Inspiring & Leading a

Spirited Learning

Innovative Organisation

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Inspiring…

Commitment to work starts with people knowing their personal values, and then navigating their work life by them.

CLARITY OF COMPANY VALUES	Low	High
High	4.9/7.0	6.3/7.0
Low	4.9/7.0	6.1/7.0

CLARITY OF PERSONAL VALUES

from research by Barry Posner

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and Leading…

Max DePree, former Chairman of Hermann-Miller (major manufacturer of office furniture):

- *Leadership is a serious meddling in the lives of others.*
- *Above, all, leadership is a position of servant-hood… and integrity is the linch-pin of leadership.*
- *In a special way, all the qualities of a good leader stem from awareness of the human spirit.*

To lead innovation at its most inspirational, we must connect heart-to-heart, and soul-to-soul – from a spiritual basis

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a Spirited…

- "Spiritus" and "spiros" mean "breath"
- Breathing = inhale + exhale
- Prana = the life energy
- Atma = the Transcendent
- Filled with intrinsic meaning and motivation
- "S P I R I T E D" person

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A "S P I R I T E D" Leader

Bill George, Chairman of Medtronic, on spirituality for an entire business:

- *We are all spiritual beings. To unleash the whole capability of the individual - mind, body, and spirit - gives enormous power to the organisation.*

  This has nothing to do with religion. People of many faiths, or no faith at all for that matter, can join together in a common cause of service to others through their work.

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Spiritual-Based Leadership

G. Narayana, Executive Chairman of Excel Industries Ltd., India:

- *Spirituality is inspired responsibility towards people, other living beings, and the world… seeing and relating with Divinity in every aspect.*
- Spiritual Theme: "Noble actions, noble feelings, noble thoughts, noble responsibility."

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Spiritual-Based Leadership

Lars Kolind, Chairman of Oticon Company of Denmark:

- *Spirituality is the acceptance of the existence of a God, whatever that is, and to adhere to my religion.*
- Spiritual Theme: "Love God and love your neighbour."

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Spiritual-Based Leadership

Janiece Webb, Senior Vice President, Motorola, USA:

- *Spirituality is getting in touch with the essence of God inside of me. I connect with the magic in life... This is all so much bigger than what we can physically see.*
- Spiritual Theme: "God in everyone."
- *You must earn the right to lead every day, and spirituality is necessary to do that. (Spirituality)… gives you immense courage; yet you also embrace your own humanness and imperfections.*

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Your Spiritual Theme

- How would you describe your spiritual view of life?

- How would you summarise the "theme" of your spiritual view of life in a few words?

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Innovative…

	"TOP-LINE" INNOVATION	"MID-LINE" INNOVATION
BREAKTHROUGH CHANGE	***Radical Invention***	***Total Re-Engineering***
INCREMENTAL CHANGE	***Product or Service Extensions***	***"Kaizen" Process Improvement***
"BOTTOM LINE" IMPACT	***Greater Revenue, Business Growth***	***Greater Effectiveness & Efficiency, Lower Costs***

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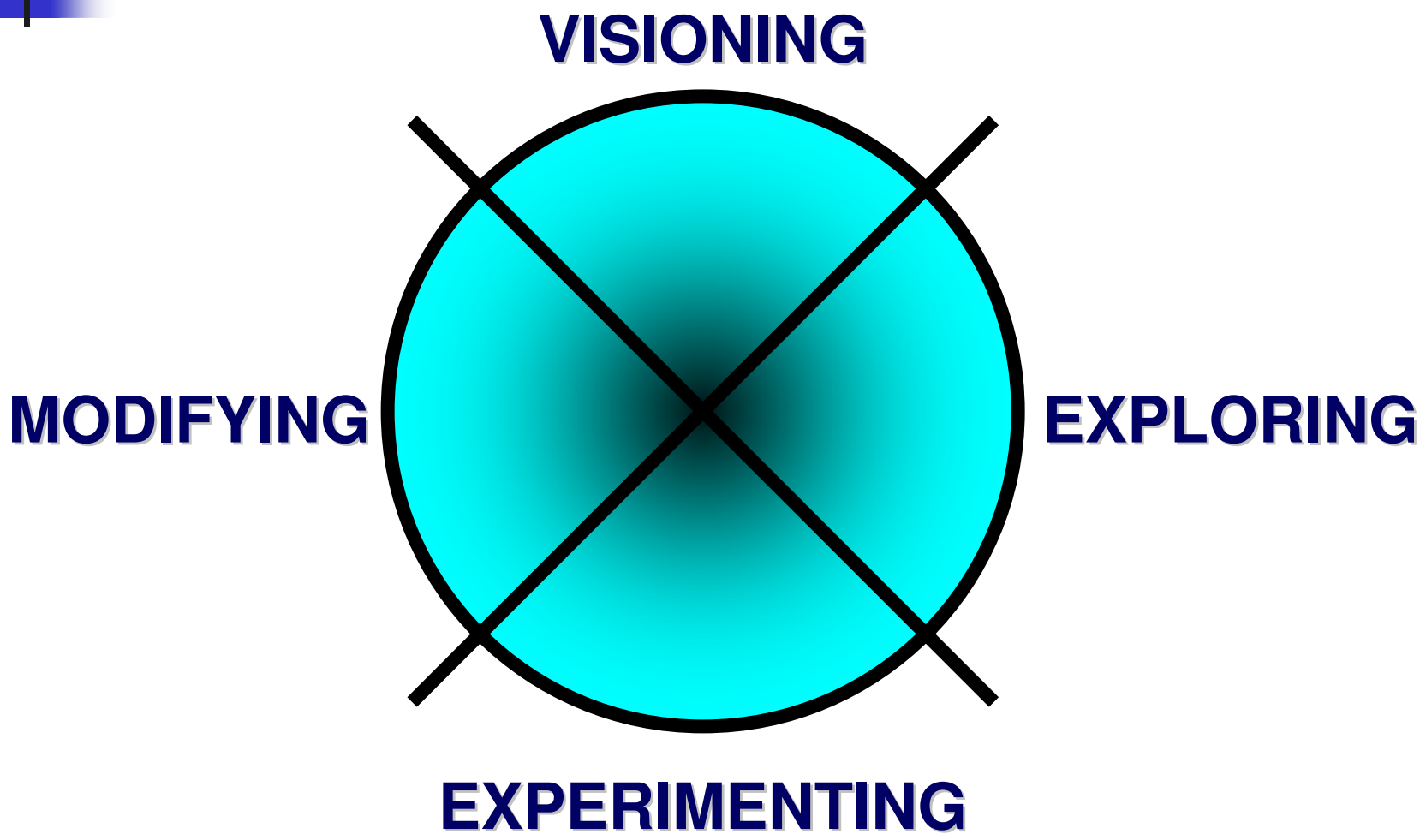
Innovation Styles®



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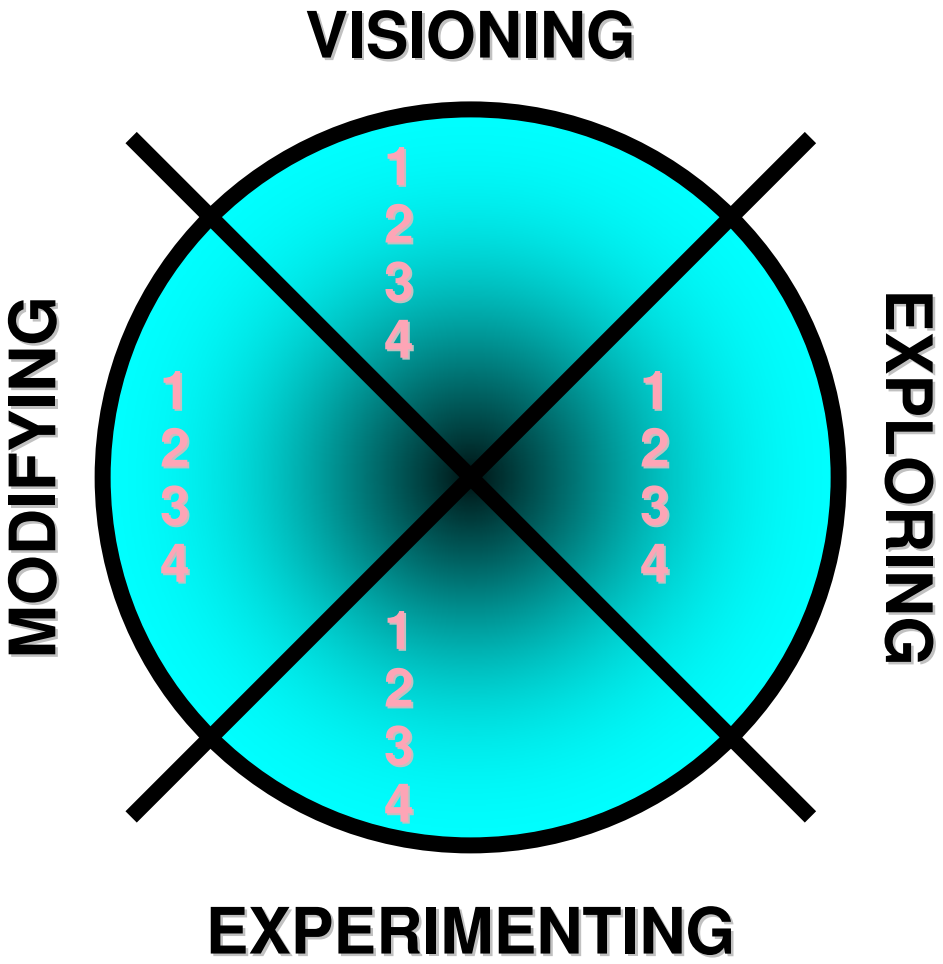
"Compass" Exercise

- VISIONING: What can we imagine as the ideal long-term solution?
- MODIFYING: What can we do to build on what we've done?
- EXPERIMENTING: What can we combine to form a new solution?
- EXPLORING: What can we create starting with totally new assumptions?



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Innovation Styles®
(*very* short form)

Give a 1-2-3-4 priority to how <u>you</u> like to foster creativity / change

I help innovations along by:

- A. providing a clear sense of the idealised outcome
- B. optimising what we have already invested in
- C. understanding how key variables relate
- D. challenging core assumptions in how an issue is defined

I like to find new solutions by:

- A. imagining the best possible outcome
- B. applying expert solutions in new ways
- C. combining the most practical ideas of many people
- D. using metaphors and analogies for new insights

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Learning…

- Create new knowledge
- Share and go beyond "best practices"
- Gain wisdom from "success" and "failure" alike
- Network for group intelligence
- See and respond as whole systems
- Evolve from a "community of learners" to a "learning community"

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Reward Knowledge-Creation

- Without rewarding knowledge-creation, it is difficult to have people "stretch" to new heights
- Reward "intelligent failure"
- Rewards can be intrinsic (self-satisfying) or extrinsic (given by others)

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The First Inquiry

1. *Form into groups of 4*
2. *Select a "host" who will record the themes that emerge in the conversation*
3. *Dialogue about the following question:*

- ***When was a time when I felt most inspired to learn and grow in my work?***

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The Second Inquiry

"Host": remain seated while the others move to new groups of 4...

"Host": *BRIEFLY summarise the previous conversation*

1. *Select a new "host" who will record the themes that emerge in the next conversation*
2. *Dialogue on the following question:*

- ***As a leader, drawing from my spiritual theme, how could I foster an environment for inspired learning?***

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Organisation

- An "organism" not a machine
- Alive, vital, energised
- Effective (doing the right thing) and efficient (doing things right)
- The organisms most able to *learn and adapt (innovate)* are the most likely to achieve long-term sustainability (Darwin)

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Organisational "Breath"

- *Inhaling* = learning
  …acquiring, creating, integrating, and sharing new knowledge; converting information to knowledge to wisdom
- *Exhaling* = innovating
  …applying the learning to generate, decide upon, implement, and celebrate creative, innovative responses to opportunities and challenges -- involving business development, new products/services, new work processes, and new management methods

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“Spirit” at work

- “Best Companies to Work For”
- Five criteria: credibility/trustworthiness, fairness, meaning of work, respect, sense of family/community
- Contributing to the welfare of society and their employees
- Generating wealth and prosperity – in USA, Europe, and Latin America, stocks of “Best Co.’s” have increased at 2x the stock market average over the previous 3 years.

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A Matter of Trust

The most important issue in a great workplace is the quality of relationship between the employees and the management.

Robert Levering ("Great Places to Work")

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Innovation's "Ripple Effect"

	Spectators %	Seekers %	Stars %
mean increase in sales over previous year	5.7	9.1	10.8
percent reporting an increase in market share over past year	27.0	43.0	59.0
mean rating of product or service quality over the past year (1-5)	3.4	3.8	4.1
mean rating of employee satisfaction and morale (1-5)	2.6	3.0	3.5
mean rating of employee retention vs. overall industry (1-5)	3.4	3.7	3.9

SOURCE: Synectics study of 250 corporations, 1993

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The Culture of 8 C's

C ommitment

C onscious risks

C haracter

C ooperative learning

C reativity

C ollaborative decisions

C ongruence

C elebration

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The Culture of 8 C's: 1<>7 Scale

WITH MY LEADERSHIP, MY PEERS / DIRECT REPORTS…
1. None (0%) of my peers / direct reports do this
2. Very few (10%) of my peers / direct reports do this
3. A minority (30%) of my peers / direct reports do this
4. About half (50%) of my peers / direct reports do this.
5. A majority (at least 70%) of my peers / direct reports do this
6. Almost all (90%) of my peers / direct reports do this
7. All (100%) of my direct peers / direct do this

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The Culture of 8 C's
(*very* short form)

WITH MY LEADERSHIP… **MY PEERS / DIRECT REPORTS…**	**1 <> 7**
1. help to develop the future direction, vision, and values of the group.	
2. help to to define the strategic context and risk-environment for the group's work	
3. help to develop the character and empowerment of each other as talented people.	
4. cooperate in learning together through high quality relationships.	
5. use intuition, logic, and creativity to generate new knowledge and innovations.	

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The Culture of 8 C's
(*very* short form)

WITH MY LEADERSHIP… **MY PEERS / DIRECT REPORTS…**	**1 <> 7**
6. collaborate on making decisions based on personal and group values.	
7. lead transitions (change) while maintaining operational excellence.	
8. appraise and reward *new learning* as well as *achievements*.	
9. actively support each other's continuous learning and growth – personal as well as professional.	
10. actively support each other in developing the capacity to generate creative, innovative ideas.	

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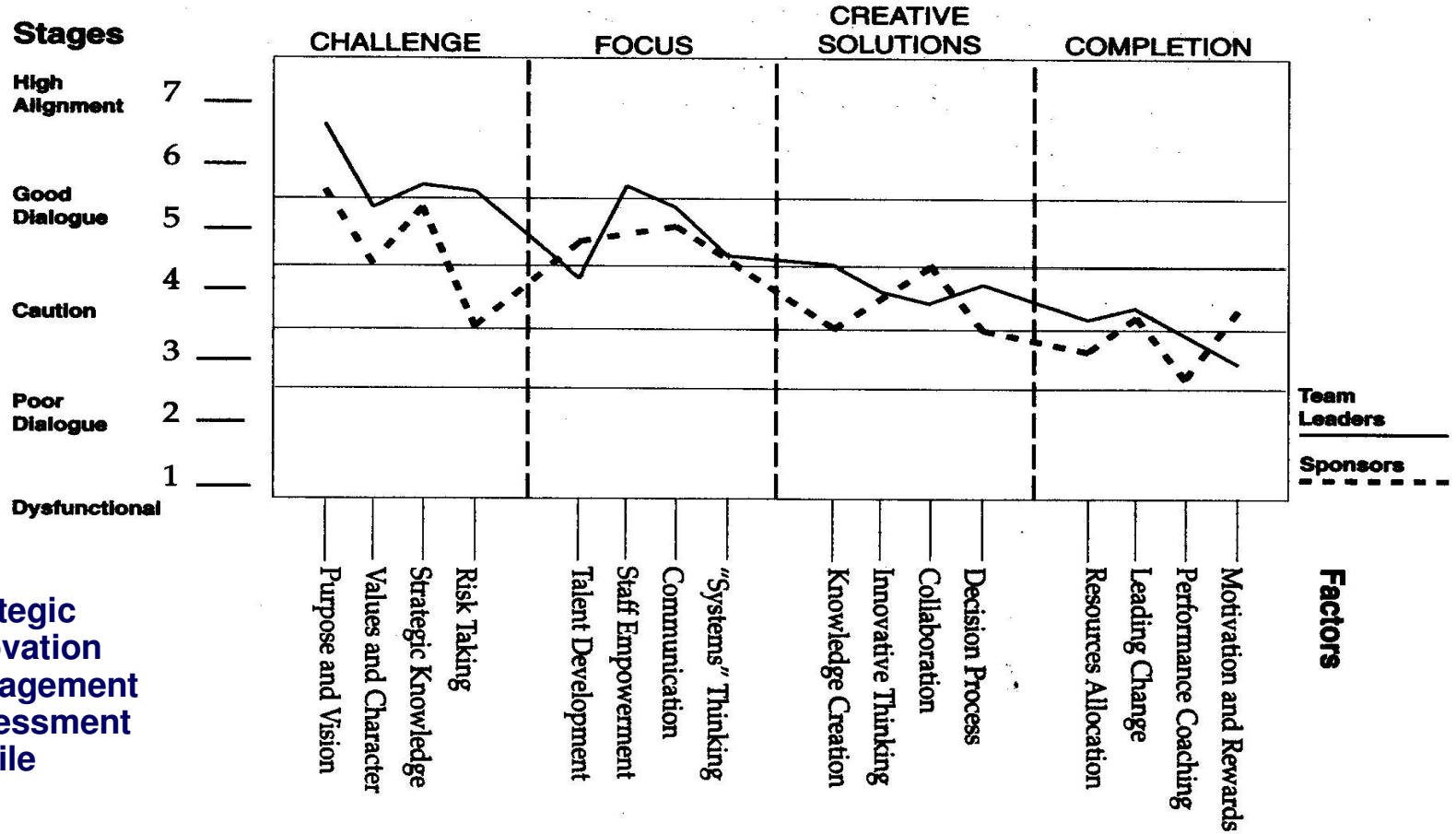
SIMAP *



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Strategic Innovation Management Assessment Profile

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Industry Leadership

1. *High integrity relationships*
   that foster collaboration and loyalty

2. *Innovative products and services*
   that contribute value and fulfil true needs

3. *Innovative processes*
   that improve speed, quality and efficiency

4. *Intelligence, learning and knowledge*
   that evoke unique, intuitive insights

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Three Key Capabilities

Exercise Integrity

Encourage Innovation

Expand Intelligence, Learning and Knowledge

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Exercise Integrity

- "Integer" = one-ness
- Oneness of: soul, mind, body
  thought, word, deed
- Oneness of: the Transcendent, society, stakeholders, organisation, individuals
- Spiritual theme and personal values as the basis of motivation

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Your Spiritual Theme

- From my spiritual view of life, and my spiritual theme, how well do I practice a unity of my thoughts, words, and deeds?

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Encourage Innovation

- Creative Journey – innovation process
- Innovation Styles – 4 “strategies” of innovative thinking
- Culture of the “ 8 C’s “
- SIMAP – strategic innovation management assessment profile

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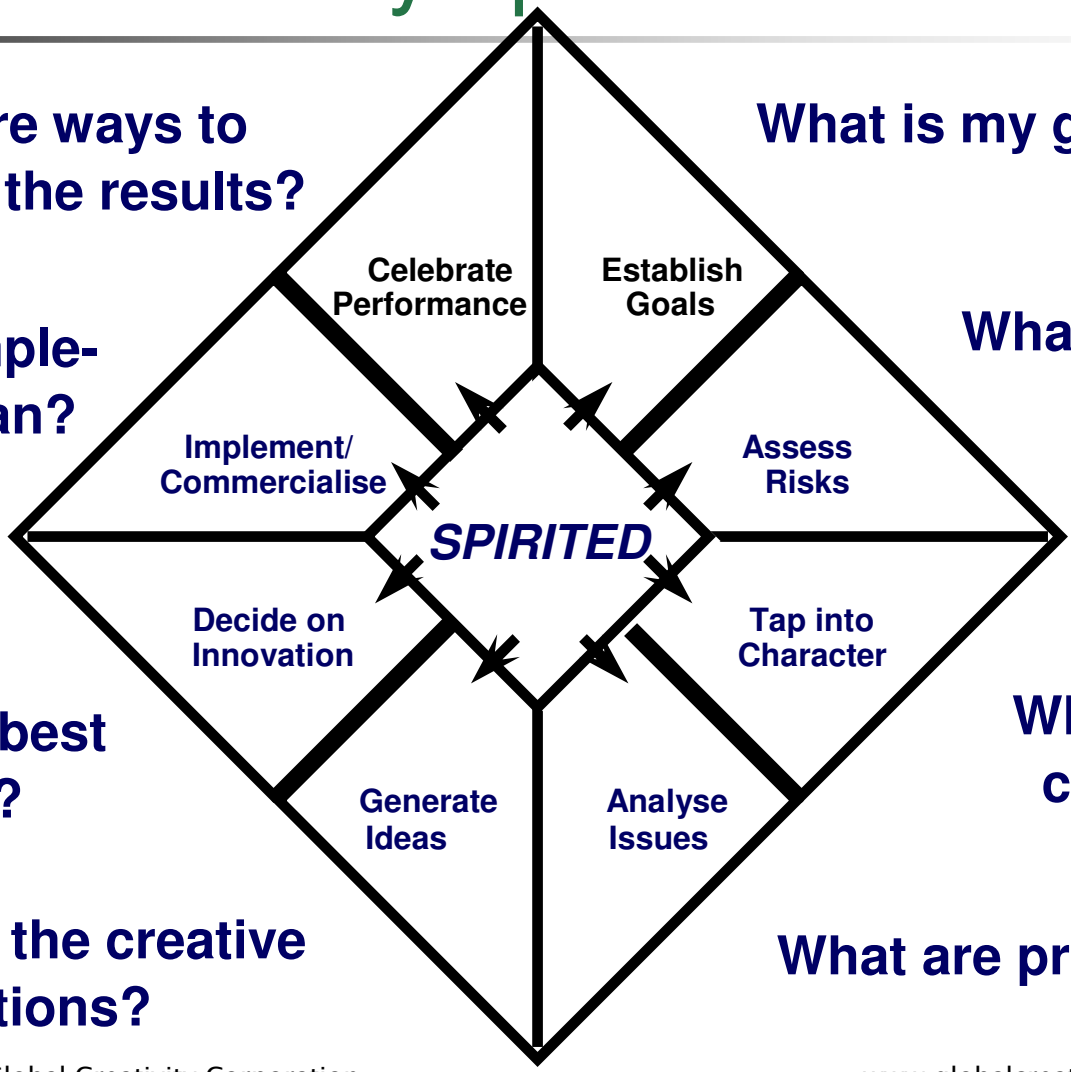
The Creative Journey –
"Based on my spiritual theme…"



What are ways to celebrate the results?

What is my goal?

What is the imple-mentation plan?

What are the risks?

What is the best solution?

What gives me confidence?

What are the creative options?

What are priority issues?

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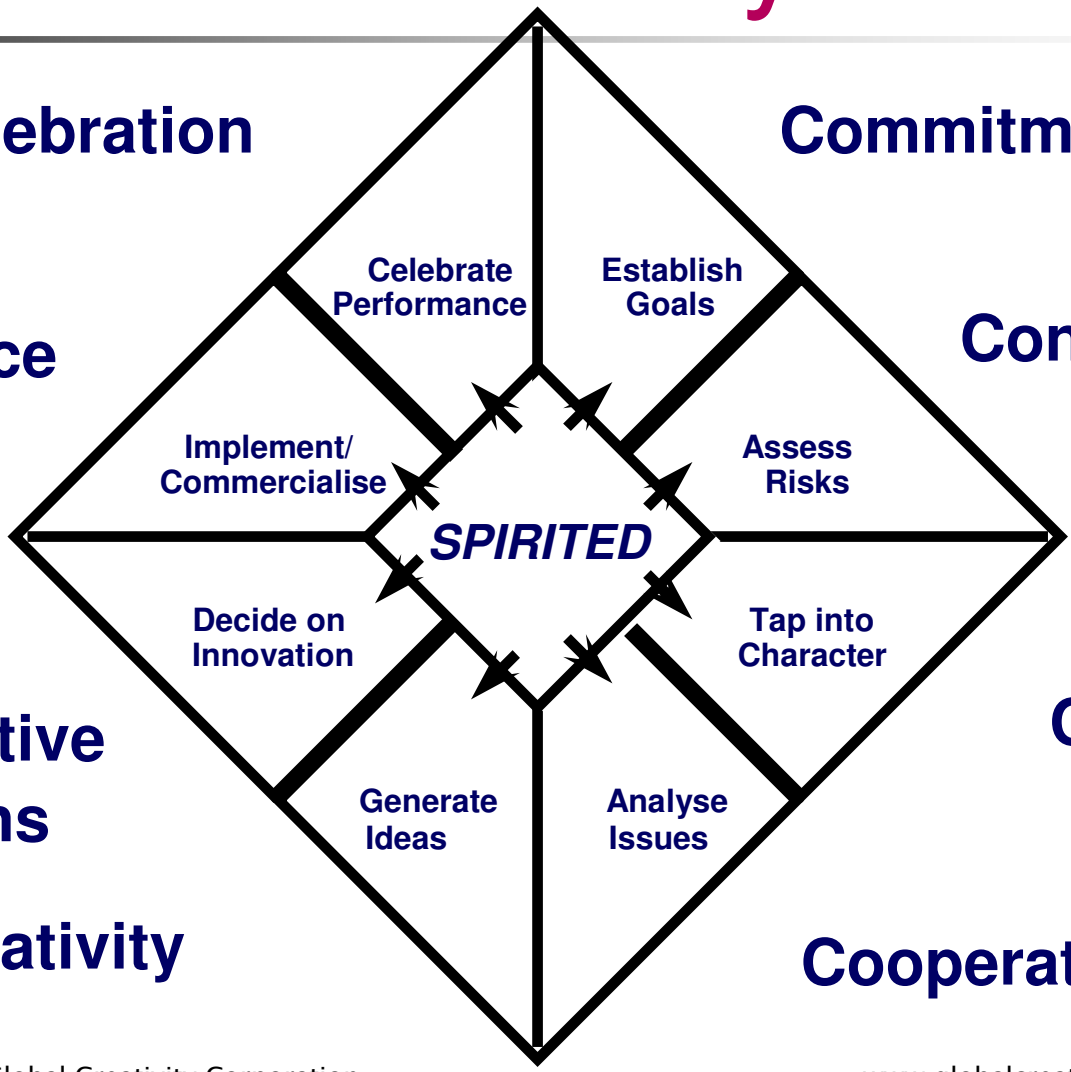
Creative Journey – 8 C's



Celebration

Commitment

Congruence

Conscious risks

Collaborative decisions

Character

Creativity

Cooperative learning

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Expand Intelligence, Learning and Knowledge

- Develop teams with "learning" processes
- Foster the creation of new knowledge
- Promote informal communities of shared learning
- Reward knowledge-creation and shared learning (even amidst unwanted results)
- Proactively monitor "outside" information
- Use information technology
- Combine intuition with logic

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Communities of Practice

- Share their best ideas freely
- Informal – can be encouraged but not formally managed
- Come together on "as needed" and "as wanted" basis

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Sharing "Best Practices"

- Keep from "reinventing the wheel"
- Requires openness – the opposite of the "not invented here" syndrome
- Best practices are more than benchmarks and "targets" to emulate.

  They can stimulate new innovative challenges – to *exceed* the best practices!

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Appreciate Work as a Spiritual Opportunity

- "Appreciate" = *To increase the value of…*
  To have gratitude for…

- TWO-WAY STREET
  - Work, in order to grow spiritually
  - Grow spiritually, to serve better at work

- Tap into your spirituality in all situations

- Each challenge takes you through a "mini-version" of the spiritual journey

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Learning to Work from Your Spiritual Theme

- What is a situation I face in my work that I would like to see from a new perspective?

- Drawing from my spiritual theme, what can I learn from this situation?

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Let him that would move the world, first move himself.

Socrates

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"*BE* the Culture"

before You

Create the Culture"

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