

# *The Transforming Organization*

## The “Kinetic” Leader in the Changing Organization

*Organization . . .*  
*Innovation . . .*  
*Collaboration*

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*A Kinetic Relationship* is a dynamic relationship that develops and endures beyond typical relationship roles.

We are surrounded by kinetic relationships, but how can we learn to *recognize, develop* and *nurture* them ?



# “The Kinetic Leader”

## Sample Chapters . . .

- Organization!
- One on Whom Nothing is Lost
- The Leader Effect
- Indemnification
  - Case Study: *The “Transient” Leader*
- Expect and Accept
  - Case Study: *Max in London*
- Deep Enough to be Credible
  - Case Study: *The “Unraveling” of Councils*
- Doing the “Henry V”
  - Case Study: *1000 Architects*
- Just because you can doesn’t mean you should
  - Case Study: *The “know it all/something to prove” Leader*
- Kinetic Crossroads Framework

# Change is More Transformational Than Ever



Transformational Change

VS



Change

What do you know about Icebergs?



*The thing about Icebergs, is . . .*

*Think about the times when your conversations, plans, activities, etc may have been “derailed” simply by **tactical** errors in communicating*

# The “Changing” Organization

John Kotter says organizations in the 21st century will involve lifelong learning to remain successful. *"Lifelong learners take risks, [and] risk taking inevitably produces both bigger successes and bigger failures"* (p.182).

A learning organization is an *"organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights"* (Garvin, 1993, p.80). Learning organizations are able to leverage their transparency, open leadership styles, and collaborative environments

*“How can you change if you’re not willing to be **tolerant** and **accepting** of the differences in others?”*

- Alison Russell, age 15

Kotter, J. (1996). *Leading Change*. Boston: Harvard Business School Press.

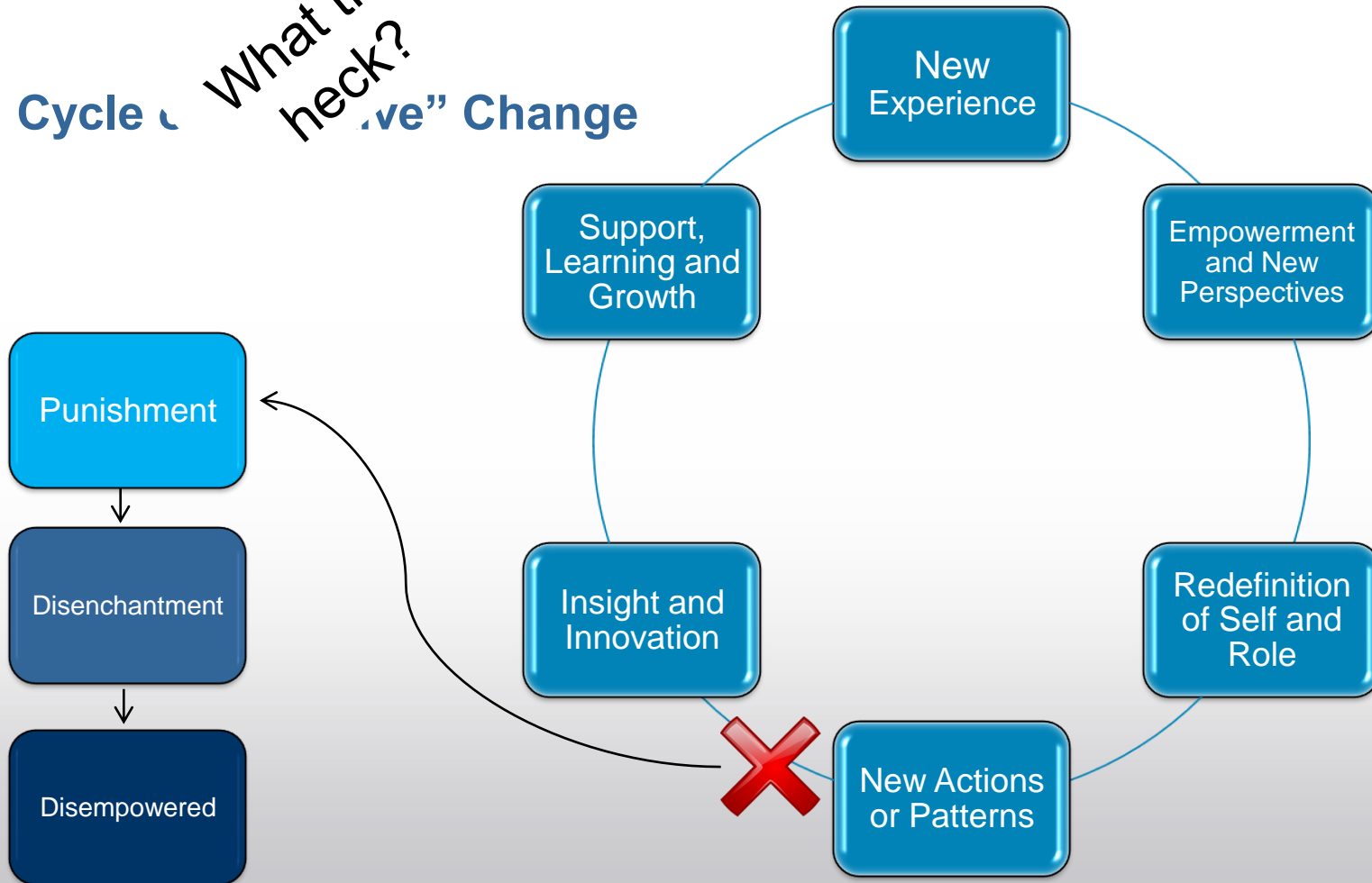
Garvin, D. (1993). *Building a Learning Organization*. *Harvard Business Review*, 78-91.

# The “Espoused” versus “the Real”

*(The Rationale, Progress, and Impact of Change efforts)*

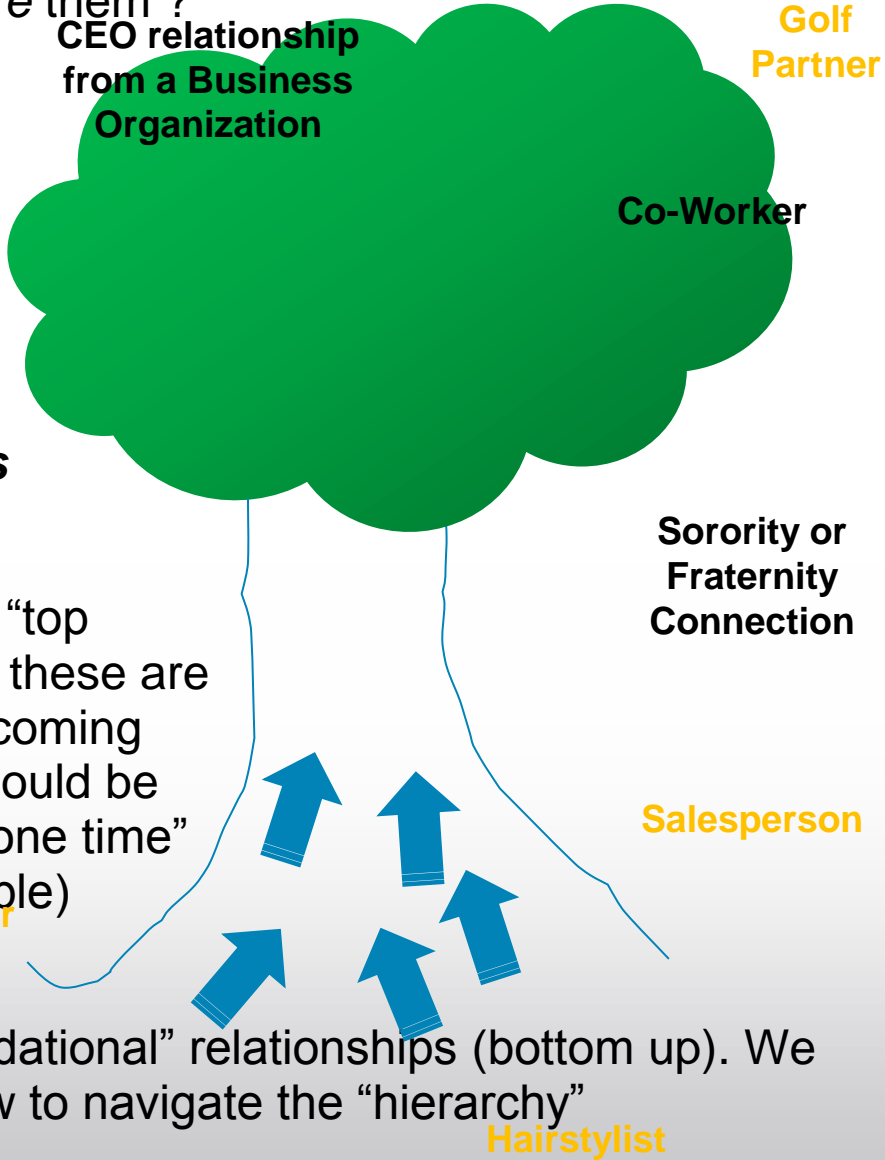
What does the organization want . . .really?

Cycle of “*Real*” Change  
What the heck?



# The Kinetic Relationship "Tree"

- We are surrounded by **kinetic relationships**, but how can we learn to *recognize, develop and nurture* them ?



### Industry Connection

- Kinetic Relationships are often "nontraditional". Although they may start as a contact from an "old boy/old girl " network, or a link via a professional organization . . . or even via a social networking connection, **it's how they grow and endure over time that makes the relationship "kinetic"**

- We are not so good with "side to side" or "top down" connections. However unfamiliar, these are relationships with the most upside for becoming "kinetic". These types of relationships should be developed at deeper levels (not just "for one time" or to "make a technology sale", for example)

### Community Contact



- Typically, we are good at "foundational" relationships (bottom up). We have a "network" and know how to navigate the "hierarchy"

# What Brought Us Here . . .

- We realized the “people” part of people, process, and technology was suffering, and ***our relationships*** within the business could help make our efforts more dynamic and successful
- Assessing an organization’s *tolerance for change*, *ability to absorb new information*, and *history* required a deeper understanding of the nature and depth of relationships that develop in non-traditional ways
- A ***Kinetic Relationship*** is a dynamic relationship that develops & endures beyond typical relationship roles and can be impacted by the structure of an organization, its governance, culture, and politics . . . typically along 4 specific areas: ***Parity, Language, Change, and Process***

# Organizational Change & Enterprise Architecture

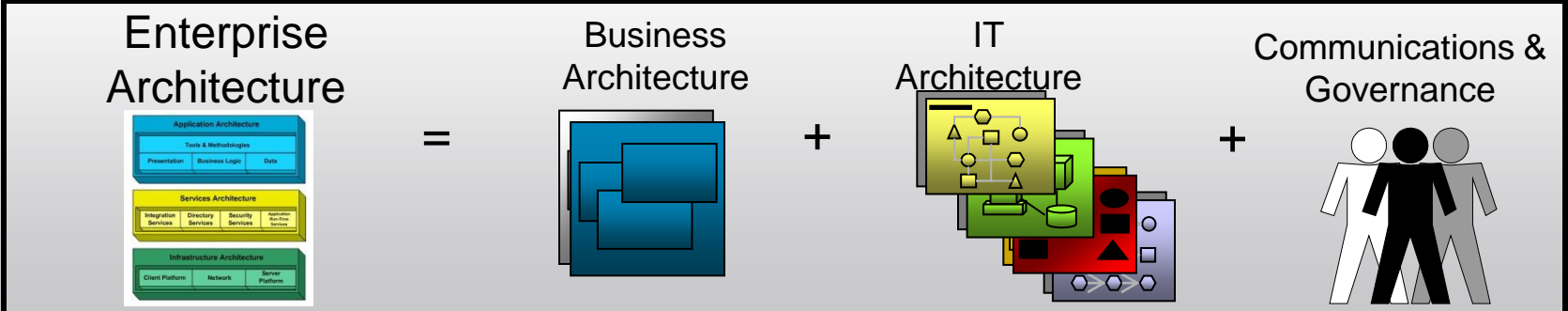


# Definitions and Perspective . . .

- **Business Architecture**
  - Where Business Strategy has IT implications, The Business Architecture provides *context to determine impacts* to the underlying IT architecture, and in turn, is the *reference* for the IT Architecture to demonstrate linkage back to Business Strategy
- **Application Architecture**
  - Addresses the *design, construction, deployment, and management* of business solutions and services, associated databases of information, and productivity software
- **Data Architecture**
  - The framework for organizing the *planning, modeling, defining, and implementation* of data resources for the organization
- **Infrastructure Architecture**
  - Comprised of the components necessary to *process, store, and communicate* data and the *underlying physical environment* necessary to support those components.

□ **Organization Architecture**

- Organization Architecture assesses an organization's *tolerance for change, ability to absorb new information, and history* in an effort to determine the *overall readiness* for Enterprise Architecture. It addresses the structure of an organization, its governance, culture, politics, and espoused vs. in place processes.



# Kinetic Relationships *in practice...*

- Kinetic Relationships are successful and enduring because they are sincere and

You can't be a "Trusted Advisor" two times a year!

Become an Authentic Listener

Working together  
Does being "smarter" make you better?  
"unusual" skills, "flattened" organizations & "reframed" roles

Parity

People gravitate to what they know  
Without strong leadership an organization will "blow around" and individuals will do what they know best – even at the risk of doing the "wrong" thing

Change

"Rules" for collaborating  
Is it collaborating when only one person is doing the talking?  
Monologue vs. Dialogue

Process

Without an appropriate knowledge, we can't make reasonable decisions

"fish out of water" suddenly placed within an entirely new and different "community"

Language

# Kinetic Relationships *in practice...*

## Framing Kinetic Relationships



Parity



Language



Change



Process

## Comparing Management & Leadership

Managers

Plan and Budget

Organize and Staff

Control and  
Solve Problems



*Create  
Order*

Leaders

Set Direction

Align People  
and Groups

Motivate and Inspire

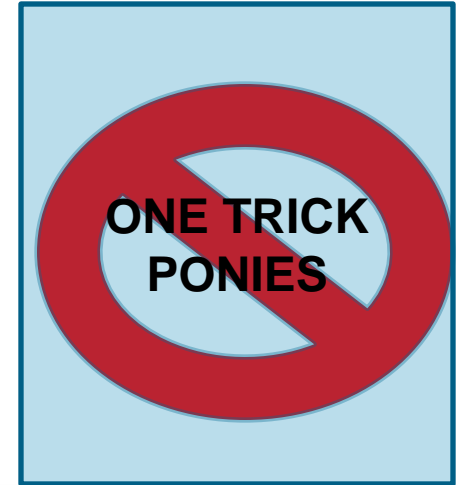


*Produce  
Change*

## How do leaders, plan, communicate and build consensus for change?

### ***Communication: it all starts with the “message”***

- The ***Kinetic Leader™*** understands the ***difference between sustaining an organization and growing it***, and is the impetus that keeps an organization vital and moving. The Kinetic Leader understands the ***difference between "managing" and "leading"*** and leverages the talent of the participants of the organization to drive the success of the business . . . depending on the situation at hand.
- Learning to be a Kinetic Leader requires ***appropriate communication, collaboration, and open discussion between the participants*** of an organization . . . keeping things kinetic means that even though wrong decisions will be made at times, the organization maintains a ***will to keep going***, the strength to find another way, and the dedication not to give up.



## How do leaders, plan, communicate and build consensus for change?

The ***Kinetic Leader***<sup>™</sup> is different . . .

. . . and helps organizations make the right decisions at the right time. But how is a Kinetic Leader different?

### ***"THE NOBLESSE OBLIGE"***

- *The obligation of those of high rank to be honorable and generous.*
- **Duty, Obligation, Responsibility** - the social force that binds you to the courses of action demanded by that force; *"we must instill a sense of duty in our children"; "every right implies a responsibility; every opportunity, an obligation; every possession, a duty"*

- John D. Rockefeller Jr.

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- Leaders often approach their responsibilities without fully understanding the obligation accompanying their position
  - An entire generation has grown up approaching leadership as a "reward" for their hard work; "personal recompense" for working long hours, scratching and clawing their way to the top
- But whatever happened to the sense of duty, the honor, or the innate sense to doing what is right?
  - Does our system really value the "me first" leader? Or is there still room for those individuals who know, understand, and respect the ***noblesse oblige*** of leadership?

### The “*Delegation Denouement*”

Leaders are typically coached to delegate more to make sure they:

- Allocate the work load/create a collaborative environment
- Have time to focus on strategic matters

But there is a declining effect . . . an ***unraveling*** actually, when tasks continue to be delegated too deeply within an organization's hierarchy.

If a ***leader*** delegates to a ***manager*** . . .

- and the ***manager*** then delegates the task down to a ***team member*** . . .
  - and the ***team member*** delegates to a ***contractor*** . . .

It doesn't take long to realize the task may never get the attention it deserves. It's important for executive management teams to realize the power . . . ***and the liability*** . . . of delegation to too many levels.

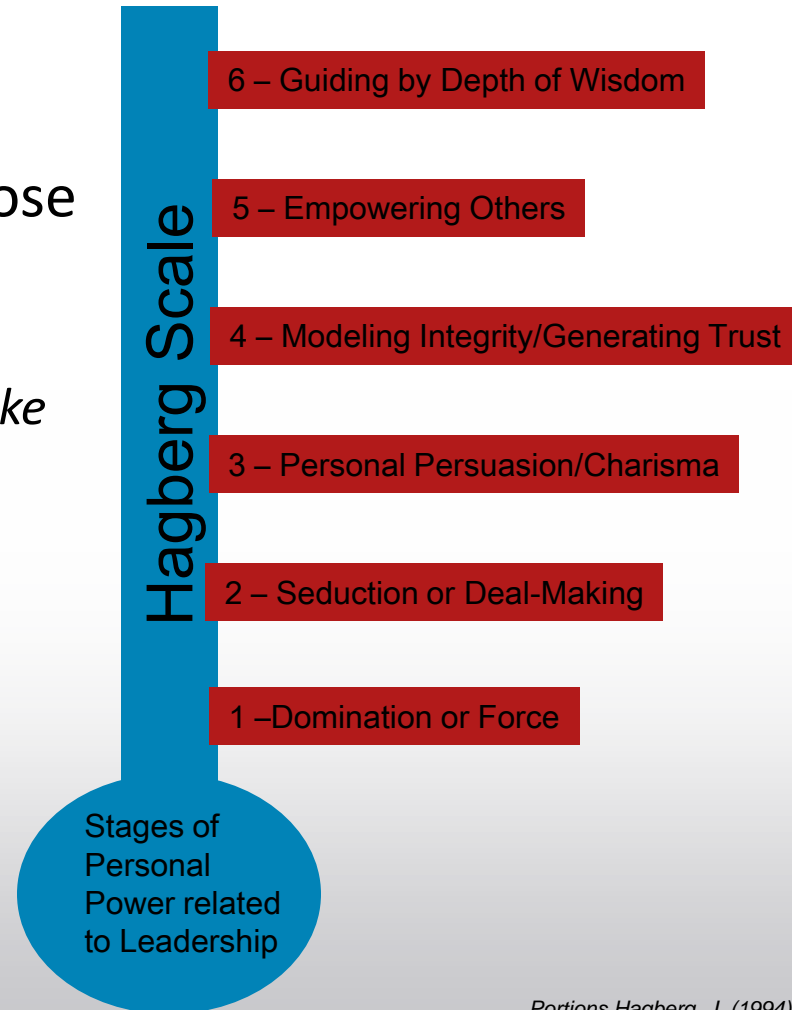


## ***Communication: it all starts with the “message”***

- Understanding “Power” and “Position” using the Hagberg Scale is a good start
  - Six Stages of Leadership
  - Helpful in the classification of those in leadership positions
- *Being in a “leadership” position doesn’t make someone a leader*

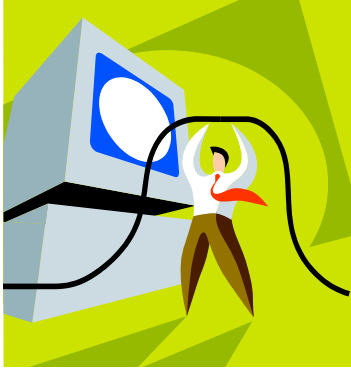
***Perspective: what do those in a position of leadership “see”***

Example: *What does the business think of IT?*



## What does the business think of IT?

### Leader #1 (informed & rational)



- “I understand what you're saying, but can you put it into real terms for me, something I can actually see and measure?”
- “How do you intend to make a difference to my bottom line and economic value in the future?”
- “Where and how do you intend to provide the most value and impact based on your assessment?”

### Leader #2 (uninformed & fearful)



- “Why would I think IT could measure impacts to the business?”
- “Why is a cost center like IT concerned with anything other than reducing costs?”
- “Technology is just a necessary evil; should we be looking to outsource IT?”

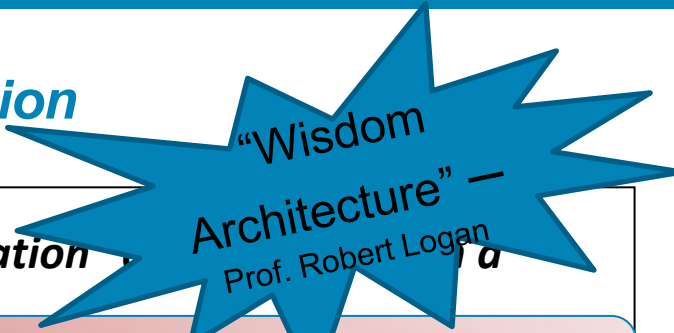
### Leader #3 (uninformed, irrational & reactive)

- “IT? Aren't you the guys who come fix my computer?”
- “IT? I can't evaluate something I can't measure . . . It's just a big black hole.”



- “IT? I don't trust them . . . \$XX million dollars for computers? . . . Heck, all I need is Excel (and that came free on my daughter's PC!)”

# Generational Collaboration



## What are some of the challenges of “Generational Collaboration” in a “Transforming Workforce”?

- The World is getting smaller (world events and *technology* have brought us closer together)
- The meaning of cultural “diversity” continues to change as technology advances (examples: Egypt, Japan, China, Britain)
- The portability of workers and their skills
- Generational challenges are not just with the “older execs” vs. the “GenY” within the workforce, there are variations of technology agility

Average age of Financial Services Exec is mid to late 40's

### Using Generational Differences

- The average age of Financial Services Execs is mid to late forties, a generation not nearly as conversant in new technologies as the “Gen Y” (millennial) workforce. This session will explore some of the challenges and opportunities presented by the intersecting social networking phenomenon and established practices. How can new workers leverage their methods of interacting to master key elements of the financial services “business”, including data mining and market “sensors”? How will they use their knowledge to master the legacy systems they will need to run and maintain? Meanwhile, organizations must establish ways to share their technical agility and theoretical knowledge and innovative ways.

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- *Transforming our workforce* as they become more sophisticated
- Additional questions for stakeholders in other sectors? What are we missing that

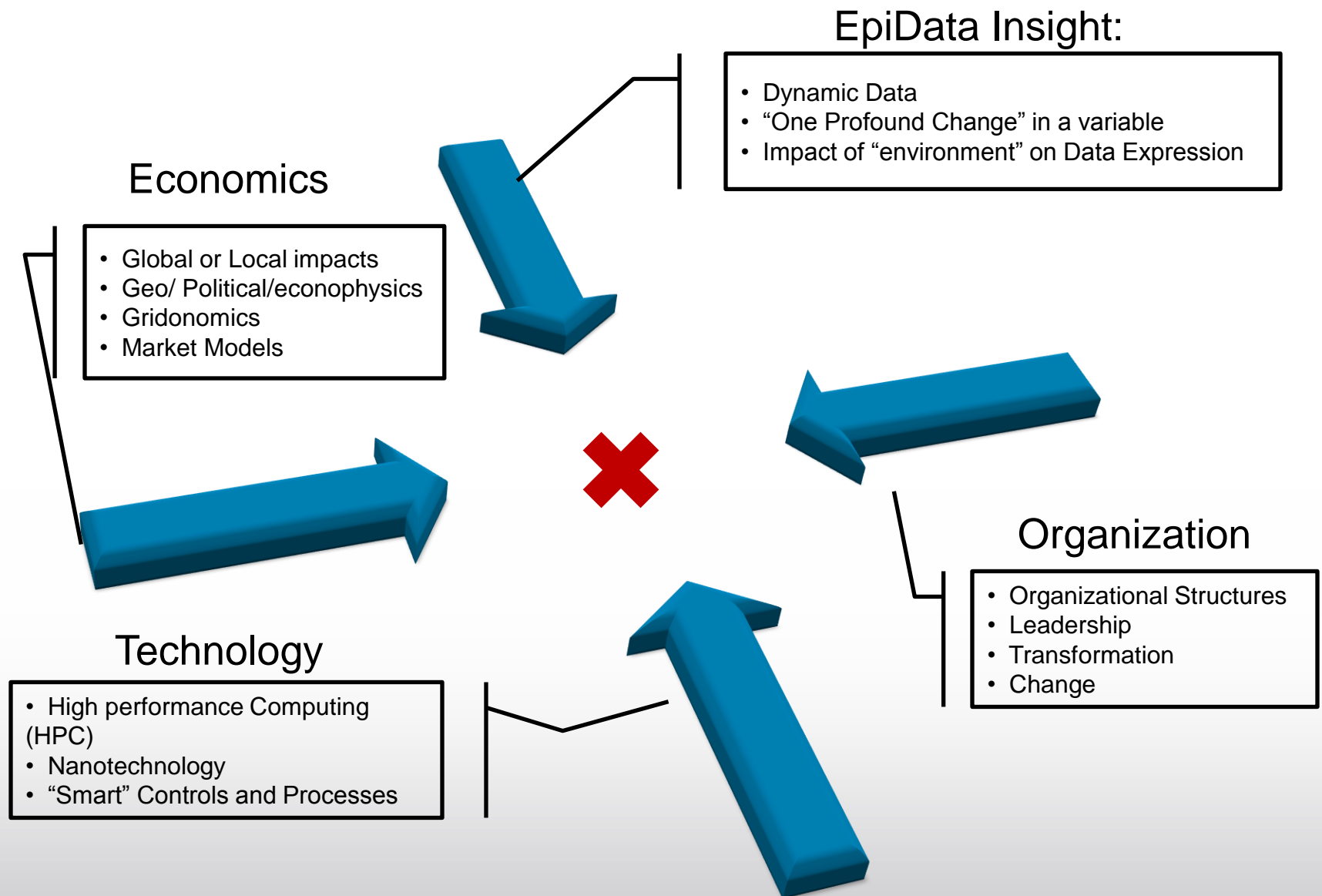
With an aging workforce, how is the financial services sector planning for a newer employee base with different skill sets? What is our academic (and vocational) education system doing to prepare for these jobs? How will stakeholders in other sectors be impacted? How will new leaders be coached and mentored . . . and with what kinds of “direction”?

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# “Kinetic Crossroads” Framework



## “Epi” Change/ the “Kinetic” Crossroads

### ***How do we address and manage the simultaneous, societal, financial, world, economic, change (the “Epi” Change) we are facing?***

We are facing enormous societal and economic pressures and how we deal with them will depend heavily on our ability (and agility) to gather, store, analyze and model large and disparate amounts of data. The banks have a leg up on this type of thing .. more so than most other industries, but driving the activities surrounding these data (in fact, the ability to observe and act upon the “Epi” data . . . data that is “on”, “above”, “attached to” other data) will require a focus at the intersection (what we are calling the “Kinetic Crossroads” ) of:

- **Economics** (including global or local impacts, market models, impacts & response to risk profile changes, complexity – the “pulse” of the economy)
- **EpiData Insight** (including dynamic data, impact of environment on data expression, value from disparate data sets)
- **Organization**(including org. structures, transformation, geo-political changes, leadership)
- **Technology** (including high performance computing, smart controls and processes, nanotechnology)
- *Our capabilities around high performance computing and integrated processes (finally are beginning to) intersect with evolving trends in data management & insight, organizational changes and global economic & geopolitical impacts. A technology enabled, forward thinking and collaborative organization will be able to take advantage of this convergence and create new business models and opportunities.*

**Thanks !**

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