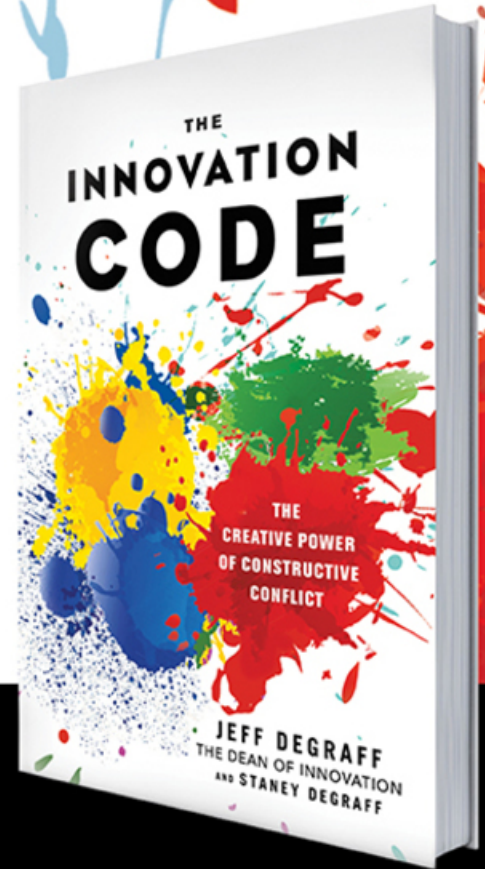


THE CREATIVE POWER OF CONSTRUCTIVE CONFLICT



INNOVATION GENOME ASSESSMENT RESULTS

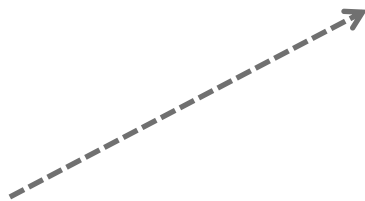
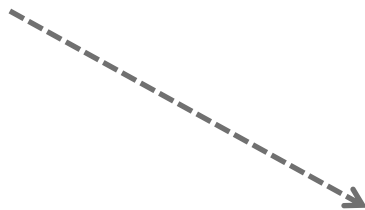
- Psychometric Tests
 - Self assessment
 - + Insightful and self-directive
 - Highly subjective
- Sociometric Tests
 - Group assessment
 - + Characterizes group identity, relationships, and interactive processes
 - Culturally skewed
- Benchmarking
 - Review of industry and best of class leaders
 - + Identifies operational best practices and financial key indicators
 - Reactive approach to future value creation
- Multiple Choice Scoring Scales
 - Weighted Choice: Allows freedom to choose exact balance
 - Forced Choice: Forces decision making through prioritization



PRACTICES



PEOPLE



PURPOSES



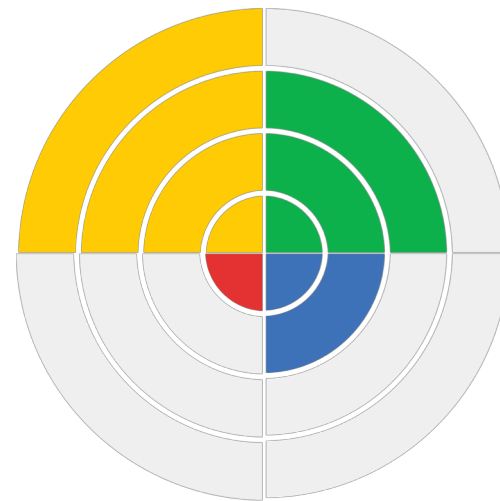
PURPOSES

Desired Future Outcomes



PRACTICES

Team Culture & Competencies



PEOPLE

Personal Approach

N = 65

PURPOSES



1. Speed
Results
2. Community
Capability
3. Breakthrough Innovation
Future Orientation
4. Efficiency
Quality

PURPOSES: COMPETE

SPEED

Confronting problems
as soon as they occur

Making real-time
decisions in a fast-
moving environment

RESULTS

Accomplishing
mission

Winning in warfare
and competition

INTENSITY

Eliminating
underperforming
initiatives

Rewarding high
performance

DOMINANCE

Maximizing
effectiveness and
lethality

Creating unmatched
global eminence



PRACTICES

1. Yellow
2. Green
3. Blue
4. Red



PURPOSES

1. Blue
2. Yellow
3. Green
4. Red



DO LESS/STOP

Enhancing Airmen readiness and training

Recruiting and retaining top quality Airmen

Building consensus

Facilitating teamwork and collaboration

Surfacing and resolving conflicts

Increasing morale

Developing meaningful relationship

Encouraging trust and loyalty

DO MORE/START

Setting short-term objectives

Delivering results with superior performance

Keeping eyes and ears on adversaries

Emphasizing competitiveness

Making decisions and executing quickly

Achieving global and space superiority

Driving through barriers

Working with a sense of urgency



PEOPLE

1. Yellow
2. Green
3. Blue
4. Red



PURPOSES

1. Blue
2. Yellow
3. Green
4. Red



DO LESS/STOP

Elicit participation from others

Listen to others' concerns and feelings

Lead by example

Give others honest & supportive feedback

Mentor others

Find opportunities for others to shine

Get to know people in other units

Develop trust in your team

DO MORE/START

Eliminate initiatives with inferior results

Celebrate small wins

Keeping eyes and ears on best in class

Accelerate decision making process

Reward others' performance right away

Increase challenges for your team

Establish clear short-term priorities

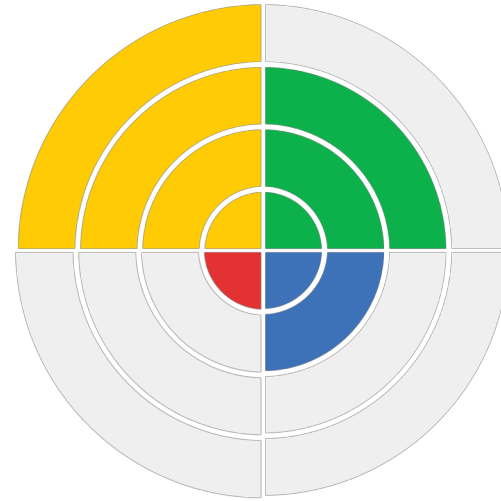
Find short cuts



PEOPLE

1. Yellow
2. Green
3. Blue
4. Red

IN



PRACTICES

1. Yellow
2. Green
3. Blue
4. Red

TO BE EFFECTIVE IN A COLLABORATE UNIT

- C**ooperate: What can we do to establish a shared culture?
- O**pen: What can we do to be more inclusive?
- L**isten: What can we do to better understand each other?
- L**earn: What can we do to develop our skills or improve our abilities?
- A**ttentive: What can we do to help others around us?
- B**ridge: What can we do to resolve disagreements?
- O**utreach: What can we do to support other communities?
- R**espect: What can we do to treat others fairly?
- A**ccommodate: What can we do to adapt to the circumstances?
- T**rust: What can we do to demonstrate our commitment?
- E**mpower: What can we do to give others the freedom and power to take action?



CONSTRUCTIVE CONFLICTS

CREATING CONSTRUCTIVE CONFLICTS – COLLABORATE

BUILDING COMMUNITY AND NETWORK

1. Assemble a diversity of perspectives
 - Use your collaborative nature to broaden your community, expand your network, and establish practices that can bring people together
2. Engage in the conflict
 - Facilitate discussions and resolve negative conflicts
3. Establish a shared goal/vision
 - Elicit participations from everyone and incorporate their vision to the bigger goal
4. Construct hybrid solutions
 - Give everyone a voice and look for commonalities



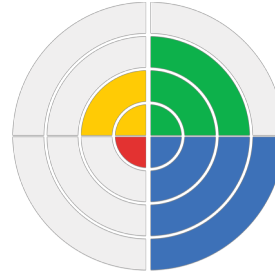
RESULTS BY RANKS

PURPOSES

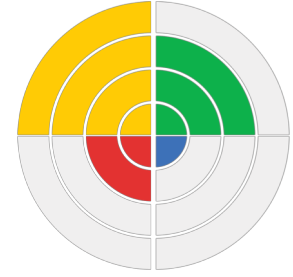
PRACTICES

PEOPLE

O-9: LT. GENERAL
N = 1



O-8: MAJ. GENERAL
N = 1



O-7: BRIG. GENERAL
N = 4

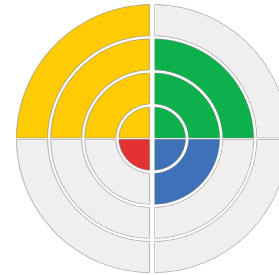
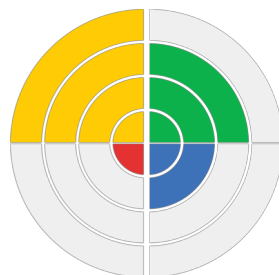
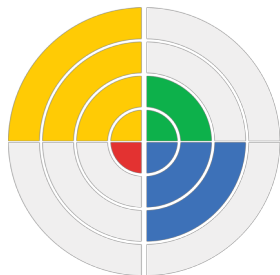


PURPOSES

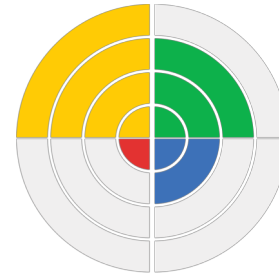
PRACTICES

PEOPLE

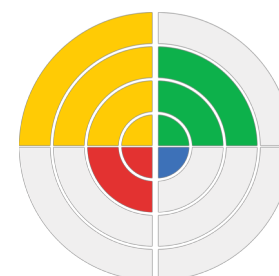
O-6: COLONEL
N = 29



O-5: LT. COLONEL
N = 2



E-9CCMS: CCM SGT
N = 14

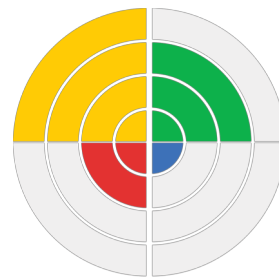
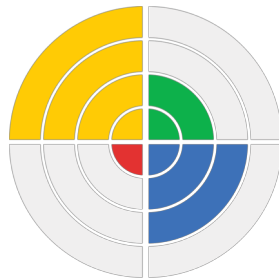


PURPOSES

PRACTICES

PEOPLE

E-9CMS: CM SGT
N = 8



CIV: CIVILLIAN
N = 6



PRIORITIES	ACTIONS	DATES
CONTROL	1 2 3	
COLLABORATE	1 2 3	
CREATE	1 2 3	
COMPETE	1 2 3	

INDIVIDUAL LEVEL	TEAM LEVEL	ORGANIZATIONAL LEVEL
Personal development planning	Creating a shared vision and shared values in a team	Creating a shared vision and shared values in an organization
Leadership development workshops	Strategic planning	Strategic planning
One-on-one coaching	Hiring and staffing	Hiring and staffing
Career development	Selecting projects	Selecting projects
	Developing performance measures	Developing performance measures
	Identifying innovation facilitators	Identifying innovation facilitators
	Leadership development	Organizational development