

HOW WE MIGHT FIND OUR OWN WAY

(AVOIDING THE AVALANCHE OF PRESCRIPTION)

INTRODUCTION

In our [article](#) about avoiding prescriptions for a ‘new normal’ and finding our own way, we offered to share examples of what it means in practice to develop your organisation’s capability for constant exploration, learning and renewal. Less about a pivot or a reset and much more about an ongoing depth of agility.

WHAT ARE WE BEING CHALLENGED TO DELIVER?

HYBRID
WORKPLACE?

AGILITY?

DIGITAL?

STRATEGY
ALIGNMENT?

TRANSFORMATION?

CULTURE?

SOME IMPORTANT PRINCIPLES

Start with the principle that what needs developing are the approaches, processes and abilities to create your own organisation’s responses to these challenges.

The development of these capabilities also requires the organisation’s acceptance that there is not a neat and ready-packaged answer somewhere - waiting out there to be found and then installed.

The capability for rapid exploration, learning and re-invention needs to become the enduring ‘reset’ (or the ‘new normal’). This is the real shift to being prepared for whatever the future offers usor throws at us.

WHAT THIS MIGHT MEAN IN PRACTICE

- A focus on effectiveness and then efficiency, and both of these above expediency
- Developing your own people, the users, to do the work of exploration & learning
- Being driven by curiosity and possibility
- Being user-centric rather than solution-centric: ‘What do our people need to make this happen?’ NOT ‘What solution seems to fit?’
- Galvanising people-leaders, to own change and be the pivotal delivery channels to reach all of your people
- Deeply understanding the current starting point, the ‘as-is’ organisation
- ‘Radical candour’, i.e. exceptional honesty with ourselves and each other that catalyses insight and breakthrough
- Openness to intuition, pattern-spotting, sensing etc. as complementary to data, logic and numbers
- Developing your people to prototype and experiment, and to understand how that is different from ‘piloting’
- Engaging the wider population in substantial, and not cosmetic, roles in the process
- Agile style interventions that are short, frequent, regular, local and delivered in the business, and are all about the business

...and using **proven methods** for navigating through the process of discovery

SOME REAL EXAMPLES...

Using: Theory-U. A method for allowing patterns and possibilities to emerge and be tested.

Client: Europe’s largest comms & media business.

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Using: Collaborative/Action Research. Learning together, driven by curiosity and experimentation.

Client: Communications infrastructure & engineering.

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Using: Appreciative Inquiry. Taking the best of what we do, however much of an exception, and amplifying it to become commonplace.

Client: Major Financial Services organisation.

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Using: L-UX (Leadership User-Experience). Finding what your people need from leadership and ensuring it is delivered.

Client: Established and exemplar pioneer in FinTech sector.

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