



Stephen Parry



BOLD VISIONS & HARSH REALITIES



About the Speaker



**STEPHEN
PARRY**

Multi-award winning business transformation leader, strategist, and author of *Sense and Respond: The Journey to Customer Purpose*.

Stephen is recognized as world-class expert in creating strategic differentiation for medium to global organizations, including change program design, competitive and operational strategies.

He is also the originator of the Sense-and-Adapt approach for creating adaptive organisations.

Cited as one of the Top 25 CX influencers of 2019/2020 by the Customer Experience Magazine.



'The times they are a-changing' — Bob Dylan.

- *Constant Change* — Economy and the Global Landscape
- *Learn & Strive* — Profitability & Growth — Geopolitical and external factors
- Creating *strong, resilient organizations* that problem solve and navigate well in all weather conditions.
- Perspective change: instead of viewing change as negative, try to *engage* our *creativity, ingenuity, resources*, and the mobilization of teams in order to create a problem-solving climate.
- A *climate that generates willing and enthusiastic* contribution from staff, managers and leaders.





ADAPTIVE BUSINESS

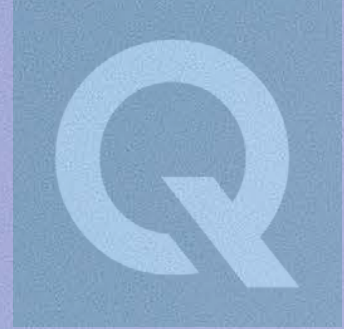
An Adaptive Business is a **transcendent leap** beyond mere process and efficiency gains.

Becoming an Adaptive Business means **managing** a transformation **from the old world to the new.**

It means **rethinking and reimagining** how and why we need to work, to **achieve harmony with market evolution**, no matter which way it turns.

Agility and Adaptiveness is **an investment in our people** and our future.

You can't control **market evolution**, but you can **control your own.**



ADAPTIVE BUSINESS PURPOSE

Business adaptiveness is **required to continuously drive value** creation for customers, establish differentiation and **create a secure and challenging workplace** for long-term prosperity.

- Maintaining *Customer Value*
- Enabling *Continuous-Value-Creation*
- *Adaptiveness* as a work-force capability
- Engaging *Creativity and Collaboration*
- Building on *Scenario projects*
- Focusing on *Customer Outcomes*



Traditional Constraints to Overcome



WORK OVERBURDEN

- SPEED OF GROWTH FORCES US TO OVERBURDEN OUR SYSTEM OF WORK, LEADING TO STRESS, BLAMING, FRUSTRATION, LESS COLLABORATION, AND FEELING POWERLESS.
- SHORT-TERM, WE OFTEN HAVE NO CHOICE. LONG-TERM, HOWEVER, IT DESTROYS OUR ABILITY TO DELIVER AND INHIBITS OUR CREATIVITY.
- CHANGING THE WAY WE WORK, WHILE ENHANCING COLLABORATION, WILL GIVE US THE SPACE FOR CREATIVITY, BETTER DECISION-MAKING AND A REDUCTION IN OVERBURDEN.



TRANSPARENCY

- WE NEED TO SURFACE ERRORS WHEREVER THEY ARE AND IN WHATEVER GUISE THEY MIGHT HIDE.
- WE NEED TO INSPIRE CONFIDENCE IN OUR CUSTOMERS THROUGH VISIBILITY OF OUR ACTIONS TO SUPPORT THEIR GOALS.
- TRANSPARENCY ENABLES US TO SEE WHEN WE EACH NEED HELP. IT FUELS HONESTY, COLLABORATION AND PRIDE.
- WE WANT TO ESTABLISH A BLAME-FREE CULTURE AND AN ORGANIZATION WHERE WE LEARN FROM OUR OWN ERRORS AND THE ERRORS OF OTHERS.



DECISION MAKING

- ENHANCING THE SKILLS AND INSIGHTS OF OUR STAFF ALLOWS FOR BETTER AND FASTER DECISIONS, AS GOING UP AND DOWN THE HIERARCHY TREE IS TOO SLOW.
- DESIGNING ROLES TO ALLOW PEOPLE TO MAKE DECISIONS AS CLOSE AS POSSIBLE TO WHERE A PROBLEM NEEDS ACTION IS KEY.
- WE NEED TO SHIFT BACK A GREAT DEAL OF AUTONOMY, FREEDOM AND CONTROL TO WHERE THE WORK REALLY GETS DONE AND MAKES A DIFFERENCE FOR THE CUSTOMER.

YOU GET THE BEHAVIOR YOU DESIGN FOR,
OR FAIL TO DESIGN FOR.

IT'S YOUR CHOICE.

So, Why Should You Care?

*Because the **quality of the design** is
equal to the **quality of your working
life** and the **long term profitability** of
the business.*

Leadership is the art of possibility in the face of reality



- How you choose to compete will determine your level of **agility and adaptability** and overall response to change.

- It will also shape the forms in which you apply **Agility within the particular constraints and opportunities** your business presents.

- Your **work-climate** (the combined thinking, feelings and perceptions of staff, managers and leaders) will **indicate how adaptive your business really is** and the areas you need to focus on and those you don't.

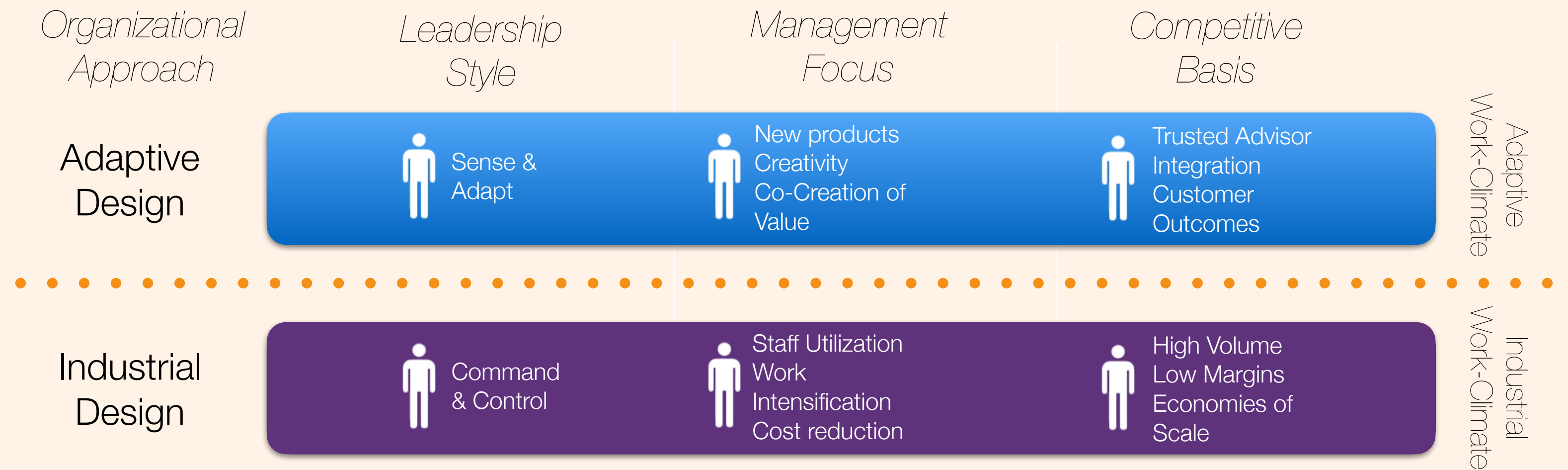
Work-Climates are the combined perceptions, feelings and thinking of a particular work group, department or whole organization.



IT IS THESE PERCEPTIONS AND FEELINGS THAT GIVE RISE TO BEHAVIOR AND PERFORMANCE.

Climate is not the same as Culture.

Adaptive and Industrial Climate Organizational Focus and Dynamics



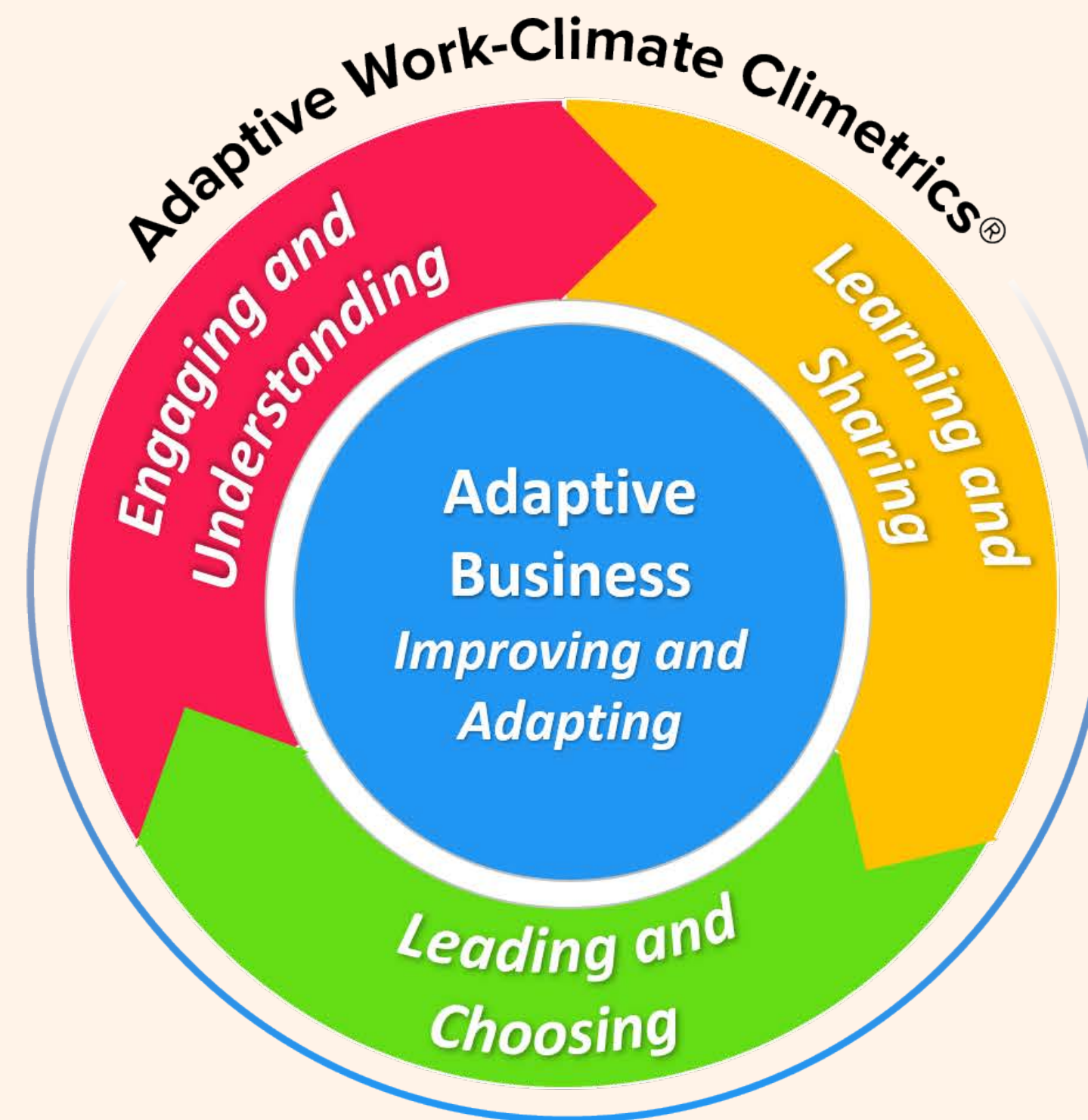
Sense and Adapt Model: Dynamics

Engaging and Understanding

Use methods to deeply engage with customers to understand and quantify their needs. Identify the customer purpose.

Enable mid-managers and staff to improve, innovate and change day-to-day work activities to serve the customer's purpose.

Improving and Adapting



Learning and Sharing

Use methods for collecting customer, market and delivery information. Share between staff, managers, departments and leaders. Fit for purpose outcomes.

Enable mid-managers and staff to make decisions and choose which areas to collaborate to serve the customer's purpose.

Leading and Choosing

Adaptive Business Characteristics and Dynamics

Engaging and Understanding

Use methods to deeply engage with customers to understand and quantify their needs. Identify the customer purpose.

Learning and Sharing

Use methods for collecting customer, market and delivery information. Share between staff, managers, departments and leaders. Fit for purpose outcomes.

Leading and Choosing

Enable mid-managers and staff to make decisions and choose which areas to collaborate to serve the customer's purpose.

Improving and Adapting

Enable mid-managers and staff to improve, innovate and change day-to-day work activities to serve the customer's purpose.

Adaptive Business Work-Climate

- A Freedom and decision making
- B Customer facing activity
- C Customer intelligence gathering
- D Sharing intelligence with the team

- E Organisational understanding
- F Sharing intelligence across the function
- G Sharing intelligence with other functions
- H Sharing intelligence with top/senior management

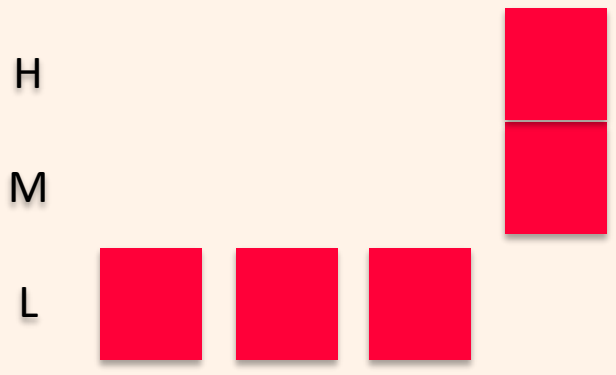
- I Performance management
- J Adaptive / Industrial Leadership
- K Responding to customer issues
- L Implementing ideas to better serve customers

- M Employee influence on products and services
- N Employee influence on managing practices
- O Employee influence on other functions
- P Employee influence on end-to-end processes

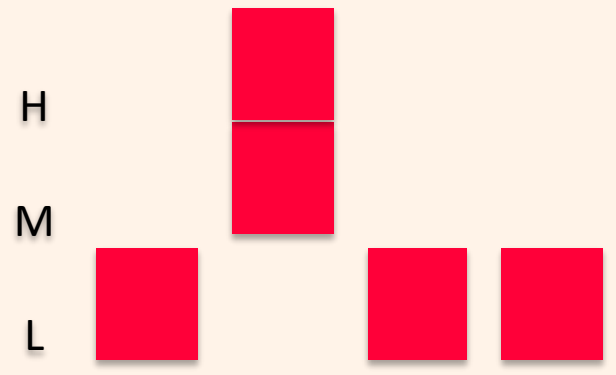
Big Picture Collaboration: Robust Continuous Feedback Loops

Before Transformation Over 2000 people 4 Countries

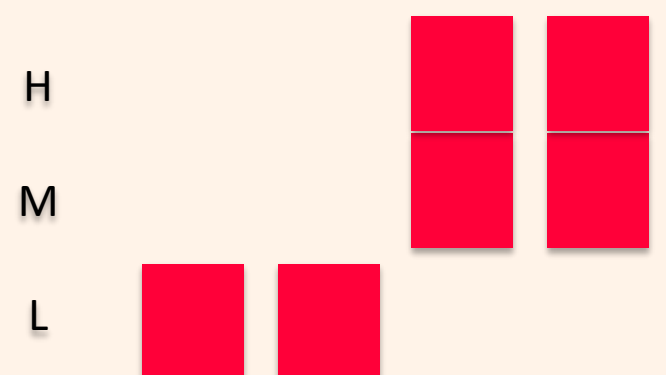
Engaging and Understanding



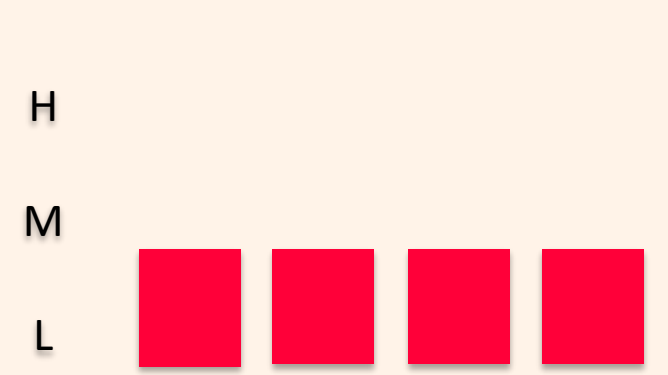
Learning and Sharing



Leading and Choosing



Improving and Adapting



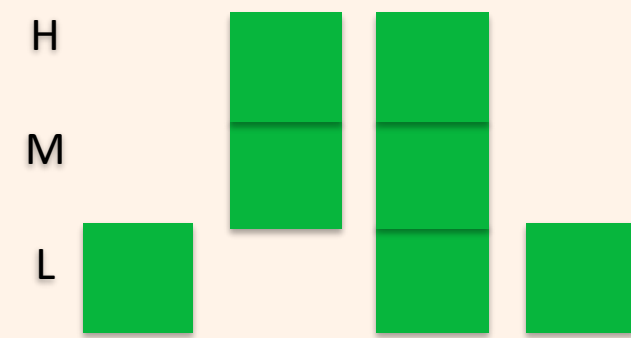
Industrial Work-Climate

<ul style="list-style-type: none"> A Freedom and decision making B Customer facing activity C Customer intelligence gathering D Sharing intelligence with the team 	<ul style="list-style-type: none"> E Organisational understanding F Sharing intelligence across the function G Sharing intelligence with other functions H Sharing intelligence with top/senior management 	<ul style="list-style-type: none"> I Performance management J Adaptive / Industrial Leadership K Responding to customer issues L Implementing ideas to better serve customers 	<ul style="list-style-type: none"> M Employee influence on products and services N Employee influence on managing practices O Employee influence on other functions P Employee influence on end-to-end processes
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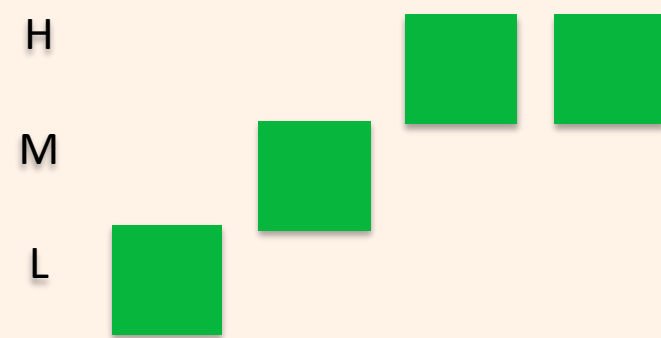
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After Transformation Over 2000 people 4 Countries

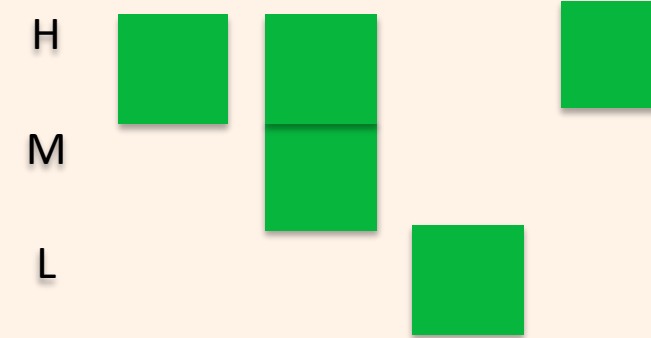
Engaging and Understanding



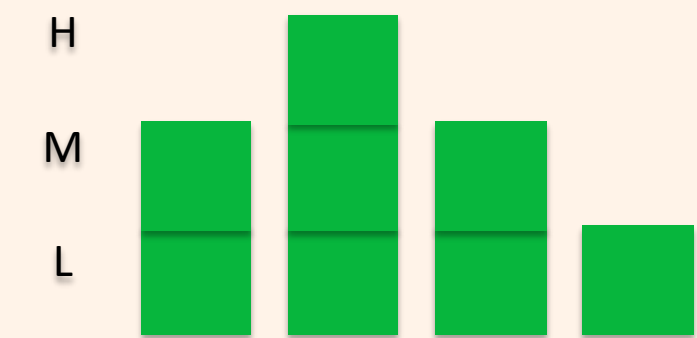
Learning and Sharing



Leading and Choosing



Improving and Adapting



Adaptive Work-Climate

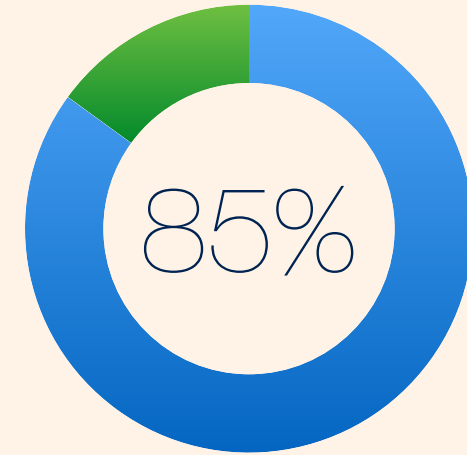
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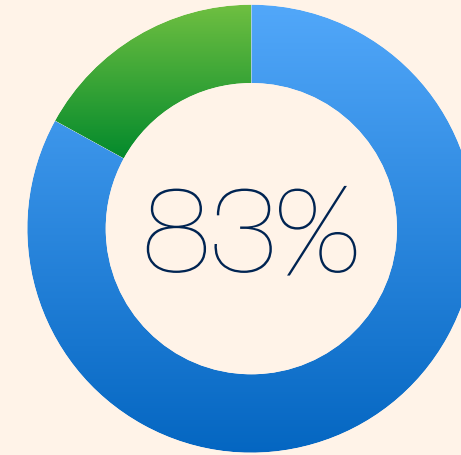
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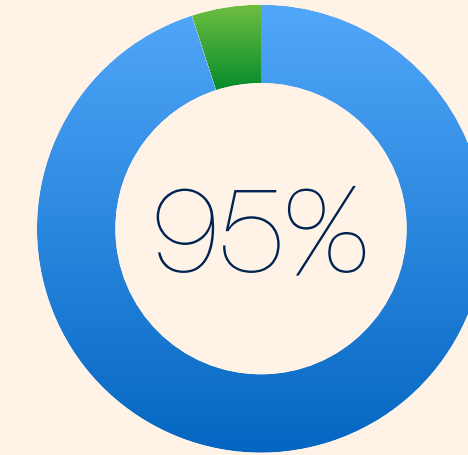
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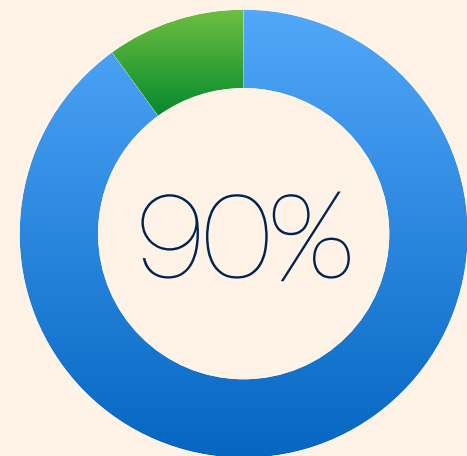
FEEL IMPROVED
WORKING RELATIONS
WITH OTHER TEAMS



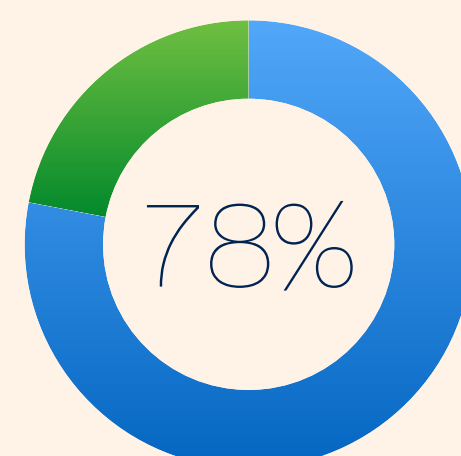
UNDERSTAND OTHER
TEAM'S PROCESSES
AND THEIR CHALLENGES
BETTER



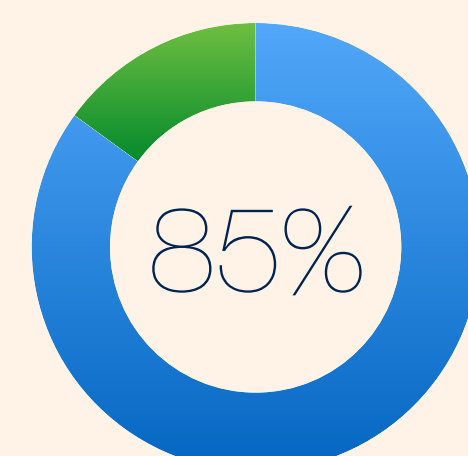
HAVE MORE
TRANSPARENCY ABOUT
OTHER TEAMS AND
HENCE INCREASED
WILLINGNESS TO
SUPPORT EACH OTHER



ARE ABLE TO OPENLY DISCUSS
ISSUES FACED WITH OTHER
TEAMS WITHOUT THE FEAR OF
CONFLICT



FEEL EMPOWERED TO MAKE
THE NECESSARY AND RELEVANT
CHANGES TO IMPROVE



FEEL 'ADAPT' IS HELPING THEM
BE MORE EFFECTIVE END-TO-
END ACROSS DIFFERENT
COUNTRIES



Sense and Adapt
OPEN BUSINESS



QLEVIO



If you want to compete, you have no choice but to respond.

If you want to succeed, you need to know how to adapt agility to get the most out of your current culture and delivery capabilities through the willing contribution of staff, managers and leaders.

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