



Creating a Culture That Thrives with Disruption

CHARLENE LI

New York Times Bestselling Author

Senior Fellow at Altimeter, a Prophet Company

Disruption is an
opportunity for **change**



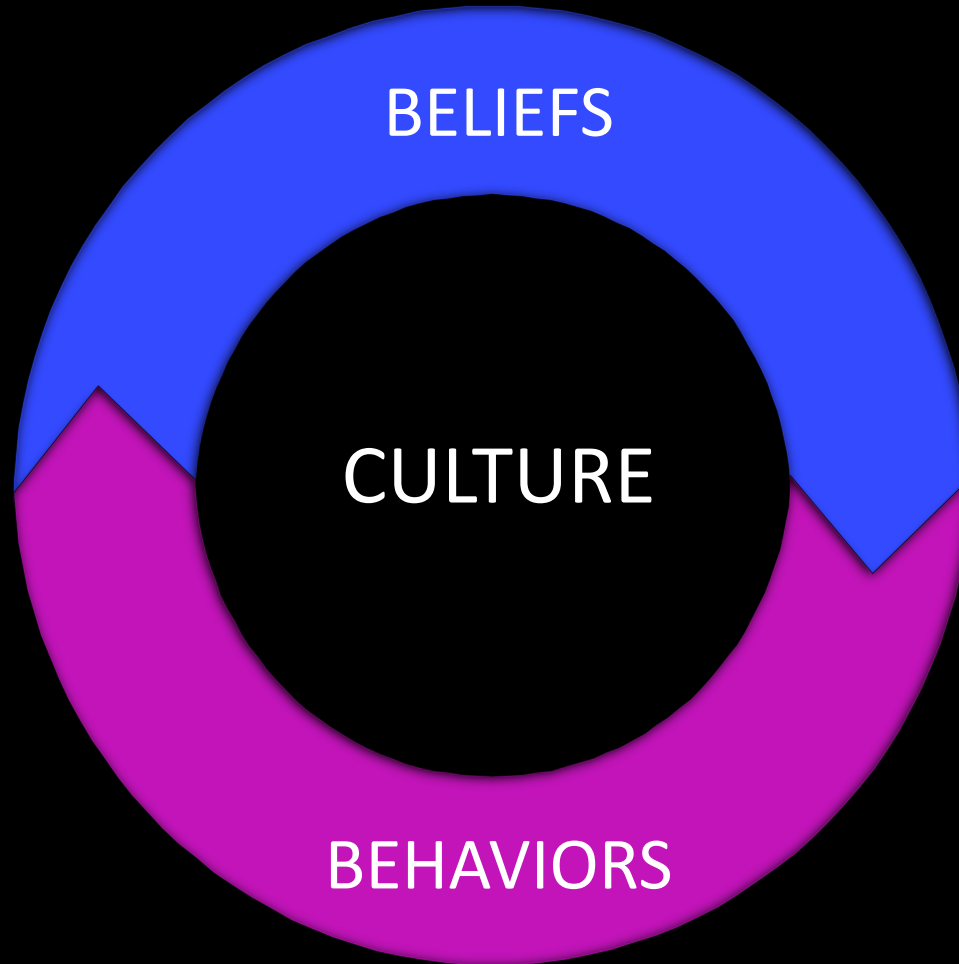
Stuck Culture Thinking

- Says, “This is the way we’ve always done it.”
- Knowledge is power, so hoard information to make everyone come to you
- People are confident that what works today will in the future
- Tests are used to be proven right

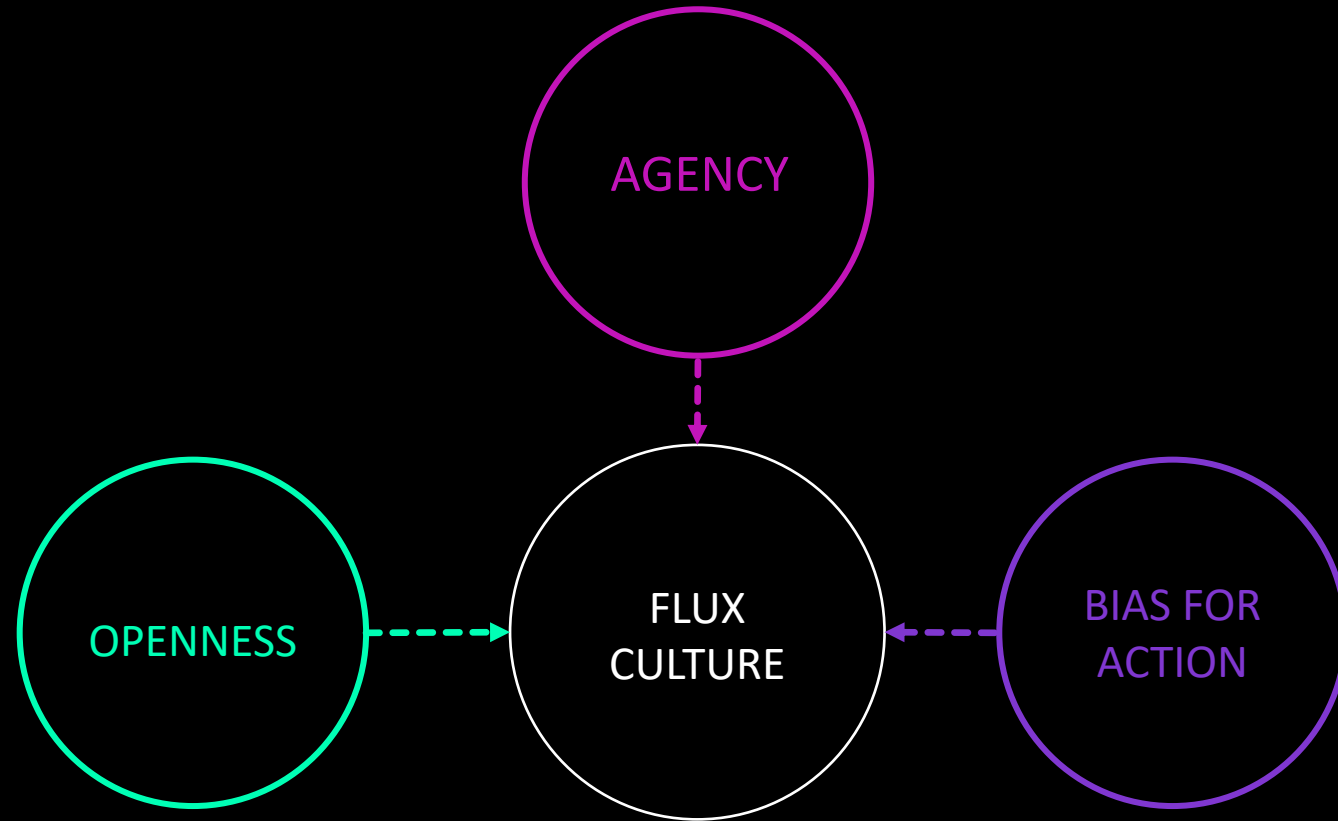
Flux Culture Thinking

- Says, “There’s got to be a better way.”
- Sharing is power; spread information to empower people to act
- People are paranoid that what works today won’t in the future
- Tests are used to be proven wrong – and improve

To change Culture, change your Beliefs and Behaviors



The Three Beliefs of Disruptive Organizations




OPENNESS

Encouraging openness to create a
foundation of trust

Why openness and transparency support disruption

- Creates accountability
- Forces difficult conversations
- Removes fear of failure
- Creates opportunities for diverse perspectives to filter up



A close-up, slightly blurred photograph of a stack of newspapers. The top newspaper is clearly visible, showing the 'WORLD BUSINESS' section and the page number 'B3'. The text 'WORLD BUSINESS' is printed in a bold, sans-serif font. Below it, the page number 'B3' is also visible. The background is a soft, out-of-focus blue and white, suggesting a stack of many papers.

No news is bad news.
Bad news is good news.
Good news is no news.

RISTO SIILASMAA

Chairman of Nokia



How to create openness

- Determine how much trust you need for your team to use information and make decisions
- Identify places where trust is low and address with openness
- Put vital data where it can be best used — default is open, private is the exception
- Personally use collaboration platforms to encourage sharing

AGENCY

Giving employees agency
to act like owners





Don't fall prey to "HIPPO" (Highest Paid Person's Opinion)

Two of Amazon's Leadership Principles

1 > Ownership

2 > Have Backbone; Disagree and Commit



Instilling Agency in Your Organization

1. Demonstrate your trust in their judgment
2. Shift ownership and authority in chunks
3. Forgive and learn from failure
4. Simplify decision making
5. Clarify when disagreement is expected and when it's time to commit

BIAS FOR ACTION

Embracing A Bias For Action To Chase
After Opportunities

Organizations with Strong Action Beliefs Exhibit These Behaviors

1. Embrace “done is better than perfect”
2. Make decisions with minimally viable data
3. Test and fail their way to success
4. Define next steps and deadlines



The Academic Center

Southern New Hampshire University

Instilling Bias for Action in Your Organization

1. Increase and measure change capacity
2. Invest in and develop your employees' extrasensory skills
3. Define the decision field
4. Identify the minimally viable data needed
5. Force decisions and action with impossible deadlines

What beliefs hold
us back?



What beliefs hold us back?

- “I can’t speak up, I might get fired.”
- “We need more data to be absolutely sure.”
- “Things have to be perfect.”
- “I can’t change anything – I’m just a _____.”
- “Transformation isn’t my job.”
- “Everyone needs to agree before we can move forward.”

Use technologies to identify beliefs and behaviors holding your organization back



THE FLUX OPERATING SYSTEMS

THE FLUX OPERATING SYSTEM

1. Structure

2. Process

3. Lore

The Orange Code

Our behaviours



You take it on and make it happen

You take responsibility for getting it done, for keeping your promises, for the consequences of your actions

You delegate to motivate others, maintain momentum and create impact

You ask actively for help and feedback. Your colleagues will help you succeed if you let them

You speak up - crediting good work and having the courage to confront poor performance



You help others to be successful

You collaborate - putting personal agendas aside to achieve the goals that matter to ING

You listen - investing in others, irrespective of status, background or opinion

You contribute across business lines and bring in people from outside your area

You trust the intention and expertise of others



You are always a step ahead

You challenge conventions, complexity and your own assumptions, but only when you are prepared to be part of the solution

You bring change by adapting quickly when the situation calls for a new approach

You invent and simplify - if it doesn't work, you reinvent it. If it does work, you make it better

You are courageous - admitting and learning from mistakes by being open about them



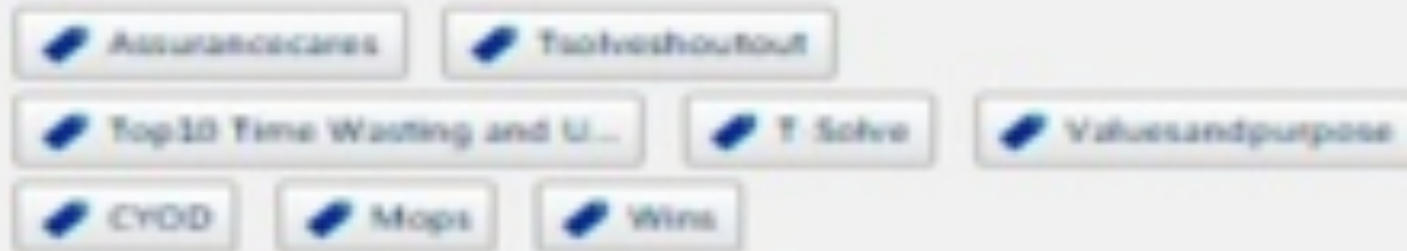
David Thodey

To All Company. [redacted] n

Top10 Time Wasting and Unnecessary Approvals or Processes

Team, please post or add your top time wasting and unnecessary approval or process and we will either fix it or explain why it exists...look forward to your thoughts...we must reduce unproductive work...David

Unlike - Reply - Share - More - August 28, 2013 at 1:35pm



👍 [redacted] and 248 others like this.

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Define good processes

Download slides & more at charleneli.com/rsac2020

Lore



RITUAL



SYMBOLS



STORIES



Rituals create belonging



Bring your parents to work day



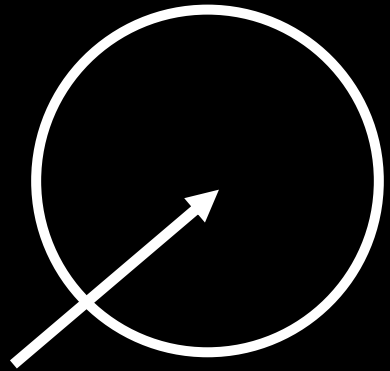
OXO'S Glove Wall



Stories inspire

Action Steps

1. Audit your formal and informal beliefs. Are they working hard for you or holding you back?
2. Review and revise your purpose statement
3. Assess your culture operating system to ensure it supports your purpose and beliefs.
4. Include a culture review in your next executive retreat.



Your comfort zone

Where
the magic
happens

Stay in Touch



Download a free eBook with new
Preface at bit.ly/free-disruption-book



Charlene Li
@charleneli



charlene@charleneli.com

