


# The Regenerative Business

Book Club # 5 Webinar 5.4.18



# Foundation of The Regenerative Business

- **Capability and Capacity of Humans (Do nothing without starting here – Critical Thinking and Personal Mastery)**
  - **Locus of Control**
  - **External Considering**
  - **Personal Agency**
- **All else is this book to support that development.**

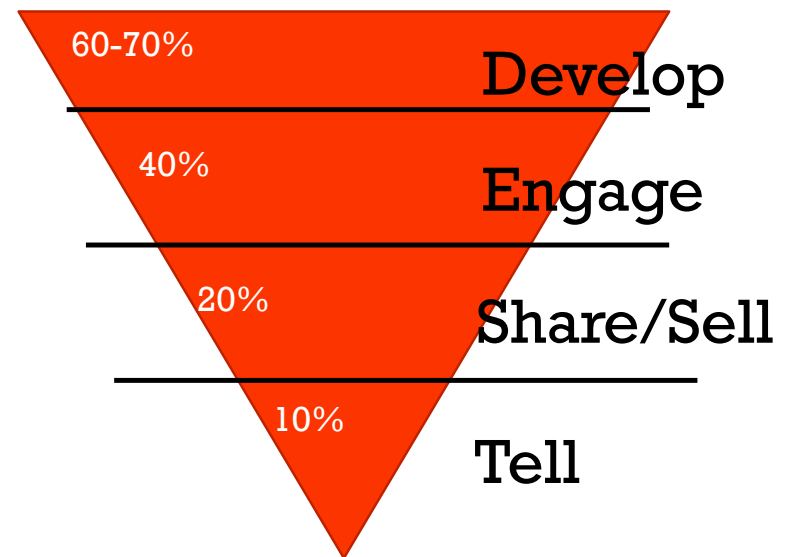


## Reason for these 3 Capacities

- **Internal Locus of control**
  - Reduces Blame and victimhood, politics
  - Gets past apathy and immobilization
- **External Considering**
  - Connect to customers who are adored and served with love
  - Knowledgeable about markets and strategy
- **Personal Agency**
  - Will to act and make a difference w/o incentives or threats
  - Reduced fear of punishment.

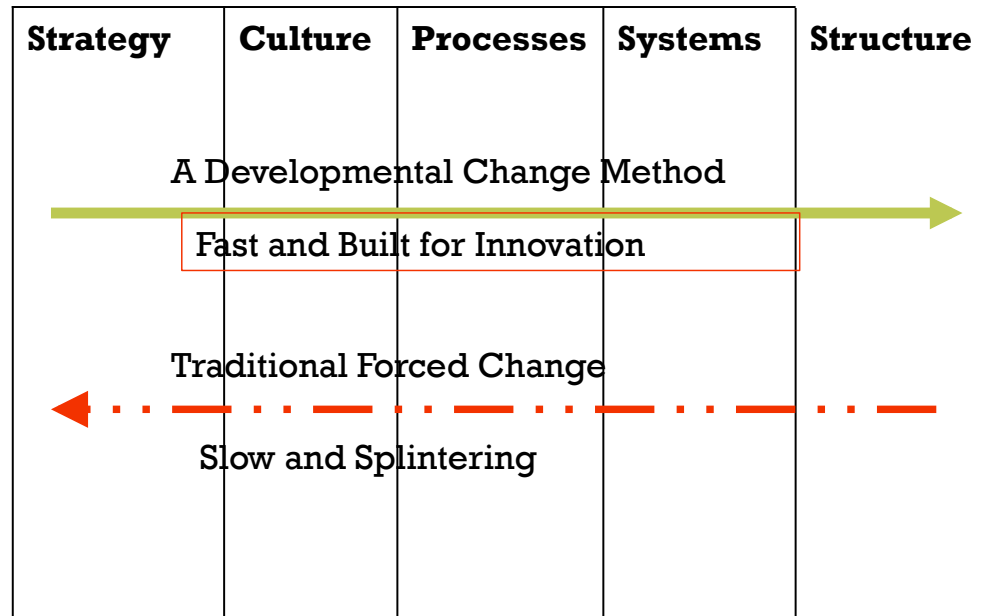
Question One

# Activating the Organization to Change



Question Two

# Phases of Change



### Question Three

## StructureFirst Approach

### What is produced in the Organization: with Restructuring

- Very disruptive to *work* and the reptilian and mammalian brains
- External induced (undermines 3 human capacity)
- Has to be redone, over and over because always an experiment or program
- No new capability built which was the underlying problem they were trying to solve, although they don't know it.
- It means there is no new capability in management either and seeking to manage by moving parts, not intelligence.

# Development al Approach

## What is produced with Development Approach

- The underlying capability to have organizational member define the structure change needed, repeatedly, based on market and customer changes- FASTER and MORE INNOVATION-able
- Builds talent into the organization rather than hiring from outside (which usually accompanies structure change)
- Builds culture of trust and development way of viewing life.
- Can be lead by a Core Team, not hierarchy or HR

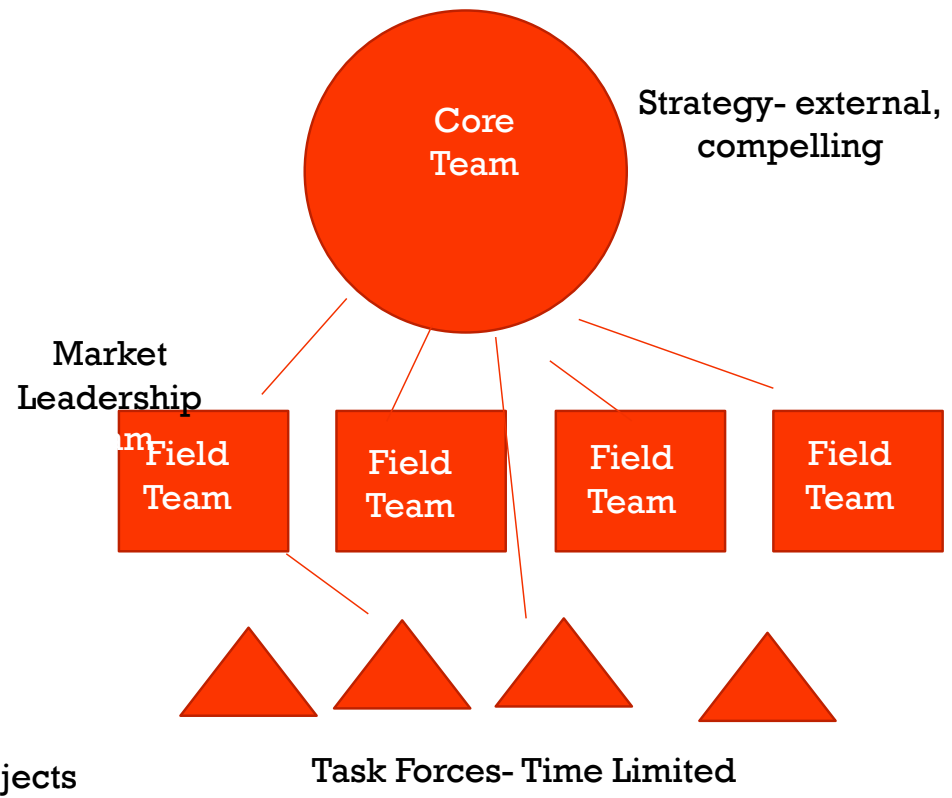
#### Question Four

## What is NOT the Role of Core Team

- “core team” working on values of the organization, (currently articulated as):
  - Relationship focus
  - Integrity
  - Purpose – (doing the right thing)
- Many find the values as currently articulated a bit vague and the core team seems reluctant to relate those values a common direction for the role or purpose of the firm in the world. Need Corporate Direction, not purpose or values?
- The group is **not well grounded in framework thinking**, would you expect we might find success in engaging them in such an exercise? Or... **Avoid**
- Another approach we could take involves more of a **pilot approach** more of a form within a firm. **Avoid**
- Knowing our firm would you suggest one or both approaches... Neither. Those are task forces



# Soft Structure



Projects

## Role of Core Team

- Core Team is an externally facing, not internally facing-U/S Market and customers
- They lead the culture **initially** in working developmentally. That is, engaging with Living Systems Thinking Skills being, with framework thinking and deep personal development founded in reflection. Core teams are not values teams
- It engages deeply with the Developmental Instructure for some months prior to initiating changes. Particularly by connecting with specific buyer nodes and markets.

Question five

**Consciousness**  
**S**  
**Be relevant and specific—now!**

- “Never do the same thing the same way twice” (p.126)
- how does that work for an industry that has regulations that require consistency and an apprenticeship/work-based training approach that encourages consistency for learning?
- **Consciousness is the only way to succeed. Complex requires more relevancy. Consistency is the source of commoditizing a business offering. Use Principles**
  - E.g. Dupont and automating safety lead to death

Question six

Implement  
with a  
compelling  
Strategy

- Senior leadership is not do not easily see the “time tested” traditions as limiting. **implement new methods in relatively autonomous groups and build from there.**
- Work on Capability Building, not new work
- Strategy led (not top down). Must tie to strategy. They are all guided by strategic direction. And education of each person in the organization.

What you can do-

- Educate \* Educate \* Educate \* Educate \* Educate

## Suggestion

- **Connect people to the 3 human capacities with education using Chapter 3 of the book**
- **Develop capacity to gain these skills in current role**
- **Initiate more connection to customers and their lives (consumer or distribution)**
- **Avoid acting like leaders of new processes. Nothing changes until there is shared agreement to do so. And is tied to strategy. Phases are NOT optional.**

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Reflection:

Value of Book ideas?  
Being in the book Club?



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