

# Accelerating Change: New Ways of Thinking about Leveraging Your Intrepreneurs

Paul D. Tolchinsky, PhD.

Performance Development Associates

16 January 2014

# Agenda for this Evening

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Introduction to the Notion
  - What creates and sustains intreprenneurial behavior?
- Small Group Discussion
- Five Things you Could Do
  - With some examples
- Small Groups Again: What do you do?
- Summary and Wrap-up

# I Wish I Worked Here!

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

Melissa R.:

When I think about our culture, I think about the many inspiring people and experiences. I am so fortunate to have been involved in the growth of our company from the beginning...a time when we did not have the Ten Core Commandments on paper, but when they were practiced day in and day out and became the foundation for our amazing culture today. I have witnessed and been a part of dreams coming true for this company, especially this past year and for that I am very grateful. I recently took a sabbatical and was able to reflect on my time with the company. The culture is one in a million and for me personally, one of the greatest experiences of my life that I know will not happen again!

# And Here Too!

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

Brenda B.:

I remember the first All Hands meeting that I attended for the company. It was the first time I had the opportunity to see the culture in full force, and I can remember how proud and honored I felt to have been chosen to work here. It was the first time that I was able to witness, for myself, the close family bond that the company had built with its employees and I remember the great sense of relief I felt, know that this would be my new home. I was amazed [still am] at what the company has been able to accomplish with its culture and GREAT employer/employee relationships. I can truly say that I feel like the FAMED Charlie of Willie Wonka and the Chocolate Factory. I KNOW I have FOUND the golden ticket!

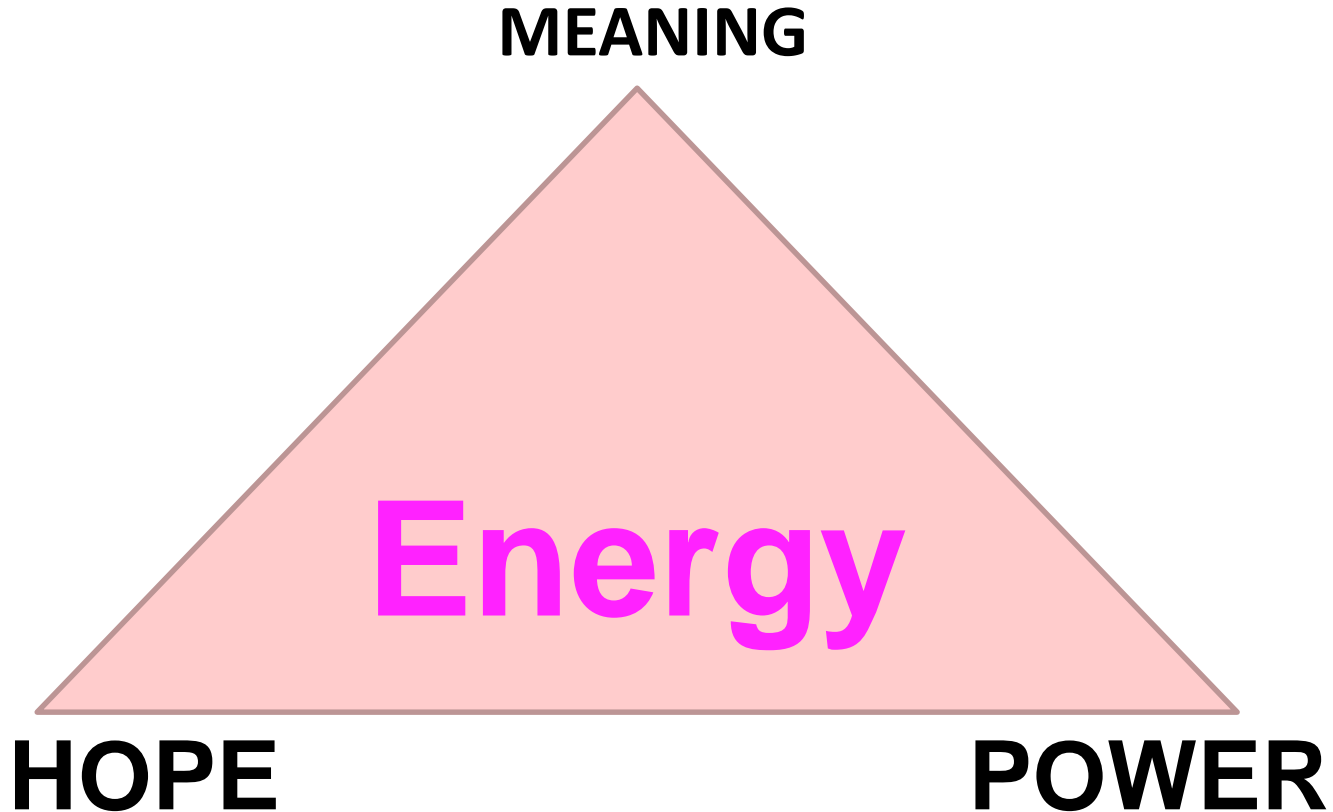
# What is Energy?

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- The acquired ability to be physically energized, emotionally resilient, mentally focused and spiritually aligned with what matters most to you. (HPI Institute, Canada)
- A spark, motivation, something that propels the individual and others around them to greater heights (Wenzl, Austria)
- Eastern cultures think in terms of potential energy (yin) and usable or kinetic energy (yang)

# What Creates Energy?



# Meaning

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

## ■ All About Purpose

- Why are we doing what we are doing?
- What is the compelling reason?
  
- What will be different, in the company, in the world, because we did this?

# Hope

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Strengths
  - Resources
  - Leveraging Potentialities, Talents
  - Embraces Diversity
- 
- Comes from seeing the results of our efforts



# Power

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Is Primarily About Inclusion and Engagement
  - Having Input and Being Involved, Being Heard
- The Ability to Influence the Situation
- Making a Contribution to the End Result



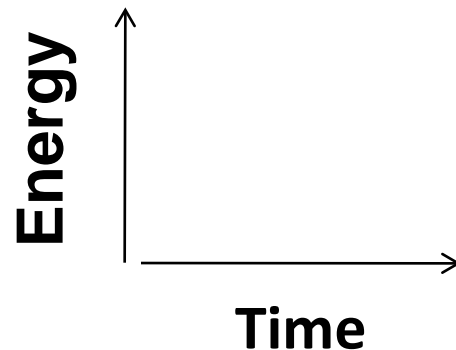
UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

# REFLECTION: SMALL GROUP DISCUSSION # 1

# What Energizes and Gets You Pumped?

- Think about your work life and the energy you have had in different positions and situations.
- Take moment and draw an “energy” line with all the peaks and valleys



# Small Group Work: 15 minutes

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- 5 minutes for everyone to draw their energy line, 10 to share and highlight what creates the peak experiences.
- At the peaks, what was going on that made it so?
- Where are your biggest challenges/issues?
- Who/what is getting your best energy right now?
- What gets in the way of high energy for you?

# What Creates Energy to Implement?

- People are energized:
  - By interactions in which a compelling vision is created
  - By interactions in which they can contribute meaningfully
  - When they are fully engaged in the interaction
  - In interactions marked by progress
  - In interactions where hope becomes a part of the equation

# What Everyone is Looking For?

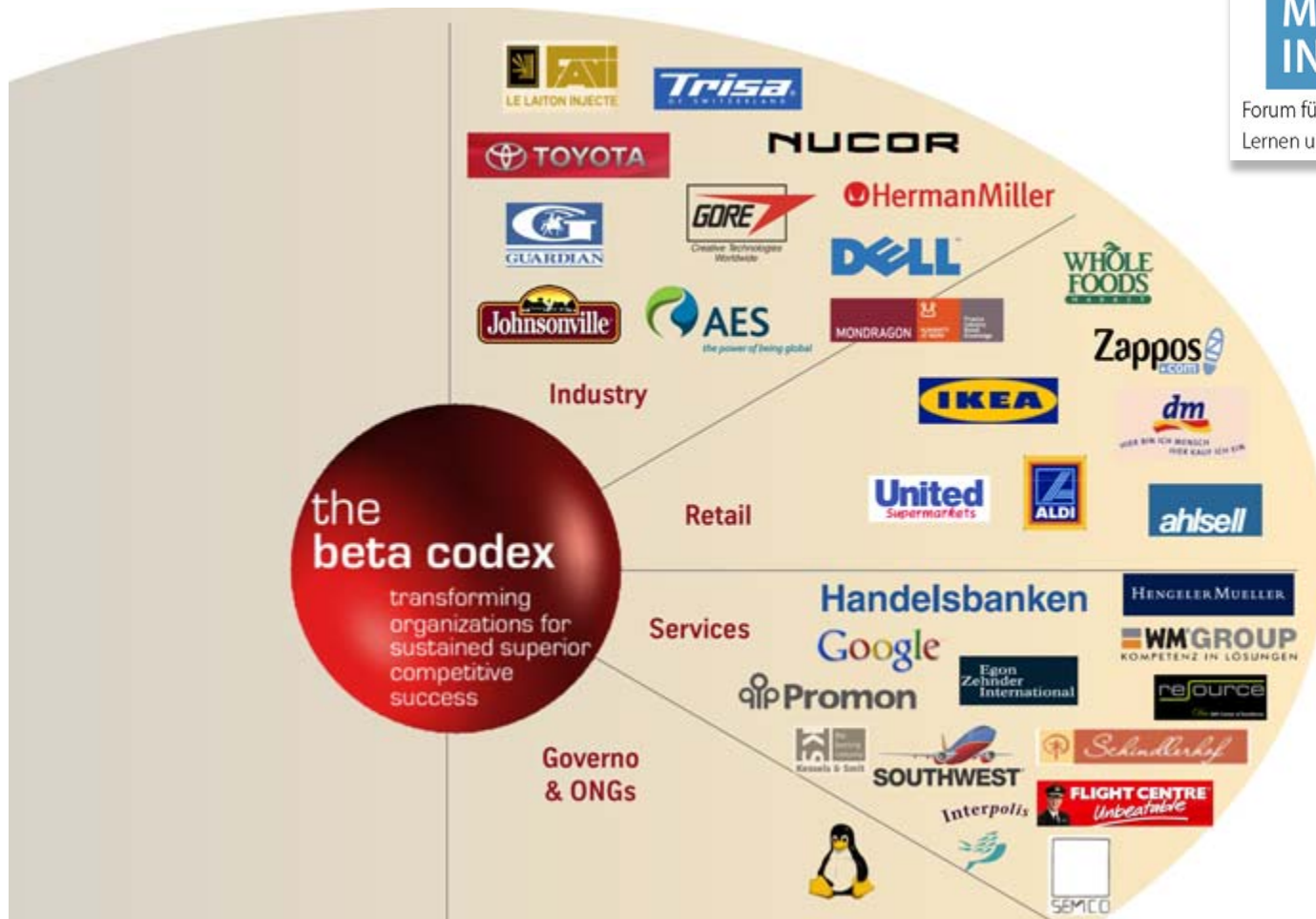
- To Feel Valued
- To Be Heard
- To Have a Voice
- To belong to a community in which they are appreciated
- To belong to a community that makes a difference in the lives of others

# The Work of Leadership in the 21<sup>st</sup> Century

## CREATING AND SUSTAINING INTREPRENEURIALSHIP

# UNIVERSITY MEETS INDUSTRY

Forum für Lebensbegleitendes Lernen und Wissenstransfer





# Companies That Are Intreprenneurial and Profitable

UNIVERSITY  
MEETS  
INDUSTRY

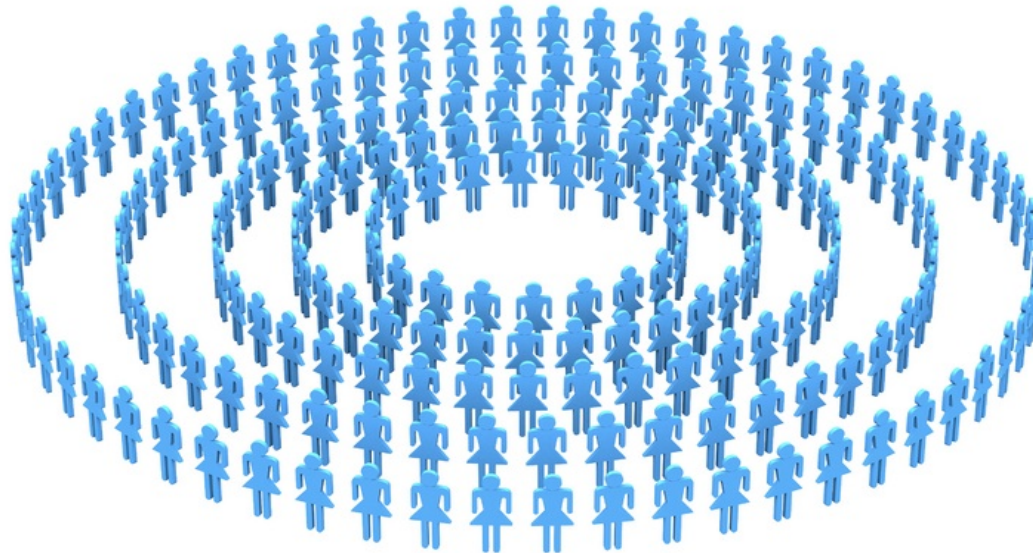
Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Three Examples
  - Zappos
  - Southwest Airlines
  - HCL Technology

# Expand the Circle of Involvement

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer



# Internal Venture Capital

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer



# Change Your Metrics

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer



# Less is More

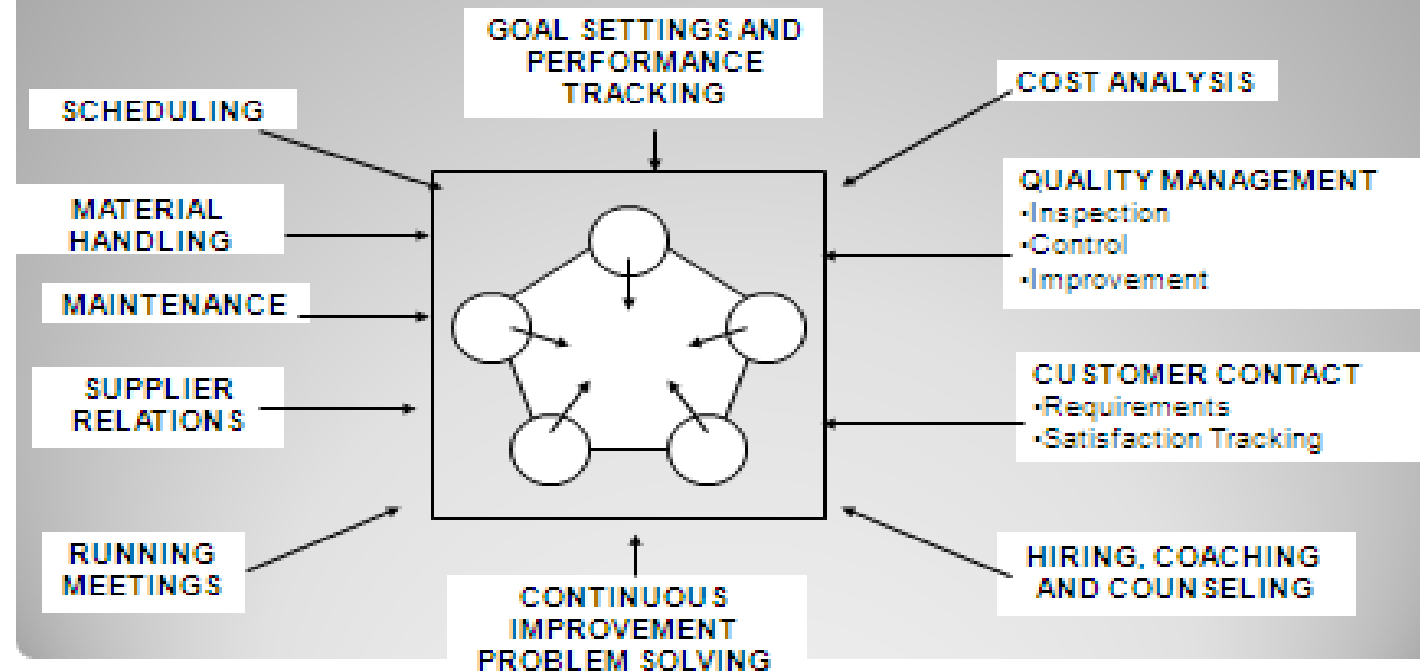
UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer



# Change the Work

## DAILY MANAGEMENT WORK DESIGN



Performance Development Associates, 2009 Some of these slides are adapted from AlignOrg Solutions. With Permission



UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

# REFLECTION: SMALL GROUP DISCUSSION # 2

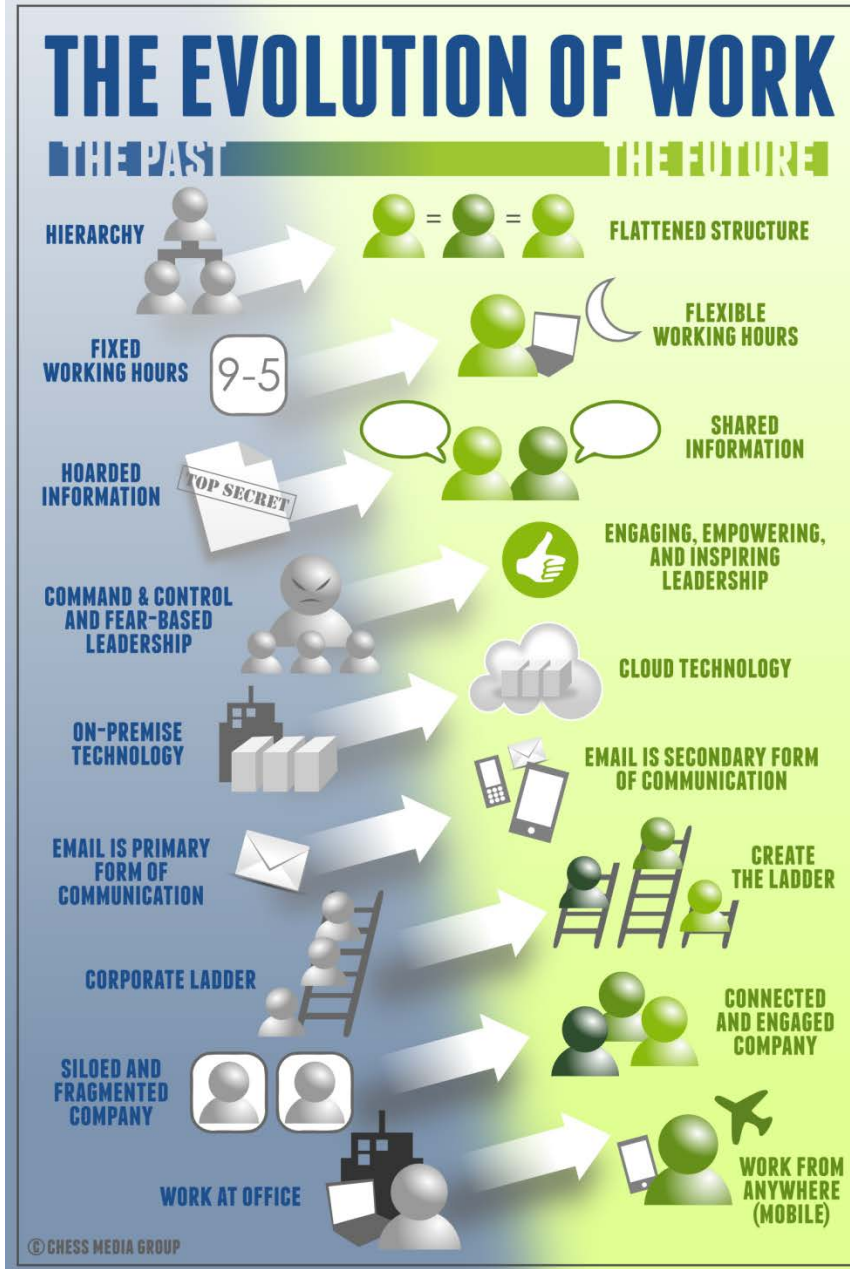
**QUITE SIMPLY: WHAT DO  
YOU DO, CONCRETELY?  
WHAT IS ONE OF YOUR BEST  
PRACTICES**



UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

# THE CONCLUSION: BRINGING IT TO DAILY PRACTICE



From Jacob Morgan,  
The Evolution of Work,  
Forbes September 2013

# Thinking Positively

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Research over the past 20 years suggests that positive thinking and positive imagery creates and sustains innovation and innovative thinking in organizations

# What is Different?

- Focus on future, not the past
- Look at potentials, strengths and abilities
- Say “yes and” not “yes but” or “no”
- Look for joy, fun and meaning: the sources of energy

# What Can/Should Done

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Widen the circle of involvement
- Connect people to each other, leader's must connect to their people (Listen, don't just talk)
- Create Communities of Action around the core concepts of the company Strategy
- Give voice to and enable staff to influence their circumstances

# What You Can Do

- Engage As Many Microcosms as Possible
- Create Maximum Mixtures of Employees
  - Diverse and this includes levels, functions and skills
- Work Toward a Critical Mass
  - It only takes 12% to reach a “Tipping Point”
- Build a Common Data-Base
  - Everyone can see what everyone else sees
- Unite People’s Heads and Their Hearts
- Manage Resistance -  **$D \times V \times F > R$**



UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

**I LEAVE YOU WITH THE  
FOLLOWING**



“In every community there are people whose **unusual practices or behaviors enable them to find better solutions to problems than their neighbors who have access to the same resources.**”



# The Old Sufi Mystic Parable

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

Nasrudin is a notorious smuggler who routinely crosses the frontier with his string of donkey's, saddle bags loaded with straw. Customs inspectors search in vain for the contraband that accounts for his steady accumulation of wealth. Years go by. Nasrudin retires. One day he encounters the former chief of customs in a local tea house. The retired officer broaches a long suppressed question: "Nasrudin, as we are now old men who have ended our careers and are no longer a threat to each other, tell me, during all those years, what were you smuggling?"



UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

**THANK YOU!**

# Find the “Hot Spots”

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Where people are already doing what you hope the future will look like!

# Ask Yourself: Do You

UNIVERSITY  
MEETS  
INDUSTRY

Forum für Lebensbegleitendes  
Lernen und Wissenstransfer

- Weave relationship development into work and day-to-day actions?
- Do what you say your going to do?
- Address tough values and culture issues openly?
- Look for possibilities, leverage talents?
- Draw people into conversations and projects by finding opportunities for them to contribute?
- Use your own strengths, talents and potential wisely?