

Thinking boldly vs. incrementally to develop sustainable impact

Change management training series:
Leading change at Morneau Shepell

Agenda




1 INTRODUCTION (~10 MINS)

- What is **thinking boldly vs. incrementally to develop sustainable impact** and how will it help me in leading change?
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2 CAPABILITY BUILDING AND ACTIVITIES (~60-90 MINS)

3 DEBRIEF AND FEEDBACK (~15-20 MINS)

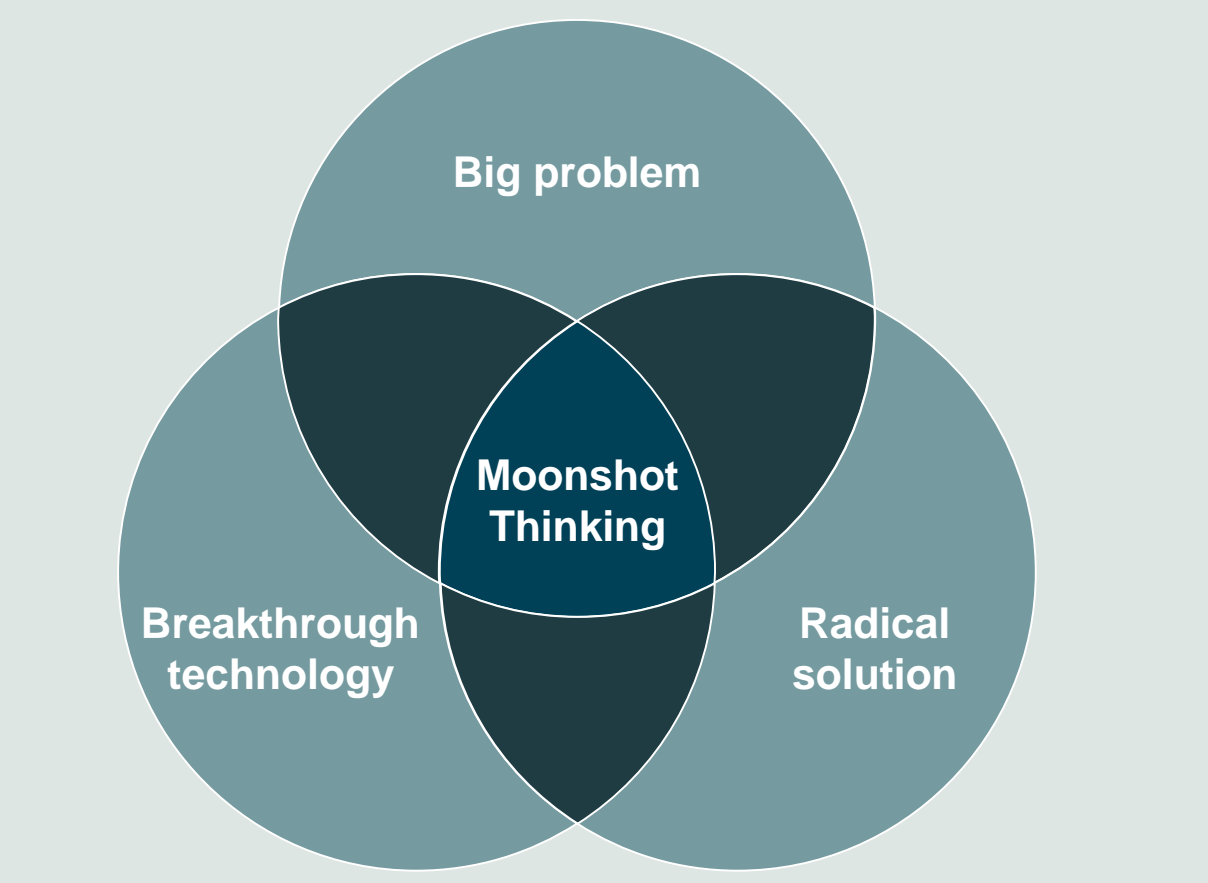
- What did you learn in this training session and how will you apply it to your everyday work?
- What are some issues you are facing that you think this training could help you address?
- **Feedback forms (~5 mins):** What was most helpful from this training? What could have been improved?



“How do we move our organization from good to great? I don’t want to see us just do the little things ... let’s be really bold. Let’s not fear being great going forward.”

– *Stephen Liptrap*

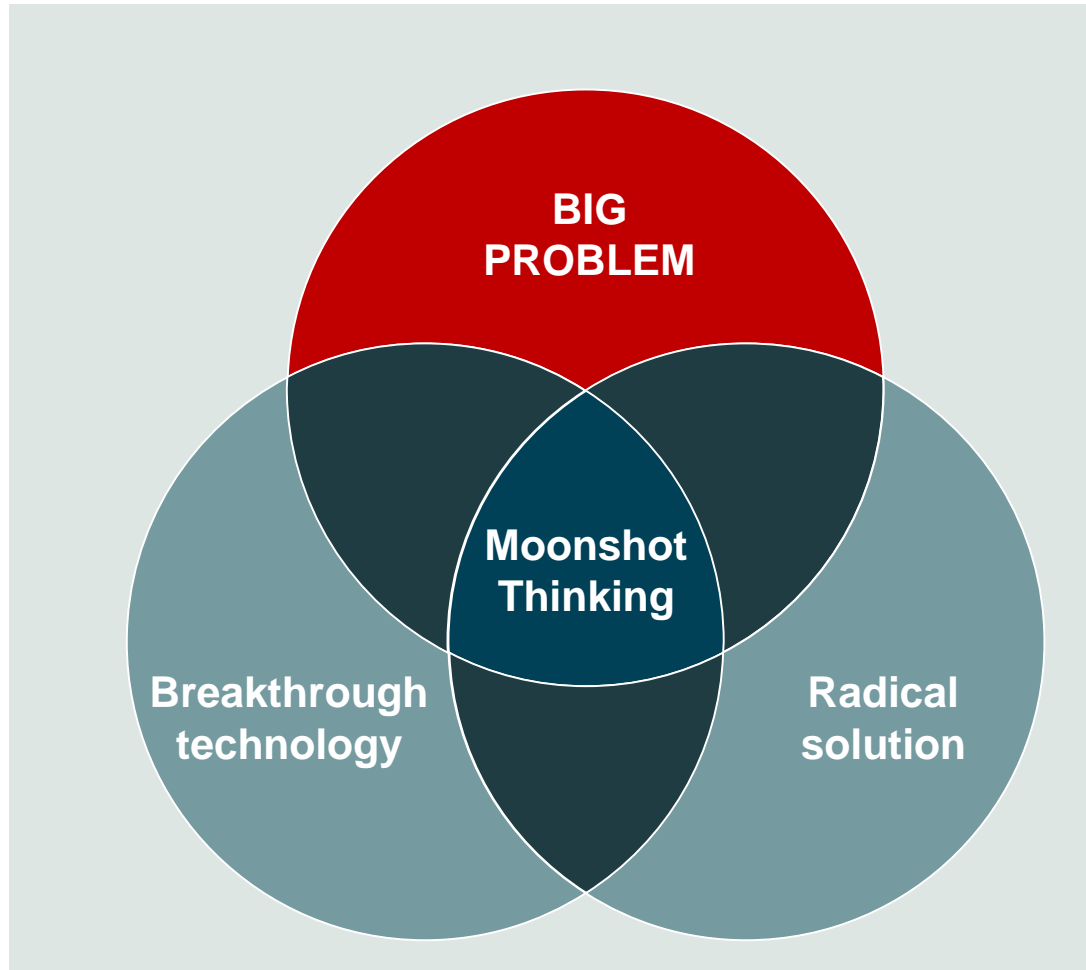
What is 'Moonshot Thinking'?



'Moonshot Thinking' addresses a big problem, offers a radical solution, and uses breakthrough technologies to bring that solution to life. MOONSHOT THINKERS DO NOT STRIVE FOR SMALL GAINS, THEY AIM FOR LARGE IMPROVEMENTS.

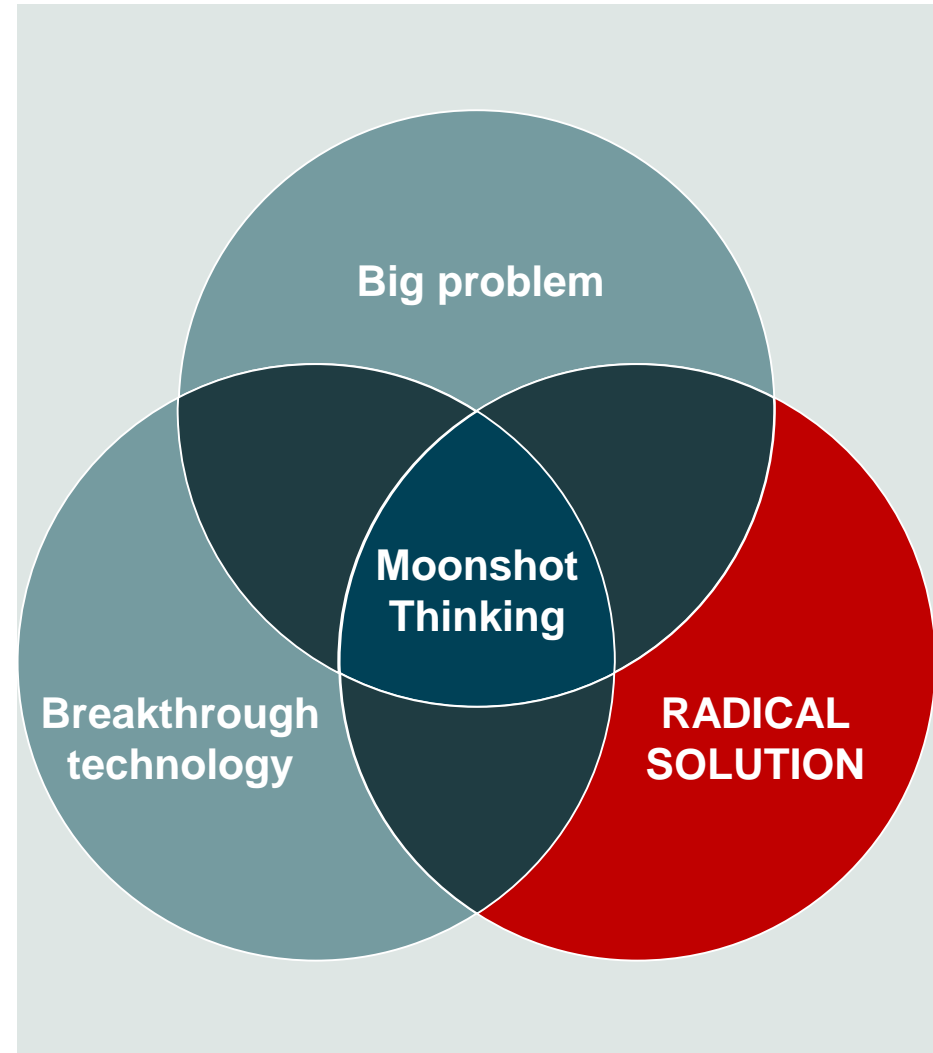
Moonshot Thinking: Getting to the 'big' problem

- What are the big problems you want to solve?
- Don't limit yourself – this can be a problem so big that it scares you!
- Then ask yourself “Why?” five times – this can help you get to the root of any problem.



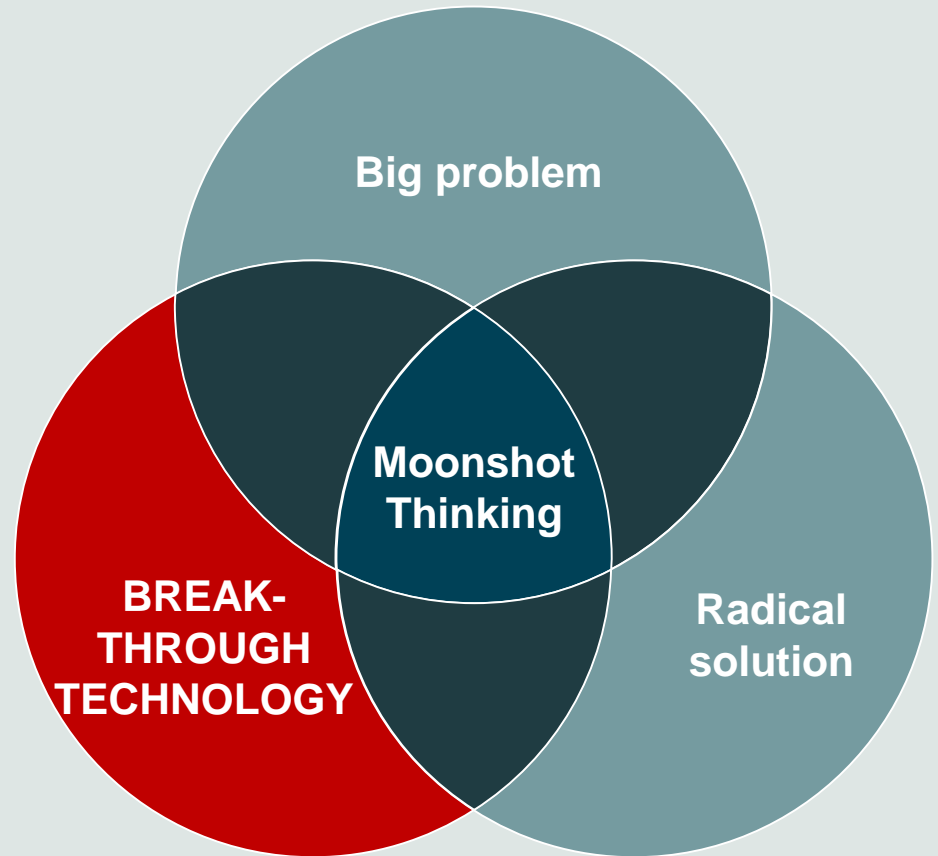
Moonshot Thinking: Coming up with a radical solution

- **Aim for a 10x improvement** rather than a 10% gain
 - When you shoot for 10x improvement you approach the problem in a radically different fashion
 - 10x vs 10% improvement is 100 times more value, but not 100 times harder
- **Ask open questions** (“How can we...?”) rather than closed questions (“Can we...?”)
 - When you attack a problem as though it were solvable, even if you don’t know how to solve it, you’ll be shocked with what you come up with
- **Collaborate with your team and with other teams** – diverse groups from unrelated disciplines can help you get to solutions faster



Moonshot Thinking: Using breakthrough technologies

- Keep up to date on the latest breakthroughs
- Motivate yourself and others around you to educate themselves on breakthroughs
- Ask yourself: how could I use some of these breakthrough technologies to help solve a big problem?



Transformational thinking requires a shift in mindsets and behaviors



FROM...

- Working in silos
- Working within BU or dedicated to specific categories
- A linear thinking approach that relies on solving individual dependencies
- Internal creation followed by customer validation
- Starting within the rules and boundaries
- Being executed in a vacuum (e.g., Tech dictates path forwarded in R&D today vs consumer need)

...TO

- Cross functional team working together
- Cross-category/corporate teams supplemented with experts
- A fast / iterative lateral thinking approach that allows to move sideways, not just forward
- External co-creation (with consumers, vendors, industry and creative experts)
- Abandonment of orthodoxies and embracing the breaking of rules
- Consumer, tech, business insights are used to inspire instead of validate and are "collided"

What are some major changes that can yield huge benefits?



1. Set a major annual competition with large teams and a huge prize
2. Establish a separate innovation division with different people and different rules (pay, dress code, etc...)
3. Set an alternative 20x budgeting process in place – a 10x improvement in value for ½ the cost...involve outsiders in the process
4. “Open source” solutions to your biggest problems and challenges – involve customers, suppliers, and the public
5. Start a critics circle (e.g., pizza nights with your most critical customers, suppliers, ex employees)
6. Put an innovation mentor system in place for every employee
7. Have a monthly review meeting of innovative companies in related and adjacent sectors
8. Start a new idea campaign (e.g., website for ideas, end call center calls by asking for new ideas, etc...)
9. Start a mock competitive attacker process – what would you do to enter the industry with a new business model and beat your current organization?

WHAT ELSE COULD HELP INSPIRE TRANSFORMATIONAL OR INNOVATIVE THINKING?



Objective

- Ideate Moonshot ideas for your everyday work

Instructions

- Break into 4 teams
- Each team attends a Moonshot station where they ideate Moonshot ideas on the following topics (~7 mins each):
 - How to 10x the output of your existing team
 - What would be the simplest yet most effective tool/program to create synergies between LOBs
 - How to make Morneau Shepell the best employer in Canada in 2019
 - How to completely transform the way we work and increase CSAT (Customer Satisfaction) by 50%