

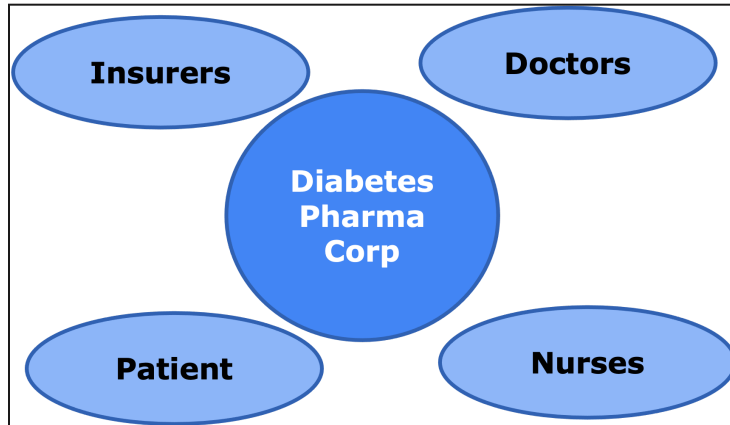
Answers to Chat Questions from ODF 22-09-14 Webinar

QUESTION	Draft Response
<p>1. How do you reconcile pursuing a "new" purpose driven opportunity and the perceived need to "protect" the existing business? -</p>	<p>A good business case analysis should inform that decision. However, such decisions are rarely ONLY logical. Emotional attachments to what has always worked are understandable and logical and can be addressed through designed deliberations. If the management team understands the new purpose and was part of its creation, this issue tends to be less challenging. Never-the-less, a good strategy in general is to have the decision makers identify past values they want to bring forward. This part of our practice comes from the field of Appreciative Inquiry. A good example of what we mean is Paul Polman's approach at Unilever ... <<Soon after taking over, Polman took his management team to Port Sunlight for a multiday retreat, where he tried to recapture the benevolent spirit that had animated Unilever a century before. ...So at Port Sunlight, in addition to the normal strategic planning, Polman had his executives reflect on Lord Lever and what had made Unilever great in the first place. <i>Going back to our roots gave me the permission to drive change</i>, Polman said.>> <u>Bottom line. research shows that this work is as much about the conversations in which we engage our clients as it is about anything else.</u> Designing and facilitating such conversations are at the core of CCMV practice. Those conversations in turn create decisions and innovations at the business and operating model level.</p>
<p>2. How can we guide leaders to use power in the service of others instead of using power to reinforce itself and control others.</p>	<p>As designers we look toward systemic/structural solutions. You may find interesting:</p> <ul style="list-style-type: none"> • https://purpose-economy.org/en/ ("Steward-ownership is shifting the tide away from value-extraction and short-termism towards stewardship, independence, and long-term purpose"). • An SME example is the "Organically Grown Co." in Portland, OR. They describe themselves in the following way: <i>"Imagine a company where the largest stockholder never wants to sell its stock or take a profit. And where leadership is directed to focus 100 percent on its founding purpose: to deliver a positive impact on people and planet through its products and services."</i> <p>One of the founders was a long term client of ours before he left DelHaize/Hannaford Bros. Co and became responsible for global distribution at Amazon. After the Amazon stint he went back 5to his first love - farming, co-founding the "Organically Grown Co."</p>
<p>3. What are some of the Systemic changes to reinforce a change from "Maximize profits" to "maximize thriving"</p>	<p>a) Make profits part of the definition of thriving. b) Establish metrics about thriving that are as clear as those we have for profits - and connect the reward system to this combination of metrics. c) Co-Create (with all key stakeholders, a strategy and plan for thriving - an Appreciative Inquiry approach that begins with <u>co-defining</u> "thriving" and building on past positive deviant successes of "thriving while increasing profits" could work very</p>

	<p>well.</p> <p>d) Hold regular GENERATIVE “reflection and learning sessions” around progress toward your goals</p>
<p>4. Can you tell us more about what you call "Social Technology"? Or share links with us?</p>	<p>Social Technology generally describes the set of social science based tools and methods that accelerate positive change by:</p> <ul style="list-style-type: none"> ● Involving people from across the enterprise, the network or the ecosystem in the discovery of what works, what energizes them, and what they hope for, and then innovating based on those discoveries. ● Focusing on what the world is calling for from us, what we want to create, and what opportunities, resources, and strengths we have to do that. ● Inviting us to learn our way into the future through rapid prototyping/field testing. ● Ensuring that solutions are systemic – taking into account the needs of the people, the needs of the customer/patient/client, the needs of the organization, and the needs of the communities within which it lives; and the interconnected ability of organization structure, policies, processes, information technologies, etc. that are available to address these complex challenges. <p>Examples of widely used social technologies include, but are not limited to:</p> <ul style="list-style-type: none"> ● The Search Conference ● World Café ● Theory U ● Open Space ● Appreciative Inquiry Summits ● Liberating Structures
<p>5. How do you effectively map the ecosystem?</p>	<p>@Jane there are multiple ways of doing that, usually a combination of desk research, expert interviews and some field work in the form of either ethnography, stakeholder interviews and / or surveys. We've had the opportunity to do that with a few different organization and it is a relatively involved and challenging process but that delivered very useful insights - Yassine El Ouarzazi</p> <p>We love Yassine’s suggestions. And for us it begins with conversations among the leaders of the “orchestrating” organization to help them understand the “Challenge-centric ecosystem” perspective which we define as:</p> <p style="padding-left: 40px;">“comprising all “<i>actors</i>” who could contribute to or be affected by the focal issue along with their <i>activities, linkages, and interactions</i>”</p> <p>Notice how this extends the ecosystem boundaries well beyond the traditional “suppliers, employees, and customers” in an organization-centric ecosystem perspective. (See the diagrams below.) The conversation begins with an initial choice of a challenge they believe lies at the intersection of what their organization <u>can do</u> leveraging its strengths, what it <u>wants to do</u>, and what the <u>world needs it to do</u>. Then, using the definition, begin identifying other actors and start including</p>

	<p>them in the conversation. As the conversations progress, additional actors are often identified. This iterative process, combined with Yasmine's suggestions will refine the focal issue (i.e. the challenge), build relationships, and start creating enthusiasm for co-creating mutual value.</p>
6. As a job seeker what are some options to get into this field?	<p>The CCMV Collaborative is always looking for people as interns or as senior consultants in organization design, innovation, sustainability, change etc. - based on experience. It's a great way for people to be part of co-creating this new practice while gaining knowledge about state of the art issues in this work. Please contact us if you are interested.</p>
7. What more can I learn about CCMV?	<p>We have a lot more material we can share depending on your interests. The best way to get what you need is to call us and start a dialogue. Bernard: +1 207-807-4974 bernard@cocreatingmutualvalue.org Neil: +1 630-605-4610 neil@cocreatingmutualvalue.org</p>
8. How can I consciously contribute towards society by embedding it in the work I do?	<p>By helping your firm and its clients to:</p> <ul style="list-style-type: none"> • Explore a corporate purpose that lies at the intersection of what your organization <u>can do</u> leveraging its strengths, what it <u>wants to do</u>, and what the <u>world needs it to do</u> to help solve our global challenges. • Help your clients develop and execute a design process that brings the purpose to life
9. What stories can you share where you co-created a mutual purpose with internal groups that was win/win? In a matrixed organization, defining partnerships is often missed, but so important. I want to do more of this in my design.	<p>In one business unit of a global energy company, the marketing and sales departments were, no surprise, not working well together. As I sat in the first joint meeting I attended and listened to them whine about each other for 10 minutes, I asked a simple question: "Who is the competition?" It stopped them in their tracks when they all realized what they had been doing and that the real competition were other companies, not each other. I then engaged them in a short appreciative inquiry about their peak experiences of working across organizational boundaries to accomplish incredible results. After sharing their stories and discovering the root causes of success they easily created an image of the ideal state for how they would be working together in the future. It was then an easy task for them to design concrete changes to processes and make simple individual commitments to start bringing that ideal future into reality.</p>
10. How to build momentum, find the hook/lighting the fire	<p>Ideas for "lighting the fire" internally include:</p> <ol style="list-style-type: none"> 1. Read <ol style="list-style-type: none"> a. Re-Imagining Capitalism in A World On Fire - Rebecca Henderson b. Net Positive - Paul Polman c. Putting Purpose Into Practice : The Economics Of Mutuality - Colin Mayer d. The Business of Building a Better World - David Cooperrider 2. Go to our website for new stories and info - coming soon 3. Collect and share as many stories as possible

An Organization-Centric Ecosystem



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