

Don't
Just Do
Something,
Stand There



Darrell Mann



1) The Problem

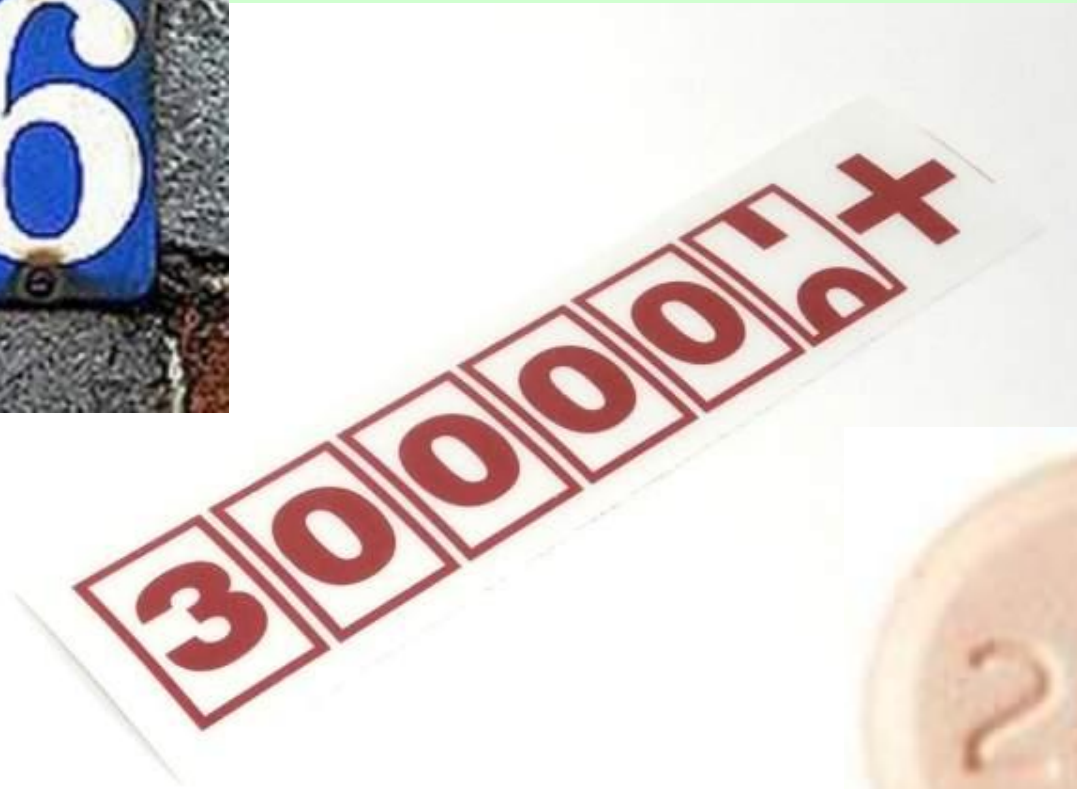
2) Three Why's

3) Solutions?

4) Two How's

5) One Way
Forward

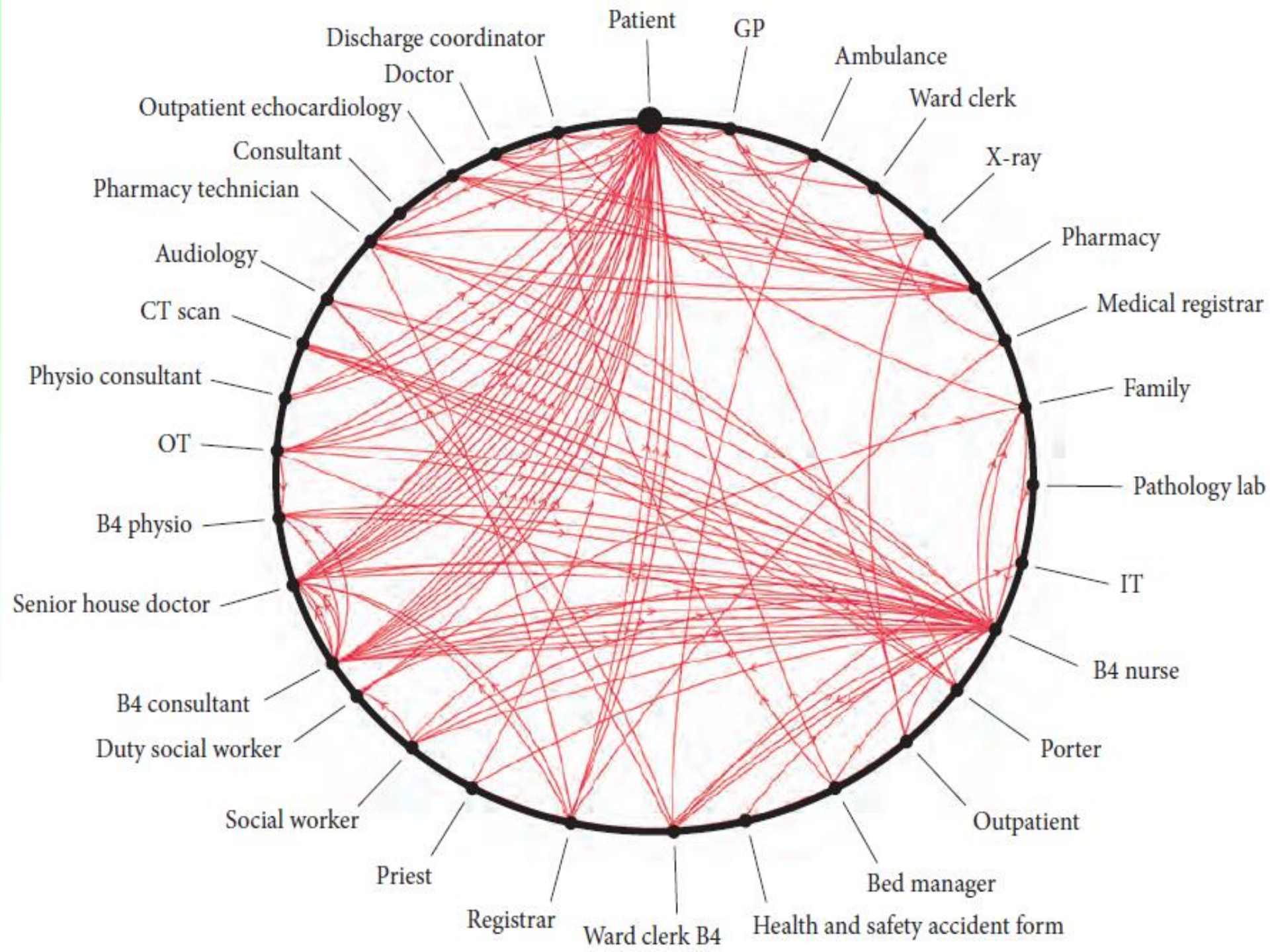




24
HOUR

FITNESS





GAME OVER!
play again?

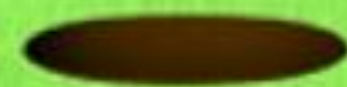


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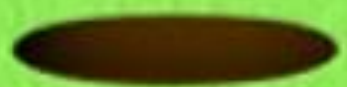
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**Corporate
Personhood**



**State
Constitutions**



**Corporate/Go
Revolving Do**



USSC Rulings



**Regulatory
System**

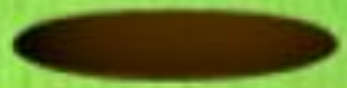
**Contracts
Clause**



**State
Preemptions**



**Commerce
Clause**





**Banging your head
on a wall burns
150 calories per
hour**



Busy... Busier...

...Busiest

THE 8 Wastes

CORRECTION

Any Defects, Errors, Rework, or Repair

Making More than the Amount that is needed Right Now for One-Piece Flow.

OVERPRODUCTION

MOVEMENT

Moving Materials, Parts, or Vehicles to or from Storage or Between Processes

Any Unnecessary Movement of People that Does Not Add Value to the Product. Including all walking and Time Spend Looking for Tools and Parts.

MOTION

WAITING

Idle time Created When Materials, Parts, Information, People, or Equipment is not ready when Required

Any Materials, Supplies, Parts, or Products in Excess of Just-In-Time Requirements. Inventory Hides Problems.

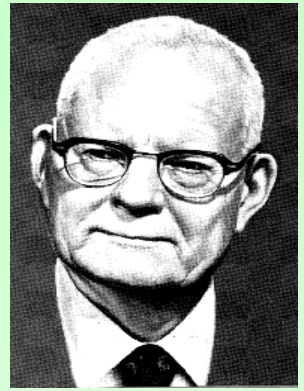
INVENTORY

OVER PROCESSING

ALL Non-Value-Added Process Steps or Actions Taken that are Not Important to or Required by the Customer

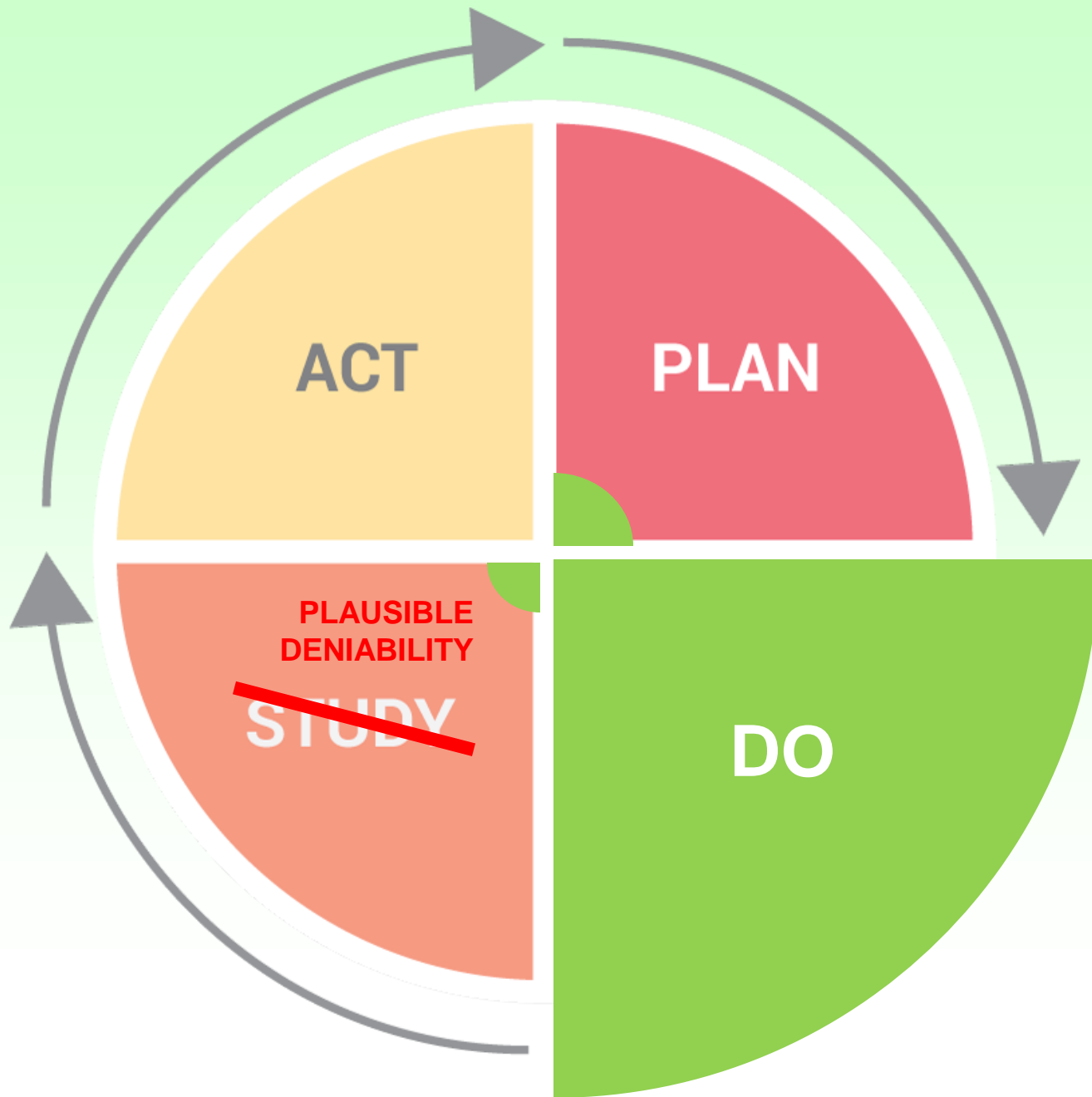
Under Utilizing Employee Skills, Talents, & Knowledge. Ignoring Innovative Ideas and Creativity.

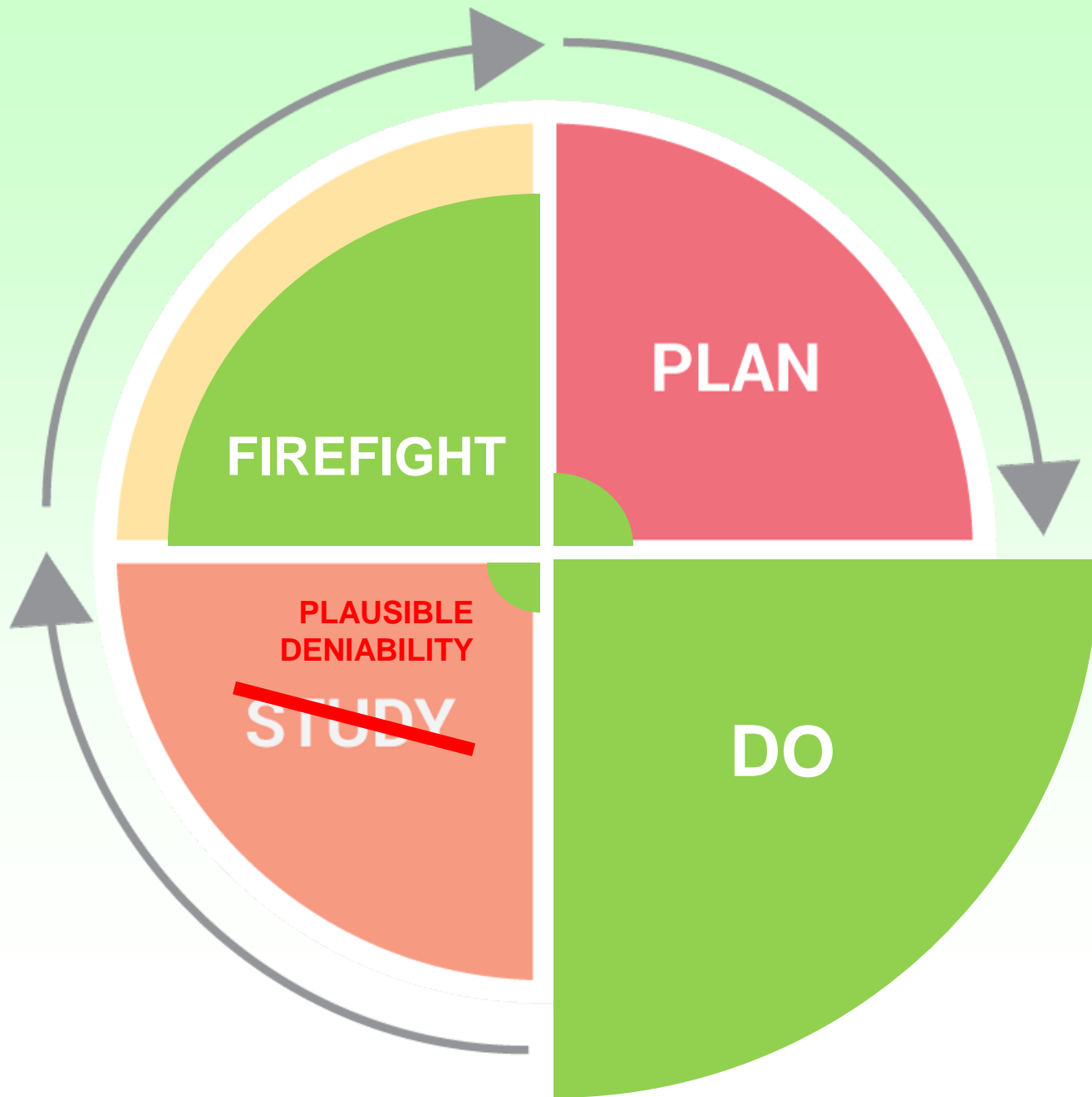
NON-UTILIZED TALENTS











1) The Problem

2) Three Why's

3) Solutions?

4) Two How's

5) One Way
Forward



A close-up photograph of a handprint pressed into a light-colored, textured surface, possibly concrete or stone. The handprint is dark and shows the outline of the fingers and palm. Overlaid on the handprint is the text "FIGHT, FLIGHT, FREEZE" in a large, white, bold, sans-serif font, arranged in three lines. The text is centered horizontally and partially covers the handprint.

**FIGHT,
FLIGHT,
FREEZE**



The escalation of **fearing**

(patterns of fight, flight, freeze, and fake)

Fear
(fright,
horror,
terror,
etc)

flight
(fleeing,
neurotic
obsession,
addiction)

fight
(blaming,
arguing)

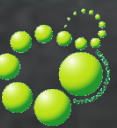
freeze
(fainting,
paranoia)

fake
(justification)

possible
eventual
outcome:
recognition
of the fearing
as dissipated
(completed).
"courage"



NOW
 LATER



A woman with short blonde hair, wearing a black long-sleeved top and a long, flowing white skirt, stands in a green field with her arms outstretched. In the background, there are large, snow-capped mountains under a blue sky. The image is a meme with white text with black outlines.

LOOK AT ALL THESE

**PROJECTS AND PAPERS
I HAVEN'T STARTED**

**Fast decisions, unless they're
fatal, are always better.**

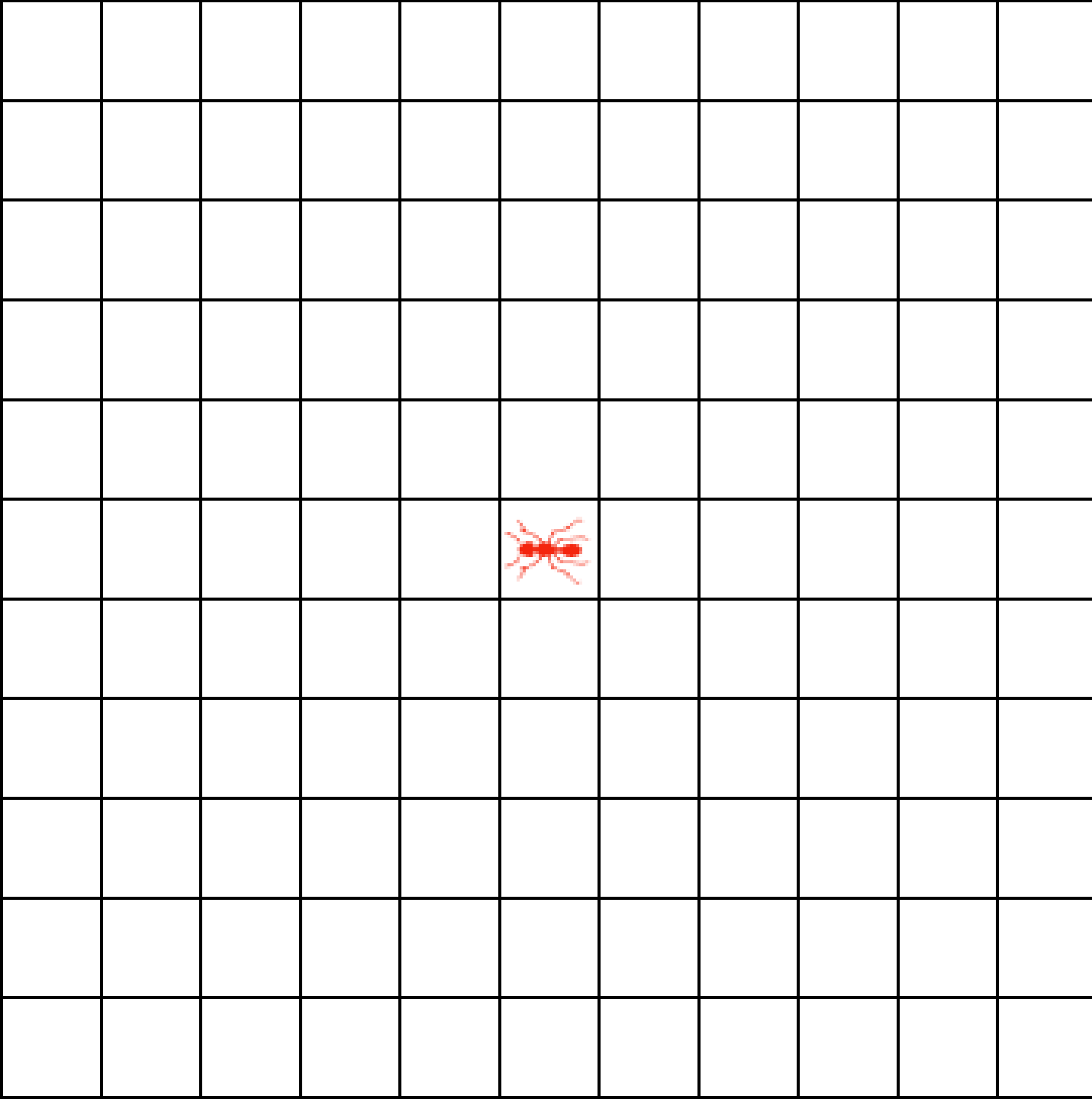


READY

FIRE

AIM

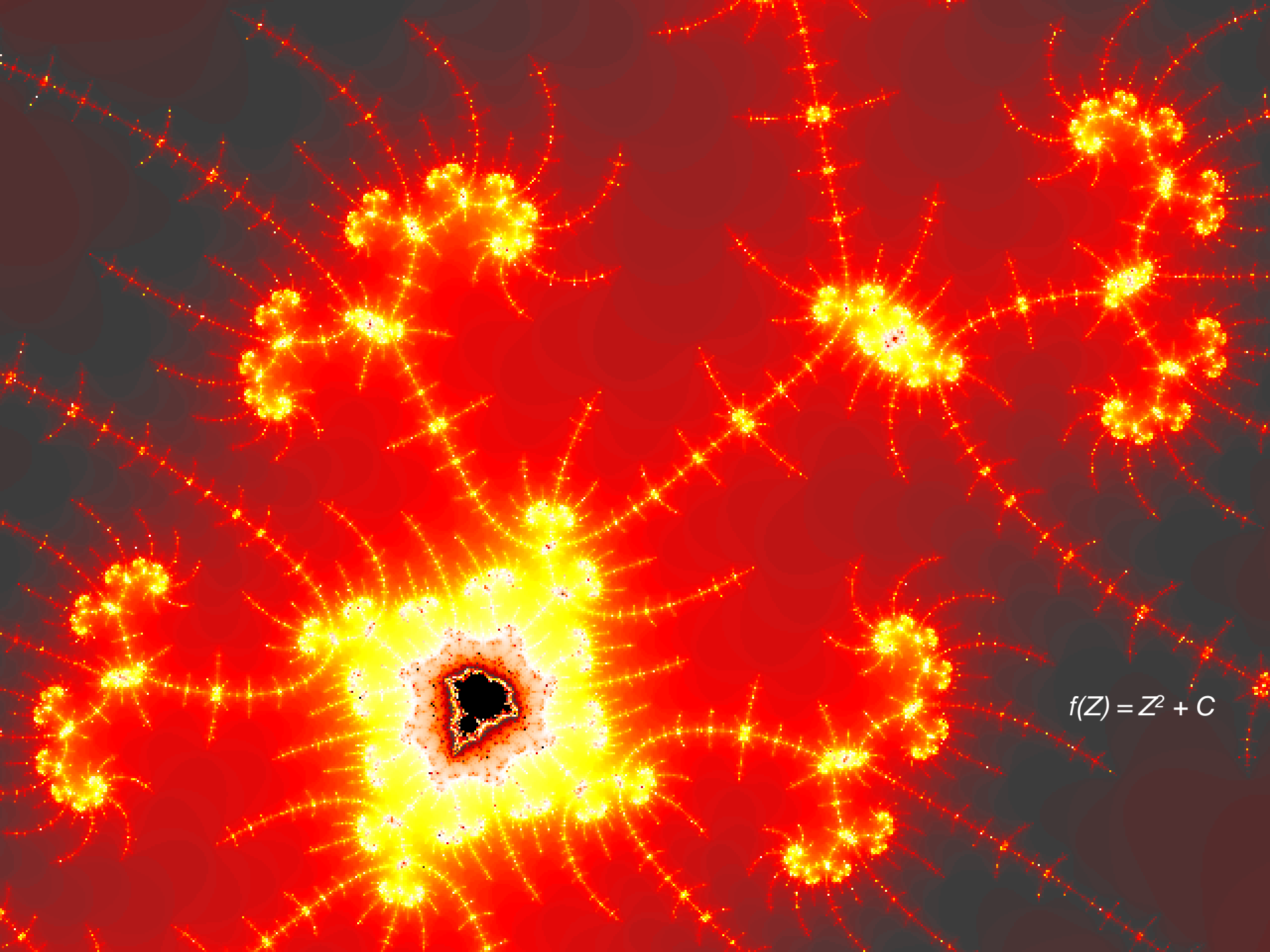




•At a white square, turn 90° right, flip the color of the square, move forward one unit

•At a black square, turn 90° left, flip the color of the square, move forward one unit



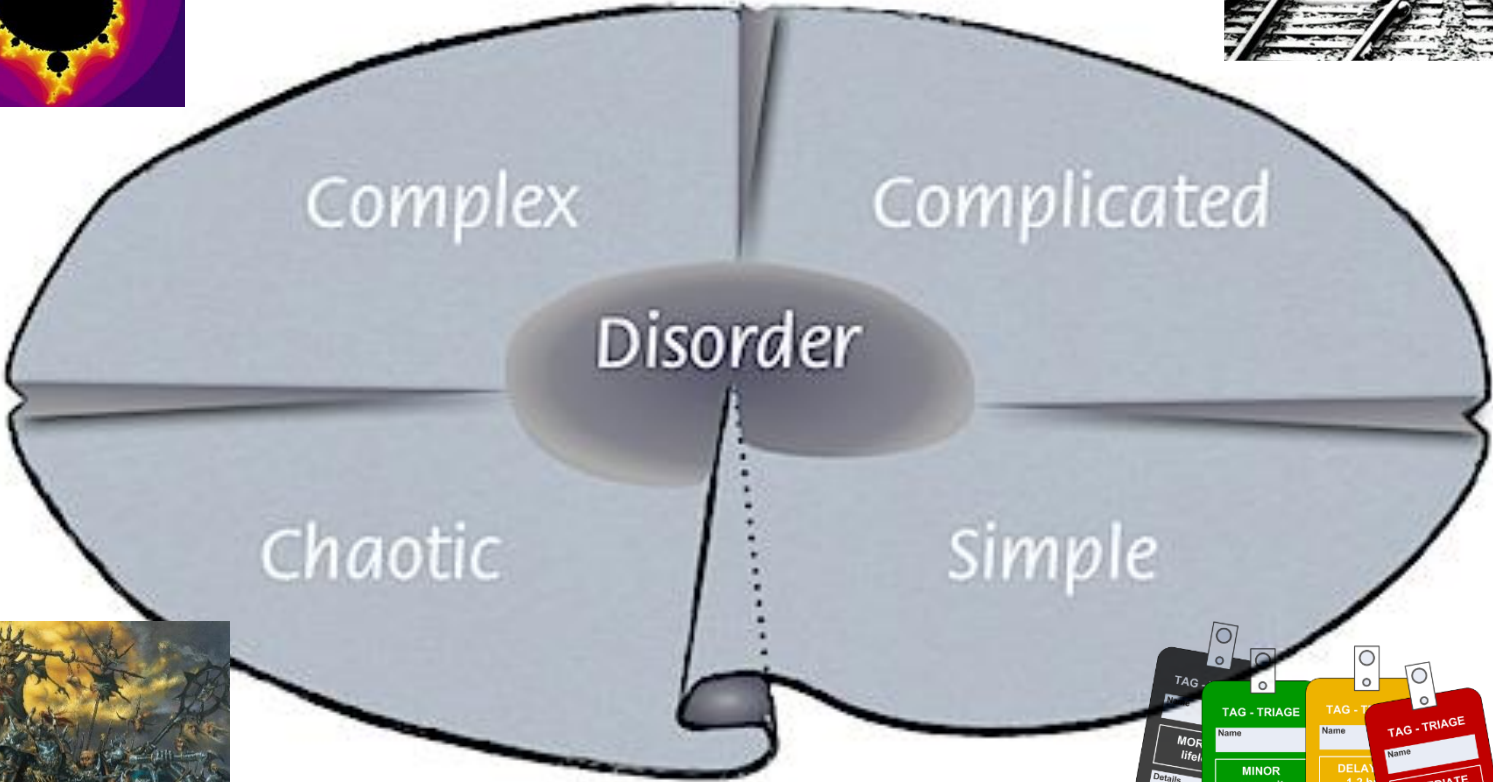
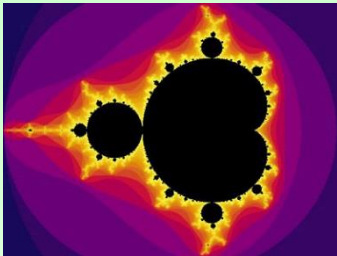


$$f(Z) = Z^2 + C$$

“fly as close to your neighbours as possible”



Cynefin

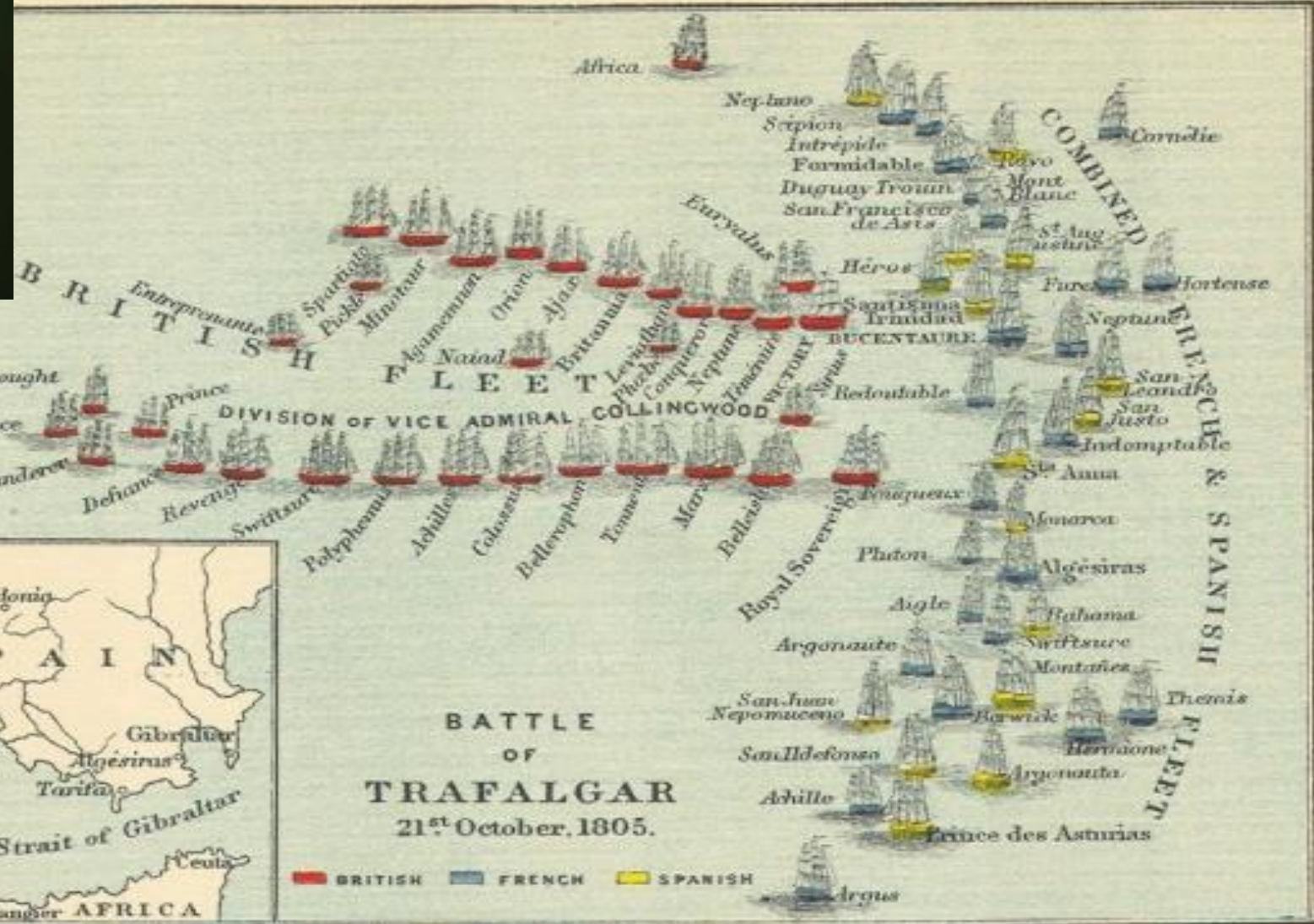


“get away from the falcon”

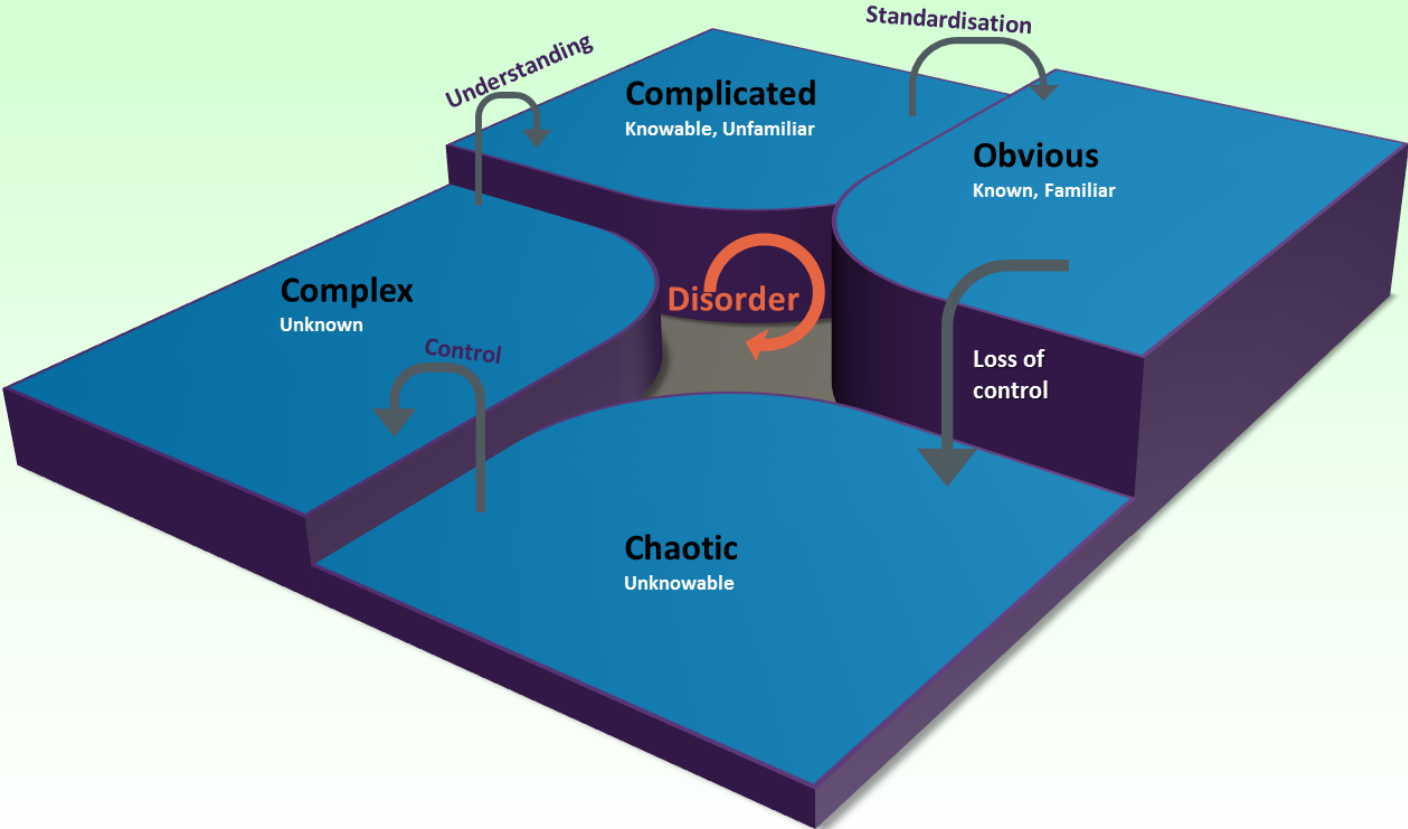


NO CAPTAIN CAN DO VERY WRONG IF HE PLACES HIS SHIP ALONGSIDE THAT OF THE ENEMY.

QUOTEHD.COM
Horatio Nelson
British Soldier



Cynefin



Cynefin



1) The Problem

2) Three Why's

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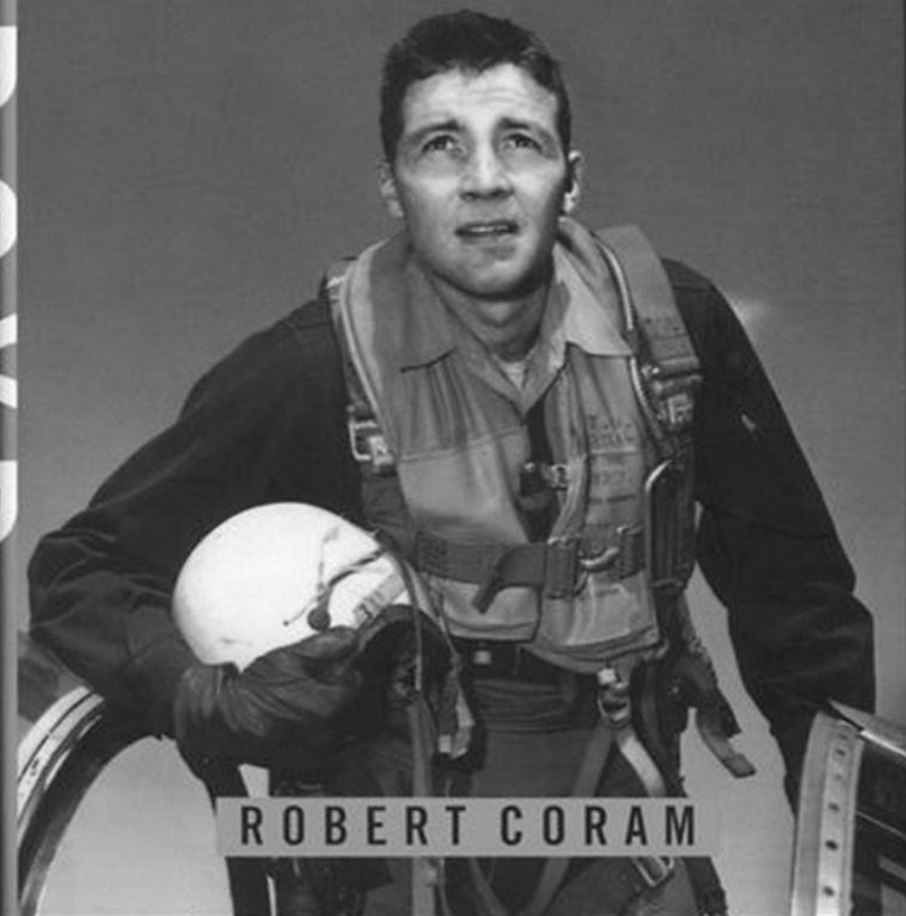
5) One Way
Forward





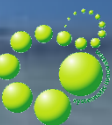
BOYD

THE FIGHTER PILOT WHO CHANGED THE ART OF WAR



ROBERT CORAM

30 seconds



Observe

Orient

Decide

Act

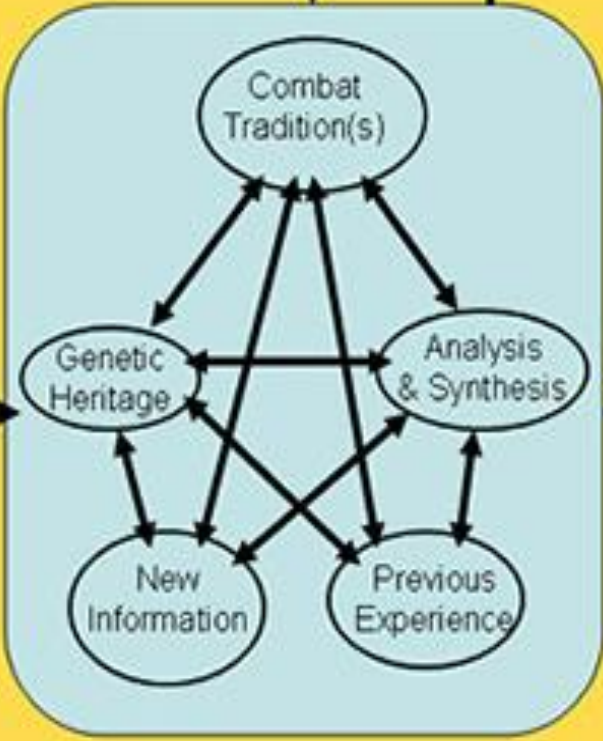
Unfolding Circumstances

Rules of Engagement

Observations

Outside Information

Unfolding Interaction with Environment



Rules of Engagement

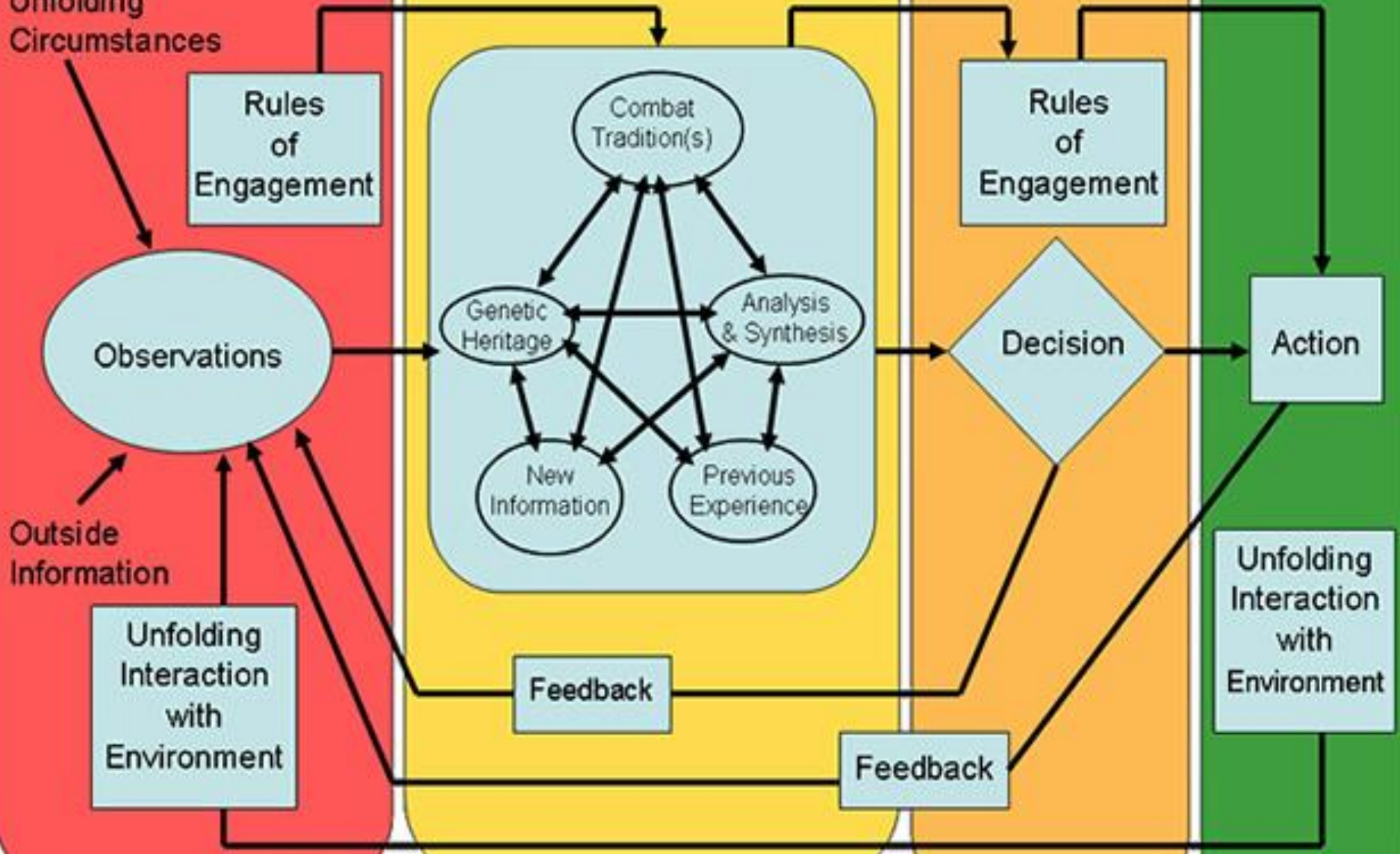
Decision

Action

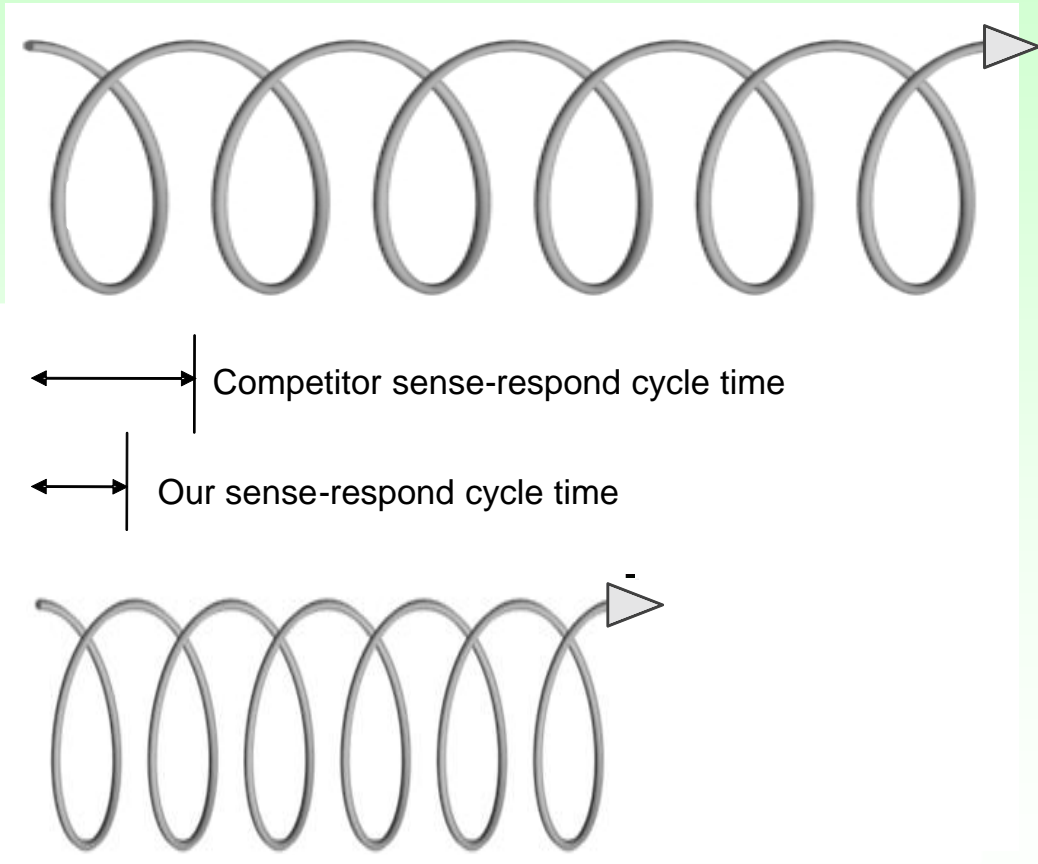
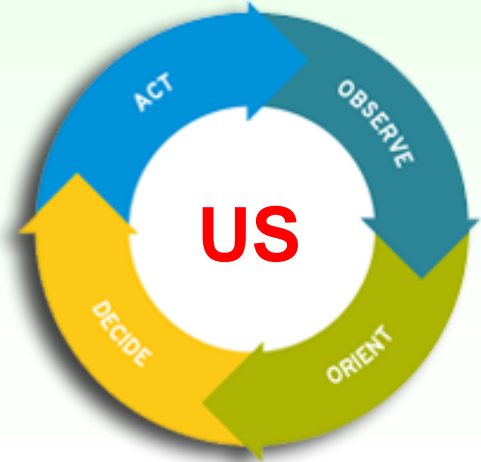
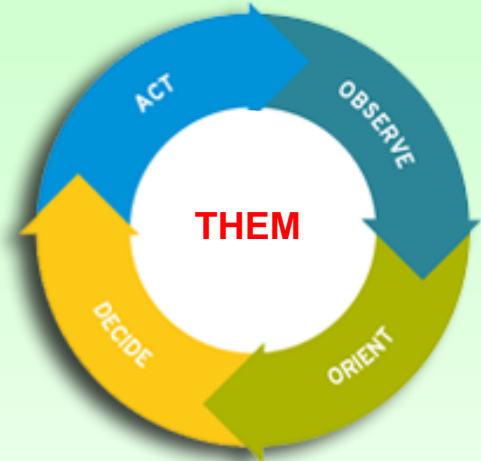
Feedback

Feedback

Unfolding Interaction with Environment



Beating 'Competitors'...



1) The Problem

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Forward



Observe What?

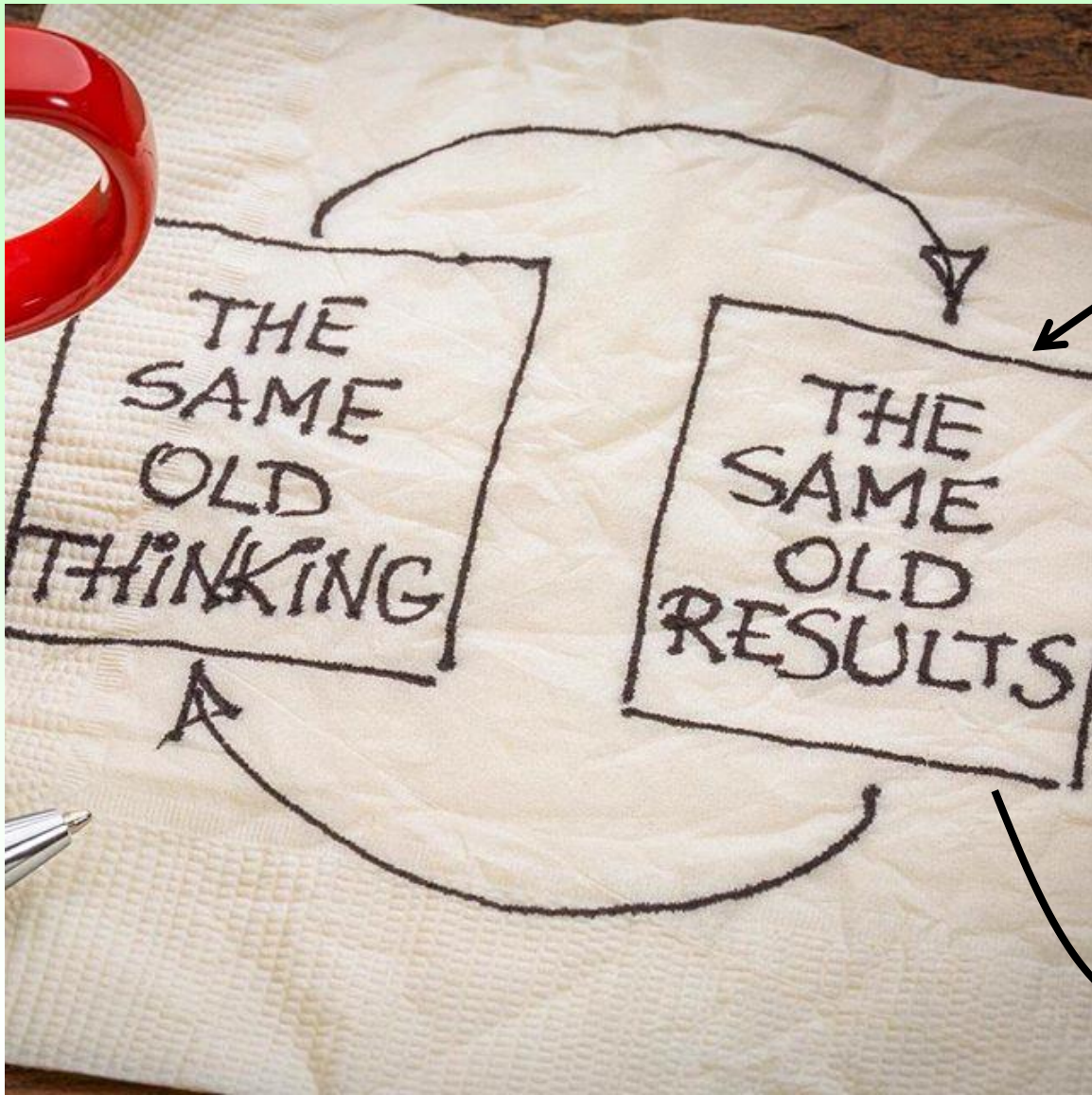


THE
SAME
OLD
THINKING

A

THE
SAME
OLD
RESULTS





THE SAME OLD
ABSOLUTELY
EVERYTHING AROUND
ME



We Are 'Assume the Best' Comfort-Seekers...



... it *used to be* unattainable...



Smile,
be grateful,
be positive.

Ask.

Believe.

Receive.





Sometimes
It's not about
'positive'

It's about the
Contradiction.



Sometimes, It's Supposed To Be Difficult!



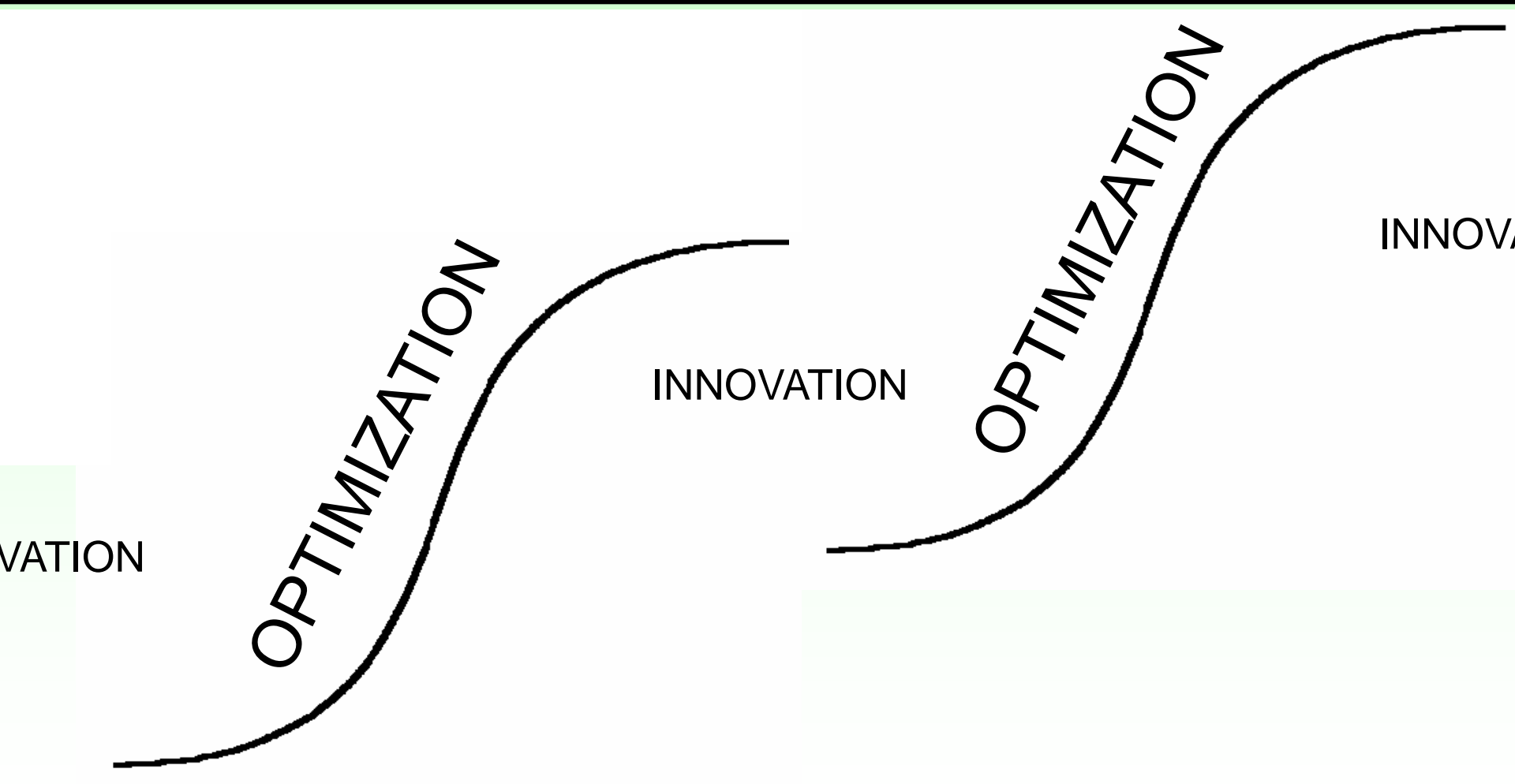
VATION

OPTIMIZATION

INNOVATION

OPTIMIZATION

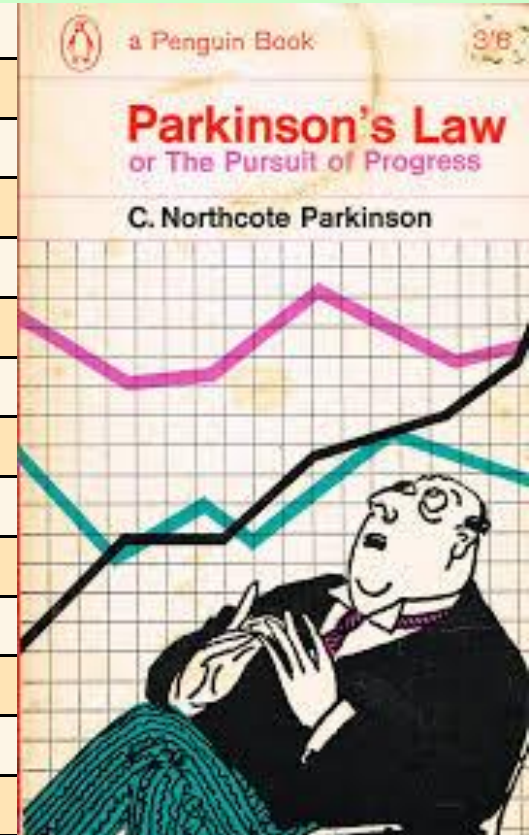
INNOVATION



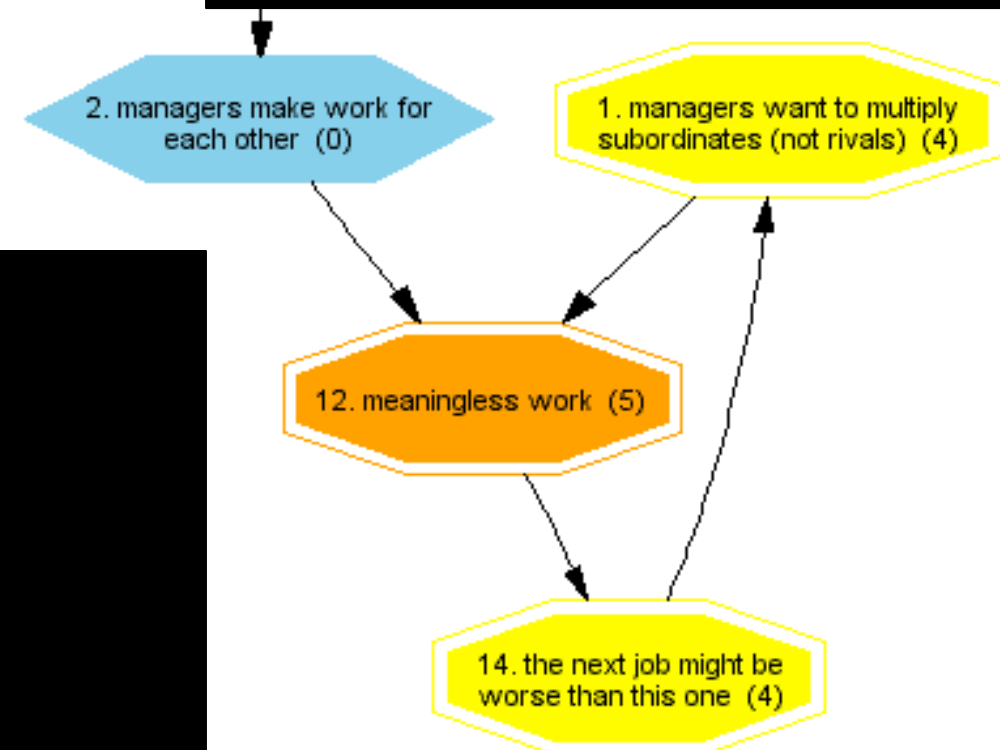
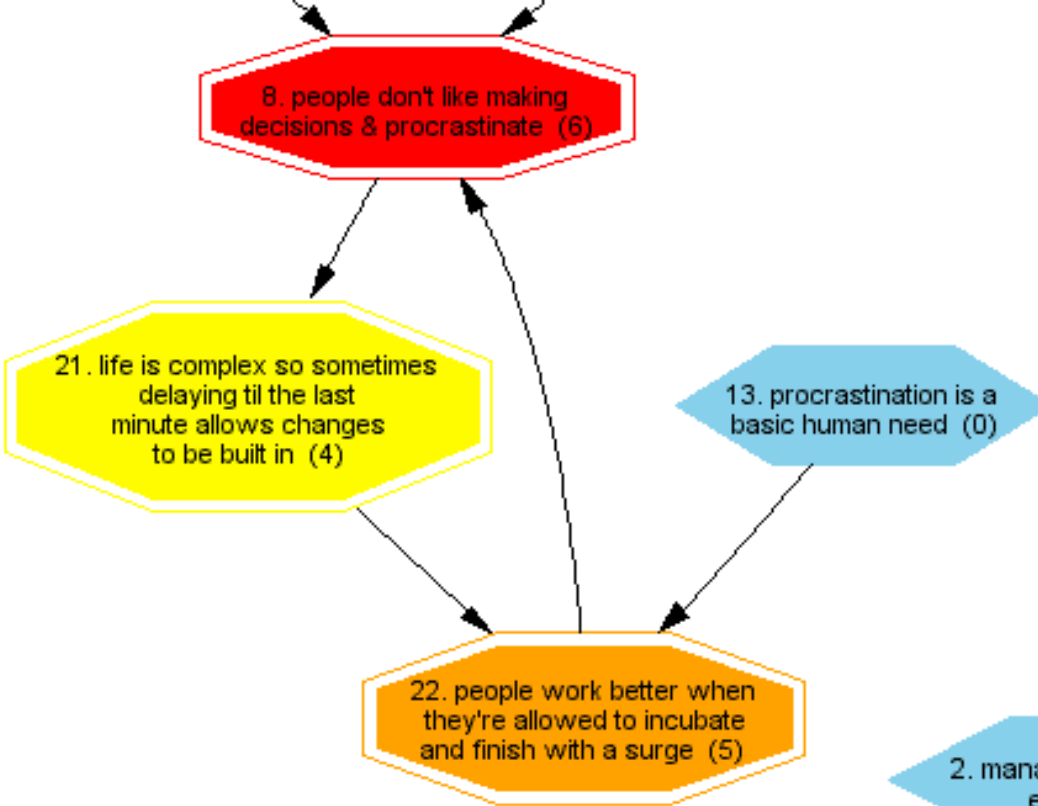
just a thought

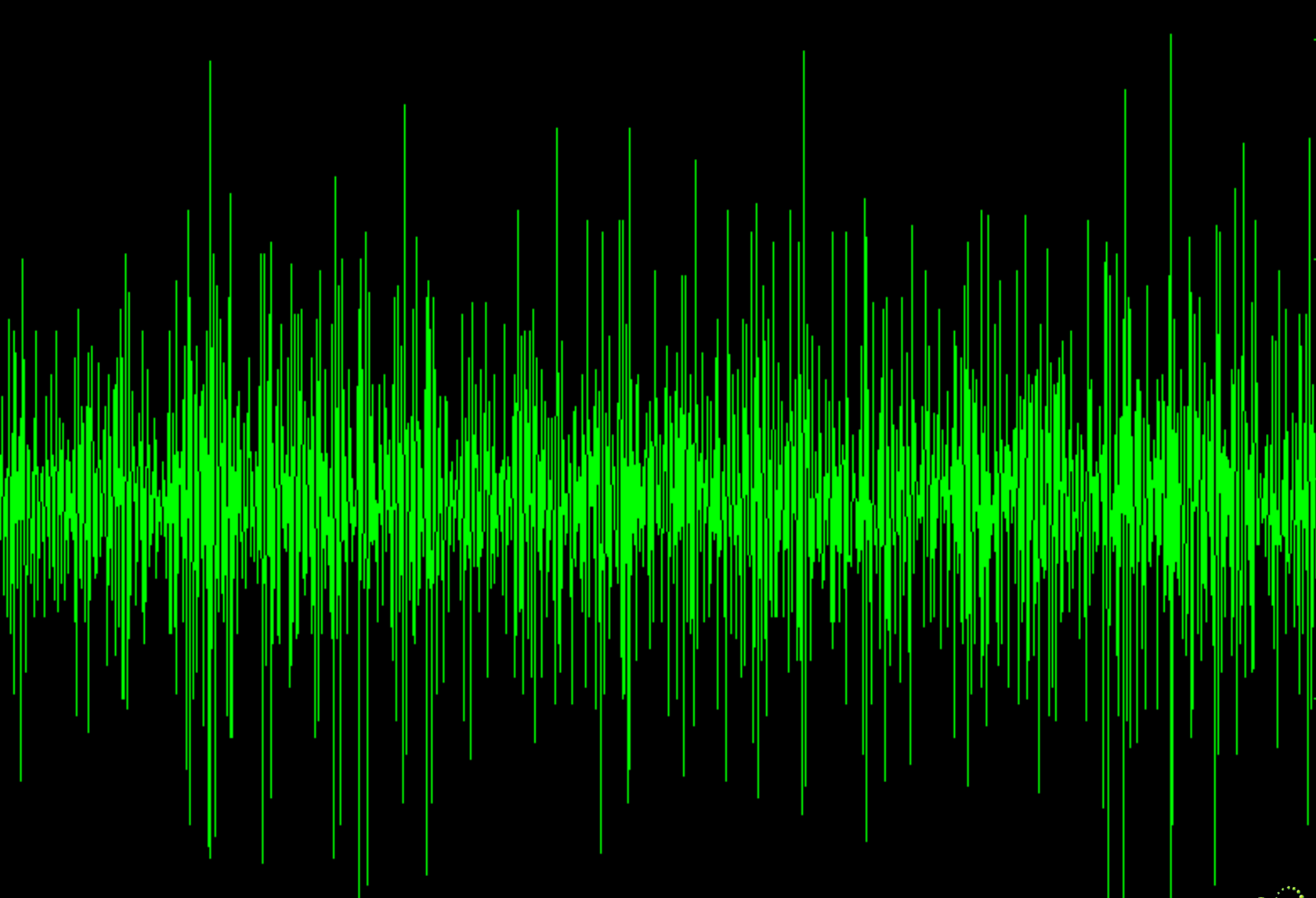
positive procrastination?

1	managers want to multiply subordinates (not rivals)
2	managers make work for each other
3	people are naturally lazy
4	'if I do this quickly, my reward will be more work'
5	desire to stay in comfort zone
6	desire for an easy life
7	sliding down a slippery slope & can't get back up
8	people don't like making decisions & procrastinate
9	desire to be in control
10	desire to not stand out from others/be part of the tribe
11	wrong decisions may reveal a lack of competence
12	meaningless work
13	procrastination is a basic human need
14	the next job might be worse than this one
15	why would i volunteer for more work?
16	life is too overloaded elsewhere, work is easiest place to 'bunk off'
17	it's nice to get away with stuff
18	employer steals my time, this is how I get it back again
19	bosses keep adding new stuff into agreed programme
20	continuous improvement has sucked away all the fat, so we're all overloaded
21	life is complex so sometimes delaying til the last minute allows changes to be built in
22	people work better when they're allowed to incubate and finish with a surge
23	people get defensive if you challenge what they're doing
24	managers don't like to confront difficult issues



work expands to fit the available time

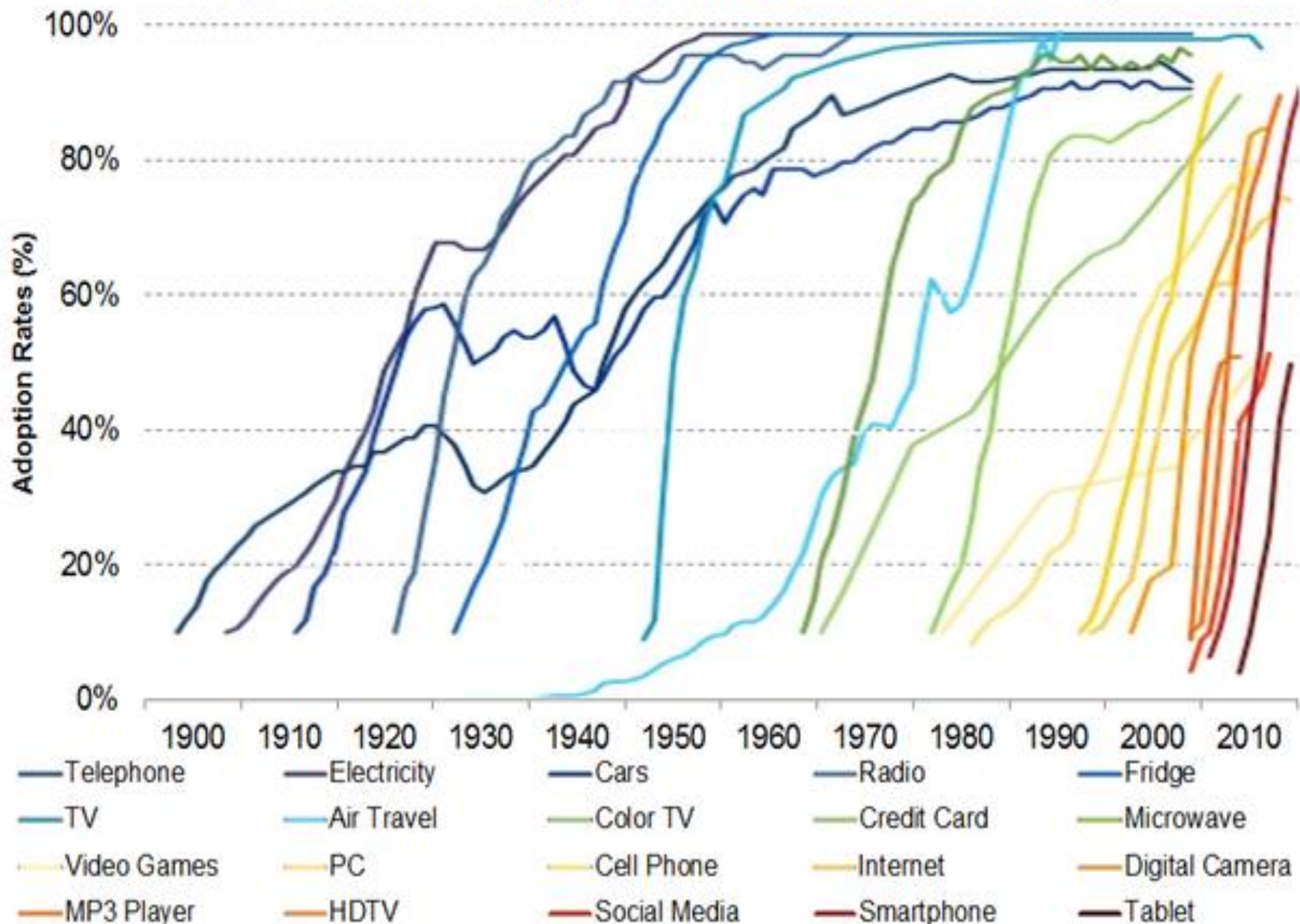




What's The Frequency, Kenneth?



Adoption of Technology in the US (1900 to the Present)





What's The Frequency, Katrina?



Save the Titanic



- 2224 people on board
- Enough lifeboat seats for 1178 people
- 2 hours to sink
- 4 hours until rescue arrives
- 4 minutes in the North Atlantic at that time of year will cause death







Progress

Comes

Fastest

When

Focus

Is On

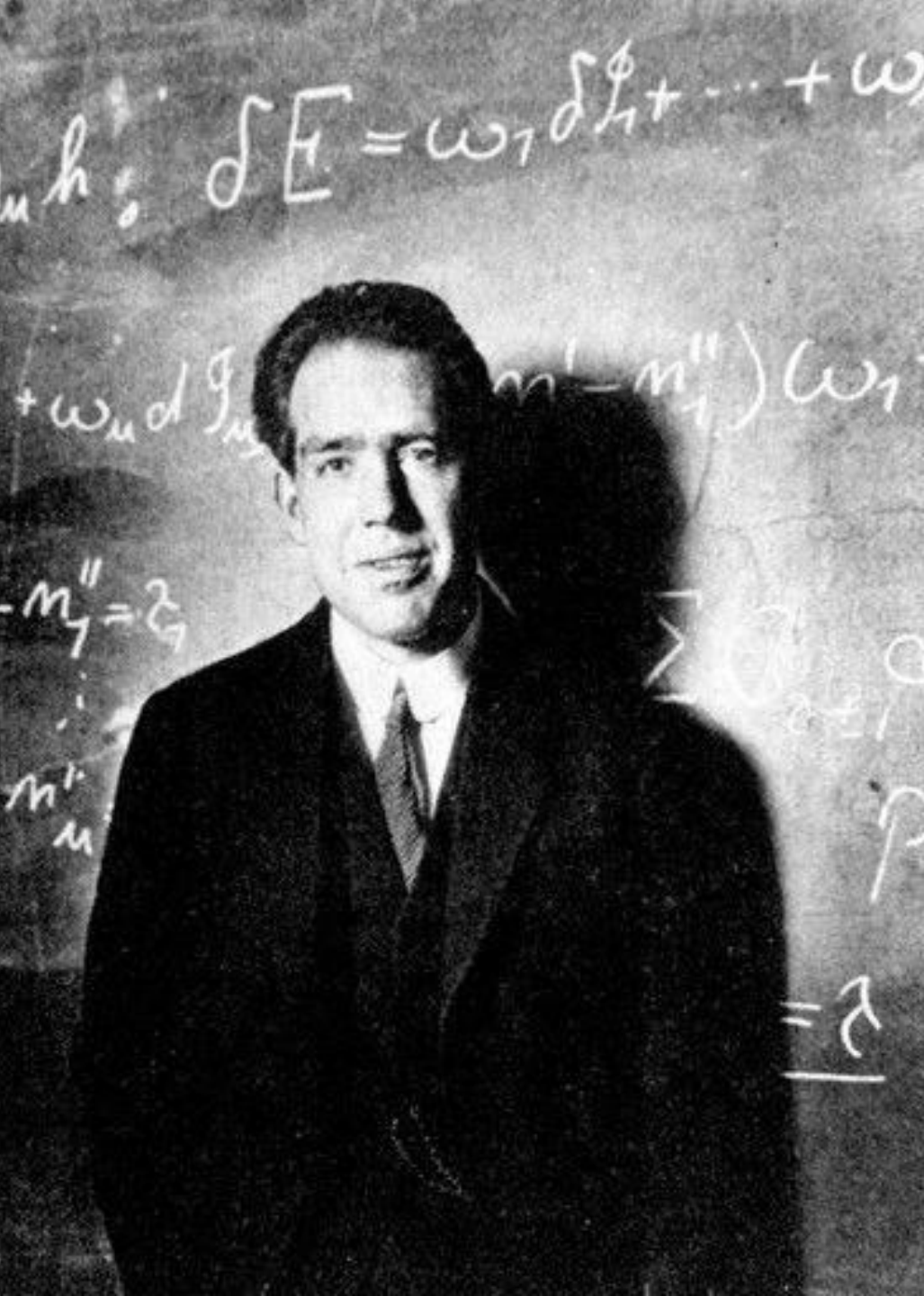
The

Unknowns!

And...







“How wonderful that we have met with a paradox. Now we have some hope of making progress.”



1) The Problem

2) Three Why's

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Forward



Ralph Waldo Emerson



As to methods, there may be a million and then some, but principles are few. The man who grasps principles can successfully select his own methods.

AZ QUOTES

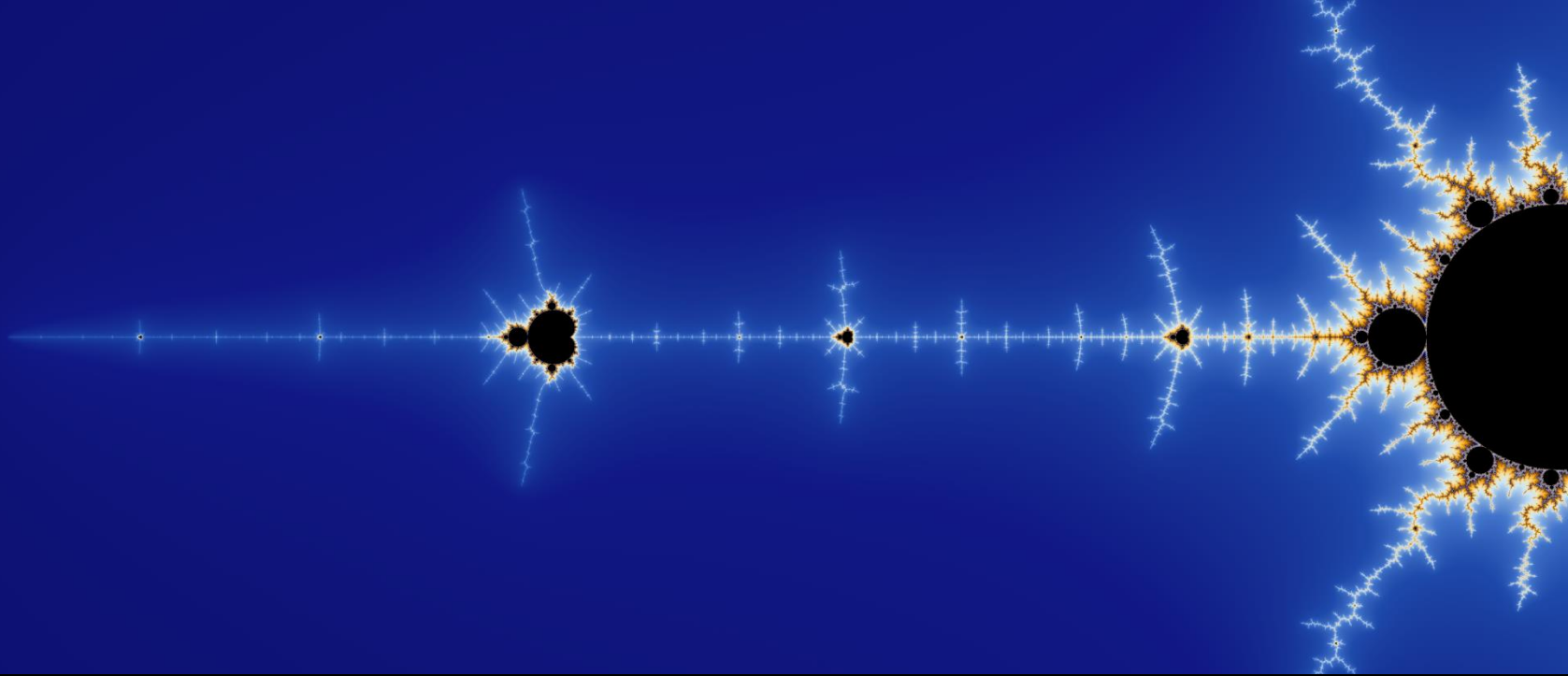


**For every complex problem
there is an answer that is
clear, simple, and wrong.**

H. L. Mencken



For every complex problem there are thousands of clear, simple, wrong answers.



For every complex problem there is a clear, simple, right one.

If we understand and affect the first principles.



front

EMPLOYEE HANDBOOK

Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them, so our employee handbook is very simple. We have only one rule...

NORDSTROM

back

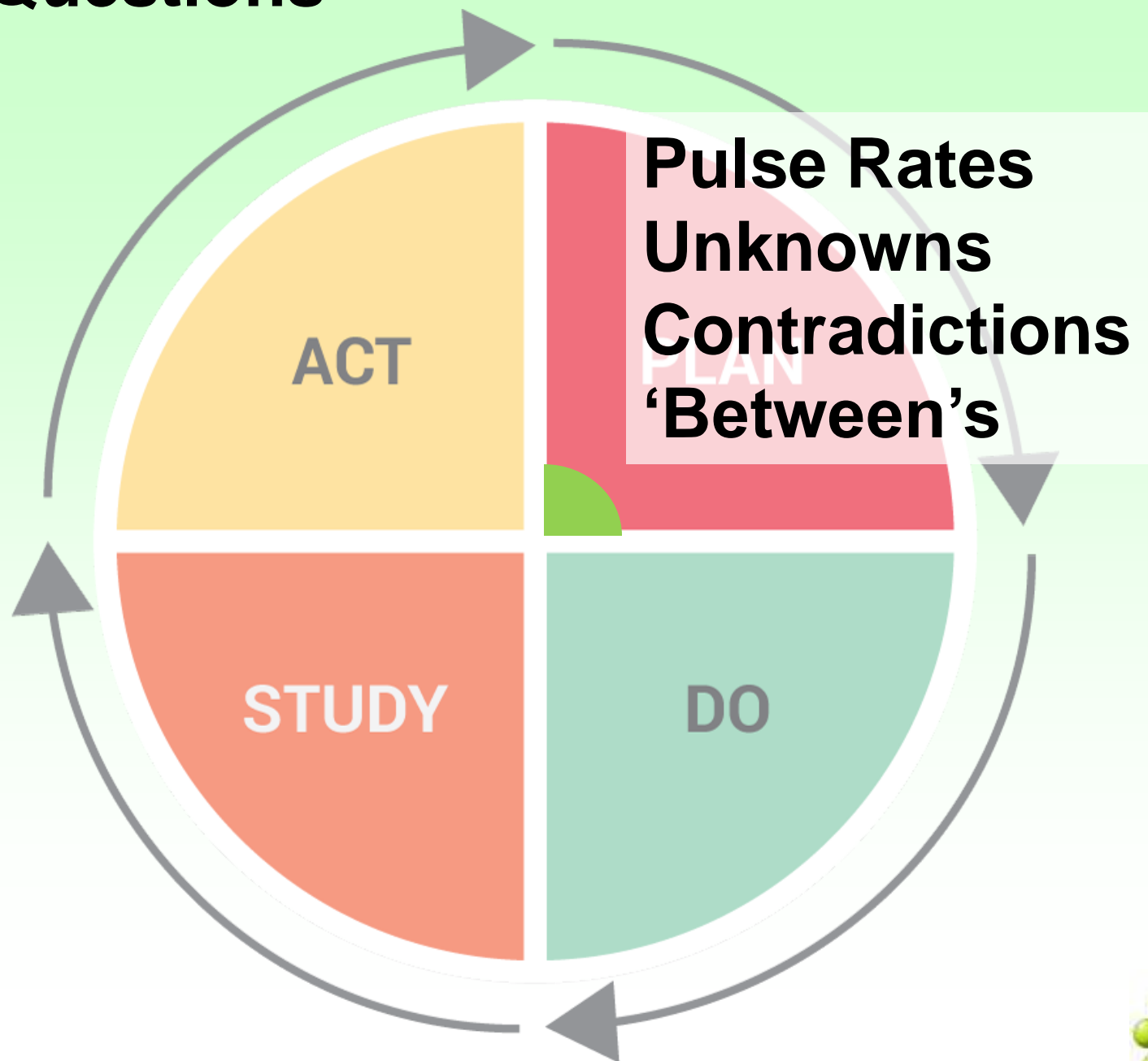
OUR ONE RULE
**Use good judgment
in all situations.**

Please feel free to ask your department manager, store manager or Human Resources any questions at any time.

Image courtesy of Nordstrom, Inc.



Better Questions





Thanks!



Innovation... Most Difficult Game In The World?



darrell.mann@systematic-innovation.com

