I am someone who . . .					
Disagree strongly	Disagree a little	Neutral; no opinion	Agree a little	Agree strongly	Statement
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1. Is outgoing, sociable.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2. Is compassionate, has a soft heart.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3. Tends to be disorganized.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4. Is relaxed, handles stress well.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5. Has few artistic interests.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6. Has an assertive personality.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7. Is respectful, treats others with respect.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	8. Tends to be lazy.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	9. Stays optimistic after experiencing a setback.




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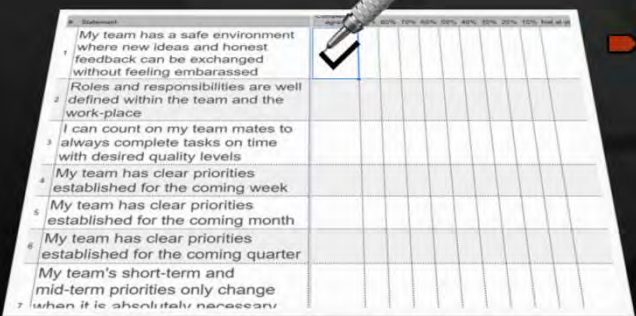
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What is your potential?




- Download Google-Sheet from <http://bitly.ws/8UPc>
- Answer the questions to establish an estimate of
 - Your organization's potential for innovation
 - Your personal potential for innovation in your organization



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Flow of Ideas



Innovation Satisfaction Levels


Group's level of satisfaction with their ability to innovate and create



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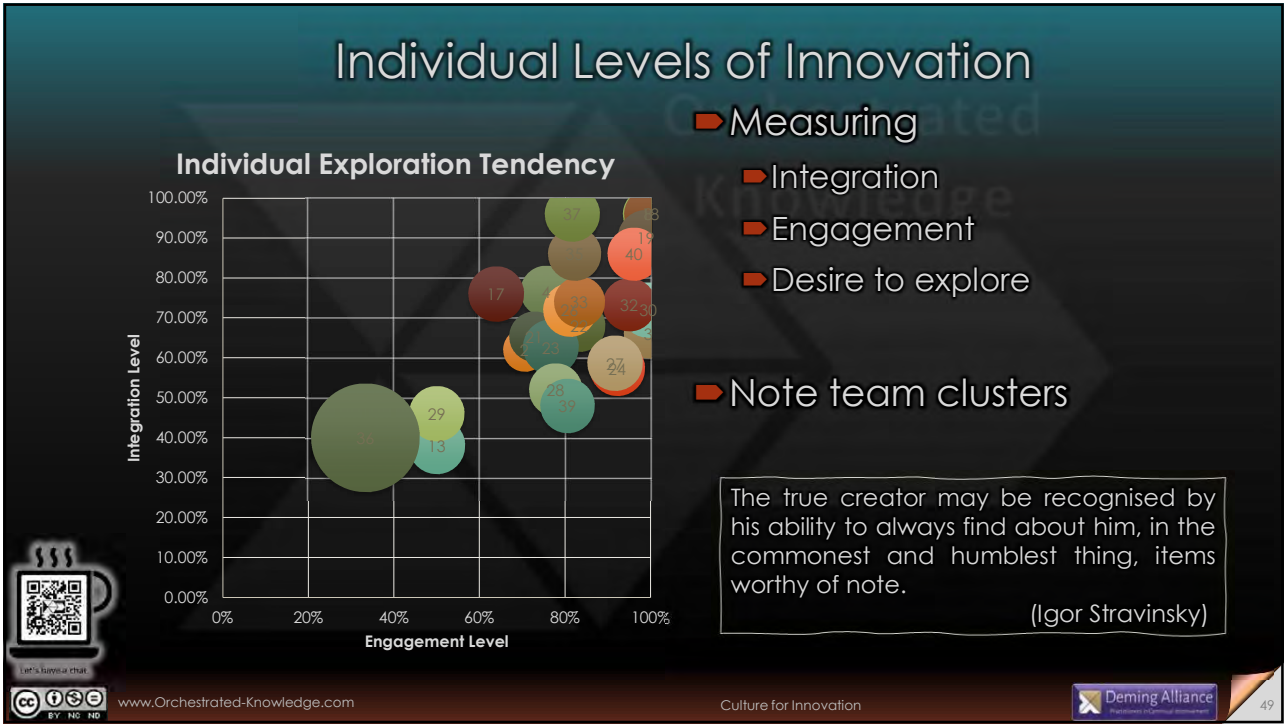
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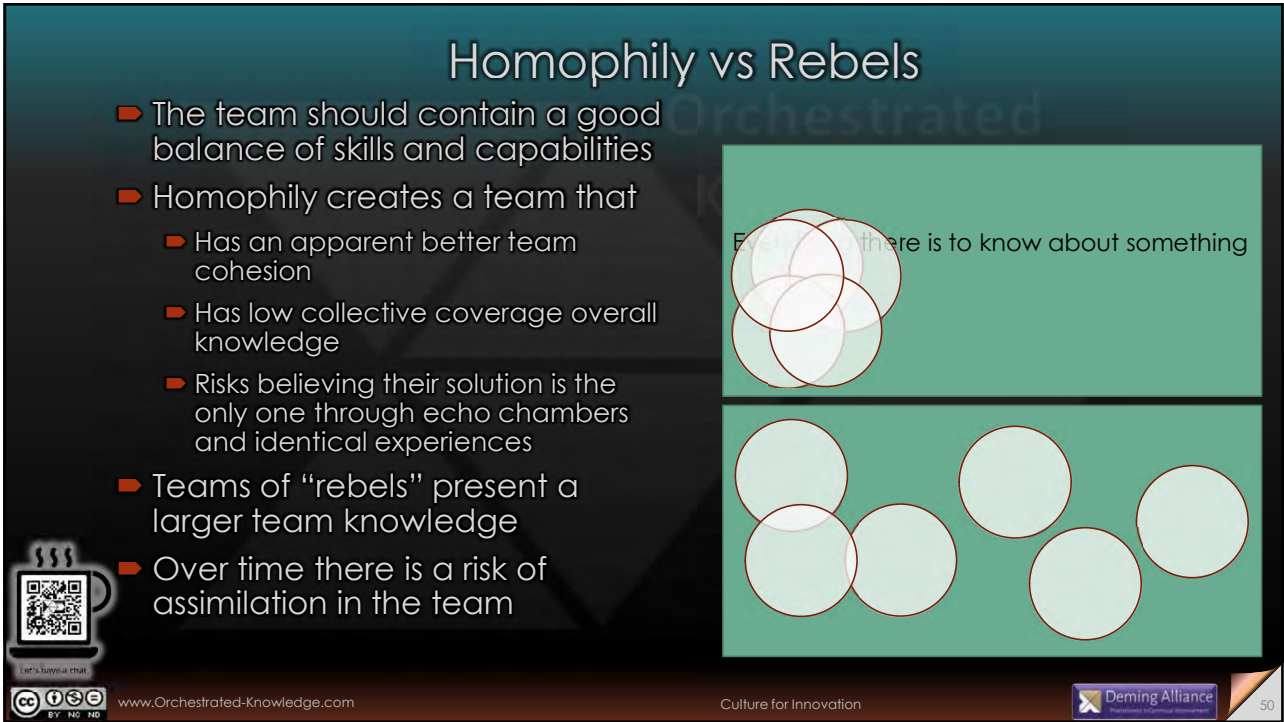
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
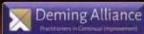
The Netflix Principle

- “We don’t expect employees to get approval from their boss before they make decisions
- But we do know that good decisions require a solid grasp of the **context**, **feedback** from people with **different perspectives**, and **awareness** of all the options.”

➤ Hastings, Reed; Meyer, Erin. “No Rules Rules”





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People and Teams

- Roles
- Responsibilities
- Authority
- Career Plan
- Training
- Objectives



<https://sfia-online.org/>







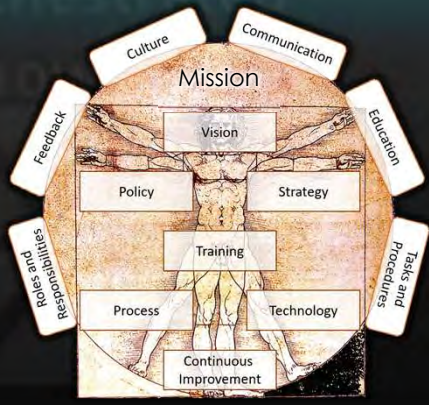


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Focus

- Because your mission statement needs to be
 - Clear
 - Coherent
 - Consistent
 - Continuous
 - Communicated



The diagram features a central Vitruvian Man figure. Inside the figure's body are boxes for: Vision, Policy, Strategy, Training, Process, Technology, and Continuous Improvement. Surrounding the figure are eight labels: Culture, Communication, Education, Tasks and Procedures, Roles and Responsibilities, Feedback, and two unlabeled segments at the top.

Get your docs in a row!



Let's improve that

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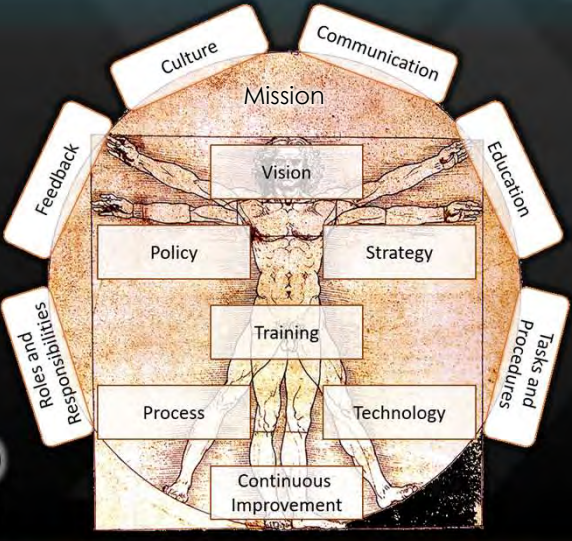
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Vitruvian Quality

- Dimensions regulate the general scale of the work, so that the parts may all tell and be effective
(Vitruvius)
- Make your vision something that people understand in practical terms of cost and results



The diagram features a central Vitruvian Man figure. Inside the figure's body are boxes for: Vision, Policy, Strategy, Training, Process, Technology, and Continuous Improvement. Surrounding the figure are eight labels: Culture, Communication, Education, Tasks and Procedures, Roles and Responsibilities, Feedback, and two unlabeled segments at the top.




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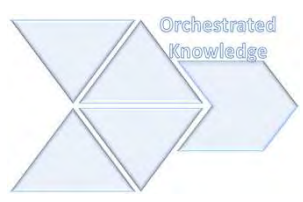
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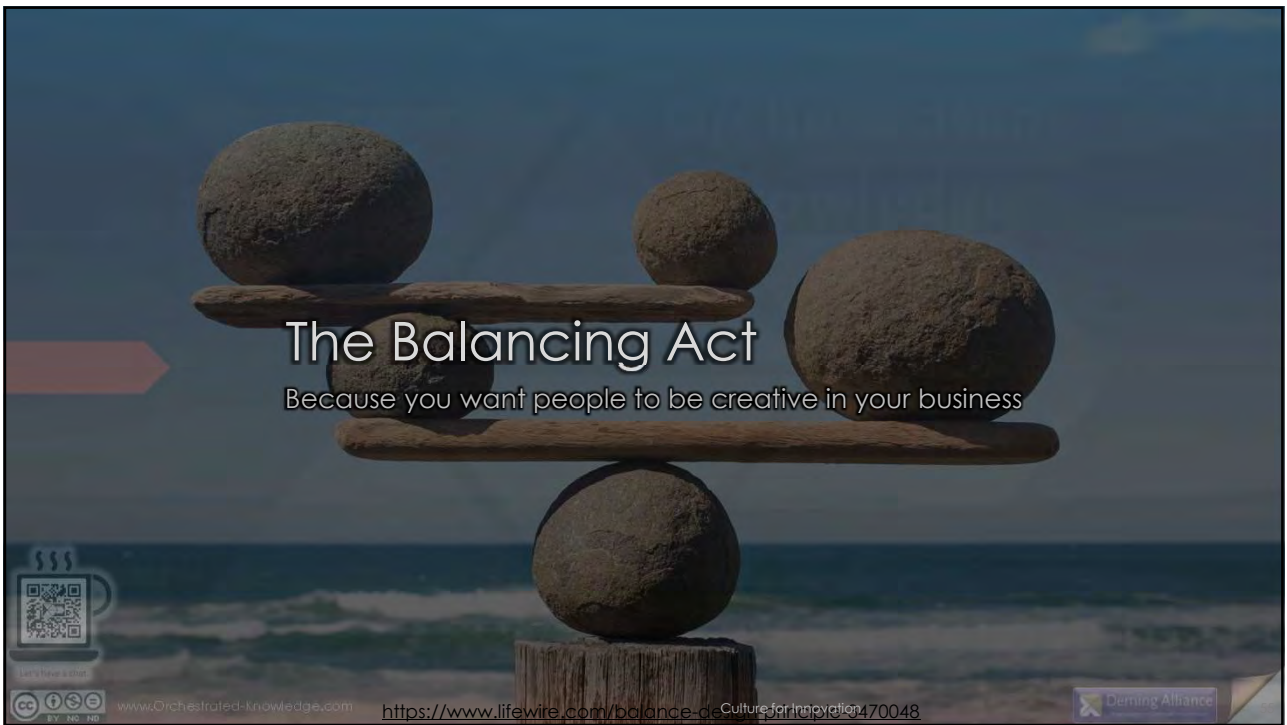
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The Cynefin Model <https://cognitive-edge.com/>

Complicated or Complex?

- Changing the culture is not something simple, because culture is not simple
- A complicated system is one where cause and effect are not obvious but can be understood by a specialist
- A complex system has enabling constraints that allow something to happen but don't make it happen



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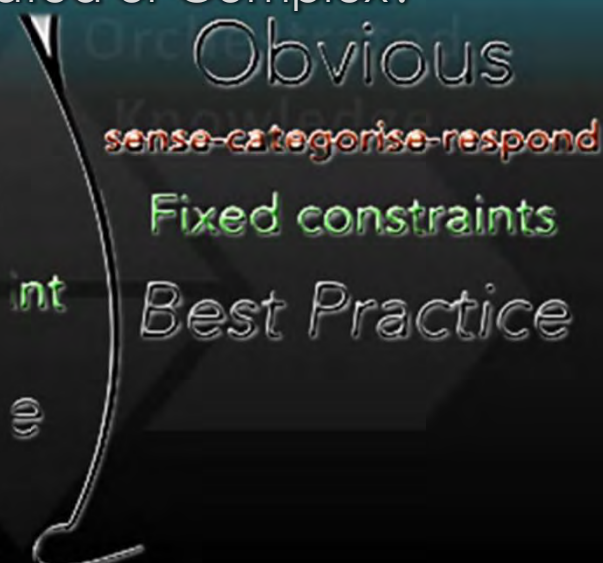
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

The Cynefin Model <https://cognitive-edge.com/>

Complicated or Complex?

- Obvious problems are the ones that you know and understand
- The constraints are well established
- You can sense the type of problem, categorise and fix it
- This is where the “best practices” come to be copied, repeated and die



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The Cynefin Model <https://cognitive-edge.com/>

Complicated or Complex?

- Complicated problems are the ones that a professional understands
- They need analysis before you can respond effectively
- It's not magic, but it does involve understanding good practices that are not routine

Complicated
sense-analyse-respond
Governing constraints
Good Practice

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The Cynefin Model <https://cognitive-edge.com/>

Complicated or Complex?


- Complex problems are new and not clearly understood
- While nothing creating the problem, retroactively, you can determine that this could occur because of a number of events

Complex
probe-sense-respond
Enabling constraints
Emergent Practice

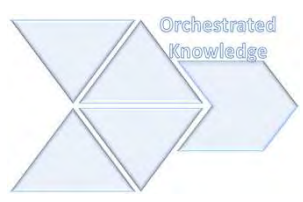
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

The Cynefin Model <https://cognitive-edge.com/>

Complicated or Complex?

Chaotic
act-sense-respond
no effective constraint
Novel Practice

- Chaotic problems happen
- There is no cause that can be determined
- A completely new approach needs to be developed to find a resolution

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The Cynefin Model <https://cognitive-edge.com/>

Complicated or Complex?

Where do you believe culture and culture change should be placed?

Machines may be complicated but culture and people are complex:
there are enabling constraints to manage


Some people are chaotic, maybe best left alone



Complex
probe-sense-respond
Enabling constraints
Emergent Practice

Complicated
sense-analyse-respond
Governing constraints
Good Practice

Chaotic
act-sense-respond
no effective constraint
Novel Practice

Obvious
sense-categorize-respond
Fixed constraints
Best Practice

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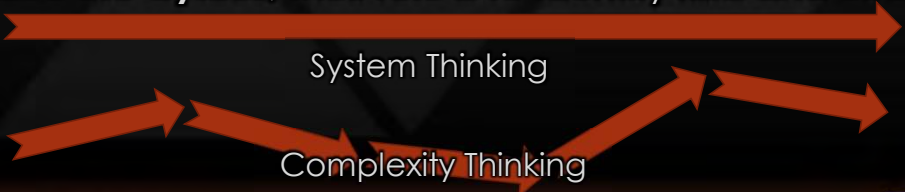
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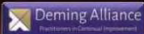
Complexity Thinking

- **System thinking** starts from an ideal situation and decides what needs to be done
 - It fails because the idealism is too far
- **Complexity thinking** starts from the current state and starting a journey with a sense of direction but without overstating the goals
 - We can discover things along the way
- **Value the Cynics**, their role is to identify risks and errors



The diagram illustrates two paths: 'System Thinking' is represented by a single, straight orange arrow pointing to the right. 'Complexity Thinking' is represented by a series of connected orange arrows that zigzag upwards and to the right, indicating a more iterative and exploratory process.


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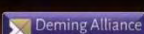
Cynics

- They challenge you
- People prefer questions over impositions
- Ask them more simple questions
 - How would you simplify this?
 - How could we avoid that difficulty?
 - When do you think we could start?
- **Listen, respond, adapt, adopt**



The diagram shows a sequence of orange arrows pointing from left to right. The arrows are connected in a slightly wavy line, suggesting a continuous but flexible process flow.


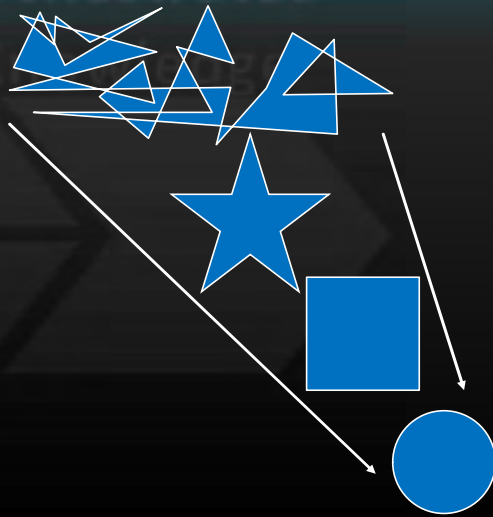
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
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Transformative Design


- If you want to move from A to B, you need
 - Know about A: what is the current status?
 - Understand B: what is the desired status?
 - Consider the main steps to take (or thresholds to achieve)
 - Monitor and control progress



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Design the Ideal



Studio building (Prellerhaus) of Bauhaus building Dessau, Walter Gropius 1925/26

Design requires a Vision and a Decision on how everything fits together



Maison & Atelier Horta (1898), in the Brussels municipality of Saint-Gilles



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What does your organisation stand for?

Which cultural aspects are important for your business?

<ul style="list-style-type: none">CreativityRigourHumourFree ThinkingChallenging and ArgumentativeRule BreakersRule FollowersObedientToleranceRight First Time	<ul style="list-style-type: none">UnderstandingStudiousFail FastStick to the planRisk tolerantRisk averseTake time to do it correctlyDeliver earlyForgivenessEconomical	<ul style="list-style-type: none">Ethics and social responsibilityUse proven solutionsCutting edge and innovativeReport problems early to managementFocus on solutions, not problemsListeningCommunicatingGenerous...
---	--	---

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Guide / Help

Zoom

- Use the + and - keys on your keyboard
- Use the scroll wheel on your mouse
- Pinch in and out on your touch screen

React




React

Move

- [Spacebar] click and drag to move around the whiteboard
- Click and drag to move a note
- Edit when your cursor looks like an arrow (v); move around when it looks like a hand (h)

"Sticky Notes"

- Create a note by typing N and selecting the note/colour you want; then click where you want it
- Double-Click on a note to write on it, text size will adapt automatically

Click on the arrow to get started 

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This interactive board features a red background with various sticky notes. The notes include:

- Rule breakers
- Imaginative
- Tolerance of 'failure'
- free thinkers
- Reflective practice
- Human
- Telling it like it is
- Replace delegation & reporting
- Open minded
- Managers are "hands-off"
- Facilitate
- collaborators
- willingness to take decions
- time to think
- ability to really listen, not pretend to listen
- positive deviants
- willingness to accept failure
- rule breakers
- Allow for mistakes
- Aporia
- no punishment or shame for lack of success
- Time to listen
- What does Aporia mean?
- Coping with chaos?
- Risk takers

Instructions
Click and drag "sticky notes"
Type one desired state or outcome on each note

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Orchestrated Knowledge

Establishing the Baseline

Understanding the issue

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Organisational Therapy

- Series of confidential interviews to hear what are the frustrations, problems, concerns and desires of the team members
- Compare to senior management's vision and needs



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Listen!

- When talking culture, start with the people
- Listen to the ones at the front
- Listen + Watch = Learn
- The stories people tell will explain what they feel like in their work conditions



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Identify the Baseline

- What is not working?
 - Slowing people down
 - Bureaucracy
 - Missing information
 - Redundancies and contradictions
 - Consumables of bad quality
 - Bottlenecks
 - Errors, mistakes and defects
 - Trust and Respect
- What is working well
 - What the team members would not want to lose or break



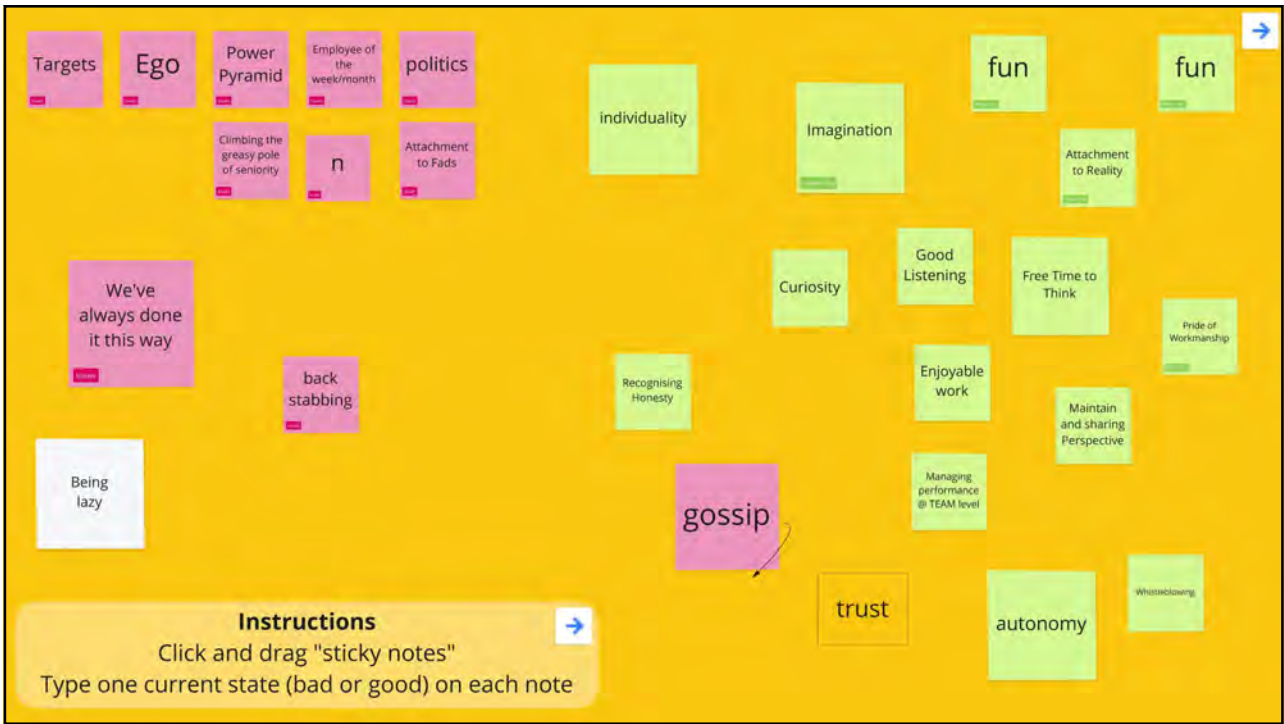
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Instructions

Click and drag "sticky notes"

Type one current state (bad or good) on each note

The board contains various sticky notes with text such as: Targets, Ego, Power Pyramid, Employee of the week/month, politics, fun, fun, individuality, Imagination, Attachment to Reality, Curiosity, Good Listening, Free Time to Think, Pride of Workmanship, Enjoyable work, Maintain and sharing Perspective, Managing performance @ TEAM level, autonomy, trust, gossip, back stabbing, We've always done it this way, Being lazy, Recognising Honesty, Attachment to Fads, Climbing the greasy pole of seniority, n, and Whistleblowing.

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Orchestrated Knowledge

Identify Constraints

Take your time



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Remember...

Changing the Culture

- Changing the culture is a delicate process involving a mix of
 - Vision
 - Design
 - Communication
 - Strategy
 - Technology
 - Process
 - Psychology
 - Sociology



Complicated or Complex?

Complex

probe-sense-respond

Enabling constraints

Emergent Practice

Complicated

sense-analyse-respond

Governing constraints

Good Practice



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You cannot force culture change; you need to influence it!

Culture is complex: it does not respond to rules, but it has enabling constraints.
 If you want to change the culture, you need to first identify the constraints that enable the result you want

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Enabling Constraints

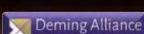
- If you want to change (evolve) the culture of an organisation
 1. Identify the constraints that encourage the new way
 2. Nudge these constraints to strengthen and encourage them
 3. Identify the constraints that are blocking change
 4. Nudge these constraints to weaken and discourage them



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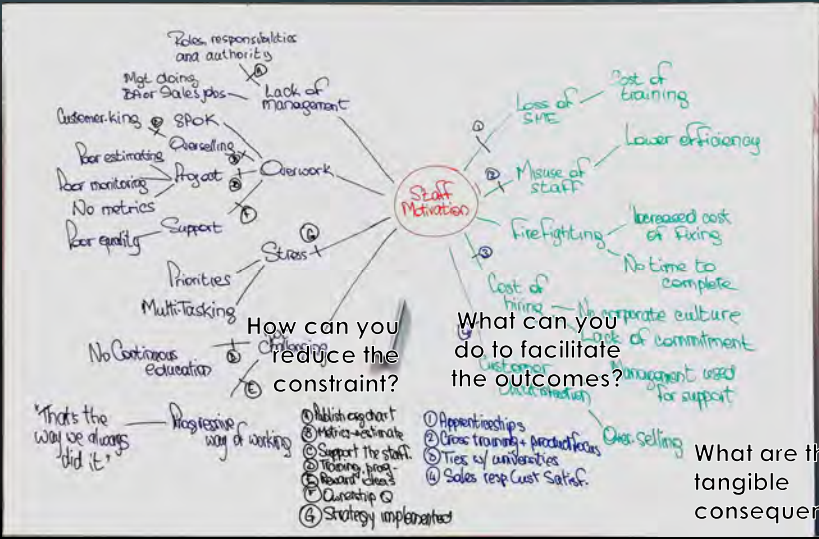
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Structure the Constraints



What constraints are holding you back?


- Roles, responsibilities and authority
- Mgt. doing other Sales jobs
- Lack of Management
- Customer-king
- SPoK
- Overwork
- Challenging
- Stress
- Priorities
- Multi-Tasking
- No Continuous education
- "That's the way we always did it"
- Progressive way of working
- ① Publish cog chart
- ② Metrics-estimate
- ③ Support the staff
- ④ Working prod
- ⑤ Award clean
- ⑥ Ownership
- ⑦ Strategy implemented

What can you do to facilitate the outcomes?

- Loss of SME
- Cost of training
- Lower efficiency
- Misuse of staff
- Increased cost of fixing
- No time to complete
- Cost of hiring
- No corporate culture
- Link of commitment
- Management used for support
- Customer satisfaction
- Over-selling

What are the tangible consequences?

- ① Apprenticeships
- ② Cross training + productivity
- ③ Ties w/ universities
- ④ Sales resp Cust Satisf.



Let's improve that

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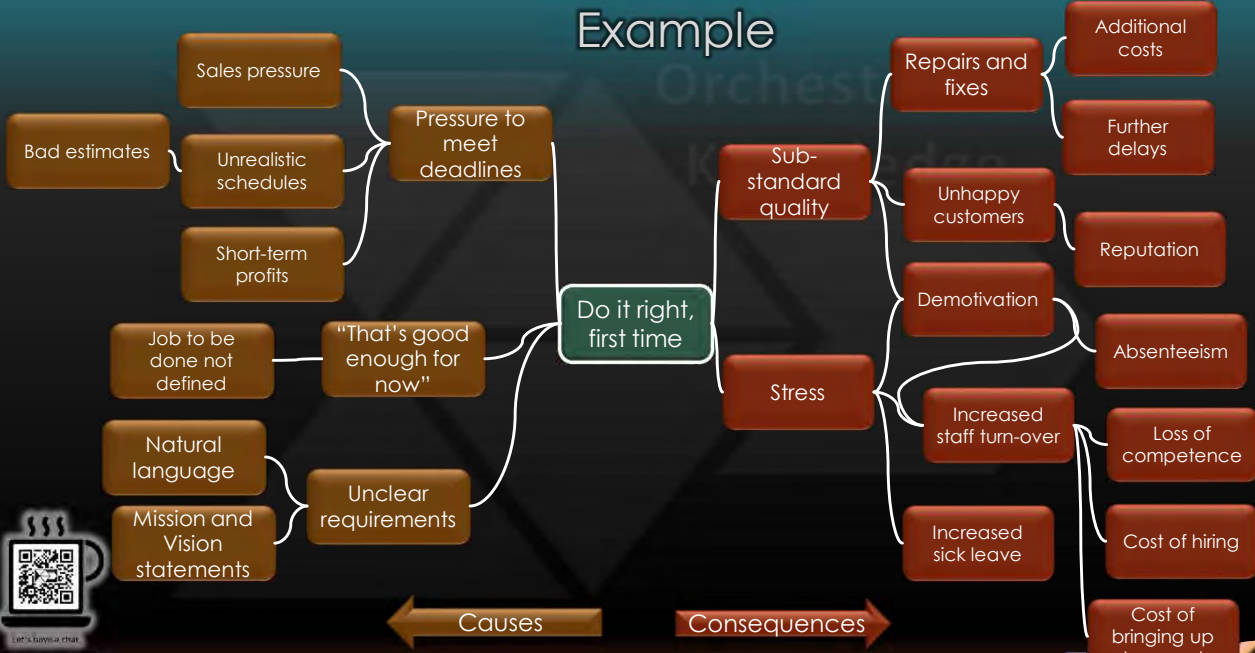
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Example




Causes

- Pressure to meet deadlines
 - Sales pressure
 - Bad estimates
 - Unrealistic schedules
 - Short-term profits
- "That's good enough for now"
- Unclear requirements
 - Job to be done not defined
 - Natural language
 - Mission and Vision statements

Consequences

- Sub-standard quality
 - Repairs and fixes
 - Additional costs
 - Further delays
 - Unhappy customers
 - Reputation
 - Demotivation
 - Absenteeism
 - Increased staff turn-over
 - Loss of competence
 - Cost of hiring
 - Cost of bringing up to speed
 - Increased sick leave
- Stress



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Identify Cultural Constraints




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Lack of Effective Leadership

ignoring opinions of people deemed to be low on the status scale

Lack of trust

fear of speaking up

Getting Approval & Sign-offs

inability to 'critique' in a diplomatic way

Hierarchy & silos

Decisions made on Costs alone

Role of the Expert

Incentives on volume, targets

Carrying poor performers

Instructions

Click and drag "sticky notes"


Type one constraint to impact on each note



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Determine your Potential

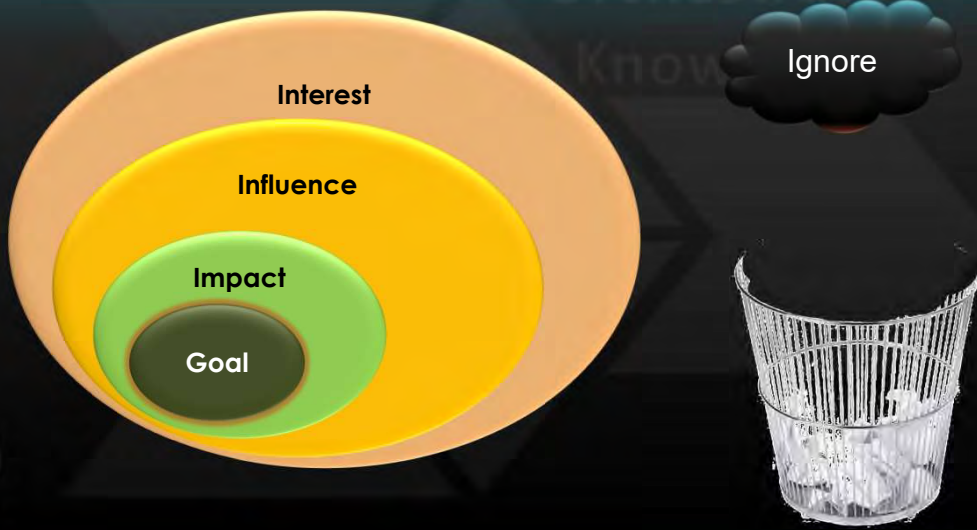
<ul style="list-style-type: none">➤ Impact<ul style="list-style-type: none">➤ This falls directly under your responsibility and authority➤ You are well placed to do something about it	<ul style="list-style-type: none">➤ Influence<ul style="list-style-type: none">➤ Nothing you can do directly➤ But you know who can and have the ability to speak to them and influence them➤ You can probably talk them into doing something if needed
<ul style="list-style-type: none">➤ Interest<ul style="list-style-type: none">➤ You probably have no (or very little) influence➤ You have identified this may have an impact➤ This area needs to be documented as a risk area and you keep informed about what is happening	<ul style="list-style-type: none">➤ Ignore<ul style="list-style-type: none">➤ This has no impact on your project or task➤ Don't worry about it➤ Unless you have personal interest in this, you should not waste any time on it


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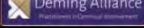
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The ~~4~~³ Zones



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Identify your Priorities



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Identify your Priorities



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Orchestrated Knowledge				
Context goals	1. Key Objectives	2. Key Principles	3. Need to be reflected	4. Needs gaps

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Orchestrated Knowledge

Plan the Programme

Take time to do it properly

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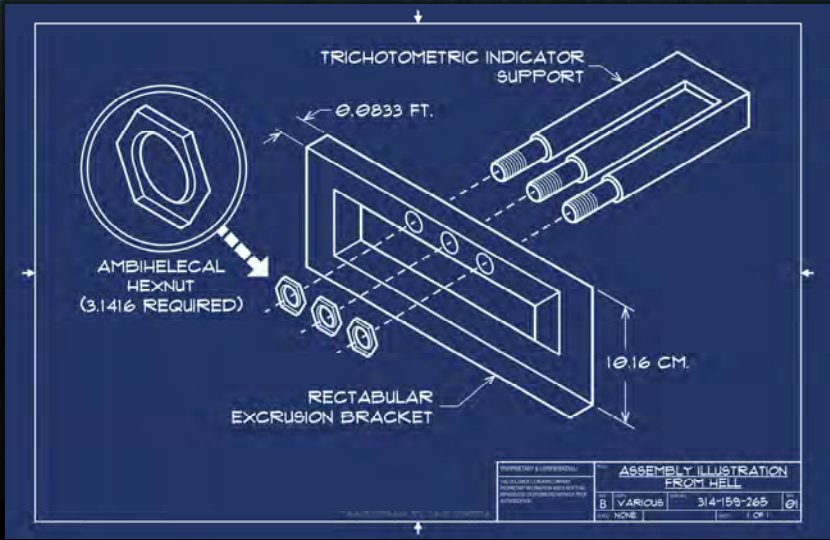
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https://www.reddit.com/r/engineering/comments/2jq4/are_there_some_great_wallpapers_for_engineers/

Fitting It All Together



TRICHOTOMETRIC INDICATOR SUPPORT

0.0833 FT.

AMBIHELECAL HEXNUT (3.1416 REQUIRED)

RECTABULAR EXCRUSION BRACKET

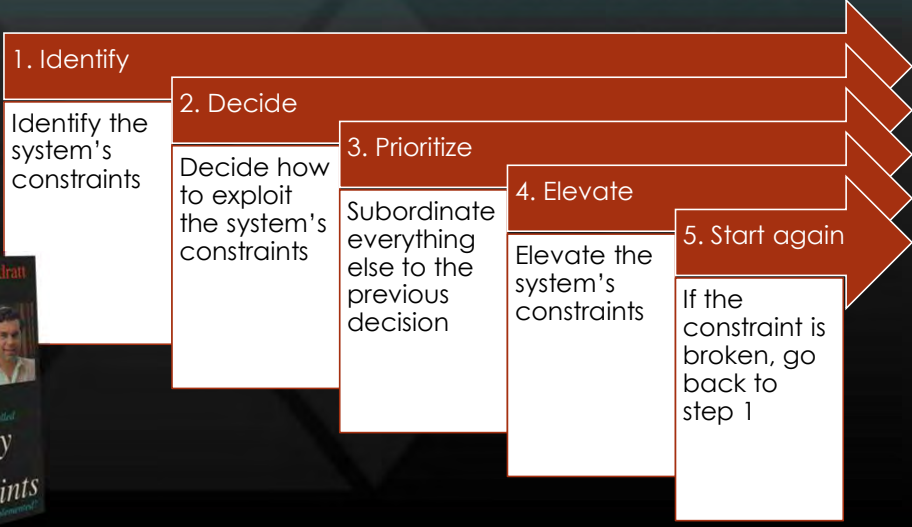
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ASSEMBLY ILLUSTRATION FROM HELL

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Basic Theory of Constraints

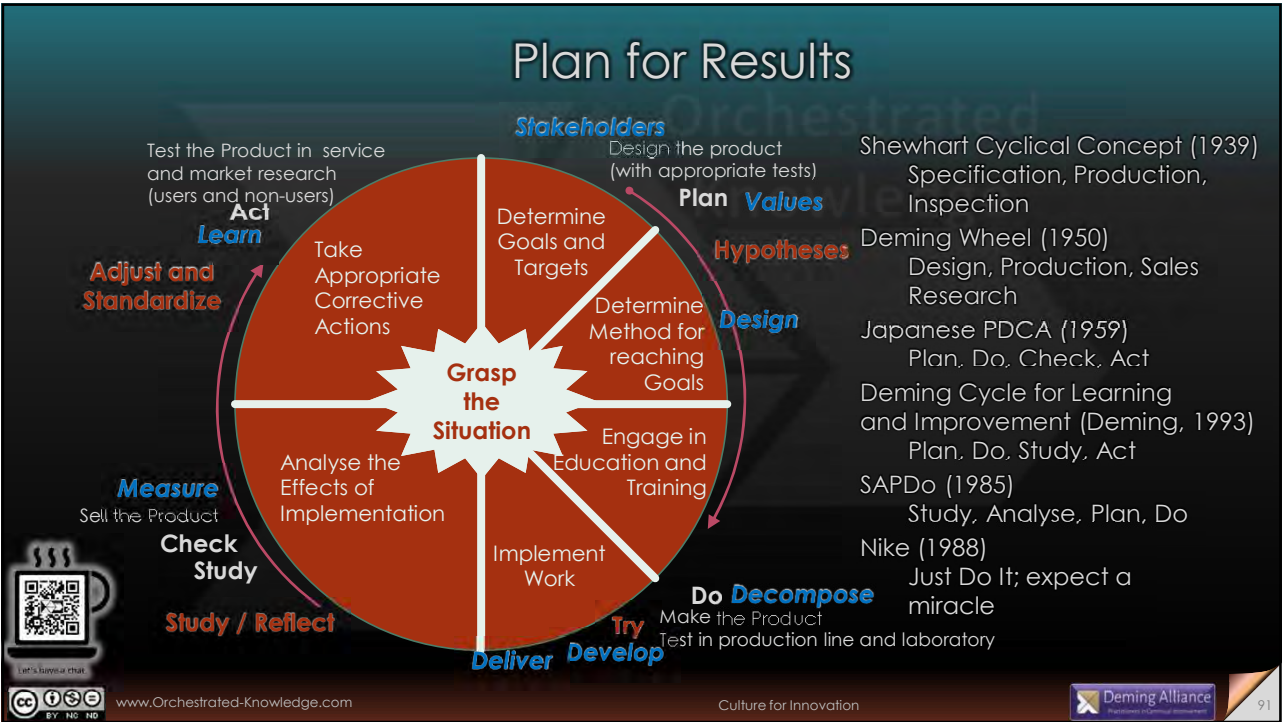


1. Identify
Identify the system's constraints
2. Decide
Decide how to exploit the system's constraints
3. Prioritize
Subordinate everything else to the previous decision
4. Elevate
Elevate the system's constraints
5. Start again
If the constraint is broken, go back to step 1

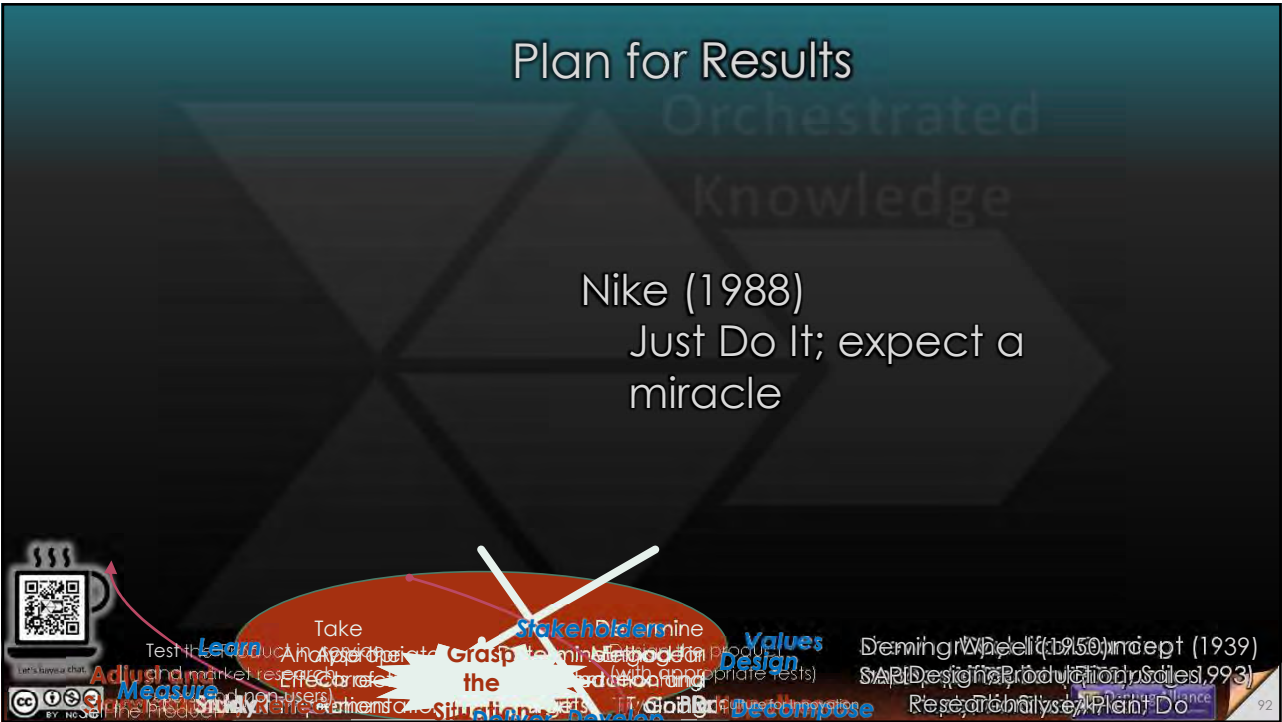
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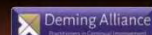


Determine Goals and Targets

- Define what you are trying to do clearly
- What do you mean by an “energetic culture”, “creative culture” or “client-first culture”?
- State clearly your objectives
- Use verifiable data (quantification)
- Focus on what needs doing: why are you changing things?


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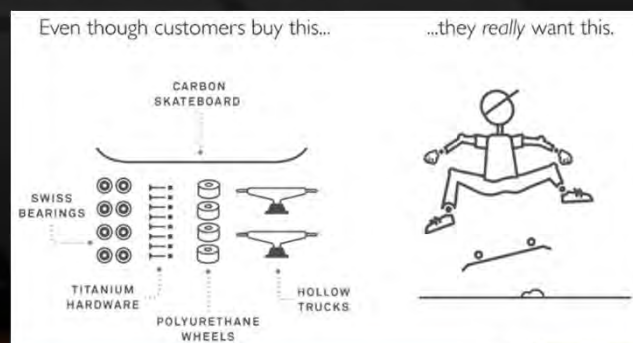


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Clarity and Completeness (Job To Be Done)

- Cultural Tolerance: “We want to minimize the risk that ideas expressed by people from different backgrounds are being ignored because they vary from our traditions.”
 - Object
 - Ideas expressed by people from different backgrounds
 - Metric
 - Minimize the chances
 - Object of Control
 - Ignored ideas
 - Contextual Clarifier
 - Vary from our traditions


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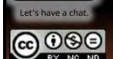
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Metric

► Cultural Tolerance:

- Scale: % [Positive Reactions] to [Culture Encounters] by [People of Defined Culture].
- Status 20% [202x] Positive Reactions = Trying to Learn More, Culture Encounters = Meeting someone of a different religion, People of Defined Culture = {Retired Person, Immigrant}
- Wish 50% [202y] Positive Reactions = Trying to Learn More, Culture Encounters = Meeting someone of a different religion, People of Defined Culture = {Retired Person, Immigrant}



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Measurements to Consider

Costs

- Cost of status quo
- Loss of productivity
- Loss of reputation
- Loss of staff
- The spiral of defects
- Consultancy
- Postponed work
- New developments

Values

- Improved work ethics
- Better collaboration and management of interactions
- Awareness and management of risks and issues
- Reduced response time
- Better customer focus
- Reduced issues with future products
- Better use of key competencies



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Deming Alliance
Practitioners in Continual Improvement

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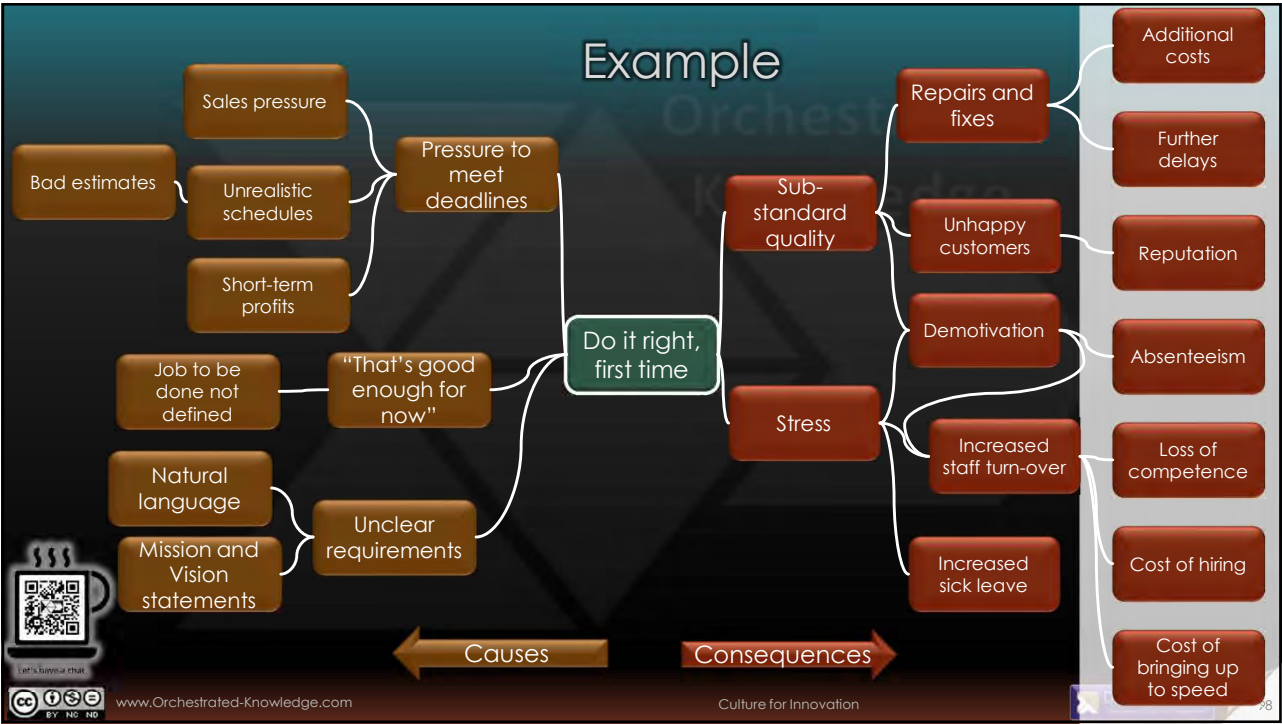
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Constraint	Costs	Values	Influencers

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Designing for Success

The Cultural needs



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Determine Method(s) for Achieving Goals

- Training
- Education
- Bureaucracy and Process
- Communication
- Reporting
- Job descriptions
- OKRs
- Coaching and Guidance
- Support






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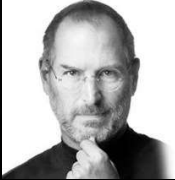
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Design

- Design is where the abstract ideas and the engineering constraints meet and merge
- For your ideas to transfer to design to reality, clarity is required as to what you are expecting as results and what you are willing to invest


**Design is not just what it looks like and feels like.
Design is how it works.**




Steve Jobs
American entrepreneur
and inventor
(1955-2011)



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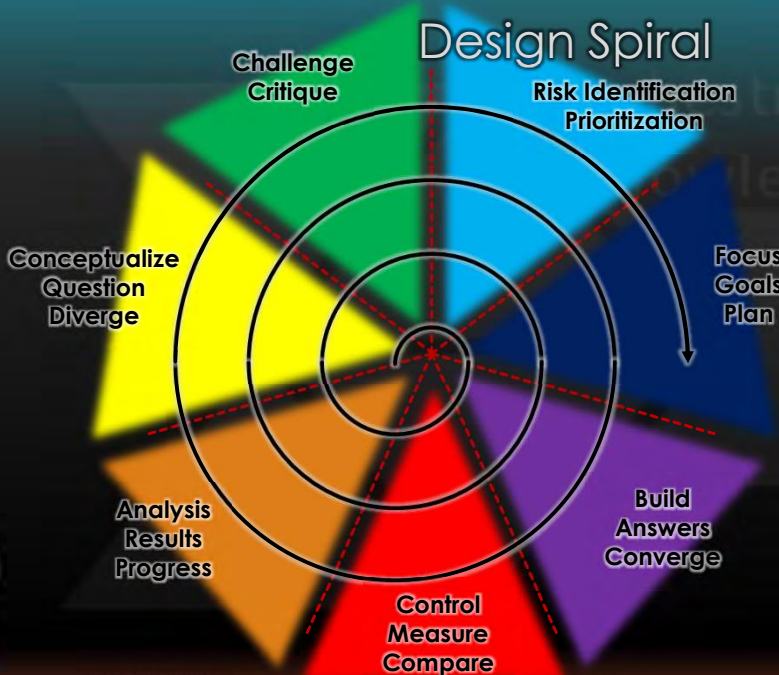
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Design Spiral






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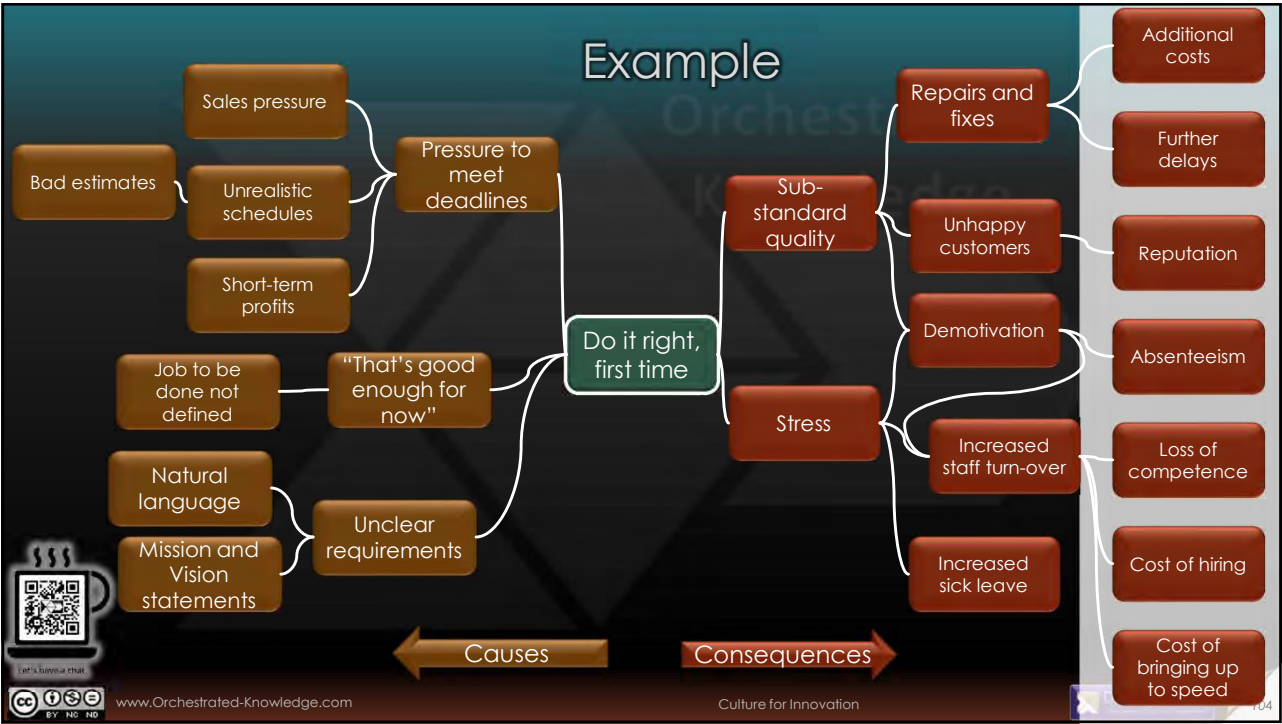




Action Plan

Initiate 3	Strengthen 0	Weaken 0	Eliminate 0
ASK lots of staff what they do enjoy.			

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
Example

Bad estimates

Training in measurement techniques
Quantification of effort and tasks
Metrics of previous activities
Structured risk management
Formal reviews of estimates
Formal reviews of products
Formal reviews of WIP
Etc.




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Conclusion

A couple of main concepts



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Changing the Culture

- Establish the context for change and provide guidelines
- Stimulate conversation
- Provide appropriate resources
- Coordinate and align projects
- Ensure congruence of messages, activities, policies and behaviours
- Provide opportunities for joint creation
- Anticipate, identify and address people problems
- Prepare for the critical mass


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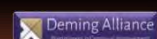
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Respect the Culture

- Show respect for the experience and knowledge of the people who do the work
- Don't throw out the baby with the bathwater
- Build on what you have
- Ask the people who are suffering of the problems how to improve
- Do what you tell others to do


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Cultural Change

- Focus on the people
 - Training
 - Explaining
 - Understanding
- Work within the culture
 - The people you have
 - The way of working you have
 - The processes you have

Listen to your
team's
experience,
desires,
complaints,
suggestions!


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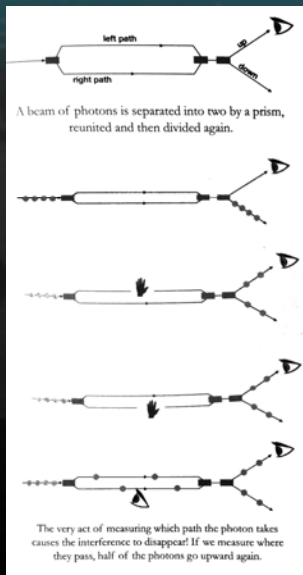

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"Helgoland", Carlo Rovelli 2021



Quantum Management

- If you observe photons, you will impact them as much as if you block them
- If you decide to observe one team or individual and not another, you will impact and change the behaviour of both and their interaction




A beam of photons is separated into two by a prism, recombined and then divided again.

The very act of measuring which path the photon takes causes the interference to disappear! If we measure where they pass, half of the photons go upward again.


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Culture is Everything

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Everything is Culture

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Consider Your Own responsibility

- I am the culture
- I cannot change the culture if I do not change
- I cannot change the way things are done without changing the culture
- I cannot improve the quality of our products without changing the way things are done
- I cannot change if I do not change
- I am responsible



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The Manager's Role

- Your role is not to manage
- Your role is certainly not to bully
- Your role is probably not to dictate
- Your role is not even to motivate
- **Your Role is to satisfy the innate desire people have to take pride in the value of their work !**



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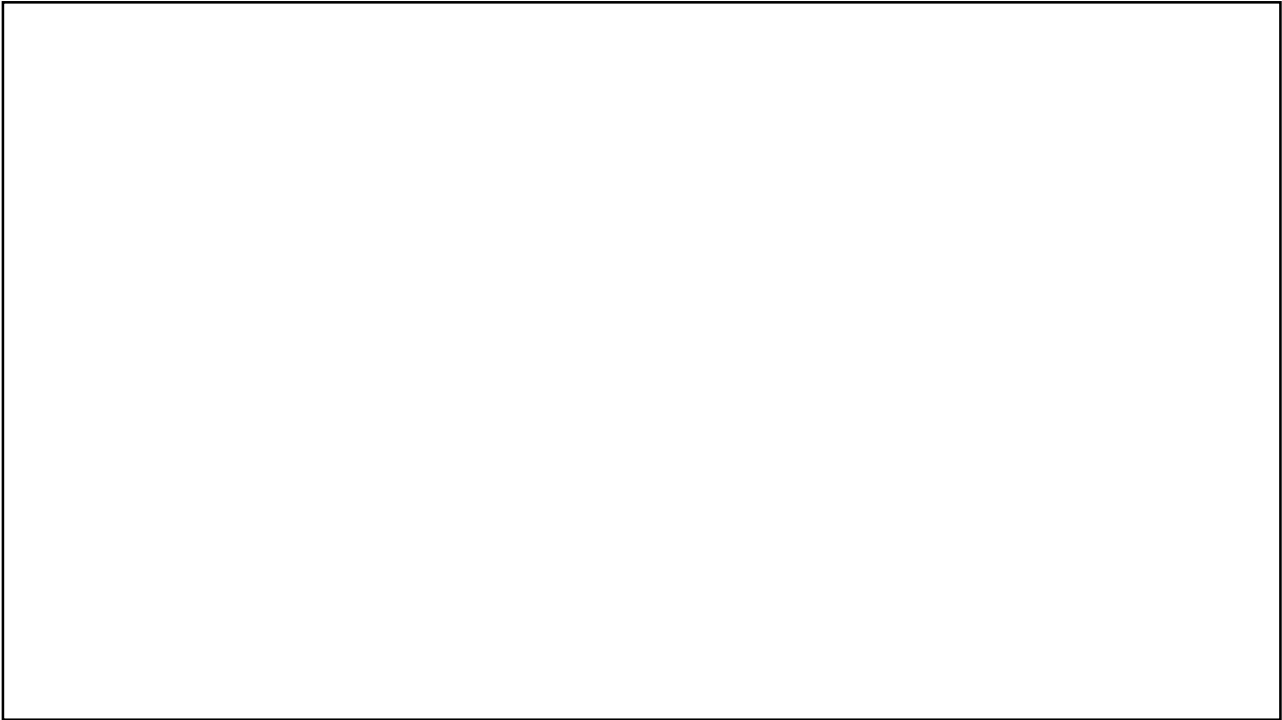
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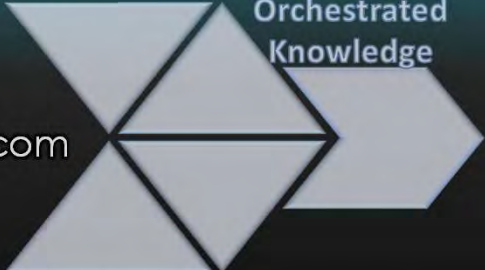
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Let's Talk...

➤ Contact

- <https://bit.ly/OK-LetsTalk>
- www.Orchestrated-Knowledge.com




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Let's have a chat.

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- @PeterLeeson



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All Feedback Very Welcome

➤ Please provide some honest and candid feedback through

➤ <https://bit.ly/OK-Feedback>

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➤ @PeterLeeson



Feedback

One day free* consultancy available for anyone providing feedback within 24 hours



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*Excludes expenses incurred (travel, materials provided, etc.)



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