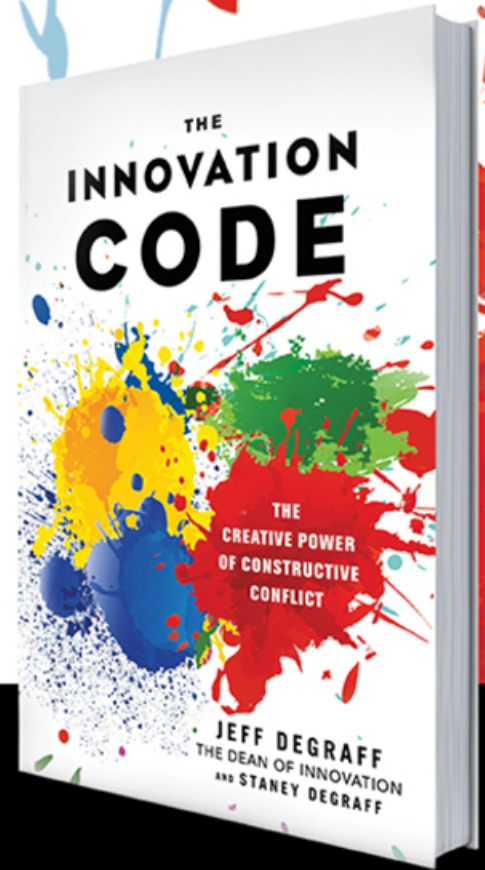


THE CREATIVE POWER OF CONSTRUCTIVE CONFLICT





MAKING STONE SOUP

Situation: **COOPERATIVE**

- Beliefs & Lifestyle

Organization: **CLAN**

- Community & Knowledge

Individual: **SAGE**

- Capability & Community

Situation: **PREDICTABLE**

- Scale & Cautious

Organization: **HIERARCHY**

- Efficiency & Quality

Individual: **ENGINEER**

- Security & Productivity



Situation: **UNIQUE**

- Breakthrough & Differentiation

Organization: **ADHOCRACY**

- Innovation & Growth

Individual: **ARTIST**

- Creativity & Discovery

Situation: **CONTENTIOUS**

- Aggressive & Demanding

Organization: **MARKET**

- Speed & Profits

Individual: **ATHLETE**

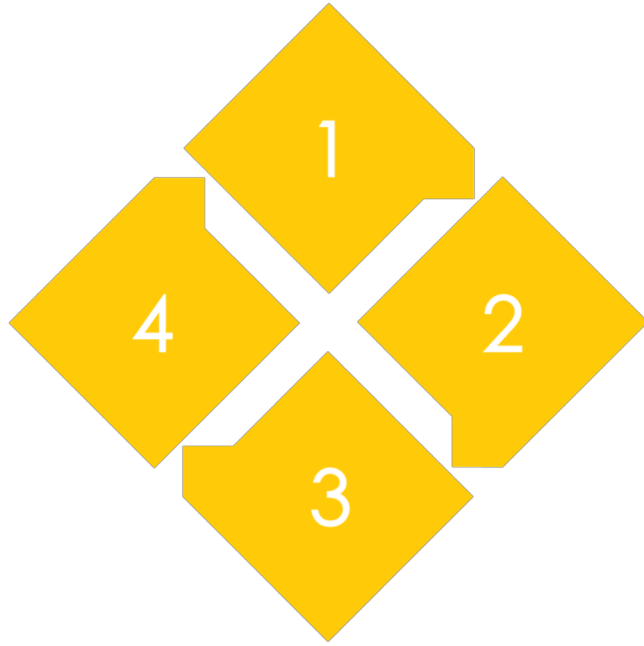
- Vitality & Prosperity

OUR CHALLENGE

Given your organization and role...

TOP TALENT

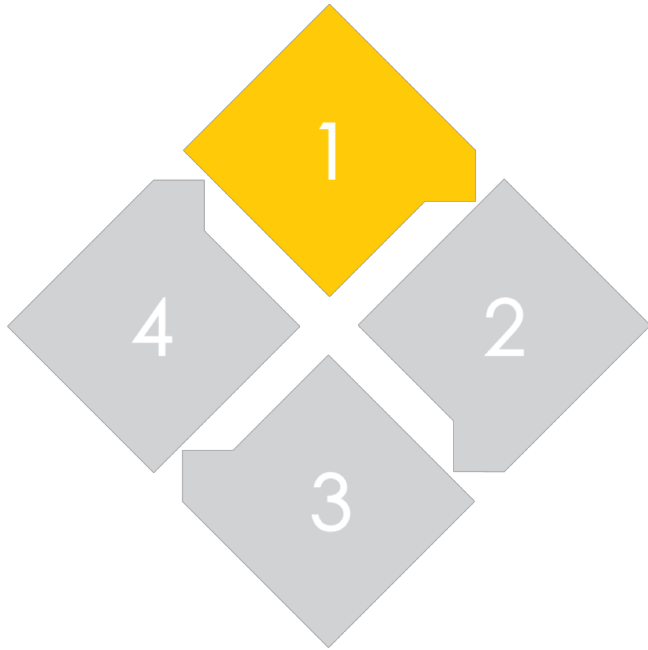
Developing it, mobilizing it, keeping it.



CREATIVIZE PROCESS MACRO VIEW:

1. Set high quality target
2. Enlist deep & diverse domain expertise
3. Take multiple shots on goal
4. Learn from experience & experiments

SET HIGH QUALITY TARGETS



CREATIVIZE PROCESS MACRO VIEW:

1. Set high quality target
2. Enlist deep & diverse domain expertise
3. Take multiple shots on goal
4. Learn from experience & experiments

CREATE A SHARED VISION

- See the future as if you were watching a movie
- Challenge organizational boundaries
- Value unique people and ideas
- Escape assumptions about operating mode and performance
- Tell a story with a sense of destiny that others will understand and repeat
- Provide a POV that people can act on now



WATCH THE WEATHER

THE WEATHER

- Scientific discoveries
- Emerging technology
- Environmental trends
- Social trends
- Political and economic developments
- Changing business models
- Market dynamics
- Competitor activities
- Weather calamities
- Disease outbreaks
- Large scale conflicts

PEOPLE

- Diversity
- Mobility
- Virtualization
- Federations
- Skill gaps

TECH

- Smart devices
- Big data
- AI and AR
- 3D printing
- Cybersecurity



CREATIVITY

- Creativity clusters
- COINS
- Free agents
- Open source
- Anarchism

MONEY

- Micro-financing
- Cryptocurrencies
- Mutualization
- Fintech
- Corporatism

COLLABORATE	CREATE
<ul style="list-style-type: none">•••••	<ul style="list-style-type: none">•••••
CONTROL	COMPETE
<ul style="list-style-type: none">•••••	<ul style="list-style-type: none">•••••



RIDE WHAT MOVES...
AND MOVE YOUR FEET

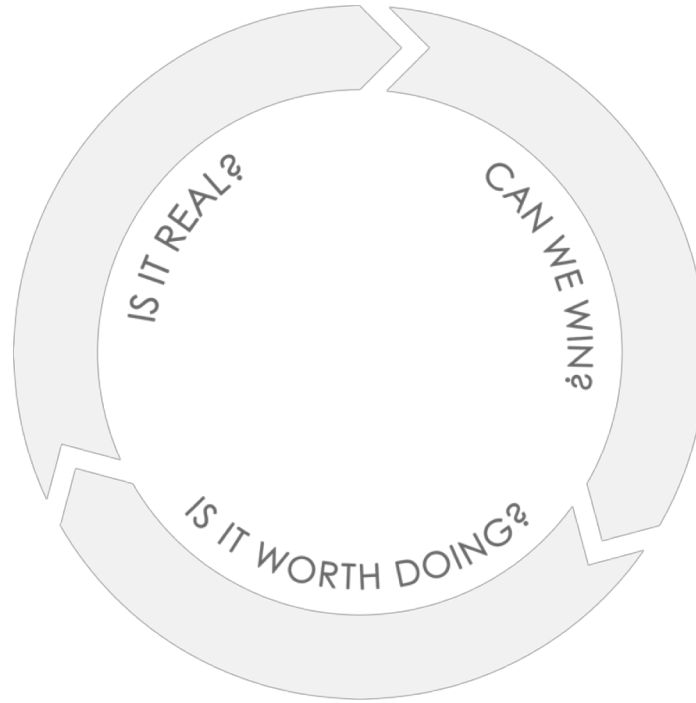


COLLABORATE

VALUES
SOCIAL

CONTROL

PROCESSES
TECHNICAL



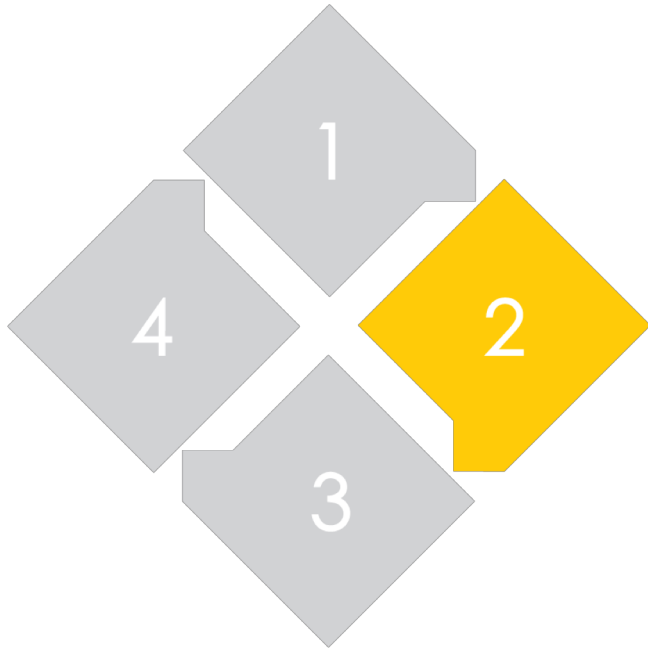
CREATE

VISION
GENERATIVE

COMPETE

GOALS
BUSINESS

ENLIST DEEP & DIVERSE DOMAIN EXPERTISE



CREATIVIZE PROCESS MACRO VIEW:

1. Set high quality target
2. Enlist deep & diverse domain expertise
3. Take multiple shots on goal
4. Learn from experience & experiments



DO YOU HAVE THE CAPACITY TO INNOVATE?

COLLABORATE	CREATE
<ul style="list-style-type: none"> • Teachers • Communicators • Counselors • Listeners • Conflict mediators • Community builders 	<ul style="list-style-type: none"> • Dreamers and visionaries • Fashion trendsetters • Creative actors • Big picture thinkers • Experimenters • Energizers
CONTROL	COMPETE
<ul style="list-style-type: none"> • Planners • Organizers • Analysts • Technicians and scientists • Methodical problem solvers • Professionals 	<ul style="list-style-type: none"> • Competitors • Decision makers • Goal-oriented achievers • Sprinters • Political game masters • Dealmakers

COLLABORATE	CREATE
<ul style="list-style-type: none"> • Groupthink • Irrational enthusiasm • Isolation from external pressures 	<ul style="list-style-type: none"> • Unrealistic vision • Poor methodology • Lack of discipline
CONTROL	COMPETE
<ul style="list-style-type: none"> • Professionalism and expertise • Scientific thinking • Right way and wrong way thinking 	<ul style="list-style-type: none"> • Over-emphasis on competition • Short-term focus • Autocratic decision-making

ORGANIZE

LIGHTWEIGHT

- Team members have a regular job
- Team members need to influence the organization
- Team members request resources
- Team membership can be indefinite

HEAVYWEIGHT

- Team members' only job is the project
- Team members have power over the organization
- Team members have a budget and return on investment goals
- Team membership has an end date



INVISIBLE INNOVATORS

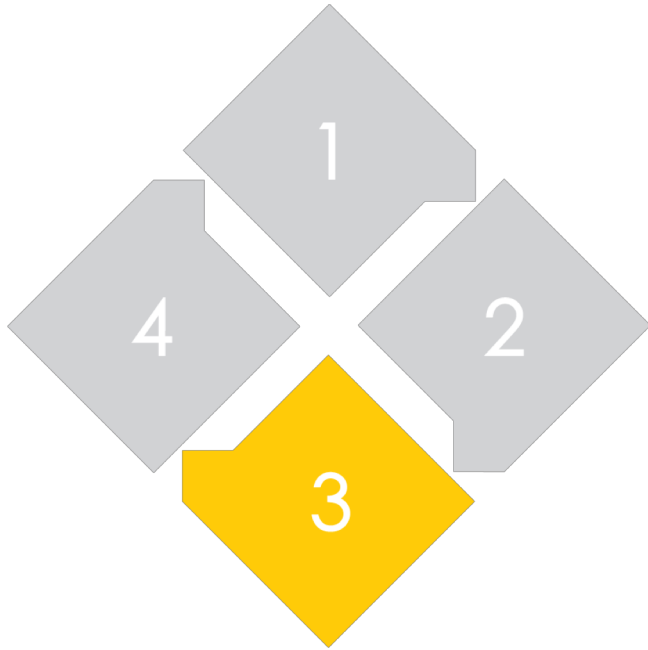
SAGE	ARTIST
<ul style="list-style-type: none">• Reach out to the community• Search and reapply solutions	<ul style="list-style-type: none">• Look for escape routes• Create unorthodox solutions
ENGINEER	ATHLETE
<ul style="list-style-type: none">• Review the data• Make a sequenced plan	<ul style="list-style-type: none">• Focus on short term tasks• Fight to overcome barriers



TAKE A HIGHER POINT OF VIEW

COLLABORATE	CREATE
<p data-bbox="112 252 359 292">Heavyweight</p> <p data-bbox="112 412 328 453">Lightweight</p>	<p data-bbox="981 252 1228 292">Heavyweight</p> <p data-bbox="981 412 1197 453">Lightweight</p>
CONTROL	COMPETE
<p data-bbox="112 661 359 702">Heavyweight</p> <p data-bbox="112 822 328 862">Lightweight</p>	<p data-bbox="981 661 1228 702">Heavyweight</p> <p data-bbox="981 822 1197 862">Lightweight</p>

TAKE MULTIPLE SHOTS
ON GOAL



CREATIVIZE PROCESS MACRO VIEW:

1. Set high quality target
2. Enlist deep & diverse domain expertise
3. Take multiple shots on goal
4. Learn from experience & experiments

Change
your point
of view

Listen to
your
intuition

Draw it

Run thought
experiments

Magnify
and minify

Reverse
your ideas

Go on an
expedition

Look in the
blind spots

COLLABORATE

- Search and reapply best practices
- Collaborate with other organizations
- Run focus groups
- Mentor and coach
- Build balanced teams
- Establish shared values
- Hire and train lifelong learners
- Develop a strong cultural identity

CREATE

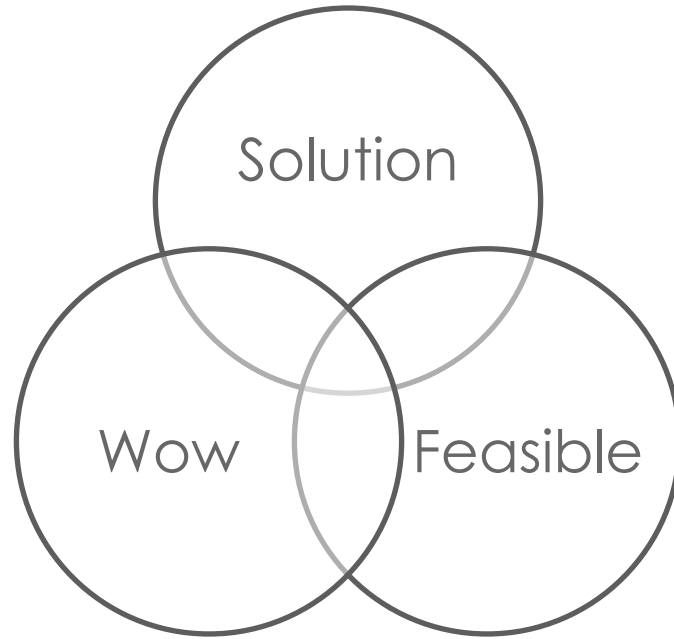
- Create breakthrough new products
- Start up a new organization
- Brainstorm novel solutions
- Forecast the future
- Enlist radicals
- Spin off an existing unit
- Diversify experiments
- Build a virtual organization

COMPETE

- Eliminate underperforming products or services
- Merge with another organization
- Pay-for-performance
- Build a strong brand
- Reward personal initiative
- Invest in proven winners
- Outsource non-essential services
- Maximize the value of the product portfolio

CONTROL

- Improve processes
- Benchmark best in class
- Remove unnecessary parts
- Run simulations
- Mine the information
- Connect the systems
- Reorganize
- Work with suppliers

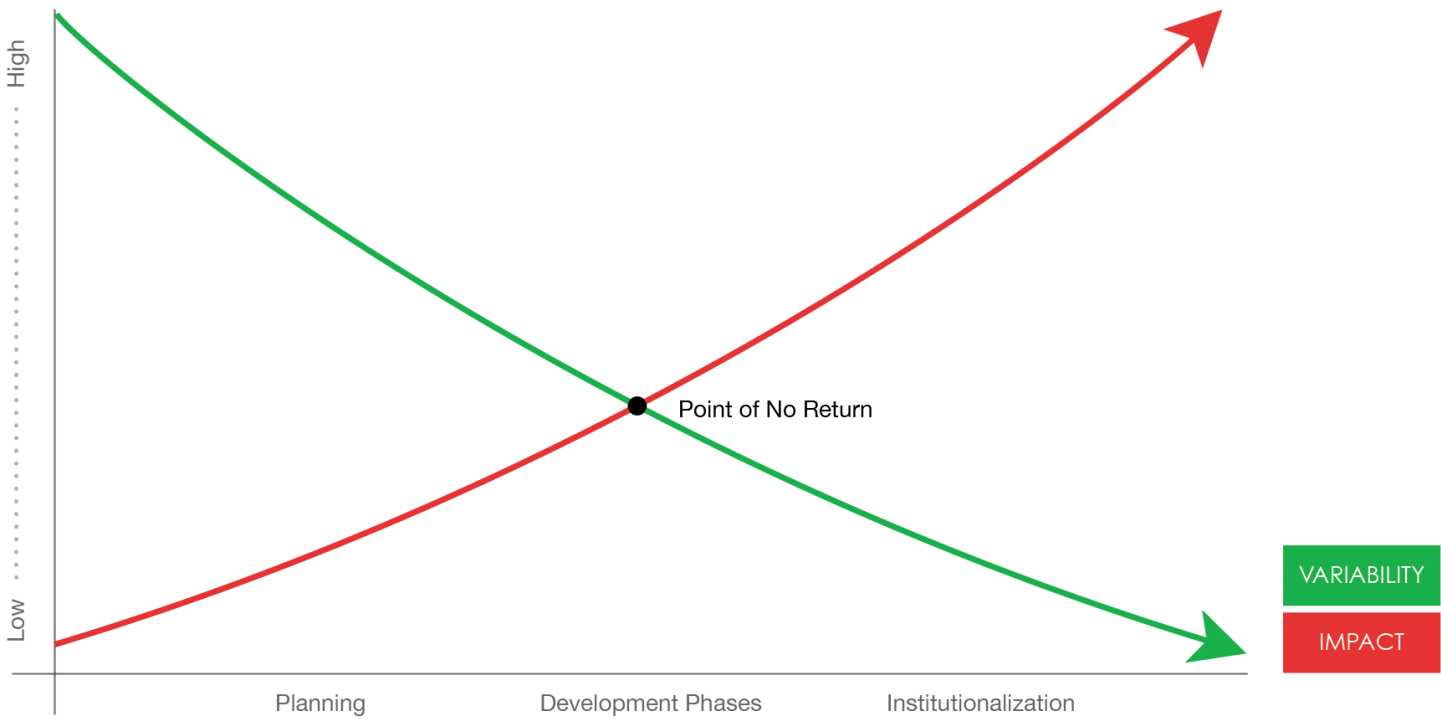


	EASY TO IMPLEMENT	TOUGH TO IMPLEMENT
SMALL PAY-OFF	SMALL WINS	TIME-WASTERS
BIG PAY-OFF	BIG WINS	SPECIAL CASES



HOW TO WIN A BAR FIGHT





KEY STAKEHOLDERS	HINDER IT	DO NOTHING	HELP IT HAPPEN	MAKE IT HAPPEN

- Communication
 - Have you adequately listened to stakeholders' concerns (especially those who are likely to resist)?
- Participation
 - Have you asked important people to join your team? (This helps to alleviate the “not invented here” syndrome).
- Facilitation
 - Have you invited an impartial third party to help mediate differences?
- Negotiation
 - Have you considered what the resisters stand to lose by implementing your idea? Can you offer something to offset any losses?
- Manipulation
 - Have you spoken to friends and colleagues of resisters about the situation?
- Coercion
 - Do you have the power and need to enforce a “Do it or else” posture?

HOT SPOTS	PLUS	MINUS
Financial		
Security		
In/Convenience		
Satisfaction		
Manner of change		
Cultural beliefs		
Other		



THE MONGOLIAN BARBEQUE EFFECT ON INNOVATION

- Why should I listen to you?
- What's in it for me?
- What are the three most important things I need to know?
- What does success look like?
- What are the next steps?

COLLABORATE	CREATE
<ul style="list-style-type: none"> • Talk about personal experiences • Tell stories • Smile • Express emotions • Put the person at ease • Think out loud • Use nonverbal gestures • Acknowledge the role of intuition • Recognize important spiritual symbols 	<ul style="list-style-type: none"> • Be enthusiastic and energetic • Look at the big picture • Expect to be interrupted in mid-sentence • Draw concepts • Use metaphors • Look at the future • Make it conceptually sound and clear • Ask open ended questions • Explore how the pieces fit together
CONTROL	COMPETE
<ul style="list-style-type: none"> • Provide details • Be neat and on-time • Follow the rules • Explain in sequential order • Conform to accepted esprit de corps • Ask close ended questions • Provide detailed data • Demonstrate how it works 	<ul style="list-style-type: none"> • Get to the point and summarize • Be logical and analytical • Critically confront the downside • Use quantifiable facts to illustrate points • Be very matter-of-fact • Don't get emotional • Show personal ownership • Demonstrate a bias towards action

- Select an area in crisis or exceptional performance
- Remember to pilot the innovation first
- Follow the acceptance gaining sequence (there's always a tradeoff between time and risk)
- Identify assistors and resisters and focus only on key stakeholders
- Every project needs a compelling story
- Communicate in the values of the stakeholders
- Diversify your initiatives and show small wins
- Work to understand what resistant stakeholders lose from the innovation and identify potential remedies

The cavalry
ain't coming

Take a higher
point of view

Devise with
revisionary eyes

Make it up as
you go along

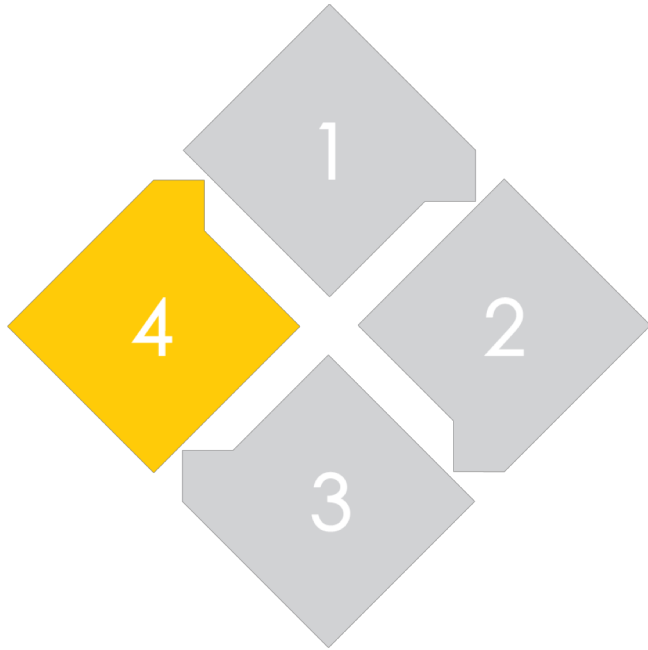
Hide inside
trojan horses

Fail early and
off broadway

Show, don't tell

Leave room for
the stuff you
don't know
now

LEARN FROM EXPERIENCE & EXPERIMENTS



CREATIVIZE PROCESS MACRO VIEW:

1. Set high quality target
2. Enlist deep & diverse domain expertise
3. Take multiple shots on goal
4. Learn from experience & experiments



DECONSTRUCT TO RECONSTRUCT

SAGE	ARTIST
Doesn't Work	Doesn't Work
Works	Works
ENGINEER	ATHLETE
Doesn't Work	Doesn't Work
Works	Works



BREAK DOWN THE GAME FILM

SIMPLE RULES

HOW-TO RULES

They spell out key features of how a process is executed - "What makes our process unique?"

BOUNDARY RULES

They focus managers on which opportunities can be pursued and which are outside the pale

PRIORITY RULES

They help managers rank the accepted opportunities

TIMING RULES

They synchronize managers with the pace of emerging opportunities and other parts of the company

EXIT RULES

They help managers decide when to pull out of yesterday's opportunities



STOP STARTING AND START STOPPING
IF YOU WANT INNOVATION TO HAPPEN

SAGE	ARTIST
Start/Do More	Start/Do More
Stop/Do Less	Stop/Do Less
Stay/Do Nothing	Stay/Do Nothing
ENGINEER	ATHLETE
Start/Do More	Start/Do More
Stop/Do Less	Stop/Do Less
Stay/Do Nothing	Stay/Do Nothing



REVIEW
REVISE
REPEAT