Using Systems Driven Leadership

to enable an

Agile Organization

1

Maggie Pfeifer

VP of Education

2

Mission:

Changing the world
though systems that enable everyone
to think & act smarter, faster & more innovatively.

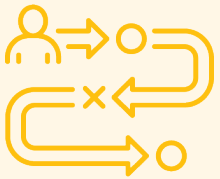
EUREKA! RANCH®

3

WE HELP COMPANIES WITH INNOVATION

Fill Your
PIPELINE

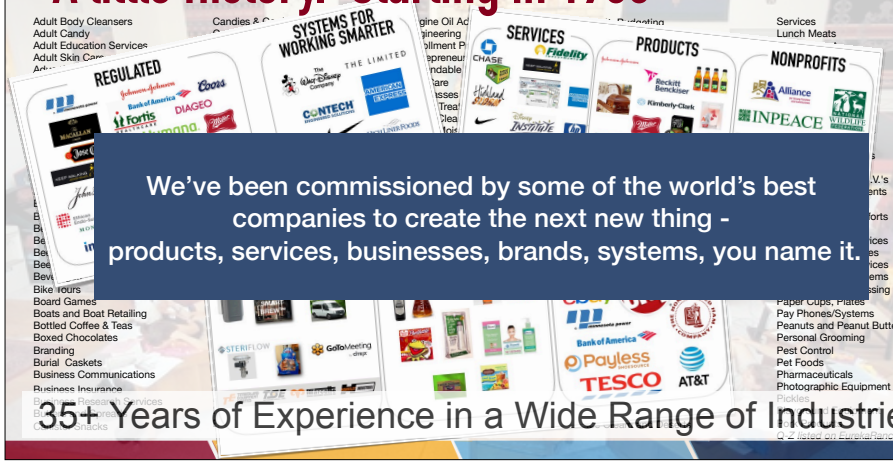
Improve Your
PROCESS



Train Your
PEOPLE

4

A little History. Starting in 1986



We've been commissioned by some of the world's best companies to create the next new thing - products, services, businesses, brands, systems, you name it.

35+ Years of Experience in a Wide Range of Industries

A little History. Starting in 1986

15,000 Teams

25,000 Disruptive Ideas

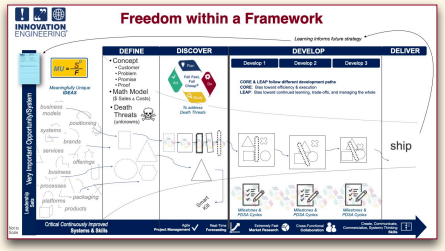
35+ Years of Experience in a Wide Range of Industries

INNOVATION ENGINEERING® IS BOTH...

a complete innovation business methodology

+

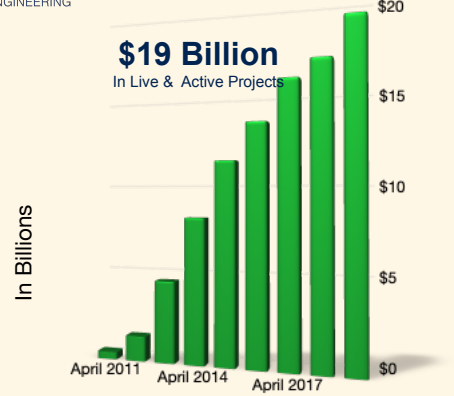
a comprehensive academic curriculum.



IMPACT CREATED

INNOVATION ENGINEERING

$19 Billion
In Live & Active Projects



TOP LINE

1M+
Proactive actions taken after training

PROACTIVE CULTURE

Body of Knowledge

INNOVATION ENGINEERING®

CREATE

1. Meaningful Uniqueness
2. Stimulus & Diversity
3. Exploring Stimulus
4. CREATE Sessions 1.0
5. Unrelated Stimulus
6. Patent Mining
7. Insight Mining
8. Market Mining
9. Advanced Create Methods
10. Future Mining
11. Wisdom Mining
12. Professional Grade CREATE

COMMUNICATE

13. Blue Card Strategy Activation
14. Yellow Card
15. Concept Improvement
16. Fermi Est. of Concept Numbers
17. Concept Feedback Systems
18. Sales Forecasting
19. Smart Concept Decisions
20. Technology Translation
21. Advanced Benefit & Proof
22. Real World Communications
23. Meaningful Marketing Messages
24. Proactive Selling Pitches

COMMERCIALIZE

25. PDSA Plan, Do, Study, Act
26. PDSA - Best Practices
27. PDSA - Looks Like Prototype
28. PDSA - Works Like Prototype
29. PDSA - Rapid Research
30. PDSA - Cost & Price Estimating
31. PDSA - Reducing Forecast Variation
32. Business Models
33. Competitive Advantage
34. Organizing for Success
35. Business Opportunity Reco
36. Making the Case for a Go Decision

SYSTEM Driven LEADERSHIP

37. Appreciation for a System
38. Knowledge about Variation
39. Theory of Knowledge
40. Psychology **VERY High Level**
41. Alignment - Strategy to Ideas
42. Alignment - Across Departments
43. Rapid Research - Implementation
44. Rapid Research - Forensic Mining
45. Collaboration
46. Proprietary Protection
47. Culture Change through Learning
48. Personal Leadership

Experience
Define/Discover/Develop

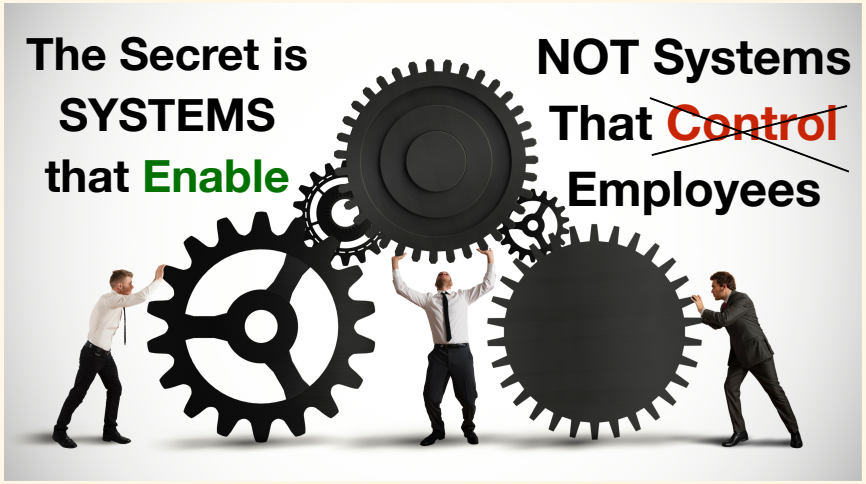
If you want to Lead an Agile Organization…

One that

- thrives in an unpredictable and rapidly changing environment,
- is open, inclusive and nonhierarchical,
- evolves continually and embraces uncertainty and ambiguity.

10

The Secret is SYSTEMS that Enable NOT Systems That ~~Control~~ Employees



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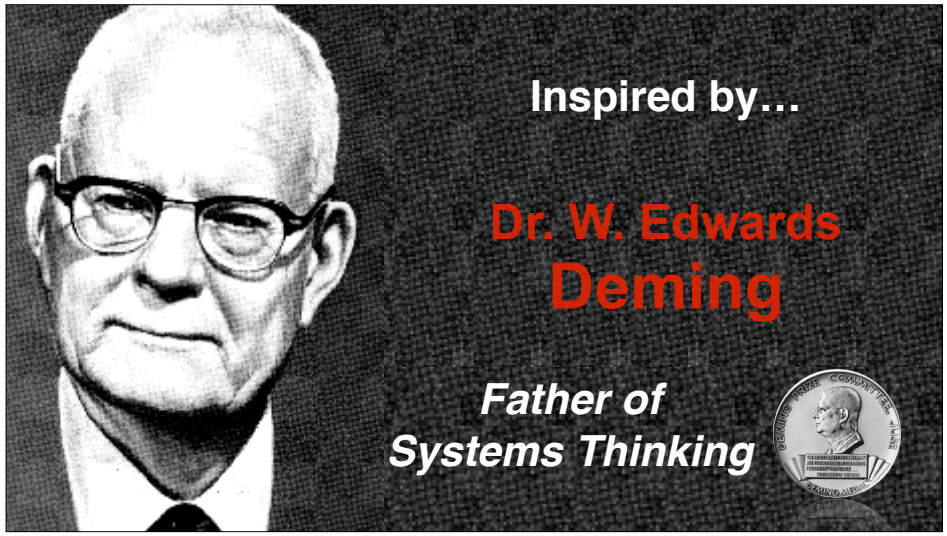
Ordinary People + Systems that Enable = Extraordinary Results

Extraordinary People + Systems that Control = Ordinary Results

12



94% of failures are due to the **SYSTEM**
6% are due to the **WORKER***

* Assuming the worker is willing to learn

Systems Thinking Fundamentals

Stop the BLAME Game…
Focus on SYSTEM
NOT the People

Before You Can
Reinvent or Architect
New and Agile
Systems…

It is no easy task, but developing an "inner agility" is essential in releasing our potential to lead an agile transformation.

17

Developing Your Inner Agility

There are three fundamental reactive-to-creative mind-set shifts we have found critical to foster the culture at the heart of agile organizations:

1. ***From scarcity to abundance: fostering value creation.***
2. ***From authority to partnership: fostering collaboration.***
3. ***From certainty to discovery: fostering innovation.***

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INNOVATION ENGINEERING®

$$MU = \frac{S^D}{F}$$

It can be very HARD for some people…
It requires that you are open to learning…
It requires that you are willing to say…

1. I Don't Know
2. I Need Help
3. I Fail A Lot

$$MU = \frac{S^D}{F}$$

2. Diversity of thinking

Meaningfully Unique Ideas = 1. Explore **Stimulus** / 3. Drive Out **Fear**

1. Explore Stimulus

$$MU = \frac{S^D}{F}$$

Value of Stimulus

Stimulus Feeds The Brain

Stimulus Available	# of practical ideas invented
Low Stimulus	22
Medium Stimulus	38
High Stimulus	47

Traditional Model

draining
Individual Brainstorming

Before

After

Suck Method

Uses Your Brain Like A
LIBRARY

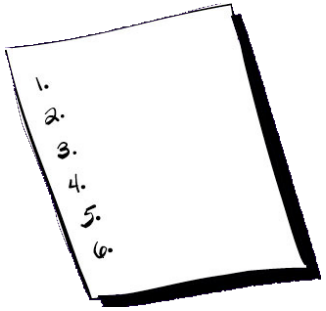
At Their Most Basic
IDEAS
are Feats of Association

Exploring Stimulus is basically…

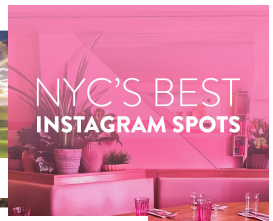
Filling Your BRAIN

So You Have More "Stuff" to Make Connections With

Where To Go On Vacation?



Where To Go On Vacation?



Two Types of Stimulus

Ideas for a new type of candy

RELATED

Lots of ideas, but closer in

UNRELATED

Fewer ideas, but really UNIQUE

2. Leverage Diversity

$$MU = \frac{S^D}{F}$$

Diversifying Thinking

Diversity multiplies the impact of stimulus.

Diversity of Thinking	# of practical ideas invented
Low Diversity	19
Medium Diversity	30
High Diversity	46

Diversity Means People Who Think DIFFERENTLY than You

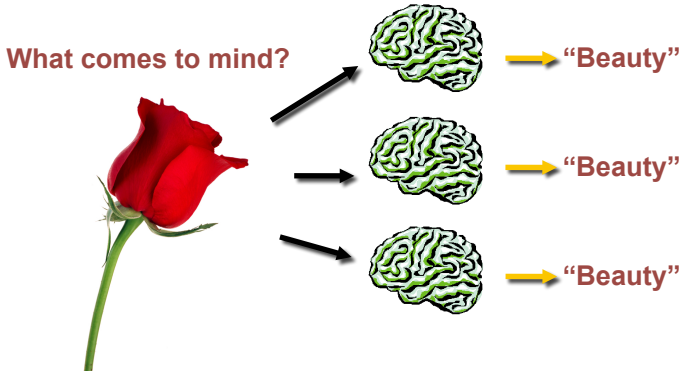
Mindset

Backgrounds & Skills

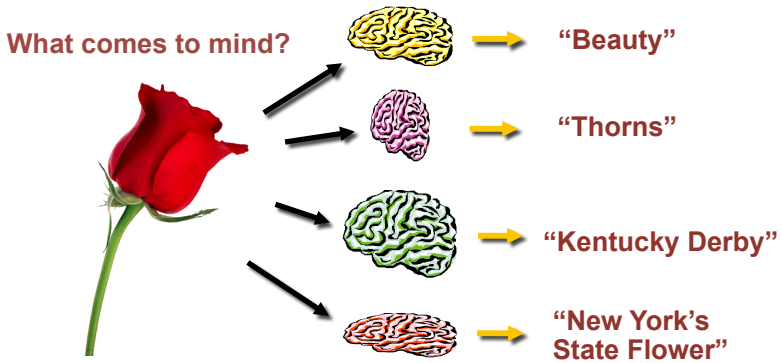
Culture

Maybe Even Who You Disagree With

No Diversity of Thought



Diversity Multiplies Impact of Stimulus

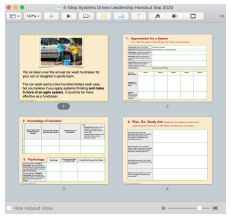


Let's Practice

LOGISTICS

Camera ON for group work and reporting

Activity Powerpoint
Download from chat



LOGISTICS

Assign
Reporter

- ☑ Take Notes
- ☑ Report Results if called on

Assign
Group Leader

- ☑ Lead the exercise

Assign
Time Keeper

- ☑ Meet your Deadline

Slide 2

Activity 1: Create Ideas

With your group, use the prompts below as stimulus to invent ideas for Meaningfully Unique playgrounds or playground equipment.

When free associating, it is important to write down whatever comes to mind when you see the stimulus with NO attempt to connect it to the challenge. That comes in the second step.

Slide 2

Activity 1: Create Ideas

Stimulus	Free Associate *"What comes to mind when you hear…"*	Raw ideas for a new type of playground/equipment
UNRELATED: **Frog**	***green, lily pad, flies, slime, tadpole, Kermit, tongue, ribbit***	

Slide 2

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Slide 2

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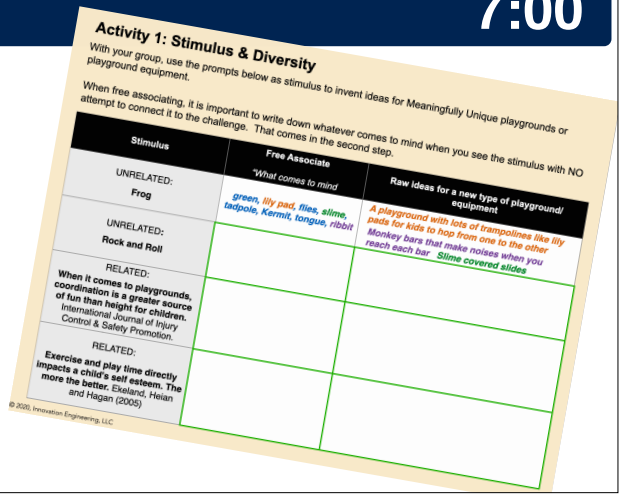
UNRELATED: **Frog**	***green, lily pad, flies, slime, tadpole, Kermit, tongue, ribbit***	***A playground with lots of trampolines like lily pads for kids to hop from one to the other*** ***Slime covered slides*** ***Monkey bars that make noises when you reach each bar***

Slide 1

7:00

Activity 1: Leveraging Stimulus & Diversity



LOGISTICS

Reporter Reports

Ridiculous Amounts of **Visual Enthusiasm**

6 Stimulus Mining Categories

Understand Competitors

Voice of the Customer

6 Stimulus Mining Categories

WISDOM Mining	PATENT Mining	MARKET Mining	INSIGHT Mining
Borrow Brilliance from Academic Research	Find Inspiration from Patents/ Technology	Understand Competitors	Voice of the Customer

6 Stimulus Mining Categories

WISDOM Mining	PATENT Mining	MARKET Mining	INSIGHT Mining	FUTURE Mining	UNRELATED Mining
Borrow Brilliance from Academic Research	Find Inspiration from Patents/ Technology	Understand Competitors	Voice of the Customer	Anticipate future shifts, leverage current trends	Analogy, force-associate unrelated topics

$$MU = \frac{S^D}{F}$$

Drive Out Fear

Meaningfully UNIQUE Ideas…

Require CHANGE

Change Causes CHAOs

Spark FEAR

The Secret to Reducing Fear

is to Make the

Unknown Known

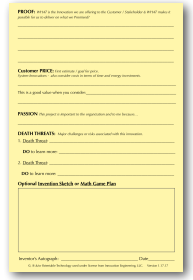
Build Courage

By Making the Unknown Known…

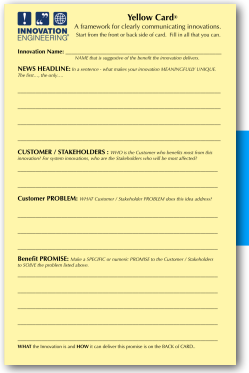
1. **Communicate Your Idea with Clarity**

2. Reduce uncertainty with Plan-Do-Study-Act Cycles

The Yellow Card is a communication framework that increases your odds of success.



TODAY



Fundamental Components

- Customer/Stakeholder & their **PROBLEM**
- Benefit **PROMISE**
- Product/Service & **PROOF**

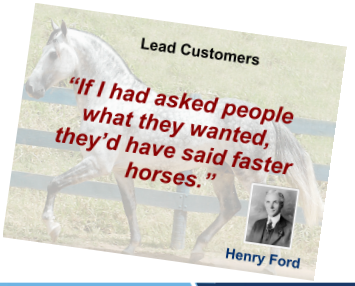
Meaningfully Unique Solutions

Solve
Customer or
Stakeholder
Problems

BEWARE

There are Problems that customers are AWARE of…

AND problems that customers can't describe because they can't imagine a solution.



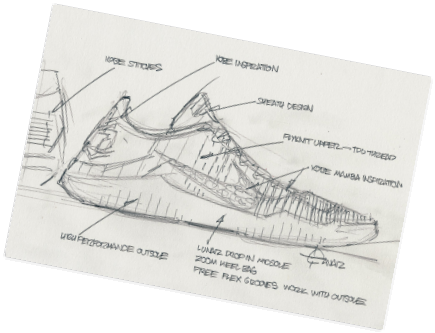
The Benefit PROMISE
speaks directly to the
Customer & Their Problem

Problem ← **PROMISE**

Features are not Benefit Promises

Features are the
- **Facts**
- **Figures**
- **Technology**
- **and Details**

That make up your offering



http://footwearnews.com/2015/

Benefit Promises
are "What's In it for the Customer"

What they will

Receive, Enjoy, Experience

In exchange for their

Time, Trouble, Trust and Money

Benefit PROMISES are
WHY should I care?
I = the customer

"Our offering will make you
Smarter...
Faster...
Healthier..."

The Product/Service PROOF

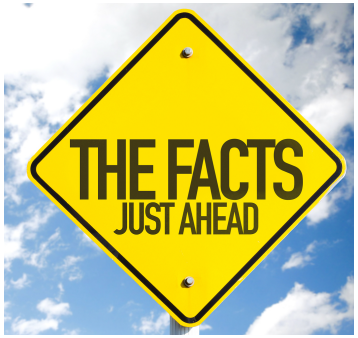
is **HOW** you will deliver
on your **PROMISE**

It answers the question
"Why should I believe you?

Problem ← **PROMISE** ← **PROOF**

The Product/Service PROOF

Here's how it works…



Benefit PROMISE

gets customers excited

Product/Service PROOF

closes the sale

BUT… What if I don't know…

How to make the idea REAL (Proof)…

If the Customer has the Problem…

What to Promise the Customer

Does that mean I can't write a Yellow Card?

NO, It Doesn't

It does mean you need a

HYPOTHESIS

Of Your

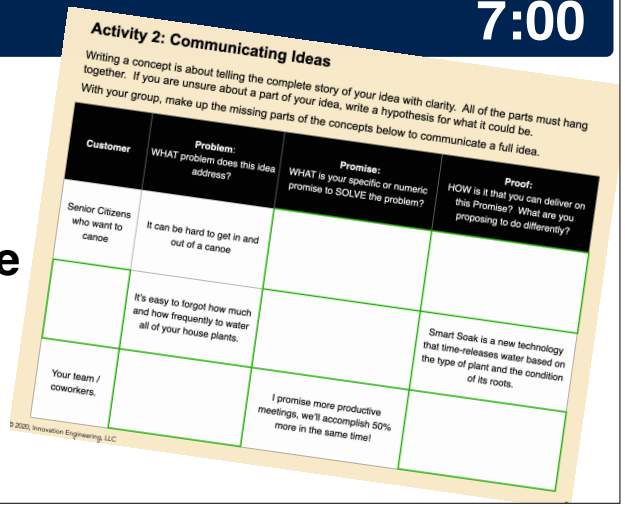
Problem, Promise or Proof

Let's Practice

Slide 2

7:00

Activity 2: Communicate Ideas



Activity 2: Communicating Ideas

Writing a concept is about telling the complete story of your idea with clarity. All of the parts must hang together. If you are unsure about a part of your idea, write a hypothesis for what it could be.

With your group, make up the missing parts of the concepts below to communicate a full idea.

Customer	Problem: WHAT problem does this idea address?	Promise: WHAT is your specific or numeric promise to SOLVE the problem?	Proof: HOW is it that you can deliver on this Promise? What are you proposing to do differently?
Senior Citizens who want to canoe	It can be hard to get in and out of a canoe		
	It's easy to forgot how much and how frequently to water all of your house plants.		Smart Soak is a new technology that time-releases water based on the type of plant and the condition of its roots.
Your team / coworkers.		I promise more productive meetings, we'll accomplish 50% more in the same time!	

LOGISTICS

Reporter Reports

Ridiculous Amounts of **Visual Enthusiasm**

Build Courage

By Making the Unknown Known…

1. Communicate Your Idea with Clarity
2. **Reduce uncertainty with Plan-Do-Study-Act Cycles**

You may not realize it…

But you already know how to reduce risk with new ideas…

It's how you learned to ride a bike.

Set goal to ride

Tried a way to Ride

Adapted your approach and tried again

Learned From This

INNOVATION ENGINEERING

Respect the Emotional Nature of Fear

"Re-Label" Risks & Uncertainties with Equally Emotionally Charged Wording

Fear	→	Death Threat
"No"	→	Death Threat
Can't Make it	→	Death Threat
Can't Afford It	→	Death Threat
Can't Sell It	→	Death Threat

Meaningfully UNIQUE Ideas have by **definition** **Uncertainties & RISKS**

- "Re-Label" as **DEATH THREATS** And **Problem Solve**
- **Compromise Idea** To Avoid Any Risk
- **Kill the IDEA** To Avoid Any Risk

HINT: Focus on Biggest Challenges FIRST

START HERE

Death Threat or Milestone

DON'T START HERE

Small Problem | Small Problem | Small Problem

We don't want to waste **6 Months HERE**

Only to DIE Here

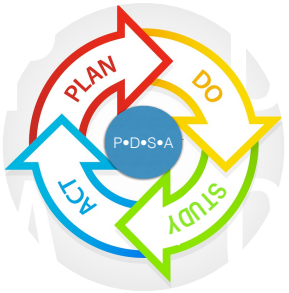
The Way to Resolve Death Threats

is to use the Deming Cycle/Scientific Method

We call this development system

Fail Fast, Fail Cheap

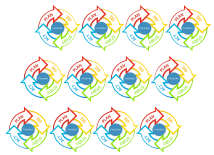
The purpose of the system is to dissolve risks with small steps



Again & Again & Again
Till Achieve, Pivot or Decide Not to Repeat

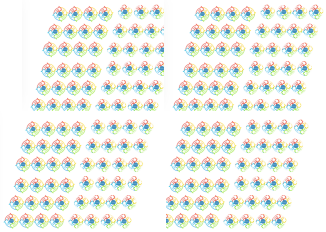
Again & Again & Again
Till Achieve, Pivot or Decide Not to Repeat

1 Cycle a Month
= 12 in a Year



4 Cycles a Month
48 in a Year

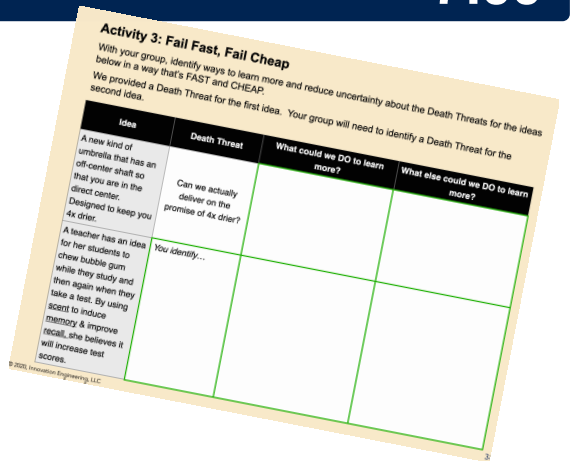
5 Cycles a Week
= 260 in a Year



Let's Practice

Slide 3 **7:00**

Activity 3: Fail Fast, Fail Cheap



Activity 3: Fail Fast, Fail Cheap

With your group, identify ways to learn more and reduce uncertainty about the Death Threats for the ideas below in a way that's FAST and CHEAP.
We provided a Death Threat for the first idea. Your group will need to identify a Death Threat for the second idea.

Idea	Death Threat	What could we DO to learn more?	What else could we DO to learn more?
A new kind of umbrella that has an off-center shaft so that you are in the direct center. Designed to keep you 4x drier.	Can we actually deliver on the promise of 4x drier?		
A teacher has an idea for her students to chew bubble gum while they study and then again when they take a test. By using scent to induce memory & improve recall, she believes it will increase test scores.	You identify…		

System Driven Leadership

Grounded in Deming System of Profound Knowledge (SoPK)

1. Appreciation for a System
   - Make it Visible
2. Knowledge about Variation
   - Identify High Variation Leverage Points
3. Psychology
   - Identify What Motivates Your Team
4. Theory of Knowledge (PDSA)
   - Learning Cycles to Improve the System

5 minute
Coffee
Break

System Driven Leadership

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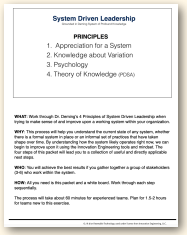
After today's Systems Thinking Overview, you'll walk away with…

Mindset



Tool

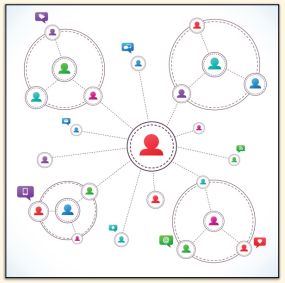
Definition of a SYSTEM

"A SYSTEM is two or more parts that work together to accomplish a **SHARED AIM**"

Dr. W. Edwards Deming

Systems encompass the "Connective" Work Processes

System results are the product of interactions.



Optimizing the parts does not necessarily make a better whole. You need to think through the interactions of the parts.

Systems ALWAYS Exist

- Employees will not stay in chaos.
- If you don't create the system it will come to life by itself.
- Systems don't change themselves

System Driven Leadership

Grounded in Deming System of Profound Knowledge (SoPK)

1. **Appreciation for a System**
   Make it Visible
2. **Knowledge about Variation**
   Identify High Variation Leverage Points
3. **Psychology**
   Identify What is Motivating/Demotivating Your Team
4. **Theory of Knowledge (PDSA)**
   Learning Cycles to Improve the System

1. Appreciation for a System

Make it Visible

DEFINE

System Name: *Name of the System*
System Aim: *The purpose of the system*
Stakeholders: *Those with vested interest in the system's operations and results*
Boundaries: *Where it starts and stops and/or what it doesn't include if that is not obvious*
System Metric: *The one number we will measure to determine how well the system is delivering on the Aim*
Enabling Metrics: *The other measurable things that help us predict the overall System Metric.*

DRAW

1. Appreciation for a System

Make it Visible

System Driven Leadership
starts with the
AIM of the system

What is the purpose of the system?

Find the north star

… a clear, shared, and compelling purpose—a north star—for your organization / system.

Rather than the traditional executive-team exercise, in agile organizations, leaders must learn to sense and draw out the organization's purpose in conversation with people across the enterprise.

https://www.mckinsey.com/

1. Appreciation for a System

Make it Visible

then

Stakeholders

"Those with vested interest in system operations and results?"

1. Appreciation for a System

Make it Visible

then

System Boundaries

Where the system starts and ends…
What the system does not include….

1. Appreciation for a System

Make it Visible

then

System Metric

There can be only one metric
otherwise the system pulls apart

1. Appreciation for a System

Make it Visible

Enabling Metrics

These are factors that statistical analysis has shown enable THE METRIC

Enabler 1
Enabler 2
Enabler 3

Impact **The Metric**

Independent Variables

Dependent Variable

1. Appreciation for a System

Make it Visible

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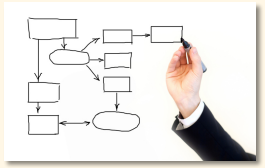
DRAW

LINEAR Phases *As simple as possible "Big Stuff"*

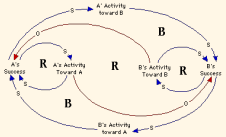
1. Phase Name	2. Phase Name	3. Phase Name	4. Phase Name	5. Phase Name
· Activity 1 · Activity 2 · Activity 3 · Activity 4	· Activity 1 · Activity 2 · Activity 3	· Activity 1 · Activity 2 · Activity 3 · Activity 4	· Activity 1 · Activity 2	· Activity 1 · Activity 2 · Activity 3 · Activity 4
Enabling Metrics · Metric 1 · Metric 2	**Enabling Metrics** · Metric	**Enabling Metrics** · Metric 1 · Metric 2	**Enabling Metrics** · Metric 1 · Metric 2	**Enabling Metrics** · Metric

There are Many Options for Making Your System Visible

Post It Notes



Flow Charts



You Can Add Complexity

- Feedback Loops
- Balancing Loops
- Reinforcing Loops
- Shifting the Burden
- Limits to Success
- Growing Action
- Escalation
- Drifting Goals

But to start, we recommend keeping it as simple as possible - "Big Stuff"

Let's Do It

INNOVATION ENGINEERING

You've taken over the annual car wash fundraiser for your son or daughter's sports team.

The car wash earns a few hundred dollars each year, but you believe if you apply systems thinking **and make it more of an agile system**, it could be far more effective as a fundraiser.

LOGISTICS

Assign
Reporter

- ☑ Share Screen and Document the work in real time

Stays the Same

Assign
Group Leader

- ☑ Lead the exercise

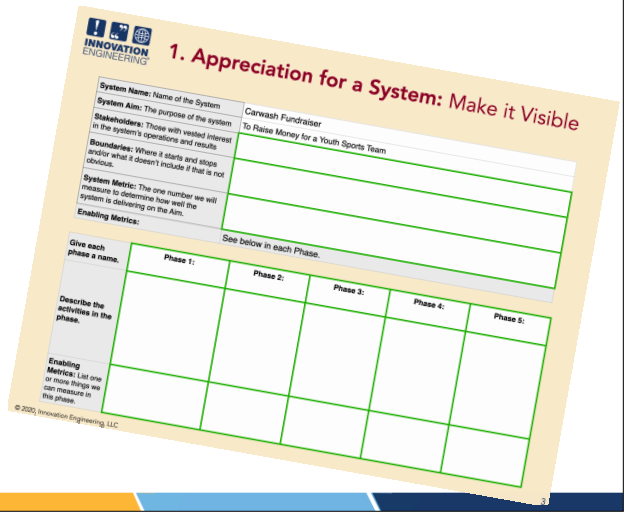
Assign
Time Keeper

- ☑ Meet your Deadline

Slide 6 -

Fill in the green outlined boxes as a team for the Car Wash Fundraiser

10:00



System Driven Leadership

Grounded in Deming System of Profound Knowledge (SoPK)

1. **Appreciation for a System**
   Make it Visible
2. **Knowledge about Variation**
   Identify High Variation Leverage Points
3. **Psychology**
   Identify What is Motivating/Demotivating Your Team
4. **Theory of Knowledge (PDSA)**
   Learning Cycles to Improve the System

2. Knowledge about Variation

Identify High Variation Leverage Points

Variation in a System Can Create A Chain Reaction

- Project Failure
- Errors
- Mistakes
- Legal Liability
- Wasted Resources
- Lost Money

2. Knowledge about Variation

Identify High Variation Leverage Points

Deming Explanation

Life is variation.

There will always be variation between people.

There will always be variation in output.

There will always be variation in services and products.

2. Knowledge about Variation

Identify High Variation Leverage Points

Two Types of System Variation

Common Cause

- Errors of the system
- Errors that the worker can't impact
- **94% of the problems**

Special Cause

- Errors caused by mistakes
- Not doing Job
- **6% of the problems**

2. Knowledge about Variation

Identify High Variation Leverage Points

Sources of Human System Variation

- No system documentation
- No training or tools to do job
  - *"What, Why, How" should I do job*

2. Knowledge about Variation

Identify High Variation Leverage Points

How to Reduce

HUMAN Variance

- Education
- Documentation - What, Why, How
- Common Calibration Standards
- Error Proof with Intelligent Systems

How to Identify Common Cause Problems

Look for

"Reliable" Problems

…Not One Time EVENTS

How to Identify Common Cause Problems

Look for

Compensating

Behaviors

How to Identify Common Cause Problems

Look for

Never Ending Blame

of workers or bosses…

How to Identify Common Cause Problems

Look for

Improvements that Don't Sustain

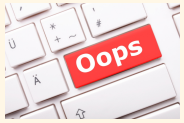
no matter how much time, energy
or money is invested.

Leadership Mistake #1

Treating **Common Cause** as **Special Cause** Variance

Search for the GUILTY PARTY

Waste of Energy - it's in the system

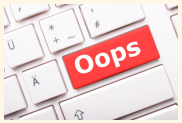


Leadership Mistake #2

Treating **Special Cause** as **Common Cause** Variance

Tampering with the system

Waste of Energy - needless rules



	Common Cause	Special Cause
Action **Change System**	**YES** - Will Help *Systemic Improvement*	**NO** - Wasted Energy *Needless Rules*
Action **Find Guilty Party and Stop Them**	**NO** - Tampering *It's out of their control*	**YES** - Will Help *Explain & Educate*

2. Knowledge about Variation

Identify High Variation Leverage Points

SYSTEM	The AIM of this System	What part of the System has a lot of Variation?	How does this Variation affect the AIM?	Possible Cause for the Variation	Possible Cause Reason for the Variation
Full Service Restaurant	*For customers to have a satisfying dining experience*	*Length of time from order placed to meal served*	*Variation in wait times can result in unsatisfied customers leading to complaints and/ or fewer customers served in a night.*	*Because the kitchen stove only allows 2 orders to be prepared at a time - it was sized for smaller re*	*Because sometimes waiters forget to enter your order into the system due to chatting with friends*

Common Cause

Special Cause

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There are two types of human system forces

+ POSTIVE Forces **- NEGATIVE Forces**

THINK what are the "root causes"?

There are two types of human system forces

+ POSTIVE Forces

What ignites acceleration & cooperation?

There are two types of human system forces

- NEGATIVE Forces

What causes frustration and non-cooperation

There are two basic motivational approaches

Extrinsic Motivation
- Bribes of all Kinds
- Competition
- Transactional Task

Intrinsic Motivation
- Internal Satisfaction
- Meaningfulness
- Mission & Purpose

Extrinsic Motivation

Driven By Financial Incentives

Management by Fear and Intimidation

Trains People to Respond to "Rewards"

Intrinsic Motivation

Enables Pride of Work

Encourages Teamwork
Working with others to achieve common goals

Management by Meaning & Mission

+ PSYCHOLOGY

"Intrinsic Motivation" Comes from

Being WILLING	Being ABLE
Requires understanding • WHY Very Important • WHAT is Narrative • HOW My Work Matters	Requires having EDUCATION Requires having RESOURCES Requires having PROPER TOOLS Requires having RELIABLE SYSTEMS

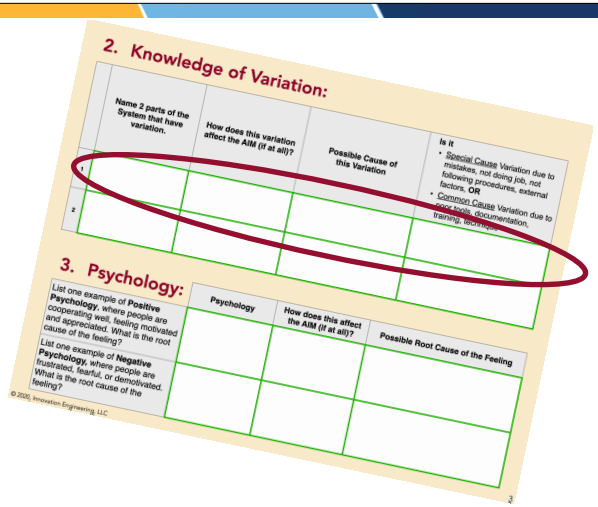
Let's Do It

INNOVATION ENGINEERING

Slide 7 -

Fill in the green outlined boxes as a team for the Car Wash Fundraiser

7:00



System Driven Leadership

Grounded in Deming System of Profound Knowledge (SoPK)

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   Learning Cycles to Improve the System

4. Theory of Knowledge (PDSA)

Identify Areas With Greatest LEVERAGE

- What areas could be changed to create greatest improvement in Metric?

4. Theory of Knowledge (PDSA)

- You may be able to IDENTIFY biggest opportunity areas for improvement.
- You may have QUESTIONS and need to know more.
- You may have IDEAS you can try.
- You may have to REDESIGN the system or a part of the system.

4. Plan, Do, Study Act: Based on the system's variation and psychological forces you've identified, consider your next steps…

After analyzing Variance and Psychology, which parts of the system offer the greatest opportunity for improving the System Metric and accomplishing our Aim?	
What information, if any, could we gather to better understand the existing system? (Data, Stakeholder Insights / Perceptions, Historical Data, etc)	
What Idea(s) came up, if any, to help the people in the system better achieve the overall Aim?	
What part of the system, if any, do we need to redesign but we aren't sure how quite yet?	

Connecting the Dots

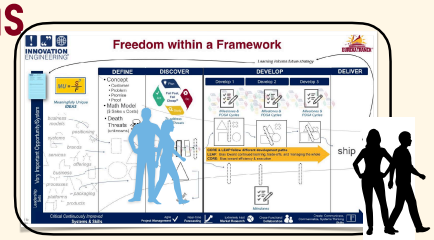
- You may have QUESTIONS and need to know more. → Explore Stimulus

- You may have IDEAS you can try. → Clarity of Ideas

- You may have to REDESIGN the system or a part of the system. → Set a Direction

Mission = We need ideas for…

Certifications



Innovation Engineering Blue Belt Certification
Level: Beginner

Learn the fundamentals of thinking innovatively and apply it to real projects, with grading and feedback from a Certified Innovation Engineering Black Belt Coach.
33 Courses + Applications

Innovation Engineering Black Belt Certification
Level: Expert

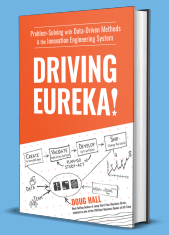
Learn the complete set of advanced skills needed to run high-risk, high-reward innovation projects, lead innovation across an enterprise and set up and sustains systems that support a culture of innovation.

You'll get the guidance and feedback of a Certified Innovation Engineering Black Belt.
113 Courses + Applications

BONUS Stuff!

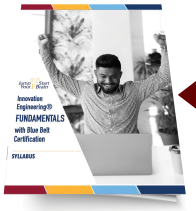
FULL AUDIO BOOK

eurekaranch.com/de-audio-request/



RECOMMENDED COURSE

eurekaranch.com/fundamentals-course/



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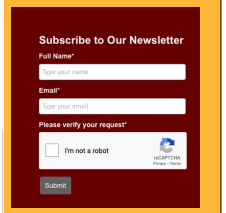
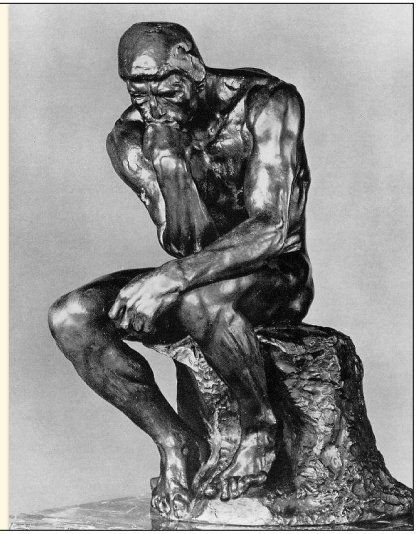
will cover 2/3 of the tuition for the course



We will alert you when the next round opens

THINK

What did you learn?



EUREKA! RANCH

INNOVATION ENGINEERING®

System Driven Innovation

How to Enable Innovation
By Everyone, Everywhere, Every Day
With Increased Speed & Decreased Risk