



Mark Stevenson

Providing a timely reminder of the power of grassroots innovation to create solutions to some of the world's big challenges.

Mark's presentation takes the 'impossible' off the and proves that bold changes can be achieved, whether it's about rebooting our energy system, radically changing our governance system, or getting patients involved in healthcare.

Mark took the room down a path, telling the story of several inventions. He explained how the gap in the timing between inventions could be quite surprising. The example of the 'Can' and the 'Can Opener' was explored. The first recorded use of a 'Can' was 1772 and the first patented 'Can Opener' was 1855. Up until that point, other tools were used to pierce and prise open the can. In the many other anecdotes, he shared, we were reminded of how new inventions are often underestimated in terms of the potential impact on society as a whole, citing the Automobile, the Steam Engine, the move from silent to talking movies and the home personal computer and many more besides.

Mark highlighted how humans have a disposition to pay attention to threats before anything else. That predisposition means we often can fail to see advantage even when we are sitting on it (think the automobile). This is still occurring even in the past decades, think Facebook, Twitter etc., no one predicted the social impact they have actually had.

Our various news and media channels tend to go after 'low hanging fruit', that tends to be fear or problem based as it is easier to write quickly about. Writing about new solutions is a harder task indeed.

He introduced some of the ideas of Douglas Adams. There is stuff that exists when we are born, it has always been there, its normal to the new born. Then there is the stuff that gets invented during our lifetime (typically by those <45 years of age). Then there is the Strategic Direction set by those >45 years of age. Might there be the potential for miscommunication between these two simplified groupings. Might this compound why we seem to get 'blind-sided' sometimes by the new inventions. This can create what is called '**Situational Bewilderment**'

If we can naturally project our thoughts and feeling into the future.

What questions are being asked from the future?

- Transport based on electrical power such as Trucks and Cars

- Trains, 1,000,000 miles life, rather than 200,000 miles for current technology
- Tesla get it, some other automobile organisations don't

The challenge is what we can see or perceive, to enable us to respond faster, so we can be more prepared for what is coming?

- One example, 70% of the Car value- chain is likely to be disrupted

Mark recommended people explore the Oxford University report 'Future Is Not What It Used to Be' download here <https://goo.gl/Y8S2kV>

The primary message is, if we do NOT manage these future transitions, we will face major challenges to employment as our workforce used to be based on a significant contribution through labour, and it is transitioning to a contribution through knowledge and innovation based work. **The implication is the death of the single skill set!**

We already understand some of the potential impacts, if we start to pay attention to them, then we have a stronger chance of a smoother transition. Take a look at the Forbes report 'The Future of Work: Death of the Single Skill Set in The Age of Automation' <https://goo.gl/ohufiE>

The BAD, the UGLY and the GOOD

The Bad: Everything is broken, democracy is broken, only 4% of countries are real democracies, trust is broken (see trustbarometer <https://www.edelman.com/trust2017>). The divide between richer and poor is widening. Transparency International report that 6 billion of us (79%) live in a country 'with a serious corruption problem'

'Democracy (as practised) is very bad at democratising things.' As seen when some country asks the question, do you want more of this, or break what we have as you want something new!!! We talk about FREE PRESS; do we really have one? Trust in media is at all-time low. A range of conspiracy theories are in play.

Healthcare is broken:

- Tuberculosis is rising, no drugs are being made
- Obesity is rising, drugs are being made
- Drug companies spend more on Marketing than on development

Environment is broken

- Natural capital at risk: Are we really paying attention or just lip service
- Wealth is broken: Inequality, 1% of the population has 50% of the world's wealth
- Work is broken: State of globe
- Education is broken: Designed for 1950s
- Are we really innovating: Innovation wash? Drucker, strategy eats strategy for breakfast

The Ugly

Any Innovation that doesn't consider its impact on the environment isn't innovative in any useful sense. It is a cost on the future. The reality, the transition to a new order or way of doing things is going to get messy. The old world is dying, the new world is emerging. Those not paying attention will almost certainly take an exit from the stage!

The Good

Güssing, Austria powered entirely by renewable energy. Energy was the town's biggest cost, now completely on renewable energy and as a result, new businesses are setting up in area. This strategy saved the town's future.

Other examples of good innovation:

- Internet architecture is free.
- Some are trying to do a similar thing with power enernet <http://enernetglobal.com/>.
- Audi, conjures fuel out of thin air (and water)
- Extracting carbon dioxide out of the air while make a profit.
- Georgetown mayor Dale Ross has managed to get his town onto renewables <https://goo.gl/o7vVY9> as it represents a less financially volatile energy source and is good for the environment.
- Dubai through Solar is targeting a 2.3c per Kwh in contrast to today's 6.5c per Kwh based on Gas.

The 8 Principles of Successful Optimists

1. **An unashamed optimism of ambition about the future.**
 - a. Show what is wrong, and share how better it can be. Score, how good you are, in the future
2. **Engage in projects that are bigger than you**
3. **You are what you do, not what you intend to do**
 - a. Werner Forssmann, physician from Germany who shared the 1956 Nobel Prize in Medicine for developing a procedure that allowed cardiac catheterization. He tried it out on himself first of all!
4. **Something you've been meaning to do.**
5. **Making mistakes is OK, not trying is irresponsible**
 - a. Share a mistake to share the learning
6. **Engineer Serendipity**
 - a. Silo education can remove the interplay between subject items which is where creativity develops. Create a Serendipity fund or time bank.
 - b. Think like Engineers NOT like Politicians
7. **Play the long game (aka 'lose a lot')**
 - a. Present the idea, no way is too complex
 - b. First time, you have to be prepared to lose more often than you win for the first half of the game

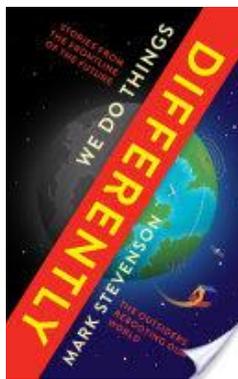
- c. Second time, be a Thought leader, a Maverick or an Early adopter

8. Police your cynicism

- a. What can you do tomorrow to advance you?
- b. We have to give up being defined by what we own, to What value have I created

Further reading for Marks' work:

This talk was based on Marks new book We Do Things Differently (2017), where he provides transformative examples of innovation, providing us with a detailed roadmap to the possibilities of a more equitable, humane and sustainable world. The world we have was built on economies of scale. Mark envisions a future built on economies of distribution, using new decentralised methods of organisation. He argues we need to shift in culture, with 'co-inspiration' at its core.



We Do Things Differently:
The Outsiders Rebooting Our World



<https://goo.gl/ZAUPjS>

Dr Alan Watkins

Sharing how we can re-architect our own consciousness and create a much more fulfilling reality.

With the backdrop displaying ‘Reimagining our future’, Alan shared examples why today’s senior executives need to change radically to meet the challenge of complex organisations in business landscapes that are in flux. Examples of innovative disruption by organisations such as Airbnb, UBER, Facebook and many more besides where introduced. Acknowledging new technology has enabled the creation of vast amounts of data, with more than 90% of that data created in just the past two years.

As the enabling technology gets ‘closer’ to each of us, we will be able to monitor and in some cases even manage our own well-being. To know a little of what is almost unbelievable, you may want to explore the work of Professor Hiroshi Ishiguro and the robot he made of himself. Other changes such as the traditional boundaries of the Organisation, are starting to change directly influencing the workplace of the future, with a shift to ‘insourcing workstream partners’ being just one of the many changes in the pipeline. All this combined with a quote from Ray Kurzweil about the ever-increasing rate of change.

“Technology goes beyond mere tool making; it is a process of creating ever more powerful technology using the tools from the previous round of innovation.” –Ray Kurzweil

The technology explosion is starting to create an obstacle for many of us, as the scale and scope of the changes society is facing can be difficult to comprehend. For many organisations, it’s as if they only have a one-dimensional view of life, the world of IT (Things).

We can all relate to the Tech explosion we have been living with over the recent years. However, what if we have now reached a point where we are ‘in over our heads’. This is the proposition Alan put to the room. He posits to deal with today’s and tomorrow’s challenges we require a step-change in development in three fundamental dimensions: **how you do things, who you are, and how you related to other people**. The term Alan uses for this is 4D Leadership. 4D Leadership is what happens when this step-change in doing, being and relating takes place. When you move up to the next level of ability and sophistication in these three dimensions, you will have unlocked the fourth dimension (vertically) and reap the rewards of the resulting competitive advantage.

Alan is not alone with this view as a Professor in Adult Learning and Professional Development Robert Kegan from Harvard University published a book some years ago titled ‘In over our heads’ and makes similar observation about our need to step back and develop the capability to have multiple and more comprehensive perspectives.

As I write this summary, a quote from Einstein comes to mind

“We cannot solve our problems with the same level of thinking that created them.” – Albert Einstein

Alan presented a framework that will transform our ability to excel as leaders. He shared when he runs workshops with the senior team, he will often ask the team to capture where they focus their attention. These sticky notes were then put in one of the four table segments below. With one group, they had created 70 items they pay attention to. What was interesting is how most of their energy was in the top left box with virtually none in the bottom two boxes.

IT (Things)	
<p>Commercial Performance (60) Drive revenue, profit & EBITDA Develop and offer products and Services Build Scorecards, KPIs & metric tracking Create competitor radar Control Operational Risks Run performance & talent management systems Manage the business system</p>	<p>Market Leadership (8) Clarify vision Set ambition Uncover Purpose Identify strategic building blocks Establish effective governance</p>
<p>Personal Performance I (0) Quality Thinking Boundless energy Resilience & Well-being</p>	<p>People Leadership WE (2) Drive Cultural Transformation Develop Company Values Build leadership teams</p>
I (Ourselves)	WE (Others including Ourselves)

Alan made reference to the ‘The Dream Speech’ by Dr Martin Luther King. He highlighted if you analyse his speech, you will find how he skilfully integrated all four sections of the above table, not just the one or two areas we may be familiar operating within.

It seems not many people have had or taken the opportunity to explore their own WHY

- What is the purpose of being at work other than money?
- Do we know who we are, why do we exist?
- Knowing these answers, changes WHY and HOW we turn up?

To explore these areas, there is a need to move from descriptive to developmental assessments. There are many developers of such assessments and the Center for Creative Leadership (CCL) is one Alan referenced. The term CCL use to describe increasing our own awareness of what surrounds us and is within us, is called Vertical Development.

To try and make this more accessible to all, Alan draws a parallel to child development. For example, a 6-year old can't think in abstract form, yet a 12-year old can. So, we all already understand there are developmental stages in a child's development. Alan is suggesting there are also stages of development in adult life (which is also supported by Kegan and CCL). If we think of different knowledge, skills and experience as learning in the Horizontal Plane and shifting to a new

level of perception and understanding is developing in the Vertical Plane. Think of it as an upgrade to our own Operating System (to use a tech-based metaphor).

For those that remember the early PC. It used to run on DOS. DOS did not know or have any awareness of Windows. When Windows was produced, it not only understood DOS, it had to seamlessly interact with it. Vertical development is a little like that, there are upgrades and often these are optional. At some point in time, however, they almost become mandatory if you are to keep up with the challenges that will be presented to you.

The view we typically have of our professional careers is often captured in one of two modes.

- Mode 1: Expert or Consultant
- Mode 2: Generalist i.e. General Practitioner

Alan's proposal is we need to add a third mode

- Mode 3: Polymath, a person of wide knowledge or learning for the future
- Who can operate in either Mode 1 or Mode 2.
- Plus, they are able to integrate across many areas of knowledge.

Developmental mentoring. It's about waking up and you can't force it. By revealing that the reality they are invested in, isn't quite the actual picture. One-way Alan does this is to use heart monitoring data about challenging physiology versus self-perception, this helps to crack current perception, to see another possible path.

Starting to **awake**, the decrease of meaning, can feel like purgatory. Some respond by drinking or drugs. It's like the Hero's journey, crossing the threshold. Other forms of help are available through Developmental Coaches, Maps in Books etc.

Once someone has woken up to the fact there may be further stages of development. The next step is to provide a map, then offer the pathways to develop in these new spaces.

A simplified 'MAP': Physical development (I), Cognitive development (I), Social/Emotional development (WE). Travelling or upgrading through the 8 value systems: Survival, Belonging, Power, Order, Wealth, Social, Innovation and System Balance.

Some of the challenges we all face: EGO maturity where our expertise is wrapped up in our own sense of identity and we can't let it go.

- Stage 1: Believing another is doing it to you. The victim stance
- Stage 2: When we know we are doing it to ourselves. If you have control of your system, you can move from Victim to Owner

Why do humans find it tough to consistently bring about change?

- If not **awake**, tough to engage really with this
- Even if **awake**, can still be tough
- We often don't seem to be receptive to learning so we can then develop.
- We have to learn to appreciate, to appreciate what we learn.
- Seesaw of awareness, awaken, and then falling asleep. But an upward trend, once we awake again.

Book Reference Coherence – The Secret Science of Brilliant Leadership (2014)



Coherence:
The Secret Science of Brilliant Leadership



<https://goo.gl/zyGRcE>

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