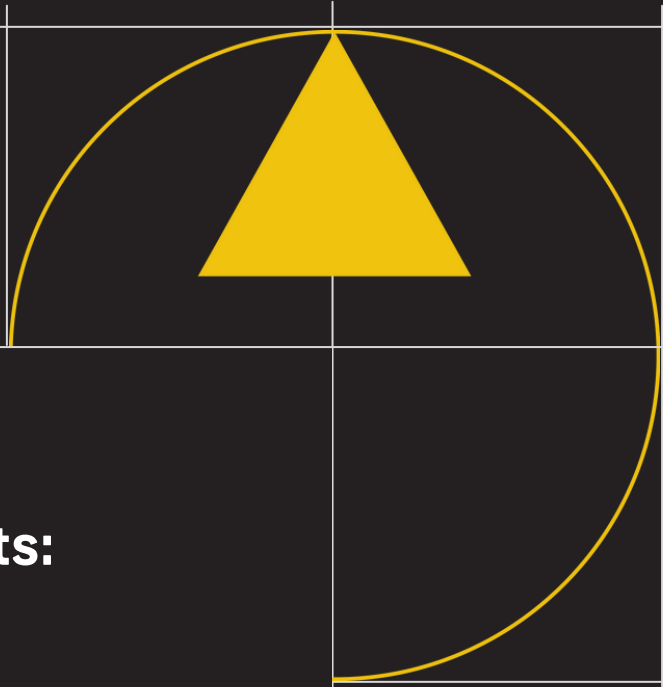
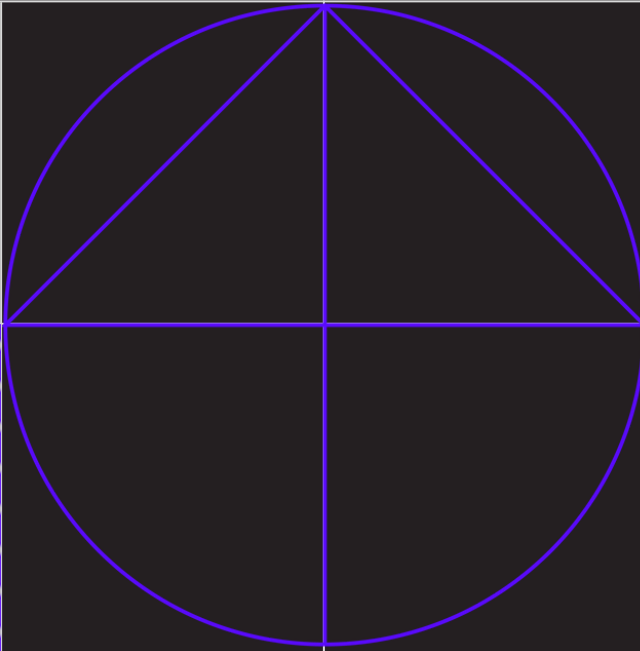
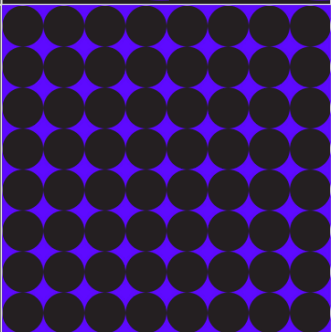
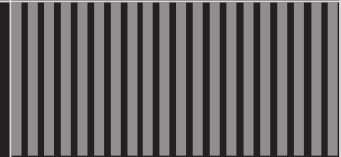
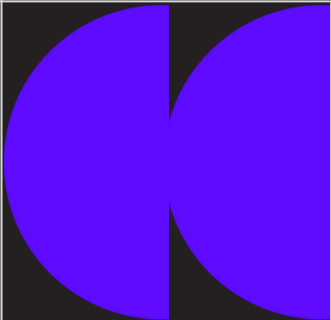


INNOVATION NORTH



Session 12 Key INsights:

SIMPLICITY ON THE OTHER SIDE OF COMPLEXITY



INsights From Banny Banerjee

One System: The causes and effects of these massive changes, such as climate change, the political and economic divide, are all interconnected to form one system. Even the most remote people are affected by the activities of the most connected.

Organizational Fitness: These massive changes, or tsunamis, will affect business. Although organizations know about many of these changes, they do not understand them all nor can anticipate the collective impact on their business. Therefore, businesses need to build organizational fitness, i.e., competencies that help them manage risks and leverage new opportunities with agility. These competencies can range from changes in the organizational structure to shifts in organizational culture.

Systems Acupuncture: Systems acupuncture are the actions organizations can take to address the gap between the probable future and desirable future. Systems acupuncture encourages organizations to zigzag their way to effective systems interventions by:

- experimenting with ideas,
- learning through the process about the impacts to the system
- re-iterating with new and better understandings of the system

Actionable Experiments: In the session, some practice partners committed to specific actionable experiments, including integrating ESG goals in their existing templates, mapping out their supply chains, fostering collaboration, increasing diversity in leadership teams, and shifting reports to a longer-term focus.

INsights From The Breakout Group Activities

Pessimism to Optimism: The systems mapping exercise generally created considerable anxiety about the future, especially as people envisioned the size of the major tsunamis ahead. There is meaning in the expression “Future Shock”. And, this was exacerbated by discussions of ‘root causes’ and ‘system syndromes’. However, as we moved through the process to identify actions that could build future organizational fitness, optimism grew, as we opened up new pathways to a desirable future.

Overcoming Incrementalism and Inertia: The practical actions tended to be incremental and within reach of the organization. Most actions did not stretch the organization. We recognized the difficulties in overcoming incrementalism and inertia. We need to be mindful in exercising imagination and maintaining a sense of urgency. As we heard: the risk of risk aversion.

Good Ideas Take Time to Execute: Many of the potentially important ideas, such as "reducing the power divide" as one group identified, require debate and shared understanding. Increasing power for some people is always easier than reducing the power of even one person. Good ideas are easy, execution is hard, especially with potentially divisive issues.

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