



2020 Advisory Conference

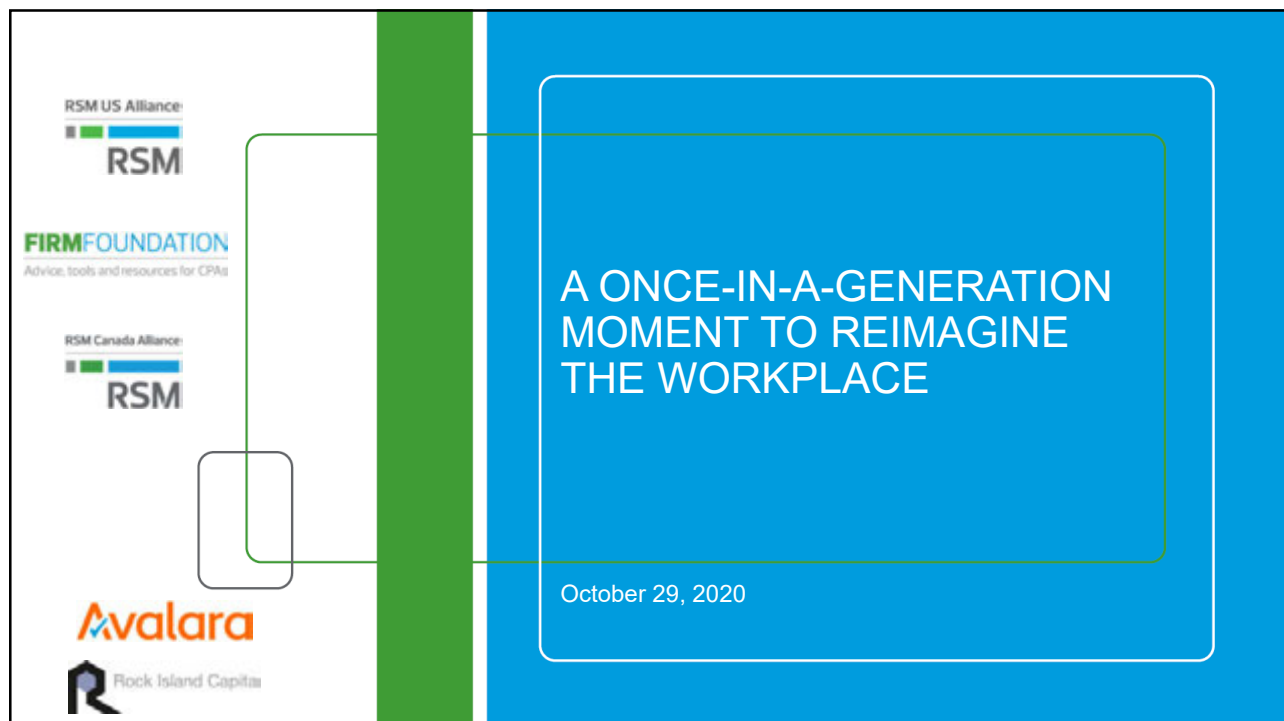
October 27-29

Converging knowledge and behaviors to deepen client relationships

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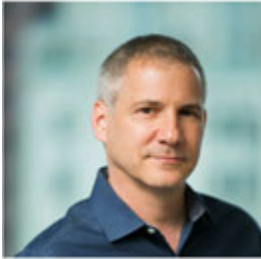
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Rock Island Capital

A ONCE-IN-A-GENERATION MOMENT TO REIMAGINE THE WORKPLACE

October 29, 2020

Speaker



David Benjamin
Chief Architect, Syntegrity
Co-Author, Cracking Complexity



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Agenda

Topic	Minutes
Introduction	5
What Makes Change So Difficult at Defining Moments	10
The Defining Moment: Re-Imagining the Workplace	10
How to Approach Any Complex Challenge – In Person or Not	20
Q&A	15



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Objectives

By the end of this course, you will be able to:

- Explain what Brody Moments are and why they paralyze leaders and teams
- List and apply 4 essential steps to take when solving any complex challenge (including re-imagining the workplace):
 - Ask the right question
 - Engage Requisite Variety
 - Agree on the right agenda
 - Put people on a collision course



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Background

Consumer & Industrials



Healthcare and Pharma



Financial Services



Other



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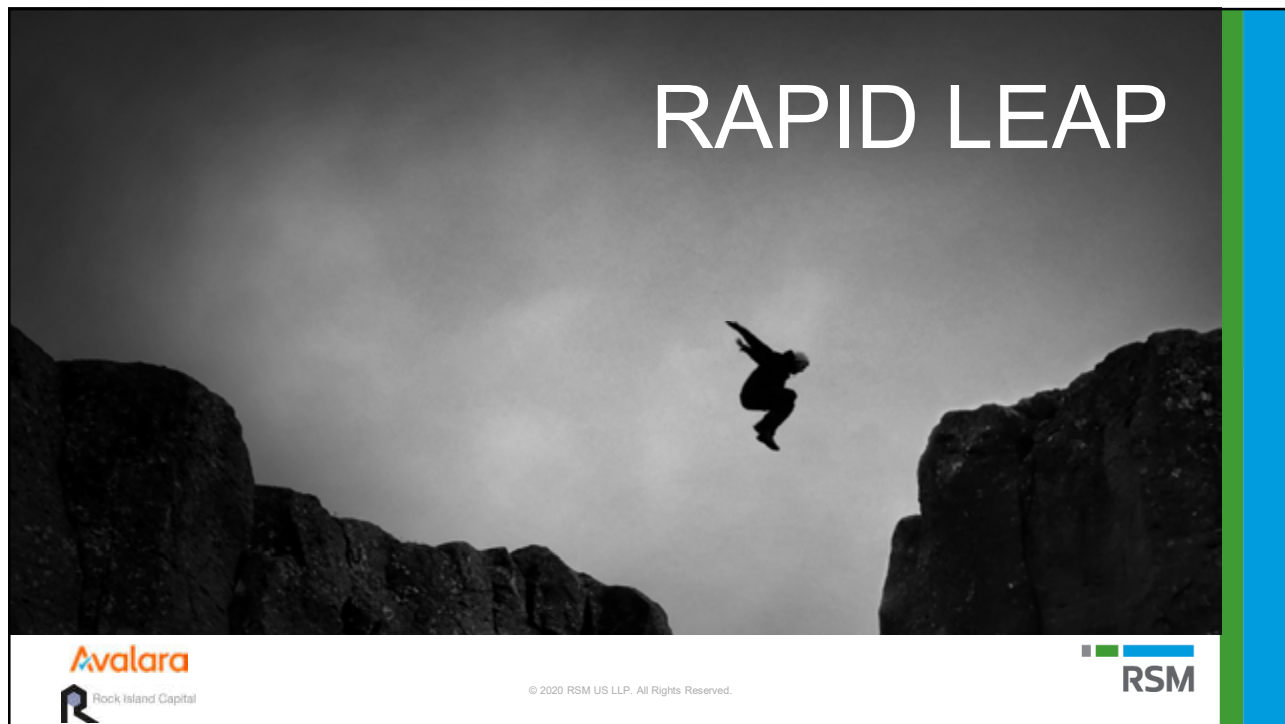


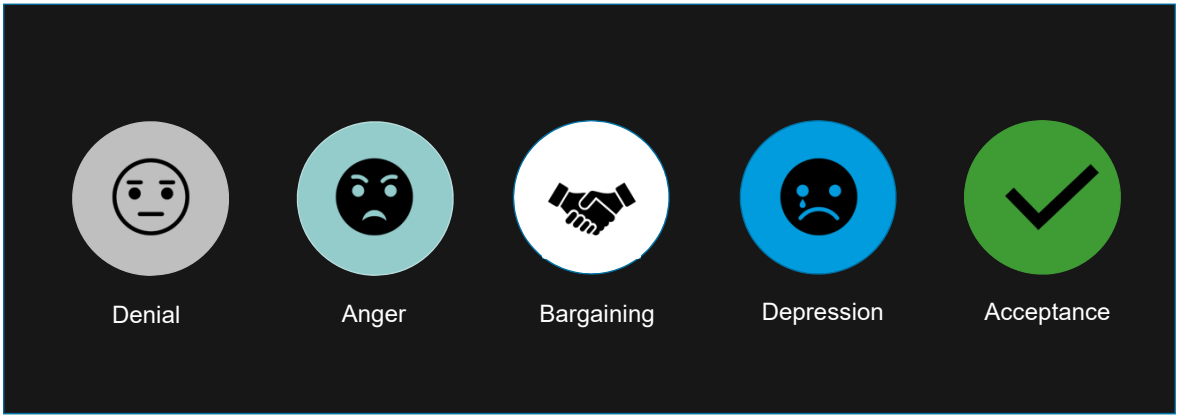
BRODY MOMENTS



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The diagram illustrates the five stages of grief as a horizontal sequence of five circles on a dark background. Each circle contains a distinct icon and is labeled below. From left to right: 1. Denial: A grey circle with a neutral, flat-faced emoji. 2. Anger: A teal circle with an angry emoji showing furrowed brows and a downward-curving mouth. 3. Bargaining: A white circle with a black handshake icon. 4. Depression: A blue circle with a sad emoji showing a downward-curving mouth. 5. Acceptance: A green circle with a black checkmark icon.

Denial Anger Bargaining Depression Acceptance

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A silhouette of a person is shown from behind, looking out over a dark, mountainous landscape at a large, bright full moon in a dark sky. The text 'WHAT MAKES CHANGE SO DIFFICULT?' is overlaid on the left side of the image in white, all-caps font.

WHAT MAKES
CHANGE
SO DIFFICULT?

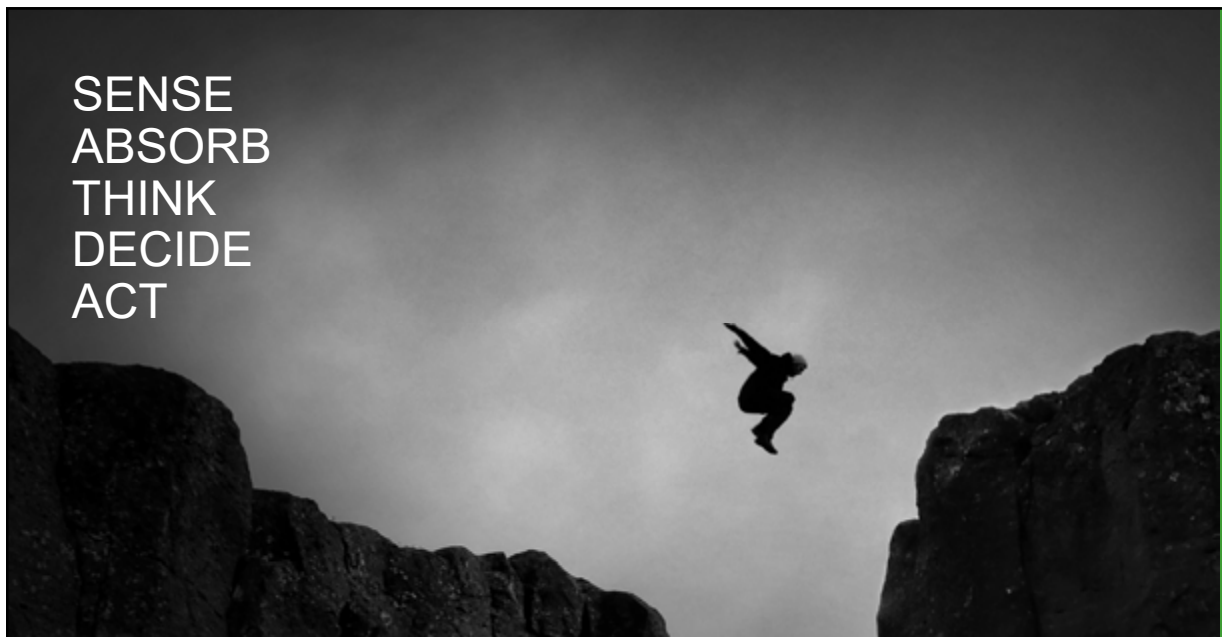
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FRAGMENTED NERVOUS SYSTEM

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CONVENTIONAL THINKING DOESN'T WORK

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Chris Kane, former VP
of International
Corporate Real Estate
for Disney and
Head of Corporate Real
Estate at the BBC

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“

*The pandemic has **accelerated the shift from a fixed to a fluid use of workspace**. Now people are saying we can work anywhere, anytime and anyhow, and they're seeing that this can be a **competitive advantage** - harmonizing workforce and workplace - in terms of talent attraction, health and wellbeing.*

*And whether people are having a good experience working this way, or bad, they are being **forced out of their traditional ideas about work**.*

Jonathan Goodman,
Global Managing
Partner, Monitor
Deloitte

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“

*If you believe that all good strategy starts with the customer, then the **once-in-a-generation forced break in customer habits** is a serious moment in strategy for most companies and organizations.*



A ONCE-IN-A-GENERATION MOMENT TO REIMAGINE THE WORKPLACE

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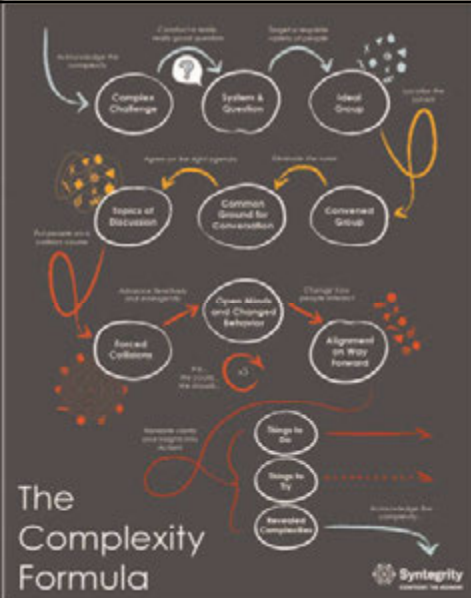
Safi Bahcall, Author
LOONSHOTS

“
With COVID-19, everyone has realized that **more of the same won't work**. It has raised the temperature of the whole system - people are **unsettled, less resistant to change, and more willing to try new things and to fail**.
”

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Our Formula

1. Acknowledge the Complexity
2. Construct a really, *really* good question
3. Target a requisite variety of solvers
4. Localize the solvers
5. Eliminate the noise
6. Agree on the right agenda
7. Put people on a collision course
8. Advance iteratively and emergently
9. Change how people interact
10. Translate clarity and insights into action



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ASK A REALLY, REALLY
GOOD QUESTION



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ENGAGE REQUISITE VARIETY

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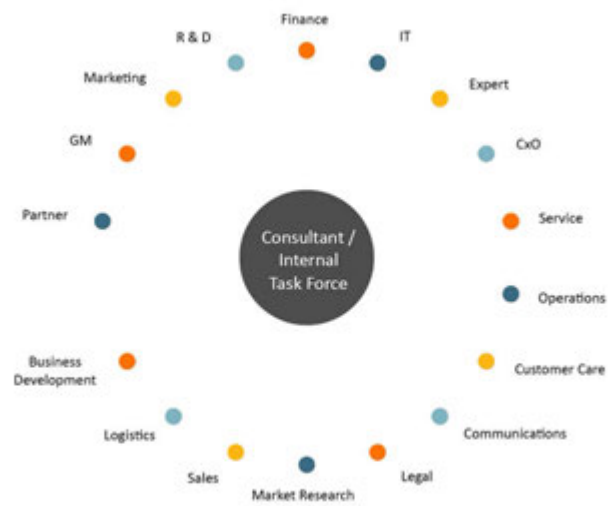
AGREE ON THE
RIGHT AGENDA

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CONVENTIONAL APPROACH



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PUT PEOPLE ON A COLLISION COURSE



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How do you get people working together on how to work together when you can't bring them together to work?

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Stephen Shapiro,
Author *INVISIBLE SOLUTIONS: 25 LENSES THAT REFRAME AND HELP SOLVE DIFFICULT BUSINESS PROBLEMS*

“
*In 1990, Michael Hammer said, “don’t automate bad processes, because **you’ll just make bad things happen faster.**”*
*In a tip of my hat to Hammer, I argue that what we’ve done with gatherings in the past shouldn’t be done in the future. We don’t want to make the mistake that Hammer talked about, and **just create a virtual version of the live meeting, which was poorly designed to begin with.** Now is the time to rethink the way we collaborate.*
”

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Ask a Really, Really Good Question

The screenshot shows a Miro board titled "Planning Session". On the left is a toolbar with various drawing tools. In the center is a template titled "What Question Captures Your Challenge?". The template includes a grid of modal verbs (must, can, should, will, now, this quarter, this month, in 2020, 90 days, 3 months, 6 months, 12 months) and a structured question format: "What [modal verb] [we do] [starting time] and over the next [timeframe] [Type here] establish an aspirational goal. [Type here] Identify modifiers or constraints (by/that/while/without) ?".



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Examples

NGO: What must we do now and over the next 3 years to transform the CFO organization to achieve our vision?

Bank: What must we do now and over the next 2 years to leverage our move to the new campus as a catalyst for driving greater productivity, collaboration, and innovation while delivering industry-leading employee and customer experiences, that mobilize us for growth?

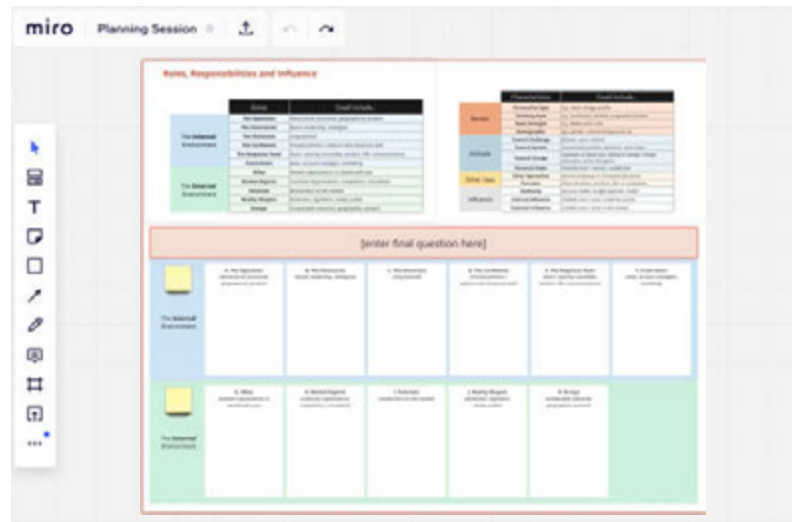
Take a moment: What question might you or one of your clients need to answer when it comes to re-imagining the workplace?



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Engage Requisite Variety



Examples

NGO: BUs, CFO, Controller, Accounting, Contracts, Proposals, Pricing, Procurement, Office of Corporate Transformation, IT, HR, ...

Bank: Commercial Banking, Personal and Business Banking, Capital Markets, Wealth Management, Enterprise Risk, Compliance, Enterprise Initiatives, Communications, HR, IT, Corporate Real Estate, External Real Estate Partner...

Take a moment: List 3 to 5 out-of-the-ordinary invitees who might contribute surprising value in answering your question

Agree on the Right Agenda



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Examples

NGO: Partner on Growth, Seamless Experience, Talent for the Future, Closer to the Client, Disrupting Ourselves, Reimagining Work

Bank: Opportunities for Growth, Amenities / Wellness, Integrated Design, Risk Management, Customer Connection, Employee Experience

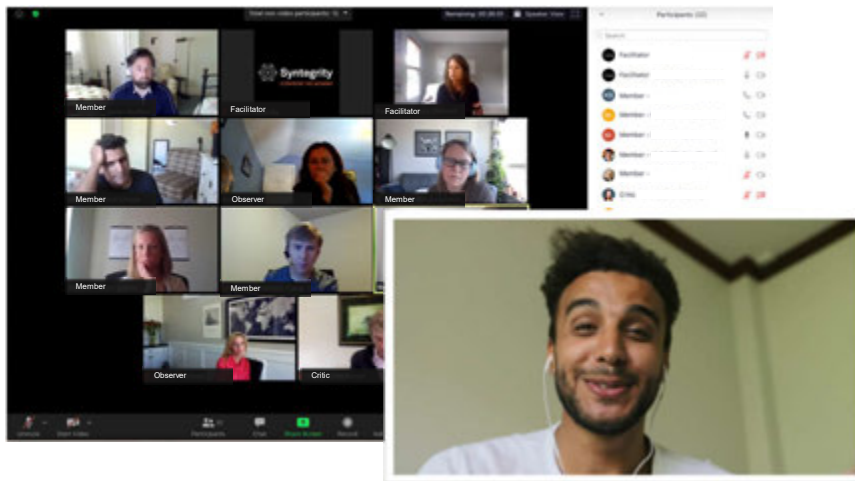
Take a moment: List 2 to 3 compelling topics that might need focus in answering your question



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Put People on a Collision Course



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Synfographic: A Solving Sprint by the Numbers



A Solving Sprint focused on answering this defining challenge...

What must we do now and over the next 3 years to transform the CFO organization to achieve our vision?



...with the knowledge of...

29 Experts from across **6** business functions

Over the course of...

624 Cumulative hours of collaboration

And more than...

11,500 Productive collisions



...guided by a formula that generated...

283 Statements of importance

Synthesized into...

33 Critical topics to consider

Driving an...

6 Topic final agenda



...to develop alignment on...

62 Clusters of Ideas

through...

18 Coordinated and prioritized recommendations

organized into...

1 Roadmap for action



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David Burkus, Author
PICK A FIGHT

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“

*Let's not go back to the way things were.
Instead, let's use the lessons of this crisis
to **create a place where work doesn't
suck.***



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Syntegritygroup.com



For a free copy of Cracking Complexity, go to
<https://info.syntegritygroup.com/RequestBook>



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