



Leading Change in the Face of Uncertainty

Ace Callwood

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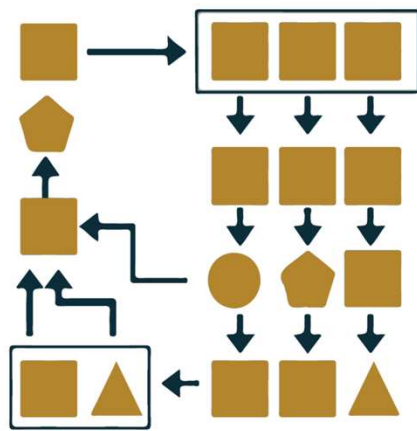


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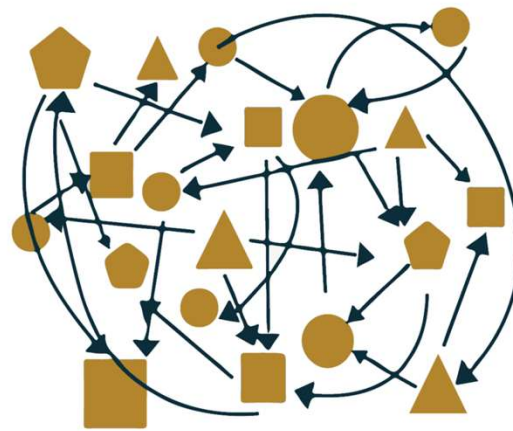


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Complicated



Complex

Source: *Team of Teams*, Gen. Stanley A. McChrystal

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Know Your People

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BANI

The world today is Brittle, Anxious, Non-Linear and Incomprehensible.

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We presume we know
the individual.

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What's Your Armour?



9

What are you uncertain about?

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What are you
uncertain about?



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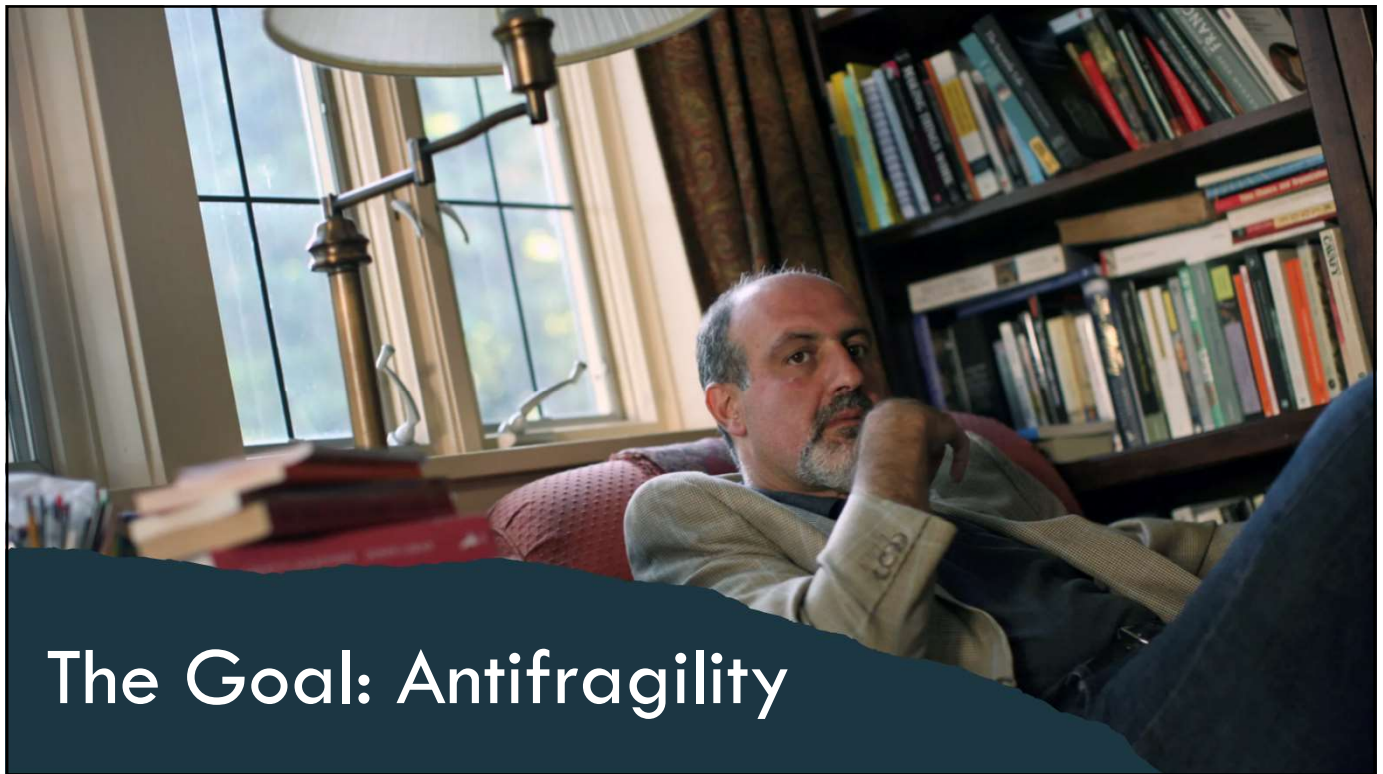
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Disenthrall yourself
from yourself.

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SHAKE



YOUR



FICUS

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Shifting Energy

from

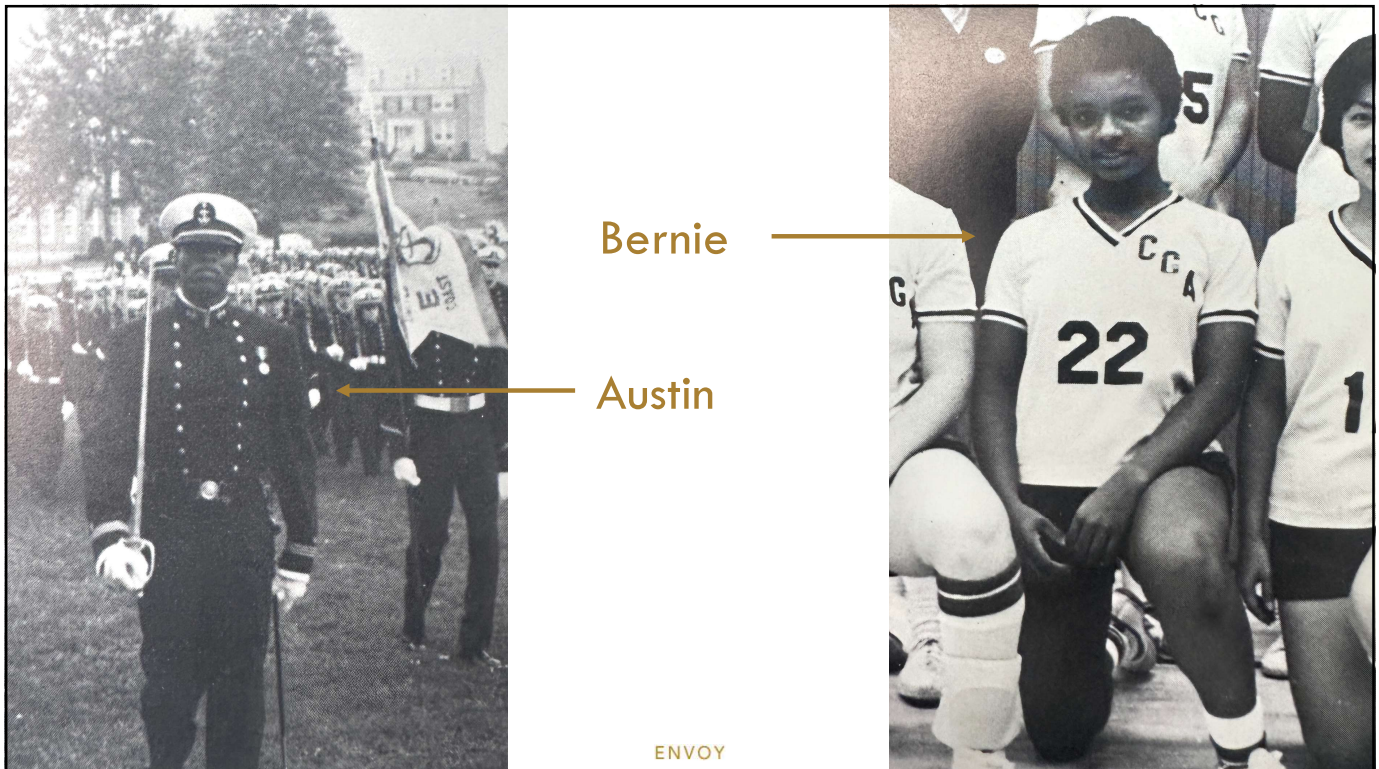
Predicting & Reacting

to

SCANNING and REINVENTING

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Data
-
Information
-
Intelligence

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Data
(what)

-

Information
(patterns of what)

-

Intelligence
(why / motive)

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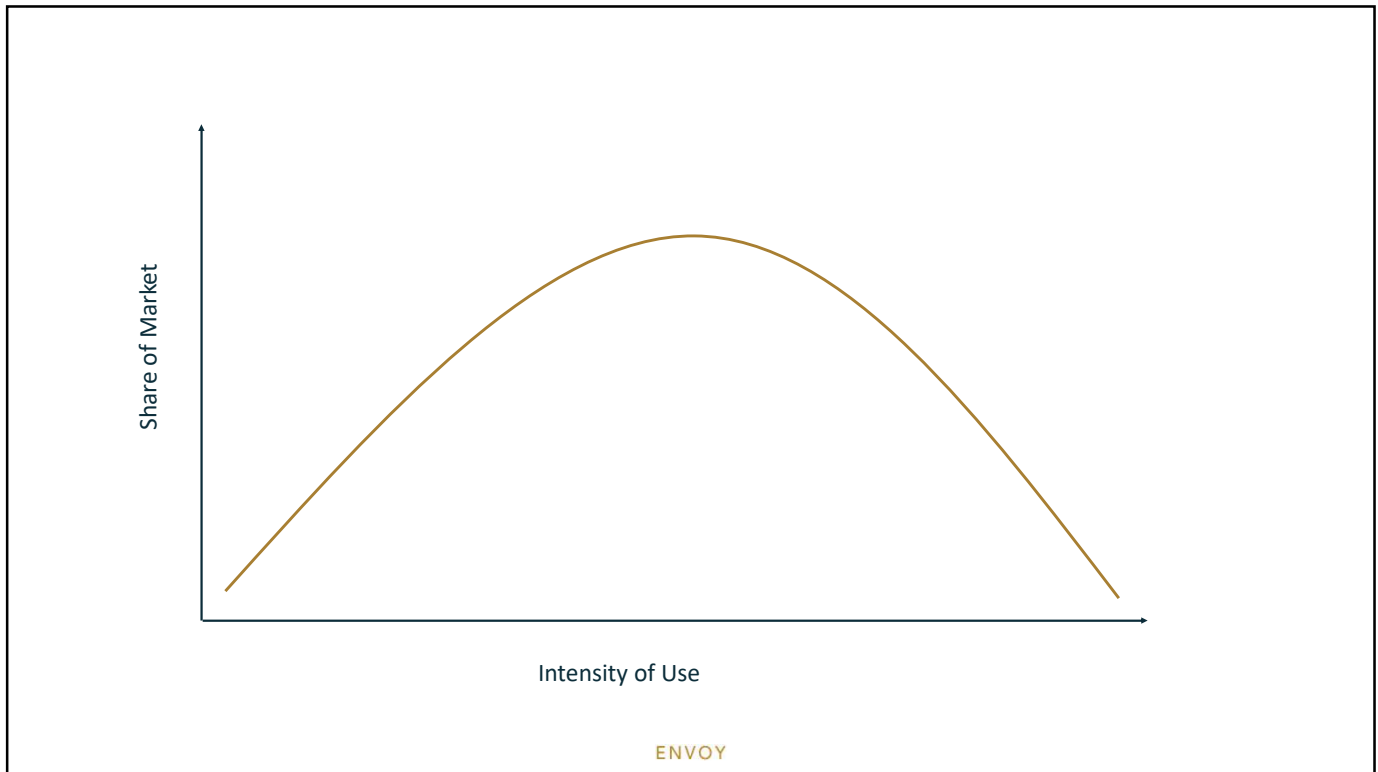
Scanning

What are customers **craving**?

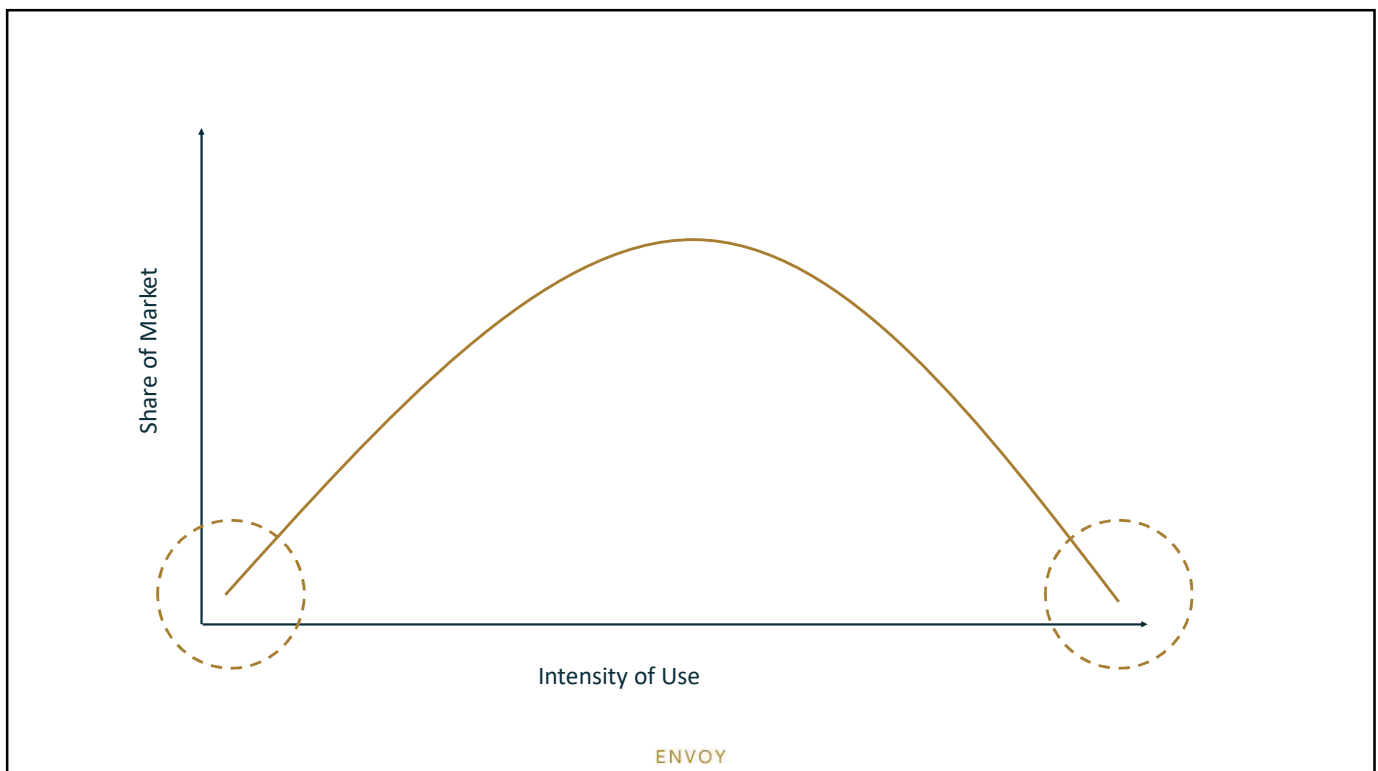
What's the intelligence behind **why**?

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Kate Dalton, 19yrs Old.



Apple Design Team

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Kate Dalton, 19yrs Old.



Apple Design Team

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What are customers **craving**?
(in a future socio-economic environment)
(manage this and most everything else will follow...)

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Constantly
Challenging
Assumptions

To be able to “see” risk and opportunity.

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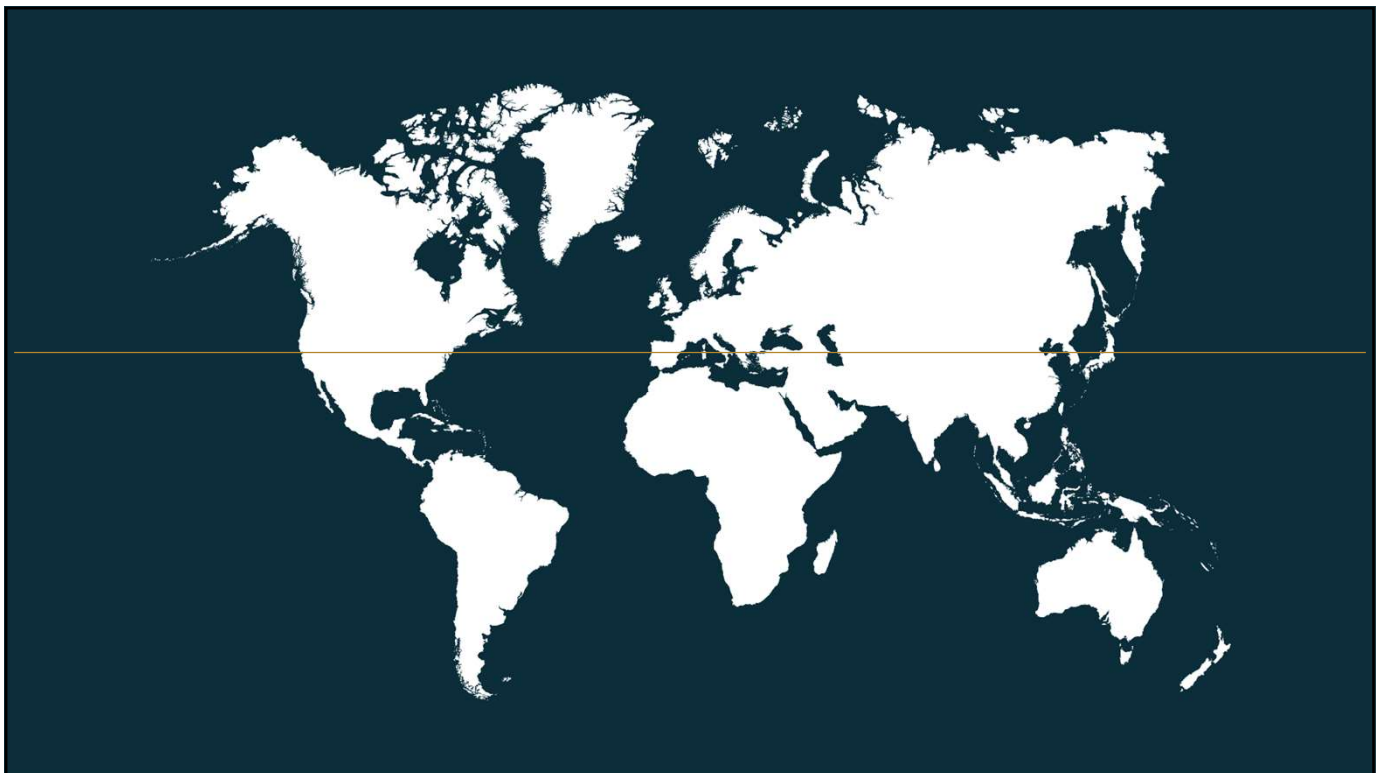
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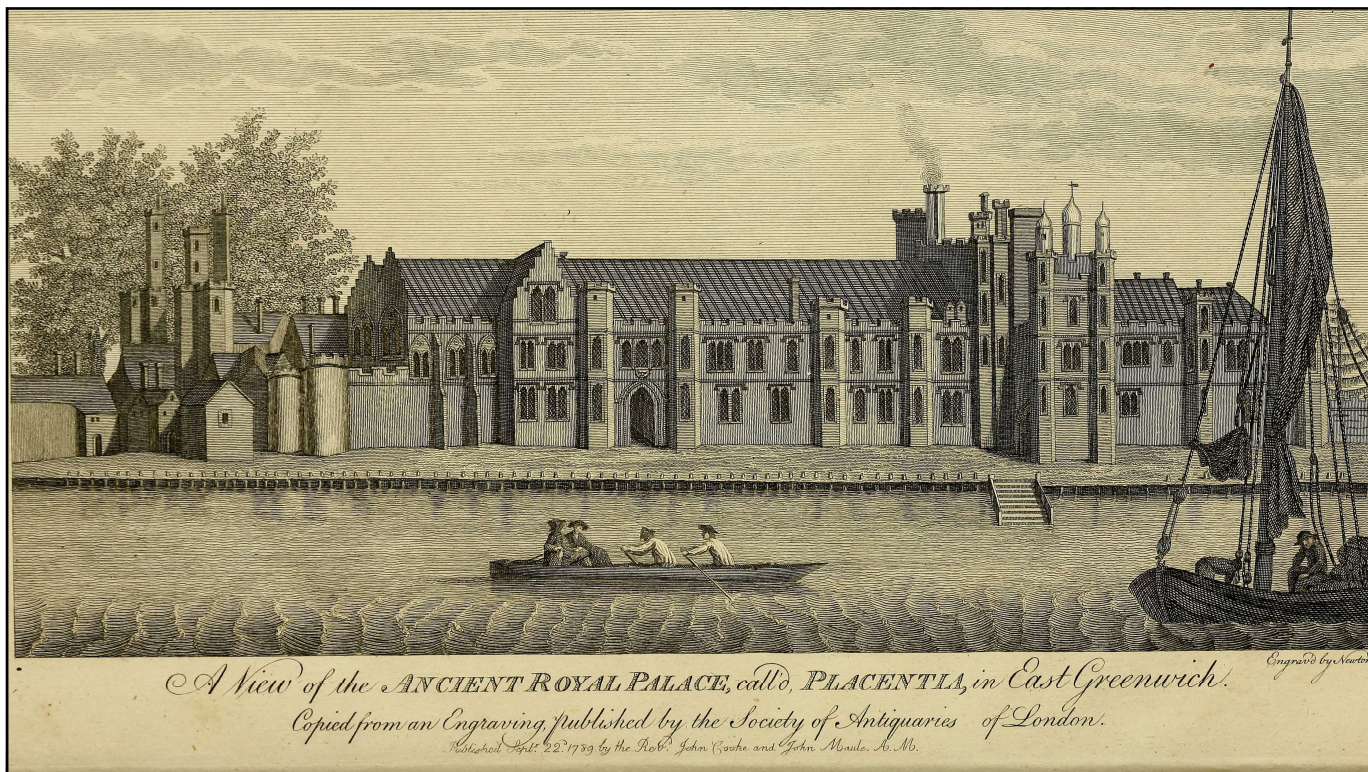


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What **time** is it right now
here in **Williamsburg**?

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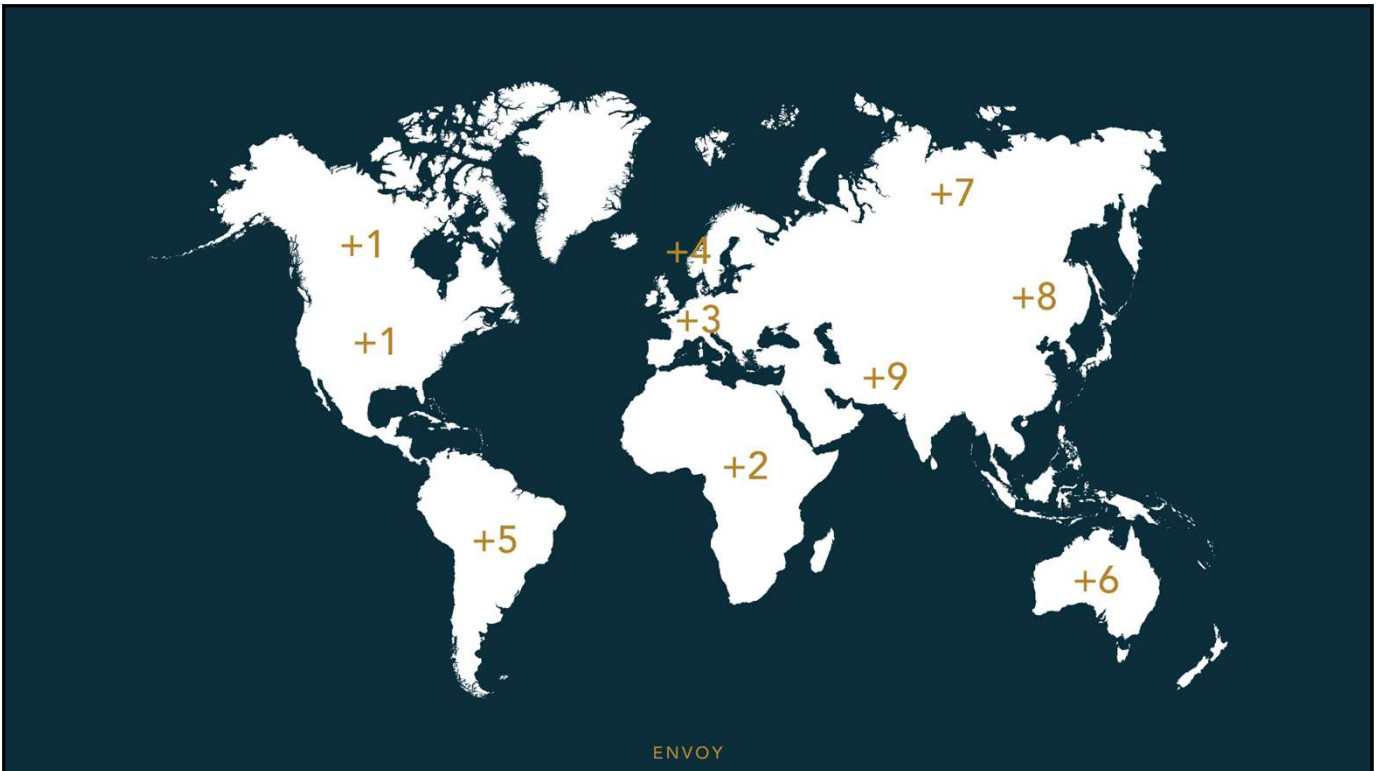
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The Language of **Certainty**

“The reality is”

“It is”

”To put this in its proper context.”

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The Language of **Openness**

“I currently think”

“I feel it is”

“From my present perspective”

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Outflanking Fear of Change

(Culture as a Strategic Tool)

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"culture change" → designing human behavior

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model it, ritualize it, reinforce it

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Shifting Energy
from
Predicting & Reacting
to
SCANNING and REINVENTING

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Sunk Cost:

the cost that has already been incurred
and that cannot be recovered

//

Opportunity Cost:

the value of what you have to give up
in order to choose something else

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Asset-Sweating for the Next World

Non-Productive Assets

Reinvented Assets

New Assets

Do they serve the **emerging** market craving?

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Reinvention

Envoy Exercises

Reinvention | ˌriːnˈvenʃ(ə)n | : the action or process through which something is changed so much that it appears to be entirely new

The world has been turned upside down. And won't be fully returning to how it was. Now's the time to gather your team to challenge the assumptions, strategies, and culture you had pre-pandemic to build for *this* world.



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What aspect of the profession is primed for reinvention?



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Asset-Sweating for the Next World



Do they serve the **emerging** market craving?

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COMMANDER'S INTENT

(Outcome vs Process)

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COMMANDER'S INTENT

"A clearly stated description of the intended end-state of the phase of operations."

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Subsidiarity

"...the principle that a central authority should have a subsidiary function, performing only those tasks which cannot be performed at a more local level" - OED

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Success Measures

Efficiency / Productivity / Adaptability / Predictability /
Reconfigurability / Repeatability / Resilience / Anti-Fragility

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Efficient *adjective:* producing desired results with little or no waste
(ef·fi·cient)

What we say: I want it to be efficient.

What they hear: Make it better.

What they hear: Make it faster.

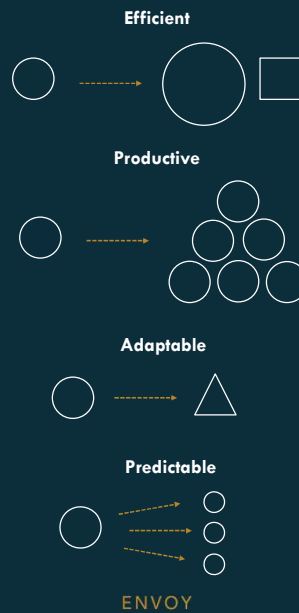
What they hear: Do it more cheaply.

What they hear: Do something different

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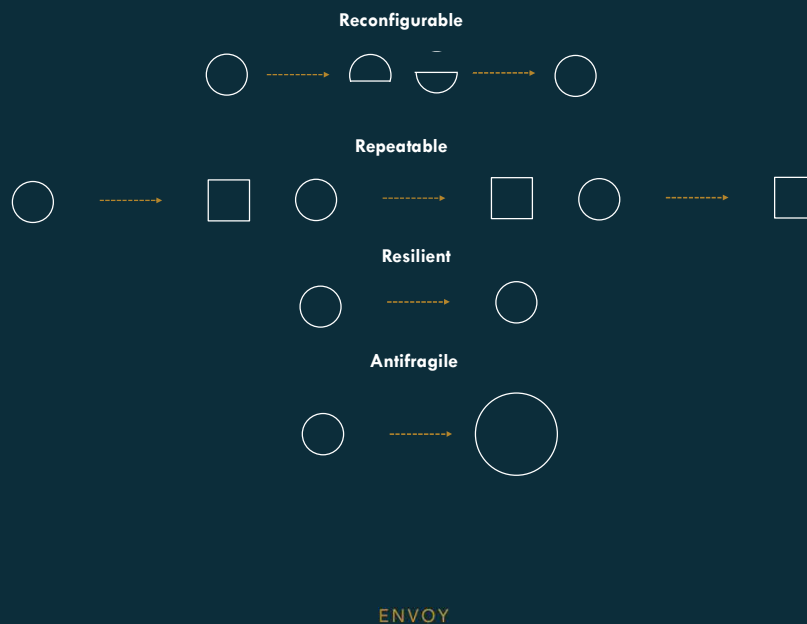
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Defining Outcomes



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Defining Outcomes



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Outpacing Fear of Change

(Speed as a Strategic Tool)

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Rapid Incrementalism

Making small rapid changes = **safe** & **normal**.

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The Physics of New Initiatives

$$\text{MOMENTUM} = \text{mass} \times \text{velocity}$$

Desired Outcome

- Forward progress
- Culture change

Common Focus

- Change management
- Organizational buy-in

Optimal Focus

- **Quick wins**
- **Excitement**

If you want to build momentum, focus on fast incremental shifts over big strategic initiatives.

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And lastly, take the work seriously....

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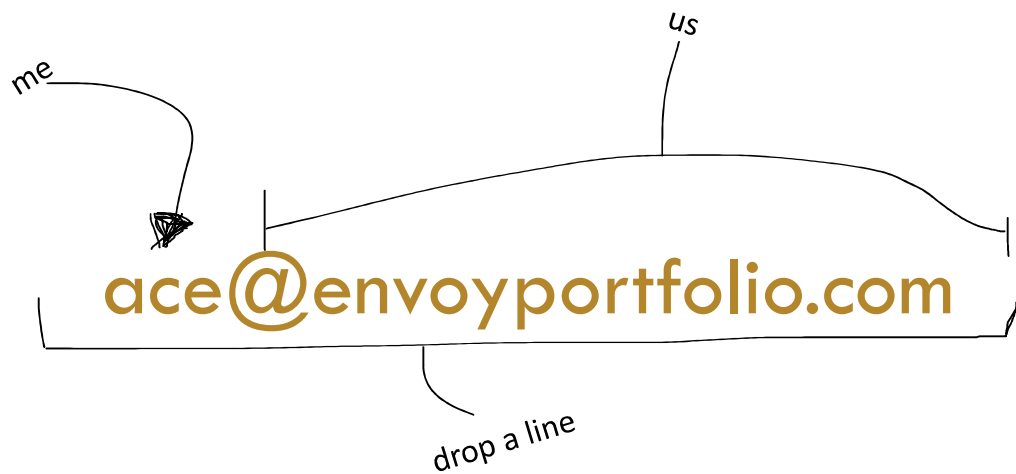
"The goal is to be **anti-fragile** in a **complex environment** by shifting energy from predicting and reacting to **scanning for underlying intelligence** and building **adaptable team of teams** anchored by a culture of **loyal dissent**, embracing **sunk and opportunity costs**, and behaviors focused on **rapid incremental innovations** toward **outcomes** that serve **customer cravings**."

- me, probably

ace@envoyportfolio.com

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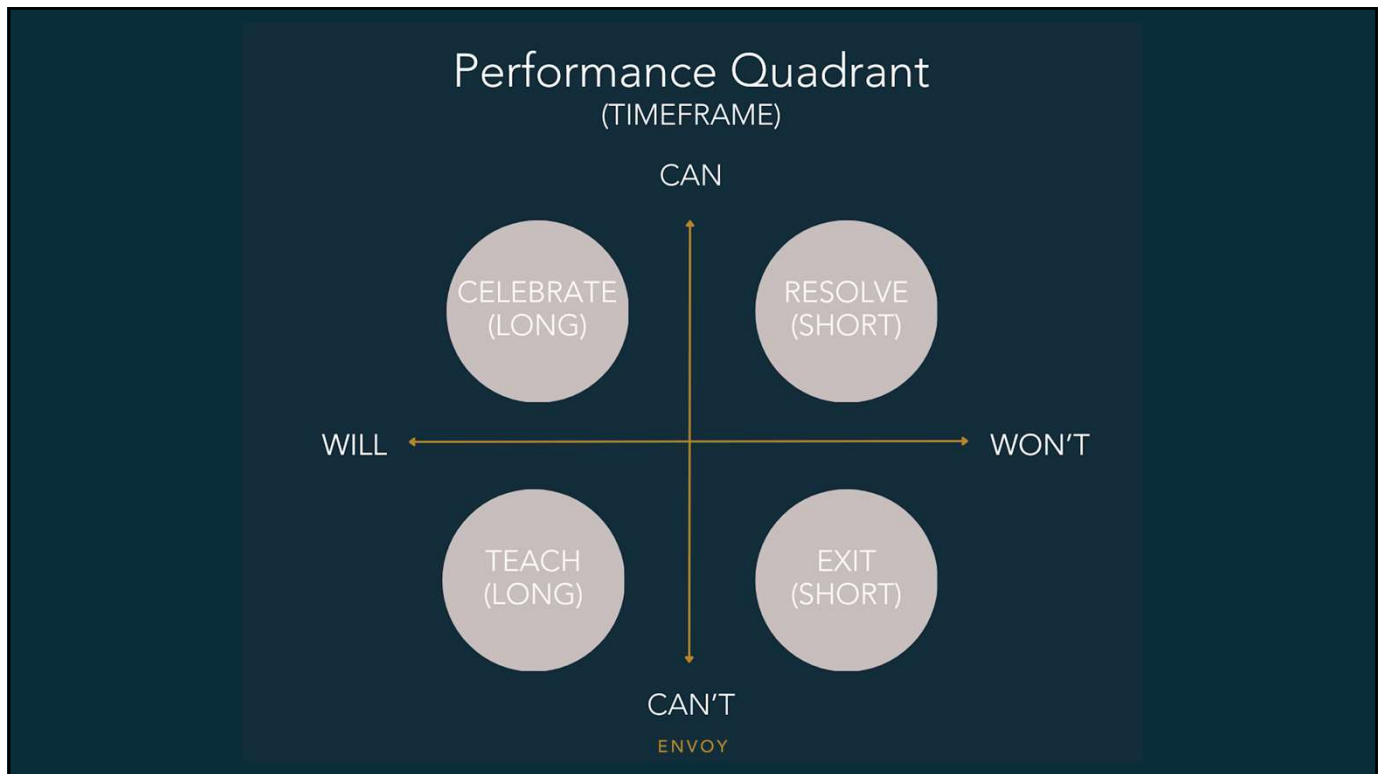


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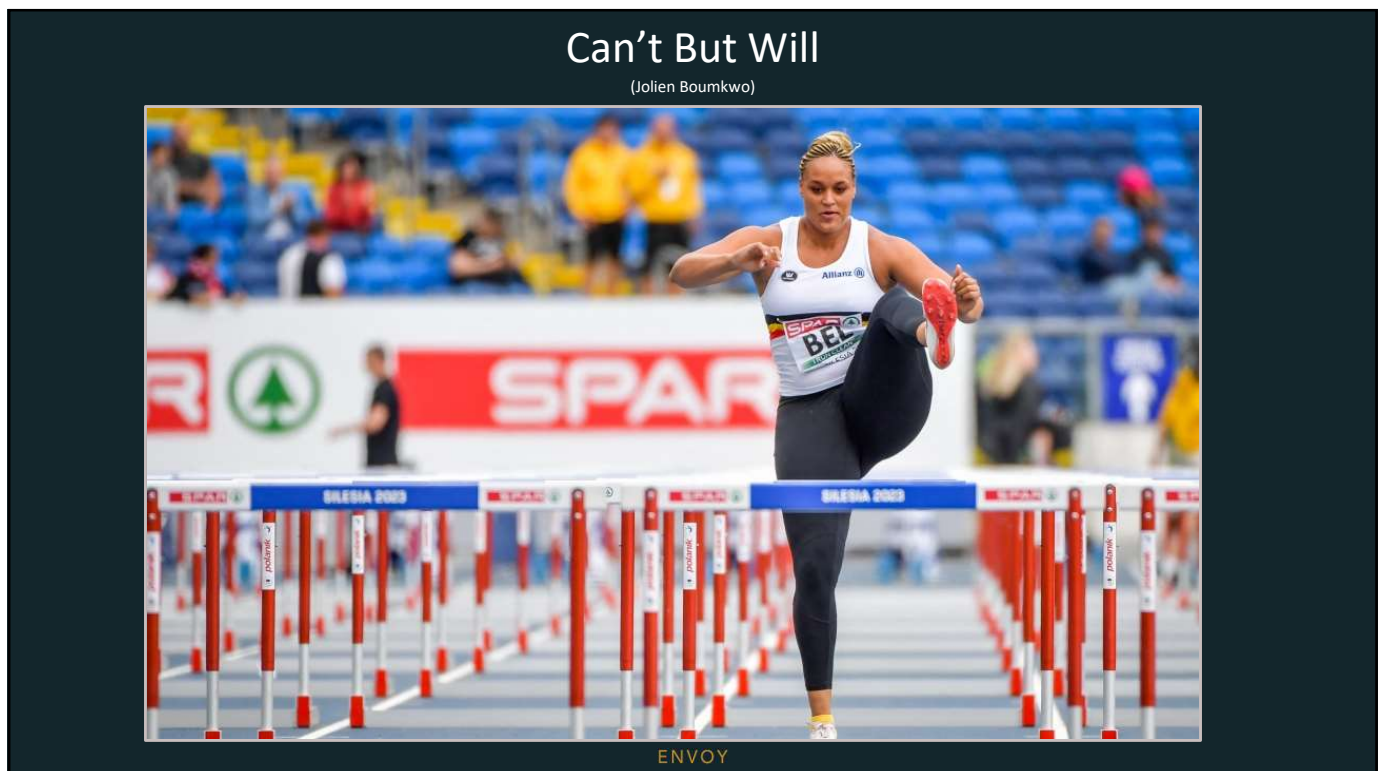
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“ABC Systems”

(manage risk and optionality from your teams)

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ABC Systems for Teams

Problem Summary:

Three Possible Solutions

Aggressive: Balanced: Conservative:

Rationale for Balanced Solution:

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“One Right of Appeal”

(encourage dissenting opinions; suppress back-channeling)

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One Right of Appeal

Original Issue:

Original Decision:

Proposed Change:

Rationale:

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Head Heart Hands

Head, Heart, Hands

TIME

How much time can I commit to this project?

TALENT

Which of my talents will support this endeavor?

TALENT

Which of my talents will support this endeavor?

MY GIFT INVENTORY

Identify your Head, Heart, and Hands. Draw lines between each area and label your Head, Heart, and Hands with words to describe each area.

HEAD

What am I knowledgeable about?

HEART

What am I passionate about?

HANDS

What is my skill set?

HEAD

What am I knowledgeable about?
Expertise, knowledge, formal education, etc.

HEART

What am I passionate about?
What do I love to do or have energy for? What do I find fulfilling?

HANDS

What is my skill set?
My creativity, my trade, how I present myself, etc.

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