

Start From Scratch

How to build winning organizations and unleash human potential

April 2023



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One thing is almost certain:

In the future there will be not one kind of corporation but several different ones

Peter Drucker

Will the Corporation Survive?

The Economist, November 2001

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The world has changed significantly since the inception of the modern corporation, and even more so since the rise of paternalism as the dominant leadership model in society.

The command and control tactics of manufacturing and large-scale distribution work well in a predictable, continuous, segmented world. But things are not like that now. Over the past several decades, spurred by massive advancements in technology, the world has become progressively more volatile, uncertain, complex, and ambiguous (VUCA).

Traditional Organizations are built to keep things the same, so they struggle in the VUCA world. If your organization is struggling, consider starting from scratch with new approaches to organization that deliver better results for all stakeholders.

A black and white photograph showing a long line of vintage cars, likely from the 1920s or 1930s, parked in a factory or showroom. The cars are arranged in a perspective that leads the eye from the foreground towards the background. The car in the immediate foreground is a dark-colored sedan with a prominent grille and large headlights. The text "Traditional Rigid. Paternalistic. Commanding." is overlaid in white, bold, sans-serif font across the middle of the image.

**Traditional
Rigid. Paternalistic. Commanding.**

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A photograph of a woman with curly hair, wearing a red long-sleeved shirt and a black apron, smiling as she hands a brown paper coffee cup to a customer. The customer is a woman with long brown hair, also smiling, wearing a white long-sleeved shirt. In the background, a man in a plaid shirt is working behind a counter. A chalkboard with some writing is visible in the background.

Creative
Fluid. Reciprocal. Collaborative.

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Gamut Organization Type™ Framework

Traditional organizations excel at extracting commercial value from a known solution. Creative Organizations excel at discovering customer value in VUCA contexts. Both have benefits and drawbacks and there is probably no pure form of either type. Unconsciously mixing parts from each can lead to confusing and conflicting behaviors that affect organization effectiveness. New or evolving situations may demand a shift in type to keep a business on track.

Traditional Organization

Rigid - Paternal - Commanding

Drivers:

Clarity Control Momentum Direction

Standards:

*Cost Efficiency Stability
Predictable*

Creative Organization

Fluid - Reciprocal - Collaborating

Drivers:

Curiosity Potential Agreement Traction

Standards:

*Quality Effectiveness Agility
Adaptable*

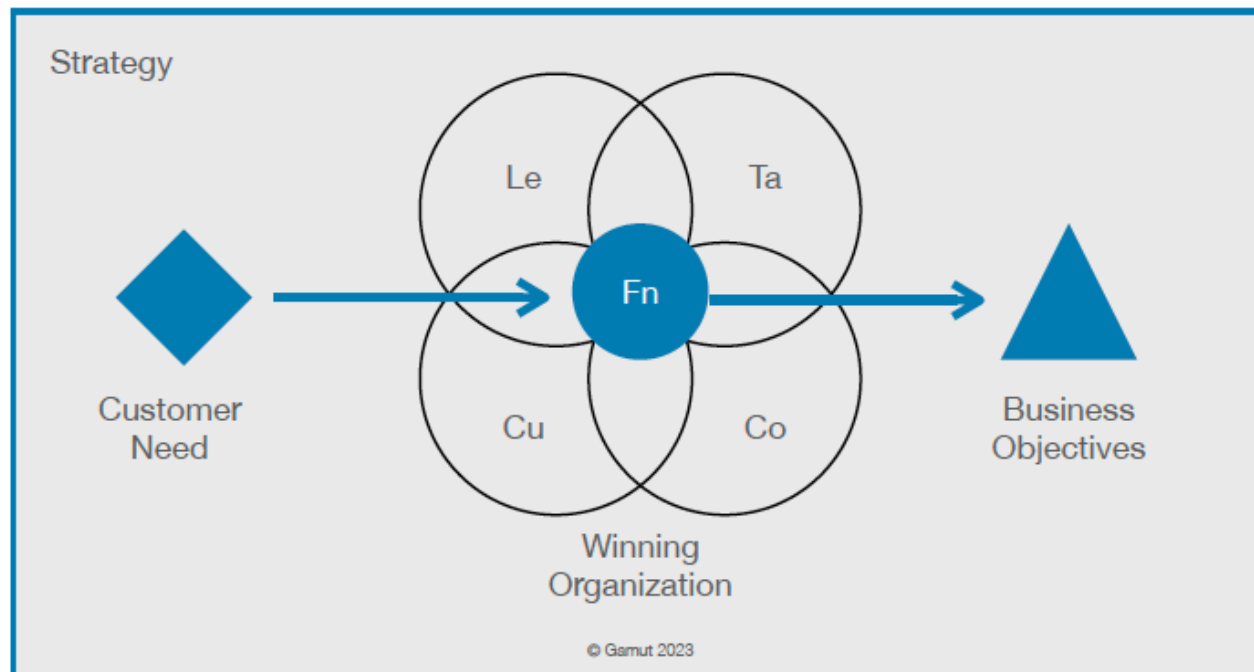


Essential Elements:

Culture Leadership Talent Communication

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The Gamut OD Framework™



Essential Elements of Winning Organizations

Culture

Culture is a craft. It defines the attributes of an organization that carries you to your goal. In this way, culture is a craft like an airplane (aircraft) or boat (watercraft).

Like vehicle design, culture design takes into account external conditions, type of journey, carrying capacity, and available resources. In this way, culture is not magic, assumed, or accidental.

It is intentionally designed and carefully created with art and skill like other crafts such as pottery, textiles, and cooking.

Leadership

Being in the lead requires effective pattern recognition and efficient problem-solving. Viewed like this, leadership is an outcome, not an attribute.

Leadership can come from a solo act of heroics and is often celebrated as such, but this view leads to a scarcity mindset with assumptions that exceptional individuals are rare and hard to find.

The most successful way to lead is in a group of diverse individuals who share the same purpose, are aligned on a mission, and bring different strengths to the table.

Talent

Talent is a complex and fluid mixture of skills, attributes, experience, and interests. It gives life to an organization much as water gives life to plants and animals.

Talent management is about balancing an equation between what companies need to accomplish their work and what people have to offer from their unique talent profile.

Skilled investment in talent results in commercial value just like other types of investment.

Communication

Actions speak louder than words, but words provide evidence of our values and intentions.

Communication is much more than the words we speak, it's also the channels we use, the format we choose, and the content we emphasize.

Put simply, communication connects people with ideas and is the pivotal behavior of collaboration.



The Five Standards of Organizational Excellence

Safe

Our bodies react to the perception we are in danger and prepare for an attack autonomously. Biologically this was meant for sudden threats and quick responses, but when a fear response is triggered all day long, we get exhausted. Safe environments ensure the absence of threats of all kinds and enable people to flourish.

Productive

Productivity is doing the right work, at the right time, in the right way. The best way to ensure productivity is to manage outputs, not inputs. Set clear goals. Be ruthless in prioritization and focus. Ensure proper measurement and reporting and provide proper support, tools, and information.

Engaging

Generating creative output requires intrinsic motivation and autonomous interaction. Creativity is the ability to solve problems using deductive, inductive, and abductive reasoning. Machines can power through big data sets to find patterns, but they can't form insights. Engagement is the hallmark of reciprocity where individuals provide discretionary effort for mutual benefit.

Sustainable

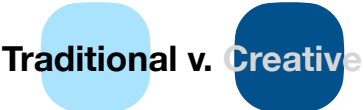
Human energy is a non-linear progression with peaks and valleys. We require rest and recovery after bursts of activity in order to perform well. These cycles happen in daily patterns, weekly routines, and career trajectories. ROI and lifetime value metrics for human outputs beat short-term cost and efficiency measures of inputs over time.

Transcendent

Purpose is an essential element of human drive. We thrive when given the opportunity to do meaningful work that aligns with our values. The most successful companies make an impact above their core value proposition and go beyond the business of creating shareholder value to have positive effects on society.

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Gamut Organization Type™ Assessment

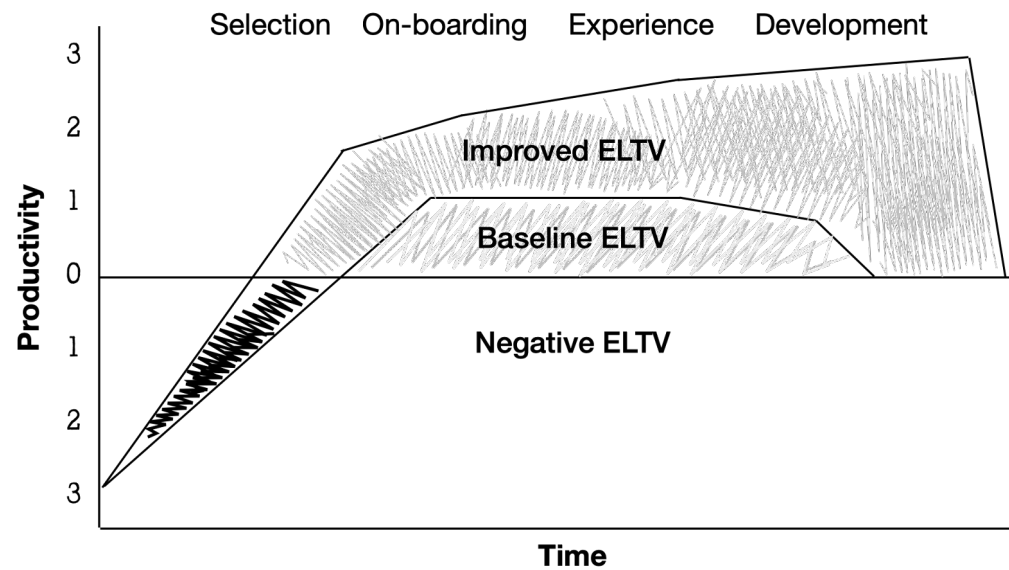
Use the Gamut Org Type Assessment to determine your current state of organization effectiveness and identify opportunities for improvement. Establish pre/post benchmarks to track the quality and impact of new programs, tools, processes, and practices. Seek alignment and integrity with your type for more consistency and higher performance.

	Culture	Leadership	Talent	Communication	
Safe	19	50	89	33	
Productive	42	74	91	21	
Engaging	71	25	12	75	
Sustainable	25	47	28	56	
Transcendent	30	64	02	61	

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MoT on the Employee Journey

These four aspects of the employee journey are catalytic in the creation of employee lifetime value, serving as Moments of Truth (MoT) that evidence the values and expectations of a particular organization. ELTV is highly correlated to desirable business outcomes like customer retention, revenue growth, and profitability and is a comprehensive storytelling framework to align programs, processes, and practices with a desired org type.



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Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives - *choice, not chance, determines your destiny.*



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