

RE:CREATE

YOUR WORLD



**A guidebook for leaders in
an unpredictable world**

“Never
has
humanity
combined
so much power
with so much disorder,

so much anxiety
with so many playthings,

so much knowledge
with so much uncertainty.”

(Paul Valery, Historical Fact: 1932)

do

YOU

know

what

you

are

doing?

What challenges

will

the

world

present

to

you

next?





RE:CREATE

your

world.

are you ready?

- 
- > To stand in the middle of the world and choose a path you have never walked before?
 - > To move against all adversity and brave the elements?
 - > To be awoken to a world that is more than an oyster, or an opportunity, but rather something you are a part of, something you are connected to, and something you have a responsibility for.
 - > To open your eyes, set your face like flint, and walk beyond the horizon, into a world that waits to come alive.

is
your
industry
getting
tired?

is
your
business
doing the same thing today as
10 years ago
in the hope
of
a
better

FUTURE?

If you are **wild** enough to aspire to something more and are willing enough to blaze the trail, this guidebook is for you.

when

you

close

your

eyes

what do you see?

Does your mind go blank
or does the darkness give room
for the light,
the color,
and
the
movement
of dreams?

DREAM

Cultivate the art of dreaming, of seeing the world differently, from alternative angles, with hope and possibility. In a world where much has gone grey and turned to stone only the dreamers will be able to create a new masterpiece. Make space to think, to walk, to paint, to journal, to watch, to learn, to stop. Climb to the highest peak in your city and see people like ants, and roads like networks. Plant a garden and learn about nature and growth. Open your mind, rediscover life and hear the cry of the masses wanting something different. Listen and dream of a world that is better than today.

DISCOVER

y o u r c a l l i n g

What moves you?

What opens your heart and stirs your spirit?

What do you see in the world and in business that you know needs to change?

What injustice agitates you?

Responding shows that you have a heart and a mission. Taking action reflects the human side of work and a deeper purpose at work. Acknowledging what you feel shows that you are willing to learn, to change, and to transform. This dynamic and fast moving world needs learning organizations that can change with their environment. Learning organizations are made up of learning people. Lead the pack and get in touch with why you do what you do.

How do your products enhance life? What are your customers asking for that you are not hearing? What are you convicted to do but have not yet done?

paint a vision

in the minds of the people

Vision is more than a sentence. Statements only make statements; they do not conjure images, or stir faith in staff and clientele. A vision is nothing less than a vision; it is something you can see, something that is better than what exists, and is the meaning behind your relentless action.

A vision brings purpose and motivation to employees, it shows the world that your focus is on more than the bottom line; it touches the heart of your customer. A vision is your anchor in difficult times, and a straight edge to measure against; it is a picture of a preferable future, of a world where you want to belong. A vision gives context to change and keeps structure subservient; it brings meaning to work and confidence to investors. Learn to use pictures, drawings, paintings and art to communicate. Learn to ask the people who "don't get it" about what they see and how it differs from the world you hope of RE:CREATING. Think about how you can paint in the minds of others and help them to see the end state. Go Utopian.

a

storytelling

organization

Help your staff to tell stories; stories of their childhood, their successes, their fears, and their hopes of tomorrow. There is magic in a story. A story can paint a thousand pictures and a picture is worth a thousand words. One short story can bring meaning and context to most situations. Stories go beyond debate and lead towards possibility; they can shut down conflict and bring intrigue. When people begin to tell stories they come alive, their eyes sparkle and they attract the attention of others. Stories bring influence and have shaping power. Stories breed trust and gain rapport. Stories are all we have. If we have no story, we are dead. If you were asked to tell a story that embodied one of your values, which story would you choose? What stories embody the other values and how many people have heard them? Which moments of history have shaped your organization? What was your favorite moment in work and why? Take the time to track your memories and discover why you do what you do.

LEARN THE ART OF DIALOGUE

Dialogue is a commonly used word, but is rarely experienced. If discussion comes from the same root word as percussion and debate means to beat someone down, what does dialogue mean? Dialogue is a channel of communication that people can enter together; it is a flow of meaning that can be experienced by participants who suspend their judgments and position to become curious about what can be discovered and learned together. Dialogue is experienced as a rare sense of oneness that opens up a space where the whole is obviously more than the sum of its parts. Dialogue can open the possibility of the results being disproportionate to the work put in. Experiment a little and gather 20 of your staff to sit in a circle and talk for a few hours. Learn to get comfortable with one another and become aware of your preconceived ideas. Think together.

DEVALUE

THE ORG CHART

1. Start dialogue groups with people from various departments and tiers
2. Empower the groups to make decisions
3. Focus around issues and tasks instead of positions
4. Remind people that paper does not define reality
5. Help people see that their thoughts create reality
6. Offer innovation rewards
7. Develop blogging
8. Encourage informal communication outside the office

create a culture you enjoy.

Ask the staff to make a list of the unsaid rules and expectations, then spin the list into a bunch of “Thou Shalt Not” commandments that can RE:CREATE the culture you desire. Ask yourself the question about what is important to you and break the rules of the industry. Lead the industry instead of conforming to it. Move beyond causal Fridays to everyday “dress like you can dress yourself” and give people the respect they deserve. Ask yourself about what you do not like about your corporate culture and change it to reflect your identity and vision. Stretch the boundaries of flexi-time and encourage communication and collaboration. Empower your staff to create their own space. Give each person \$500 a year to make their space a reflection of their personality. Instead of HR throwing thousands of dollars at an office supplier, let your employees find their own bargains and design their own place. Highlight the risk takers and reward innovation.

get past the facts

The facts are overstated. Numbers and words on paper are outdated as soon as they are printed. Facts don't motivate, they only give a false sense of security and get people focused on yesterday. Ask your staff what they have learned this week and what they hope to achieve based on their discoveries. Inquire about what resources your people need to do a better job and deal with perceptions and rumors. Ask employees about how they feel about their performance and what it would take to give them the edge. View people as naturally creative and responsible with the desire to do well. Encourage staff to start asking questions like, "why is that our standard operation procedure?" and "Can you tell me the story about how and why this came into being?" Facts are not the truth; they are only our perception of the truth.

DESIGNATE

A

CREATIVE

SPACE

1. Turn an office or an unused lunch room into a creative space.
2. Encourage staff to take time away from their desk to think and dream
3. Turn a wall into a whiteboard where staff can draw and build on each others scribbles
4. Fill the room with paint, paper, masking tape, clay and creative resources
5. Encourage off-the-wall ideas
6. Put bean bags on the floor where people can sit and reflect
7. Buy a stereo system for the room
8. Document the room at the end of every month and start anew

plan for what you don't expect

None of us can accurately predict the future although we behave as if we know what will happen tomorrow. Bring in a consultant who can be the catalyst for thinking of alternative futures. Invite anyone who wants to participate and bring in scientists, engineers, and artists to participate from the outside. Draft three differing futures that can be the wind-tunnel for all your plans and ideas. Name the scenarios so that they can be referred to and remembered. Use the scenarios to think differently and resist the temptation to choose the one that seems most preferable. Read futurist books, subscribe to non-business magazines, and invite philosophical thinkers into your network of friends.

BEGIN

STRATEGIC

CONVERSATIONS

Strategic thinking can draw people out from the mundane and bring reminder of why they do what they do. It can help guide people beyond the trap of past success and encourage them to think about what is required today. Involve as many staff as possible in conversations and dialogue about the future and position of the company. Make time for strategic conversations throughout the year. Develop a schedule of strategic conversations and encourage staff to initiate their own. Let your staff know that their input is valued and their voice heard.

craft



your



pitch

Can
you
share
the
vision
of
the
company
in
a
compelling
way
while
you
stand
in
the
line
at
Starbucks?

love

your

enemies

Those who think differently from you have often the most to contribute to your learning. Can you craft a state that can listen instead of reacting? Can you become curious enough to discern the positive intention behind someone's thought and behavior?

See your enemies as a resource towards your growth, development and relevancy. If they are nasty, turn the other cheek. Start using your competitor's products and learn why other people buy them and use them. Get over your arrogant thoughts and realize that your competitors are good at what they do. Only when you can appreciate and respect the true value of your competitors will you know your own uniqueness.

RENAME

YOURSELF.

Ask the serious question about the meaning of your name.

Does it reflect who you once were or an old idea, or is an appropriate expression of who you are today?

Do customers inquire about who you are or do you empower them to presume?

MAP YOUR EXPERIENCE

Draw your experience instead of claiming a concept or truth. Scribble down how it seems to work for you and what you do so that someone else could learn or understand. Learn to get in touch with your active experience and gain an awareness of what exists today instead of what you have previously talked about. Expose your own lies and get honest with how things really happen. Acknowledge luck and mystery instead of claiming your own genius.

retain

a

coach.

Give your staff a coach

- Someone who has their best interest at heart
- Someone who can help them experience the change they desire
- Someone who can keep confidence
- Someone who does not report to the management
- Someone that people love talking to
- Someone who can help them overcome the roadblocks

live like there was no tomorrow.

1. Imagine this was the last few years of your life
2. Would you still be doing what you are doing?
3. What would you want to tell someone you know?
4. Who would you be grooming to take over your responsibilities?
5. Live in the now and laugh a little
6. Don't take yourself too seriously
7. Smile when your plans don't work
8. Give something away

create feedback loops

Feedback is core to learning and transformation.

Without feedback there is only failure.

On the other hand, failure is only feedback.

Set up online feedback systems that can keep the company on its toes. Ask for and appreciate feedback from people inside and outside the organization.

Specify the feedback you want and the way you want it delivered. Otherwise you may not listen or notice a jewel that is invaluable to your growth. Survey your customers and analyze your competitors.

Learn, learn and learn.

Build people

of influence.

Everyone has something significant to bring to the world. Develop the art of wonder and fascination about how people can do what they can do. Encourage their deeper longings and build channels of new opportunity where people can try things they have never done before. Let your staff use your company to discover who they are and what they can best offer the world. Help your staff to know what brings them life. Ask them to remember a time when they felt successful and why?

If they have dreams beyond the organization, be generous towards them and be thankful that they have chosen to be with you on this stage of their journey. Incorporate new ways to build their career opportunities. The worst thing that can happen is that they work somewhere else and speak highly of you. Remind your staff that they have influence and give them every opportunity to fine tune their gifts, even if it does not directly benefit the company. Retain a career counselor to support your staff and to help people to uncover their aspirations. Awaken the emotional engagement of your employees and transform your workplace.

Leverage technology.

**Are your systems
serving you or are
you serving them?
Get someone to
analyze your
needs and your
technology.
Discover what you
want to have and
find it.**

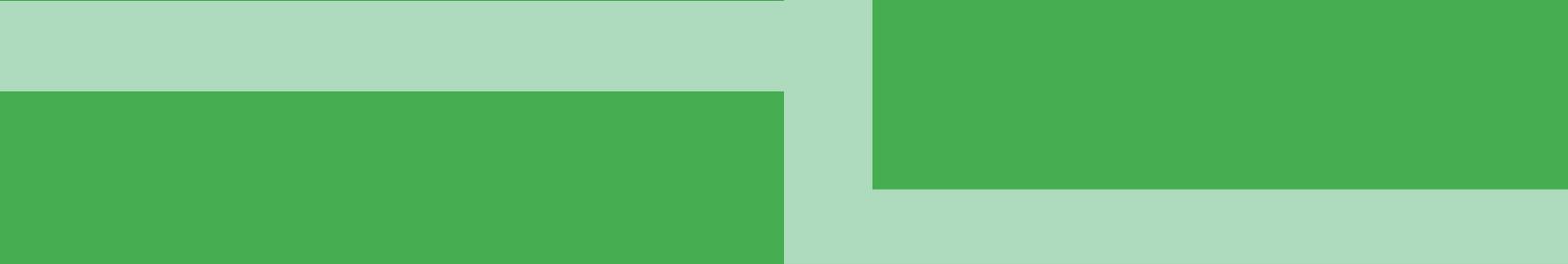
Give

t h e c o m p a n y a f a c e l i f t .

There is nothing like having well designed material that reflects the heart and soul of the company; something that is beautiful and makes you proud when you give it to your friends and potential clients. Don't skimp on something that will "do the job". Invest in something that will turn your staff into sales-people. Transform your company from the inside out; paint your walls, change the slogans and keep things fresh and new.

RESEARCH

Build into your uniqueness by getting your staff to research into the market and industry. Designate some people to research into new trends, possible opportunities and new ideas. Give people some time away from their normal jobs to research and be creative.



Become a moving target. Stay on top of the game and keep your competitors thinking by mixing things up. Stand in their shoes and consider what they are contemplating. Thwart their plans or offer to collaborate. Keep the market competitive and stay in the game; you will only get better.

competitors

surprise your



RE:CREATE

your

world.

The world is made
up of a lot of people
of whom you are one.

Live like it.



