
Everyday Superheroes

*How to Inspire People to Create
Lasting Change at Work*



Tony O'Driscoll

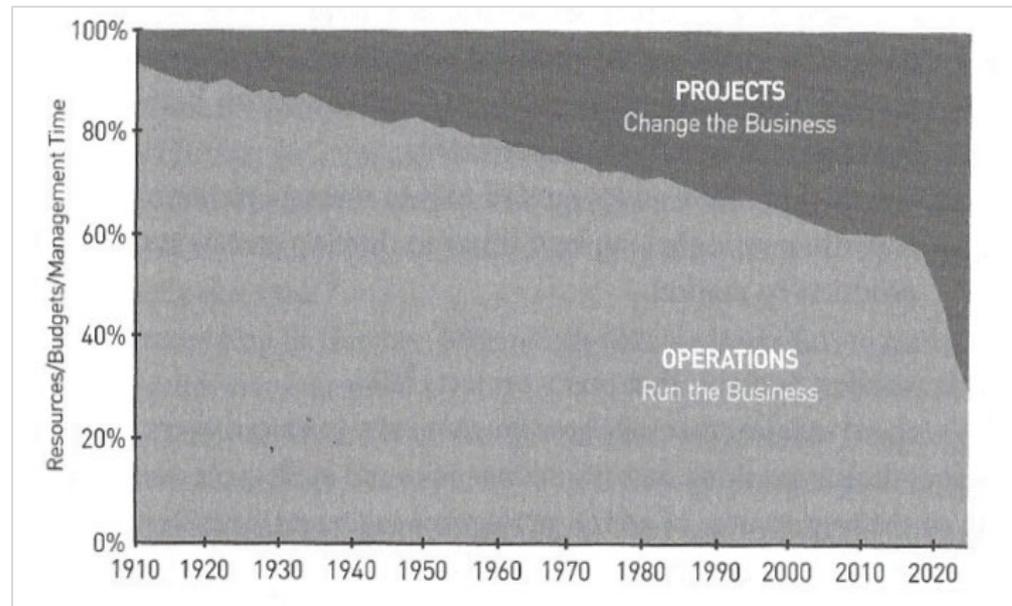
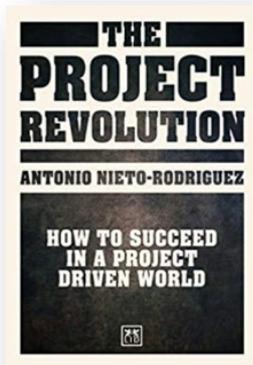


What's the
PROBLEM?

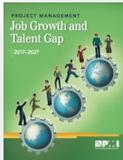


The **PROJECT REVOLUTION** tipping point

Organizations will **shift their focus** more than ever to **projects** and **project-based work**



The increase in **COMPLEX** strategic projects



Over the next 14 years we will see a **68% increase** in **project-oriented work activity**



Executives classify **50%** of their organization's projects as **strategic initiatives**. **28%** of them are **failing outright**

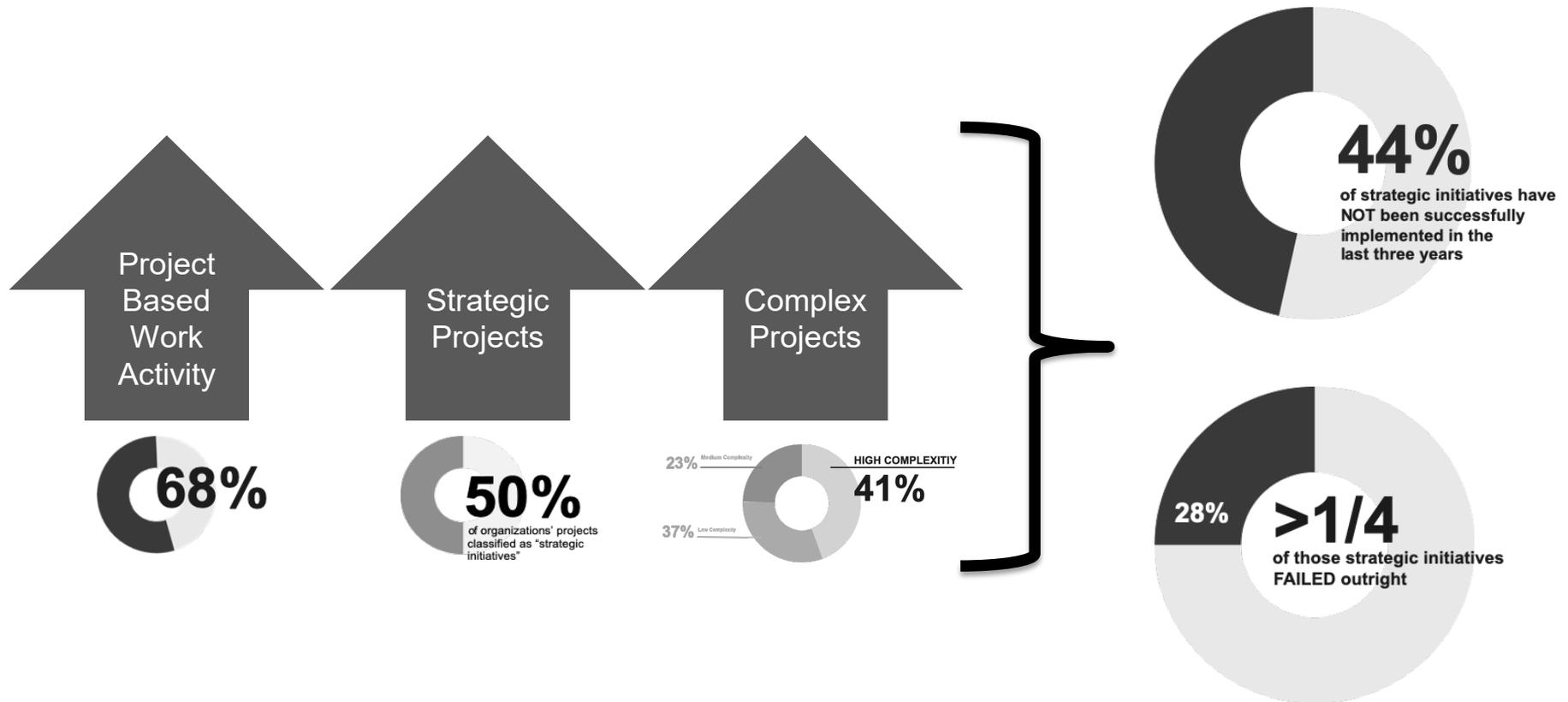


Highly complex projects represent the **largest percentage (41%)** of projects in organizations today



The Strategy Implementation **FAILURE RATE**

Poor **strategy implementation** means that an **organization's intended change fails** to take hold in **practice**



The *STRATEGY IMPLEMENTATION* Challenge



88% of CEOs say *successfully executing projects* is the most important area of *strategy implementation*



59% of CEOs admit that they *struggle* to bridge the *strategy design/delivery gap*



81% of organizations rank *leadership skills* as most important to *successfully navigate complex projects*



Cultural attitudes was identified as the *#1 barrier* to *successful strategy implementation*



The **COST** of poor strategy implementation

Around **\$2T** every year is **wasted** due to
poor strategy implementation

MACRO



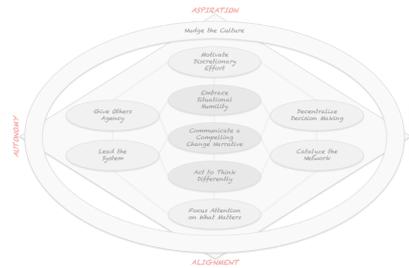
MICRO



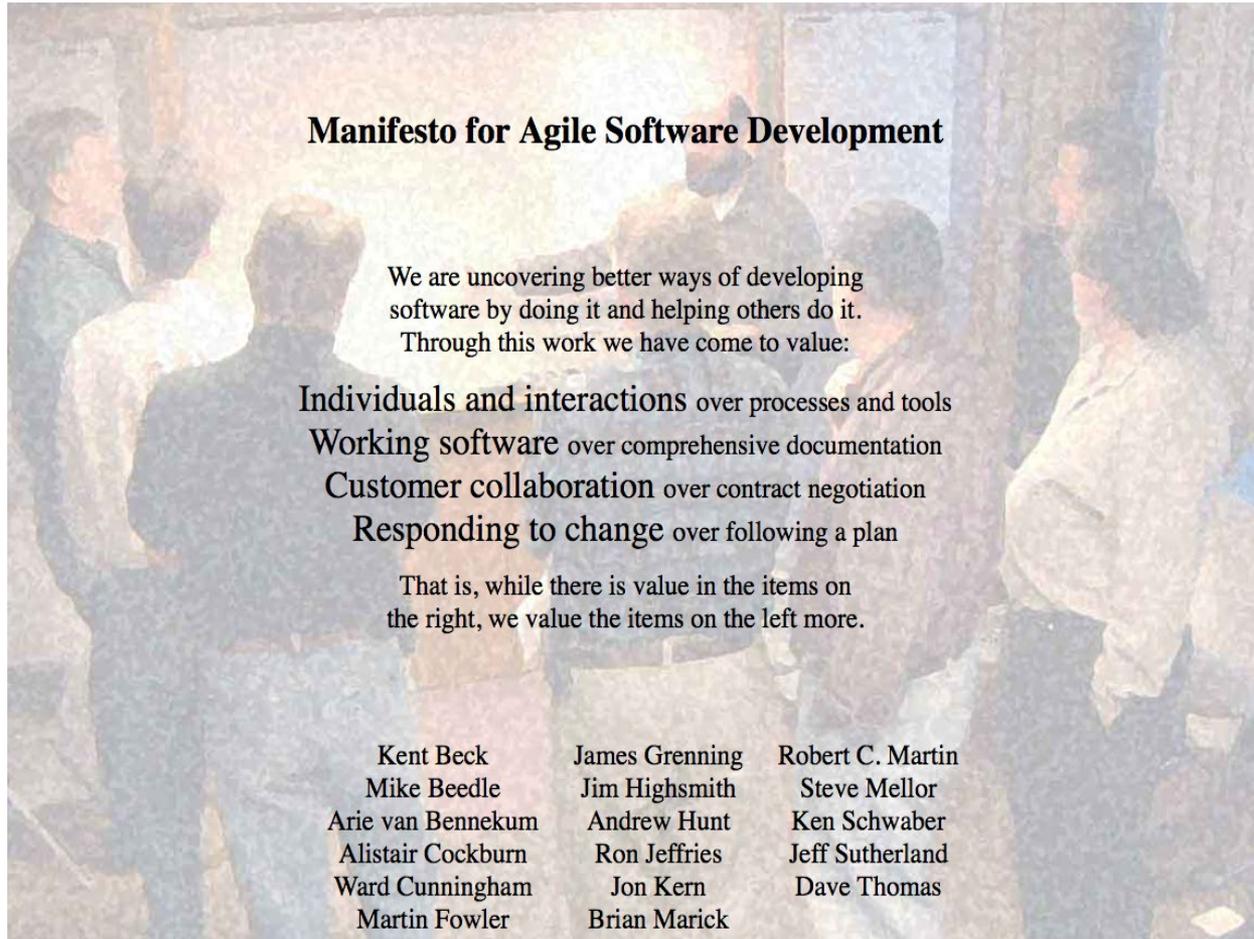
*Why do organizations FAIL to
make the changes required to
implement their Strategies
70%
of the time?*



What's the *SOLUTION?*



Insight 1: The **AGILE** Manifesto



Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

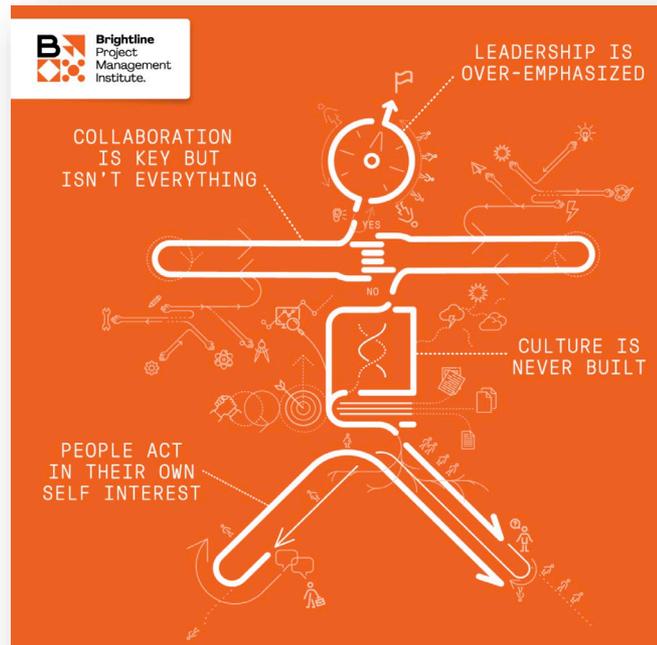
That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	



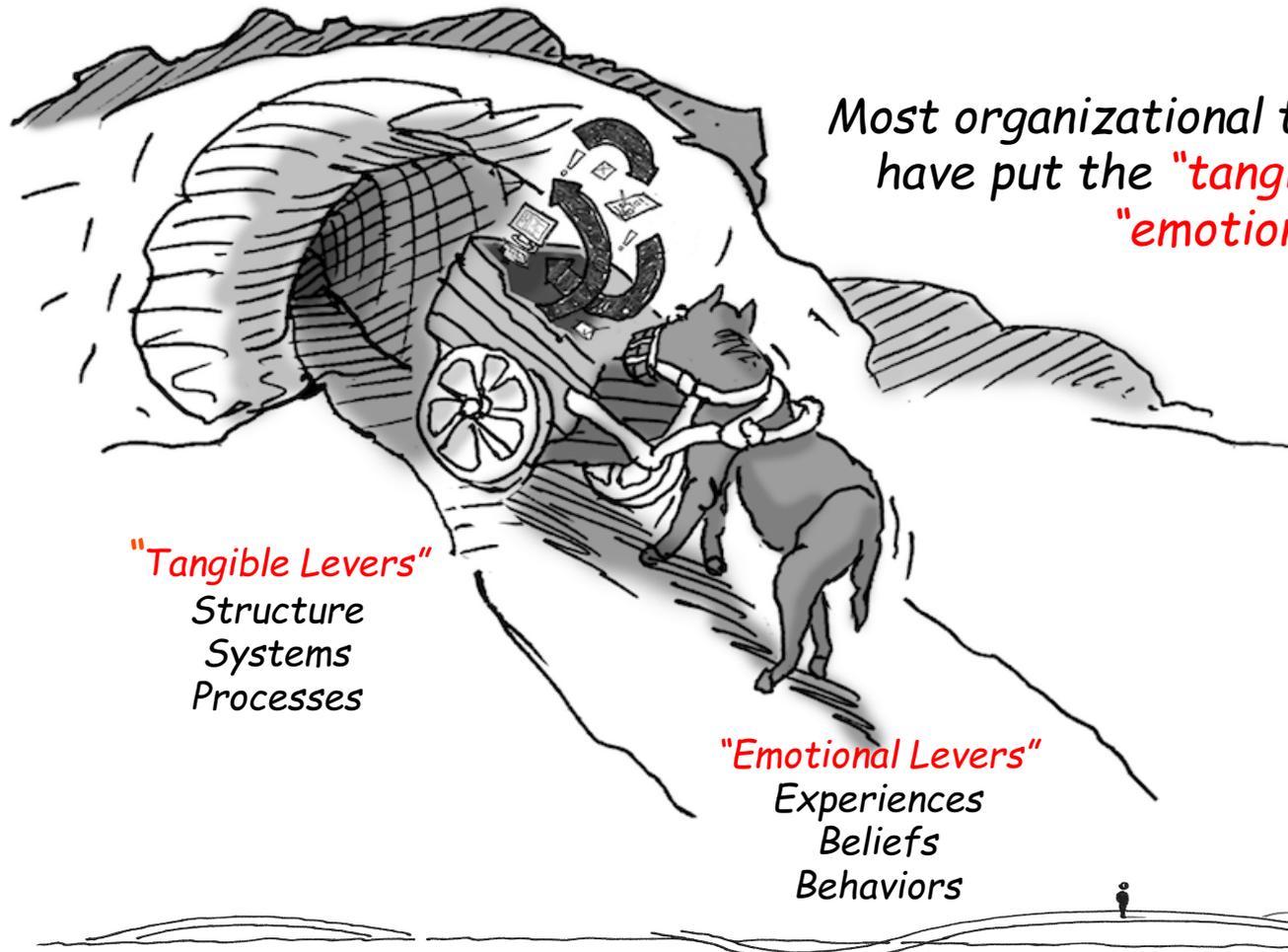
Insight 2: Brightline's **PEOPLE** Manifesto

People *form the link* between *strategy design* and *delivery*;
they *turn ideas into reality*;
they are the *strategy in motion*



The **TYRANNY** of the **TANGIBLE**

Organization change works when you identify the **beliefs and behaviors** you want to change and then create new **structures, processes and governance** mechanisms to support those new beliefs and behaviors.
Not the other way around.

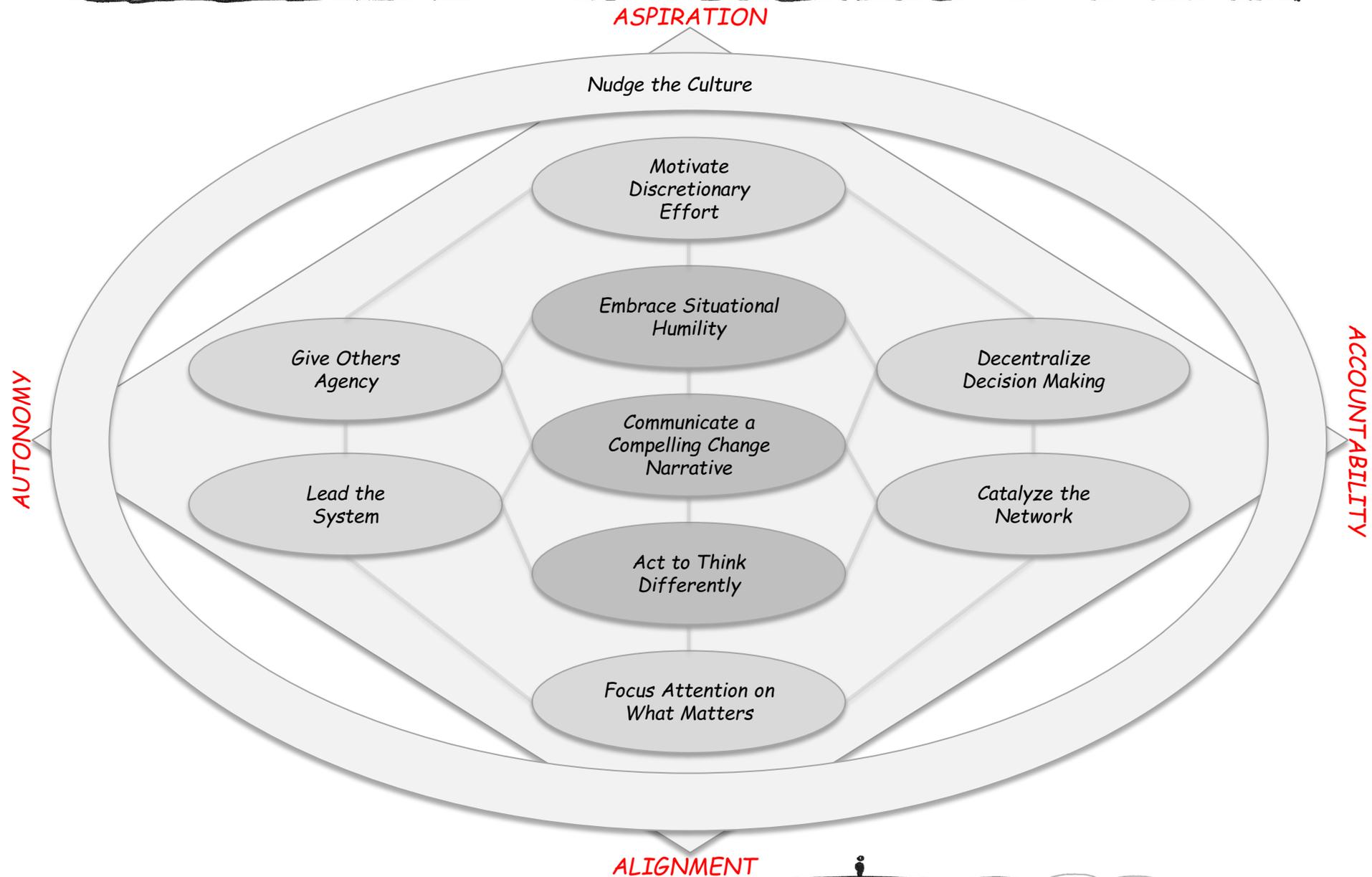


Most organizational transformation efforts have put the **"tangible cart"** before the **"emotional horse."**

"Tangible Levers"
Structure
Systems
Processes

"Emotional Levers"
Experiences
Beliefs
Behaviors

PEOPLE-CENTERED Transformation Framework



PCT 1-5 ELEMENTS and SHIFTS

Communicate a Compelling Change Narrative

Our leaders **communicate a clear, concise, consistent and compelling narrative** that makes a **purposeful, passionate and emotionally resonant case for change**

The Shared Aspiration over...



The Possible Future over...



The Purposeful "Why"...



Act to Think Differently

Our leaders **generate respect and followership from others** by **personally, authentically and openly modelling the changed beliefs and behaviors** required to **evolve the organization**

Demonstrating Changed Behavior over...



Being Authentic and Open over...



Trying and Learning over...



Embrace Situational Humility

Our leaders **show vulnerability, seek help, demonstrate that failure is acceptable, and consistently seek to increase the autonomy and accountability of others**

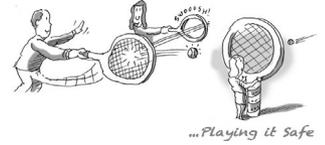
Showing Vulnerability over...



Asking Open Questions over...



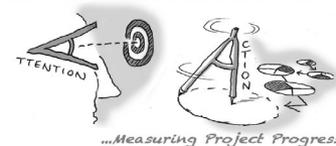
Making Failure Safe over...



Focus Attention on What Matters

Our leaders bring **clarity and focus** by **prioritizing and communicating the key strategic priorities that matter most to the business**

Focusing Strategic Attention over...



Disciplined Prioritization over...



Pruning Project Portfolios...



Motivate Discretionary Effort

Our leaders **understand how to motivate discretionary effort** by **tapping into the aspirations of others and giving them autonomy in return for accountability**

Channeling Aspiration over...



Motivating Inspiration over...



Recognizing Novel Effort over...



PCT 6-10 ELEMENTS and SHIFTS

Give Others Agency



Our leaders **create agency** by giving others the **permission to take independent actions** and make changes **without hierarchical approval**

Give-and-Take Reciprocity over...



Allowing Independent Action over...



Giving Individual Agency over...



Decentralize Decision Making



Our leaders **only** make the **choices they are best equipped to make**, clarify the choices others have to make and the **boundaries within which to make them**

Experience and Expertise over...



Explaining Rationale over...



Distributing Decision Making over...



Catalyze the Network



Our leaders create the **time and space for cross-functional teams to emerge, converge, and engage** around crucial **strategy design and delivery** interfaces

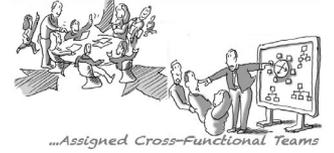
Informal Networks over...



Organization Network Analysis over...



Emergent Collaborative Teaming over...



Lead the System



Our leaders **catalyze the collaborative leadership** required to successfully navigate **dynamic, complex, and systemic** change

Systemic Collective Leadership over...



Catalyze and Guide Change over...



Adaptive Leadership Systems over...



Nudge the Culture



Our leaders **consciously and continuously nudge the culture** in the direction of **aspiration, alignment, autonomy and accountability**

The Human/Emotional Change over...



Activating PCT Elements over...



Nudging the Culture over...

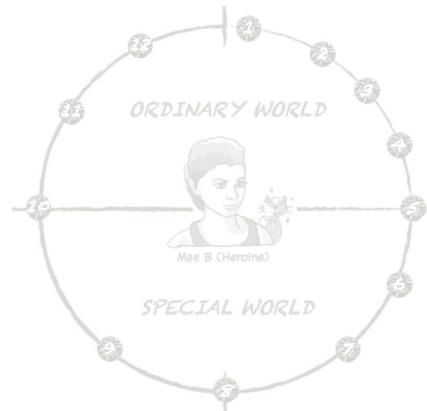


Taking **YOUR** People-Centered Transformation **PULSE**

<i>People-Centered Transformation Elements</i>	<i>Strongly Disagree</i>		<i>Neutral</i>			<i>Strongly Agree</i>	
1. Our leaders communicate a clear, concise, consistent and compelling narrative that makes a purposeful, passionate and emotionally resonant case for change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Our leaders generate respect and followership from others by personally, authentically and openly modelling the changed beliefs and behaviors required to evolve the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Our leaders show vulnerability, seek help, demonstrate that failure is acceptable, and consistently seek to increase the autonomy and accountability of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Our leaders bring clarity and focus by prioritizing and communicating the key strategic priorities that matter most to the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Our leaders understand how to motivate discretionary effort by tapping into the aspirations of others and giving them autonomy in return for accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Our leaders create agency by giving others the permission to take independent actions and make changes without hierarchical approval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Our leaders only make the choices they are best equipped to make, clarify the choices others have to make and the boundaries within which to make them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Our leaders create the time and space for cross-functional teams to emerge, converge, and engage around crucial strategy design and delivery interfaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Our leaders catalyze the collaborative leadership required to successfully navigate dynamic, complex, and systemic change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Our leaders consciously and continuously nudge the culture in the direction of aspiration, alignment, autonomy and accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What's the **STORY?**



'An entertaining tale with a serious message. If we enlist this guide, we can rebuild our institutions with people at the centre and progress as the result'

DANIEL H. PINK, *New York Times* bestselling author of *Drive*

EVERYDAY SUPERHERO



How You Can
Inspire Everyone and
Create Real Change at Work

TONY O'DRISCOLL

Professor at Duke University's Fuqua School of Business

AND GARY ZAMCHICK



The **CHARACTERS** and the **MUCKS**

Meet the **CHARACTERS**



Mae B (Heroine)



Pratik L (Mae's sidekick)



Future Mae (Guide)



Reazo N (Floor manager)



Trixt R (Mentor)



Konec T (Janitor)



Sapie N (Head of HR)



Niew B (Intern)

Meet the **MUCKS**



Chief Muck
(Chief Executive)



Bucky Muck
(Financial Officer)



Doeey Muck
(Operations Officer)



Techy Muck
(Technology Officer)



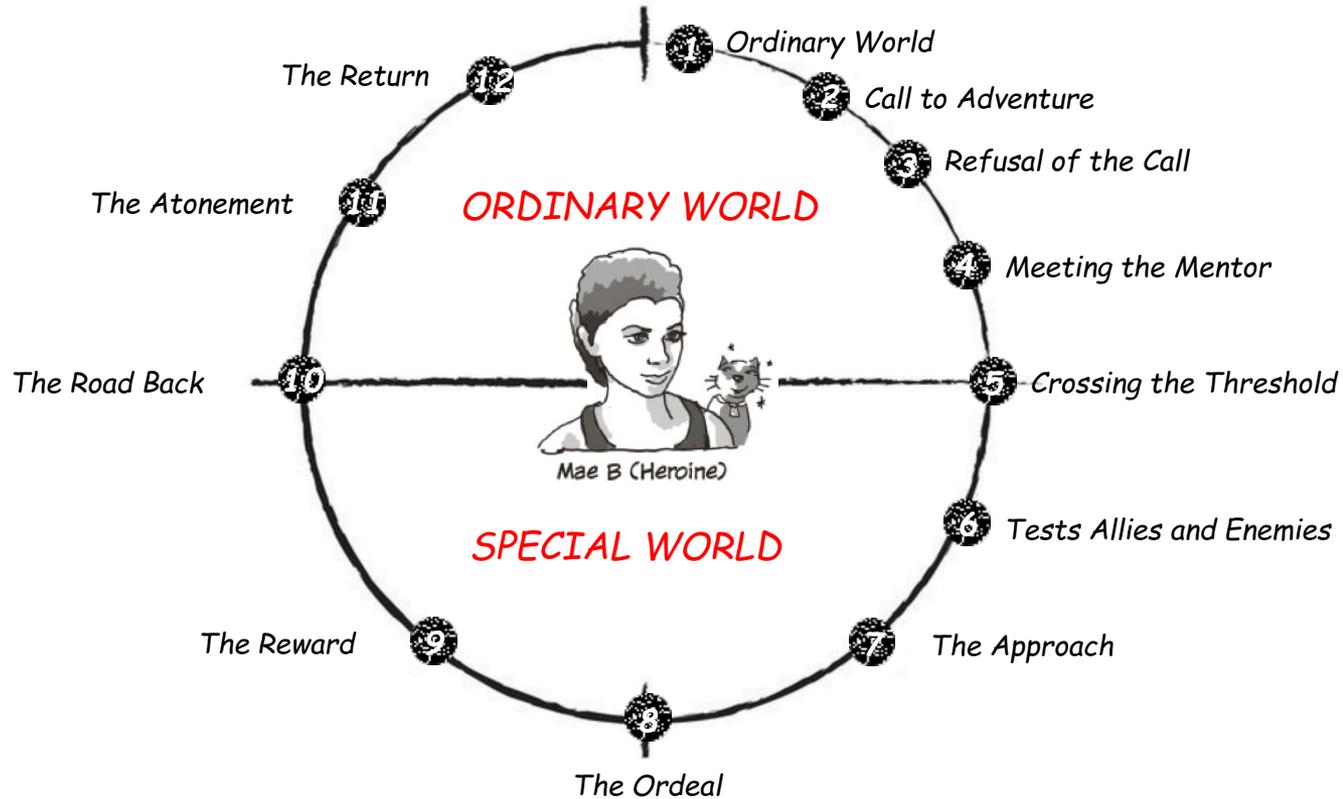
Stuffy Muck
(Procurement Officer)



Whizzy Muck
(Innovation Officer)



The **HEROINE's** Journey



1. ORDINARY World



Mae, a Middle Manager at D.O.H Inc, is sitting at home watching her favorite TV show (Everyday Super Heroes) with her cat Sparky. She is UPSET because she has just been REJECTED for promotion for the second year running. She feels STUCK and secretly wishes to become a contestant on EDSH.



I wish I could break FREE from DOH and become an Everyday Superhero.



3. REFUSAL of the Call



The Mucks put **Mae and Pratik** in charge of ramping up **FIG production**. They quickly realize it is an **IMPOSSIBLE** task under the current Muck production model... They worry they will ultimately be **FIRED** by Chief Muck and **decide to QUIT**. They are just about to **BAIL** when...

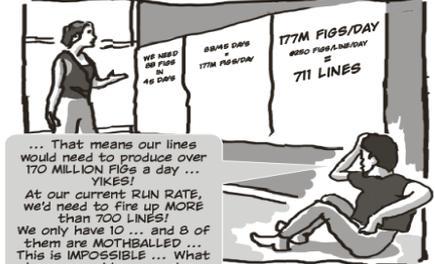
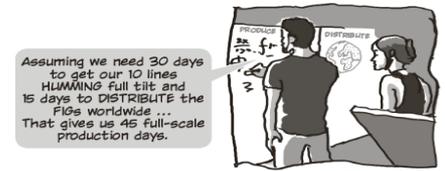


It tells you EXACTLY what to do in EVERY situation. It provides a FAIL-PROOF way to maintain CONTROL of those who report to you.

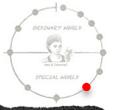
You MUST follow the MIRB rules without EXCEPTION ... or YOUR HEADS WILL ROLL ... DO I MAKE MYSELF CLEAR?



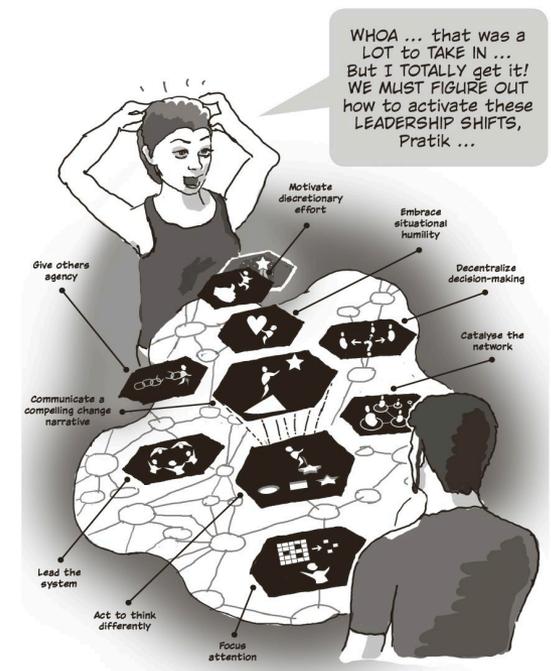
- ## THE MUCK IMMUTABLE RULE BOOK
1. DEMAND FAIL-PROOF PLANS
 2. MEASURE OUTCOMES
 3. IMPOSE HIERARCHY
 4. DICTATE DIRECTION
 5. REQUIRE CONFORMITY
 6. CENTRALIZE DECISIONS
 7. MAINTAIN CONTROL
 8. MONITOR ACTIVITY
 9. DEMAND PERFORMANCE
 10. PROJECT POWER



7. The **APPROACH**



Back at Mae's place that evening, **Sparky** activates the **SHIFTOLATOR** and Future Mae reveals the **LEADERSHIP SHIFTS** required to **deliver the 8B FIGS**. Mae and Pratik **RESOLVE** to make these **SHIFTS** happen at D.O.H.



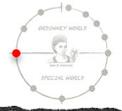
9. The **REWARD**



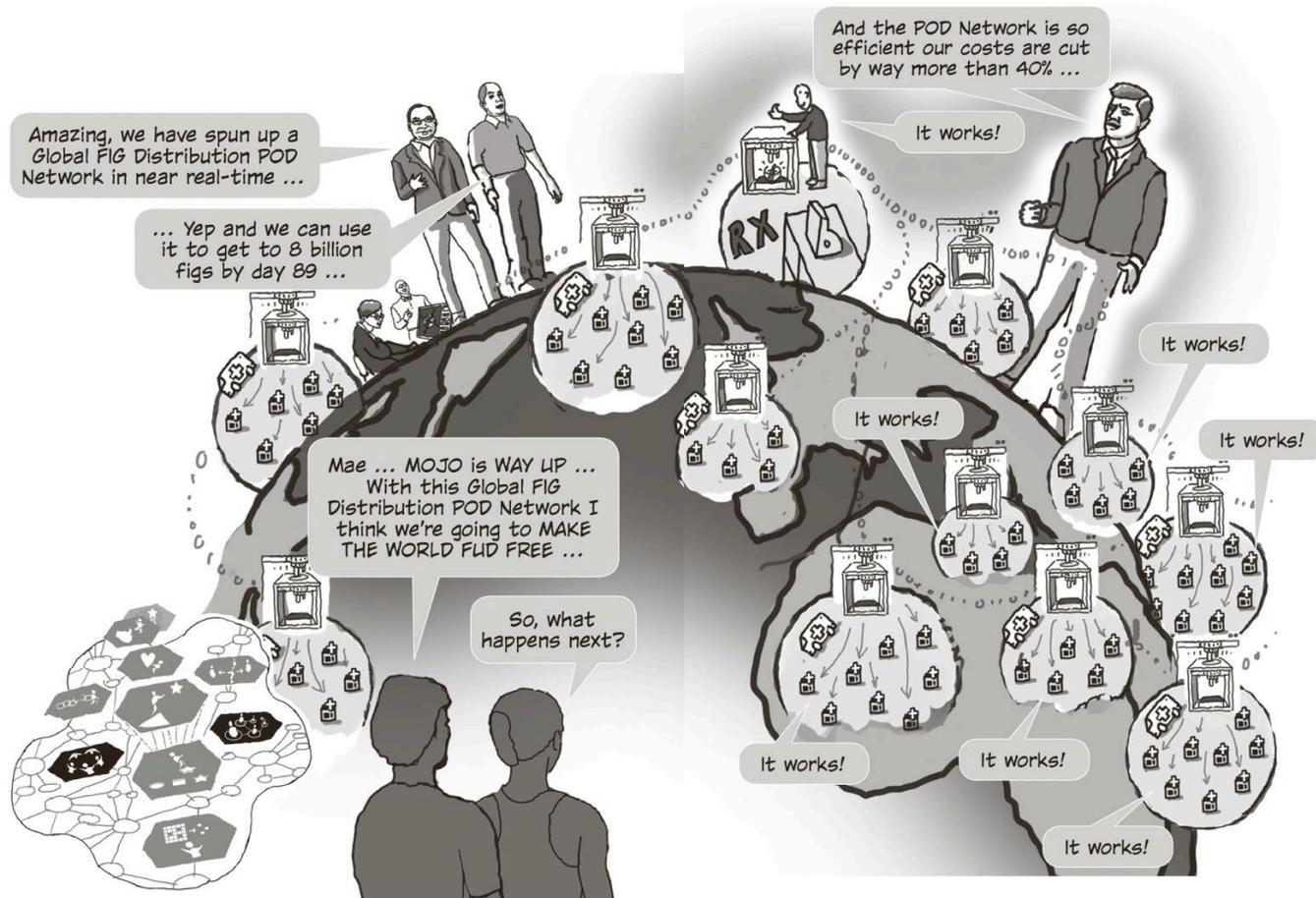
Mae surprises herself by **PUSHING BACK** on Chief Muck and threatens to **take her people with her** if he does **NOT** agree to let them **give their plan a try**. Chief Muck realizes he has **NO OPTION** but to give Mae's plan a chance. He warns her that her **HEAD WILL ROLL** if he does not see **IMMEDIATE** progress towards the **8B FIG** target over the next **60 days**.



10b. The Road **BACK**



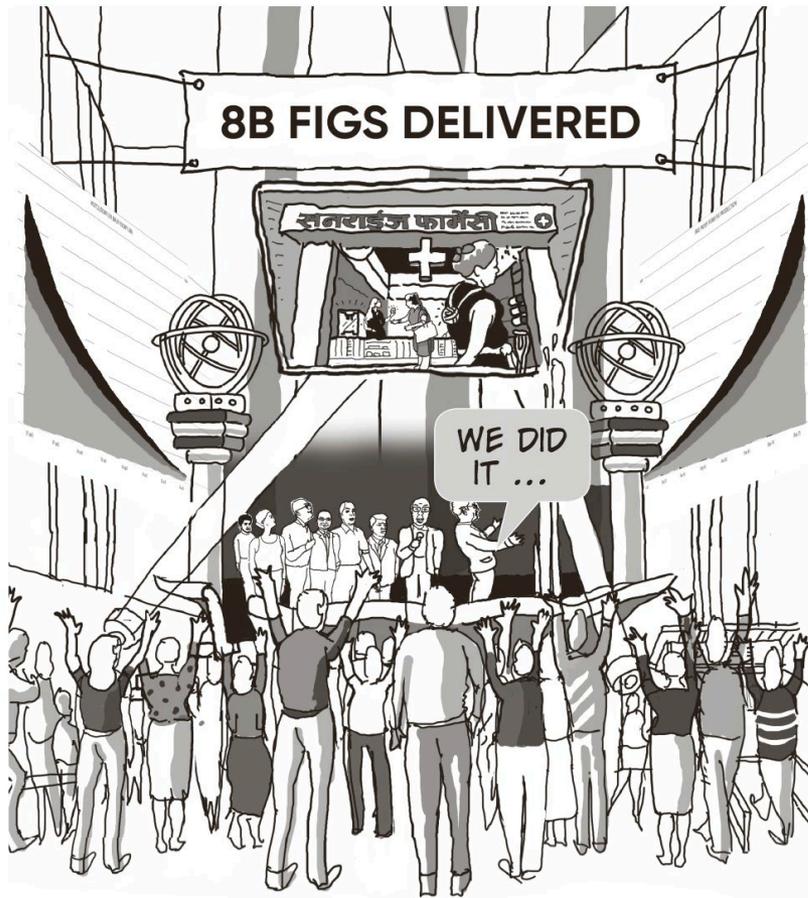
Mae, and her team continue to **activate the shifts** and encourage others solve the **FIG** production challenge. Through a series of **BREAKTHROUGH INNOVATIONS**, they **CO-CREATE** a **Global, 3D Printer based, FIG Distribution POD network**.



11. The **ATONEMENT**



Back in the Atrium, **Prime Minister** by his side - Chief Muck **PRONOUNCES** Mae as the **new Chief Muck of D.O.H.** Mae thanks Chief Muck but says she **CANNOT ACCEPT** because she believes she can **DO MORE GOOD** working from the **MIDDLE-OUT** and wants to **stay right where she is.**



On behalf of our NATION, and of the WORLD at large, we OWE DOH a HUGE debt of gratitude ...



... We ALL know who is responsible for all of this ... Mae, I hereby PRONOUNCE you DOH's new Chief Muck ... Congratulations!



... Thank you, Chief Muck but I must politely DECLINE ... I can do MORE GOOD working from the MIDDLE OUT, and that is where I want to STAY ...



High Five ... We DID IT, Mae! The world is FUD FREE ... Go see for yourself!

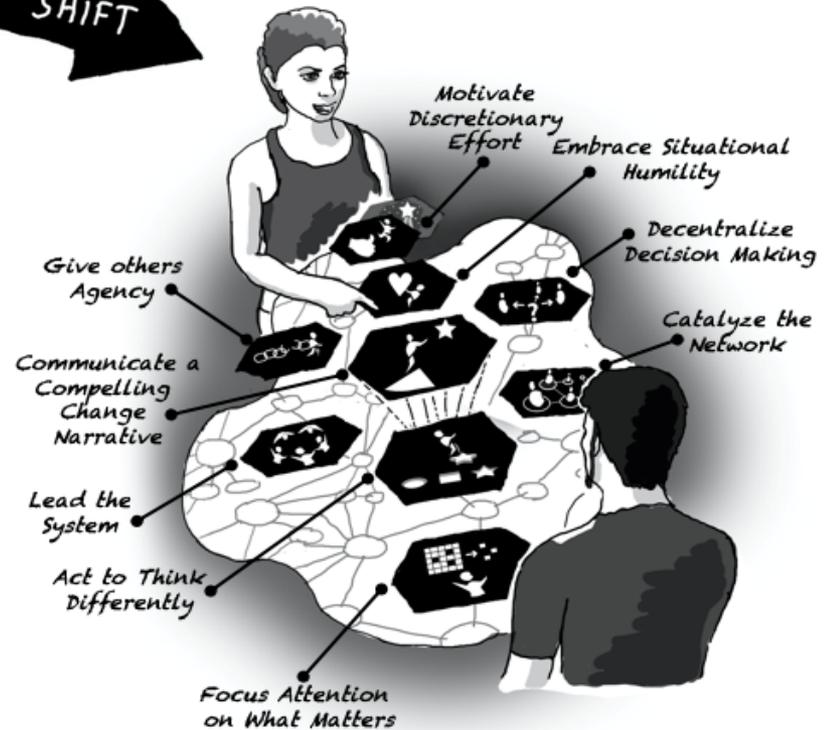
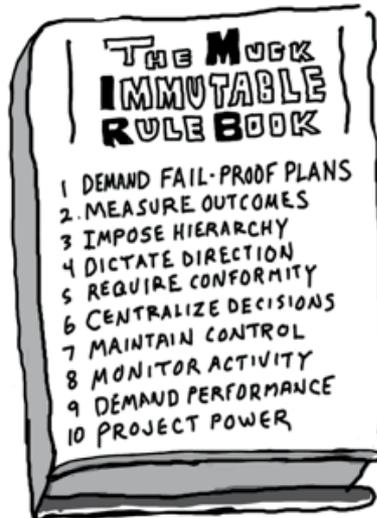
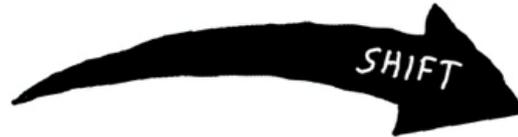


HIP-HIP-HURRAY for 'Middle-Out Mae!' ...

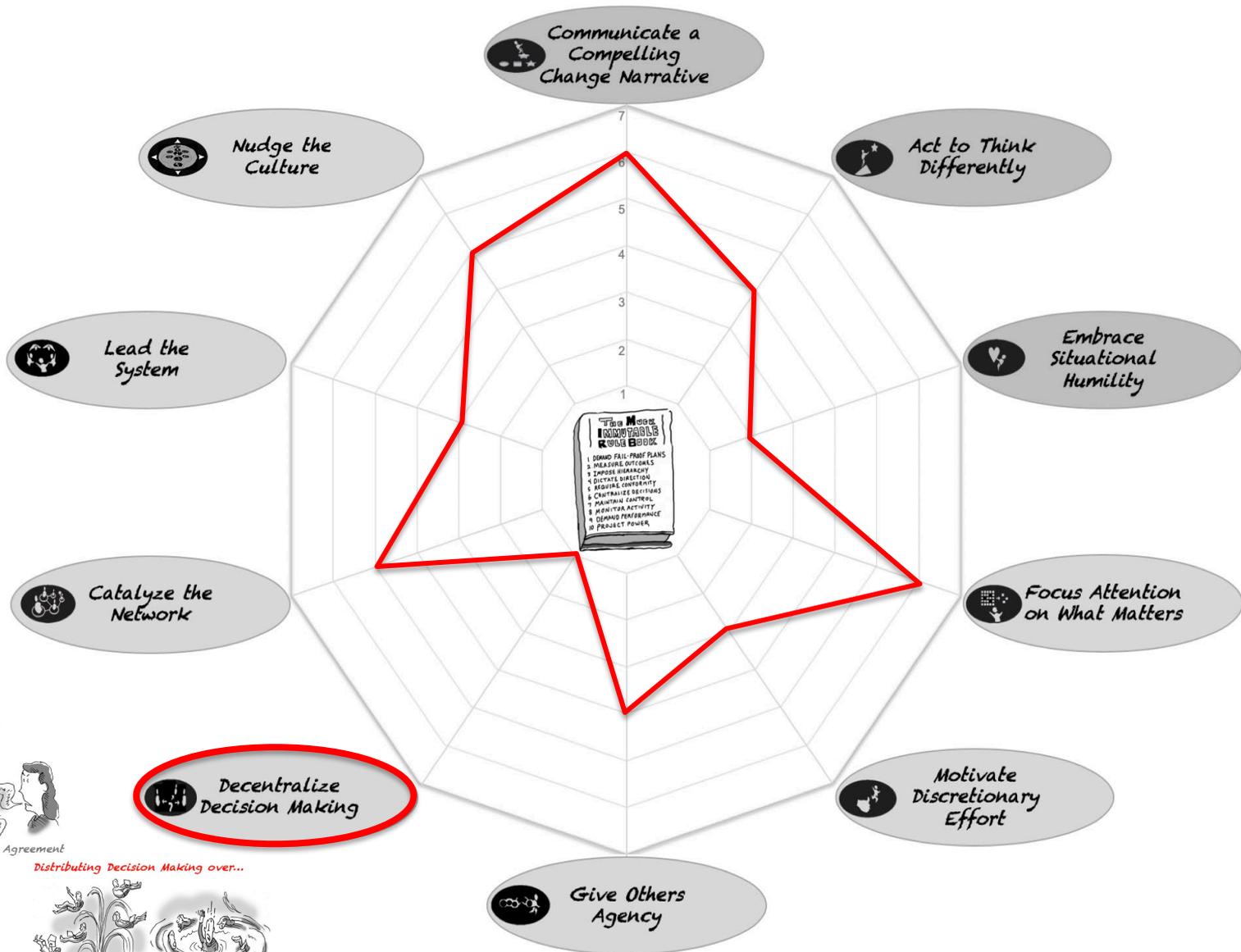
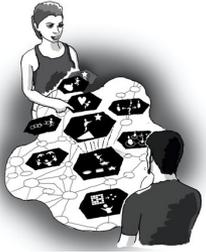
The Narrative **DEVICES**

**Top-Down, Hierarchical
Leadership System**

**Middle-Out, Networked
Leadership System**



Activating **YOUR** PRIORITY PCT SHIFTS



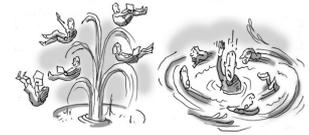
Experience and Expertise over...



Explaining Rationale over...



Distributing Decision Making over...



Decentralize Decision Making



Coming **FULL CIRCLE**

To address the
**Strategy Execution
Challenge...**



Thank **YOU!**

Go Raibh Mile Maith Agat!

