The Enemy
within
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App (iOS/Android): ‘TomorrowToday’
Disruptive change and turbulent times
Perceptions of the future

2008
- Continuations: 73%
- Cycles: 15%
- Novelties: 12%

Now
- Novelties: 71%
- Cycles: 15%
- Continuations: 14%

Source: Prof. Jim Dator, University of Hawaii, May 2014
disruption
The danger of not paying attention
Key characteristic of success: Adaptability
The Leader’s Challenge
The Leader’s Challenge

- Need to change
- What to change to
- Actually change
In 2015 Uber, the world’s largest taxi company owns no vehicles, Facebook the world’s most popular media owner creates no content, Alibaba, the most valuable retailer has no inventory and Airbnb the world’s largest accommodation provider owns no real estate.
The Leader’s Challenge

- Customers and clients
- Products and services
- Strategy
- Leadership
- Business model
- Corporate culture
Corporate DNA

- Business model
- Corporate culture
The Enemy Within: Discussion
The Enemy Within: A DNA Fix Discussion
The Purpose of Business Models & Corporate DNA

Who we are

What we’re able to achieve

How we work together
A DNA fix

Who we are

Environment

People

Purpose

Motivators

Decisions

Development

Structures

Measurement

Processes

What we’re able to achieve

How we work together
There’s no perfect or ideal DNA

Who we are

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How we work together

What we’re able to achieve
No perfect DNA
But there are key areas of strength & weakness
Elements of organisational DNA

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What we’re able to achieve

How we work together
Elements of organisational DNA

Who we are

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How we work together

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Deaths

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Processes

Environment
GOOD TO GREAT
Why Some Companies Make the Leap... And Others Don't

Jim Collins
Expert of the Surprising
BUILT TO LAST

WHAT \WHO
MORE STRATEGY
people first and
the right strategy
The “right” people - new DNA required
New DNA: Gender
Look like a girl
Act like a lady
Think like a man
Work like a boss
A social media storm
New DNA: Generations
Generation Y
New DNA: Culture
New DNA: Worldview / Mindset
The “right” people - new DNA required
The Enemy Within: People
Elements of organisational DNA

Who we are

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What we’re able to achieve

How we work together
Life in the Googleplex

Forward:
An employee heads to his next appointment via electric scooter.
The Enemy Within: Environment
Elements of organisational DNA

Who we are

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What we’re able to achieve
Purpose
Nelson Mandela was on a quest for a free and democratic South Africa

“I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunity... it is an ideal for which I am prepared to die.”

Nelson Mandela
Criteria for great purpose

• Helps people see how they make a contribution
• Organisation purpose links with individual purpose
• Empowers people
  • Democracy
  • Information
  • Gain sharing
TED: Simon Sinek, “How great leaders inspire action”
TED: Simon Sinek, “How great leaders inspire action”
The Enemy Within: Purpose
Elements of organisational DNA

Who we are

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How we work together
Decision Rights
Decision Rights

• Know who has the right to make a particular decision
• Minimise the gap between responsibility and authority
• Change the rights when circumstances change
• Be careful of limiting orthodoxies
Be Careful of Bias

• Gambler’s fallacy
• Anchoring bias
• Sunk costs / Commitment Bias
• Confirmation bias
• Availability bias
• Ambiguity Aversion
• Framing bias
• ...

See more at: http://rationalwiki.org/wiki/List_of_cognitive_biases
Framing bias
Availability bias
Self-serving bias
Confirmation bias
What is the next number in this sequence?

2  4  6  ?
Beating the fallacies

• What am I assuming?
• What questions are we NOT asking?
• What if...
• Can we prove ourselves wrong?
• What are the alternatives?
• Who else should I speak to?
What orthodoxies might limit you?
The Enemy Within: Decisions
Elements of organisational DNA

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How we work together
“Structure precedes spontaneity.”

Charles Handy
Structure

Arthritic
Dead
Atrophied

Spontaneity

Chaotic
Haphazard
Unpredictable
“Much of what we call management consists of making it difficult for people to work.”

Peter Drucker
The Enemy Within: Structures
Elements of organisational DNA

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Measurement

What we’re able to achieve

How we work together
Corporate clutter and stuff
Overwhelmed by Email
Experiment more
Example: Meetings
"Meetings are indispensable when you don't want to do anything."

J. K. Galbraith
Discussion: Corporate Clutter
The Enemy Within: Processes
Discussion
Elements of organisational DNA

Who we are

- People
- Purpose
- Environment
- Motivators
- Decisions
- Structures
- Development
- Processes
- Measurement

What we’re able to achieve:

- Measurement

How we work together:
What are we measuring (and why)?
What are you missing BECAUSE of what you’re measuring?
The Enemy Within: Measurement
Elements of organisational DNA

Who we are

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Processes

What we’re able to achieve

How we work together
Developing our people to achieve our strategies
The problems with business schools
The problems with leaders and managers
Book club
Strategic Conversations
START Conversations
Talking about what matters most
The Enemy Within: Development
Elements of organisational DNA

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What we’re able to achieve

How we work together
Motivators - not just money
Daniel Pink

A NEW YORK TIMES BESTSELLER

THE SURPRISING TRUTH ABOUT WHAT MOTIVATES US

DANIEL H. PINK

AUTHOR OF A WHOLE NEW MIND
Keys to Motivation

• Autonomy
• Mastery
• Purpose
Keys to Motivation

Motivation – how do we do it?

Autonomy + Mastery + Purpose = Motivation

- Autonomy
  - Delegation
  - No micro-management
  - Mandate
  - Manage my own time

- Mastery
  - The right competences
  - The right experience
  - The right tasks
  - The right support
  - Time enough (“bandwidth”)

- Purpose
  - For me
  - For the task
  - For the department
  - For the company

Inspiration from:
- Daniel Pink - Drive: The Surprising Truth About What Motivates Us
- Kolind og Bætter - Umboss
The Enemy Within: Motivators
The Enemy within
How DNA develops

Who we are

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Structures

Keep

Discard

Create

What we’re able to achieve

Measurement

Processes

How we work together
Keep?
Discard?
Create?
1851 the schooner “America” wins Auld Mug
Most Prestigious Contest in Yachting

- Contest between two nations
- There are only two yachts
- "The Defender" and "The Challenger"
- The defender gets to decide where and when and what
- Tends to be a lopsided affair
- 2013: USA vs New Zealand
- Held in San Francisco Bay
Skipper: Jimmy Spithill
Owner: Larry Ellison
• 11 sailors
• Speed: 55mph
• 72 ft long / 131ft tall
• Rigid sail - carbon fibre
• Foils
• Budget for team: $300m
Winner is the first team to win 9 races

The U.S. began with a two-race deficit because of a penalty.

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<thead>
<tr>
<th>RACE</th>
<th>WINNER</th>
<th>N.Z.</th>
<th>U.S.</th>
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The course consisted of 5 legs including one upwind, leg 3
Structure, process and measurement had become Team USA’s greatest “enemies”

Oracle placed too much faith in the technology

Their enormous budget lulled the team into overconfidence

By race 8 Jimmy Spithill decided it was time to stop obeying the computers and start thinking like sailors
Oracle placed too much faith in the technology and processes it supported

- There was a flaw in the computer model
- To get going fast enough upwind to get on the foils the yacht had to sail at an angle that would force it to cover more water
- Something the computer wasn't programmed to allow
- When they coded wider angles into the software, the computer recalculated the speed and showed the boat could sail faster that way, confirming what the sailors had found
The U.S. began with a two-race deficit because of a penalty.

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Winner is the first team to win 9 races.
What the model shows us about Team Oracle

Who we are

Environment

People

Motivators

Purpose

Decisions

Structures

Development

Processes

Measurement

How we work together

What we’re able to achieve
The Enemy Within - Team USA /Oracle

• People
  • Ben Ainslie - right person, on right seat on right bus

• Environment
  • Most sophisticated yacht money can buy
  • Golden Gate Bay

• Purpose:
  • Win 34th America’s Cup

• Decision Rights
  • “Spithill is the man” - Larry Ellison

• Development
  • Ellison: “It just doesn’t make sense they’re faster than us upwind.” Then, “…we finally broke the code.”

• Motivators
  • “8-to-1 is motivational” - The greatest ever sporting comeback
What are YOU going to DO?

A
Action

C
Changes

T
Things
Who we are
How we work together
What we’re able to achieve

A DNA fix

Who we are
Environment

Top 3 strengths
Top 3 concerns

People
Purpose
Motivators
Decisions
Development
Structures
Measurement
Processes

What we’re able to achieve
How we work together
The Enemy Within

Nine key issues holding your company and your team hostage - and what to do about them to ensure success in a turbulent world

article by Graeme Codrington
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