



The Leadership Institute

Creating A Culture of Innovation

Solving for Why - Change your Identity, Change your Future

How a common why provides meaning at work and transforms performance

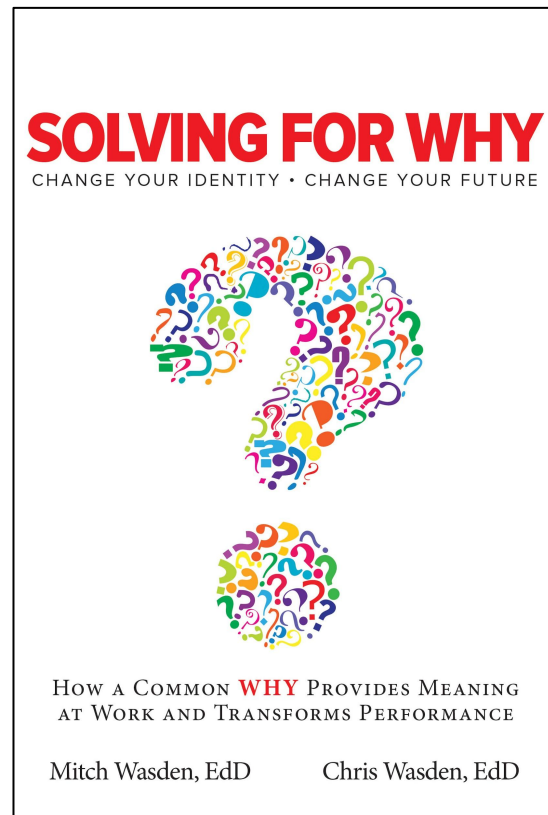
Why a new book? My consulting work indicated a huge need ...



Executive Leadership Workshop on
Creating a Culture of Innovation

Fortune 300 Company Workshop on
Creating a Culture of Innovation

Without an inspiring and common “why” for individuals and an organization you get poor results



Powerful cultures that align the employee's personal “why” with a compelling company “why” outperform

- 33% higher profitability (Gallup)
- 37% higher sales (Shawn Achor)
- 43% more productivity (Hay Group)
- 300% more innovative (HBR)
- 51% lower turnover (Gallup)
- 66% decrease in sick leave (Forbes)
- 125% less burnout (HBR)

The application of neuroscience, complexity theory,
and peak performance is magical

They enable spontaneous order to emerge from chaos

What are your development priorities for the coming year?

If your organization can sponsor only one development initiative next year, it should, without a doubt, be a relentless focus on creating a stronger cultural identity.

Strategy Determines Organizational Success

A black and white portrait of an elderly man, likely a judge, resting his head on his hand. He is wearing a dark suit jacket over a light-colored, vertically striped shirt and a dark tie. The man has a serious expression and is looking slightly to the side. The background is dark and out of focus.

Greatest Management Guru of all Time

Doctors needed

Shortage in primary care physicians is projected to continue to increase in U.S.

A horizontal bar chart with a light gray background. The y-axis lists the years 2008, 2010, 2015, 2020, and 2025. The x-axis represents the number of physicians, with major grid lines at 0, 10,000, 20,000, 30,000, 40,000, and 50,000. The bars are red and their lengths increase significantly over time. The values are explicitly labeled at the end of each bar: 7,400 for 2008, 9,000 for 2010, 29,800 for 2015, 45,400 for 2020, and 65,800 for 2025.

Year	Projected Shortage
2008	7,400
2010	9,000
2015	29,800
2020	45,400
2025	65,800

Source: AAMC Center for Workforce Studies

BAY AREA NEWS GROUP

Country	Percentage
AUS	45
CAN	40
FR	55
GER	68
NETH	69
NZ	45
UK	42
US	74

[illegible]

Year	Healthcare Costs (in Billions)
1960	\$27
1970	\$75
1980	\$256
1990	\$724
2000	\$1,377
2010	\$2,594
2009	\$4,487

Centers for Medicare and Medicaid Services 2012 California Healthcare Foundation

Digital Transformation Challenges

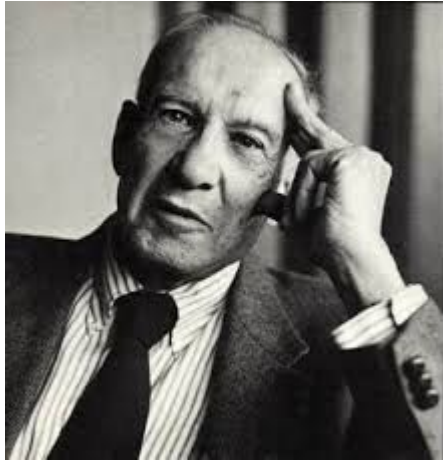
Six survey questions ...

Q1 - How many of you have strategic planning retreats?

Q2 - How many of you have strategic plans?

Q3 - How many of you could share your strategic plan now?

... but Peter wasn't so sure that strategy was the solution ...



“Culture eats strategy for breakfast.”

Peter Drucker, PhD

Greatest Management
Guru of all Time

Six survey questions ...

Q4 - How many of you have culture retreats?

Q5 - How many of you have culture plans?

Q6 - How many of you could share verbatim your:

Vision

Mission

Values

What is culture and what role does identity play in creating and sustaining it?

CULTURE

Culture arises from the values, beliefs and deeply held assumptions that drive our behaviors and are based upon our individual and collective identities

Culture is the source of our “whys” and our Being and determines what we Become

Culture is the observable manifestation of our identities and behaviors

IDENTITY

Our identity is what and who we believe we are

I am ... (fill in the blank)

No action takes place without an identity; it is the greatest organizing principle of life

We have hundreds of identities

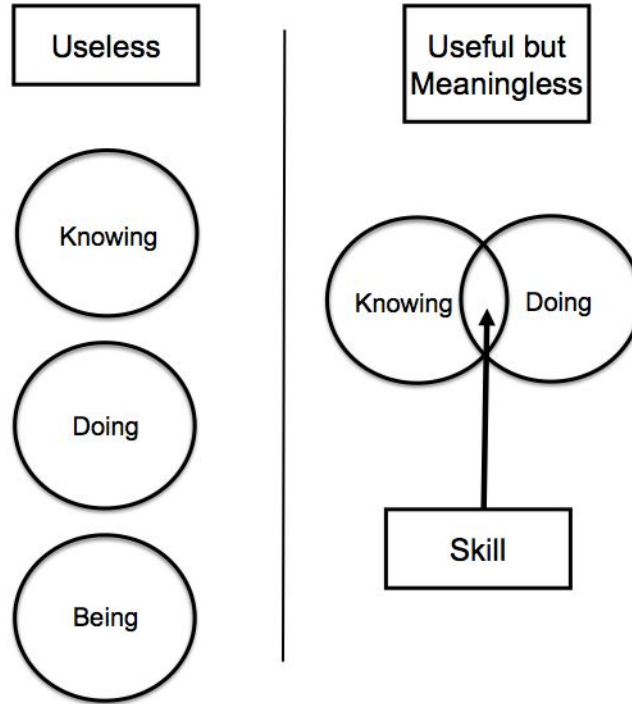
Behaviors arise from identity based upon two emotions: fear & power

If you don't like your performance, change culture before strategy

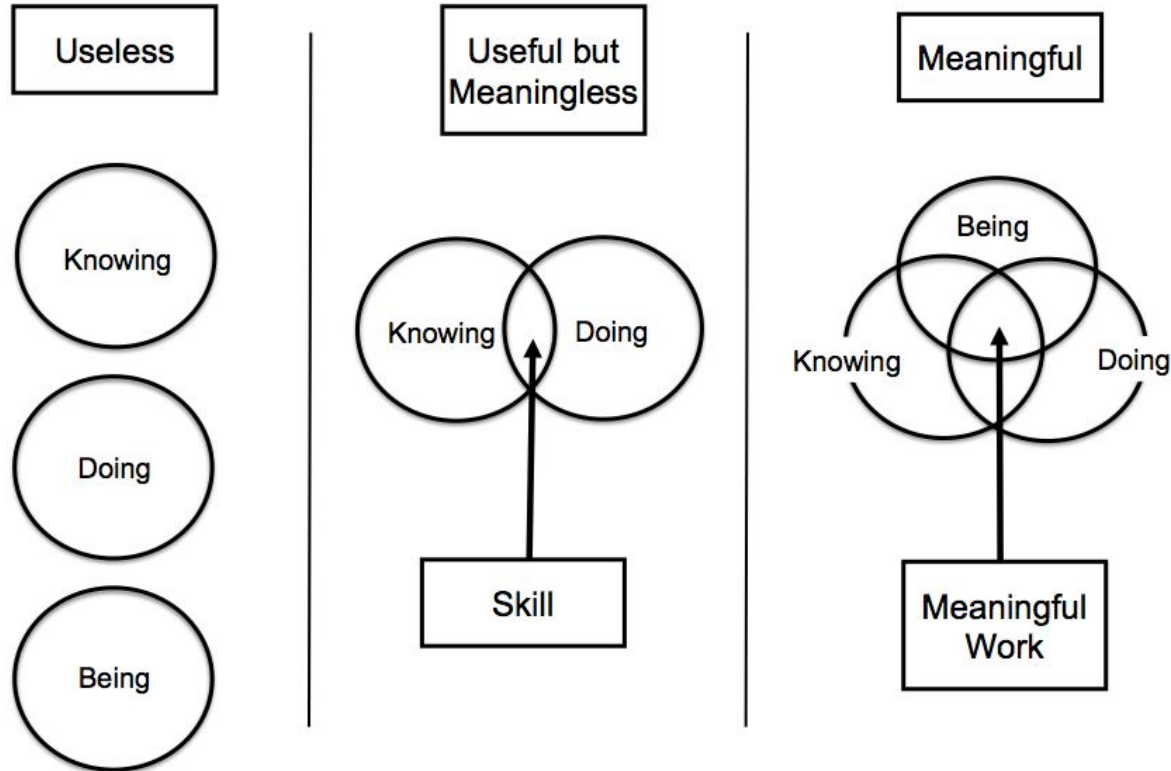
If culture is more powerful than strategy, why do we do the later and ignore the former?

Best Practices Determine Organizational Success

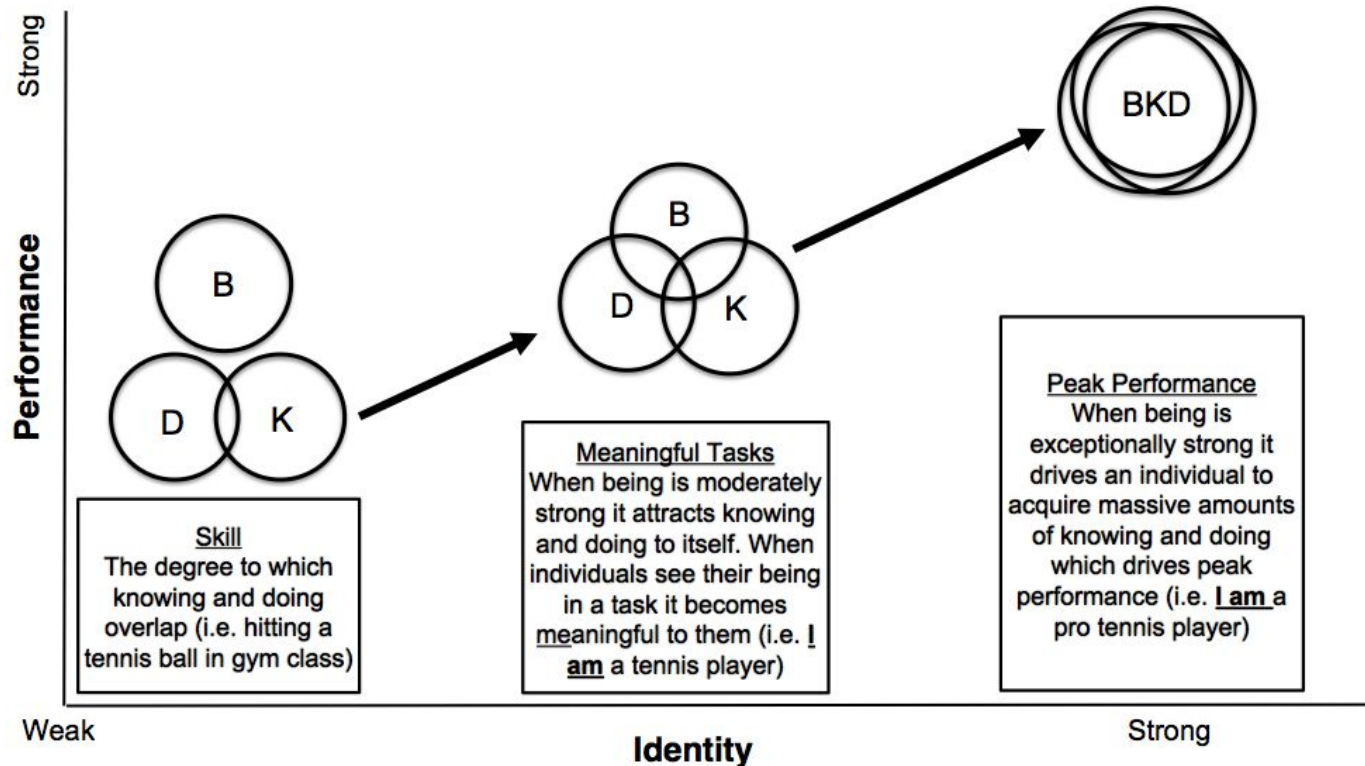
We spend most of our time focused on Best Practices of Knowing and Doing, but ...



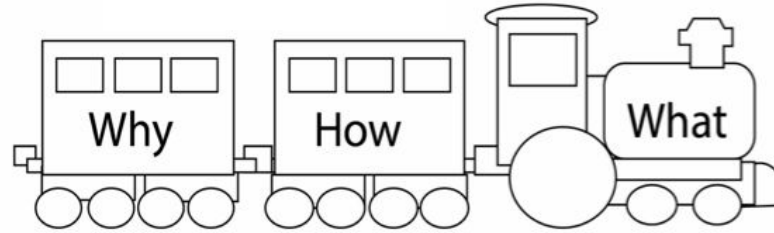
Meaningful work only occurs if there is a “why” based upon Being - I need to see “me” in it



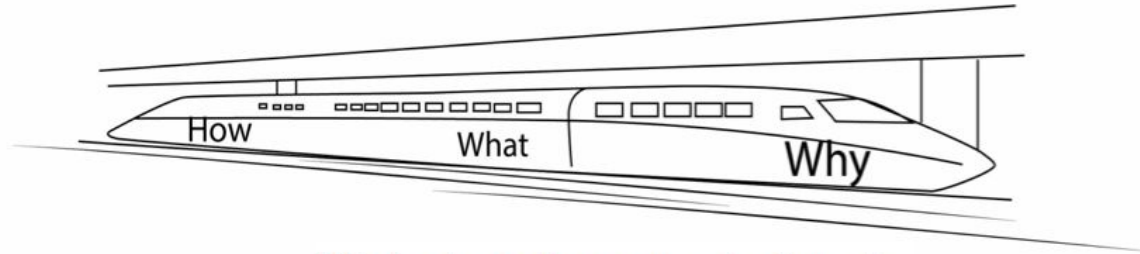
We ignite “spontaneous” Peak Performance when individual BKDs are aligned with the organization’s



We must believe that “why” is the engine, not the caboose to realize Peak Performance



What **ordinary** organizations do



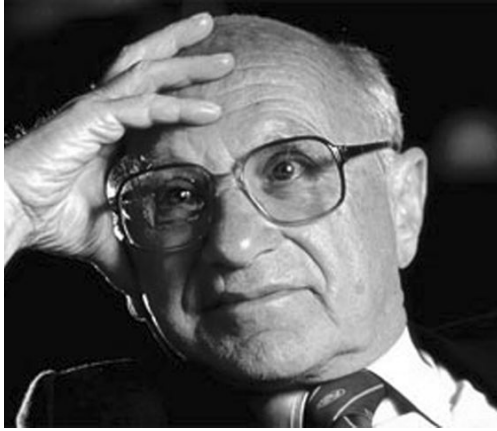
What **extraordinary** organizations do

When “why” powers organizations, speed increases, friction decreases

How do we create a compelling
“why” to power our performance
and inspire our people to go
beyond Best Practice?

Maximizing Shareholder Value Determines Organizational Success

Milton Friedman defined the purpose of the organization and earned a Nobel Prize



Milton Friedman, PhD

Nobel Laureate

J.P. Morgan
K KOCH



**David Eccles
School of Business**

THE UNIVERSITY OF UTAH

Are people merely a means to the profit maximizing ends? Can't work be an end in itself?

Radical
Change



Regulated



Subjective

Objective

Economist published a report from *Science* that shows that “why” creates better shareholder value

Freed enterprise

Psychology beats business training when it comes to entrepreneurship

Among small-business owners in Togo, at least



The paradox of performance is that the more we focus on the invisible, the better the visible outcomes



Antoine De Saint Exupery

“If you want to build a ship, don’t drum up people to collect wood and don’t assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

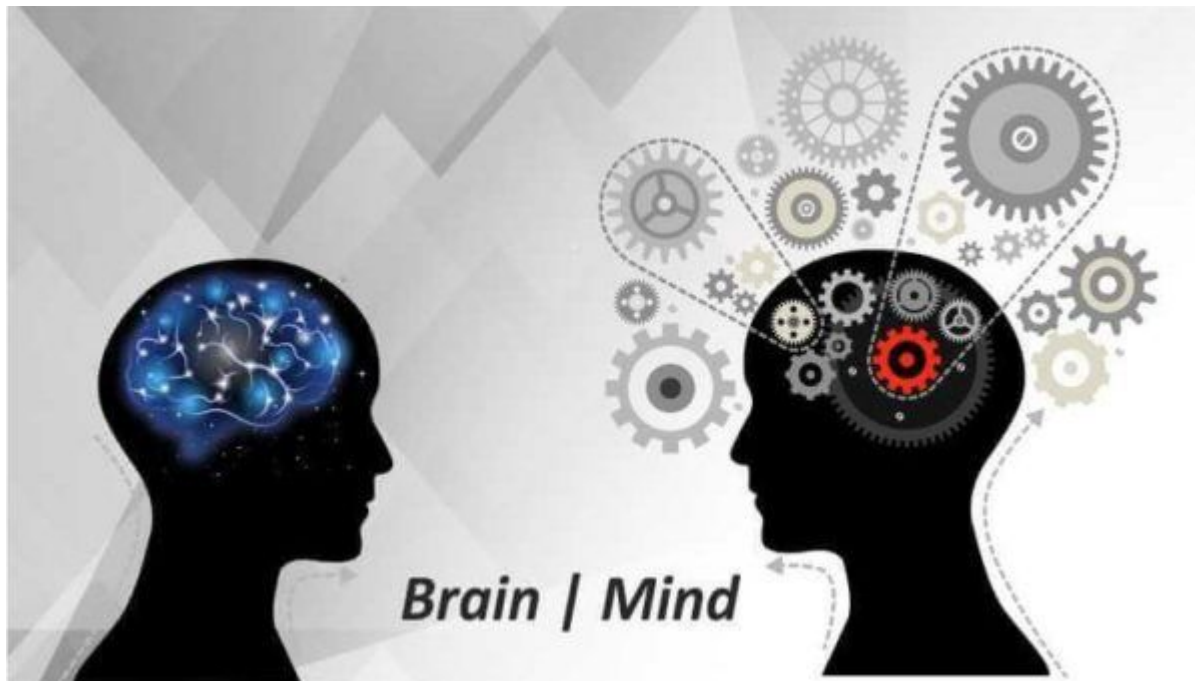
When Being is strong enough it attracts the Knowing & Doing

How do we enable people to see the “me” in the meaning of work to make it an end?

If It Isn't Measured It Isn't
Managed and Success Can't
Follow

The human brain is the most complex system in the universe, but the mind must help it find short cuts

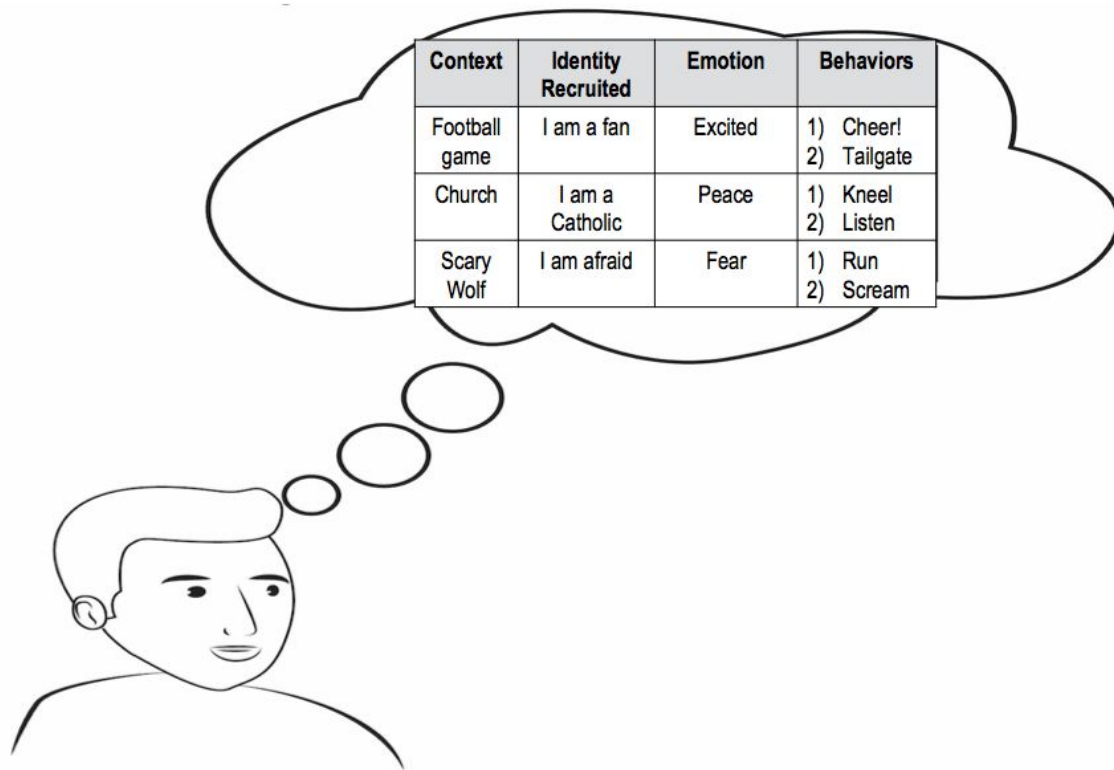
Uses existing mental maps when tensions arise



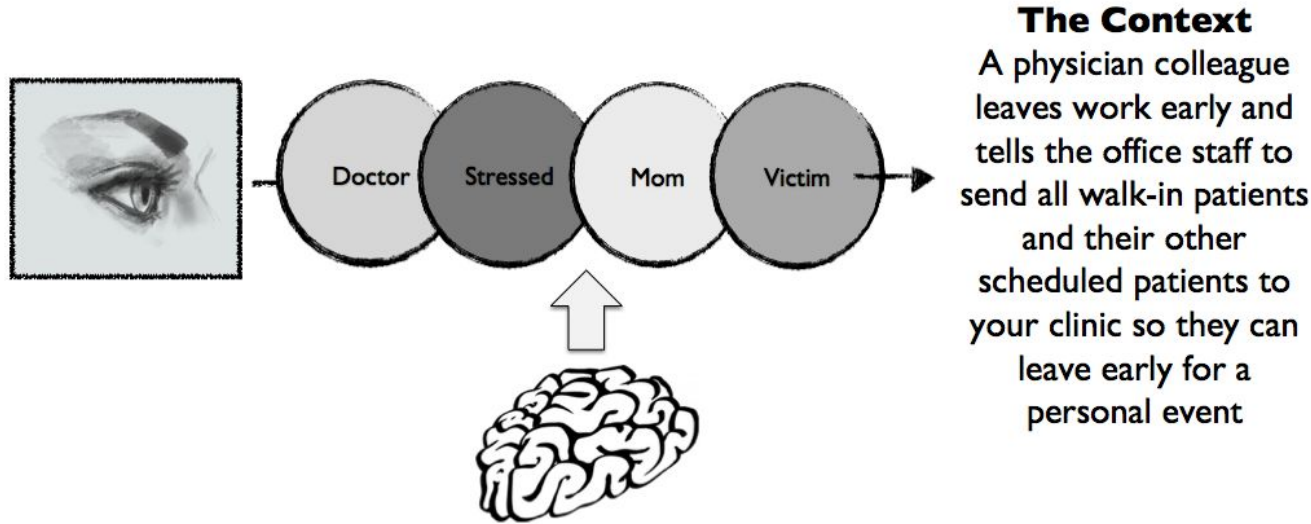
Creates mental maps when tensions arise

Identity is a “Mental Map” in the brain that contains:

1) Emotions and 2) Behaviors



We see the context of “reality” through multiple identity lenses that drive emotion and behaviors



The brain contains hundreds of identities which are non-consciously recruited once the brain scans the context and determines those that it believes best fit the situation. When incorrect identities are recruited we must mindfully replace them with more adaptive identities.

The brain recruits maps based upon emotions of Fear and Power (examples)

FEAR

Afraid
Victim
Danger
Scarcity
Failure
Decline

POWER

Adventure
Affection
Amusement
Audacity
Authenticity
Beauty

Power-based values harnesses creative tension to enable spontaneous order to emerge



Give people the power to build community and the bring world closer together.



Hallmark makes the world a more caring place by helping people laugh, love, heal, say thanks, reach out and make meaningful connections with others.



To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.



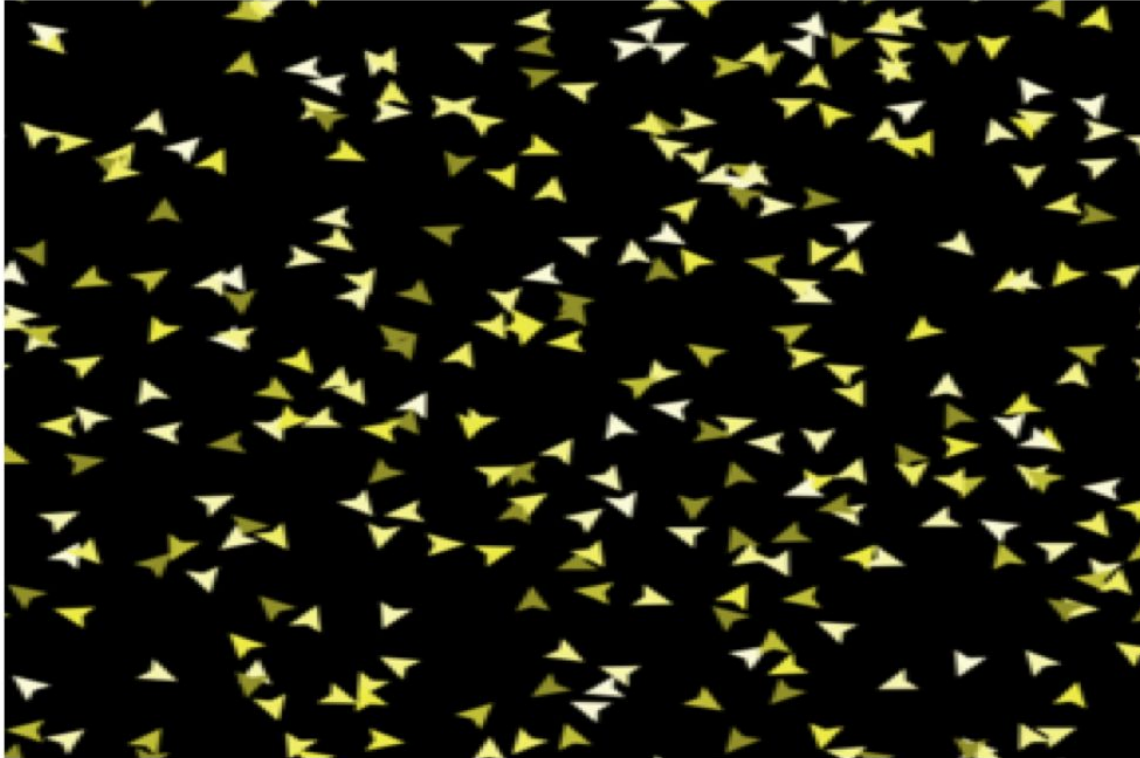
Transportation as reliable as running water. Everywhere, for everyone.

“He who has a strong enough why can bear almost any how.” Nietzsche

How do amplify the power of
the invisible to enhance the
performance of the measured?

Lean Six Sigma Will Create
Order from Chaos and Deliver
Organizational Success

How would you get these Boids to all fly in the same direction if they were your employees?



Three simple rules is all it takes to create order from chaos

ALIGNMENT

Steer towards the average heading of the flock (see the vision)

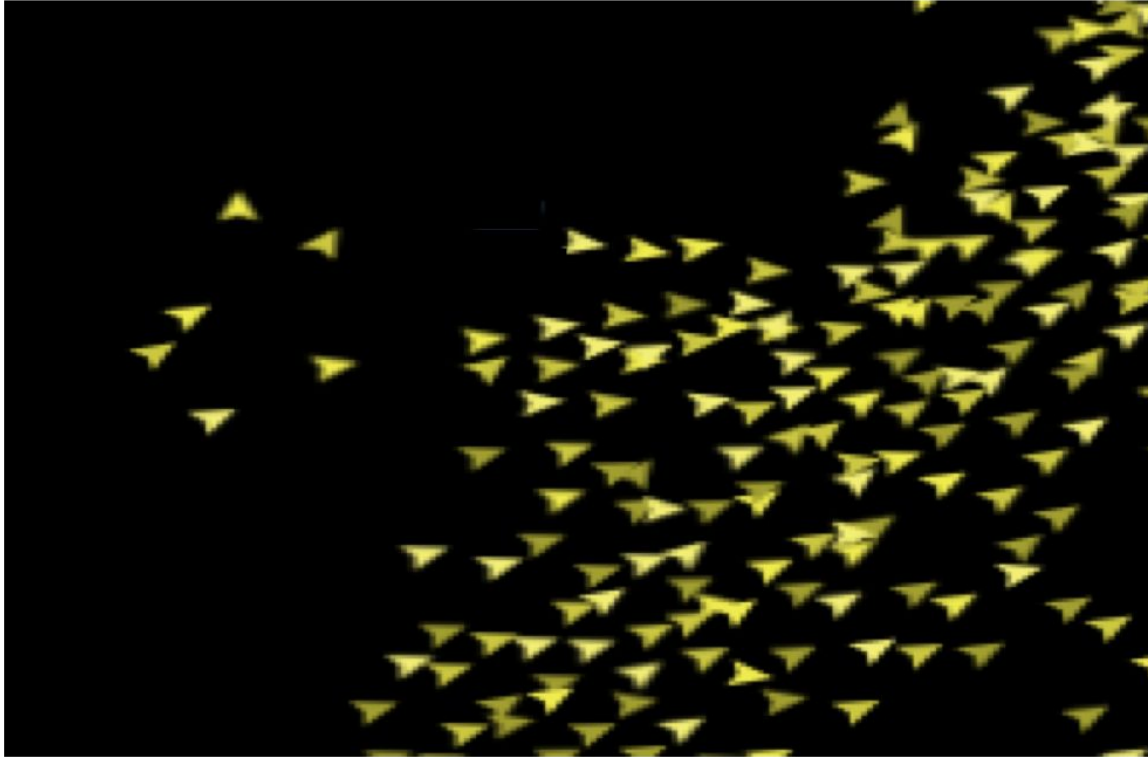
COHESION

Steer towards the average position of local flock mates (stay close to your team)

SEPERATION

Avoid crowding other birds (but not too close ... need for autonomy)

Most Boids will fly in formation, creating order from chaos, with just these three simple rules



An example of simple rules: **The Power of One - Together we Imagine, Inspire, Engage & Excel**



VALUES

Imagine

Inspire

Engage

Excel

BEHAVIORS

- Invent the future

- Simplify complexity

- Connect to the mission

- Lift others

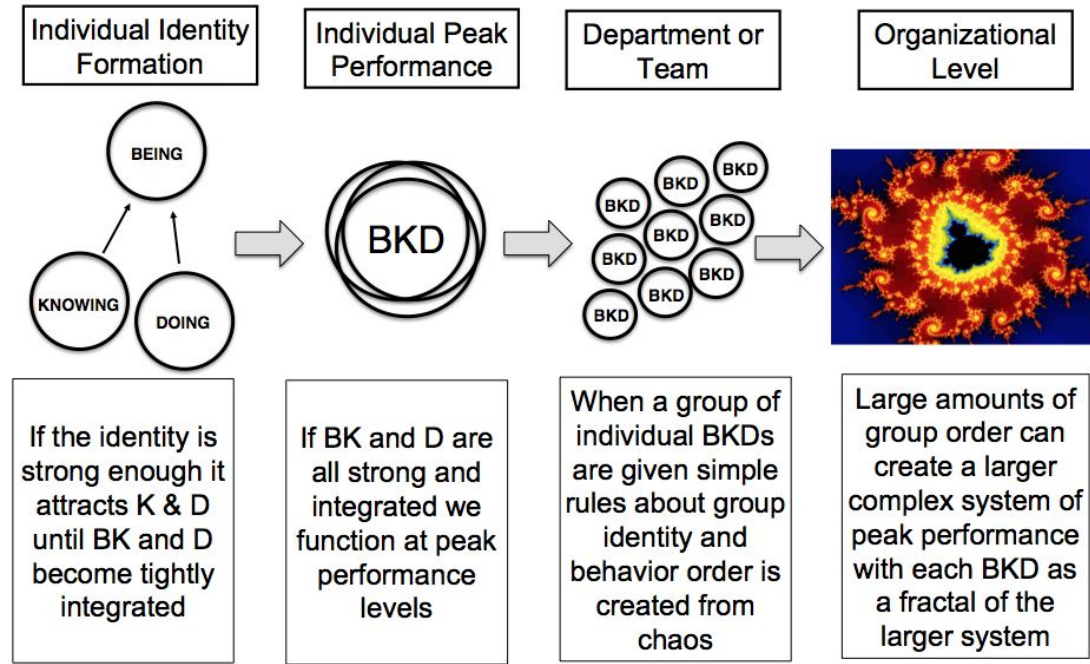
- 10/5 Rule

- Assume positive intent

- Say Do Ratio 1:1

- Reach higher

As you align BKD at all levels, order emerges and enables Peak Performance



“Simplicity doesn’t precede complexity, it follows it.” Alan Perlis

How well do we manage
complexity with simplicity?

Let me ask you a few questions

...

Would it be worth a smaller group conversation with you and your team to ...

Increase profitability by 15%

Gallup survey indicates that white-hot culture can increase it by 33%

Would it be worth a smaller group conversation with you and your team to ...

Increase profitability by 15%

Increase sales by 15%

Shawn Achor survey indicates that white-hot culture can increase it by 37%

Would it be worth a smaller group conversation with you and your team to ...

Increase profitability by 15%

Increase sales by 15%

Increase productivity by 20%

Hay Group survey indicates that white-hot culture can increase it by 43%

Would it be worth a smaller group conversation with you and your team to ...

Increase profitability by 15%

Increase sales by 15%

Increase productivity by 20%

Increase innovation by 150%

HBR survey indicates that white-hot culture can increase it by 300%

Would it be worth a smaller group conversation with you and your team to ...

Increase profitability by 15%

Increase sales by 15%

Increase productivity by 20%

Increase innovation by 150%

Decrease turnover by 25%

Gallup survey indicates that white-hot culture can decrease it by 51%

Would it be worth a smaller group conversation with you and your team to ...

Increase profitability by 15%

Increase sales by 15%

Increase productivity by 20%

Increase innovation by 150%

Decrease turnover by 25%

Decrease sick leave by 33%

Forbes survey indicates that white-hot culture can decrease it by 66%

Would it be worth a smaller group conversation with you and your team to ...

Increase profitability by 15%

Increase sales by 15%

Increase productivity by 20%

Increase innovation by 150%

Decrease turnover by 25%

Decrease sick leave by 33%

Decrease burnout by 65%

HBR survey indicates that white-hot culture can decrease it by 125%

Would it be worth it to realize
only half of what other
organizations achieve with a
white-hot culture?

Start *Solving for Why* TODAY

Read ***Solving for Why*** and let us help you follow the advice of these leaders ...



Howard Schultz
CEO - Starbucks

“The only competitive advantage we have are the culture and values of the company. Anyone can open up a coffee store. We have no technology, we have no patent. All we have is the relationship around the values of the company and what we bring to the customer every day. And we all have to own it .”

SOLVING FOR WHY

CHANGE YOUR IDENTITY • CHANGE YOUR FUTURE



HOW A COMMON **WHY** PROVIDES MEANING
AT WORK AND TRANSFORMS PERFORMANCE

Mitch Wasden, EdD

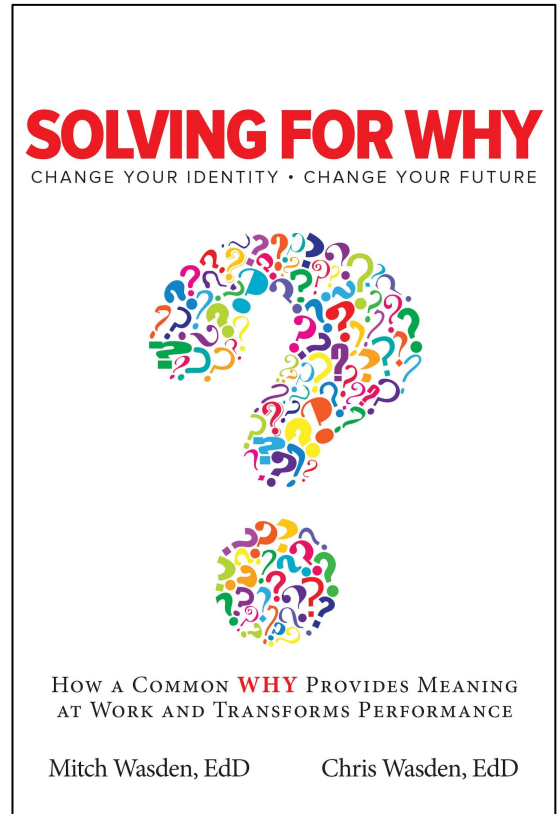
Chris Wasden, EdD

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Lou Gerstner
CEO - IBM

“The thing I learned at IBM is that culture is everything .”

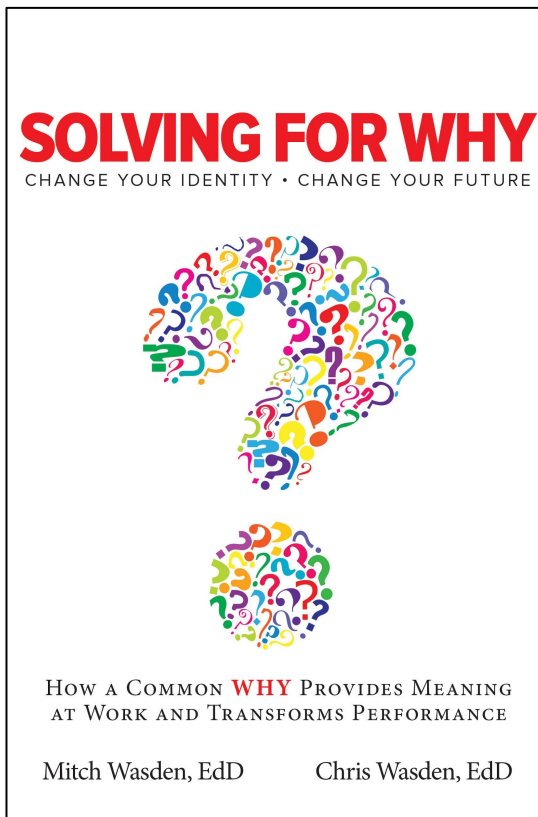


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Jeff Bezos
CEO - Amazon

“My main job today: I work hard at helping to maintain the culture. A culture of high standards of operational excellence, of inventiveness, of willingness to fail, willingness to make bold experiments. I’m the counterbalance to the institutional ‘no’.... Many of the traits that make Amazon unusual are now deeply ingrained in the culture. In fact, if I wanted to change them, I couldn’t. The culture is self-reinforcing, and that’s a good thing.”

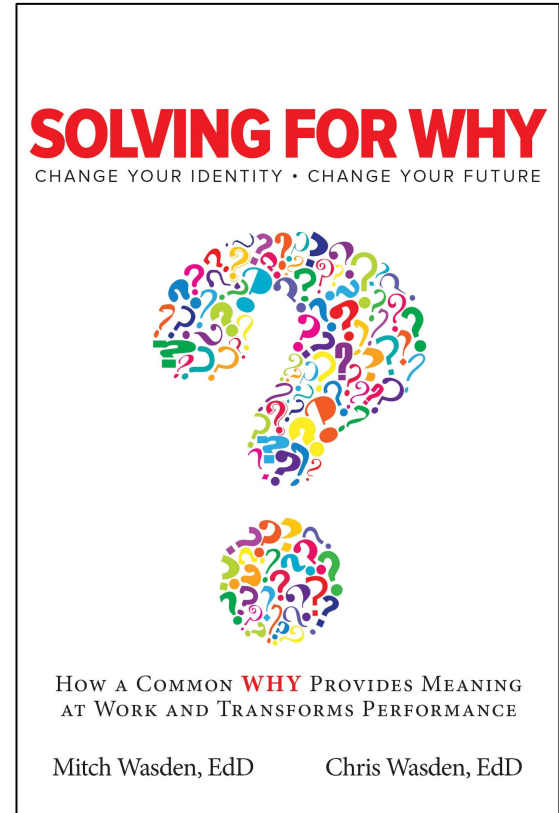


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Brian Chesky
CEO - Airbnb

“Culture is simply a shared way of doing things with passion.”



Read ***Solving for Why*** and let us help you follow the advice of these leaders ...



Tony Hsieh
CEO - Zappos

“At Zappos, we really view culture as our number-one priority. We decided that if we get the culture right, most of the stuff, like building a brand around delivering the very best customer service, will just take care of itself.”

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Kevin Plank
CEO - Under Armour

“You can’t invent people that will do things like stay the extra day or an extra three or four hours at night to make sure a shipment gets out or driving things to the airport to make sure it gets FedEx-ed out on time. Or the kind of thing where the associates in our stores will open the door at night and help somebody out and say, “What can I get for you?” Or in customer service, “How can I get a product replaced for you overnight?” You can’t invent these things. People have to feel it. And it’s not a one-way ticket, either. It’s a commitment that the teammate of ours has to the company, but it also needs to be the commitment the company has to the teammate. That basis of trust is that the teammate must understand that we want the best for them, and they want the best for us.”

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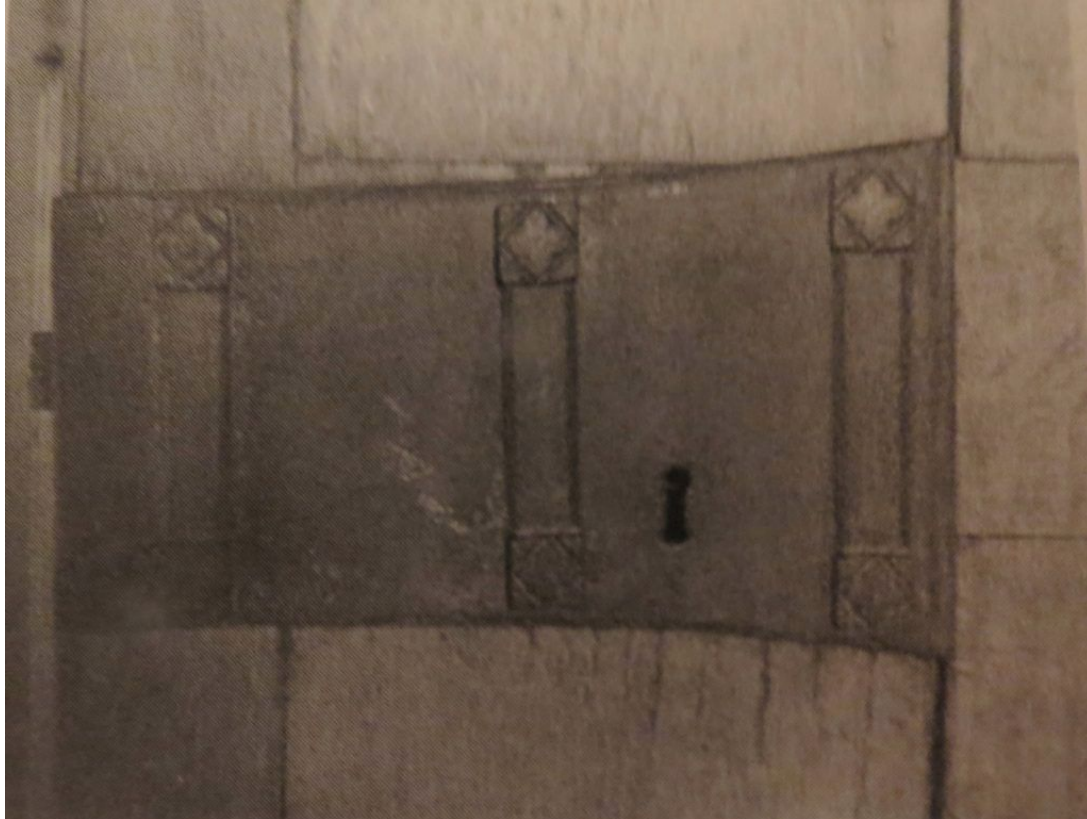
Chris Wasden, EdD

According to Gallup, “The world’s best organizations don’t simply promise a great employee experience; they create a culture of engagement in which employees can continuously develop and thrive. Leaders at these world-class organizations treat their workplace culture as a powerful competitive differentiator. They set the tone for their desired culture, communicating consistently and holding managers accountable for team engagement and performance.”

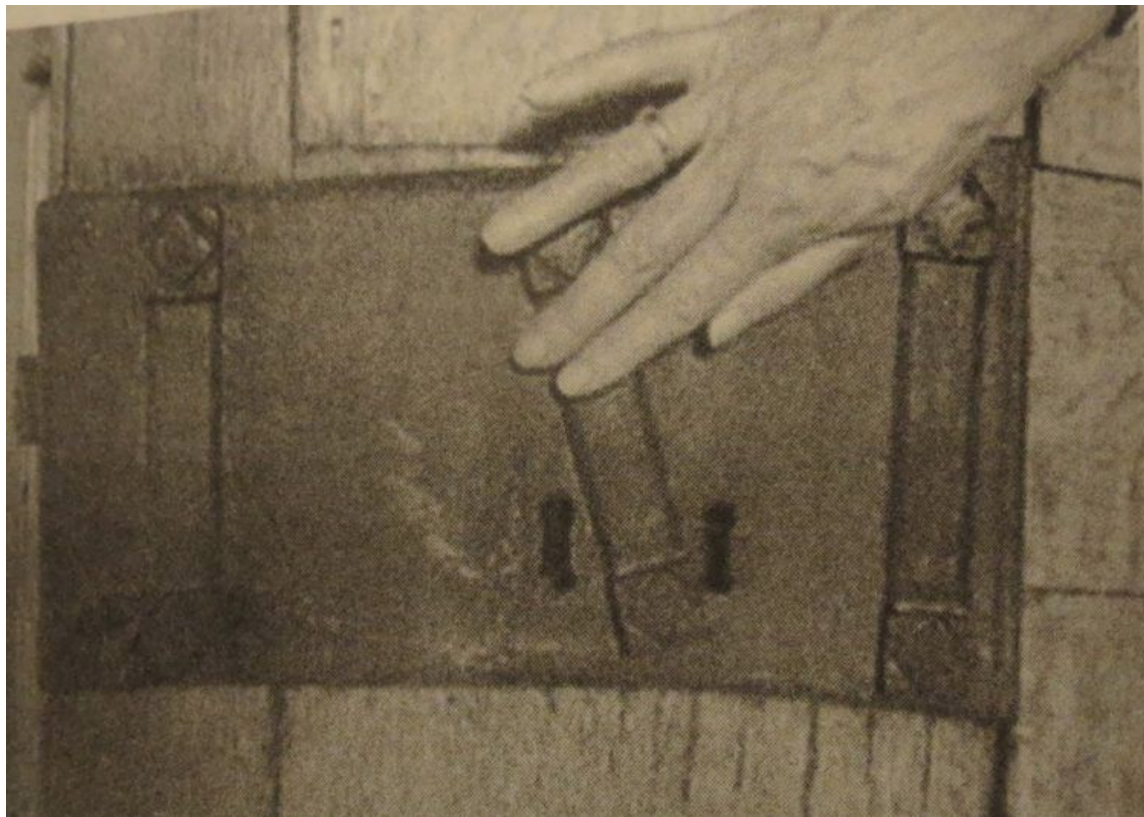
Start ***Solving for Why*** today

Solving for Why enables you
to unlock your employees
hidden potential

Knowing and Doing look the most obvious, but they don't unlock your employees potential



Solving for Why reveals the hidden key to meaning, purpose, and peak performance



Please provide your
comments on the
advance reading copy
... we will include you
when publishing

SOLVING FOR WHY

CHANGE YOUR IDENTITY • CHANGE YOUR FUTURE



HOW A COMMON **WHY** PROVIDES MEANING
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Chris Wasden, EdD



*“**Tension** contains very practical wisdom to guide leaders to move towards, and embrace, creative tension.”*

Ed Catmull, Co-founder of Pixar Animation Studios and President, Walt Disney and Pixar Animation Studios, *New York Times* bestselling author of *Creativity, Inc.*



*“Innovation is the key to long-term organizational survival. In this well-researched book, the Wasden brothers create the map of where innovation comes from (tension); how it works in our brains, lives and organizations; and, most importantly, how to unleash it both in ourselves and in our organizations. **Tension** is an important read and a great confidence builder for both entrepreneurs just starting their journey and leaders of established companies.”*

Neal Patterson, Co-founder, Chairman & CEO, Cerner, Ranked #8 Most Innovative Company in America by *Forbes*



“With an engaging blend of personal experience, neuroscience, and practical guidance, the Wasden brothers provide the path for personal and organizational success; how to truly think, use tension creatively and balance the need for routine with the need for meaningful change. The metaphor of the bicycle in the book carries the reader and the message well. This book is a good ride and a great read!”

Patrick Quinlan MD, CEO Ochsner International & CEO Emeritus, Ochsner Health System.

How can we help you and your leadership *Solve for Why* and Transform Performance

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Common questions:

- 1) Culture is the sum of hiring the right people (Truth: the same people, given the right identity, can perform at a higher level)
- 2) I'm in an industry that isn't cool, how can I have an exciting culture? (Truth: every legal enterprise has a way to reframe what they do to give it meaning and purpose)
- 3) Our organization already has a mission, vision and values so we don't need this. (If it's not in their head, it's not in the culture).
- 4) To get more from employees, you have to pay them more. (transactional leadership would say this. But transformational leaders where you take people from being to becoming for a great cause recognizes that people have a common core identity that want to grow and succeed. Flow shows us that this activity can be its own reward.