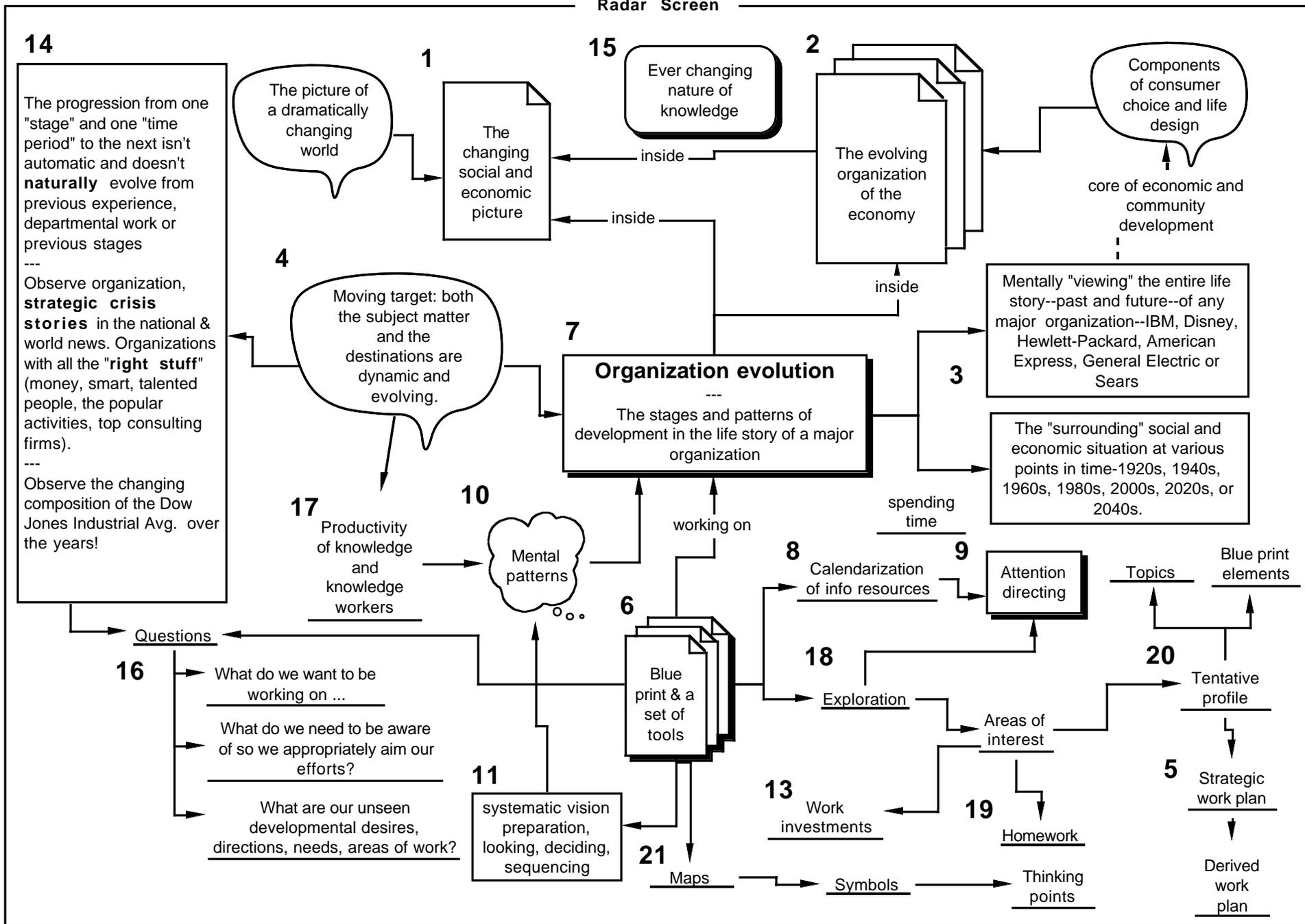




Introduction map

- The next page is a detailed organization evolution concept map. It shows organization evolution concepts and some of their connections.
- You can review the concept map by following the numbering.
- There is a bookmark in the left pane that will take you to a script that narrates this map.
- Of particular importance are the ideas of a “radar screen” (12) and mental patterns (10).
 - We are guided/limited by our field of vision and our mental patterns.
 - By necessity these are history based—our childhood and past experiences
 - It is to **our advantage** to create mental patterns that direct our actions toward the opportunities of the present and future.

12 Radar Screen



****OPENING COMMENTS****

- o I'm going to start with some preliminary comments that are necessary to provide a background for exploring the ORGANIZATION EVOLUTION, WORK INVESTMENT blue print.
 - o The nature of what we're exploring is complex and we're going to need a map that depicts a view of the terrain.
 - o Its the first document following the list of contents.

It has "Preview intro map" at the bottom.
 - o As I'm narrating this map, I'll give you a general location on the page and then a symbol number so you can follow along.

For example, I'll say map location, top center, symbol 12.

In this case, it refers to radar screen.

You can think of this map as a long-range, mental radar screen.
 - o This is a preview of a blue print for working on
- what I call, organization evolution.
 - o It is the result of over 18 years of full time work seeking out the best management and investment related thinkers in the world.
 - o Organization evolution is the movement through the stages of development and in time.

Inside a world moving in time.

A world moving toward unimaginable futures. 

And that's futures in the plural sense.
 - o From one viewpoint it is an adventure in creating and responding to a changing world.
 - o People who have been able to harness this movement have been very well rewarded.

And that's a major understatement. 
 - o Organization evolution begins now because it implies alternative directions or paths with alternative destinations along the way.
 - o The clock is always ticking on the need to be at a different stage.
- o This blue print is not a prescription.
 - o Everybody's path should be unique.
 - o The blue print is a tool for enhancing and choosing the composition of our mental radar screens at various points in time.

It helps us find and fill the blind spots the future always brings with it.
 - o The full exploration of the blue print is just a systematic way of looking and deciding whether its topics and features fit a participant's interests.
 - o As we're doing this preview you might want to mark your areas of interest on each document, including the preview intro map and the preview contents list.

When we're finished you'll have a partial, tentative profile of your interest in organization evolution.
 - o These are not necessarily things to implement.

They are things to ask "what does this mean for our organization and for me?".
 - o Also it is to our advantage to ask

a bigger question:
“what does the overall concept of organization evolution mean for our organization and me?”.

- o And then “what other questions does this lead us to asking?”.
- o These questions should put new insights on our mental radar screens.
- o To this point I’ve defined organization evolution, mentioned the time factor, and explained that the blue print is a systematic tool for managing our mental radar screens.

Our radar screens are one of the major determining factors in our future.

****PREVIEW ROAD MAP****

- o Now, I’m going to make some additional preliminary comments that form the foundation for reviewing the documents that comprise the blue print.

o ****PRELIMINARY TOPICS LIST****

- s In the preliminary comments we’re going to be
 - ï Creating a basic mental picture of organization evolution and its surrounding environment.
 - ï Then we’ll be looking at the blue print concept and its multiple views.

Following that, we’ll look at

its connection to mental patterns, our radar screens, changing knowledge, home work, executive development and finally the use of maps.

****GETTING A FRAME OF REFERENCE****

- o We are going to start by creating a foundational mental image of the organization evolution definition mentioned earlier.
- o I’d like you to briefly look at two of documents I sent.

They are the 5th and 6th documents.

- o The first is the changing social and economic picture and then the basic organization of yesterday’s economy.
- o These documents are intended to create an external frame of reference.
- o The first diagram is a conceptual picture of a dramatically changing world at different points in time.
- o The imagination exercise at the top center and the examples to the left of it will give you the basic idea.
- o The second diagram is a structural picture

of the economy at a point in time. In other words, a snap shot picture of the components of possible consumer choice, at a point in time.

- o These two diagrams are inter-related.
- o A different version of the economic map could be fit inside each of the little boxes on the changing social and economic map.
- o Let me know when you’re ready to proceed.
- o ••[PAUSE, WAIT FOR THEM TO BE READY]••.
- o The two documents you just viewed are shown at map location: top center, symbols 1 and 2 on the preview intro map.
- o Now I’d like to add one more element to this mental picture.
- o Map location: center right, symbol 3.
- o I’d like you to consider the major stages that organizations like IBM, Disney, Hewlett-Packard, American Express, General Electric or Sears have passed through over their lives.
- o There are the size stages--from two people working in a garage to multi-division organizations.

- o There are areas of business stages.

In IBM's case they moved from time clocks to punch cards, to mainframe computers, to a vast array of business solutions.

- o And there are quite a few other stages that could be mentioned.

- o In fact, many of the troubled organizations that we learn about in the news almost daily are frequently organizations with all the apparent right stuff.

Companies like IBM, Sears, or Levi Strauss.

They have money, smart, talented people, all the popular activities such as marketing, strategic planning, quality, human resources, executive development, plenty of MBAs and Ph.D.'s, and the assistance of some of the top consulting firms.

Doesn't this point to the need to be at a different stage?.

- o ****ORGANIZATION EVOLUTION NOT AUTOMATIC****

- s One of the reasons something like the blue print is needed is that the progression isn't automatic

map location: far left, top, symbol 14,

and doesn't naturally evolve from previous stages or previous experience.

- s Organization history demonstrates that something very different is natural.

- o ****SYNTHESIS****

- s The point of bringing together these three elements-- the changing social and economic picture, the evolving composition and structure of the economy, and the idea of stages-- is that organization evolution aims at a moving target in multiple senses.

- s Map location: upper left center, symbol 4.

- s It is this movement that puts organization evolution at the core of economic and social development.

Map location: upper right hand corner.

- s It is organizations that have given us new and different social and economic choices.

- o ****STRATEGIC WORK PLAN****

- s And this movement suggests the need for a strategic work plan that takes the dynamic nature of the challenge into consideration.

- s Map location: lower right corner, symbol number 5.

****BLUE PRINT AND SET OF TOOLS FOR WORKING ON ORGANIZATION EVOLUTION****

- o The illustrations in the preview bring together a blue print and set of tools for working on organization evolution.

- o Map location: lower center, symbols 6, and dead center, symbol 7.

- o ****MULTIPLE VIEWS****

- s Just like an architectural blue print this blue print has multiple views.

- o ****TOO COMPLEX FOR MANY ORGANIZATIONS****

- s This blue print is probably too complex for the vast majority of organizations, but it shows the nature of the organization evolution task and creates a view.

- s Its up to every organization to find a way to adapt the idea

expressed by the blue print to their situation and developmental desires.

****CALENDARIZATION OF INFO RESOURCES***

- o Working on organization evolution can be seen as the calendarization of information resources.
- o Map location: lower right center, symbol 8.
- o This calendarization shifts and focuses our attention

map location: lower right, symbol 9,

away from routine work and the past and tries to repeatedly create new mental patterns.

map location: lower left center, symbol 10.

- o Calendarization is the process of working ideas into our lives.
- o This alters our existing radar screen



map location: top center, symbol 12

****MENTAL PATTERNS****

- o Our radar screen is a mental pattern composed of our mental patterns.

map location: left center, symbol 10.

- o Briefly, these are what we see and think and what we assume the world to be.

****EXPLANATION OF MENTAL PATTERNS****

- s As an example, today's popular culture could be thought of as a mental pattern.
- s Suburban lifestyle is a mental pattern and Home Depot both responds to it and helps create it.
- s Hip-hop music, its dress style, and mannerisms are mental patterns.
- s Sports and industries have their mental patterns.
- s Napster represents a mental pattern and their opposition the music, publishing, and film industries represent other mental patterns.

****THE TENSION BETWEEN EXISTING MENTAL PATTERNS & FUTURE APPROPRIATENESS****

- s The difficulty with our mental patterns is that they were formed in the past in past situations and are rarely appropriate to the future.
- s Also our mental patterns wall us in.

- s The future means change--unimaginable change.

And new mental patterns.

- s In fact, any, genuinely important discussions with colleagues that aren't controversial may signal that yesterday's mental patterns are being employed

because yesterday is what has been accepted by most everybody.

****CHANGING KNOWLEDGE****

- i One of the important factors driving changes is the ever changing nature of knowledge.

map location: top center, symbol 15.

- i Knowledge as a means to obtain social and economic results.

- i Almost every day ABC evening news devotes about 5 minutes of their program to new developments driven by changing knowledge.

****THE BLUE PRINT AND NEW MENTAL PATTERNS****

- o Change, means acquiring new mental patterns

- and that's what the blue print is about.
 - o The blue print is about identifying what we want to be working on that we don't know we want to be working on.
 - o Map location: lower left corner, symbol 16.
 - o And also what do we need to be aware of so that we appropriately aim our efforts.
 - o So the blue print organizes and systematizes a means for identifying areas of unseen developmental desires, unseen developmental work and new mental patterns.
- **CREATING A TENTATIVE PROFILE****
- o During the exploration of the blue print
 - map location: lower right, symbol 18
 - participants are identifying areas that fit their long-term interests and circumstances.
 - o These are areas they might want to assign to someone in the organization to do some further homework.
 - map location: lower right, symbol 19.
- o When we're finished they have a tentative profile
 - map location: lower, far right, symbol 20
 - of the areas they're interested in pursuing.
 - o This is the foundation for both a strategic
 - map location: lower right, symbol 5,
 - and derived work plan.
 - o These are the new areas on their radar screen
 - map location: very top center, symbol 12.
- **HOMEWORK****
- o One important idea is that the people in an organization have to do this work themselves.
 - map location: lower right corner, symbol 19.
 - o It is the only way they can get from where they are to where they want to be.
 - o And that isn't necessarily to be better engineers, better accountants, or better sales people.
- **MAPS****
- o Before looking at the blue print illustrations, I want to explain something about diagrams.
 - o One of the reasons for using them is that they help us to focus our attention at a particular point.
 - o It may be useful to think of these as maps or blue prints.
 - map location: bottom center, symbol 21.
 - o Maps have symbols that stand for something.
 - o Once we know what the symbols stand for they act as reminders.
 - o Also each symbol can be a thinking point.
 - o A point that is the origin that stimulates other thoughts.
 - o Also they also allow our brain to see, to see things differently and to make mental connections.
 - o Making connections is a crucial part of organization evolution.
 - o For any symbol there may be a need for additional details or information beyond what's shown on the map.
 - o These details can be presented in sub-maps.
 - o A good analogy might be a web page and the other pages that are linked to it.

- o The preview intro map we've been exploring sits above the top document symbol on the document relationships diagram.
- o Without intervention, we work on the familiar with the familiar.
- o The blue print symbol 6 provides that intervention.
- o And then I mentioned the importance of people in the organization doing this work --making these WORK INVESTMENTS.

symbols 13 and 19 lower right.
- o Okay, I'm finished with the preliminary portion.
- o I mentioned that organization evolution symbol 7 is our central theme and the blue print symbol 6 is a wide-angle view of the conceptual WORK INVESTMENTS needed to move the organization through the non-automatic "stages" of development

symbol 14, top left corner and symbol, 4, 7 and 3 across the center

and in time inside a society and economy moving toward unimaginable futures.

symbols 1, 15, and 2 across the top.
- o I mentioned that we repeatedly need new mental patterns in order to decide what to work on and aim for.

symbols 10 and 16 lower left quadrant.
- o We can condense much of what I just said into the three questions:

symbol 16, lower left corner.
- o All three of these questions are based on the assumption that, by necessity, the future and our next major stages of development will be substantially different from our previous foundation.

map location:
right center,
symbol 3.
- o These three questions help determine what's on our radar screen

symbol 12 at the very top center.