

SIX, CULTURE-OF-INNOVATION MEMES

Opportunity:

How to increase a firm's capacity to
Implement change?

Solution:

Teach all employees to use some
simple change tools

1

This annotated slide show is a blend of some old stuff at www.merrifield.com and some new stuff.

WHAT'S A "MEME"?



- **A unit of cultural information**
- **Transferable from one mind (generation) to another**
- **Memes + memeplexes diffuse through groups**

2

For more on memes go to www.wikipedia.org and type in the search box along the left hand column of the home page "meme".

How do you consciously use memes within your organization to change your corporate culture for the better? It helps to have a "sticky", bumper-sticker type phrase for a bite size concept or process with which everyone can become fluent, if not utilitarian. And, we must tie these concept tools into:

strategic objectives (growing profit power)

systems that prompt everyone to use them

on-going coaching

economic expectations for better (job satisfaction and pay) or worse (outsourced to some other companies payroll)

MEME #1: KINETIC CHAIN



Reweave The “Kinetic Chain”*

- Sustainable Profit Power
7. Incentives
 6. Tools
 5. Education (→ Skills)
 4. Great People (apt. for “growing to”)
 3. Systems (simple, flex., friendly)
 2. Strategy (vision, values, UMP, SCA)
 1. Leadership (People)/Mgt. (Science)

P.S. Weed
to Feed!

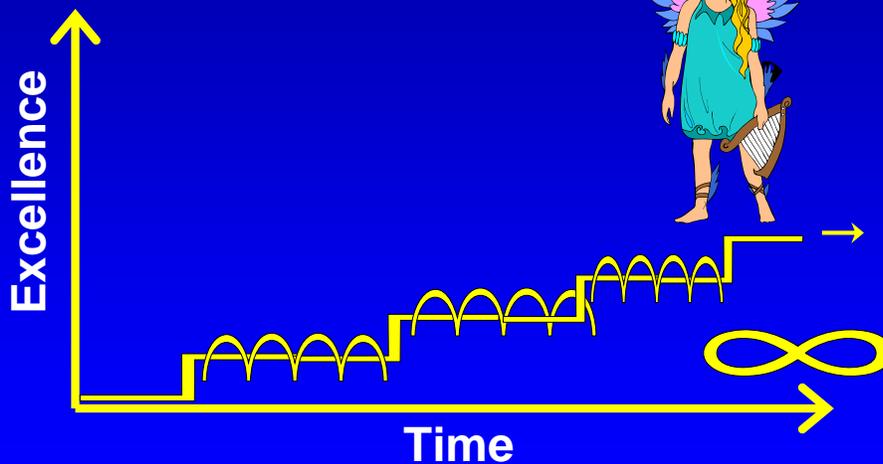
UMP - unique marketing proposition
SCA - sustainable competitive advantage

*Article 2.1
3

This implementation checklist tool is well covered elsewhere at Merrifield.com. Check out article #2.1; exhibit 16; or module 5.10 in the “High Performance Distribution Ideas for All” revolutionary training program.

MEME #2: PERSONAL MASTERY

How do we grow?*



*Best reference: [Mastery](#) by George Leonard. Plume, 1992.

This slide depicts learning as a series of stair steps in which the learning actually goes on at the plateaus which aren't lack of progress to be speeded up, but the source of progress involving a process that can't be rushed. On those plateaus is where individuals or teams will try many experiments that will "fail forward" towards mastering a critical mass of sub-elements that when finally put together in an integrated, unconsciously competent way will take us to the next level. For three short "culturegrams" with homework questions written for all distribution employees go to Exhibit 17 at our web site.

“MASTERY” POINTS



- 1. Plateaus aren't problems to fix; love & learn**
- 2. A life of continuous learning/improvement = sustainable intrinsic motivation**
- 3. Benchmarking all jobs = vision pull**
- 4. All move to “10”; being 8+ = good**
- 5. No dear-end jobs, just dead-end thinking**
- 6. Learn how to learn: Turn “job” → “career”₅**

A key point to expand on is that there are no dead-end jobs. Look how much responsibility, skills and effectiveness UPS has built into a local truck driving job. Look at how much LL Bean has built into their year-around warehouse jobs. And, if and when an employee does make it to “Black Belt 10th degree” at some job, I'll bet a group of people that are in and around that job could think of more ways that job could be expanded through responsibility and cross-training that reaches up and down the process that the job is part of.

I'll also bet that the Black Belt will have learned how to learn so much better that they will be promote-able to next level jobs that originally neither they nor a manager might have thought possible. If you want to turn jobs into career paths and have the option of promoting more people from within, then teach and expect that everyone will invest in current job mastery. Don't forget to lead by example.

1-PAGE MONTHLY GOAL/GROWTH STATEMENT



Implications:

- Sweat equity \propto company investment
- Boss \rightarrow enabling coach
- Feeds top-down annual review
- Tigers; steadies; problems (x) `07 plans?

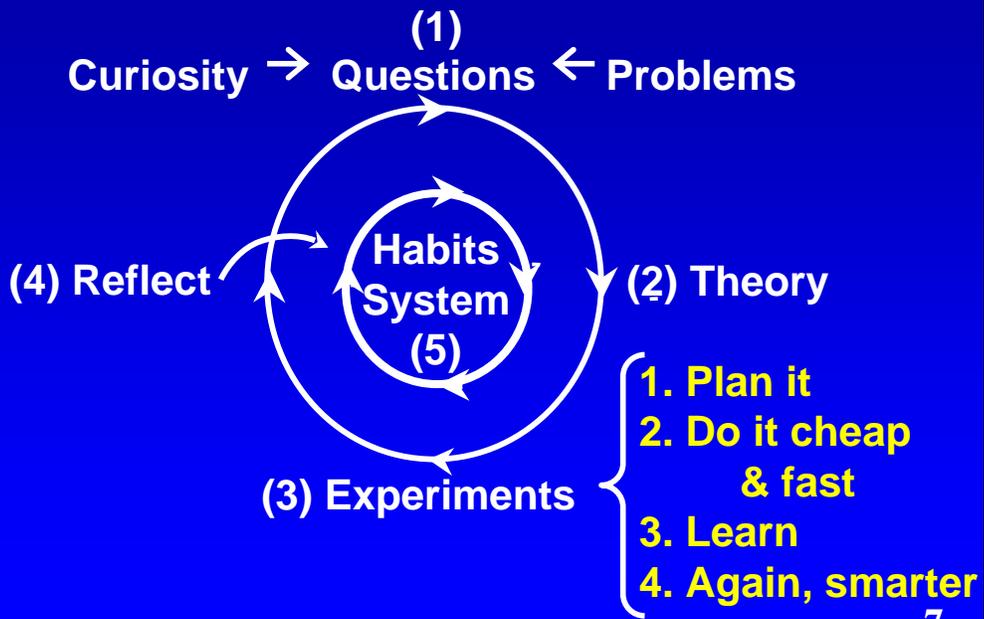
Process:

- Top half – goal plan; bottom – progress
- What can company do to help?
- Notes & signatures included
- 4–6 months out, compare tigers vs. problems

6

This bottom-up monthly “personnel system” is meant to at least complement, if not replace, the annual top-down performance review system that a company may have. The points on this slide are expanded in “Exhibit #10” at our web site. It is also explained in a educational way in Module 3.14 of the “high performance” DVD-based training kit. To see how this specific system fits into a chronological, circular set of 7 systems read article #5.7 and check out slide show #5 entitled: “High Performance Personnel Systems Overview”.

(#3) WHEEL (+) (#4) GOOD MISTAKES



Lots more on “pushing the wheel of learning” and “making good mistakes” that involve “failing forward” as fast, cheaply and full-of-learning as possible in the document under Exhibit #24 at merrifield.com.

(5) QUESTION MAPS



- Past answers, → block undiscovered questions
- More & better questions → define the real opportunities (?)
- If: 50% of success is defining the right challenge
- Then: first ask the exact, right question

*Quotes on “Questions” from Exhibit 40 & Question-Maps, Ex 30-34 at merrifield.com

8

If we are going to improve something to the next level, but we don't have any proof, role-models, or coaching for how to do it, then there isn't an available map for where we are going. But, if we have a fix on a guiding star or intent, then we can start to ask questions about the trail that we will have to blaze before we commence. Asking lots of questions with unknown answers about where we are going and how we might get there adds up to a “Question Map”. If we don't worry about rushing to answers, then we can be creative about what questions we do ask; how we phrase them; how we might sequence them; and leave room for adding more questions that will arise. By defining the questions we can better live with them and into them. We can prime our selective perception to start gathering more information from many places about those questions. Some examples of question-maps on specific topics are Exhibits 31-33 at our site.

(6) PUBLISHED PRAISINGS



If someone:

1. Goes beyond normal duties; extra effort
2. Achieves new personal best (in last place)
3. Does something consistently well to be a role model

Not - for breathing or messing up

(meaningful format?)

*Article 6.3 at merrifield.com

9

For more on praising statements that are covered in this slide and the next 4, read article #6.3 and in the “High Performance” DVD kit module 5.2. Published praising statements are the oxygen for all employees who are asked to be innovative and change.

MEANINGFUL FORMAT



1. Speak directly to them (in a group!)
2. Mention specific task/achievement done
3. Mention personal qualities displayed
4. Mention the benefits to all levels

**Authentic deal, not manipulative.
Poor, late delivery - still works**

PUBLICATION BENEFITS



- 1. Create a habit of seeing & recognizing progress steps**
- 2. Name in print effect**
- 3. Lots of folks stroking!**
I'm not alone, there's hope
- 4. Folks who aren't stroking?**
Get with the program

PRAISE TIGHTWADS?

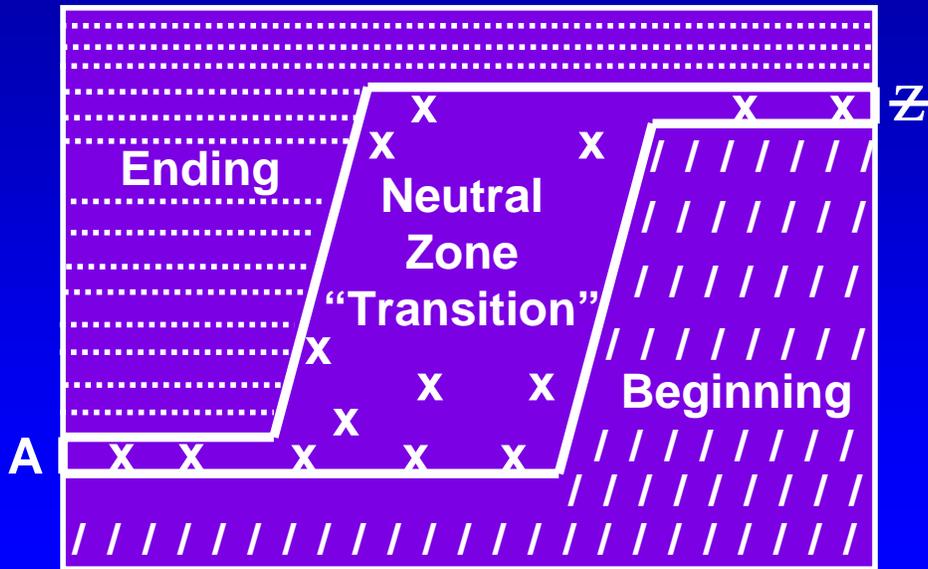


- 1. “They know already.”**
- 2. “If they don’t, they should.”**
- 3. “Ok, I’ll try.”**
- 4. Assumption that binds them?**
 - **No one praised me; just criticized**
 - **None of us deserve praise**
 - **Rehab their own wounds**

NEW ASSUMPTIONS FOR PRAISINGS

- 1. #s don't tell the whole story**
- 2. Many want to serve & be recognized (Oscars)**
- 3. Emotions for positive passion are needed**
- 4. Give praise & slack off? Go for more!**
- 5. Oxygen of new growth; we're all fragile novices**
- 6. Praisings for "good mistakes" is vital!**

THE CHANGE PROCESS



14

This slide is the same as slide #7 in “slide show # 4: Closing The Knowing-Doing Gap” at our site. We have to strive to make change management a “consciously competent” capability of our respective companies. Once that is achieved, then have an “unconsciously competent” habit – a place where everyone is part of perpetually innovating and improving for the better without even thinking about it or questioning it.