

The pictures you are seeing on screen, so none of these three pictures are us are AI generated, right? Even my photo is AI generated.

So that talks a lot of what's going on in the markets now.

So today is a pleasure to have with me Greg Pitcher, we're going out for political order.

He is a trainer for the Enterprise Agility University.

He has been using the Enterprise Agility models for approximately three, almost three years.

And he's in New Zealand.

He woke up very early today to be with you.

And he's going to be supporting me as he has been doing so many experiments in companies with the models.

All right.

Hello and welcome Greg and thank you for helping today with this presentation.

Good morning.

Thank you Eric.

Today I also wanted to introduce Michelle Wilder.

She's in Florida, nice and humid.

She works in the healthcare industry.

She is a coach.

She also does a lot of charity work and try to move the world in a different direction.

Welcome Michelle.

She's going to also be supporting me today with the presentation.

Hello.

Thank you Eric and welcome everyone here.

I'm in Florida as Eric mentioned.

It is not morning here.

It's actually a little past three pm Eastern and it's wonderful to be part of Enterprise.

Agility and the community.

I think each and every one of you are going to really enjoy being with us.

So welcome.

All right.

We are back.

How was this? How was your experience? Well Eric, as usual we had the best badass room that you can have.

I don't know about that.

I'm thinking mine was better Greg.

We should do a competition who had the best room, right? Who had the best room? Does anyone want to share before we start with the rest? Something from your room? Just jump into it and go for it.

You know Eric, I think that some folks may not know exactly what we mean by superpowers.

You know, so you don't really have to be Batman or Wonder Woman.

But just the gifts that have been given that help others, help the world.

Yeah, everyone has a superpower.

So I always mention that for example my super, I've been always dyslexic and hyperactive, which is not a good mix for when you want to focus, right? And my superpower, even I've been always dyslexic, in fact in my first book I used to compute right with left.

I said the photo on the right and it was on the left and these kind of things.

I learned how to survive with this and then I saw something fantastic which is I can see patterns.

So for example I used to go to companies and see problems and I see all the patterns and I helped me a lot to deal with complexity in companies.

So everyone has a superpower.

Some people are very good at making connections.

Other people are like Greg and now Michelle too.

Other people are very good at providing an out of the box idea.

Other people are very patient.

This is also a superpower nowadays.

So everyone has a superpower and when we extrapolate this into a company, this is impressive.

Other people have a power of integrating different on people.

So everyone has a superpower.

Sometimes we focus on skills but a superpower is different, right, something that you have with you, you know it's there and you can develop.

Alright so time to start today.

Thank you everyone for joining us.

Greg, go for this.

I just want to add about the superpower.

How do you know what your superpower is? It lights you up.

That's how you know what your superpower is and it energizes you.

It lights you up.

And also it's the opposite of weakness, right? So for example in my case I could have said well I'm dyslexic and you know when I was I told this story many times.

When I was six years old I loved to learn English because I always loved English.

I don't know why it allowed me to meet other people to meet with other individuals, learn different perspectives.

And I went to an English school and I said no, he's dyslexic, he cannot learn English.

And I did not learn English again because I believe it was true until I was 28 years old.

Okay, don't ask me how old I am or so much older than this.

And then I realized that it was hard but I could do it.

I mean I make a lot of mistakes.

People know I make mistakes but the important thing is we can communicate, right? And this is like everything.

So everyone has their own challenges.

There are so many different challenges today but I think part of this and when we are working with organizations the same perspective can be in the company, in how people see themselves and this is something we wanted to empower.

All right, so let me move on.

Thank you everyone.

So first of all I have something very, very, very important today.

We are, and Clever thank you for the help with the, we're going to try to see how to improve it and Curis

also.

We are launching today that effectively we're going to be doing on Monday the website for the community, right? Now there are still a few missing things and then, just reading your comments here.

And something we're going to be doing is, let me, I think it's going to be better if I share the screen.

Something is very difficult for people many times is to understand the differences between enterprise agility and the current frameworks, right? So what I will do now, let me share with you the website and this is the first version we did, right? And then it has something very interesting.

We will also add HANA at the end of each framework so you can ask HANA about the framework.

So let me share the screen with you.

I will show you why it is very important.

Now this is the initial version of the community, version 01, right?.

But it has something very important here.

A part that we have everything in one place, we do have also the videos, the recording, etc.

We have the hundreds of something models all in here, right? And then imagine that you wanted to know, for example, what the three-value company is, right? And then you can come here, you can open the three-value company, but also you have other things at the bottom.

How does an agile customer-centric company become a three-value company? What is the future thinking in three-value company? Why is three-value company? And then you can open this and read it, right? And you can navigate, for example, what are the three pillars of enterprise agility? Why are the three pillars in enterprise agility? Why are you important, etc?.

Now we do also, I wanted to add the AI at the bottom so you can also ask questions about.

this, right? But also I know it's the first version and this is enterprise agilitycommunity.

This is the first version.

So also careers have been giving great ideas about how to improve it.

So I'd like to know if you wanted to be part of this group where we're going to be having an account, improving the website, adding things.

Let us know because this is the next steps in the next couple of days and we're going to be promoting it.

All right? So version 01, for everyone, I think that that's not all the frameworks that can go.

there, they can learn a lot.

And we're going to be integrating HANA in that website.

All right? Now the other thing we're going to be doing today is I know you can have several questions.

about, oh, you got the book, Joe.

That's fantastic.

Thank you for that.

Thank you very much.

You can show how thick it is also.

Unfortunately, it's not a book you wanted to travel with this.

Great.

Has another.

Thank you very much.

It's a heavy book.

Yeah, especially if you run out of paper at home.

It's in my cold day, right? All right.

So today we're going to also do an experiment.

We have Discord now and I think Discord could be a great place to have the questions.

So if you have questions today about the different things we see, you can put them there and.

after the event, I will answer all your questions.

Right? So you can scan this with your phone.

I will also share the link.

I think I share it in the email.

If you have it handy there, you can share also the link to Discord.

Now if you put the questions, I will take the time after the event to answer.

I will answer them during the event and after the event too.

Okay? So that's going to help other people in the community read those answers.

I will take with this Discord.

If you don't know it, I've been using it for two days, even though I tried long time ago and it's kind of WhatsApp, but it's a little bit more interesting.

All right.

So the thing now, give me some ideas on the chat box.

What is the objective of a change professional? All right.

So think it for a little bit and write whatever it comes to your mind in the chat box.

Okay? So what is the objective of a change professional? Change professional can be a natural coach, just consultant, talent people, HR, anyone who is influencing the company to achieve something, right? So what is the objective? So the objective of the change consultant is to reduce the stress.

Give me a little more ideas, it's not a status cue, support people through change.

All right.

Give me some other ideas.

So for example, could be support.

Okay.

Give me a little bit more to make a difference, drive faster adoption, to make a difference and shift people mindset, for example, could be.

Any other idea? And empower people, shift.

Yeah.

Okay.

One more ideas.

For example, to achieve an objective.

Okay.

Support people through change with low stress levels to make a difference and empower them to shift their mindset, achieve an objective.

That might be, I think I took many of the things.

I like this one.

I like this one.

And help them cope with constant change.

Let me see.

Oh, yeah, someone said clever says something very important.

Sustainable capabilities.

All right.

So this is very important because I think you could forget it.

In fact, there was a slide that removed that it was related to that.

Okay.

To apply responsive practices to empower people.

Yeah.

And to make possible things to make different shifts, lead, enable, solve searches to ensure they are on board.

Yeah.

Which is an inclusive thing, right? Inclusive culture.

Guided organizations.

Support people through change with low levels of change to make a difference in a lot.

Okay.

So I came up with the kind of text here with everything you put.

I did not place your inclusivity because it's very, very important, right? But inclusion, I think is in the DNA of every single change consultant.

It should be in that way, right? So I tried to mix it real time.

Maybe it's not the perfect description, but I think we are very close because we have a couple of things.

Supporting people, low stress levels, very good with this.

Sharing them, shifting their mindset, connecting with objectives, with objectives in the company and help cope with constant change in a sustainable way.

I think I tried to sum up many of your things and now your things are part of the presentation too, right? Thank you.

Thank you very much for that.

So first thing we need to understand here is that how technology, this is in the book, right? How technology is increasing at the moment.

And if you see on the left-hand side, you can see, especially with handwriting recognition, speech recognition, etc, is kind of linear, right?.

But then from 2009, which image recognition started going exponential and then really in comprehension, it became double exponential.

Now every time the technology that goes double exponential, it provokes market disruption, changes in the market.

you know, or challenges people to adopt different technologies, but also changes the behaviors behaviors in the market Also what people how people think you probably don't think in the same way.

now there is an AI that before right I've been learning a lot with AI In fact, the year I was.

training Hannah and Laura, I learned a lot because I learned it is impossible not to learn with AI, right? Now this is very important From the perspective and going back to the previous.

definition that you have created, we have to consider that specifically you have very high stress here This is very, very important because it creates very high stress And one of the.

question here is how I can help people to deal with high stress, right? And then how I can help.

people to deal with changing mindsets And this is what we're going to see today I will go to see.

some advanced framework we have been using Now during this presentation, if you feel like moving.

standing up, I'm standing up here If you feel like moving shaking your arms, you know, standing.

up, just go for this If you need coffee, just be careful with coffee, etc Alright, alright,.

so thank you for this So now something very important that I discovered, and I wanted to put.

it very, very clear in the book, is what we call waves And then you also have the definition of.

waves and many examples, etc on the website And you can also ask Hanna what waves are in.

enterprise agility Now, if you work with Scrum teams or any other teams, you see that there.

is a cadence So for example, the sprint starts someday, you see certain activities And then a.

few days after you see other activities And then at the end of the spring, you see other.

activities And then everything starts again and again And it's great like waves And those waves.

are quite similar, right? You compare one spring, the beginning one spring with the beginning of another spring And you see behaviors are similar What people are doing is relatively similar,.

etc Even though can be different things But these kind of waves are quite good, because are.

relatively stable All right, one of the things that Scrum has, or safe has is try to create those.

ways So people feel psychologically prepared for that Right And these kind of waves are very.

good because you can surf them You know, when you are surfing, I never did surfing, but they did.

with surfing Then if the waves are always coming are always the same size, etc Then you can easily.

surf it Okay Or in my case, doing with surfing, right? Now, what is the problem with market.

disruption? And going back to the definition, you say support people through change with low levels of stress to make a difference and empower them Now, this is very important, how we can.



make sure we cope with the situation Now, the exponential market, the waves look different.

Can you see what is different there? There is a leap We call it leap in enterprise,.

actually, it is like this big chunk So between maybe one sprint or another or one situation.

and another, the difference between the reality that you got and the new reality is bigger.

And that makes people feel completely disoriented This activates also certain mechanism in your.

brain, elevating certain chemicals that I will talk about that in a few minutes But the reality.

is that the situations are completely, completely different, right? Between one situation and the other one And then this is interesting that HQ is actually HQ is, else, not if you have a lack of.

leadership in the enterprise, the leadership role Oh, this is very interesting I'm just reading.

the discourse because one of the problems is that leaders do not understand first how these ways, what these ways produce And also they don't have the tools to deal with this And as we say,.

whenever, you know, the only thing you have in your house is a hammer, everything around you looks like an alien, right? How many times you try to repair something with a knife, because you don't have a screwdriver Tell me the truth And you ended up breaking the tip of the, yeah,.

you too So Jeffrey break the same, yeah, clever And then you end up and you go to house and you.

see that all the tips of the knives are broken This is because they don't, you know, if you see.

these, just take those people and buy some knives for their birthday Right So do that So then the.

problem is that they, they don't have the tools, they don't know what to do and they try to use the tools And today I will show you some of the tools But during my whole research of this.

book that took a long time, and one of the things you need to understand is ways, what the ways are.

And then if, if, if ways are dented, like massive difference between yesterday and next week, how you deal with that Now we know already that there are changes in behaviors in people when this.

between the tomorrow of reality or today's reality and yesterday are very big between, because that affects my expectations that make me feel maybe that my organization is not going to be able to compete, people feel disoriented, etc Now it doesn't really happen with these previous.

waves You remember the previous way I saw you? This one's okay This is a cadence This one is.

break service and cadence Right Now there are two concepts I will not go very deep, but there.

are two very important concepts in enterprise agility One is called broad focus Another one is.

discipline focus And we're talking the book about the science behind this and why you need to.

understand it as a change consultant We're going to do it then another time Michelle, Greg, anything.

you wanted to add here is just both for this, right? You know, I'm very talkative I love talking.

Yeah, I was just going to add the other thing is to understand the impact of change on people and what support they need, because too many organizations are doing digital transformations, but not focusing on behavior change and wondering why the transformation is failing.

Yeah, and then people do not know what to do, right? And this is very important. If you take a

look at, so in enterprise agility, if you did not reach that part, very bad for you, enterprise agility has 12 principles for accelerated change. Those 12 principles are based on science and try.

to help you. If you master those 12 principles, you can go to any company and create any framework.

and a model and this framework, some model are going to work very well, even if the company is exposed to accelerated change, right? Now, the principle number one says that, and explained it with detail what did happen in the rain when people are exposed to these dented waves. So what.

happened here is when people are under a lot of stress and going back, you mentioned stress, Clever mentioned stress about people in the organizations, there are certain chemicals and the number of perspectives a person can see are less, right? As our friend neuroscientist Delia McKay said, whenever you're under stress, imagine 2000 years ago a lion was chasing you, or a tiger, you just focus on the way ahead, right? To save yourself. Now, the number of

perspectives that person needs to relax can evaluate are many. So you can see the perspective of

your friends or colleagues and analyze it, do some reframing, also try to, you know, feel some empathy, try to see how the other person is in the same situation you are seeing, etc. But then when you're under stress, the number of perspectives your brain can analyze

decreases. Now, it makes sense to start thinking that in a company where people are stressed,

the number of perspectives they can analyze are less. And if the number of perspectives the

company can analyze are lower, then this company is going to have less probability to survive, it's going to have less innovation and less business value. Now, we do also see with companies

exposed to high levels of stress is that there are high levels of conflict. And this is related.

to certain chemicals like cortisol, right? Now, this is very important in the scenario you have Pran, the product owner, and he's from Malo Green Solutions. Now, suddenly these folks

is in a situation where everyone is stressed in the team. And as a product owner, very experienced,

you can see it's a very experienced senior person, he realized that people stop seeing the perspectives of others. And then he shows you how to deal with this, right? Now, rule number

one, when there is a disruption, the first thing you see, thank you, what's this, Greg? Greg, thank you for placing the 12 principles. The first thing, we can also put it in, I think,

in this course, we can share it. And some of the principles are very extensive with all the

science behind my experience. And that's my personal opinion is that for several years,

we neglected, neglected science into organizational change in somehow the agile principles from 2001 are very, very good, very, very good. But then the companies are different, you know,

demography of the group creating the actual principles were just IT people mail coming from software companies, most of them, etc Now in companies, we see more diversity of.

thoughts of gender, etc And also from diversity of perspectives in terms of professions, right?.

So companies are completely different Now, going back to the first topic, what I wanted.

to mention is that whenever you are in a company and people start feeling the stress, then you need to see that there is one change in company very important change is people change behaviors.

When people start feeling stress, people change behaviors It's the first thing they do not.

realize, but it's the first thing they don't change the mindset, they don't change the thing But the first thing that happens, and this is why it's very important, the voice.

model And also if you have the chance, a job to Gabor Gabor did a mirror for using the voice.

model based on behaviors, etc So many things to learn is very exciting times So Gabor.

can also share the article Now very, very important then how we solve all this Now,.

if companies are going to accelerate and are not going to slow down, which framework you have to deal with this And today I will show you this And I hope you find it very interesting.

But before we go for that, on the left hand side, we have this graphic that you might see or might not see is what we call the enterprise agility dynamics Enterprise agility dynamics.

is a high level vision of everything you need very, very high level to learn in order to help companies exposed to accelerated change or exponential markets Okay, any questions.

so far? Let me check the discord if there is anything else.

Yeah, people would like the discord link again, please, Eric.

Okay, this is a good question If someone has it on the email, I send you yesterday,.

share it Otherwise, I'll share it in, let me see, in two minutes, because I need to.

lower into my account So if anyone has it from yesterday, I send you an email, just.

go for this All right You know, I wanted to share that and I think some others here.

were kind of an agreement that when there's change coming, obviously communication is key You know, when it's kept behind the scenes with just leadership and not brought.

down to the people it's affecting, then that's when those people, they start to hear it.

And it stresses them out because word leaks, right? So that transparency is so important.

And then for people to feel, and this is something that you talk about in the book, is, you know, it's really a collective effort, shared progress So if you can, if you can, if it's possible.

to ensure that that change is shared amongst the team that it's affecting, so they feel like they had some say in

it, and they can actually, there's a better buy-in when people feel like they actually want it to happen versus it happening to them.

And there is something very important Michelle said, Michelle mentioned shared progress Share.

progress is a beautiful word, but also it's a framework in enterprise agility Value.

creation, how companies are exposed to change during these leaps are different So it uses.

a three-value company So in agile companies, they create value, customer value, right?.

They focus on customer Now, in enterprise agility uses a different financial model.

We truly believe that when companies are exposed to accelerated change, you cannot solve these focusing on same models that we have been using for many years And you can ask, we.

can say, what else is, apart from customer-centric? Well, there is the three-value company model, which is different And also the three-value company model has a financial model, a different.

financial model, okay? Value creation and different financial models And one of the.

frameworks for the three-value is what we called share progress, chapter three in the book And you can also now enterprise agilitycommunity You can find it there Thank you for that, Michelle.

We are getting used to using share progress now for everything So the aim of any company.

is to build share progress during accelerated change, right? Now, then you can see it's a share progress there We have some outcomes, et cetera Now, very, very important thing.

is we need to, if we want for the company, and today we have a great exercise We have.

to have an hour more in approximately six hours.

going to go for an exercise, we're going to be able to practice many things, right? So we're going to be finishing in 30 minutes.

So when you try to deal with this new era of acceleration in markets, you need to understand something very, very clearly for you.

You need to understand the science behind acceleration in markets and how to help people.

Now in enterprise agility, we have what we call the science of accelerating change.

The science of accelerating change is divided in three different areas.

Neuroscience of change, which is trying to understand how the brain is affected when people are exposed to constant changes of high uncertainty.

Are we okay with this explanation of neuroscience of change? So we have a couple of neuroscientists trying to deal, you know, the other day, Delia McKay mentioned one of the things that AI is provoking and people are burnout because they don't know if they're going to be there anymore in the company, right? And you can think, well, this is one of the things AI is also helping.

So we need to understand in a systemic way.

But neuroscience of change try to explain how the brain works in different scenarios and provide a scientific approach.

This is one part of enterprise agility.

Now something we do in enterprise agility, we use very simple language so everyone can understand the concept, right? You will see during the book.

Now the other thing we have is behavioral science.

If you don't understand how behavior changes when market accelerates, when everything changes in your company and you don't understand at least that behavior gets contagious, that, you know, you need to achieve different behaviors, behavior gets unhealthy and how to achieve it.

We have several models, then you're going to struggle with this.

And the final part here is strategic mobility.

And strategic mobility has two parts really, one in which it's coming from social science and other parties from accelerated change.

So strategic mobility, it is, you are a leader, the situation changed and you need to realign your company and engage people to walk in a different direction.

How you do that? So it's more the social part, right? How one you discover that everything changed, you move people in a different direction.

This is strategic mobility.

And we talk about the science and the framework.

We have several frameworks.

Now you understand this.

You understand why from my perspective, humble perspective, enterprise strategic mobility is a breakthrough because it goes miles away from just one framework, right? And then in the book, you can see all the connections.

And this is what we call in enterprise strategic mobility, the science of accelerated change, which is the extrapolation of the three.

Now let's go now for a framework because I promised a framework and an exercise.

Now this is, and I will show you a photo, Greg knows already, this is one of the framework we have been using for many, many years.

And I will tell you in my experience, the best change consultant is not the change consultant who has more knowledge, but it is the change consultant which is able to provide a better solution and a sustainable solution, a better and sustainable solution for a company, right? And we have here our cake, which is very tasty.

Now one of the problems when we started talking about, you know, the science of accelerated change and neuroscience and all these kind of things, how we make it very simple for people to use it.

If I have a problem in a company, how I can just follow in some steps, I can get better solutions.

And I promise that after knowing this framework, you're going to become, you're going to have a superpower, right? So the idea of these models are that you come in an easy way when someone proposed some or expressed some situation, then you are able to come up with a better solution, right? Now we know when you are under stress, the number of perspectives you have decreases also for you.

So when you are in a company where everything changed, not just people are under stress, you are under stress.

So the number of perspectives, you can see decreases.

So what this model tried to do is to force you to increase the number of perspectives when you are in a situation confronting a complex situation.

Number one.

Number two, it allows you to see the problem from forces you to see forces you, right? It's not physical force, it's a different kind of reframing.

It gives you a superpower, even if you are during stressful times that you know your perspectives are going to decrease, it allows you to see the problem from different perspectives.

And it allows you to create a more comprehensive plan, what we call a child powerful plan, right? So imagine I have one problem and then instead of thinking of the problem, I would think of that problem as five different types of agility or dimensions of agility in order to solve that problem.

So imagine a client and with a client and I promise in five minutes we go for an exercise, you're going to have some fun.

And imagine that in an organization, someone brings a problem.

So what your brain is going to do generally is you try to recall if you solved something similar before and then you could the knowledge you have, you provide an answer.

So what this model tried to do is to break that pattern, actively breaking that pattern.

And how we do that, it allows you to change your thinking patterns, right? Now the cake apart from being very tasty and I would have some surprise to show you, it says that everything that you want to improve and increase agility in a company, it has five different dimensions.

One is the technical, what we call technical agility, right? In considering how technologies or software or changes in processes related to software are going to solve the problem.

When you think it in that way, you just focus on software and processes related to software, right? I will give you an example in a few minutes.

So then someone brings a problem, you think of which tools I need, which processes related to software I need to solve the problem.

This is what we call technical agility.

All of the five levels are interconnected, right? This is not a physical separation.

It's a way for you to reframe.

The second.

So Eric, just wanted to make it clear that cheaply doesn't mean quality.

Quality means cost effective.

This is very interesting because I know in the state cheaply is.

Thank you for reminding that.

And this definition is from 2016 originally.

I was still learning English at that point.

But then cheaply means cheap, right? But no bad quality.

I know in America cheaply can be mean, but quality I think in England it doesn't.

So thank you for reminding me that.

So the second is structural agility.

Now you put the hat of structural agility and you start thinking of how I can change the processes and the roles to solve the problem.

I will take with explanation so far.

I just focus on processes and roles.

Then I focus on outcomes agility.

This is a more complex one.

This is where one day we're going to talk about the strategy.

But then is how I support the strategy.

How I support short-term strategy and long-term strategy.

And how I can make sure my company can deliver results even during these stressful times without obviously stressing people, as you said.

Now here if you are curious, outcomes agility is strategic.

It's about the strategy and it's based on two things to evaluate company model and future thinking, chapter eight and nine.

The idea is that you start thinking of how I support leaders or strategy, etc.

Now the next level is social agility.

How I make sure people connect, teams connect with my solution.

If you think in that way you're going to start using certain theories from social science.

How make sure people connect.

Maybe the software, the technical agility, set use tools, but then the social agility says no, don't use tools because you're going to disconnect people.

You're going to be face to face.

And this is the paradigm where you have to face here.

Are we okay with social agility? Right? How we increase connection between people.

And then the last one is mental agility.

Is how you allow people, even during the stressful times, to be able to reframe situations and think clearly.

Now we do have an enterprise agility, very massive number of techniques to improve mental.

agility.

The idea is that this person can see even during the stressful times, these are during the stressful times, can see situations from different perspectives.

So let me, any question before we move on?.

And I give you an example.

Eric, I just wanted to share that when you started out here, reframing is really what, having read this before, is really what sticks out for me is that we have to be able to reframe the situation for ourselves sometimes so that we can have a more positive outlook on that change.

Yeah.

And remember that when you're stressed, accelerated change principle one, it decreases the number of perspectives you can see.

Right? So these frameworks also allow you to force you to increase that.

Greg, do you want to add anything here? Well, just that there was a question from Jeffrey Thompson.

Maybe I'll take the question.

Yeah, yeah, just go for that.

Thank you.



How would you, based on these layers, how would you relate these back to two things, emotional intelligence and psychological safety? How would you relate those back? So emotional intelligence is connected to mental agility, right? Because they're the same channel really in the brain and psychologically safety are related to all of them.

Right? In fact, even with technical agility, we have seen that in companies where people are not using the right tools, it affects how safe they feel.

You know these people who are frustrated in call centers, they are not using the tools.

Greg, go ahead.

Yeah, so emotional intelligence be more closely aligned with probably mental agility.

But outcomes agility is also there because what it is, is part of how do you link your objectives with the right mindsets to achieve what you want to achieve.

We also have what's called organizational health, which is more than just psychological safety.

And we have another model called change journey pyramid, which helps understand where people are at in different, different, or that we're all different and that we all think in different ways and some of the challenges we have as we go through the change journey.

Thank you Greg for that.

I will move to your cake.

So this is what Greg did in New Zealand and they get it.

It's a real cake.

So one day Greg sent me a photo of the cake with the different colors.

I have the video, I cannot show you the video of people cutting the cake.

Greg sent it to me.

But I love to do things.

I wish I were there.

Okay, so I show you how to use this.

Thank you Greg for that.

I show you how to use this framework.

This is called the, this one is back to my first book, Lean Exponential Change.

Allows you to dynamically reframe it.

So every time you have a problem, you need to think of these five levels.

Now let me give you an example.

So we have Malo Corporation, it's a mid-sized technology company.

All these are real examples, but I changed the name of the company.

And they will approach for the financial service industry.

They are being in business for over 20 years and have a loyal customer base.

However, in recent years Malo has struggled to keep up with the pace of innovation and vintage.

And I can see many of you have seen very, very similar examples.

Are we okay with this part? This is short explanation.

Okay, so let's move on.

The company flagship product is a desktop application used by investment bank and wealth management firms to manage client accounts and executive trades.

This product generates over 80% of Malo revenue.

The problem is that in today's world, more financial services are offering multi-channel.

So it means that the whole experience in the store, web, phone, etc.

And clients are demanding a more comprehensive approach.

Now Malo current structure makes it very difficult to adapt to new reality.

Nothing else here you will be matching.

The structure is very diverse.

On the structural side, Malo is very siloed.

The leadership team is aware of threats but have been slow to react.

And culturally Malo employees are chain-resistant.

Okay, have you ever seen something like this in any company? Or is just me making it up? You know, Eric, you talked about silo.

I think the silo part is why you have this resistance to change.

Once again, when people stay siloed and you don't really know what's going on, there's no transparency.

So you feel like you're missing something.

And then you make up things in your head that aren't even real often times.

So that siloed part really is.

Well, that reminds me, I was working with a friend of mine called Tony in Madrid in 2011.

We were teaching a course, a SCRAM course, a certified SCRAM course for the some governmental area.

And they have the highest salaries.

And then we asked those folks to collaborate during the work, during this session.

And now they wanted to collaborate because they did not collaborate in the company.

They didn't even want to collaborate during the SCRAM course.

And then I remember myself, I told them, listen, you are very lucky you have a high salary for the Ministry of Defense, because if you were without a job, you would never be able to find a job, folks.

And then you could not imagine the price.

if I could do it again.

But after that, magically, we took a break and then people started collaborating.

I think they were in shock, right? Sometimes we also expand your culture outside.

Okay, so let me see, show you how I try to provide a solution using the five different levels, right? Now, technical agility, we try to transition to multi-channel technologies.

We meet with people and try to see how it continues to deliver and which channels we would need, with technology we would need to purchase, et cetera.

We work with leaders, we did team, technical people with leaders meeting all together, trying to discuss what things we needed.

This is very high level, right? Structural agility, we try to decrease silos, implement cross-functional teams, also incentives to centralize decision-making, et cetera.

Outcomes agility, leadership needed to invest in emerging capability, they didn't have it.

We started using the future thinking approaches to make measure of risk on new products and ideas.

On social agility, we tried to also change the layout of the company so people could collaborate.

We made sure that we used our own open plans.

We had a feedback process, we flattened a little bit the hierarchy, but not too much.

On mental agility, there were different trainings for people to build with stress, to see different perspectives, to be able to embrace different perspectives, et cetera.

So what we're gonna do now, this is a challenge now.

You're gonna go to your rooms, are we okay with this explanation? Let me go back because it was very quickly.

So what we're gonna do is, we're gonna go back to your room because we have 12 minutes, we're gonna do 10 minutes only.

So think of all these, okay, let me copy these ones, these ones, the different types of agility, and also the scenario on the chat box.

And what we're gonna do, there you are.

Now, copy all these texts, and you can keep it on your notepad or somewhere else.

And then I know for many of you, it's gonna be very easy to take technical agility.

But I will ask you a favor, take two different types of agility, which are not technical agility, and see how you improve it for the previous scenario.

In an idea world, what you do is, when I work with coaches, we draw it in a whiteboard, they fight types of agility, and we try to put solutions for each one and see how they connect, right? So this is basically what we do.

So what we're gonna do is, we're gonna go to a breakout room, you have the scenario, and you're gonna be trying to focus on taking two types of agility only, and see how you improve it.

Obviously, if you see that, if you improve that, you decrease the agility in other area, you need to consider that.

Are we okay with the exercise? We're gonna be there for 10 minutes.

Any questions about the exercise before we go?.

So the idea is, you do some reframing, and you're gonna need to make sure that when we do this, you reframe, you focus just on that type of agility, but obviously you're gonna need also to make sure that you consider if you're impacting any other type of agility with your solutions.

All right? So any questions we have?.

Yeah, Greg.

Yeah, one thing to be aware of is we're not looking for a solution.

What we're doing is an exercise to get used to understanding how we can use HANA to help us with the cake model.

Well, I think we also, if you can, if you want, if you have HANA, if you go to [enterpriseagilityuniversity](#),. you have HANA there, you can also use HANA.

Okay, I forgot about this.

So if you want, you can also use HANA, okay? So if you never use HANA, you go to [enterpriseagilityuniversity](#),.

and you're gonna see HANA on the right hand side, you can ask HANA, you can copy even the whole scenario, and you cannot use HANA if you don't want it, okay? You can just have a conversation.

So between each team needs to choose at least two types of a dimension of agility and see how to improve it.

Any questions about this?.

Yeah, is there a way to, you know, copy the link for HANA here? It would be great.

Yes, so Greg can.

So you can use HANA if you don't want to use it, don't use it, we can go the standard way.

We're gonna be there for 10 minutes, then we come back to a quick reflection and we finish for today.

Any other, thank you for that, Ropesh.

Any other question about the exercise?.

Does anyone say the scenario? I just wanted to make it clear.

We're not, you don't have to rush through it to get to an answer.

It's about just exploring it together.

Yeah, try to do this reframing of seeing of seeing the different dimension.

Choose one or two dimensions.

I think imagine you're an expert on social agility.

What could you recommend? Then you imagine you are an expert in mental agility for this situation.

Any questions, anything you wanted to know?.

No? Okay, let's go then.

Let's go for the, we're gonna be 10 minutes, then we come back, last three minutes.

We try to see any of your questions.

We are done with the training.

This is called the cake with the file levels of agility.

This is originally in my book of leading exponential change.

Okay, you go there, say hello to the folks and work as a good consultant there.

Also have some fun.

I'll see you in a few minutes.

You're gonna be moved to slow as Microsoft Teams takes a little bit of time.

All right, so you're back.

Hi, Loran, how are you doing? You're back.

Okay, so we're gonna be finishing in five minutes.

I'm sorry for finishing five minutes late.

I thought it could be view some value.

Who wanted to share something? If I say, Eric, there are two individuals in my team.

So either one of you wanna share.

Hold on, give me one second.

I mute some of you that I'm getting some echo.

Okay, let me mute you.

Okay, let's just go ahead now.

Yeah, I was just saying that there were two individuals on the group with me.

And we kind of all came to a general consensus, but I didn't wanna be the one sharing and doing all the talking.

So I don't know, Joe, if you wanted to go ahead and share what we both make sense for this problem.

Yeah.

Sure, I'll go ahead and make an attempt of what I think may help out with the problem.

So both the three of us, there were several people on the team in the room, but two couldn't seem to get off a mute on the call.

So we don't know if they could hear us or not, but anyhow.

So we were talking about structural agility and outcome agility, or the two areas that we thought would be the most beneficial for this particular organization.

Thought that silo was one of the impediments that they had for moving forward.

So that's kind of what we were kind of consensus was under the structural agility and outcome agility.

Thank you for that, Joe.

Remember, you can also ask Hannah.

You can put the whole scenario and you can ask Hannah with this.

Anyone else wanted to share something? Chef Free, yes, go ahead.

All right, thank you.

Crystal and I talked about mental and social agility and talked about the fact that they're used to operating in silos.

They may not have the mental agility to support a change.

They're used to sort of the good old days where the 80% of the revenue was assured and not maybe realizing the threat and the fact that they may need to change.

And then also social agility in terms of if you're used to operating in silos, then you might not be wanting to partner with other people in other areas of the business that you might need to work with to move the organization through the current challenges and be collaborative in developing the appropriate solutions.

And remember the reward system also.

Make it more difficult the behavior you don't want and make it easier the behavior you want, right? Which is a structural agility also.

Because even if people have the good will, if the reward says, I pay you for your personal performance, that's gonna be very hard, right? So thank you for that, Jeffrey.

Unfortunately, we have two minutes to go.

Let me also show you here in the new website.

If you go here, it's also marked with chapter and page and then you can go there and know more.

We're gonna be also adding HANA here in certain HANA here so you can ask for everyone who did not use HANA before.

So you go to a U university.

and then on the right hand side here, you will see HANA and then you register here and then you can access and talk to HANA HANA knows all our models, okay? So you can use it.

Now before we go, you know, it has been, I hope that it helps you somehow to reframe your situations.

Now what I would do, if I were you, I would try to do is I try to take one of the problems I had in a company, I take a piece of paper, I write the five dimensions and I try to, first of all, see, reframe to each of these different perspectives and then see how they connect because maybe something I do on one side decreases agility in another side.

Thank you guys, wherever you are in the world.

I'll see you next week.