

So there is something I will show you today, which is the science of accelerated change..

And I will explain to you... you're going to say, oh, now I understand why I'm having many problems with the frameworks..

Many of you are using "SAFe" framework, or using "SCRUM" framework, or using your own approaches now..

The problem here is if you do not understand the science behind accelerated change,.

and you don't understand how it impacts people, then you're going to struggle with this..

Now, some of the things that probably happened in the last two years, especially after COVID,.

is that you start seeing companies more aggressively trying to compete in markets, laying off people,.

trying to compete, and trying to make more pressure on people..

There are a lot of number of disruptions, so maybe things change from one week to another, etc..

Now, I have good news for you. We have a solution for these situations..

I have another news that we might or might not want to hear,.

is that if you don't add the science of accelerated change into your existing frameworks, you're going to struggle with this..

When I'm talking about existing frameworks, I'm talking about "SAFe" framework, and specifically "SCRUM"..

SAFE and SCRAM, when you start reading the book, who started reading the book?.

Did anyone start? Or not yet?.

Oh, Ronny, you did not. And how did you start reading the book? Not yet? You didn't have time?.

Unfortunately, I couldn't have tried, but I couldn't download it..

Oh, you cannot. For legal reasons, you cannot, but then you can get the one for Kindle..

I think it's \$3. Unfortunately, we don't have a deal with Amazon, but you can get the Kindle version..

Now, remember that if you pass all the tests, when you get the final exam,.

you become a certified enterprise agility practitioner and enter university cover your exam..

Now, acceleration in market change, the game, because most frameworks are,.

I think this is going to be really interactive..

So let me, I will be copying from the book, and I will be doing that live..

So I will basically change this conversation..

And basically, I am now copying one of the graphics, which is the trivalie matrix..

And then I will try to explain some of our partners, one of our partners in Argentina..

We were working with him, his name is Walter Schraver..

We were working, he worked for a big consultancy company in Argentina..

He basically is in charge of dealing with companies all the time..

He used this to explain to everyone how the situation changed and how things are at the moment, how things are evolving..

And then I will use this now. What I'm doing now, you're not seeing this,,

but what I'm doing is I'm copying these into the presentations..

So I'm creating the presentation at this time..

So I will show you something which is the trivalie matrix..

Let me see. There you are. I don't know why it's not updated..

Let me try to see what's going on here..

Oh, yes. Okay, I will show you the trivalie matrix..

So you can say what the hell is this?.

All right, so left-hand side. Let's start with the very basic..

This is the top left, top right. Our company is focused on revenue..

And these companies, and before I start, you can agree and you can also disagree with this. This is life..

So company focused on revenue only. They try to optimize whatever they do..

They take a value stream, they take a bunch of people and they try to optimize it..

Now, whatever the company does, they try to optimize it..

Generally, they talk about resources instead of people..

They try to protect their revenue and increase revenue..

And they massively try to reduce costs. This is what these companies are..

So when market accelerates, these companies are in the worst position ever..

Because a company which is a profit-centric,.

they generally try to focus on reducing the cost all the time..

Now, obviously, there is a problem here is when the market accelerates,.

you need a lot of creativity of how to solve situations..

And then most of these companies, they work like a machine..

They focus, they have these paradigm of organizations as a machine..

So they think that, you see that, oh, we fire this team, we save some money,.

but they are also destroying this shared knowledge..

These companies are in the worst scenario when market accelerates..

What does it mean not market accelerates?.

Well, it means that the number of situations you experience and changes.

are so much higher than before..

And they concretely talk about market disruptions..

It can disrupt your market. Your market can be disrupted,.

and they can disrupt your product..

Now, I'm going to talk about the difference between current frameworks.

and product disruption and business model disruption,.

which is a completely different idea..

So are we okay with the top left?.

Everyone, I think, is working in a company that is trying to focus on revenue..

Now, on the left-hand side, we have the models that are based on agile principles,.

and this is what we call classic agility..

Now, classic agility is coming from 2000..

In 2000, there are a couple of things very important to understand..

First, market at that time, it was not like now,.

with artificial intelligence, short work cycles, madness, were completely different..

Second, the bunch of guys, and I'm saying guys because they were all males,.

the bunch of guys were very clever, but they were coming from information technology..

So we are missing many parts from neuroscience of change, from psychology, and other areas..

And the third thing is that they were just male from two countries or three countries,.

and the world is really globalized now,.

and in organizations, we are looking for equity, diversity, and neurodiversity..

So in a place where we have equity, diversity, and neurodiversity, ideas flow..

Now, classic agility is restricted..

Now, we started building at the top of this, we have frameworks like "SAFe" framework or "SCRUM" framework,.

they have been trying to adapt..

Now, even if they adapt and improve, they are based on the same foundations..

So they are customer centric, and they try to delight your customers,.

provide, you know, focus on the customer..

Now, you can say, Erich, what's wrong with this?.

Okay, so this is what we call univalued companies..

Univalued companies are based on one type of value..

In reality, they have more types of value,.

but at the end of the day, when they have to make a decision, they focus on one of them..

So companies at the top, they focus on, you know, if I need to make money,.

I don't have any other option, I fire people..

Company at the top, at the bottom, if I need to finish a product.

because I need to bring more value to the customer,.

and I need to bring my employees the weekends, or many weekends to work,.

I will bring them..

Are we happy with this explanation?.

And can you hear me well?.

Give me a thumb..

Okay, something that you have here also is, we have this reaction here..

Let me see if I can put that..

I don't know, it's working..

Yes, it is working..

So you have the reactions that you can use..

All right, so this is the first thing..

Now, the problem is, well, there are several issues..

First of all, and I want you to remember this..

you cannot solve the problem with something which originally created part of the problem..

Right?.

So revenue focus are very good, but create a problem..

And some problem that you can see in companies,.

massively laying off people at the moment..

Customer centric, it creates other issues also..

When you focus so much on the customer, you don't focus on other areas of the company,.

and it might create some dysfunctional culture..

Obviously, if you don't focus on your customer, your company doesn't work..

So the idea is to create a balance..

Now, as we move to accelerated market,.

as the markets are accelerating, I will show you soon how markets accelerated..

Then what happened here is that you make people work more,.

because you need to deliver more to your customer,.

you put a lot of pressure on people..

Second, if you are in the profit at the top, you fire people..

Now, companies look great between these two..

So you have to have in mind that customer centric companies,.

when they have a lot of pressure, they tend to move to the top quadrant..

See what happened with Google, Netflix, or other companies..

The other way, we love our employees, we love our people,
and then suddenly from one day to another, they fire 120,000 people..
Are we happy with this explanation?
Any question about the left?
Do you think I'm missing anything here, Greg, if we're going for the right?
Just explaining the Univalued company, and this is the trivalued model..
Left-hand is a Univalued..
At the end of the day, the company focuses on one type,
even though there are more values..
At the end of the day, when the company has a lot of pressure,
they go for one type of value..
Now, what we move to, as you can see on the right-hand side,
is low uncertainty in the linear market,
that you don't have disruption..
You might have some disruption, but in this market,
when you have a disruption, for you is an exception..
Someone released a product which is free now,
but then it's not going to happen again..
Well, like you, that's not going to happen again..
Then, when we are moving into the right-hand side,
you cannot solve the problem of what you are seeing now in organizations.
without changing the financial and value creation model..
One of the biggest issues for fallacy here,
I hope I said that the right words in English..
Sometimes I make the words,
is that they can solve something with something that created,
they originally created the problem..

Customer-centric started using short-work cycles.

and created an acceleration in the market,.

and more innovation with design thinking, etc..

That created also some other issues..

You cannot really solve the problem with the same,.

if everything you have in your place,.

and probably it happened to you, is a hammer,.

you see everything as a nail..

Probably it happened to you,.

try to do something with their, you know,.

how many knives I broke it,.

trying to screw,.

because I didn't have a screwdriver,.

I tried to screw something, I broke the tip of the knife..

So, probably happened to you..

Okay, so, first of all,.

once we understand that market accelerated,.

you might,.

yeah, sure, you can share in the WhatsApp group.

any of the text here..

You can also share these ideas if you want in LinkedIn..

You can make captures of the screens..

So, the screens are free for you to distribute,.

to elaborate..

Also, if you want to write some article,.

contact us, we might be able to also publish it.

in our newsletter..

So, once we understand that market are behaving different,

I'll show you in a few minutes how they behave.

and the numbers, etc..

You need to understand that the value of creation model,

how companies create value,

and how they don't need to change..

Any company in the left-hand side,

where they feel a lot of pressure,,

even if they have customer focus,,

they move to the top quadrant and start firing people..

I will write with the translation of the left..

Yes?.

Do you look very serious today?.

What do you think, Greg?.

Everyone looks very serious today..

Oh my God..

Okay, so let's try to move to the following one..

So, on the right-hand side,,

we have a different model, how we create value..

So, it's called Trivalue company..

I was working for a long time in this model..

On the trivalue company,,

the idea is easy and you have a lot of science in the book,,

the psychology behind, the types of agility,,

and I saw there were a lot of....

We were talking about sustainability levels..

Okay? Let me copy from....

I'm just copying here from the book..

I'm creating the slides,.

where I'm talking to you and I'm also....

I'm also reusing some slides I had..

So, let me add one more slide here,.

and then I come back to this slide..

Let me copy a graphic now..

When I started talking about sustainability levels,.

I think most of you were really, really interested to know.

about sustainability levels..

And I think one of the important things about sustainability levels,.

let me show you what the sustainability levels are very, very quickly..

I'm not going to go into detail..

I'll show you the screenshot, so you know what I'm talking about..

The enterprise agility has six different types of sustainability..

Enterprise agility is an ecosystem, not a framework..

A framework has a very certain part..

Enterprise agility has raised all these..

Enterprise agility can be connected with any framework,.

and all the concepts and ideas and models.

we do have in the book recommendation.

for people using safe as-cram and others..

And the sustainability levels, if you're interested to know more,.

this is what the other framework is called maturity levels,.

and you can see where your company is..

When you identify which maturity level,.

sustainability level your company is,.

then you can start understanding what to do..

Now in the book also we talk about the psychology of the company.,

how safe they are, how flexible they are.,

which areas to improve, which technologies they have, et cetera..

So you know how to move a company from one to another..

Okay, so let's go back..

Any question about left before I move to right?.

No? Okay..

Okay, so then, as market accelerates.,

uncertainty is really high..

So it changes the way that you need to deal with uncertainty..

Sorry, Erich, we're not only seeing the science of accelerated change.,

we're not seeing sustainability slides, if that's what you're showing..

Oh, yes, I went back to the previous one..

Are you seeing the Trivalue company again?.

Yeah? Okay, yeah, I went back to the previous one..

It was just something I wanted to show you, to connect with that..

Thank you Greg for that..

Let me know if I'm not on the right slide..

So as markets accelerate, the problem is framework like Scram or Safe.,

they try to over-focus on the customer and try to deliver more.,

and try to put something faster in the market.,

and start creating pressure on people and certain structures..

Safe is integrating, and there are other frameworks.,

but most of the frameworks on the left-hand side is what we call classic agility.,

or they come from those theories..

Now, if you assume that you cannot solve the problem with the same tool.,

then you need to find other tools..

Now, as you move to the right-hand side, we have the Trivalve company..

The Trivalve company has three types of value..

and the three types of value are equally important..

which is customer value, workforce wellbeing value, and company value..

I'm not going to go very deep into that..

but we also have dimensions in each of these..

So we do have kind of OKRs to measure each of these ones, right?.

And you can find these on Chapter 8..

Chapter 8, it has all the OKRs of what you measure..

Now, there are two things companies need to know.

when dealing with the accelerated market..

It's present, how I deal if there is a disruption in the market now,.

and my people are all nervous, they don't know what to do,.

and someone released a product competing with my product,.

maybe three is better than mine, and the second is future thinking,.

how I deal with future disruption,.

like how I prepare my own essential for the future..

This is what is called future thinking..

There's a whole massive chapter, it's Chapter 9..

OK, and future thinking, if you're using this time thinking, it's an evolution..

Now, I would also say, oh, Greg has the book..

Now, unfortunately, show the size of the book..

I started writing this book at 20 pages,.

and then I ended up with a massive, massive book..

All right, so if you can get it on paper,.

get it on paper because you can highlight it..

We are getting zero profit now from the book,.
just to, you know, there are many folks we know,.
they lost their jobs and we try to help them..
OK, so after said that, the Trivalve company has OKR,.
so you can call it OKR, Spot Indicators,.
and then we have also what we call Futures, right,.
and Futures is to deal with the future..
I'm not going to go that deep into that,.
but there is a whole, whole path in that way..
We might do several workshops if you are for this..
Now, as we move to the right, there are two behaviors.
that companies need to do and need to feel comfortable about it..
The first one, when you are on the left-hand side.
and you use the Scrum of Safe, Scrum of Safe.
can deal with disruption in products..
So someone create a better product, so I put more innovation..
But Scrum of Safe, or any others on the left-hand side,.
cannot deal with business model disruption..
So we have two kinds of disruptions..
Product disruption and business model disruption..
Product disruption is someone did put something better.
than my product or, you know, I changed the product,.
I offer something else..
Now, what is business model disruption?.
Business model disruption is I was creating shoes,.
and then someone started bringing shoes from other countries..
It's one-tenth of the price of my shoes and are better quality..

So I cannot keep selling shoes..

I cannot change the business model..

So when you change the business model,.

Enterprise AGD has 12 principles based on science..

I think it's principle 11 or 12..

It teaches you how to deal with adjacent markets..

So you are producing something in one market..

Someone disrupts your market..

You need to move to another market..

The best way is to move to an adjacent market..

that are very similar..

There maybe you cannot produce shoes anymore,.

but you can produce boots or something similar..

And you use the same skills,.

you don't need to fire people..

All right, I will talk about this maybe in the future..

Now, these are the two behavior you want to see.

in a company export to exponential change,.

which is the capability of being able.

to recreate the business model..

So my business model is not working anymore..

I need to recreate..

So maybe I was selling one piece of software.

and that piece of software now is free..

Everyone offers for free..

I cannot keep going in that direction.

otherwise I will fail, right?.

Now most of companies on the left hand side,

when they are exposed to a situation like this,

the first reaction is to fire people..

See what Google did when they have chatGPD..

They fire thousands of people..

Now, I will talk about waves in a few minutes..

See how far we are in the, we have half an hour more..

So remember to move..

I will stand up just later to move my body..

I need to just oxygenate myself..

So feel free to do the same..

So in companies where the business model is disrupted,

if they are on the left hand side,

they generally fire people, okay?.

On the reduced cost or like a company I work for,.

we could not print more than X pages per month.

because you know, this kind of city situation,.

they wanted to save in paper..

So this is, these kind of strength things.

that start happening in companies..

Now, behavior, two behavior we need in companies.

exposed to accelerated change is.

being able to recreate the business model..

This is not the same as disrupting your product..

So safe and scrum can deal with product disruption,.

but they cannot deal with business model disruption..

So, what it means is strategically adapt to the new reality..

And the strategically means also adapt in a sustainable way..

And again, in here we need to look after your workforce,.
your company and your customer..

And the second thing is try to disrupt the whole market..

Try to create things that disrupt the market..

These are two behaviors that are needed in,.
when we're talking about exponential market.
and you cannot get it, okay?.

I'm not gonna go too deep with this,.
but we do also have an enterprise agility,.
something called the three universal outcomes.
of enterprise agility..

We also explain how to incorporate this.
into your frameworks..

And it's always innovative, always ready,.
always responsive and always innovative..

This is when we were trying to talk about.
kind of high level OKRs..

There are just three OKRs that apply to any company,.
no matter what, which kind of company it is, right?.

And this is what we call the three universal outcomes.
of enterprise agility..

And it helps us align where we are..

And there is a whole chapter about the psychology.
of all these three..

These ones are always ready..

Okay, great, you say that because you know,.

I want to hear that for myself..

Yes..

Go for the, we have three universal values..

It's always ready..

Outcomes, outcomes, outcomes..

Sorry, outcomes..

Always ready..

Always, it's truly in the morning over here..

Always responsive and always innovative..

And when we were talking about always ready,.

it's readiness on people and the company..

But we did a lot of research..

Human beings are not prepared for exponential changes.

in the market..

So we had to do a lot of research on neuroscience.

to try, hi, Irina, how are you?.

I'm in the, I'm just here to say..

She's another partner from enterprise agility university..

She's in North Macedonia..

Hi everyone..

Hi folks,.

Just wanted to disrupt this two folks conversation.

because it's something that came to my mind.

when Greg said always ready, always responsive.

and always innovative..

This is what Greg in reality is..

He's always ready, even in 2 a.m. for our group..

And always responsive and always innovative..

It's such a pleasure to work with Greg all the years along..

So, so if we're interrupting you guys, I'm still there..

No, this is very, very important.

because it's very important what Irene is saying..

One of the problems the company have.

is how you make people be always ready..

Because it needs, we did a lot of studies.

and we have a lot of study..

You're gonna see in the book, Neuroscience,.

of how you can come and have people who are always ready.

with low levels of stress..

That's the key because when people start feeling stress,.

the amount of cortisol in the brain increases..

And then there is the accelerated change principle number..

One would have 12 accelerated change principles.

in enterprise agility,.

which allows you to create your own frameworks..

And the one is says that when levels of cortisol increase,.

the person feel stress,.

they are able to see different perspectives..

Now, when people start feeling stress,.

innovation decreases and business value decreases.

and people start fighting and protecting themselves..

That this is for another,.

we have so many things we can talk about..

Okay, so it always ready..

It means the capacity of an organization.

of people to be able to be ready for whatever it comes..

And that requires the science of accelerated change..

If you don't understand the science,.

you cannot have people who are always ready for change..

Because being always ready for change,.

it means have higher lower levels of cortisol.

and stress all the time..

Okay, but let's move on..

I don't want to stay here forever..

Okay, so,.

just confirm that you can see now.

how the artificial intelligence has increased.

in the last few years..

Can you see that?.

Okay, so on the right hand side is,.

on the left hand side,.

we have some of the curves.

which look like they're growing slowly..

And the other ones are growing slightly linear.

in the beginning..

But then when image recognition started,.

you can see image recognition.

start being exponential, right?.

And if you see on the right hand side,.

reading comprehension and language understanding.

is double exponential..

So imagine that those technologies,
the number of disruptions are creating in the markets,
in your companies..
So you're dealing with something,
and then two days after you're dealing with something else.
and this start accelerating..

Any question about this?.

Anything you wanted to add here?.

So this generates impact in your company..

So the more technology becomes exponential,
the more your people are gonna need to change and adapt..

But then if you don't understand the science.
of accelerated change and neuroscience of change,
then it's very difficult..

And the procedures, structures, et cetera, right?.

Now, this is where everything started..

So this is where this presentation started..

Let me see the time..

We're gonna finish in 15, 20 minutes..

All right, so this is what we call waves..

If you work in a scram or safe.

or any other similar framework,

you need, you have a sprint,

and then you finish something,

you release something in the market,

and then you start to get, and that generates waves..

If you pay attention to behaviors in companies,.

there is repetitive, right?.

So it's like a wave..

So you are at the top,.

people are rushing trying to find requirement.

of whatever, then there is a development,.

then there are some problems..

But these waves are similar all the time, right?.

Plus, minus, it generates certain waves..

And these waves is like you're a surfer..

You can surf the waves..

Now, the problem is when you're moving.

to exponential markets,.

the waves look like this,.

like this..

Just ignore what is the broad focus and discipline focus..

But then, they aren't like that..

So the difference between one event.

and the other one is very, very big,.

which means that I'm producing something.

and I could have a disruption here..

I have no idea how to solve it..

And then I solve it,.

and then there is a disruption,.

but now the difference is larger, right?.

So look at this..

Imagine you are in the sea,.

you are a surfer,.

you probably can surf this..

You cannot surf this, right?.

Now, in the book, we talk about the brain.

and two different kind of focus people have.

when this kind of thing happened..

I'm not gonna go deep,.

but the idea is these waves also produce actions.

in the company, behaviors, demand for requirement,.

demand for things..

But then the demand between what you need.

and what you got is very big..

In the previous one, you can surf it..

Are we okay with this?.

I'm trying to go very easy with explanation..

Is it clear the waves?.

So an example is you are producing something,.

you're using Safe for Scrum,.

and then someone, a client put a product like yours free,.

and another client put a product which is 10 times better,.

and is one-tenth of the price of yours..

This is the first way..

And then you massively make up.

to try to get something better,.

and then suddenly happen,.

but now it's even larger..

So it creates these waves..

So these waves, you cannot navigate these waves.

with the current frameworks..

And this is what we need,.

the science of accelerated change and new ideas of models..

Now, enterprise agility is not a framework,.

it's not like Safe..

Enterprise agility is a comprehensive,.

organizational, social and business model.

that enables your company to adapt,.

to accelerate the change.

and exponential market conditions,.

while prioritizing workforce wellbeing,.

customer needs and overall company value..

So what is the difference between an ecosystem?.

So enterprise agility is an ecosystem,.

and a framework..

Well, I was talking to Davis now many years ago,.

and we agree that if we want to solve many of the problems.

we are having a situation,.

we're having now, you cannot have some rigid framework, right?.

You need to have something like a puzzle,.

where you have a smaller framework.

than you plug in or plug out,.

you know, you plug in when you need it..

Now, many of these, the framework models we created,.

you can insert them into your existing reality,.

even if it is in safe, scrambling or whatever..

So I'll give you an example..

Imagine a company,.

and this is something we were discussing in the group,.

where leaders cannot fail..

They don't feel like failing is good, right?.

Well, we have a lot of research.

in terms of something called intellectual humility..

And we do now know.

how to increase intellectual humility in leaders..

We have a framework called the Lighthouse Model..

So what you do is you take this framework.

and you plug it in,.

no matter if you are in safe or you're in a scrub..

Right?.

The models and framework can be plugged in any situation..

And why is an ecosystem?.

It's an ecosystem because it impacts everything, right?.

It completely, and then we are talking about burnout..

Who said that?.

Let me talk about burnout..

It was you, Greg?.

Greg, yes..

So we are talking about burnout..

And then we are exhausting many of the resources..

So everything is interconnected..

You cannot solve the problem with the existing models..

So enterprise agility have a super holistic..

And when you go to chapter eight at nine,.

and you learn about the spot indicators,.

you learn about future thinking..

And when you go, even chapter six,.

the 12 accelerated change principle.

that allow you to create your own framework..

Because one of the things we wanted with enterprise agility.

for consultants to be able to create their own frameworks,.

customized for the company..

How do you know if it's gonna work?.

Well, what I decided is to create 12 principles..

If you follow those principles,.

or some of those principles,.

you can create any framework you want for your clients..

And it's gonna work fine..

All right..

Are we clear with explanation so far?.

Yeah, all right..

Yeah, enough of that..

Budget,.

uh,.

budget,.

said,.

no wonder that we are an exhausted society.

from all these change waves..

Yeah, exactly..

Exactly..

And this is what it produced..

Having these waves produce burnout,

produce massive layoff..

And see what I tell you the pattern..

And I knew that the pattern is Google fired.

100000 people.

And then two months after,,

they needed to rehire people..

Right?.

Why it happens is because markets are shifting..

And then you probably need these skills again..

But as they move and they panic,,

they move to the,,

you remember the trivalue matrix,,

they move to the top..

Right?.

So most companies,,

when they fire someone,,

unless they are in a very bad situation,,

they could probably need to rehire and rehire those people..

All right..

So let's move on..

I have no idea what's coming up..

So after we understand that enterprise agility.

is an ecosystem,,

I feel so much better..

Because I know that it's not gonna.

just solve software problems..

It's not gonna just allow me to sprint better..

And it's not gonna just allow me.

to reduce waste in my company..

All right?.

Or without using names,.

I won't just mention it in that..

So it's an ecosystem..

Now, one of the important things.

I wanted to mention here,.

and I think I'm missing,.

I will talk about this,.

but I do miss something here,.

and I will mention that before..

So some people ask me,.

what the science of accelerating change?.

The science of accelerating change in enterprise agility.

is a whole topic..

Okay, this is like,.

I ended up with an Onion book..

In an Onion book,.

if you go into something,.

and then you ended up in something else..

So the science of accelerating change.

is what you need in order to help your companies.

to deal with a new situation, right?.

Now, the science of accelerating change.

has three different areas..

Neuroscience of change,.

where you need to understand.

how the brain reacts to accelerate the change..

The brain, that's not reacting the same way.

to linear change that accelerate the change..

The type of structures you need in the company.

are different,.

and how you deal with this is different, right?.

Neuroscience of change,.

if you don't know,.

is the study of the brain.

and how the brain react to external situations..

And we do have a lot of neuroscience of change..

Now, in my book,.

I did a massive effort to explain it.

in a very simple, very, very simple language..

And I will talk about why is inter-independency.

the an inclusive framework.

and what it means for you,.

which is something very important..

Now, this is the first area..

The second area,.

let me go to the left-hand side at the bottom,.

is behavioral science..

We are really, really advancing behavioral science.

and the models, right?.

I think it's very important here.

because when we are talking about behavioral science,.

we are making sure that we understand,.

I don't know why the language change..

I'll give me one second..

Language change settings..

I don't know what language change here..

All right, I don't know..

So, when we are talking about behavioral science,.

yes, there are some initiatives.

like business agility from the Business Agility Institute..

We're gonna add in some basic concepts.

of behavioral science..

But compared to enterprise agility,.

I think that enterprise agility is super advanced.

with all the models we have for this..

Well, other models or frameworks.

started adding some few concepts.

we have several years already,.

more than three years on developing theories.

on behavioral science..

Behavioral science is trying to understand.

why people do what they do.

and try to understand how to change behaviors..

So basically, if you understand behavioral science,.

you can, it's more malleable your culture..

All right, and we do have a lot..

I think we have a day four or five years,.

we're four or five years ahead.

of the other people in the markets..

And we also provide some recommendation.

for adding these into other frameworks..

And then the other one,.

so does anyone want to ask any question about this?.

No, okay, so let's go..

And the other one is what we call strategic mobility..

This is a new term, strategic mobility.

is a very important part of enterprise agility..

Yes, Greg..

And this got a question..

I'm so sorry, I thought that you have reached this side.

of strategic mobility..

So that's why I rose my hand..

So please go ahead, sorry..

No, no, no, I'm going for that..

I'm going for that..

So if you see, we need three different areas.

to create any framework or model..

We need to understand how the brain reacts..

You need to understand the psychology of behaviors..

And we need to understand how individuals act.

in a social aspect too, right?.

So social psychology, neuroscience..

So when you change your strategy,.

imagine your business model was disrupted,.

not even your products, your product, you can solve it..

Your business model, people don't know.

if they're gonna be working next month.

because you know, suddenly you cannot sell anything..

At this point, as a leader,.

you need to do something crucial..

And we do have a name in enterprise agility,.

which is quick, quick realignment..

You need to realign people with a new strategy very quickly..

When you realign people,.

you need to understand that people need to be safe.

because if people, you are running people,.

they say, we are going in that direction..

And you see there is a cliff there..

And then he's not a good idea..

So realigning people with a new strategy is crucial..

Now realigning people or your company.

with a new strategy in the past,.

it took months to realign the whole company..

Now one of the problems we have with exponential change.

is that you have several weeks or months,.

maybe in two months, you need to realign the whole company..

So the question is how do I do realign the whole company.

and people, obviously people with low levels of stress?.

Right?.

Now, strategic mobility is a new concept.

which is part of social science.

and the other part of my theories in accelerated change.

is how I do realign people to a new situation.

with low levels of stress.

and people start loving what they do..

So it's walking in what direction, this direction,.

you know, imagine you're walking and it's dark,.

you don't know what's happening there..

And then suddenly it says,.

no, walk with me in this other direction..

Strategic mobility has a lot to do.

with the new theory of leadership we have,.

which is called, we have a framework called M,.

leadership framework..

We have this framework for a few years,.

already M is from mobility..

If you cannot remobilize people or mobilize people.

in a company exposed to exponential change,.

even if you have the best frameworks, you're dead..

Okay?.

I will clear with this with mobility..

So mobility, how to realign people and walk as a leader,.

tell people to move in a different direction.

and realign them..

Yeah, Andy, go ahead..

Yeah, sorry to interrupt you again..

No, you don't say sorry, come on..

Could you please just underline a couple of sentences.

between behavioral science and the strategic mobility?.

It looks like a bit combined to each other..

Yeah, they are combined..

They are combined..

But then when we're talking about behavioral science,.

we see that many times you can use behavioral science.

from a group perspective.

or from an individual perspective,.

but strategic mobility starts from the social perspective..

Now, all these three are interconnected..

Okay..

But we do have different practices..

For example, if you want to realign people,.

we have certain frameworks and models..

If you want to change behaviors, we have others..

But at the end of the day, as a consultant,.

you're gonna use the three of them..

But trying to understand the three concepts is important..

Even if I have good behaviors in my company,.

even if I know how to allow people.

to have low levels of stress,.

if I don't understand how to realign people,.

it's not gonna work..

So the three of them are interconnected,.

but the focus is different..

So when you're talking about social mobility,.

it's more about the social part..

How about take people in a different direction?.

In there, we have something from the M leadership framework..

It's called a mobilizing purpose..

A mobilizing purpose is a different type of purpose..

You create it in a different way,.

which has different activation in the brain.

and social structures, et cetera..

You create it's naive purpose,.

but this purpose is gonna allow people to move.

because you can change behaviors,.

but it doesn't mean people are gonna cohesively.

work in a different direction, right?.

So for example, I can be running a marathon.

and keep improving my marathon and change my habits..

This is behavioral science..

But maybe it doesn't mean I want to work.

with other people together.

and run together in a different direction..

Is that a little bit more clear, Hamdi?.

Yes, thank you so much..

I don't know, I'm trying to find out..

Lots of sentences are very clear and made my mind clear..

Thank you so much..

And this is the part..

Now we have nine more minutes.

I want to cover a few more things..

So this is very important.

because most of the frameworks and models.

are just on the initial first stage,.

which is behavioral science..

You can see that you can see other institutes.

or other people talking about business agility.

or scam, talking about behavioral science..

They started the journey..

I believe that we have been doing.

I've been doing like four years of research on this..

So I think they are four years ahead of the market.

and you cannot solve the market now.

with behavioral science only, right?.

All right, so let me try to see..

Oh, yes..

Okay, so there is something very important..

And this is the last thing I will cover..

And it's two things..

I'm just copying now from the book..

So give me just one second..

Greg, do you want to add anything else.

when I copy the last slide,.

which is where I show you something.

that is gonna make sense of everything we did today?.

Greg, you want to, or I arena,.

you want to add something here or anyone else?.

I think the behavioral science ones important.

because as we change,.

it's the behaviors that need to adapt..

And most companies are not doing much with behaviors..

It's all about shifting frameworks..

It's changing structure..

But it's not about the actual behaviors changing..

So I think that's really important area..

And one of the models that we have.

is called the boys model, "BOIS"..

And we actually take objectives.

and link them to behaviors.

so that objectives are going to stick..

It's not just gonna be a one-off type process..

I think that's quite an important area..

Let me stop you there for a second, Greg..

So something we did see doesn't work very well.

is the OKRs..

So when objectives are changing all the time,.

it doesn't work well..

So we created something called the behavioral objectives model.

in enterprise agility..

Behavioral objective model is a model.

which can allow you to use objectives.

in highly changing environment..

We do have also a training called behavioral objective model..

Boom, it's called boom, "BOM"..

B-O-M is the future of OKRs.

because OKR cannot deal with..

And Ismail and Sirai Mahal also did the training there..

So you can raise your hands so people know you..

Behavioral objective model is part of this ecosystem..

Now, let me go for the last part..

This is where I start connecting everything..

All right, so the first problem we have..

and then you're gonna probably acknowledge this..

is that for the last few years..

when you have a scientist talking about organizations..

it was very confusing with papers.

and language we did not understand..

We have a leader, they talk a different language..

we have a change consultant..

we talk a different language, right?.

Now, it was very difficult for them to understand and connect..

And this is one of the issues we do have at the moment..

How I make sure that I connect very well these three people..

So enterprise agility did something great..

which is what we called, oh my God, I forgot now..

an inclusive framework..

What is an inclusive framework?.

OK, so what we did with enterprise agility.

was very, very difficult piece..

And we kind of have definitions..

and all the definitions can be understood..

and we have keywords, and can be understood by a scientist..

by a leader, and by a change consultant, or anyone else..

Now, what we do with that,

if we use some science from language,

that I also started in doing exponential change.

So then now, when a scientist talk to a leader,

and a leader talk to a change consultant,

the three of them, or any other one,

they can understand each other, they can sync up, right?.

So one of the things we need to understand.

is if people speak different languages,

you know, if a neuroscientist comes and says,

OK, let's try to increase neuroplasticity in people,

because, you know, you start talking about neurons,

and all these kind of things, maybe a leader,

he could say, well, this is like an extraterrestrial guy.

coming from, you know, some secret base in America..

So now what we did with enterprise agility,

this is crucial, we created a lingua franca..

OK, so now, all the three people, scientists,

leaders, change consultant, HR,

everyone can speak the same language..

It was very difficult while we achieved it..

And we put definitions in a way.

that everyone can understand it, right?.

Obviously then, the leader can evolve it more into strategy,

the scientist, it takes these ideas into do more research,

and the change consultant.

need to implement changes in the company..

So in here, enterprise agility is the first,.

I believe, is the first inclusive framework in the world,.

which tried to have a common language.

for these three completely different groups,.

which are leaders, change professionals,.

and scientists, obviously, and anyone else, right?.

And then when they talk between them,.

everyone can understand each other, right?.

This is, from my perspective, the first change..

And while we need that, we need that,.

we're gonna be finishing guys in four minutes..

I'm sorry for the delay..

While we did that, because we believe.

that when everything is changing,.

we need to sync up as many heads as we can..

And we cannot have silos,.

where because scientists have a great idea,.

but does not know how to communicate it to a leader,.

or a change consultant has an idea,.

but have no idea how to talk to a leader,.

talking about the strategy and other things,.

so it's not gonna work, right?.

So enterprise agility is an inclusive framework,.

I do believe is the first inclusive framework in the world..

Now, we do have three areas in enterprise agility,.

which are the science of accelerated change,.

the second area is component to build.

or strengthen people or organizations..

Imagine that you're a change consultant.

and you want to build a framework..

So you have in all that part,.

you do have all the bases you need to follow,.

to step to create your frameworks..

And then we have frameworks already we created.

for you to sense the market, et cetera..

And then we have the enterprise utility dynamics,.

which is a very high level of the aspects.

of enterprise agility, aspects are domains..

We have four domain leadership strategy.

change individuals, and this is a very high level, all right?.

And this is everything I have for you today..

I hope at least it opens a little bit,.

but before, I think it's very, very important.

to understand that we're trying to create.

this community to help you..

So we're gonna be building the next couple of weekends.

with different talks..

We have a lot of competent people helping..

And the idea is that we can take one of these topics,.

develop it..

Something that I wanted to also to show you today,.

before we leave, let me stop sharing,.

is that I know some of you already used it..

We do also have HANA..

So HANA is our artificial intelligence..

So HANA was trained with all these models..

And HANA can do very, very complex things..

For example, HANA is always trying to see.

if there are options not to fire people in the company.

and get the drought comes or to solve problems..

So how you access HANNA, HANNA is fully trained..

Let me show you here, HANNA..

HANNA is there..

So you start a new conversation with HANNA.

and then you can write something..

Hi, HANNA, for example, HANNA..

I do have a team where two members don't want to change..

I'm making it up, right?.

And there is no clear leadership..

What should I do?.

And then you can start with something very generic like this..

And then you can also ask which frameworks.

from enterprise activity you can use.

and it's gonna connect it..

She's very nice..

She has a very nice personality.

and it has a massive, massive, massive dataset..

She's able to deal with very complex situations..

Okay, look at this..

So it seems that you're facing a challenge with 2T,.

blah, blah, blah..

It's important to approach with focus.

on building a healthy team dynamic, et cetera..

So behind this is running all our models.

to create this answer..

Facility of recommendation, clarify the vision,.

foster blah, blah, blah, provide support,.

find leadership catalysts..

And then start recommending some of the models..

They change journey pyramid,.

which is the favorite breaks model..

We're gonna be talking about that..

It's a powerful framework for companies to build up change..

So please feel free..

We are supporting people around the world to use HANA..

HANNA can take very, very complex situations.

and provide new ideas, all right?.

Now, before you leave, if at any point,.

I try to create, separate the community.

from the enterprise activity university,.

but at the same time, I try to also support our trainers..

So great is starting a training.

on the enterprise activity next month..

If you want to know more, you talk to Greg, right?.

And then just talk to him..

He could be able to help..

And Irina is around there..

She's starting after that..

So depending, you know, which location,.
maybe if you're America or Asia, you go with Greg,.
or if you're in Europe, you can talk to Irina, right?.

And then we also provide this in Spanish with Walter..
Walter is not here today..

So these folks are also supporting the community..
And we do also have a room where you can meet anyone..
If in the chat room, you need some help,.
you can just go and meet someone there, right?.

This 24-7 open room, you can say,.
hey, can you go to this room.
and explain to me this concept?.

You can go there, right?.

So that's the idea..

Do you want to share anything before we....

I appreciate you..

You are with me today,.
I'm with Greg and other people,.
you know, the hesitation, and you want to share anything.
before we go, we have two minutes before we go..

Our first session..

Hi, my question is, you know, these days we are.
under the bombardment of artificial intelligence chat box..
So if my question is, if I ask any question to Hannah,.
is she going to answer from your book.
or collecting some other extra information.
from other resources?.

Okay, so this is how we did this..

We trained Hannah to follow.

all the enterprise agility principles..

We provide Hannah with all the enterprise agility models..

And we also added some additional information.

like other frameworks, like, you know,.

save or come back compared to enterprise agility..

And we connected it with the science we had..

So the answer is, Hannah will always try.

to use the sustainability models for your answer..

All right, so that makes it....

We love Hannah..

Yeah, yeah, we love Hanna..

And what Erich's also done is add some other capabilities.

in there, like he's added some, you know,.

RESUME and curriculum CVs..

You can ask her to help you create your CV.

and things like that as well..

He's given us some basics on how to create CVs.

and things like that as well..

So there's a lot of....

Yeah, it's a very, very, very large,.

very, very large data set..

It took almost a year and it was a secret project.

as I didn't know if it would work..

And then in here for members of the community,.

we also have a lot of resources..

We have a hundred and something videos..

So at the EAWC, I Enterprise Agility University community..

Also the ambassadors, prepare workbooks..

They have videos..

The videos are in different languages..

Like at least we also have Turkish and other languages..

You know, the videos are at least subtitles..

And if you go to the very bottom from here,.

you have also enormous database of videos.

and you can search by someone, for example,.

now saying resistance to change..

And then it's gonna find here everyone.

who said resistance to change at some point, right?.

And all of these are available for free..

Now, something I will ask you is.

if you have people or other consultant,.

I know you folks are great..

If you have friends, colleagues.

that you wanted to add in the group,.

please add them because we are trying to build.

the community with great people like you..

So if you have colleagues, talk to them,.

add them in the group,.

and they're gonna be very useful to keep this community..