

# What Happens When?

## Thriving in Turbulent Times

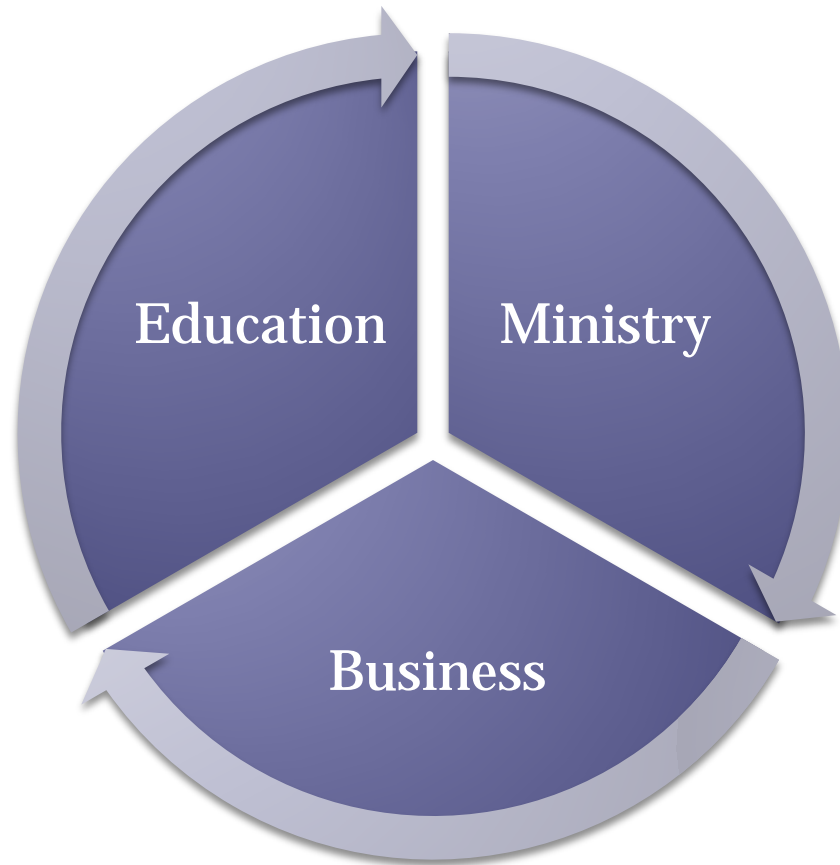
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# A Unique Hybrid



In All Three Areas You Must . . .

- **Anticipate**
- **Innovate**
- **Deliver with Excellence**

Easier Said Than Done Because . . .

we live in an era of

**Chaotic  
Discontinuity**

# Easier Said Than Done Because . . .

People/Organizations tend to respond to change in one of the following ways . . .

- Paralysis
- Pragmatism
- Presumption

# Easier Said Than Done Because . . .

Maintaining the peace is easier than challenging the status quo

***“a radical and transformative thought goes nowhere without the will to challenge convention.”***

Malcolm Gladwell, *David and Goliath*

Easier Said Than Done Because . . .

**You live in**

**The Whirlwind**

Easier Said Than Done Because . . .

“Hope is not a policy . . . We all learn eventually that hope only takes you so far. ***The rest is hard work and clear thinking.***”

Kathleen Parker



Clear Thinking Requires Us To . . .

## ***Invest the Time***

Organizations often lack, or are unwilling to invest the necessary time to the planning or problem solving process. ***As a result*** strategy development processes are adapted to fit the limited time and resources available, resulting in short, periodic discussions of the issues and alternatives.

Once limited such processes ***are unlikely to produce*** truly creative solutions to difficult problems or innovative approaches to new opportunities.

Clear Thinking Requires Us To . . .

## ***Invest the Time Wisely***

- Five Kinds of Meetings
  - Daily Stand-up: strictly “informational”
  - Weekly tactical/accountability
  - Monthly: professional development
  - Quarterly: strategic/scenario
  - Yearly: get away on your own

Clear Thinking Requires Us To . . .

Continually ***“Prime the Pump”***

- Read
- Research
- Read with a second set of eyes
- Reflect/Journal

Clear Thinking Requires Us To . . .

## ***Network***

- Learn to value ***“adjacent possibilities”***
- “In the council of many there is wisdom”
- “that the world may know”

Clear Thinking Requires Us To . . .

## ***Assemble a Virtuoso Team***

- A small group of people
- Who assume collective responsibility
- To achieve a common objective
- In a climate of trust
- Able to master conflict
- While thinking and acting creatively

Clear Thinking Requires Us To . . .

## ***Build the Box***

“True freedom is not the absence of structure but rather a clear structure that enables people to work within established boundaries in a creative way.”

Eric Fromm

## ***Create Clarity/Insist on Alignment***

Clear Thinking Requires Us To . . .

## ***Build the Box – Why?***

“Without a common set of assumptions about “who we are”, “why we exist”, and “how will we behave”, added together with – “What is going on in the external environment” – teams end up selecting strategies based more on the power and persuasiveness of individual team members than through a vital process of research, analysis, prayer and unity of vision.”

Clear Thinking Requires Us To . . .

## ***Identify the “Real” Problem***

“Too much of our effort is expended in solutions for symptoms. We are often unwilling, or unable to do the hard work of taking measure of the problem first. Thus our actions are akin to placing band-aids on life threatening wounds.

You’ve got to be willing to . . .

## ***Tackle the Tyrant***



To Tackle the Tyrant We Must . . .

## ***Surrender Our Memories***

- To do this we must . . .
  - Acknowledge our assumptions
  - Admit to our agendas
  - Discuss previous experiences and how those experiences are shaping our thinking now
  - Ask the question: What is it that we fear the most?

To Tackle the Tyrant We Must . . .

## ***Learn to Lead with Questions***

- What are our constraints?
- Why are they constraints?
- What are our possible options?
- What are our assumptions?
- What are we trying to achieve?
- Why is that important?
- Why is that important now?
- What happens if we fail?
- What happens if we succeed?
- What don't we know?

To Tackle the Tyrant We Must . . .

## ***Track the conversation***

*“A ragged pen is better than a good memory”*

Chinese Proverb

- Understand that the final answer to the challenge you face may emerge at anytime during the process.
- Therefore use some kind of mapping device

To Tackle the Tyrant We Must . . .

## ***Embrace Divergent Thinking***

*“Reject the Tyranny of the OR”*

“The rational view that cannot easily accept paradox, that cannot live with two seemingly contradictory forces or ideas at the same time. The tyranny of the OR pushes people to deliver things that must be either A or B, but not both.

Jim Collins, *Built to Last*

To Tackle the Tyrant We Must . . .

## ***Embrace Divergent Thinking***

*“The Genius of the AND”*

“Instead of being oppressed by the Tyranny of the OR, highly visionary companies liberated themselves with the Genius of the AND – the ability to embrace both extremes of a number of dimensions at the same time. Instead of choosing between A or B, they figure out a way to have both A and B.”

Jim Collins, *Built to Last*

To Tackle the Tyrant We Must . . .

***Look for the Second Right Answer***

“If a man is in too big a hurry to give up an error, he is liable to give up some truth with it, and in accepting the arguments of the other man he is sure to get some errors with it. Hones argument is merely a process of mutually picking the beams and motes out of each other’s eyes so both can see more clearly.”

Wilbur Wright

# To Tackle the Tyrant We Must . . .

## ***“Fire bullets, then cannonballs”***

- Only 9% of pioneers end up as final winners in a market
- It takes creativity and discipline
- “Bet big on the wrong innovation and you leave yourself exposed. On the other hand, if you just sit still and never do anything bold or new, the world will pass you by and you’ll die from that instead.” Jim Collins, *Great by Choice*

To Tackle the Tyrant We Must . . .

## ***Determine What Makes a Bullet?***

- **A bullet is low cost**
  - A cannonball for \$1 million enterprise might be a bullet for a \$1 billion enterprise
- **A bullet is low risk**
  - Low risk doesn't mean high probability of success; low risk means that there are minimal consequences if the bullet goes awry or hits nothing
- **A bullet is low distraction**
  - This means low distraction for the overall enterprise; it might be a very high distraction for one or a few people.



To Tackle the Tyrant We Must . . .

## ***Invite in a Fresh Set of Eyes***

- Objectivity is the life's blood of any planning or problem solving process.
- This is the “consult or not to consult” question.
- Sometimes all you need is a thoughtful, well read friend who will be honest.

# Now Deliver With Excellence Because . . .

- **Excellence honors God**
  - “. . . For I will not take what is your for God or offer a burnt offering which costs me nothings. David to Ornan the Jebusite
- **Excellence demands a response**
  - And God Said, “It was good”
  - And we say, “That was good”
- **Excellence is a prerequisite for continued success**
  - You might survive without excellence but you’ll never thrive without excellence