

# LEADING YOUR ZOMBIE FIRM OR DEPARTMENT BACK TO LIFE

Gordon Vala-Webb

**December 2018**

Legal Revolution, Darmstadt

[Gordon@BuildingSmarterOrganizations.com](mailto:Gordon@BuildingSmarterOrganizations.com)



Two key questions

**Is your world . . .**

**Volatile**

**Uncertain**

**Complex**

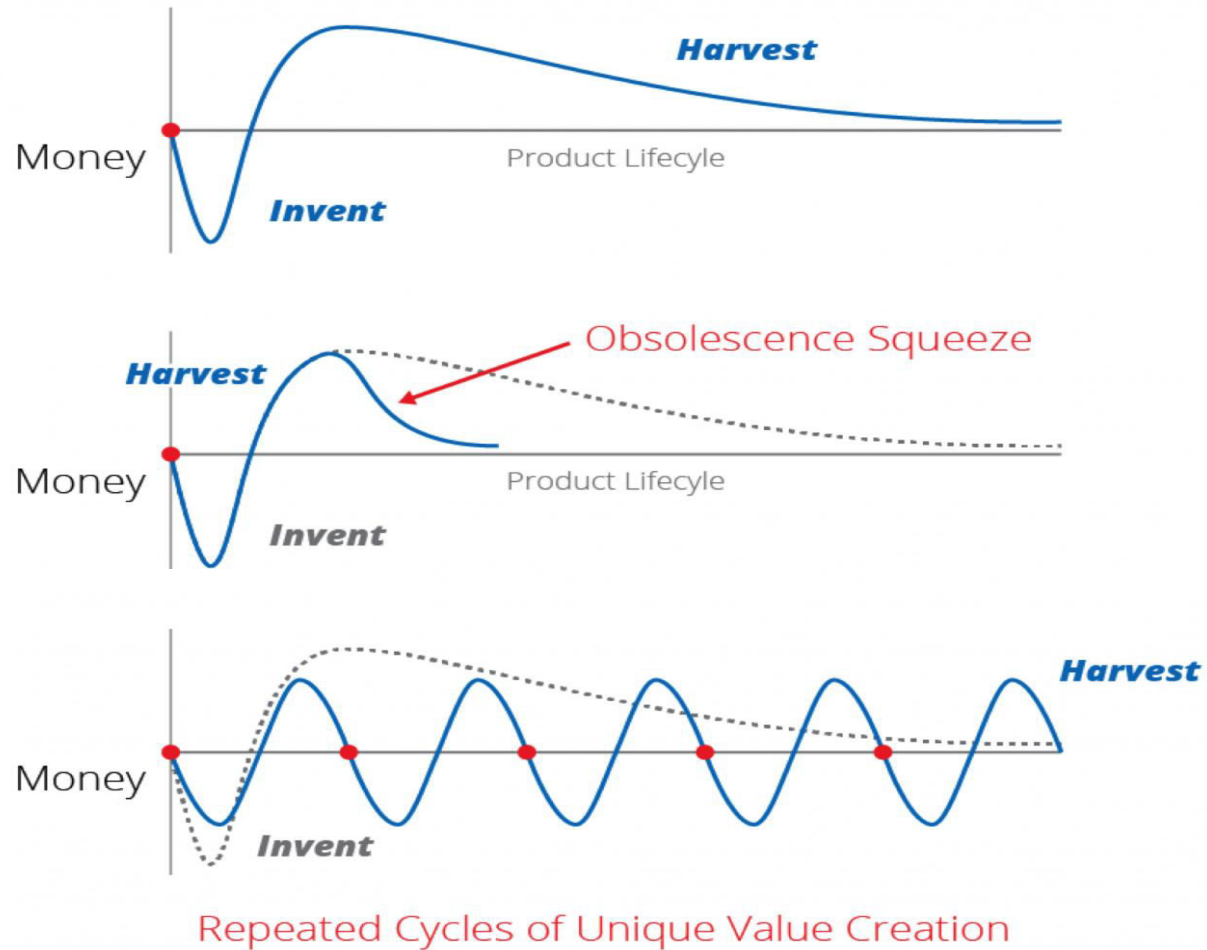
**Ambiguous**

**Is your firm or  
department. . .**

**Smart enough to  
handle it?**



# The obsolescence squeeze



<https://www.thoughtworks.com/insights/blog/why-lean-enterprise-transformation-hard>

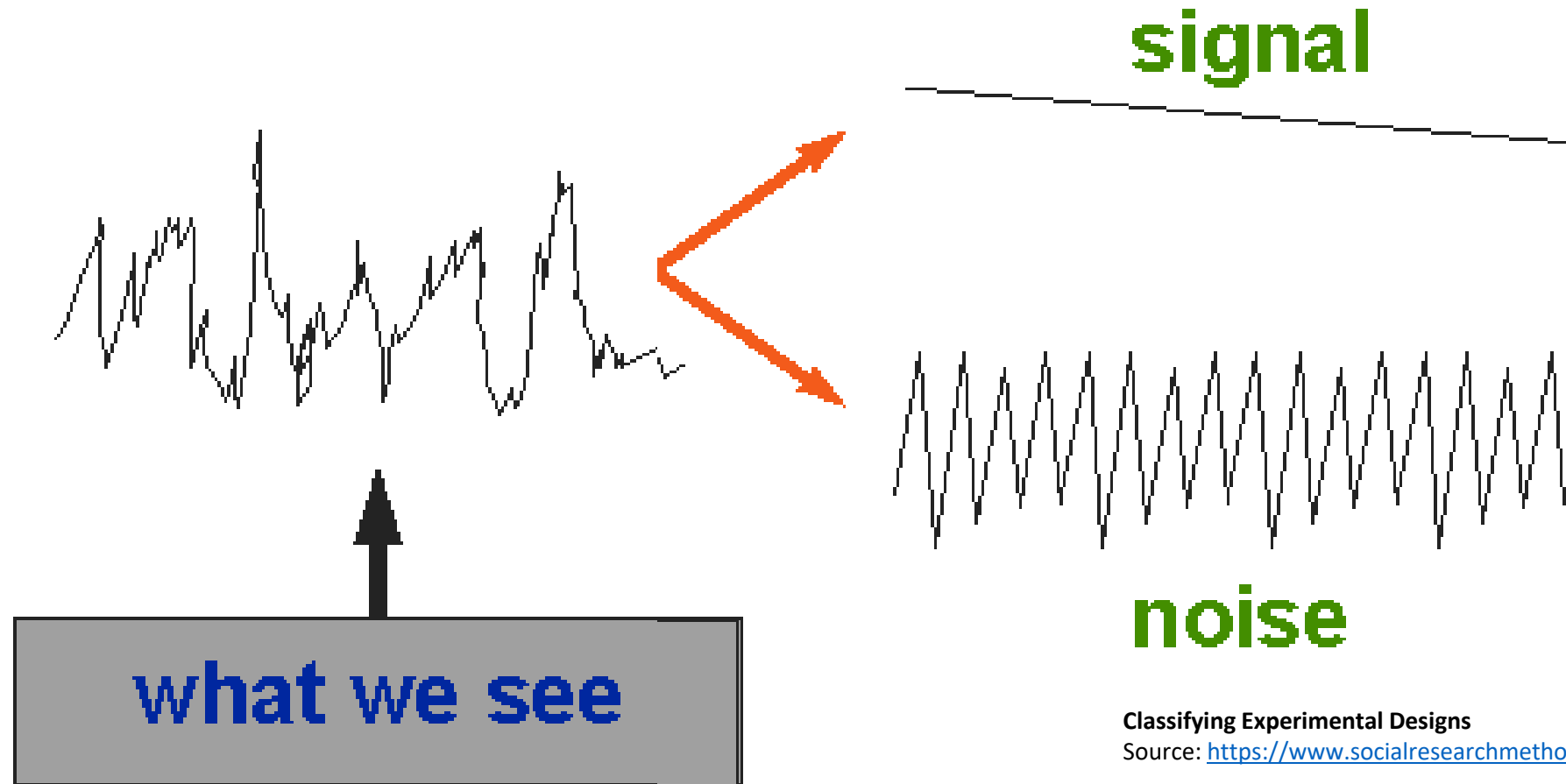


# Is your firm / department optimized for the old world? Or the VUCA – Digital one?

Old world	VUCA – Digital world
Grow bigger	Grow adaptable
Reliably repetitive	Radically responsive
Control	Predict



# How do you know what might be happening?



Classifying Experimental Designs

Source: <https://www.socialresearchmethods.net/kb/expclass.php>

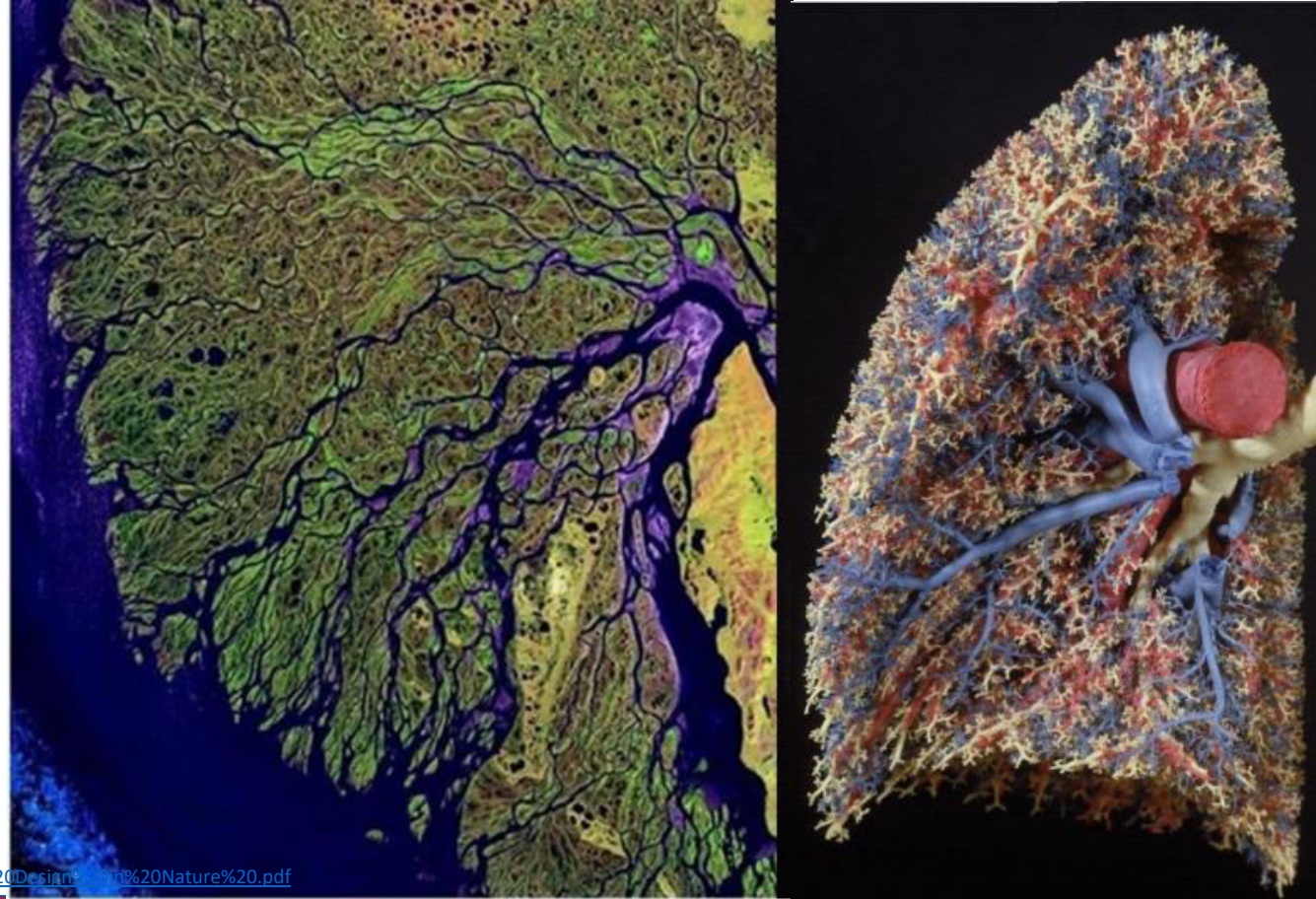


# Flow of information, ideas and decisions

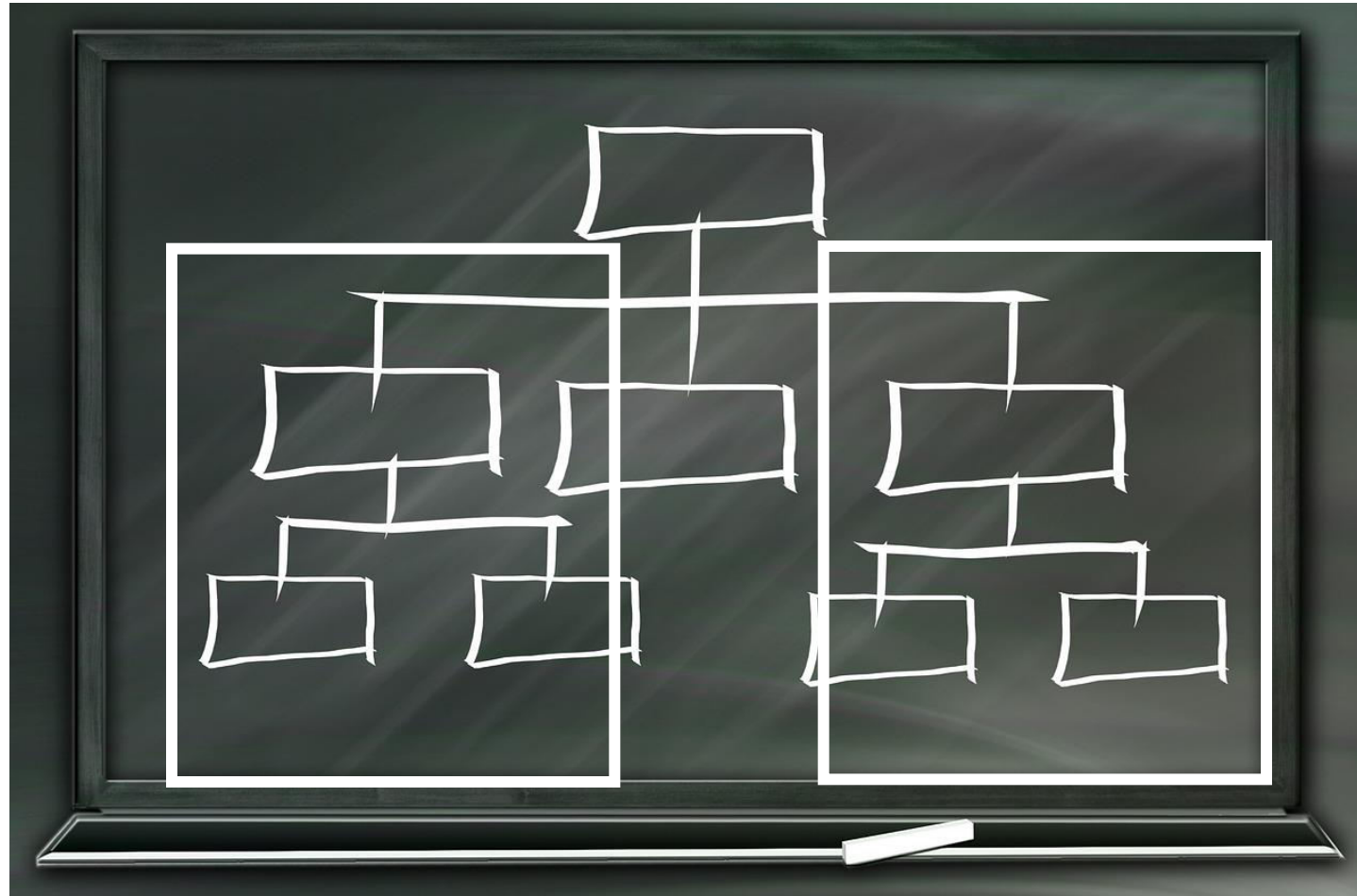
***“For a finite-size system to persist in time (to live), it must evolve in such a way that it provides easier access to the imposed currents that flow through it.”***

**Constructal law, Adrian Bejan**

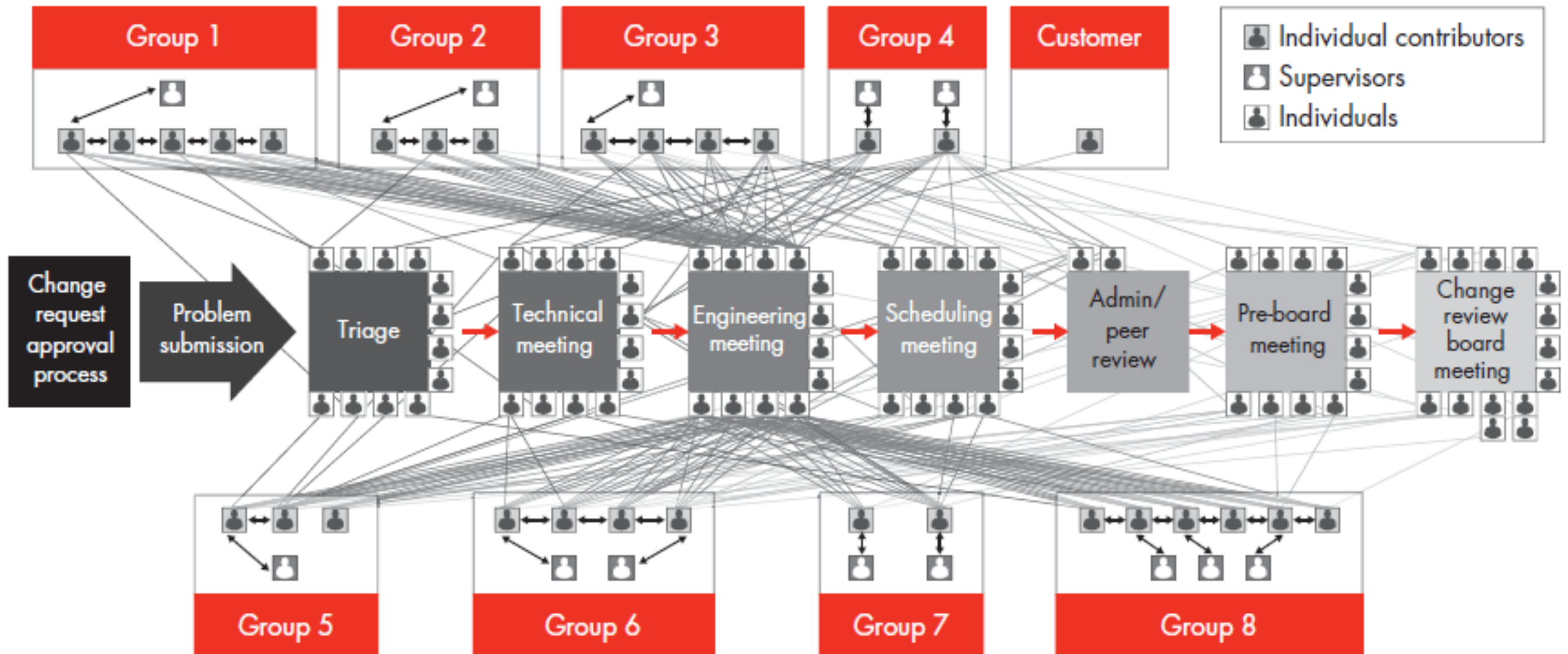
<http://www.squ.edu.om/Portals/20/PDF/World%20Water%20Day%202011/Adrian%20Bejan%20The%20Constructal%20Law%20of%20Design%20in%20Nature%20.pdf>



# How well is your firm / dept designed for decision flows?

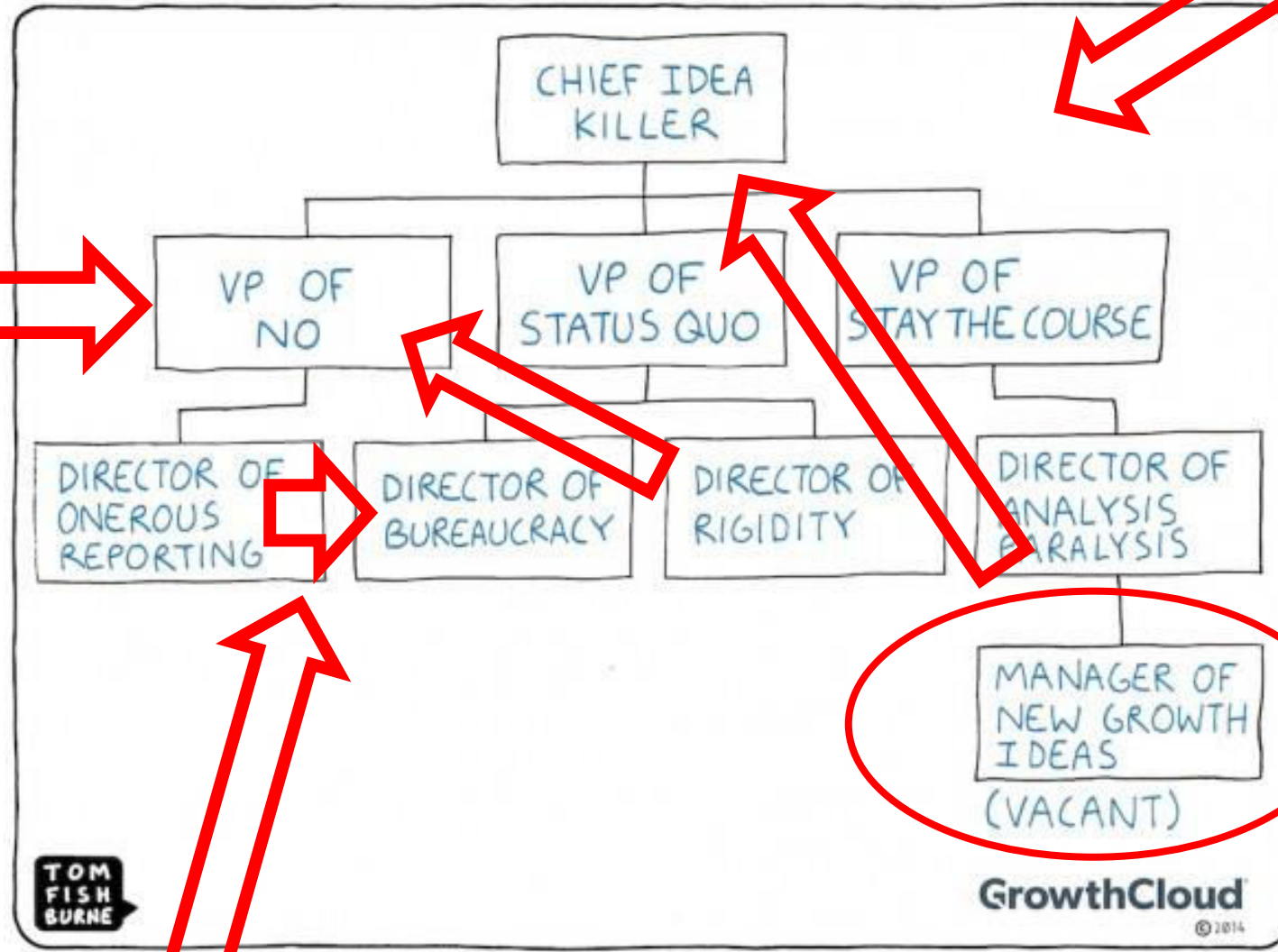


# Slow flow of decisions – silos!



Gottfredson, M. (2012, June 28). "The focused company." Bain & Company. *Bain Brief*. Retrieved from <http://www.bain.com/publications/articles/the-focused-company.aspx>

One change: 125 different people, 700+ interactions



How about  
flowing  
ideas?

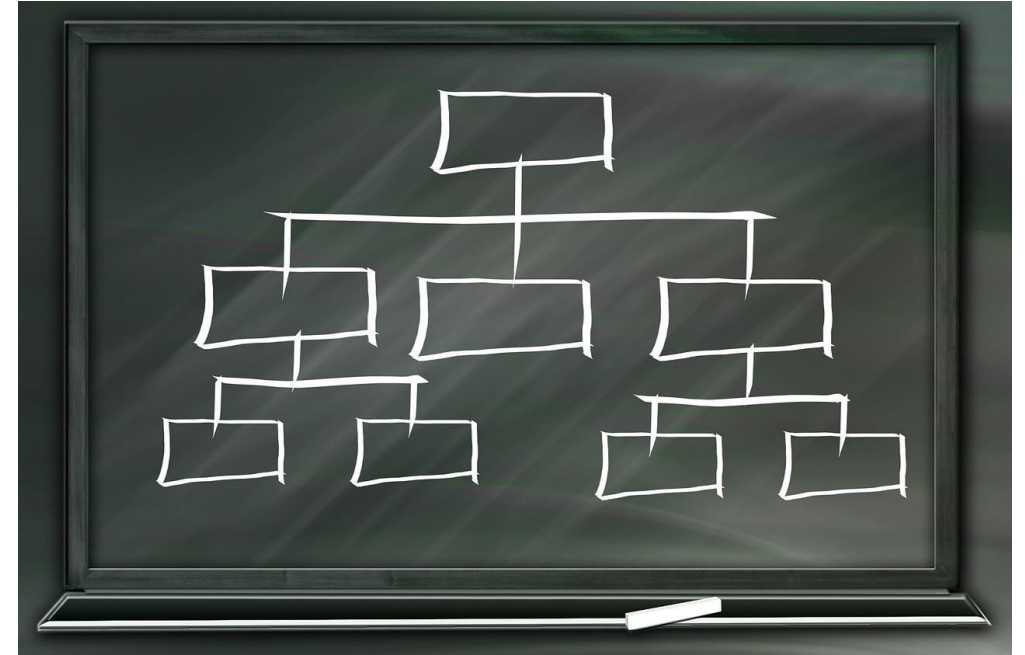
Source: Fishbrne, T. (n.d). "Helping GrowthCloud Communicate Ways To Grow With Their Clients." Image. Retrieved from <https://marketoonist.com/campaigns/all/growthcloud/>



# Flow constraint: Command-and-control culture



**Do as I say**  
**Don't think too much**  
**Don't make mistakes**  
**Don't be too different**



# Flow constraint: Disengagement

- Taylor - Scientific mgmt
- Multiplicity of rules and procedures
- Surprising number of psychopathic leaders



# General flow constraint: Email!

AMERICAN EXPEDITIONARY FORCES  
U. S. AIR SERVICE  
—  
Liaison Section,  
45, Ave: Montaigne, Paris  
December 23:, 1918

From : Major Edmund Gros, U.S. Air Service, Paris  
To : Mr. Charles Walcott, Smithsonian Institute, Washington.  
Subject :

My dear Mr. Walcott:-

Referring to your letter of November 11, 1918, I  
take good note of your request that your son's grave should be  
clearly marked.

Closed

Connects  
few-to-few

Random info  
structure

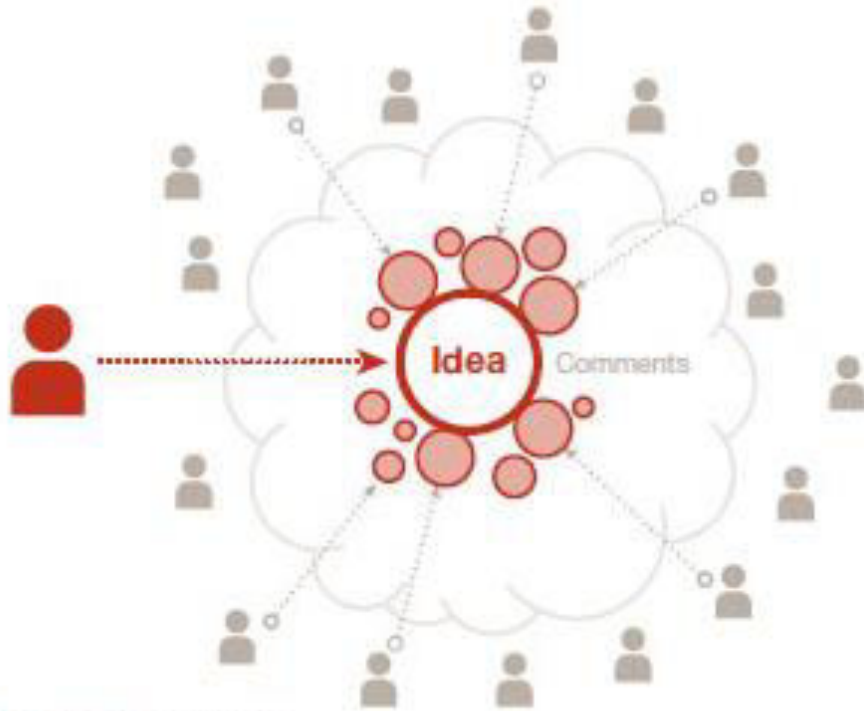
Memorandum to Secretary Walcott re: his son Stuart's grave site; as found in "Evolution of the Memo, 1849-2011." (2011, November 17). *Smithsonian Institute Archives*. Retrieved from <http://www.slideshare.net/Smithsonian/evolution-of-the-memo>



# How can you increase flow to become a smarter firm / dept?



# Faster flow: Enterprise networking platform



## Many-to-many

- Content is persistent
- Available from anywhere, to everyone, at any time
- Groups are created organically by following

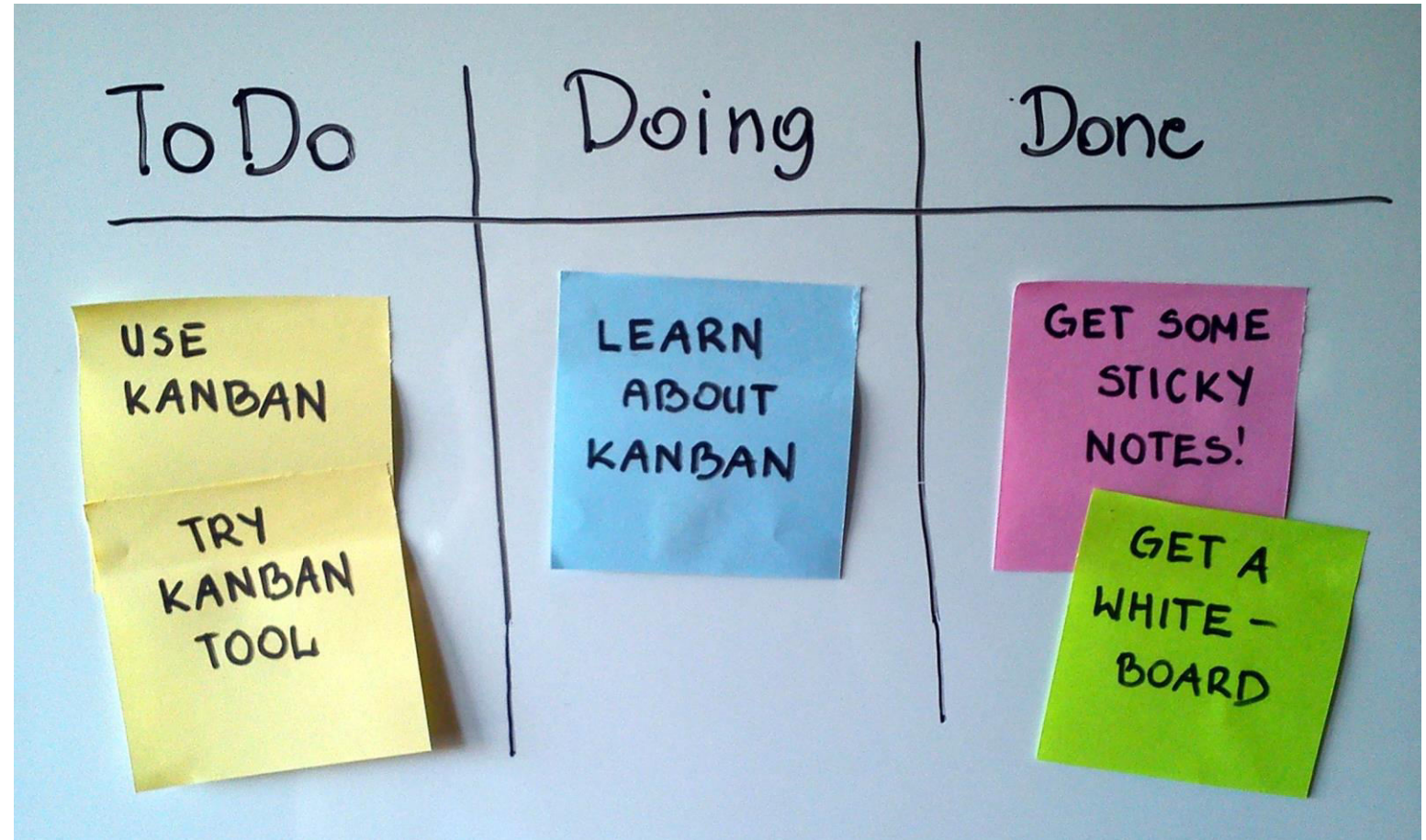
- Pull what and when you need info
- Info and ideas are openly available
- Working together in a document
- Info has structure and context

Source: [http://www.pwc.com.ar/es\\_AR/ar/publicaciones-por-industria/assets/transforming-collaboration-with-social-tools.pdf](http://www.pwc.com.ar/es_AR/ar/publicaciones-por-industria/assets/transforming-collaboration-with-social-tools.pdf)



# Faster flow: Make visible who is working on what

**95%**  
**Non-luminous**

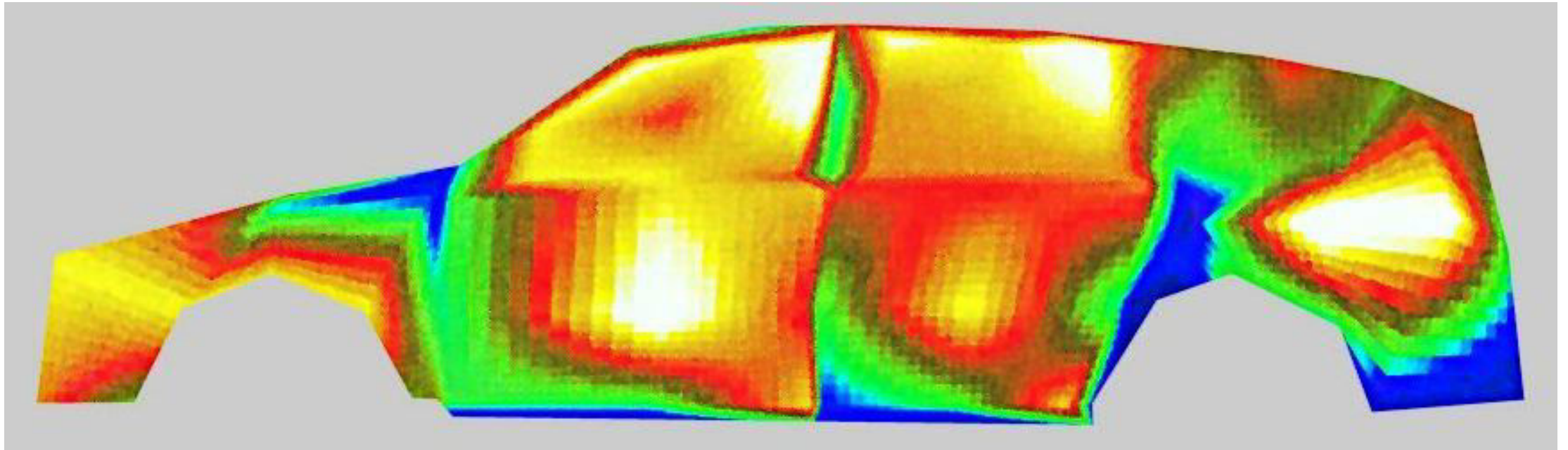


# Faster flow: Nurture an open mindset

- Shift to connected-and-contributing
- Aim for mass spontaneous alignment
- Encourage vulnerability and zero-based thinking



# Heat map emerging issues so you know where you need to change



# The change challenge



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How hard is it to make change in your organization?

*“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order”*

Niccolò Machiavelli, The Prince



# Influence: feeling creatures that think



David Rock, “SCARF: a brain-based model for collaborating with and influencing others”; *NeuroLeadership Journal*, 2008

[https://www.epa.gov/sites/production/files/2015-09/documents/thurs\\_georgia\\_9\\_10\\_915\\_covello.pdf](https://www.epa.gov/sites/production/files/2015-09/documents/thurs_georgia_9_10_915_covello.pdf)



# Nudging – a new model for leaders

Shape an organization's internal ecosystem using its own energy

Managing	Nudging
Tell and confirm	Observe and reflect
Plan and execute	Probe and seek feedback

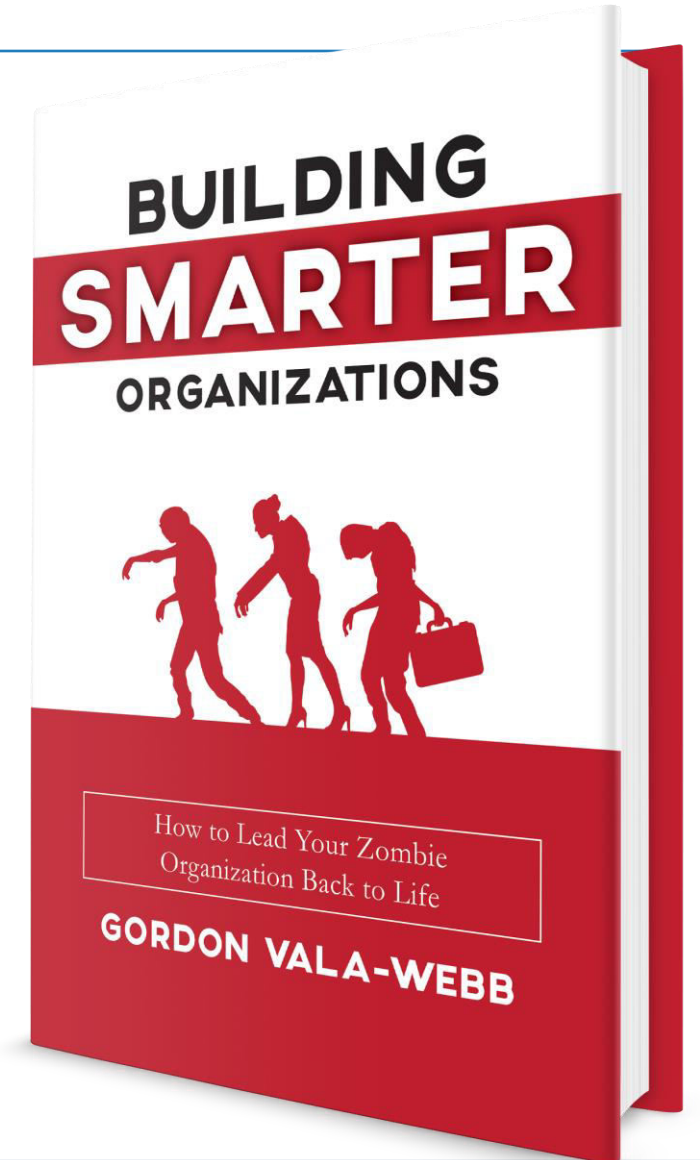


*"Try or try not.  
There is only  
do not with no  
try."*



# #ChangelsComing

- Predictions & Bets
- Flows of info, ideas decisions
- Designing / Nurturing



# Questions?

## Old org

Slow flow, looking  
in and backwards

## New org

Fast flow, looking  
out and forward

