

Learning Lunch #9

Tools of Enterprise Thinking

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10:30 AM to 1:00 PM

University Club of Michigan State
3435 Forest Road, Lansing, MI 48909
517-353-5111

Learning Lunch # 9 - Agenda

- **February 20th Started**
 - Learning Lunches 1-4
 - Networking
 - Forming Teams
 - Enterprise Thinking - Learning Lunches 5 - 8
- **Today We Will Discuss**
 - **Tools of Enterprise Thinking**
- **Future Discussions**
 - **Quality Management Systems**
 - **For Leaders, Executives, Managers and Workers**
 - **Skilled Incompetence / Managerial Malpractice**
 - **Overcoming Organizational Defenses**
 - **Having Difficult Conversations**
 - **Principles and Tools**
 - **Enabling Transformation**
 - **Principles and Planning**
 - **Partnerships, Forming Teams,**
 - **Sustainability**
 - **Your Ideas?**

Learn From Experience

- **My Experience as a CHANGE Agent in Corporations & Out**
 - From Fortune 50 boardroom to “Kitchen Table” Start Ups
 - Entrepreneur - Creating Virtual Corporation From Many Small Businesses
- **From YOUR Experience In The Diverse Places You Work**
 - Diversity Will Aid Our Discussion and Learning
 - **Inclusive**
 - **Creative**
 - **Quality**
 - **Sustainable**
 - **Network**

The Thinking Network



Transforming The Way We Think

My Notes On The Transformation - Dennis Sergent

“If you change the way you look at things, the things you look at change.”

- Wayne Dyer

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”

- Michelangelo

“We have spent a lot of time improving the quality of things that ought to be abandoned.”

- Unknown Author @ PWR, Woodland Hills, CA, 2009

Vision

“Imagination is more powerful than knowledge” - Albert Einstein

Imagine the Possibilities...

When operating in an “Enterprise Thinking” environment

- if we develop a broader appreciation of “continuous and connected learning”
- if we develop a deeper appreciation of

“working together”,

“learning together”

and

“thinking together”

“It’s not what the vision is that is important... it’s what the vision does...” Robert Fritz

The Aim & Purpose

- Integration of the management theories and the thinking of:
 - Dr. W. Edwards Deming
 - Dr. Genichi Taguchi
 - Dr. Edward DeBono
 - Russell Ackoff
 - H. Thomas Johnson
 - Gipsie Rannie
 - Sheldon Rovin
 - And MANY Others
- Creation, Use of and Updating of a Tool
 - “A Thinking Roadmap”
 - Not “The Thinking Roadmap”

Enterprise Thinking

- **Why is it important?**

- Making mistakes cost money.
- Measuring things that are not important to our customers and consumers cost money.
- Not understanding the inefficiencies in our processes costs money, and so on.
- If there is a way of thinking that would help us remove these barriers to success, would you be willing to invest in it?

- **What is needed?**

- Thinking that promotes **better** discovery.

“Machiavelli had it right. Change is a tough gig. Change lies at the heart of what we expect our leaders to produce. But the creation of new values, of different ways of thinking and acting, is the most difficult task that any leader can undertake.” - Keith Hammond

“A business that makes only money is a poor business.” - Henry Ford

A business that makes products and services that add value and make money is a good business. - Barry Bebb

InThinking

- **What is InThinking?**

- InThinking is about a transformation of the ways people think into effective predetermined patterns and sequences of thinking.
- The organization of thinking itself and the awareness that there is a choice of alternative ways of thinking when creating better solutions, presents a significant and exciting departure from traditional approaches.

- **Comparative Examples:**

- Linear Thinking
- Lateral Thinking
- Parallel Thinking
- Or**
- Single Loop Learning
- Double Loop Learning

Linear vs. Lateral vs Parallel

- **Traditional Thinking (Adversarial)**
 - **Greeks founded it on argument or adversarial thinking**
 - Each side takes position to prove that the other side is wrong.
 - Completely lacks a constructive, creative or design element.
 - Intended only to discover the 'truth' not to build anything.
- **LINEAR THINKING (Pattern)**
 - **You cannot dig a hole in a different place by digging the same hole deeper**
 - Trying harder in the same direction vs. changing direction. (5 Whys.)
 - Effort in the same direction (approach) will not necessarily succeed.
 - Assume certain perceptions, concepts and boundaries.
- **LATERAL THINKING (Provocative)**
 - **Lateral Thinking is for changing concepts and perceptions**
 - In most real life situations the concepts and boundaries are not given.
 - Lateral thinking seeks to change the concepts and boundaries.
 - Lateral thinking is concerned with the perception part of thinking
 - Where we organize external world into the pieces we can process.
 - Brain a self-organizing information system with asymmetric patterns.
 - With a mathematical need for moving across patterns.
 - Lateral thinking designed to achieve such 'lateral' movement.
- **PARALLEL THINKING (Co-operative and Coordinated)**
 - **Best understood in contrast to traditional argument or adversarial thinking.**
 - The direction itself can be changed in order to give a full scan of the situation.
 - At every moment each thinker is thinking in parallel with all the other thinkers.
 - Statements or thoughts which are contradictory are not argued out but laid down in parallel.
 - In the final stage, the way forward is 'designed' from the parallel thoughts. (Six Hats™ method)

Debate vs. Dialogue Models

DEBATE MODEL

- Information Processing Context

OLD FRAMEWORK

1. Argument
2. Logic - Affirmative / Negative
3. Evidence
4. Impact

HOW LEARNING IS DIFFERENT

- Banking Model* of Learning
- Reading At Speed to Memorize
- Repeating Back At Rote, Incomprehensible Speeds
- Quote Expert Ideas & Authors
- Overwhelm “Opponents” with Preponderance of Evidence
- Contradict Opponents
- Win / Lose Proposition

DIALOGUE MODEL

- Active Learning Context

NEW FRAMEWORK

1. Identity
2. Purpose
3. Method
4. Adaptation

HOW LEARNING IS DIFFERENT

- Pursue Active Learning
- Challenge Thinking in Ideas
- Pose Questions In Dialogue
- Define Adaptation We Must Make
- Win / Win Proposition

* Banking Method as described by Paolo Friere

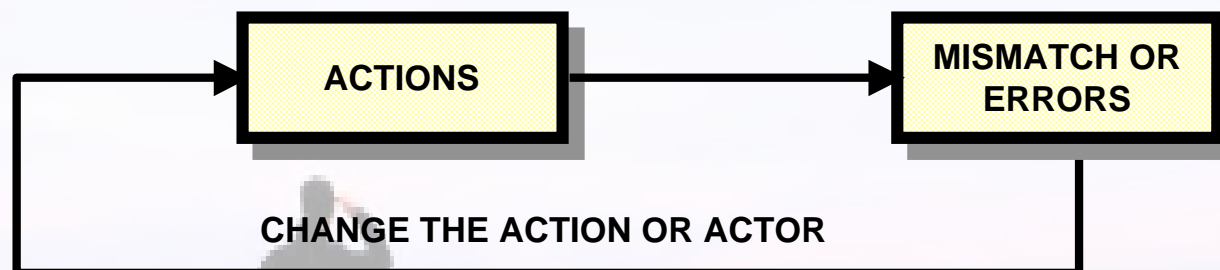
** HBO Documentary “Resolved” about the innovative approach of a coach and two students in the debate competitions of 2006 and 2007.

Enterprise Thinking & InThinking



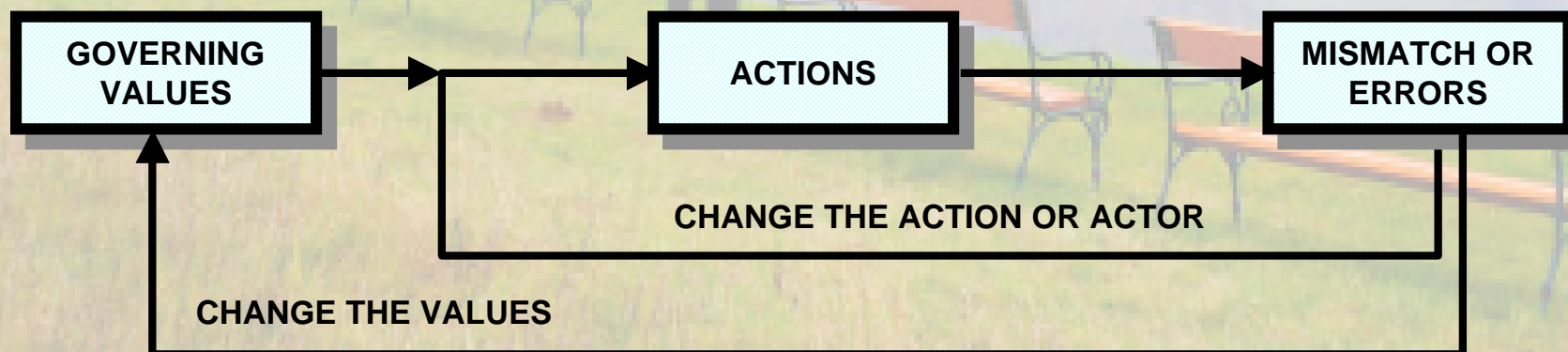
Single Loop Learning - Double Loop Learning

SINGLE-LOOP LEARNING



Invalid or Incomplete Information - Ineffective Roles & Policies, Designed Errors = *Fix Blame*

DOUBLE-LOOP LEARNING



Valid Information - informed Choices - Monitored Implementation = *Fix System*

InThinking Network

The In2:InThinking Network was formed in 2001 by a group of students of the work of W. Edwards Deming and related theorists.

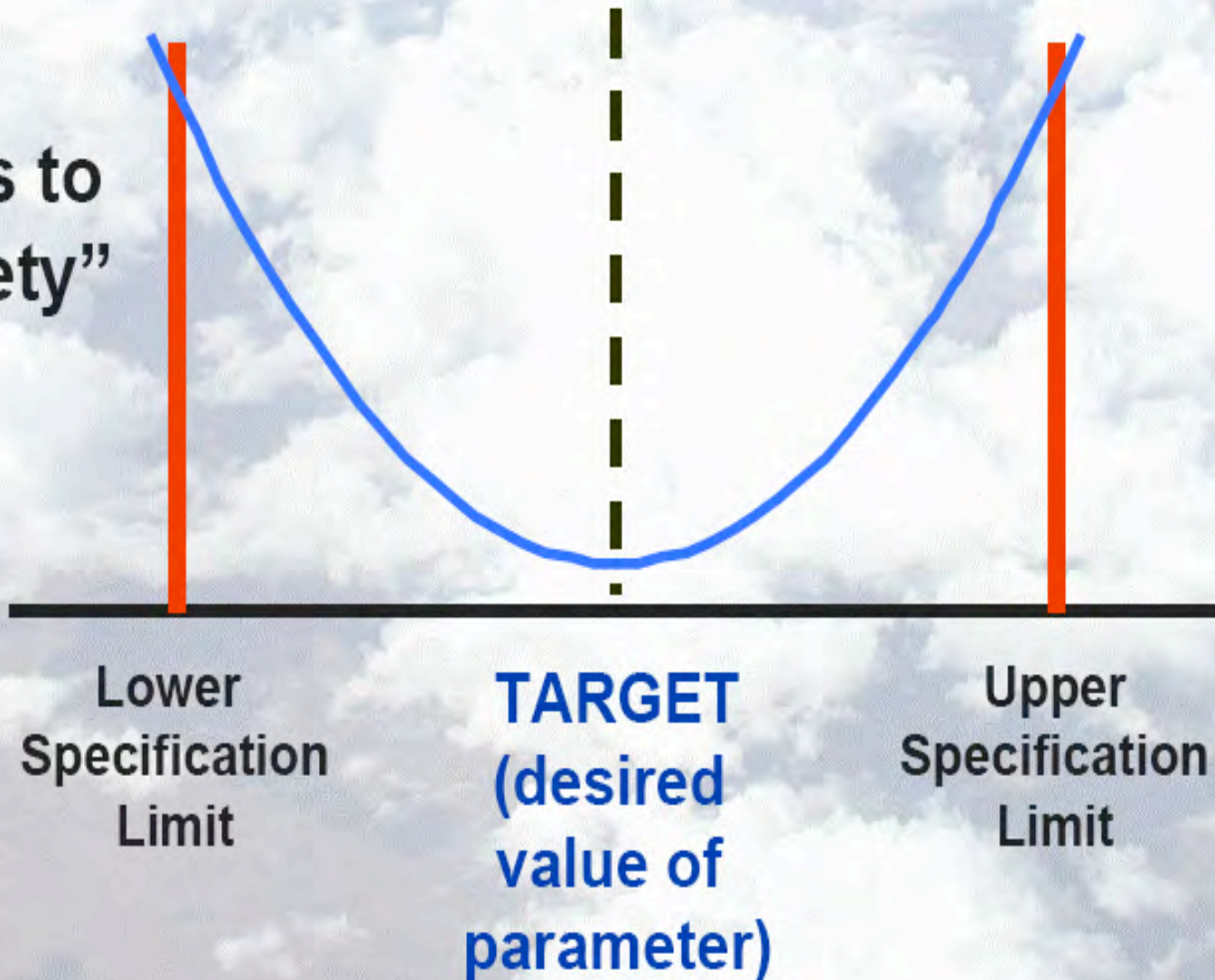
The **aim of the network** is to make *more conscious* thinking about systems, variation, knowledge, and psychology, and their interaction –which comprises Deming's System of Profound Knowledge.

Thinking about thinking, which we call "inthinking," will allow people to better perceive relationships and interdependencies in human endeavors, and consequently act to make those endeavors more valuable, more satisfying, and more joyful.

The Thinking Roadmap is a way to guide that thinking.

Taguchi Quality Loss Function

“Loss to Society”



What Is “Old Way” Thinking?

- **Fear Based Transformation**
 - Driving Change
 - Reliance on Reforming & Restructuring
 - Reducing Variation, Cost, Waste, Inventory, etc
 - Talk about “Working Together”
 - Striving for “Zero Defects” and “Zero Waste”
 - Continuous Improvement
 - One Tool For Transformation
 - Benchmarking, PMP, Reengineering, TQM, Six-Sigma, etc.
 - Using Metrics for Alignment
 - *Without a transformation of our thinking*

“New” Way Thinking

- **Knowledge Based Transformation**
 - **Transformative Thinking**
 - **Leading Transformation**
 - **Use of Reformation and Transformation**
 - **Resource & Relationship Management**
 - **Striving for Balance**
 - **Thinking & Learning Together**
 - **Then Working Together**
 - **Continuous Investment**
 - **Use of Tools Appropriate To Problems They Can Solve**
 - **Use Thinking for Alignment**
 - **InThinking and Enterprise Thinking**
 - **Examples:**
 - **Business Owners At All Levels**
 - **Enforcing Standards vs. Engaging People In Your Passion**
 - **Plane Load of Passengers vs. Plane Load of Pilots**
 - **Benchmarking Against Competitors vs. Setting New Benchmarks For Competitors**
 - **“The Eden Conspiracy” By Joe Harless**

Alignment & Adaptation

COMMON PURPOSE

(Mission)

COMMON PRINCIPLES

(Guiding)

COMMUNICATION

(Dialogue)

UNDERSTANDING

(Alignment)

COMMON PURPOSE

(Vision & Mission)

COMMON PRINCIPLES

(Guiding Values)

Brand, Culture, Performance

COMMUNICATION

(Dialogue)

Results - Opportunities & Issues

Processes - Products - Services

UNDERSTANDING

(Alignment)

People - Plans - Action Items

Joint Marketing Agreements

Operating Agreements

Subcontracting Agreements

Alignment, Adaptation & Engagement

COMMON PURPOSE

(Vision & Mission)

COMMON PRINCIPLES

(Guiding Values)

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Joint Marketing Agreements

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•Alignment & Adaptation

•The Lead Team will set initial focus for the efforts most critical to success of the enterprise; common purpose, common principles, alignment of communication around the purpose and alignment of understanding by the team.

•They will also revisit the purpose, principles, communications and understanding by feedback from the process coming back into the vision, mission, values and dialogue from the aligning conversations and dialogue with stakeholder subteams.

•Engagement

•By involving formal and informal leaders (early adopters and innovators) from each stakeholder group, the Lead Team will set up subteams to engage everyone in the organization it seeks to change or involve in the transition and transformation.

•Further Transition Management Teams will be set up to *involve everyone* in gathering feedback and getting that feedback to the Lead Team.

Managing Change

- **Changes To Performance**
*Require Changes To Both
Brand and Culture*

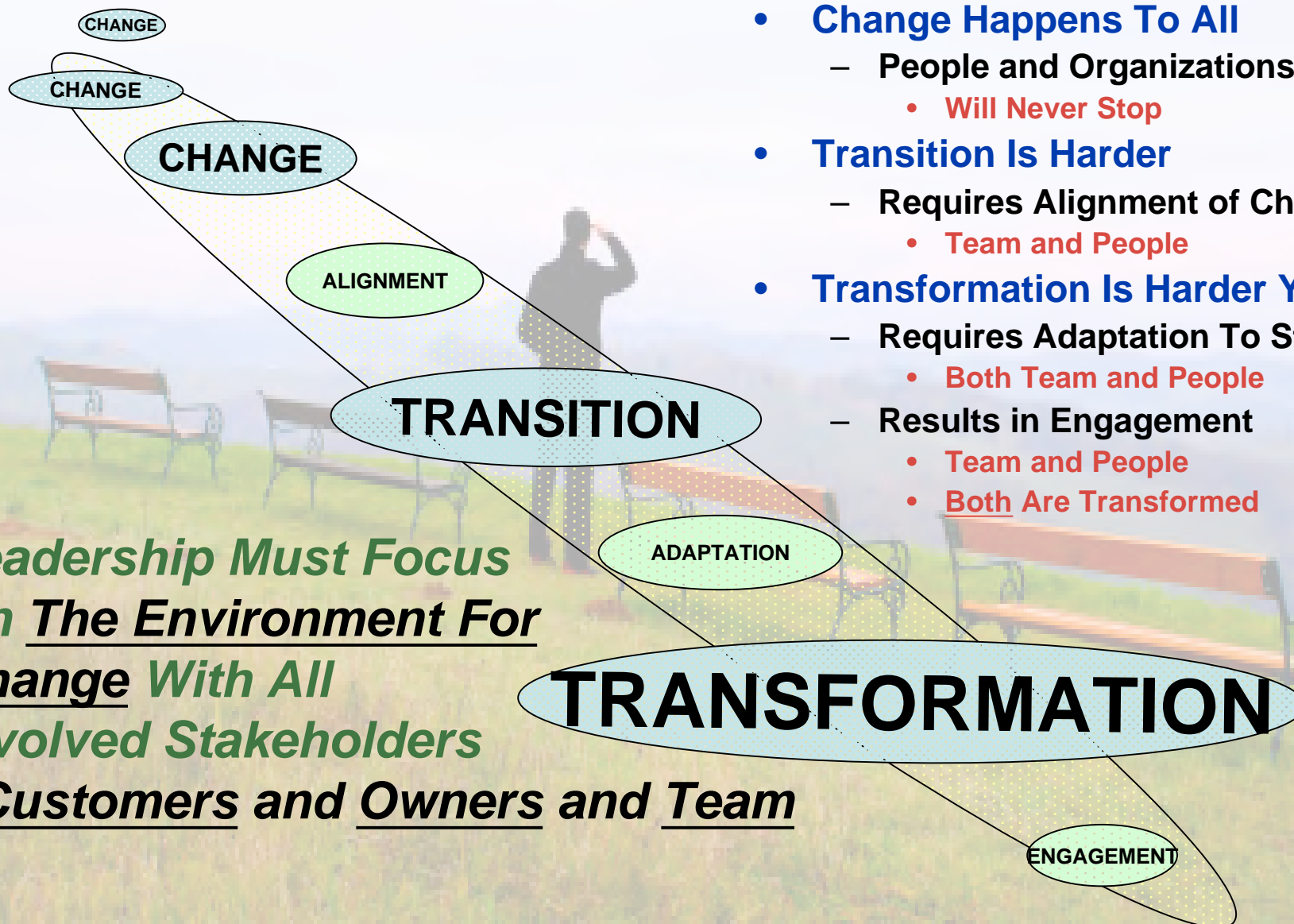


PERFORMANCE

BRAND

CULTURE

Leading The Change Process

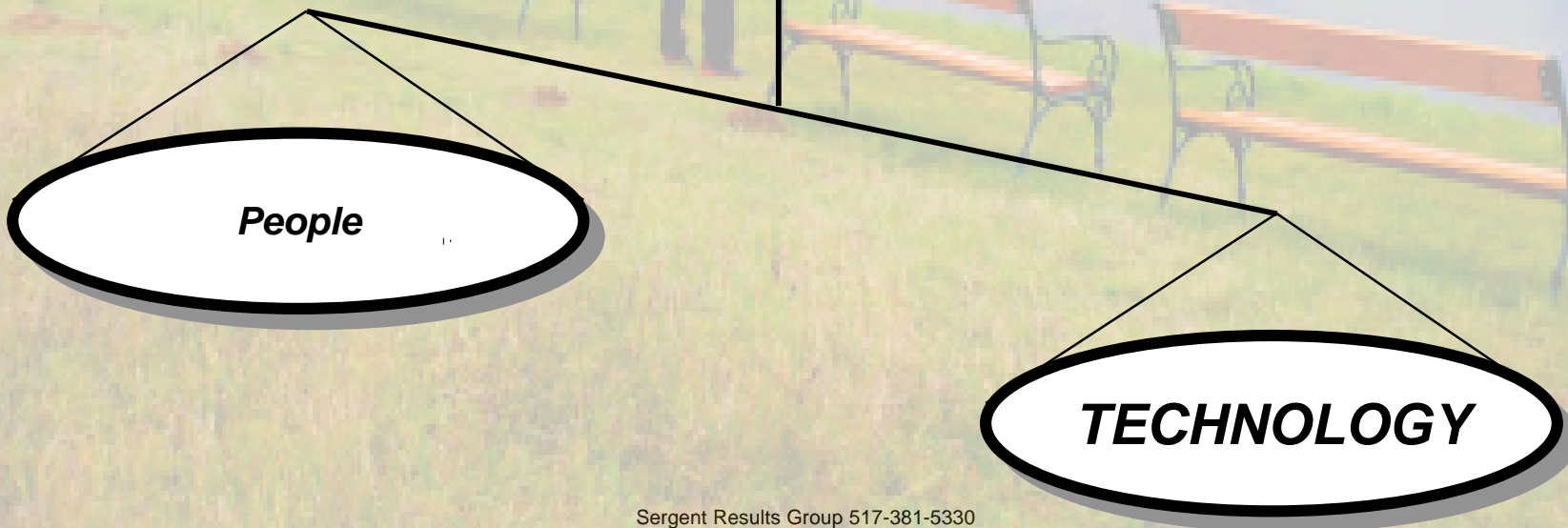


- **Change Happens To All**
 - People and Organizations
 - Will Never Stop
- **Transition Is Harder**
 - Requires Alignment of Changes
 - Team and People
- **Transformation Is Harder Yet**
 - Requires Adaptation To Start
 - Both Team and People
 - Results in Engagement
 - Team and People
 - Both Are Transformed

*Leadership Must Focus
On The Environment For
Change With All
Involved Stakeholders
- Customers and Owners and Team*

Current State of Performance -

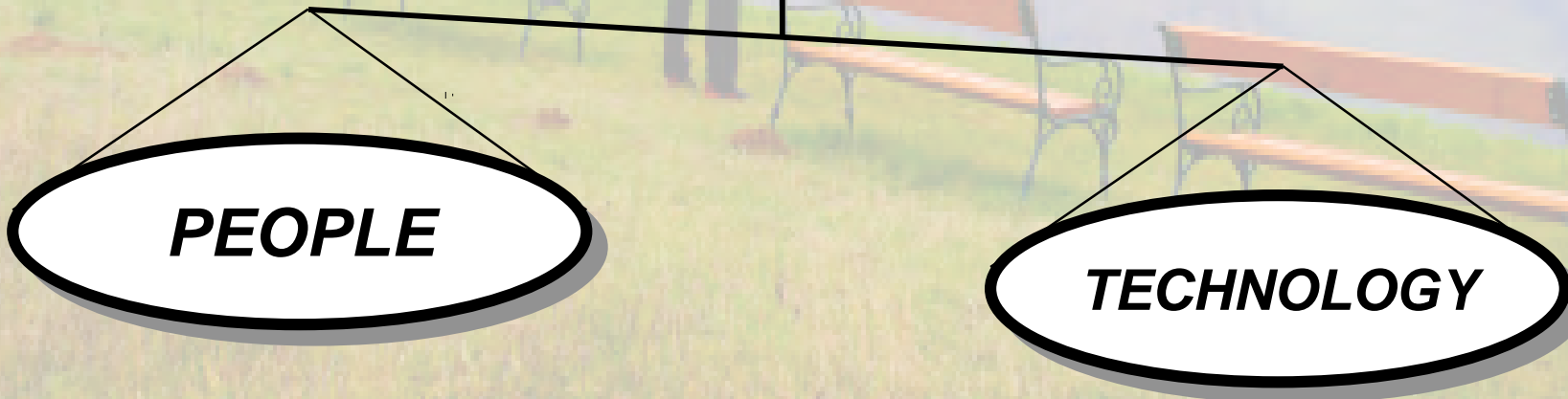
- **Knowledge Without Action**
 - Flavor of The Week
 - Lack of Alignment, Adaptation & Engagement
 - Lack of “Right” Measurements (Balanced Scorecard)
 - Managerial Malpractice
 - Organizational Defenses
 - Skilled Incompetence
 - Making Some Things Undiscussable
 - Environment of Fear Instead of Knowledge
- **We Invest More In Technology Than People**



Transformation

- **What's Our Secret Weapon?**

- **People!**
- Their Alignment, Adaptation, Engagement & **Thinking**
- Transforms The Team and The People As Individuals
- Makes Technology Changes More Successful



Systems Thinking Tools & Models

- Advocacy Worksheet
- Alignment - Adaptation Model
- Anticipatory Thinking
- Appreciative Inquiry
- Case Design & Documentation Concept Triangle
- Cause & Effect Analysis
- Cause Network
- Change Model
- Cognitive Research Trust (CoRT) Tools
- Complexity (Structural vs. Interactive)
- Current Reality Trees Creative Hit List
- DACUM (Developing A Curriculum) Process
- DATT - Directed Attention Thinking Tools
- Dale Brethower System Model
- Decision Analysis
- DIVE - Define, Investigate, Verify, Ensure Emotion and Logic
- Five Elements / Five Organizing Principles
- Five Qs (Five Key Questions For Performers - Maritz Inc.)
- Geary Rummler Model
- Groupthink
- Hermann Brain Dominance Tool
- Histogram Test
- Idealized Design
- Investment Thinking
- Kepner Tregoe Performance System
- Kepner Tregoe Effective Questioning
- Key Trouble Shooting Analysis
- Ladder of Inference
- Lateral vs. Linear Models
- LATS - Lateral Thing Tool (DeBono)
- Left Hand Column Tool
- MORT - Management Oversight Risk Tree
- Overcoming Organizational Defenses (Skilled Incompetence)
- PDSA - Learning Cycle
- Performance Feedback Tool (PFT)
- PPA - Potential Problem Analysis
- Promoting Action
- Random Word
- Robust Engineering
- RSVP + ADDIE Standards (ISPI)
- Run To Failure
- SCID (Systematic Curriculum & Instructional Development) Process Model
- Seven Habits
- Situation Analysis
- The Six Boxes
- Six Action Shoes
- Six Thinking Hats
- Systematic Problem Solving & Decision Making
- Taguchi Loss
- TRIZ Functional Diagram

What Can We Think About Differently?

- **Thinking Together**
 - As Well As Alone
- **Rethinking What Our Words Mean?**
 - Thinking?
 - Working?
 - Learning?
 - Management?
 - Leadership?
 - Ethics?
 - Investment?
 - Interchangeability?
 - Quality?
 - Continuous?
 - Together?
 - Technology?
 - Rethinking?



NEXT ACTION STEPS

- **WHAT ARE OUR NEXT ACTION STEPS?**
 - **What Did I Learn Here?**
 - **What Do We Need To Discuss Next?**
 - **Who Else Should Be Here?**
 - **What Will We Do With This Learning?**



Other Links & Resources

- **New Capital Quality Initiative**
 - Lansing, Michigan, Regional, National and International
 - LinkedIn Group
- **Deming Institute**
 - LinkedIn Group
- **InThinking Network**
 - Ongoing Discussions, Learning & Annual Forum
 - Numerous Resources on Web
 - LinkedIn Group
- **Ongoing Learning, Discussions, Networking and Integration of Ideas**
 - Learning Lunch
 - Ladder of Inference Worksheet
 - Left Hand Column Tool
 - Maslow's Hierarchy of Needs
 - ORID - Focused Group Conversations
 - Objective, Reflective, Interpretive and Decisional
 - Red Pen - Blue Pen Exercise
 - RedPenBluePen.org and [.com](http://RedPenBluePen.com)
 - Scanlon Leader Network
 - Sergent Results Group
 - Useful Tools on Website
 - The Center For Michigan

References

- ***Enterprise Thinking*** - Dr. Bill Bellows
- ***To Infinity and Beyond*** - Dr. Bill Bellows
- ***The Fifth Discipline*** - Peter Senge
- ***Overcoming Organizational Defenses*** - Chris Argyris
- ***Parallel Thinking*** - Dr. Edward DeBono
- ***Real Progress Requires a Real Transformation*** - The Toughest Gig a Leadership Team Can Undertake - Barry Bebb, Ph.D., MBB
- ***Thinking Tools & Techniques*** - Tim Higgins

Or

Write Dennis Sergent dsergent@SergentResultsGroup.com



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LEARNING LUNCH #9

Enterprise Thinking