




Individual Progress ► Collective Success

The Responsive Organization:

*Creating an Employee Experience that Can
Drive Business Results*



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Looking for answers?

If you're searching for answers to your talent challenges, you don't want someone else's best practices. You need to know what works for you.

For a combined 25 years, we have been listening to you – and the market – and keeping you informed about talent management, learning & development, and diversity & inclusion, and the technologies that support them.

How we can help:



Research. Learn what's happening, what's coming, and what works



Collectives. Join other leaders working together to “hack” solutions to current and near-future people challenges



Advisory & Events. Get personalized attention for your company or customers

Red thread: n.

A connection between seemingly unrelated people or ideas.



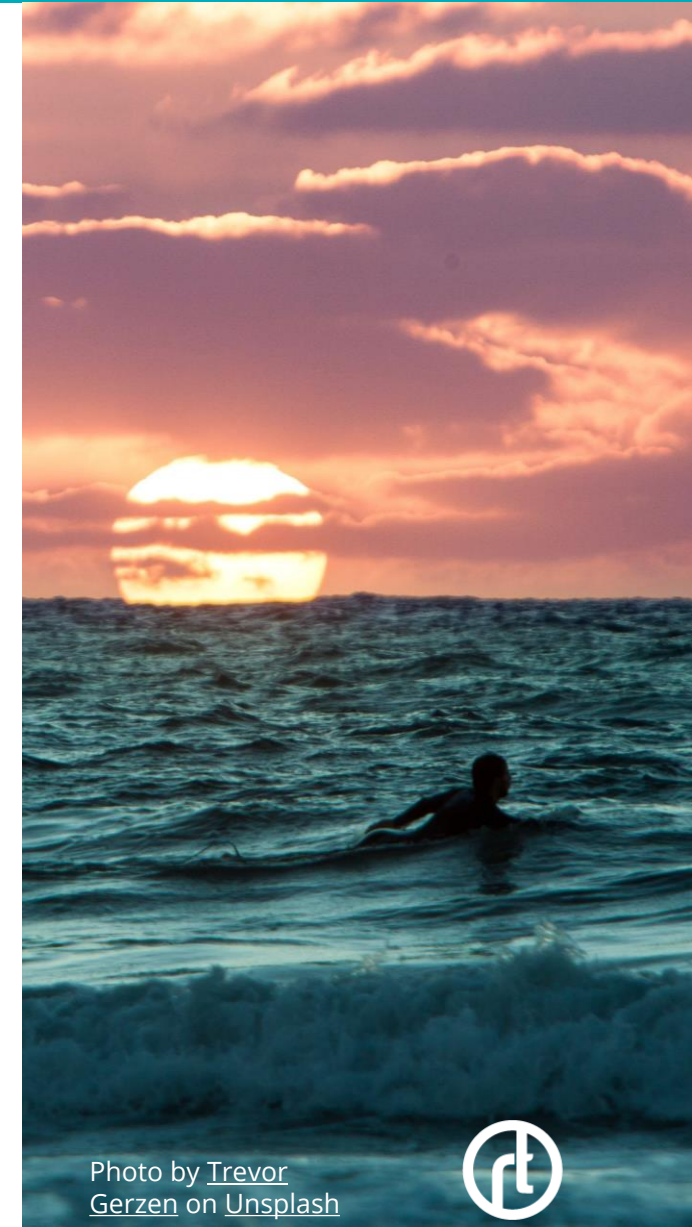
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Discussion Flow

- ▶ All is not as it seems
- ▶ Why we need responsive organizations
- ▶ Learning from superorganisms
- ▶ Ten components of a more responsive organization
- ▶ Final thoughts



A close-up photograph of a hand holding a small, bright light source, possibly a candle or a small fire, against a backdrop of a sunset sky with scattered clouds. The light from the source creates a strong lens flare effect across the image. In the background, a range of mountains is visible under the warm, golden light of the setting sun.

All appears bright



The stock market is high

Dow Jones Industrial Average, 1918-2018



Companies are growing



Sales growth rate, Year-on-Year, 2001- March 2018 (Inflation adjusted)



Source: Standard & Poor's

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Photo by Kent Pilcher on Unsplash





But all is not as it appears





Many workers are not well

- ▶ 61% of US employees have said their workplace has made them sick
- ▶ Job-related stress causes 120,000 excess deaths per year in the US and nearly a million in China
- ▶ Mortality rate of loneliness is greater than smoking 15 cigarettes per day

Source: “Dying for a Paycheck,” Pfeffer, 2018; “Work and the Loneliness Epidemic,” Murthy, HBR, 2017.



Many are not enthusiastic about their jobs

- Half of employees are looking for new jobs
- 87% of employees are not engaged

Source: Gallup, 2018.

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Photo by Kyler Boone on Unsplash



Companies are dying faster

- ▶ Average lifecycle of a company down to ~15 years from 67 years in 1920s
- ▶ 40% of today's S&P 500 companies will be replaced by 2028
- ▶ On average, a company is disrupted every 3.1 years

Source: "Exponential Organizations," Ismail, Malone, and Van Geest, 2014.

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Photo by Val Vesa on Unsplash



Why?



A John Deere baler is shown in the foreground on the left, partially obscured by a large, round hay bale. The baler is green and has "JOHN DEERE" and "8" visible on its side. The hay bale is dark brown and textured. The background is a bright, hazy sunset or sunrise over a field, with silhouettes of trees in the distance. The overall color palette is warm, dominated by oranges and yellows.

Over the last 100 years, we focused on:

- ▶ Efficiency at the expense of adaptability
- ▶ Hierarchical control over decentralized enablement
- ▶ Segregated education over continuous learning



Many CEOs think technology, not people, will create most value in the future

63%

CEOs that say that in 5 years, **technology** will be their firm's **greatest source of competitive advantage**.

Source: Korn Ferry, 2016.

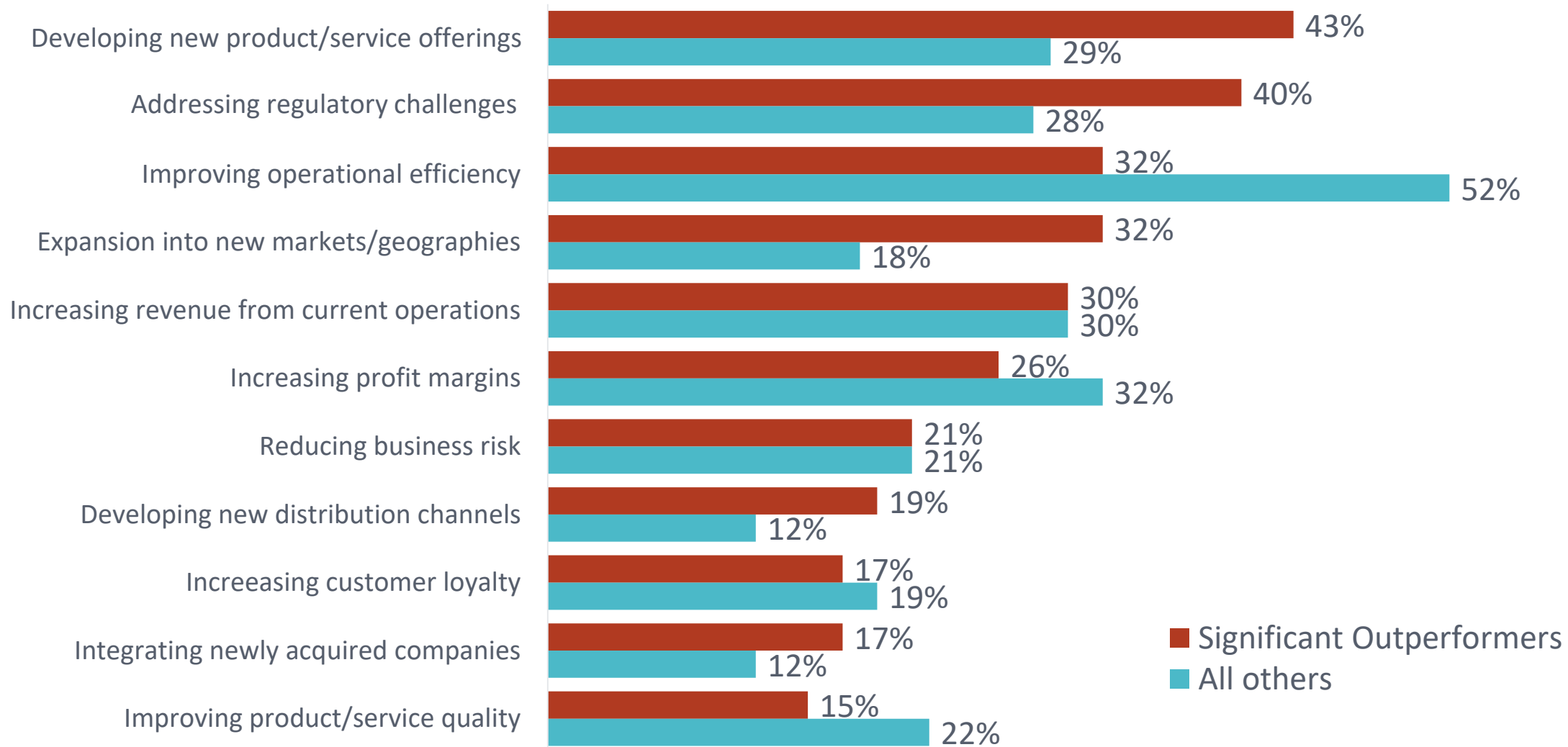
67%

CEOs say that **technology** will create **greater value** in the future **than people** will.

44%

CEOs that say the prevalence of **robotics, automation, and AI** will make people “**largely irrelevant**” in the future.

Responsive companies outperform companies focused primarily on efficiency



Source: "Study by the IBM Institute for Business Value – A New Way or Working," 2010.
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A person in a red jacket and dark pants is walking away from the viewer on a gravel path. In the background, a large industrial facility with several tall smokestacks is visible, emitting thick, dark plumes of smoke that rise into the sky. The sun is positioned behind the smokestacks, creating a bright, hazy glow. The foreground is filled with tall, dry grass and some bare, tangled branches on the left. The overall atmosphere is somber and contemplative, contrasting nature with industry.

We have to think about the next 100
years differently than the last 100 years



A photograph of children running on a path at sunset. The sun is low on the horizon, creating a strong orange and yellow glow that silhouettes the children and the trees on either side. Power lines are visible in the background.

But how?

By focusing on what makes us adaptive humans, not machines

Superorganism powers



Superorganism: *An organized society that functions as an organic whole.*



An aerial photograph of a historic city, likely Rome, at sunset. The city is built on a hillside, with numerous stone buildings and a prominent tall church tower in the background. The sky is a deep orange, and the city lights are beginning to glow, creating a warm, golden atmosphere.

We already do this in our cities

Source: "Growth, innovation, scaling, and the pace of life in cities," Bettencourt, Lobo, Helbing, Kuhnert, and West, 2007.

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Photo by Daniele Levis Pelusi on Unsplash



dated 1933 located in the
History Collection, Harpers Ferry
West Virginia; material from
Expansion of the National
30's (1933)

DIRECTOR
Horace M. Albright
(to 8-9-33)
Arno B. Cammerer
(from 8-10-33)

ASSOCIATE DIRECTOR
Arno B. Cammerer
(to 8-9-33)
Arthur E. Demaray
(from 8-10-33)

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 1933
IN EFFECT UNTIL: 12-5-34

NOTE: Executive Order 6166 dated 6-10-33 and effective
60 days later renamed the National Park Service, Office
of National Parks, Buildings, and Reservations. The name
National Park Service was restored by an Act of
Congress approved March 2, 1934.

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In our organizations,
how do we get from this?

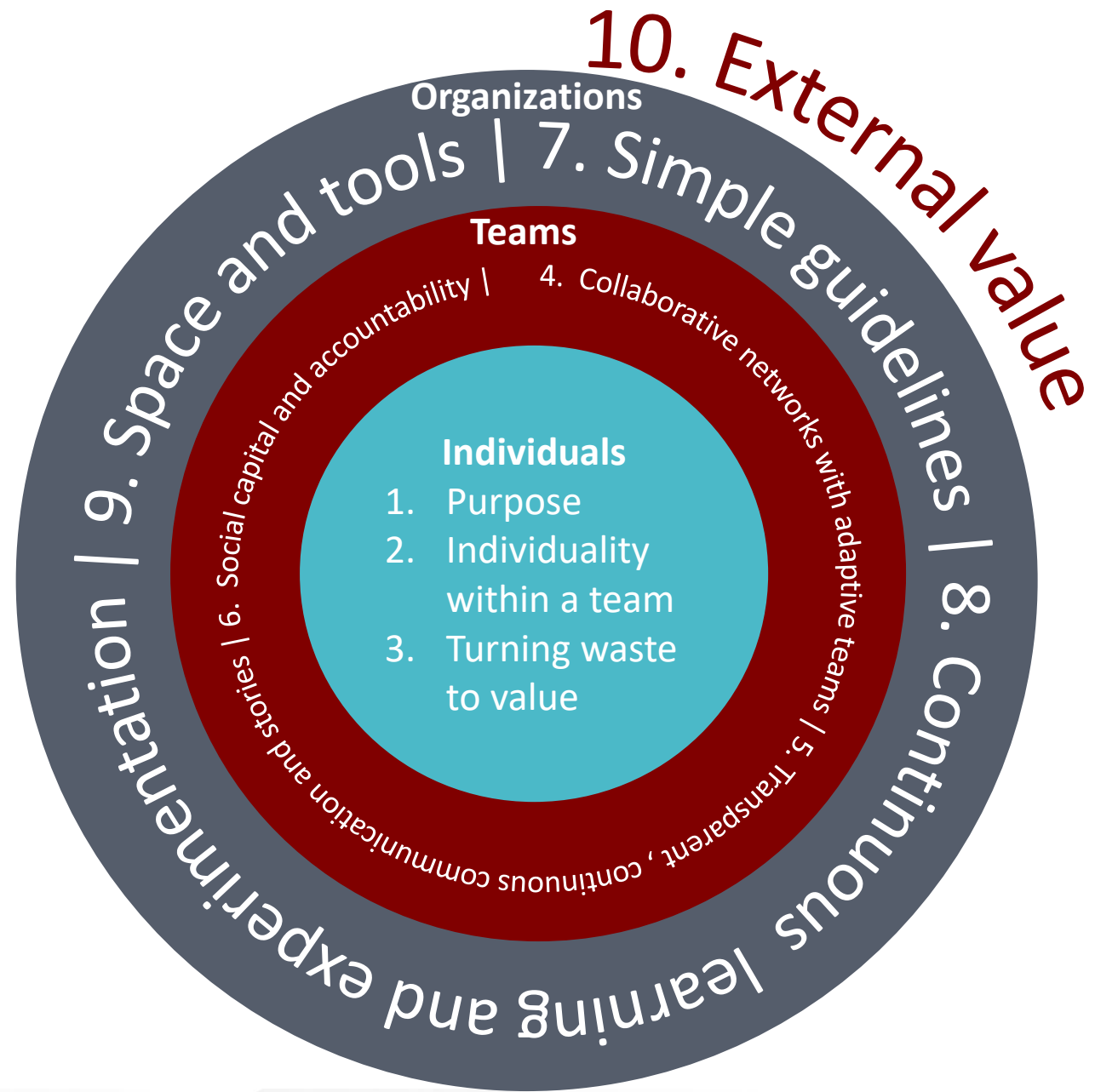




To this?



Ten components of a responsive organization



Source: RedThread Research, 2018.



1. Purpose (now and in the future)



2. Individuality within a team

A close-up photograph of a bumblebee with yellow and black fur, positioned on a cluster of small purple lavender flowers. The background is a soft-focus green, suggesting more foliage. A small teal circle is visible in the top right corner of the image.

3. Turning waste to value

Source: "Teeming," Wooley Barker, 2017.



4. Collaborative networks with adaptive teams





4. Collaborative networks with adaptive teams





5. Transparent, continuous communication and stories





6. Social capital and accountability





7. Simple guidelines

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7. Simple guidelines

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8. Continuous learning and experimentation





9. Space and tools



“Super organisms spill the value they create out into their larger ecosystem, feeding the life that feeds them. Abundance spirals outward.”

– Dr. Tamsin Woolley Barker

Source: “Teeming,” Woolley Barker, 2017.

10. External value

Concluding Thoughts

1. All is not well for many organizations and the people who work in them
2. Our organizations need to move from simply executing to responding
3. The ten principles of a responsive organization can point the way forward

Ten Principles of a Responsive Organization

1. Purpose (now and in the future)
2. Individuality within a team
3. Turning waste to value
4. Collaborative networks with adaptive teams
5. Transparent, continuous communication and stories
6. Social capital and accountability
7. Simple guidelines
8. Continuous learning and experimentation
9. Space and tools
10. External value



Thank You!

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