

Blueprint

A New Leadership Journey from Innovation to Execution

The Mayfield Alliance

Tom Stedding

Background

- Systems Control, Sony Microsystems, 3Com, Novell
- CEO 13 Startups: Currently Voise, Inc., pioneer in AI and semantic analysis for language understanding.
- Co-Author: *Built on Trust – How to Gain Competitive Advantage in Any Organization*, Contemporary Press, 2000.
- Author: *Real Teams Win: What Smart Leaders Need to Know Now About Achieving Peak Performance*, Humanix Books, December 2020.
- MS in Management (Sloan Fellow) Stanford University Graduate School of Business, Stanford, California.
- Ph.D., Electrical Engineering, University of California, Berkeley, California.
- MS and BS in Electrical Engineering, University of Michigan.

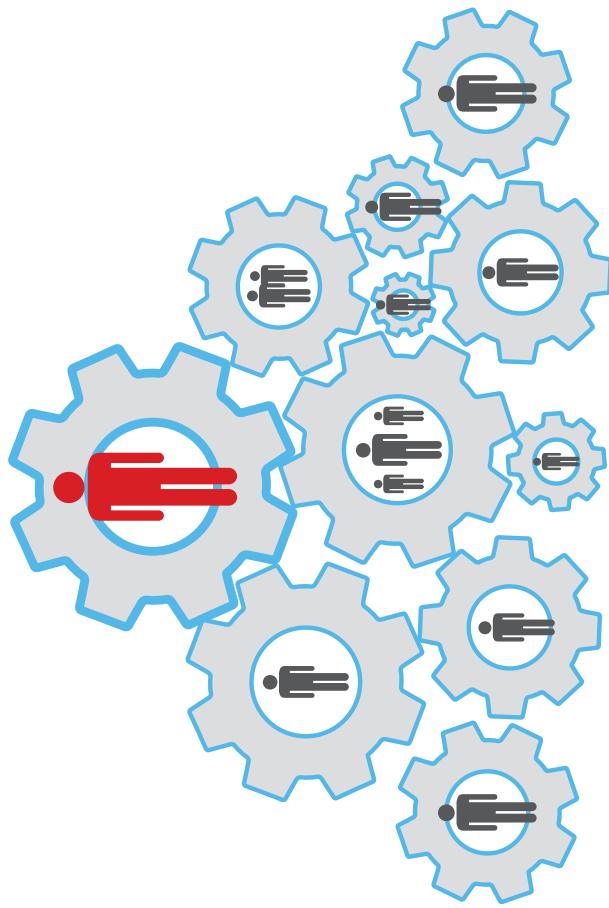
Our Purpose

Provide a transformational framework based on leading edge cultural and leadership practices yielding superior execution and a deepened sense of shared meaning.

Leadership in Transition: The Old Leadership Model

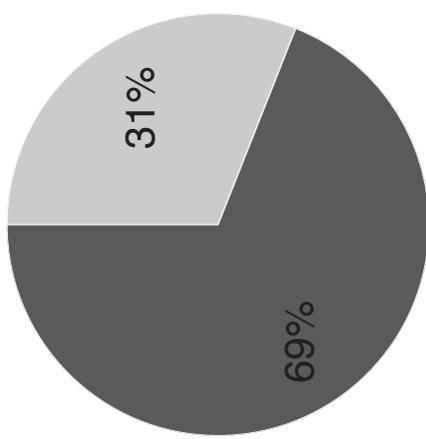
Hierarchical, Organization-as-Machine Model

- Top Down
- Command & Control
- External Perspective

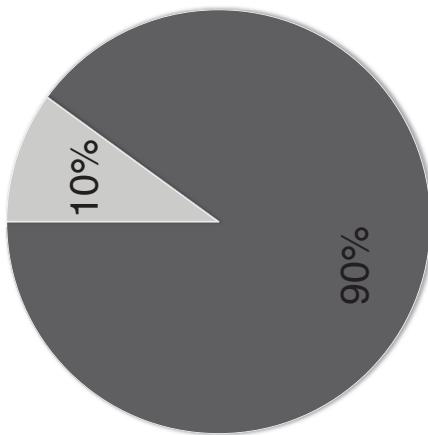


The Old Model is increasingly limited

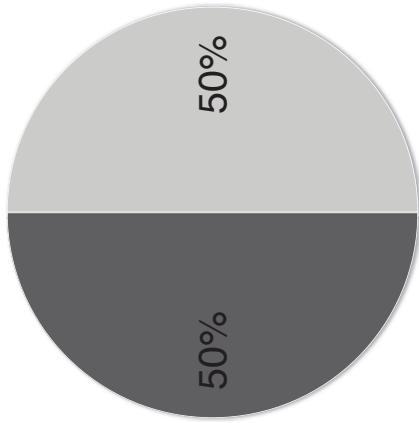
Leadership Failure by the Numbers



**69% employees
disengaged from their
work⁽¹⁾**



**Startup failure rate
up to 90% (2)**

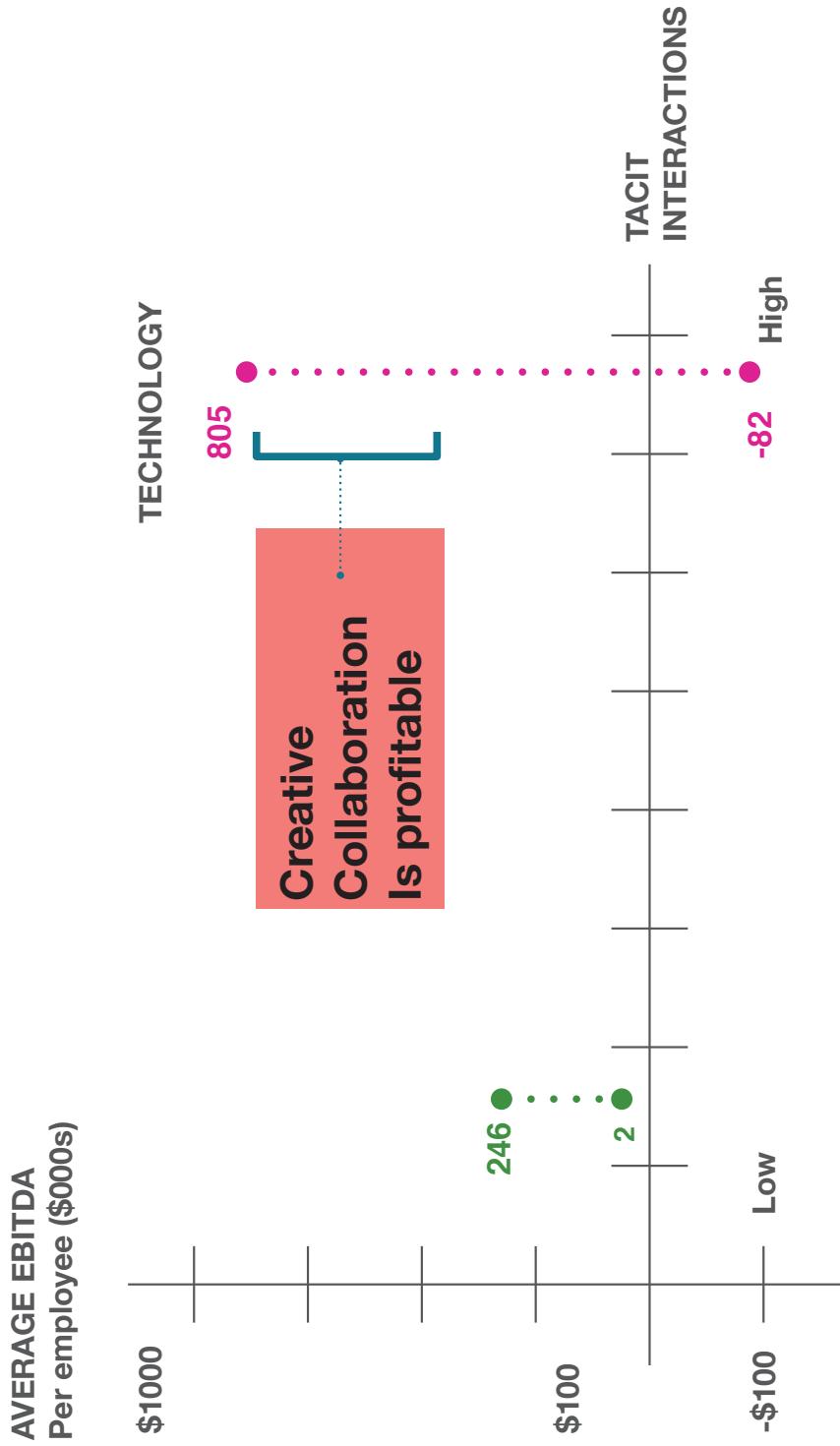


M&A failure rate > 50% (3)

- 1.<http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx>
2. <http://www.forbes.com/sites/neilpatel/2015/01/16/90-of-startups-will-fail-heres-what-you-need-to-know-about-the-10/#5106ca6f55e1>
3. www.mckinsey.com/client_~/.../1002A11EEA4045899124B917EAC7404C.aashx

Intimations of the new Leadership Model

“Competitive Advantage Through Better Interactions,” McKinsey Quarterly, April 2006



Creative Collaboration is “The New Management Science”

“Companies that make tacit activities (aka creative collaboration) more productive will not only raise top and bottom lines but also build talent-based competitive advantages that rivals will find hard to match”

“Tacit interactions reduce the importance of structure and elevate the importance of people and collaboration”

“The kind of network building that tacit workers must do to boost their effectiveness thrives in a culture built on trust”

McKinsey&Company

Intimations of the New Leadership Model, Cont'd



Psychological Safety Drives Highest Innovation ¹



Complementary Partnering Drives Outcome ²

THIRTEENERS

Connectedness Drives Execution ³

New Language. New Narrative

³ <http://www.danprosser.com/book/>

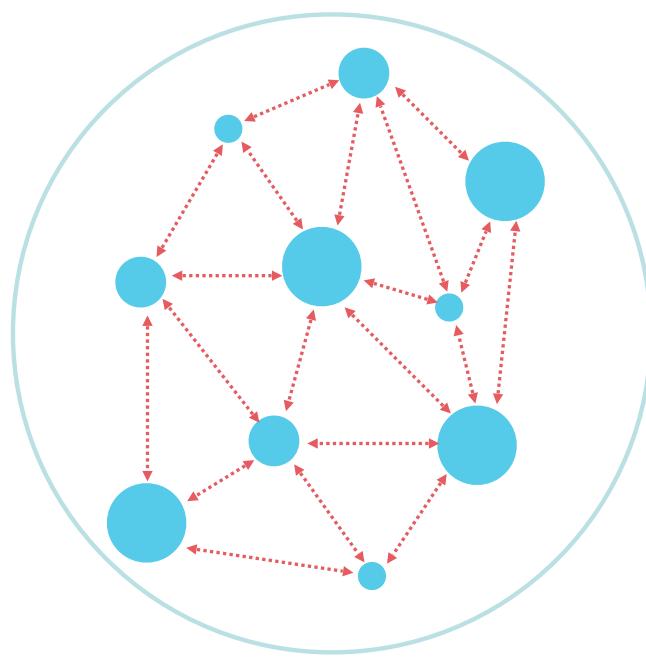
² *Team Genius: The New Science of High-Performing Organizations*

¹ <https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/>

Transformation of Leadership: New Model

Highly Connected, Open Team

- Creative Collaboration: The Central Organizing Principle
- Access to the Deep Imagination
- Superior Intelligence
- *Internal Perspective*



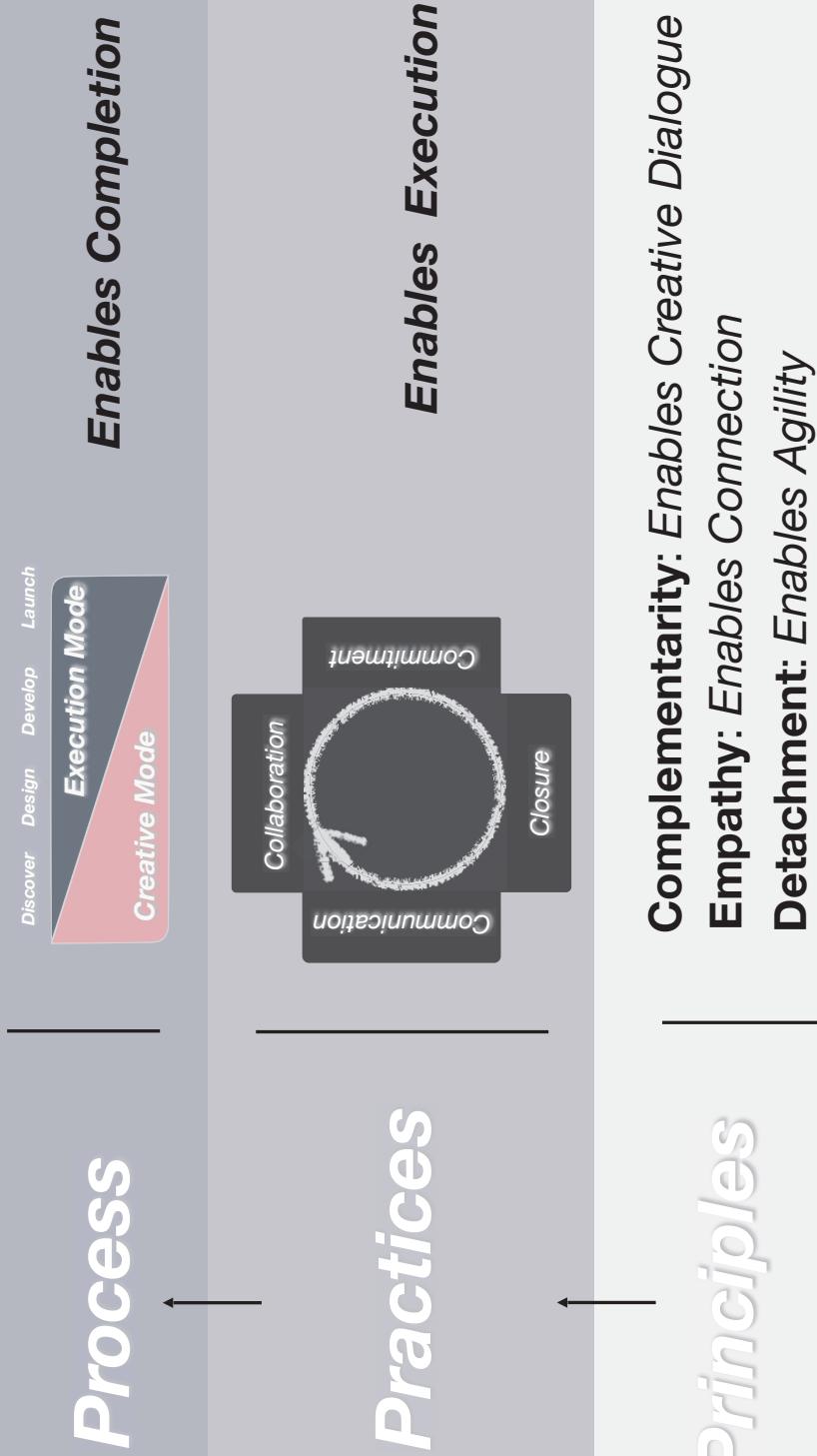
Blueprint: Delivering the New Model with Authentic Impact

Ant Bridge – Emergent form



Blueprint

BLUEPRINT



From Innovation to Execution

Internal results:
**Increased engagement,
well being and meaning**

External results:
**Improved performance,
revenue and efficiency**

Transformational Framework: Complete, Fast, Powerful

Validation

Enterprise software company

- \$32M invested, seven years
 - Little traction
 - Failing
- 

“The new leadership approach was magic. We went from a fragmented, disjointed team with low morale, to an enthusiastic and creative team. We only wish we started this process earlier!” CFO

Message Assurance company

- \$20M invested, five years
 - No growth
 - Failing
- 

“This leadership approach transformed our company in a short period of time. Not only did we accelerate sales traction beyond expectations, we created an open culture where creativity thrived and staff engagement soared,” VP Sales

Optoelectronics company

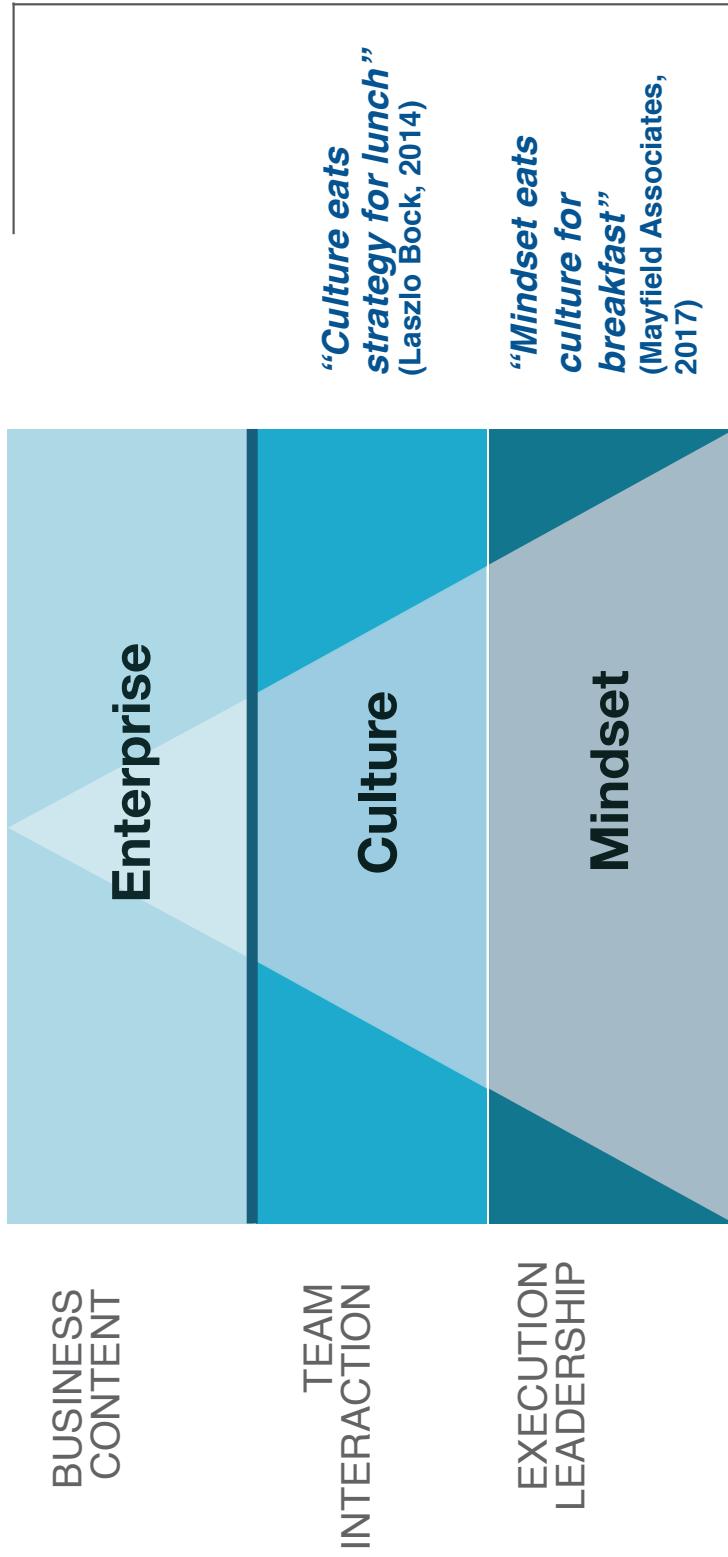
- \$65M R&D, 25 years
 - No product
 - Losing momentum
- 

“We converted the transformation of this research company into a product company in record time, and also developed an innovative new product ahead of schedule. The creativity of the team and the morale of the company both rose dramatically during this period, with a number of people expressing their appreciation for now working in an open and collaborative culture,” VP Business Development

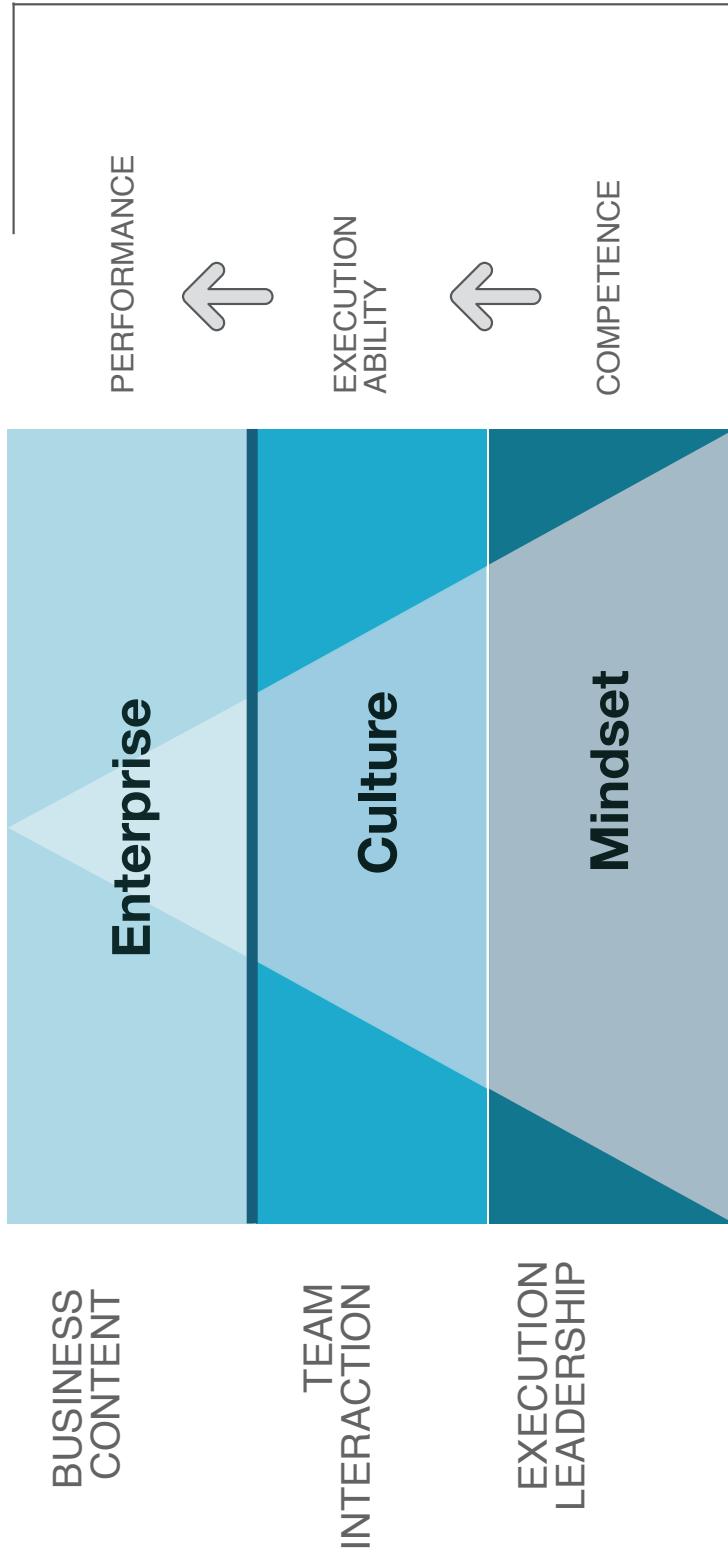
Starting Point: Diagnostic Model

The Hidden to be Revealed

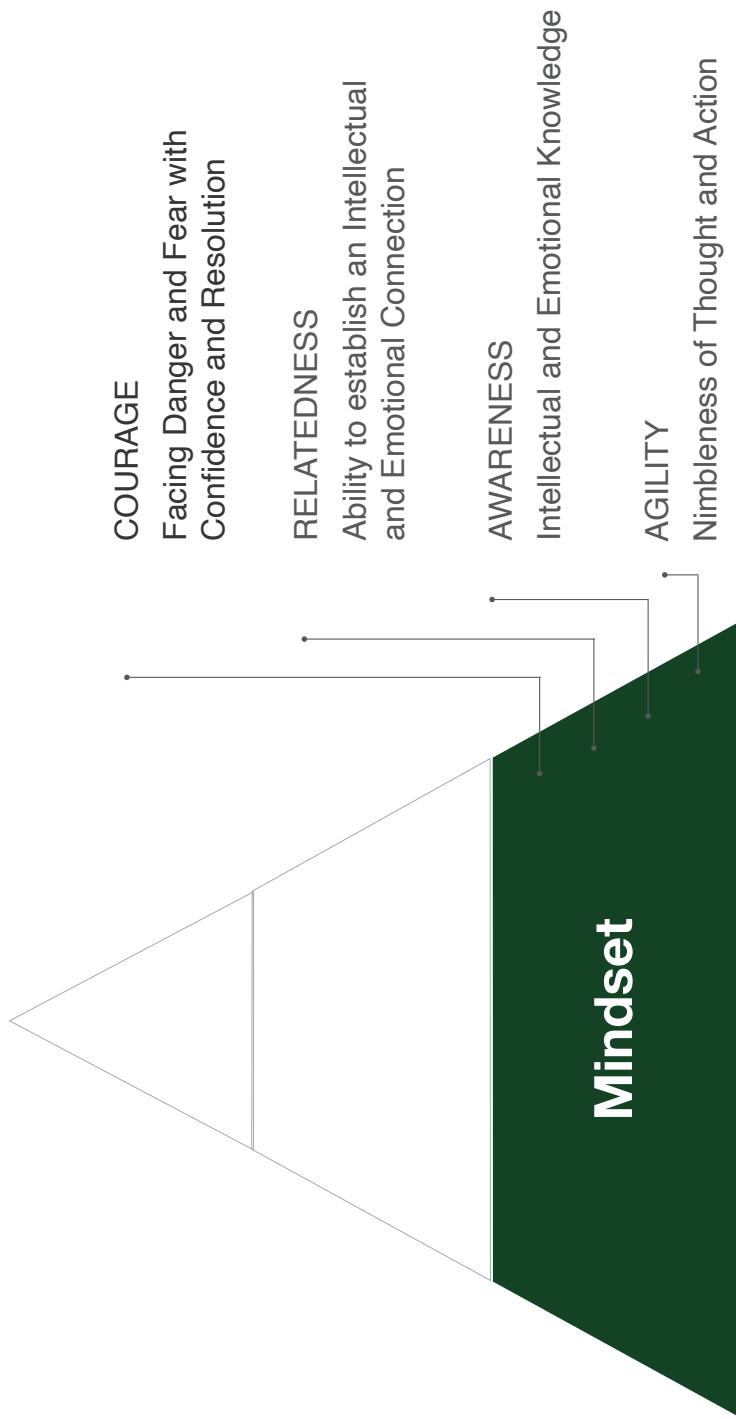
Three-Layer Diagnostic Model Discloses Underlying Layers



Bottom-up Progression Drives Performance

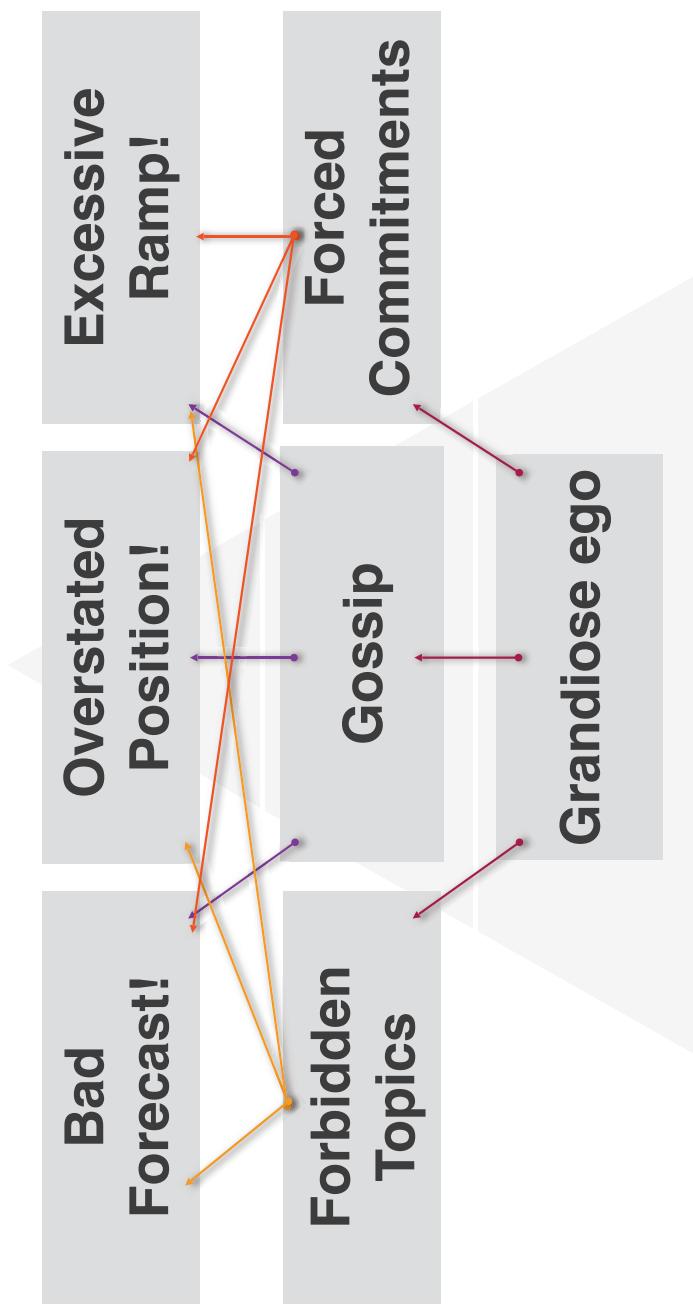


Four Critical Dimensions of Mindset



Imbedded Complementarity in Each Dimension: Intellectual and Emotional

Real World Example



Foundation Principles



Three Principles

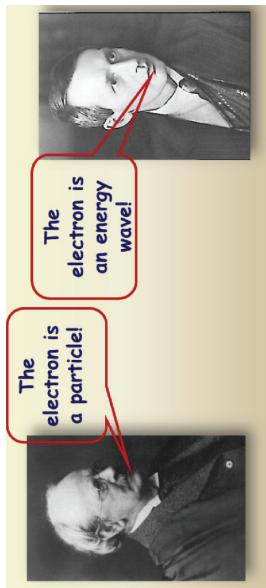
- Complementarity
- Empathy
- Detachment



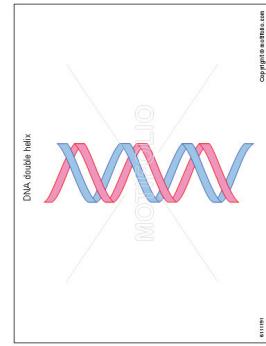
Foundation Principles- Complementarity

**Both/And Thinking:
Understanding there are always two sides to a matter**

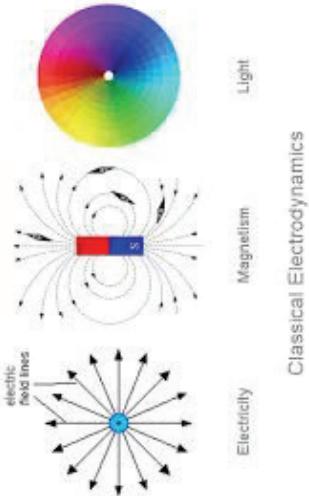
- Wave/Particle Duality



- Double Helix (DNA)



- Electromagnetism



A basic rule of nature.

Complementary Partnering

Spontaneous phenomenon that can be proactively employed

Courtesy of Google



Larry & Sergey

Bill & Warren

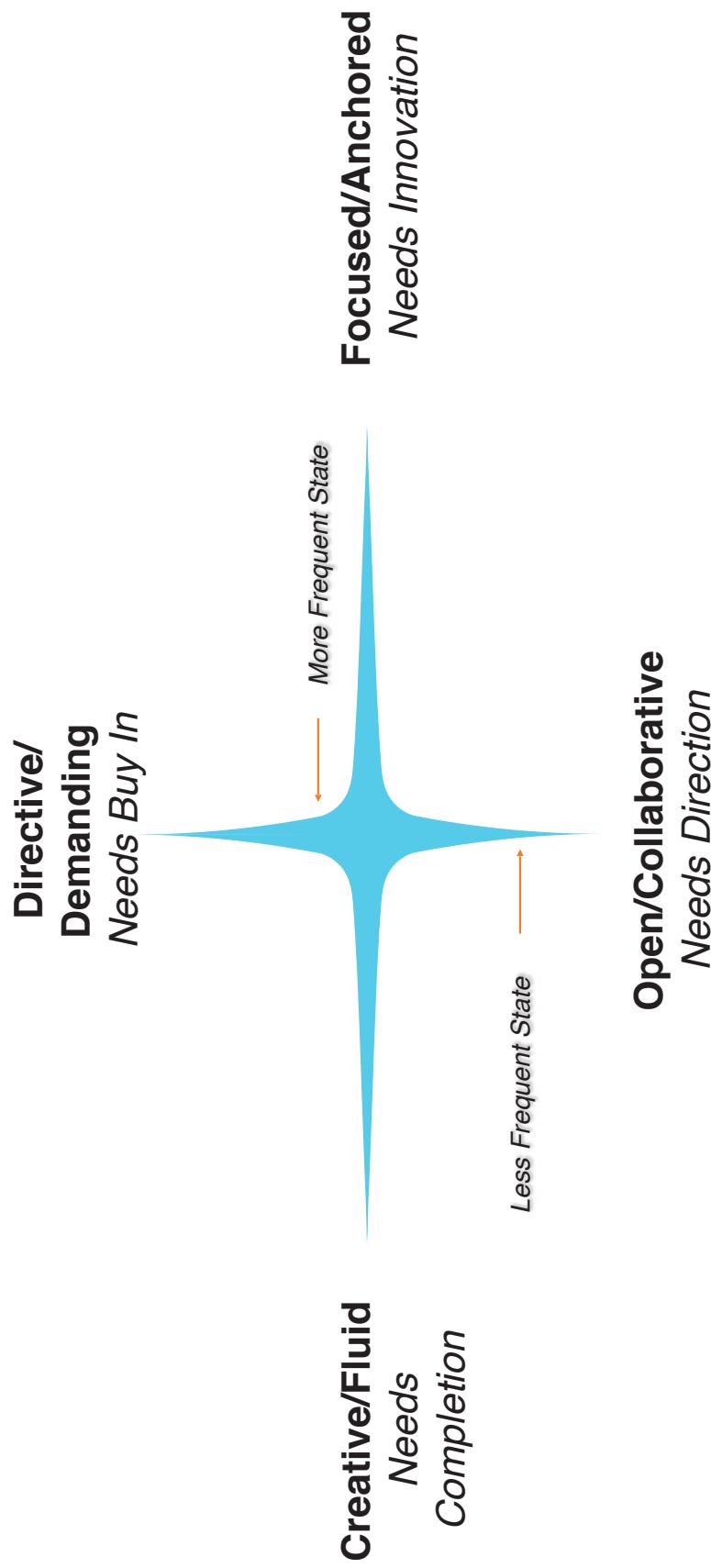
David & Bill

“I have seen what happens when you get two people together [referencing his “twin” Charles Munger] who are totally in sync but also have different ways of working toward a common goal” Warren Buffett



The Mayfield Alliance Proprietary and Confidential

Complementary Mindsets in Product Development



Puer/Senex Complementarity in Mindset: Icarus & Daedalus



Puer

“Eternal boy” (Latin)
Youth, possibility, growth, and
unbounded creativity.

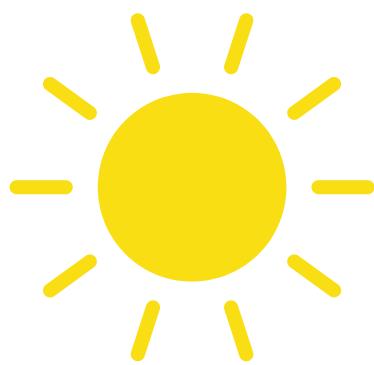
Senex

“Old man”
Age, discipline, order and
responsibility.



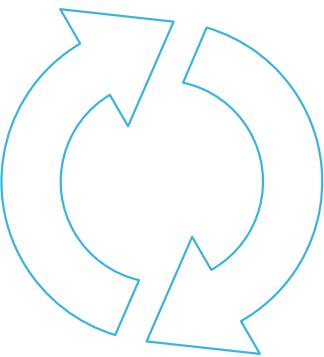
Solar/Lunar Complementarity in Mindset

“Solar”



Rational
Action-Focused
Linear
Executes

“Lunar”



Intuitive
Insight-Focused
Non-Linear
Informs

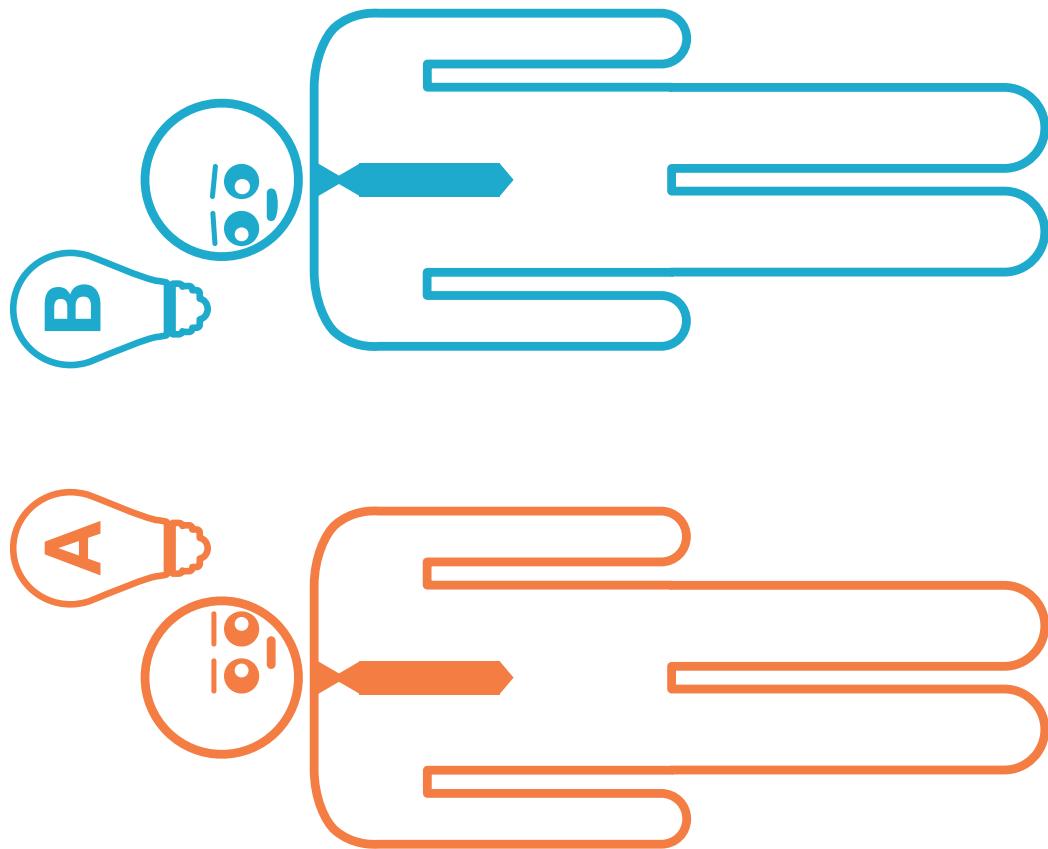


Collaborative Dialogue Practice: Top Five

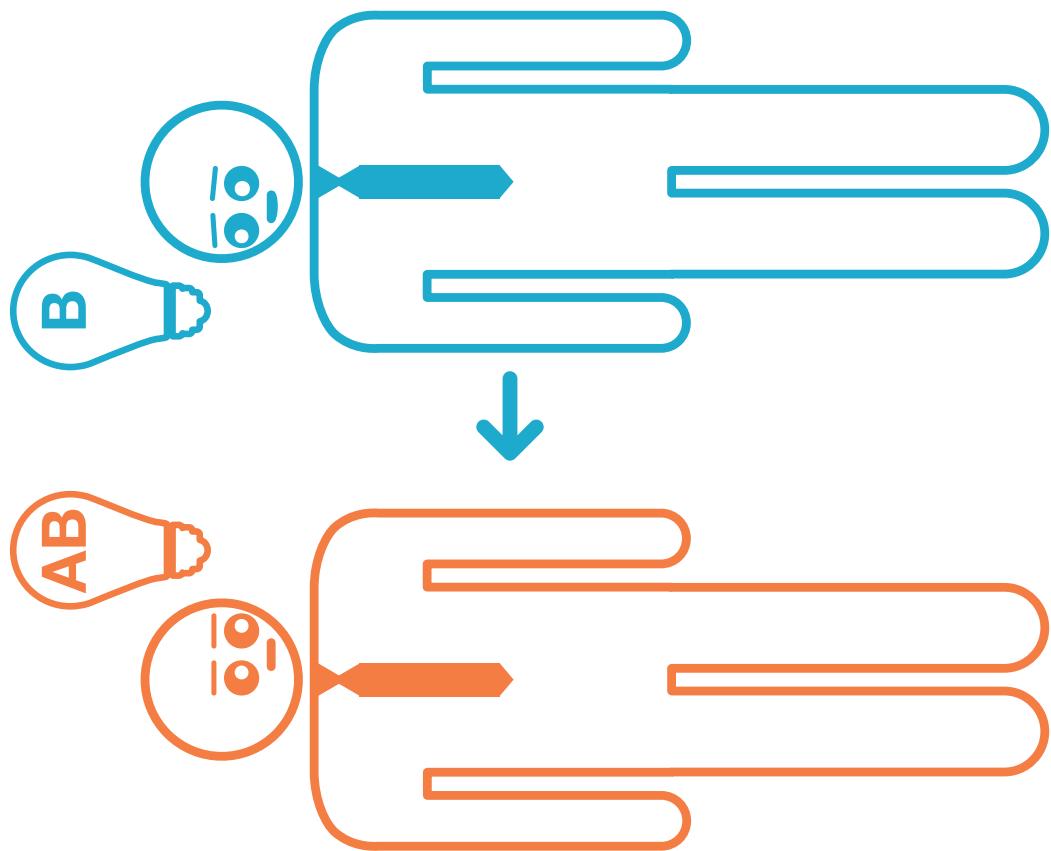
- Elicit willingness for a dialogue
- First listen to complete message
 - Encourage completion
 - Don't interrupt
 - Reconstruct other's point of view
- Acknowledge out loud your understanding of at least some part of their position
- Present your position as complementary, both/and perspective
- Avoid black and white thinking: "But" or "You're wrong" or "Agree to disagree"

Collaborative dialogue involves both empathy and challenge

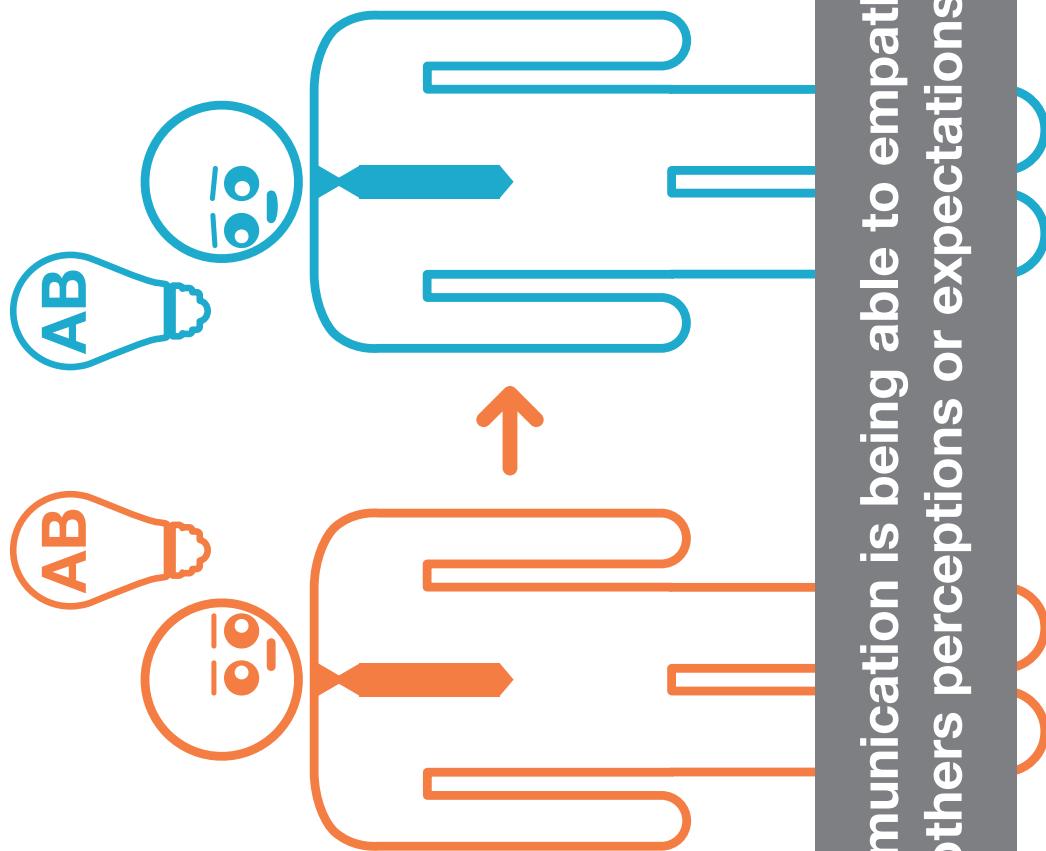
Starting Point



First Step

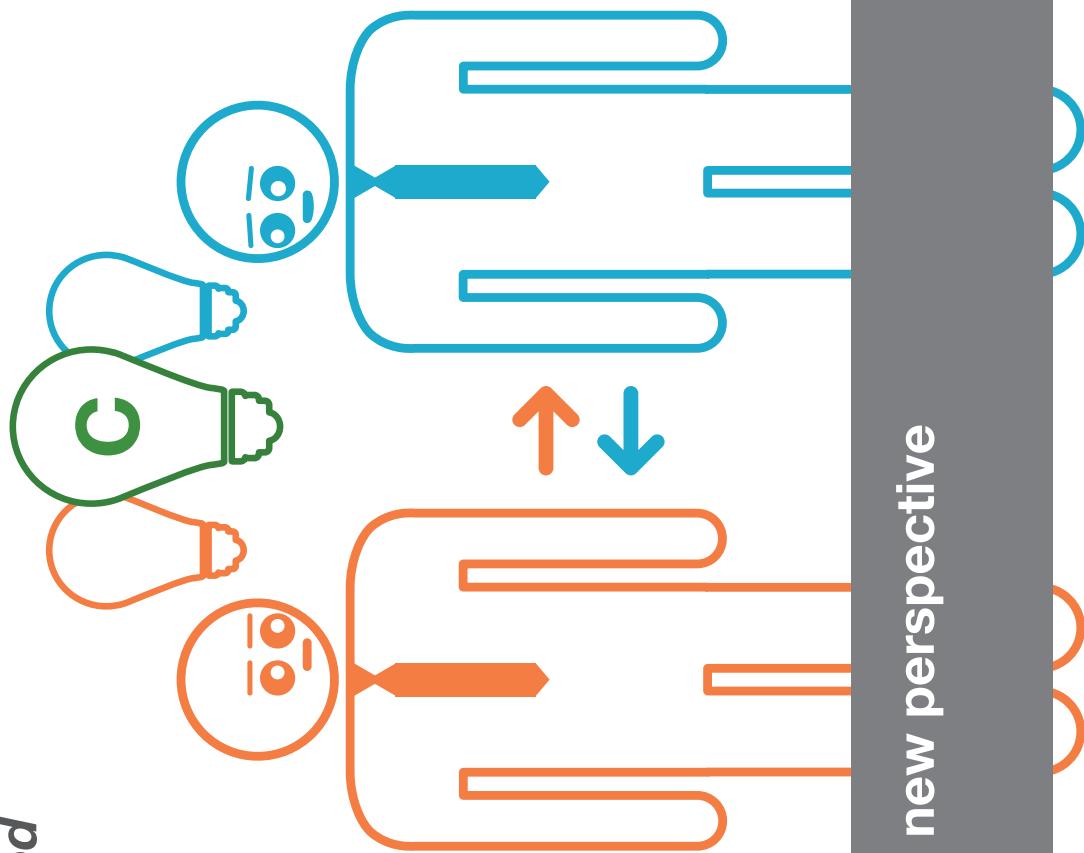


First Step



Collaborative communication is being able to empathically see and acknowledge the others perceptions or expectations of reality

Synthesis in a Connected Communication



From this comes a new perspective

Foundation Principles - Detachment

Promoting a clear perception of reality
Frees from idealized expectations (aka, **Cancer of the Mind**)

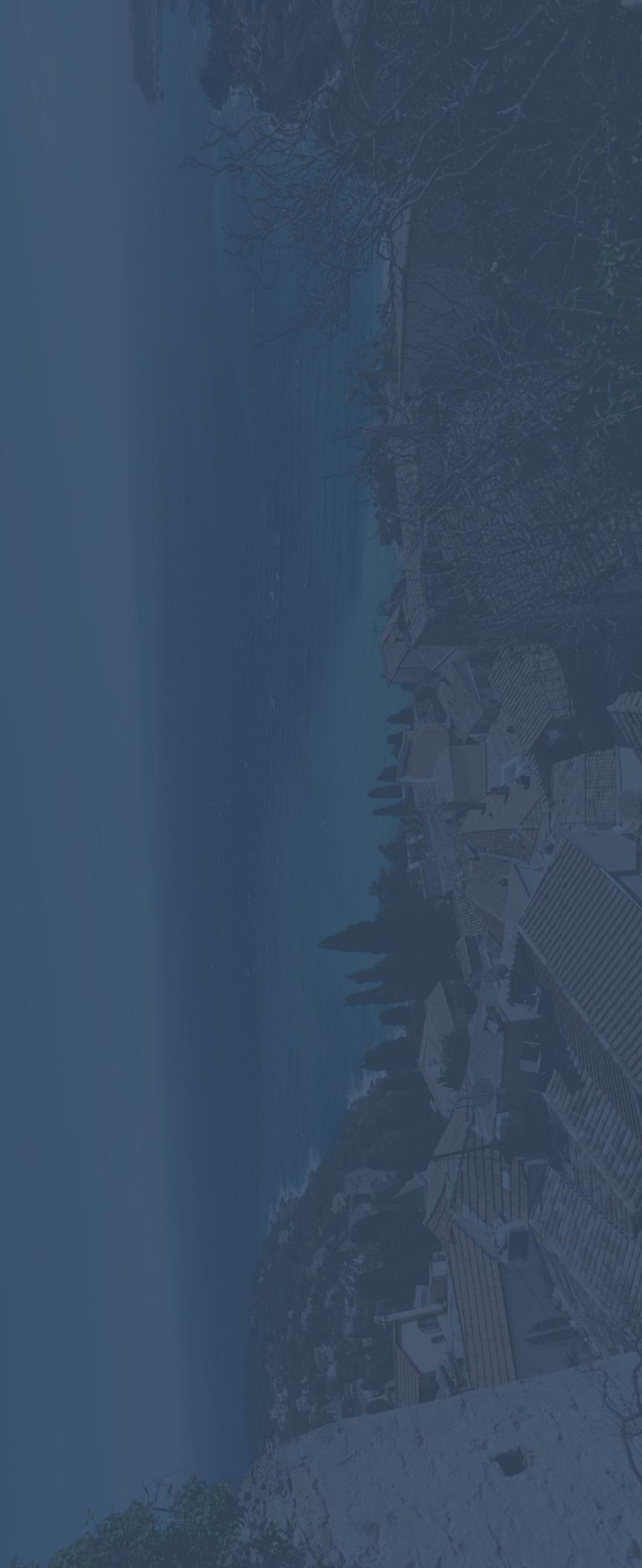
Keats: Achievement requires “**Negative Capability**, . . . when man is capable of being in uncertainties, mysteries, doubts, without any irritable reaching after fact and reason.”

Quantum Vacuum State: Spontaneous appearance of energy and particles

Our application: Maintaining creative flow, avoiding rigid, dogmatic thinking



Practices



Setting It Up: Understanding What People Want

- To make a contribution
- To be recognized for their contribution
- To be seen and heard, not necessarily to win every position
- To be part of something bigger than themselves

**Addressing these needs sets up
the Engaged Organization**

Practices

Avoid False &
Forced
Commitments

Commitment

Communication

Open, Direct,
Truthful and
Respectful

Collaboration

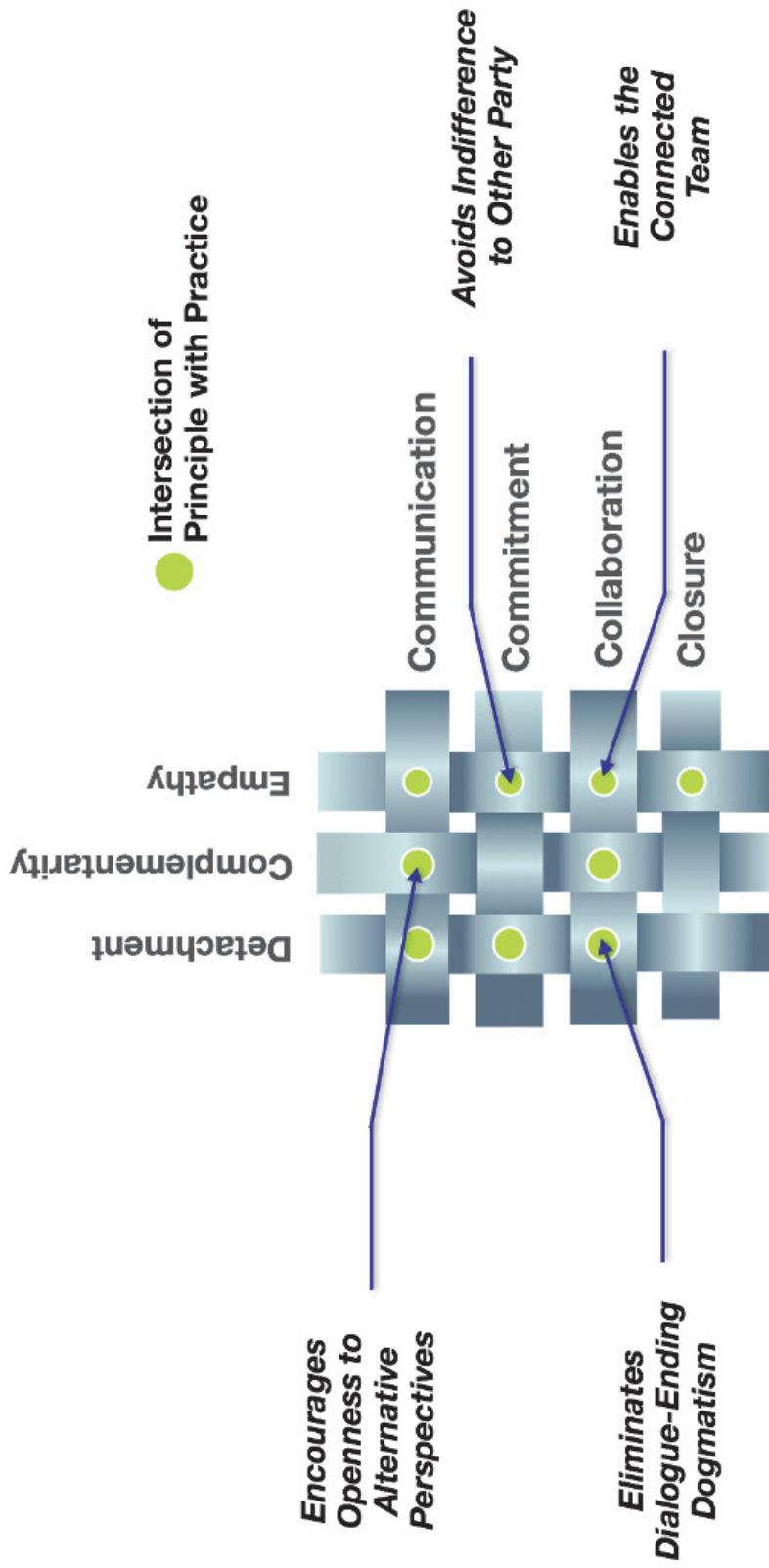
Closure

Agreement + Date

Both Empathy &
Challenge

In-Depth Training (“Top
Ten” Techniques) Yields
Effective Practice

How Principles Support Practices



Commitment Practice: Top Five

- Define commitment: Intention of no conditions (not a guarantee)
- Explain cost of false commitments (saying “Yes” without true intent): False commitments lead to dramatization in the organization
- Allow time to consider commitment (“Honoring doubt”)
- Focus on internal commitments first: places ceiling on ability to make external commitments
- Write it down for accountability

Benjamin Franklin's Autobiography

“I made it a Rule to forbear all direct Contradiction to the Sentiments of others, and all positive Assertion of my own. **I even forbid myself...the Use of every Word or Expression in the Language that import'd a fix'd Opinion;** such as certainly, undoubtedly, &c. and I adopted instead of them, I conceive, I apprehend, or I imagine a thing to be so or so it appears to me at present.

When another asserted something that I thought an Error, I deny'd my self the Pleasure of contradicting him abruptly, and of showing immediately some Absurdity in his Proposition; and in answering I began by observing that in certain Cases or Circumstances his Opinion would be right, but that in the present case there **appear'd or seem'd** to me some Difference, &c.

And this Mode, which I at first put on, **with some violence to natural Inclination,** became at length so easy & so habitual to me, **that perhaps for these Fifty Years past no one has ever heard a dogmatical Expression escape me.**

For I was a bad Speaker, ...and **yet I carried my Points.”**

Communication Practice: Top Five

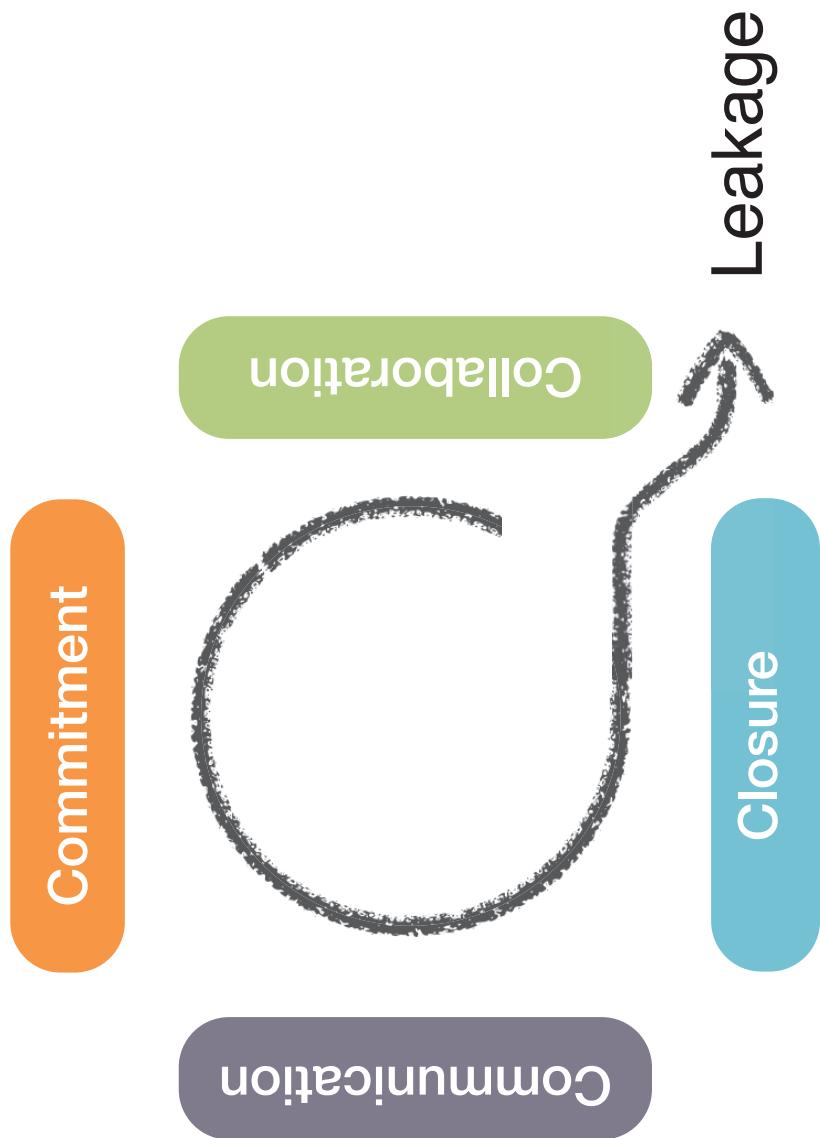
- Ensure communication is open, direct, truthful
- Open: Speak your mind fully (capture the “small voice in the room”)
 - Direct: To the people who have the authority to act on the information
 - Truthful: The truth in its entirety
- Drive out indirect communication or “toxic gossip” (“Hate the buzz but love the buzzer”)
- Explicitly ensure diplomatic immunity
- Demand communication be respectful and preserving of dignity
- Resolve muck* quickly (what distinguishes great teams)
- * Term for all types of discomfort that arise in working relationships

Closure Practice: Top Five

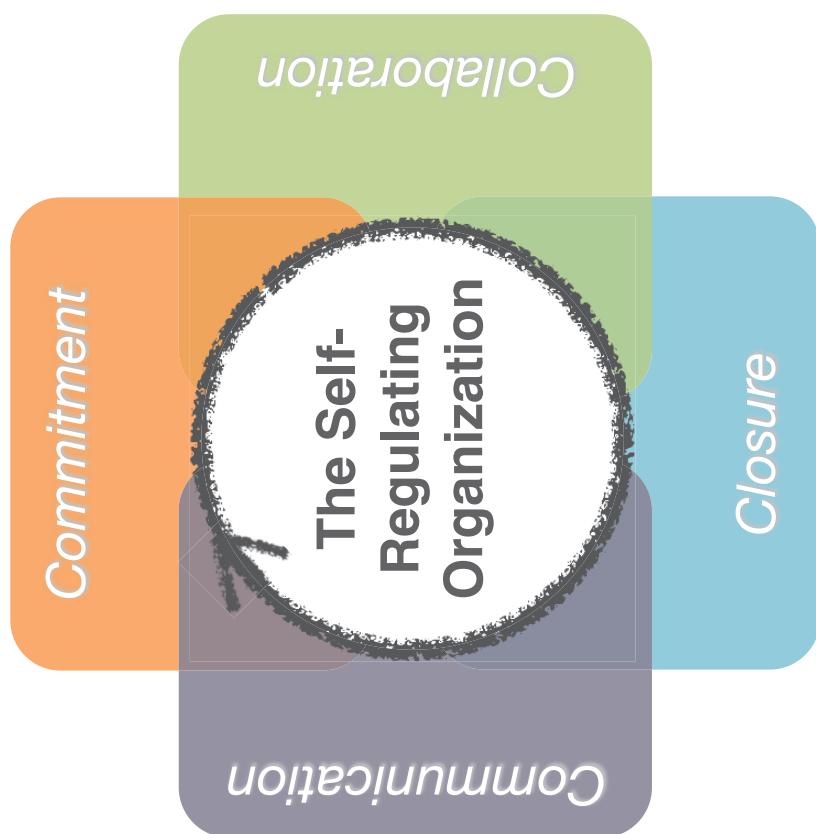
- Introduce concept of “closure” as an agreement plus a date
- Explain consequence of non-closure (“I’ll take care of it”): non-closure → wondering → suspicion → mistrust
- Volunteer dates automatically; otherwise, ask for a date
- Establish goal: 100% of communication is closed
- Use date for a date (or date for a date for a date) if necessary

Practices

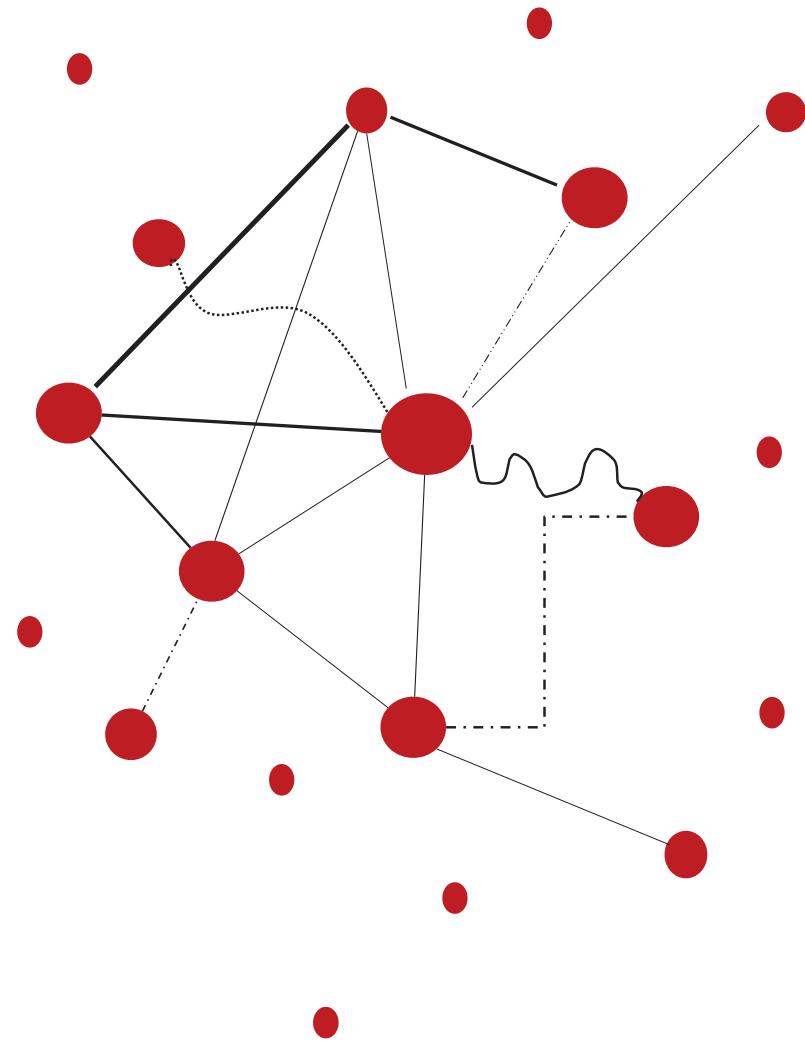
Incomplete Implementation Creates Leakage and Drama



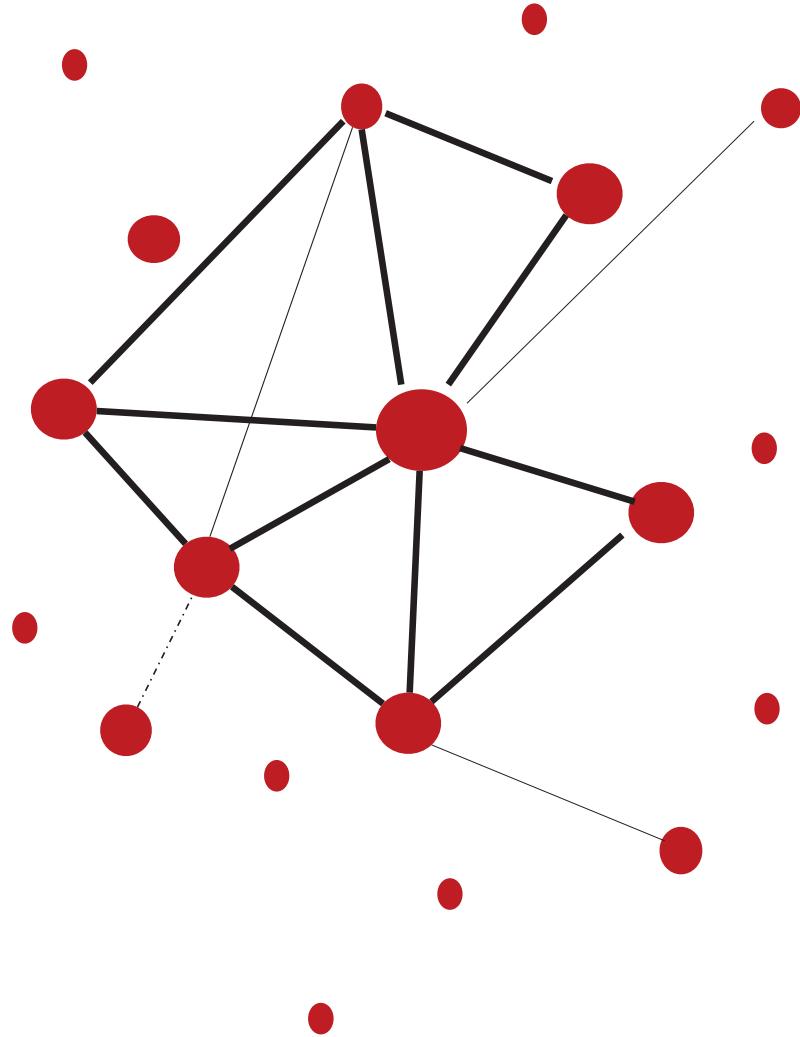
Practices



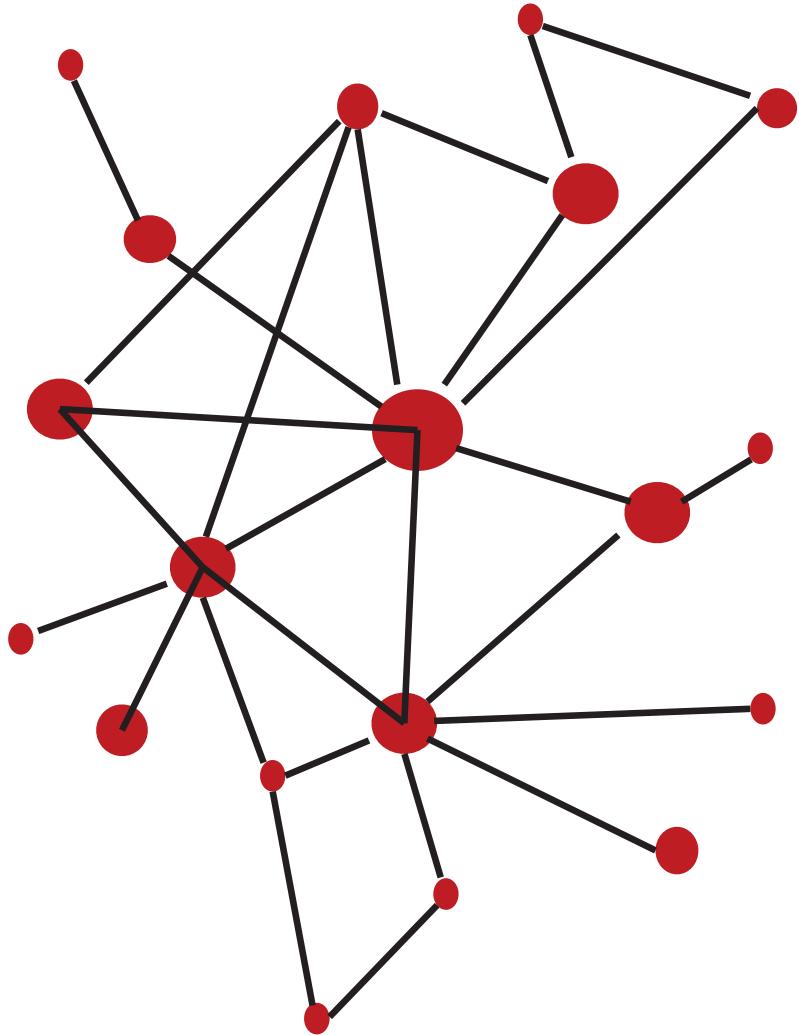
Starting Point: The Random Organization



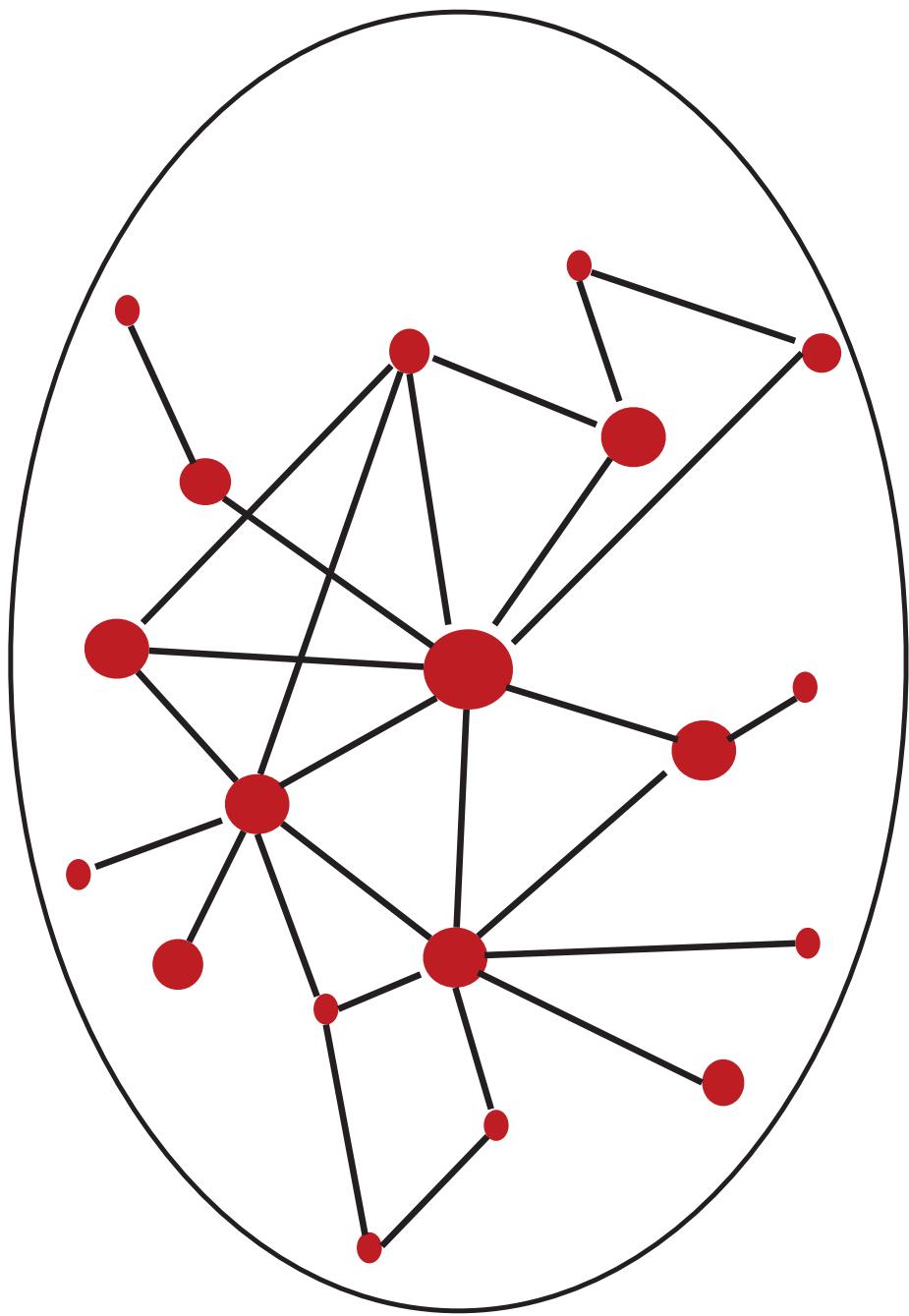
Core Team Integration



Full Team Integration



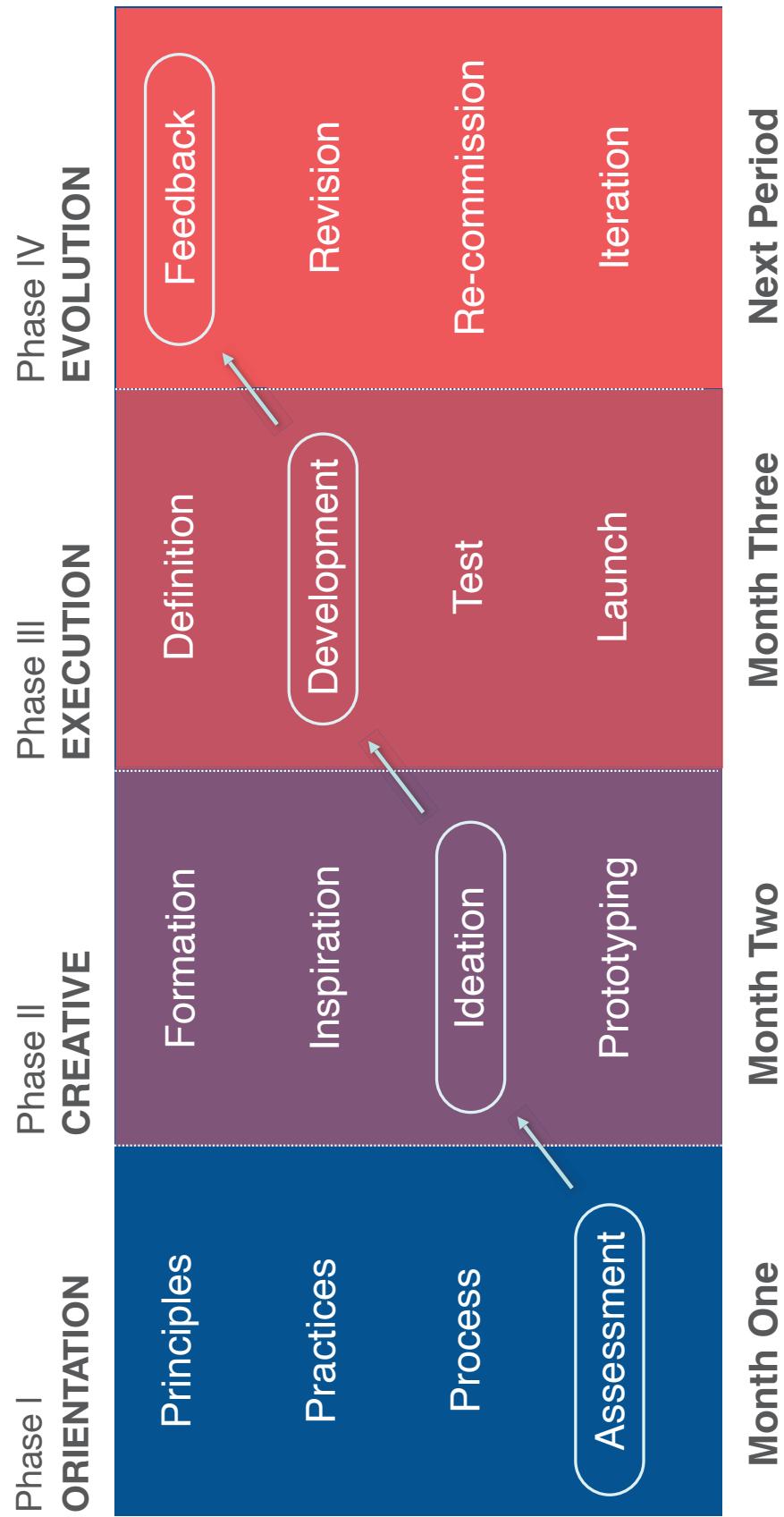
A New Entity: The Highly Connected Team



Implementing Blueprint



Blueprint Implementation Phases



Thank You!

Tom Steding

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