

**THUD!**  
*getting past*

*Minds at Work*

*“Our people don’t want change”*

*“They’re tired from too much change”*

**“They’re sick of empty change”**

**“They’ve come to the conclusion that  
real change can’t happen”**

*“They’re reluctant  
to hope again”*

*“They can’t take much  
more disappointment”*

**“They want real change”**

**“They need empowerment for change”**

*Minds at Work*

Is the change  
*real* or *fake*?

Is the change  
*cultural*  
or just *structural*?

Is the change  
*offered*  
or *foisted*?

*Minds at Work*



*open*

*closed*

*genuine  
opportunity?*

***new!***

*empty  
rebadging?*



***IMPROVED!**  
Now with FREMIN!*

*Minds at Work*

*people want to*

*work in*

*buy from*

*invest in*

*contribute to*

*organisations that innovate*

*Minds at Work*



A

B

Known  
Structured  
Proven  
Certain  
Reassuring

Unknown  
Unstructured  
Unproven  
Uncertain  
Freaky



A

FAILURE  
LOSS  
REJECTION  
RIDICULE  
RISK  
FEAR  
ANXIETY  
CONFUSION  
WASTE  
BLAME  
SHAME  
CHANGE  
PAIN  
EXHAUSTION

B

*Work*

A

FAILURE  
LOSS  
REJECTION  
RIDICULE  
RISK  
FEAR  
ANXIETY  
CONFUSION  
WASTE  
BLAME  
SHAME  
CHANGE  
PAIN  
EXHAUSTION

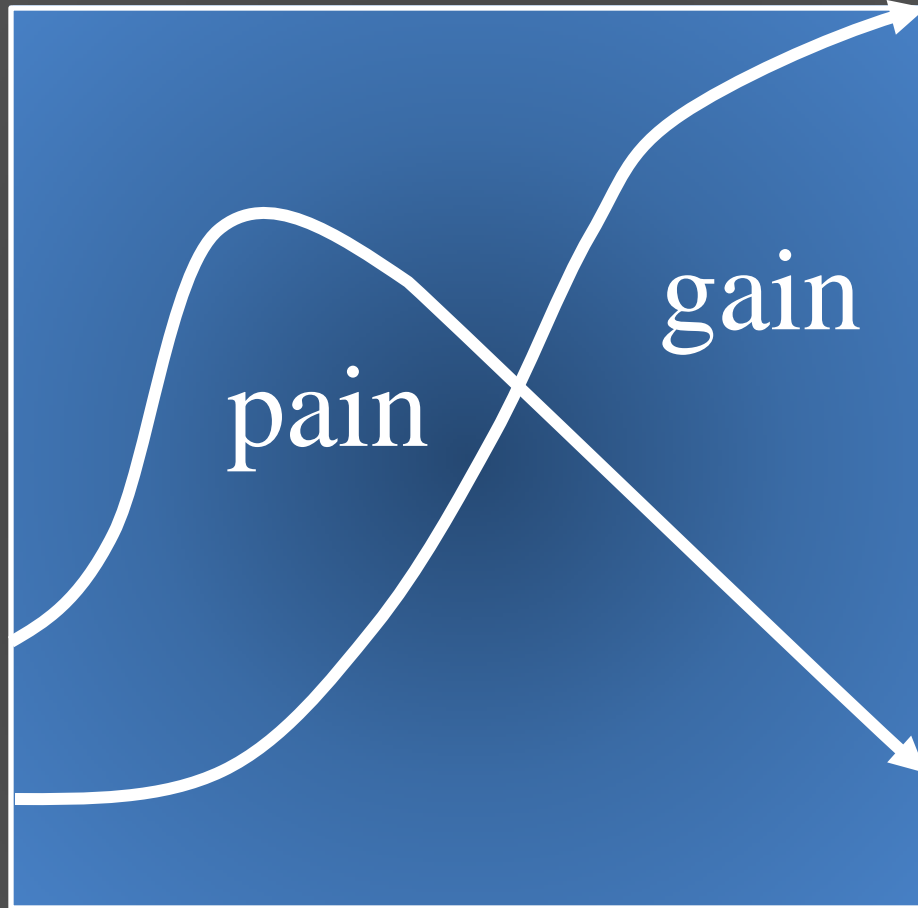
B

A



B

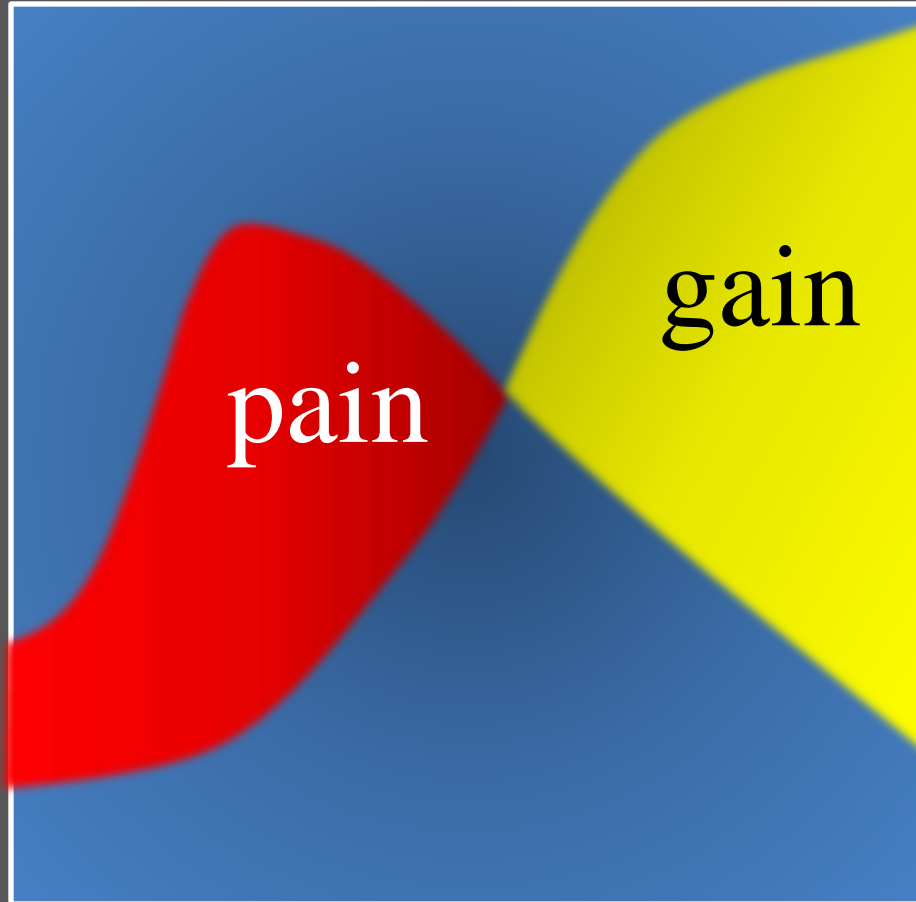
A



B

*mark*

A



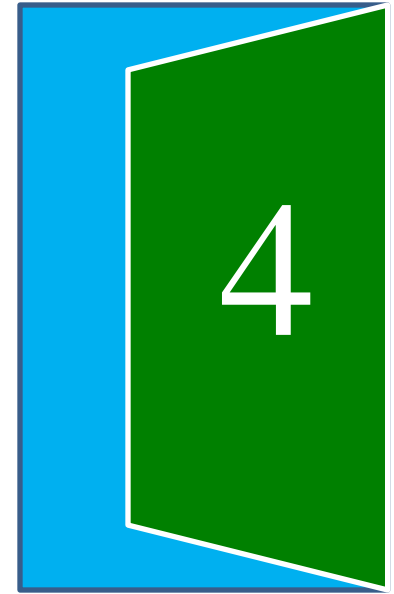
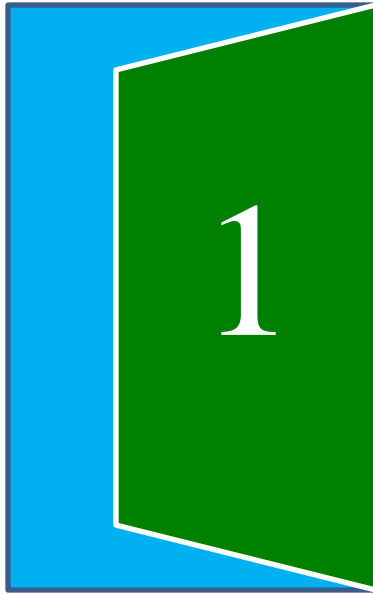
B

*mark*

POSITIVE

*interesting*

NEGATIVE

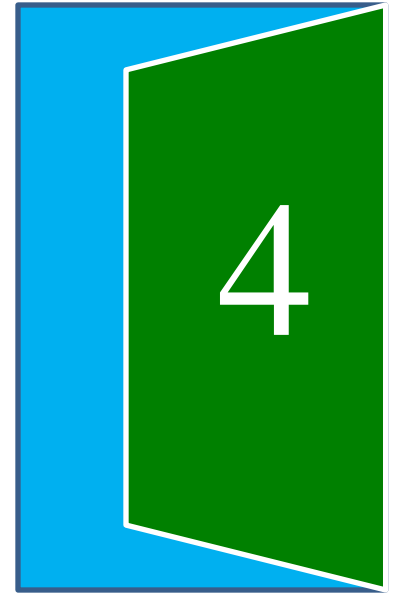
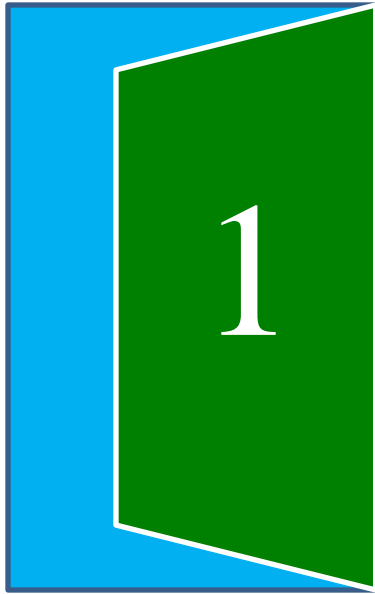


*things we  
used to  
be able  
do and  
still **can***

*things we  
**couldn't**  
do before  
and **still**  
**can't** now*

*things we  
used to be  
able do  
but **can't**  
now*

*things we  
**couldn't**  
do before  
but **can**  
now*



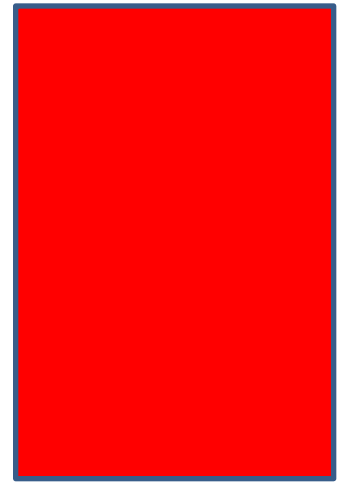
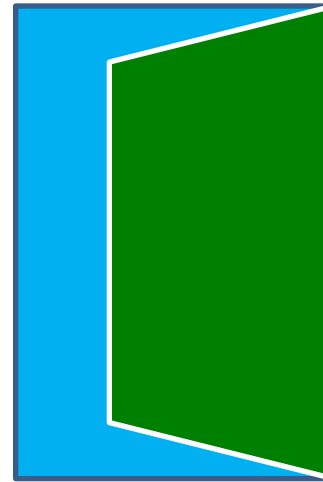
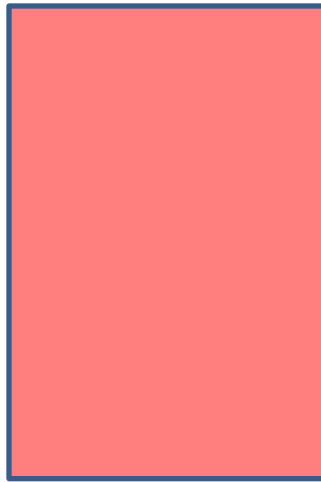
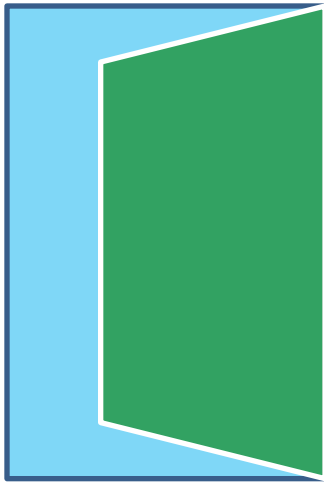
business as usual

*let it go*

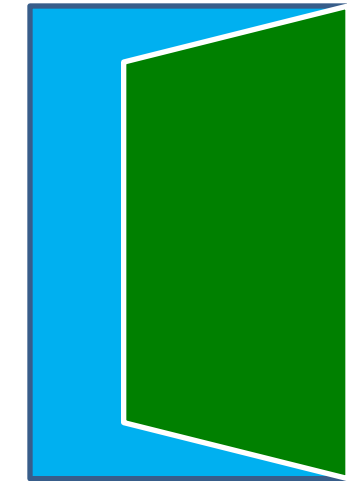
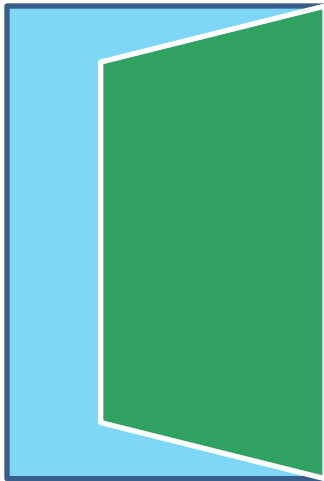
go for it



old



new



*ownership*

---

*authorship*

*Minds at Work*

A

I D E A

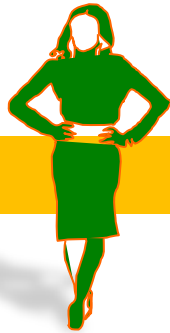
B

mark

# I D E A



**THAT GAL**



**HER**



**HIM**

**HER again**



**SHE**

**THAT GUY**



*Minds at Work*

*empire builder* **I** *panic junkie* **D** *party pooper* **E** *t crosser & i dotter* **A**  
*rebel* *drone* *irritant* *perfectionist* *lunatic*  
*obsessive*

*cynic* *nut job*  
*space cadet* *devil's advocate* *control freak*  
*bureaucrat* *enforcer* *process fiend*  
*scheme weaver loon*

I *rebel* D *panic junkie* E *irritant t crosser & i dotter* A *perfectionist lunatic*

*bureaucrat* *cynic*

*nut job*

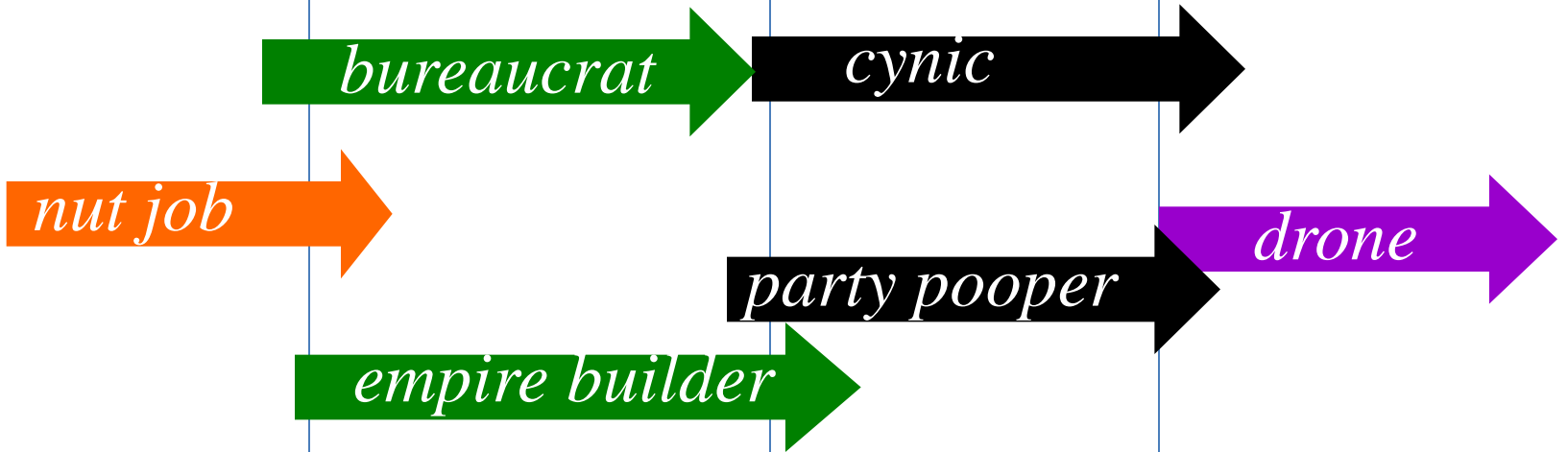
*party pooper*

*drone*

*empire builder*

*space cadet* *devil's advocate* *control freak* *iconoclast*  
*scheme weaver loon enforcer process fiend*

# I D E A



siloes  
fragmented  
fixed  
system-centric  
vertical  
reactive  
institutional  
protective  
problem minded  
repairing  
static  
one-way  
mediated  
supply-chain

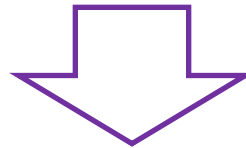


shared  
orchestrated  
fluid  
client-centric  
horizontal  
pre-emptive  
individual  
innovative  
solution minded  
preventive  
dynamic  
two-way  
unmediated  
value-chain



*birth of new ways*

good news?



**NEED**



bad news?

*end of old ways*

# I D E A

good news?



**NEED**



bad news?

purpose

process

product

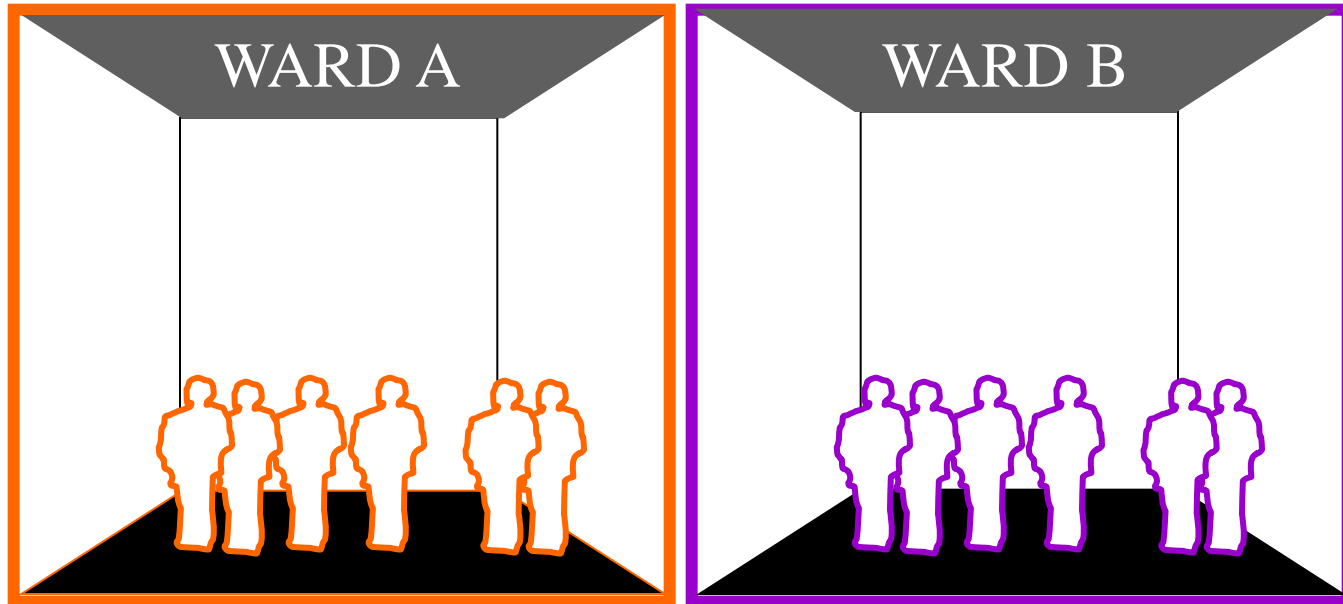
problem

 = executive level responsibility?

 = shopfloor level responsibility?

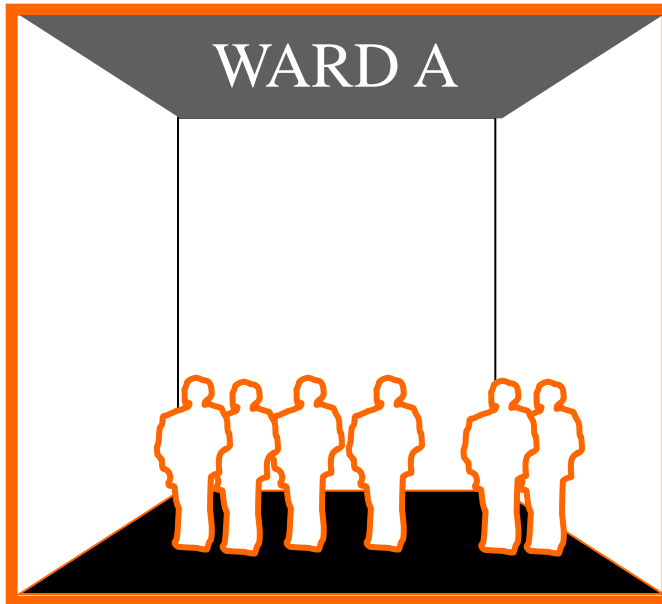
# SHADY GROVE

*experiment*  
(YALE UNIVERSITY)

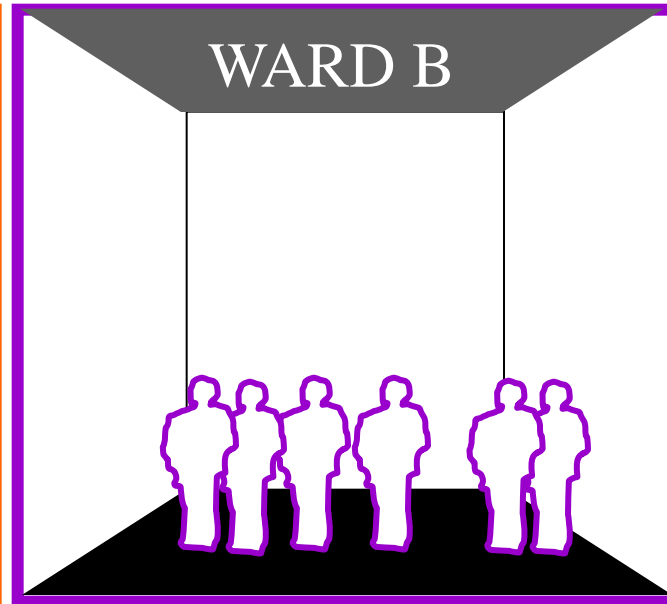


*NO CHOICE*  
*NO RESPONSIBILITY*

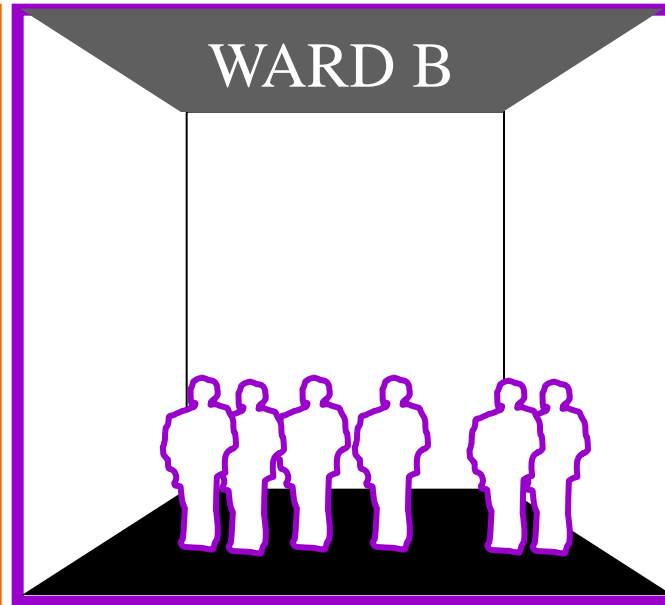
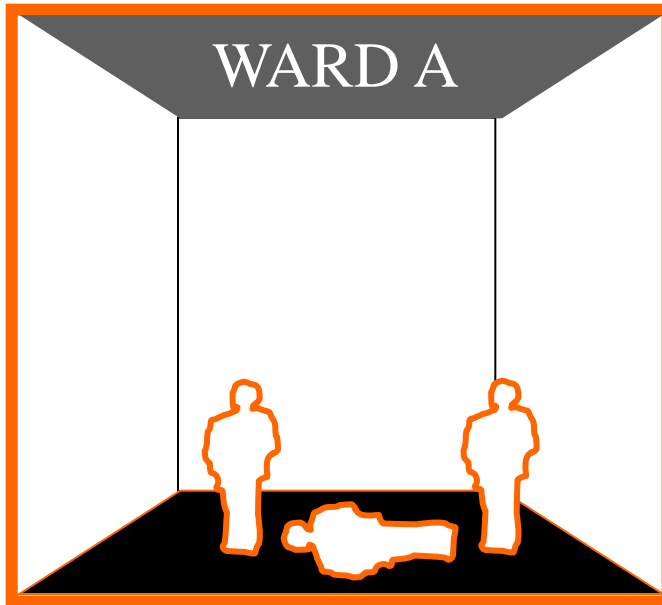
*CHOICE &*  
*RESPONSIBILITY*



*FIXED EGG DIET PLAN*  
*FIXED MOVIE TITLE & DATE*  
*FIXED PLANT TYPE & POSITION*  
*SYSTEM DECIDES & PROVIDES*



*CHOOSE EGG DIET PLAN*  
*CHOOSE MOVIE TITLE & DATE*  
*CHOOSE PLANT TYPE & POSITION*  
*PATIENT DECIDES AND MANAGES*



PASSIVE  
WEAK  
SICK  
UNHAPPY  
RESIGNED

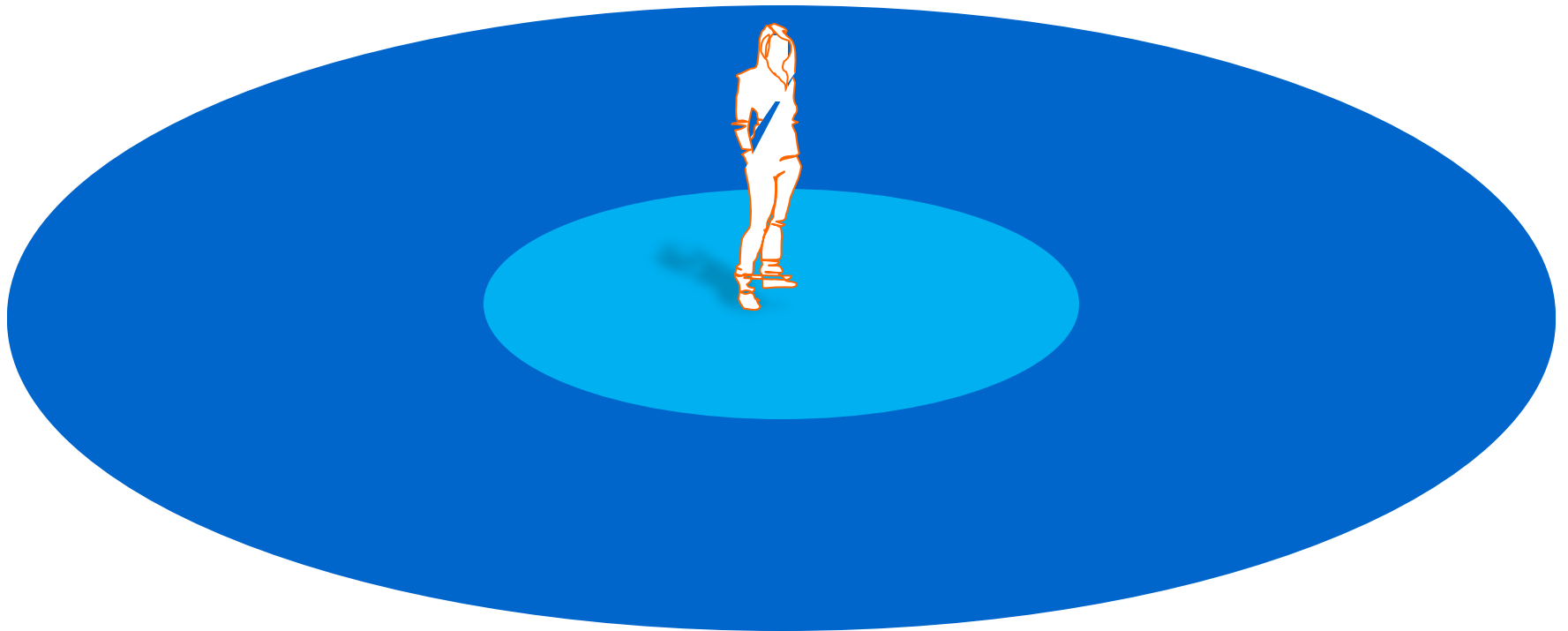
ACTIVE  
STRONG  
HEALTHY  
HAPPY  
SELF MOTIVATED



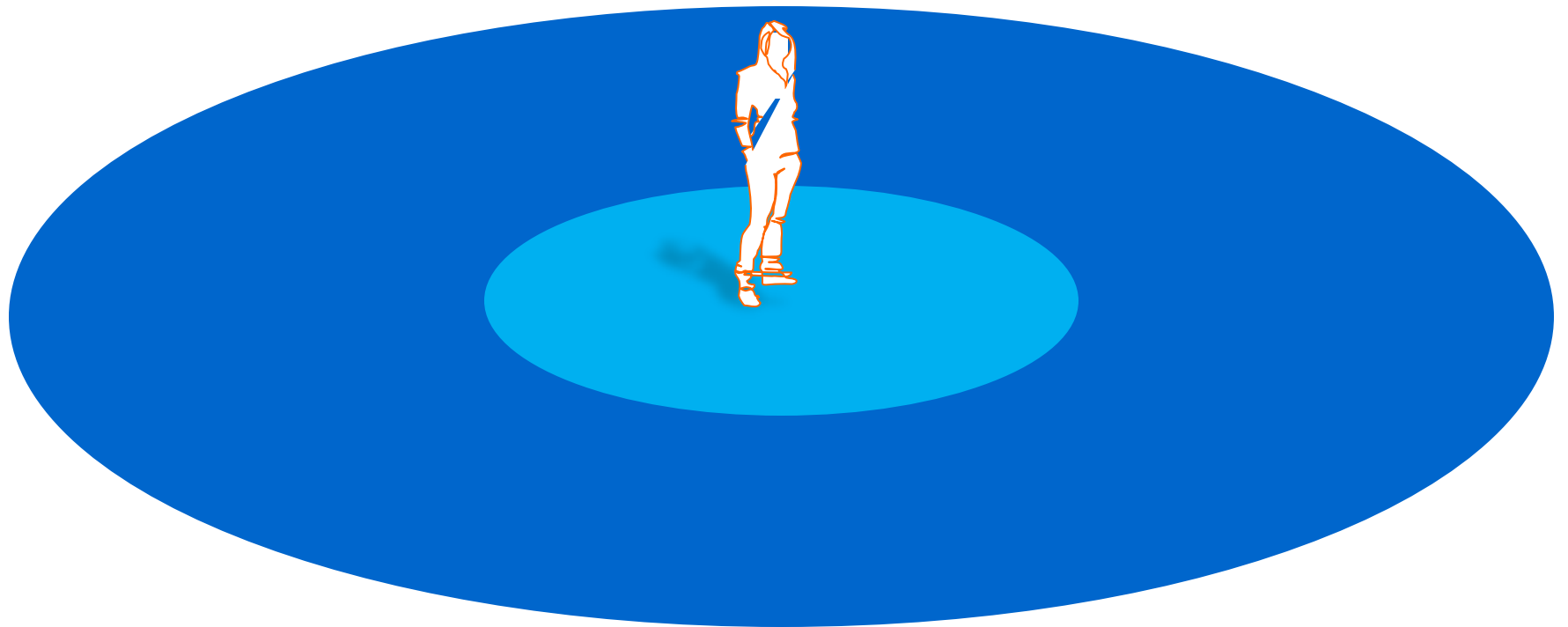
*what I can do*

*what I care about*

*Minds at Work*

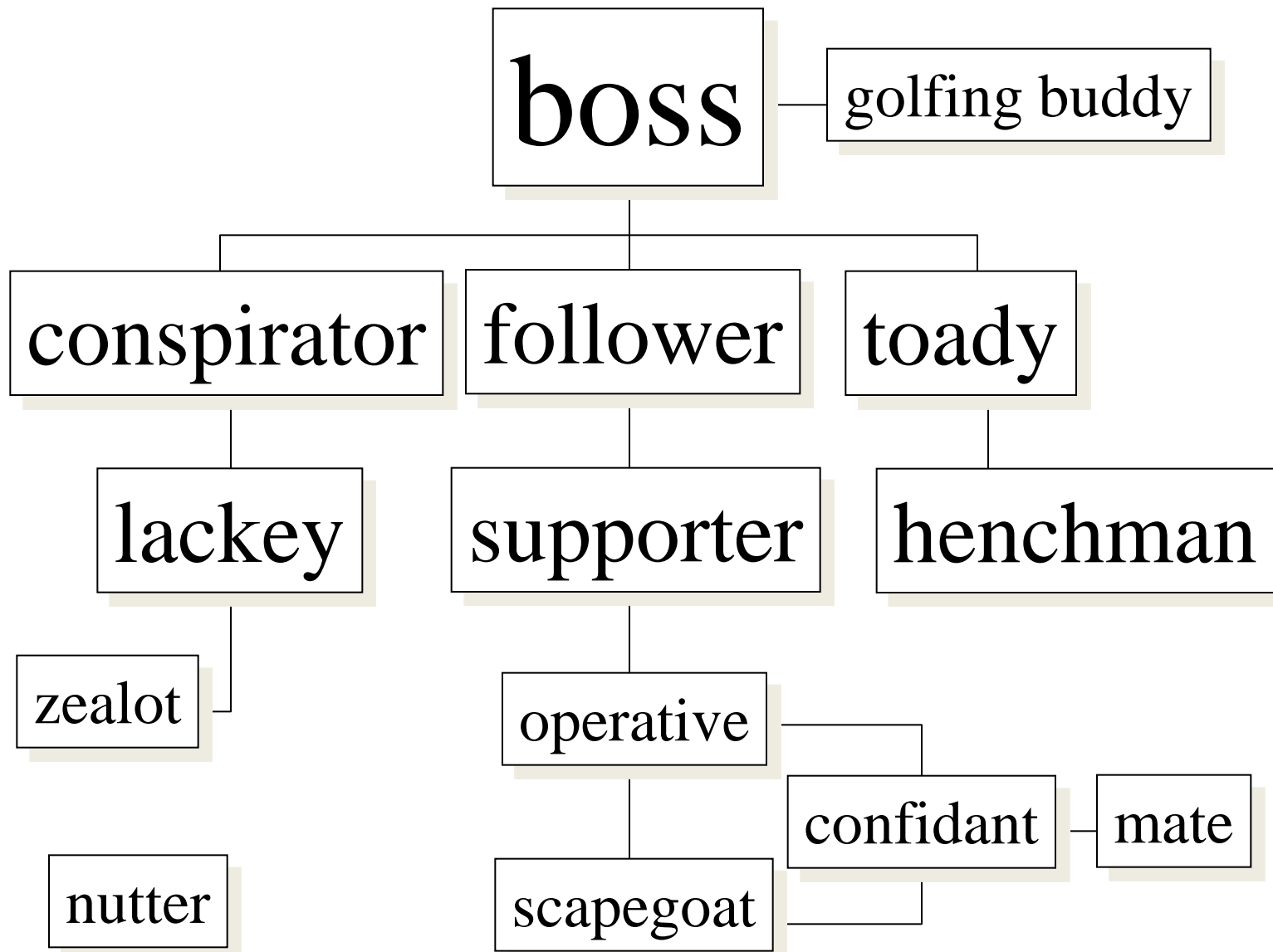


**B: disengagement**



C: a little bit of both



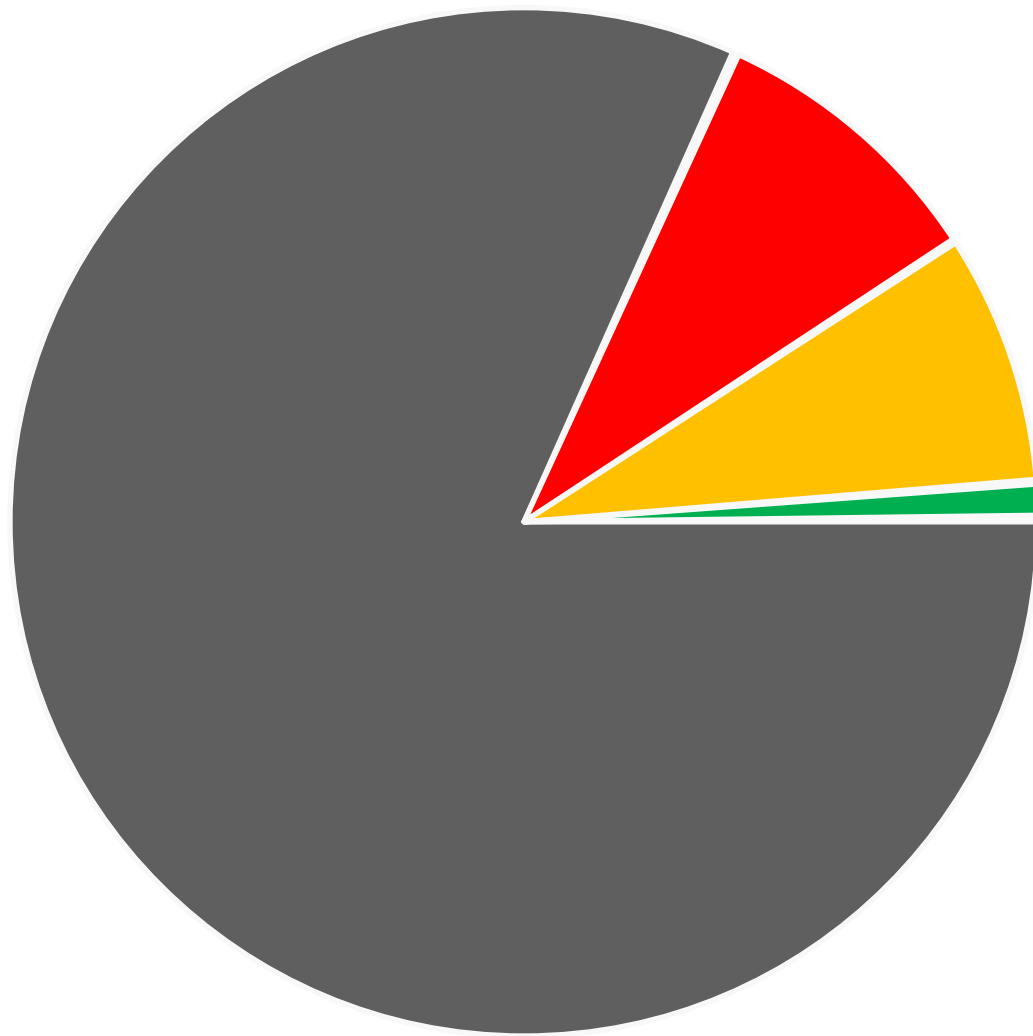


ATTRACT PRAISE

AVOID BLAME

DON'T STAND  
NEAR THE FAN





*arse covering*



*turf squabbles*



*office intrigue*



*achievement*

what they say

what they're really saying

“It’s always been like this.” *The problem is older than you think.*

“It’s like that everywhere.” *It’s more widespread than you think.*

“There are worse things.” *I don’t care about them either*

“It’s not really that bad.” *I don’t really care.*

“It’s not my problem.” *I really don’t really care. Really.*

“It’s not really a problem at all.” *Everyone’s gotten used to it.*

“It’s political.” *My salary depends on it.*

“It’s complicated.” *Give up. I did.*

“It’s just the way it is.” *I’ve never questioned it.*

“You can’t change it.” *I didn’t change it.*

“It’s human nature.” *Grow up.*

“Live in the real world.” *Only fools care.*

“I’m the wrong person to talk to.” *I’m too scared to even think about it.*

“It’s too hard.” *I haven’t got time.*

“It’s too complicated.” *I just don’t get it.*

“It’s too simple.” *I should have thought of it.*

“It’s been done before.” *We did it half-arsed last time.*

“It’s never been done before.” *No-one’s ever thought of it before.*

“It’s not in our charter.” *The bosses didn’t think that big.*

“It’s not our problem.” *Denial is still our preferred strategy.*

“We don’t have the time.” *I’m swamped just doing stupid stuff.*

“It’ll never work.” *People will block it for no reason.*

“We don’t have the money.” *We blew our budget on dumb stuff.*

“So-and-so won’t like it.” *I’m afraid I might look stupid.*

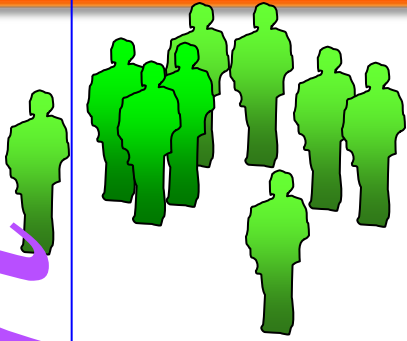
“We tried that, it didn’t work” *We seriously stuffed it up last time.*

“You have enough to get on with.” *You’re making me look small.*

“It’s not our core competency.” *We’re barely able to cope now.*

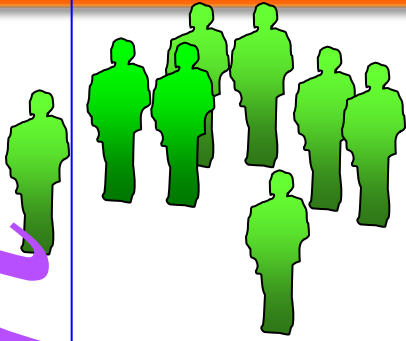
“This isn’t what we pay you to do.” *Do I have to fire you?*

*vision*



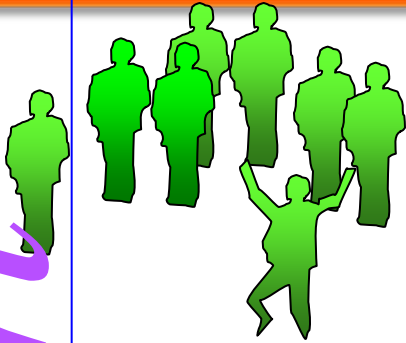
*power*  
*Minds at Work*

vision



power  
*Minds at Work*

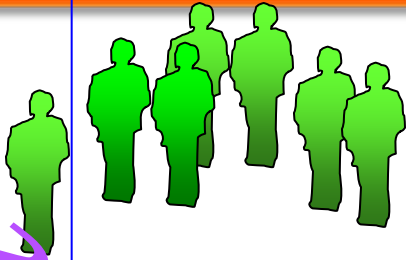
*vision*



*power*  
*Minds at Work*

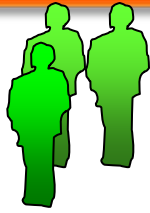


vision

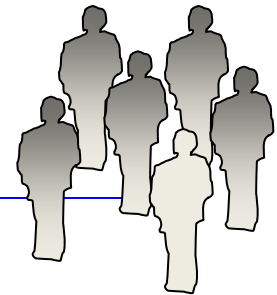


power  
*Minds at Work*

vision

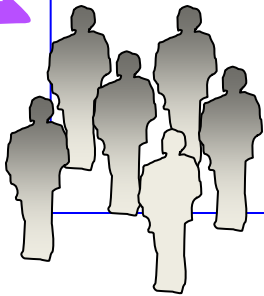
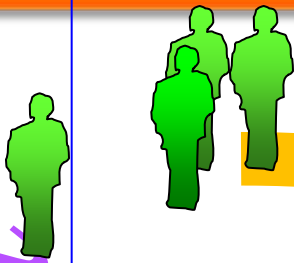


power



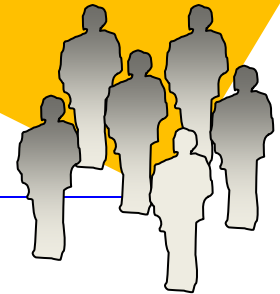
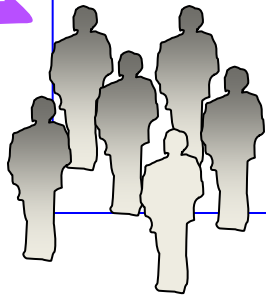
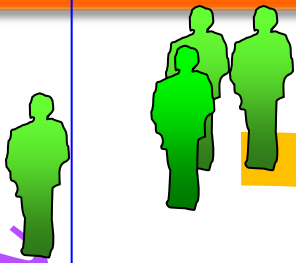
*Minds at Work*

vision



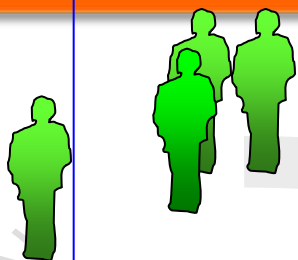
power  
*Minds at Work*

vision

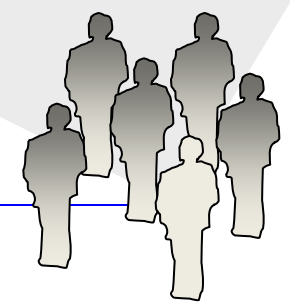
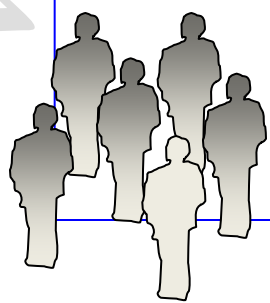


power  
*Minds at Work*

*empower*

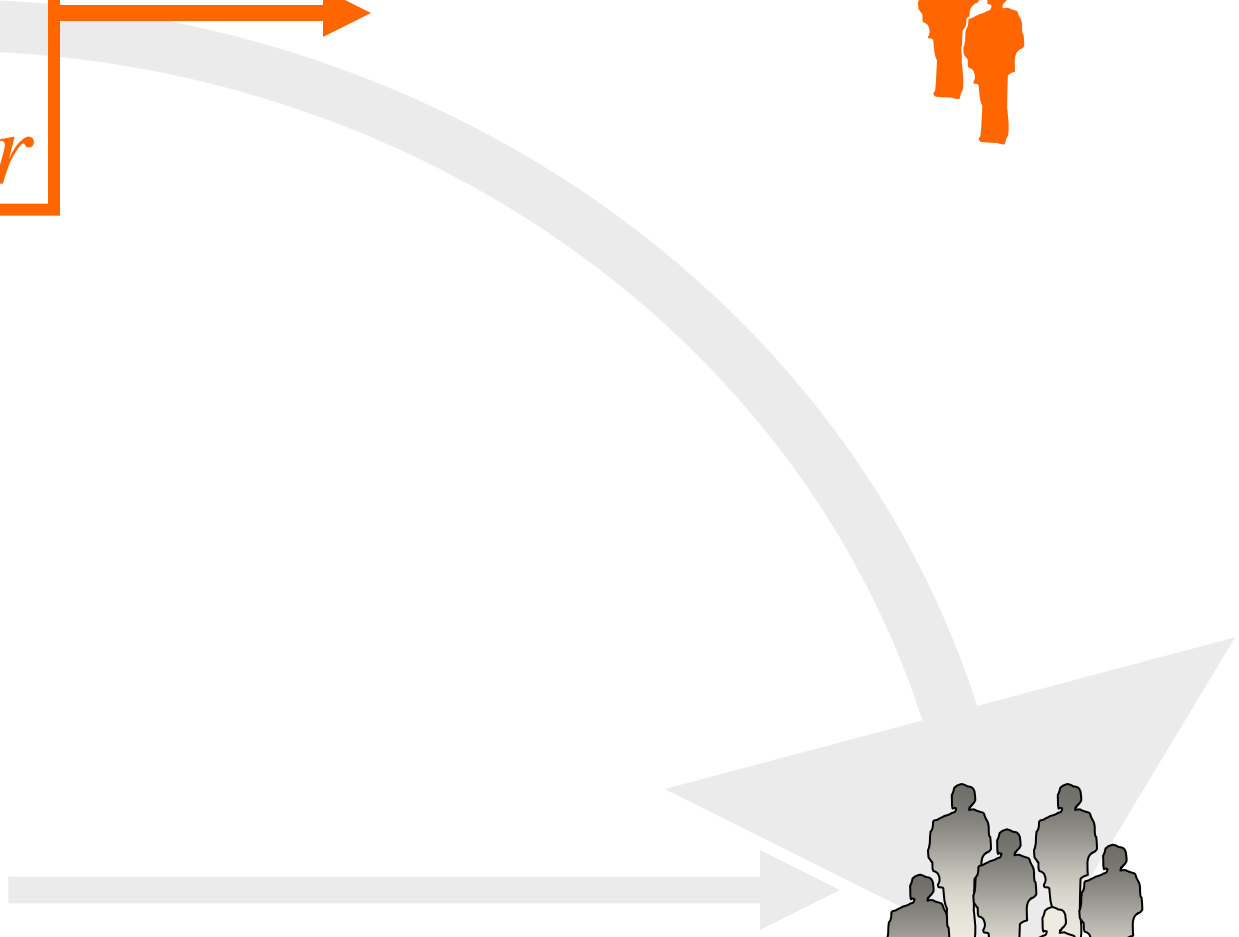
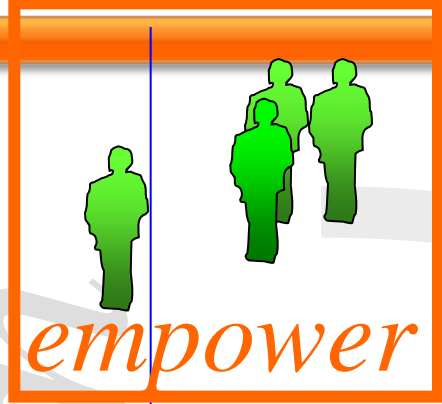


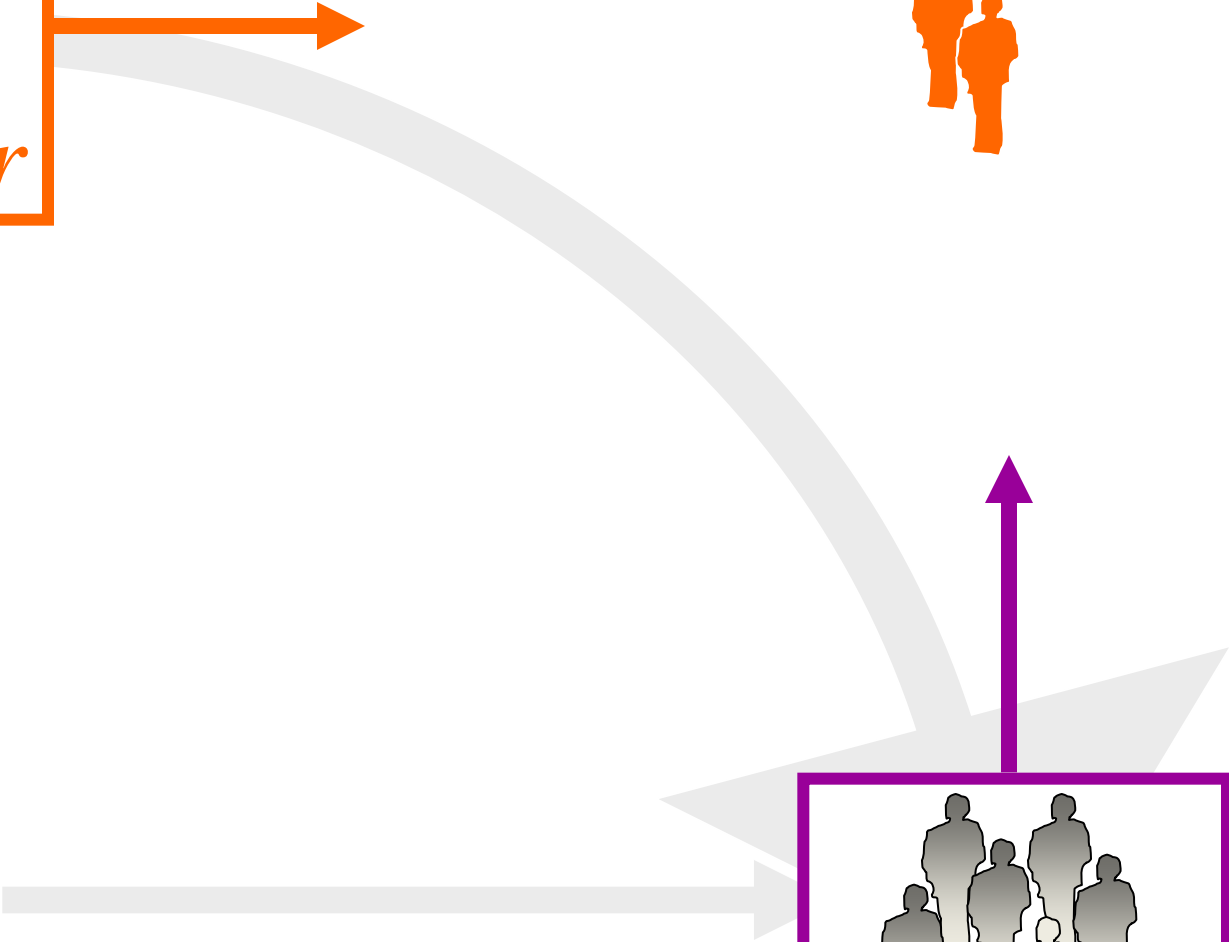
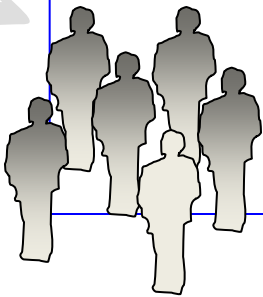
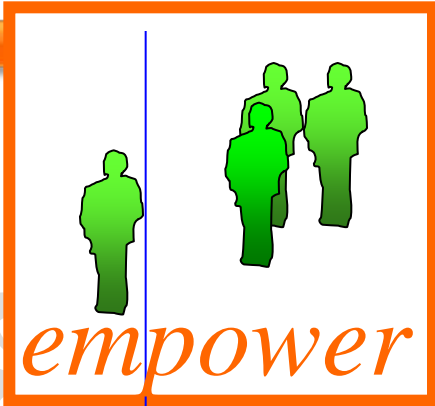
*VISION*



*power*

*Minds at Work*





VISION

power  
Minds at work

*this gives me*  
**MEANING**

*I feel*  
**VALUED**

*I feel*  
**ACCEPTED**



**Engagement  
Ring**

*I feel I am*  
**DEVELOPING**

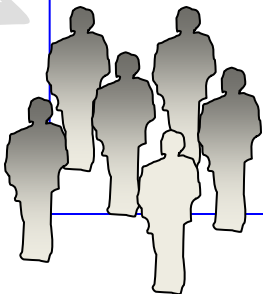
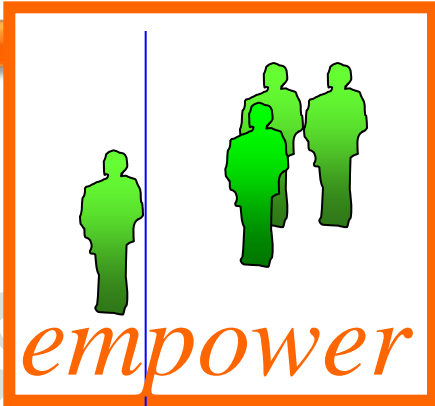
*I feel*  
**CHALLENGED**

*this gives me*  
**STABILITY**



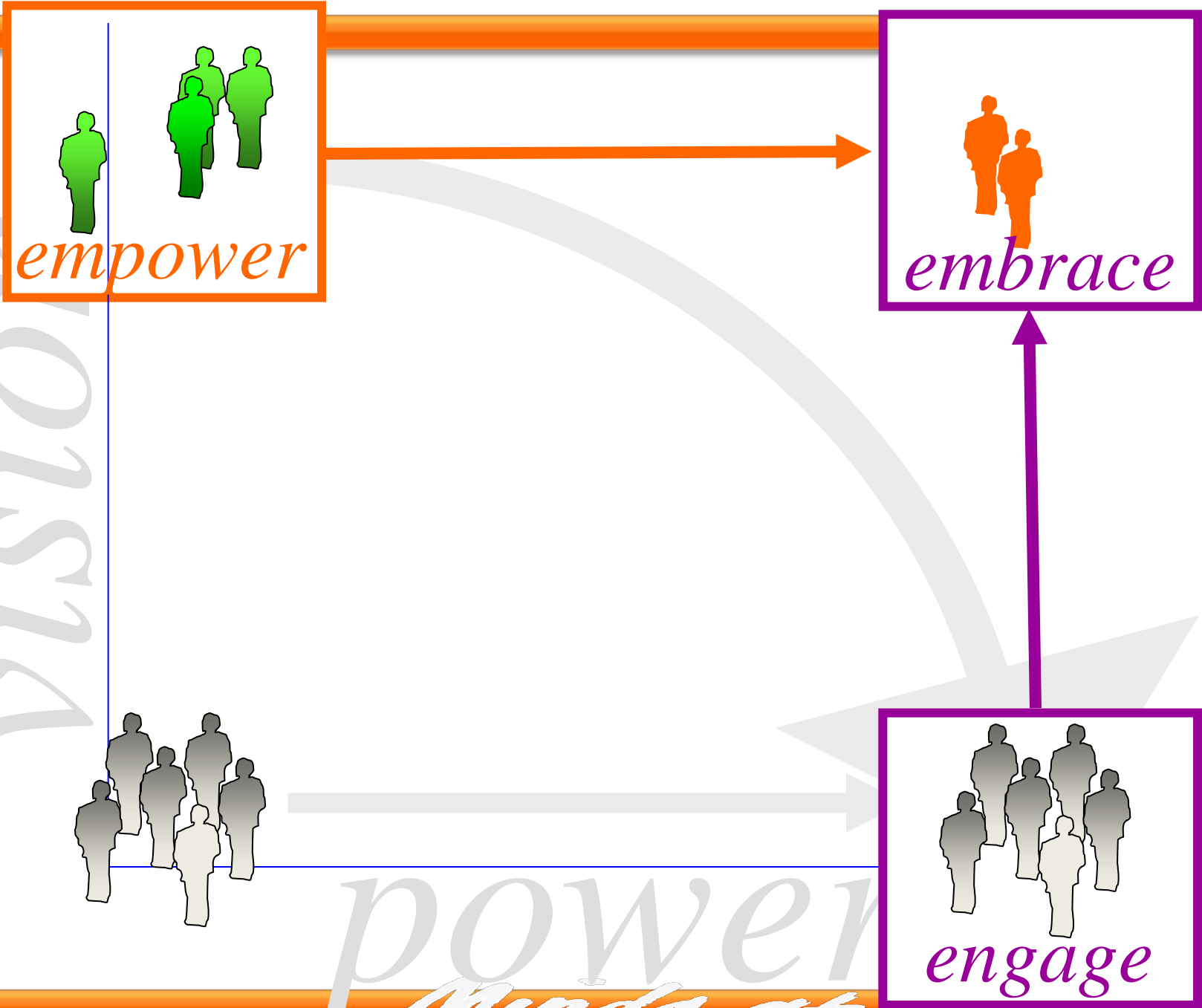
**engage**

*Minds at Work*

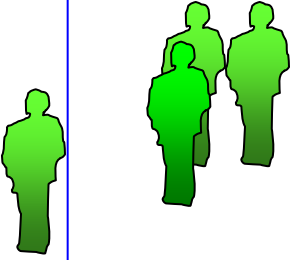


*VISION*

*power*  
*Minds at work*



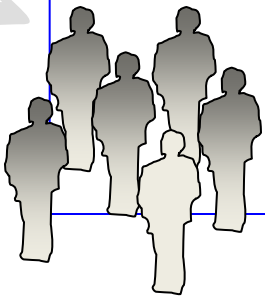




*empower*



*embrace*



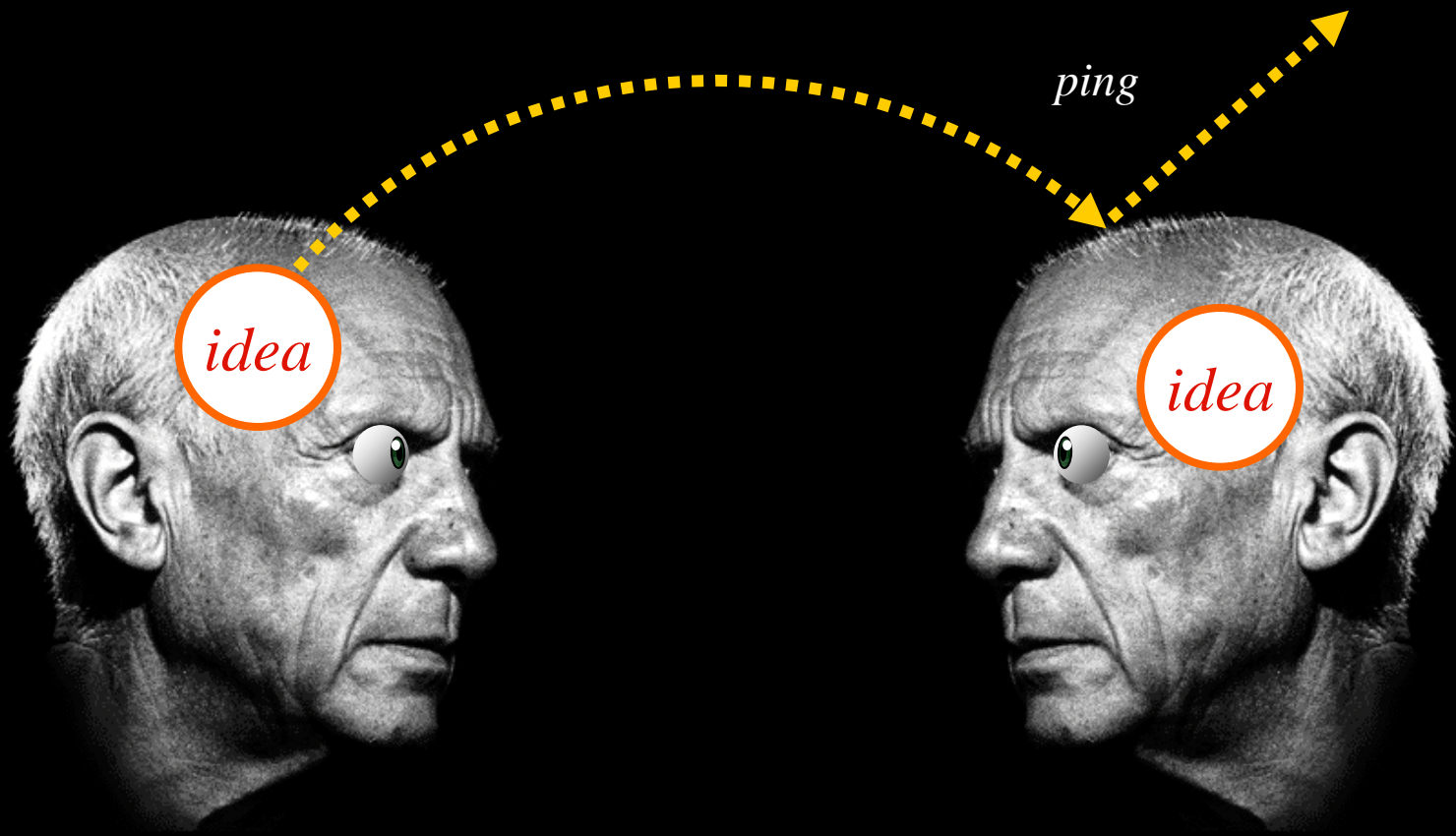
*empower*



*engage*

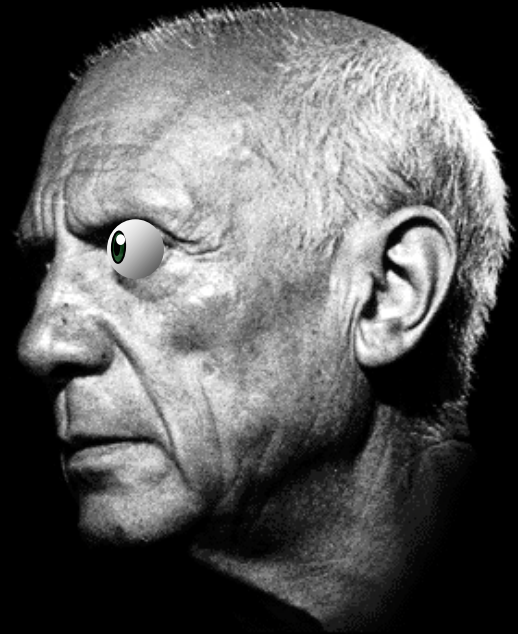
*VISION*

*power*  
*Minds at work*



*Minds at Work*

*what you think*



*Minds at Work*

*what you think*



*what you say*

*Minds at Work*

*what you think*

*what they hear*



*what you say*

*Minds at Work*

determine the

*RESULT\**

select the

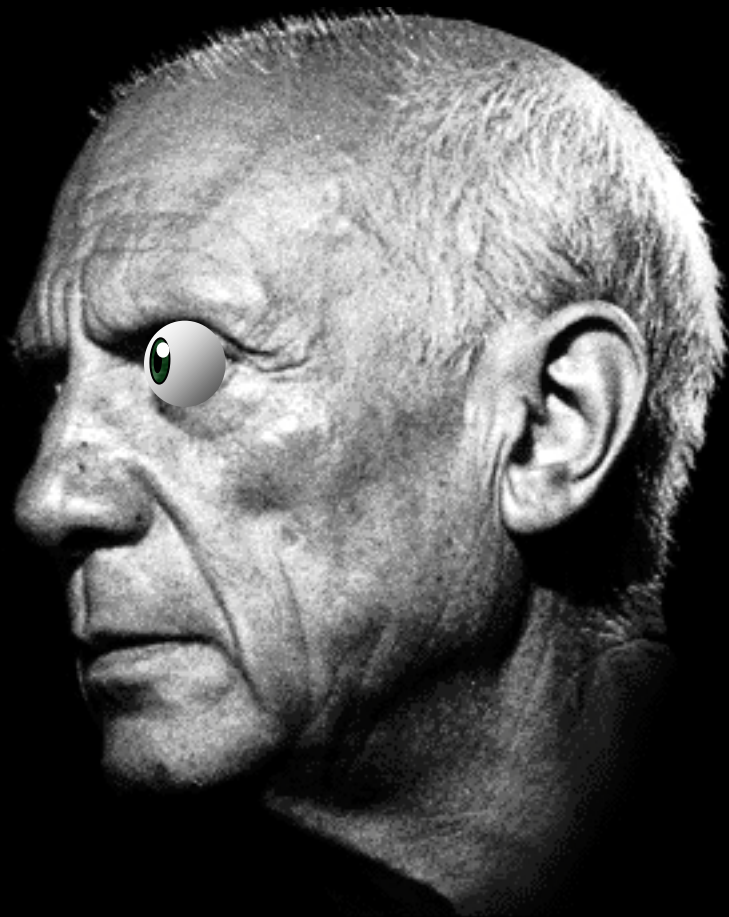
*AUDIENCE\**

craft the

*MESSAGE\**

choose the

*MEDIUM\**



*Minds at Work*

A black and white profile photograph of an elderly man's head and shoulders, facing left. A purple circle is superimposed over the man's face, containing the word "PRIDE" in a purple, serif font. The background is solid black. The image is framed by orange bars at the top and bottom.

*PRIDE*

*Minds at Work*





*DESIRE*

*Minds at Work*



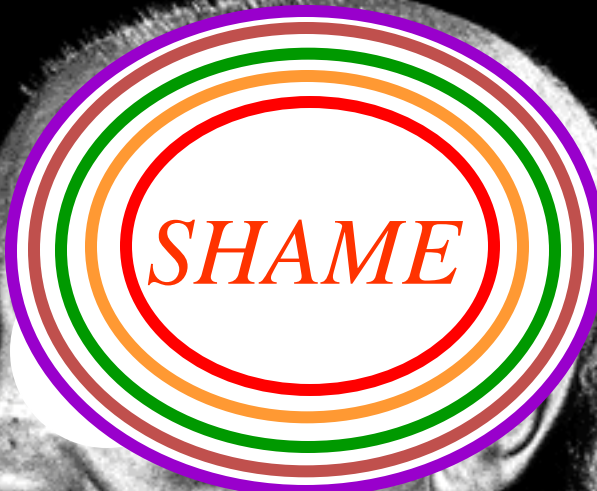
*TRUST*

*Minds at Work*



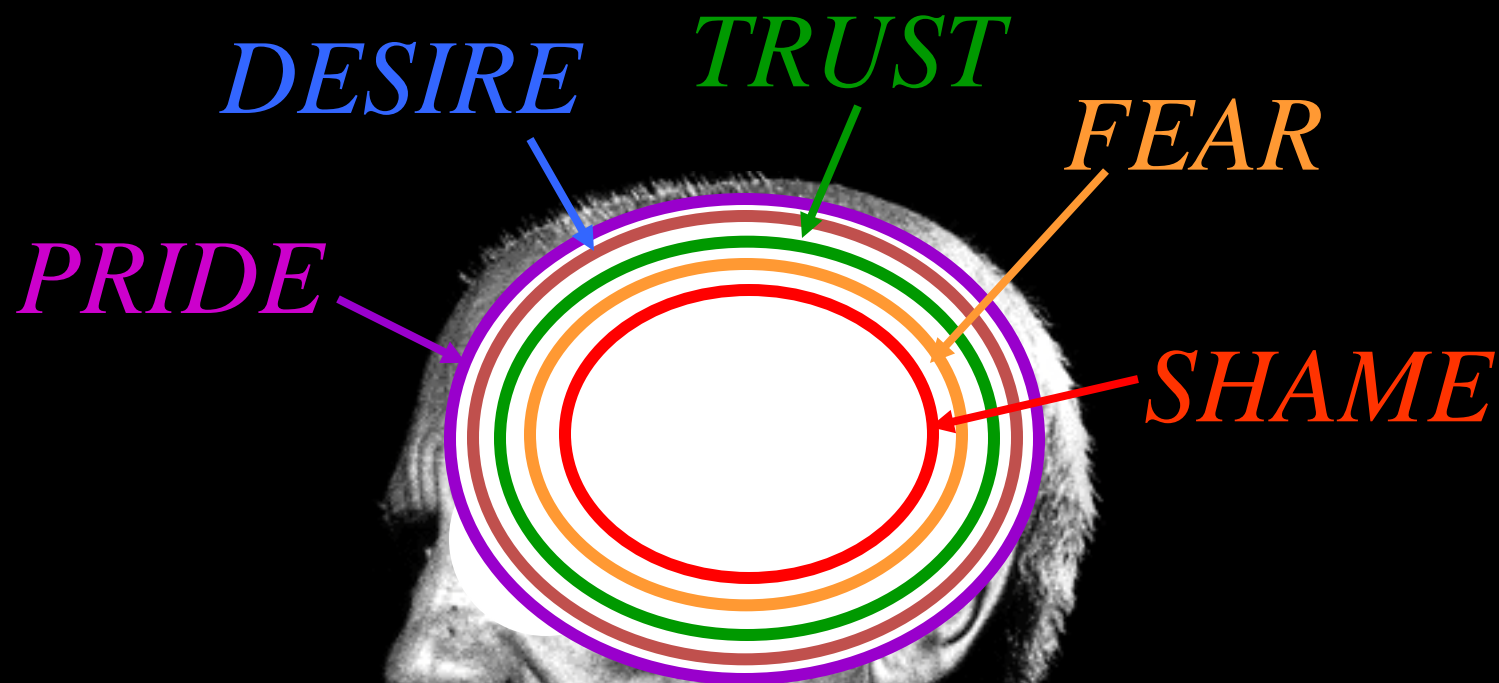
*FEAR*

*Minds at Work*



*SHAME*

*Minds at Work*



*Minds at Work*

*pestle*

***AMR***

*Minds at Work*

*Same or different?*

*Who's idea?*

*Roddenberry*

*Pepper grinder*

*\$15 headache*

*Big ask, little ask*

*Old/new face/idea*

*Blue dog*

*same*

---

*different*

*Minds at Work*



*same*  
&  
*different*

*Minds at Work*

*stuff i like*

*stuff i hate*

*“it’s the  
same as...*

*“it’s  
different  
to...*

*stuff i like*

*stuff i hate*

*“it’s the  
same as...*

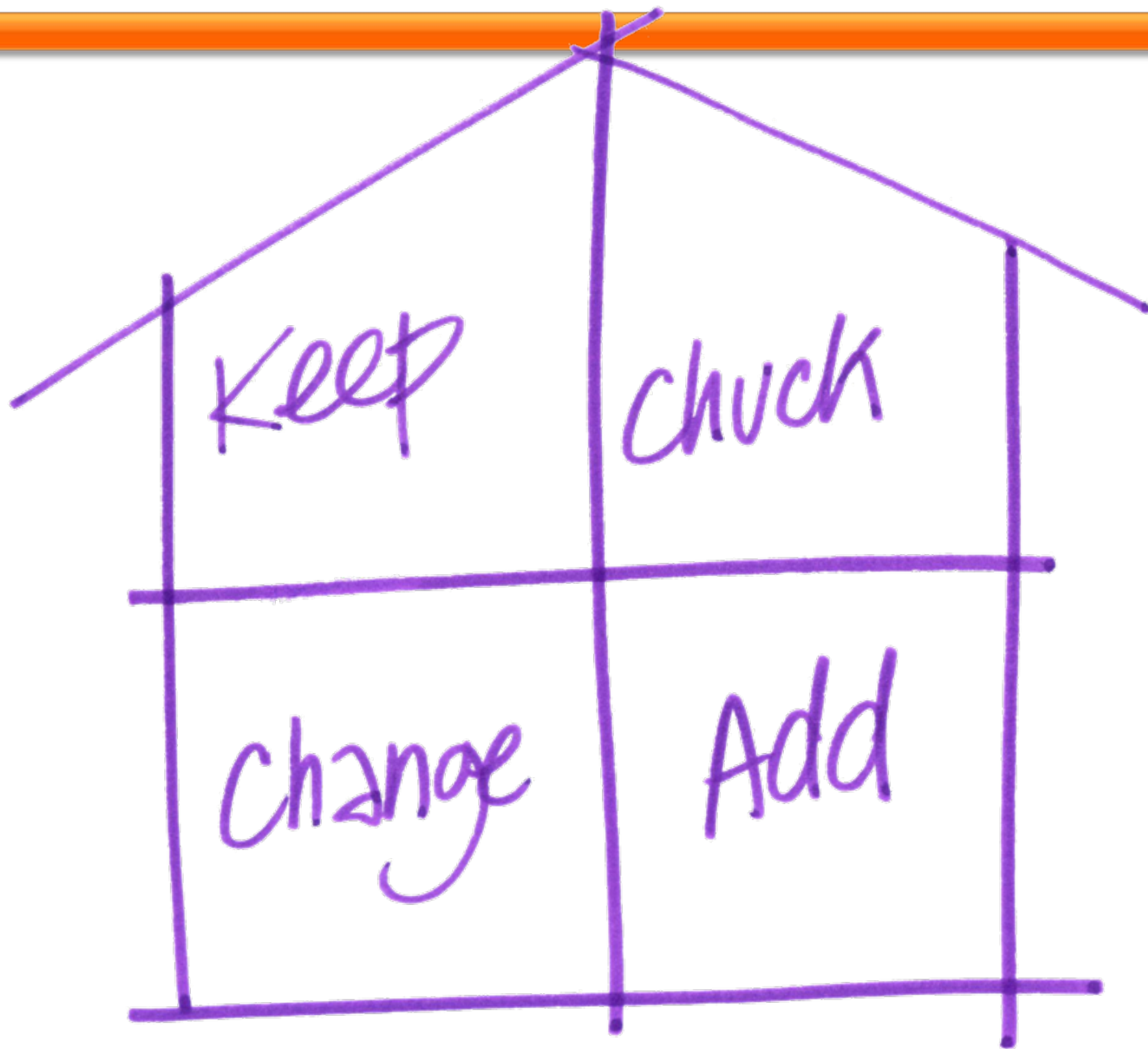
***brilliant!***

*garbage!*

*“it’s  
different  
to...*

*garbage!*

***brilliant!***



*more*

---

*less*

*Minds at Work*

*become lots of schools*

*become a school*

*build a school*

*buy a school*

*adopt a school*

*work with a school*

*support a school*

*talk to a school*



*more!*

*less!*



*mine*

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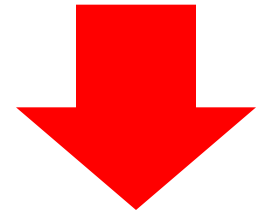
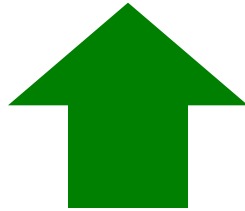
*yours*

*Minds at Work*

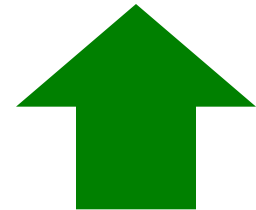
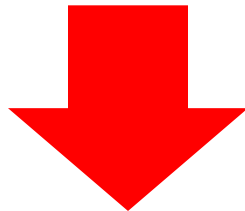
Incentives

Barriers

Current behaviour



Desired behaviour





“I don’t have  
time for this

**IT’S A  
DISTRACTION**

h  
m  
I need results.”

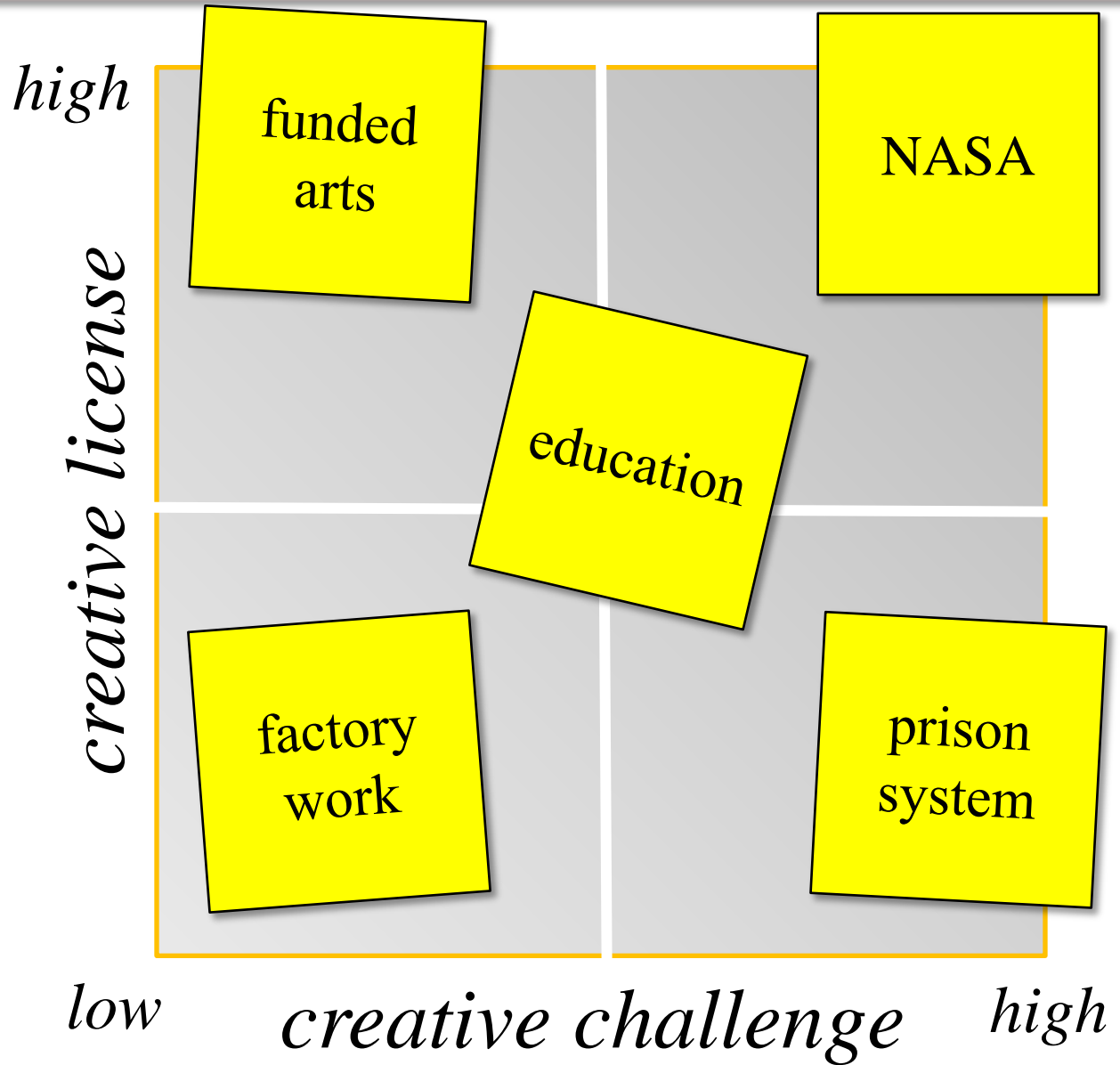
“I’ll deal with  
this hearts and  
minds crap,

**IT’S AN  
OBLIGATION** only  
I don’t  
want it stuffing  
up my results.”

“I want hearts  
and minds on the  
job so we can  
get some real  
results.”

**IT’S OUR  
ADVANTAGE**





*the blue dog*



*Minds at Work*

**SADDAM**  
THE MUSICAL

**DIRTY**  
**HARRY**  
**POTTER**

**PRIDE &**  
**PREDATOR**

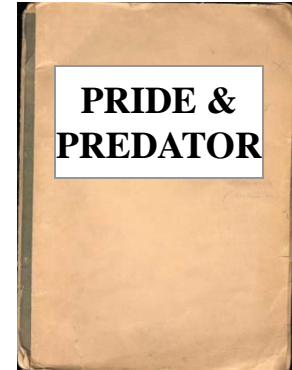
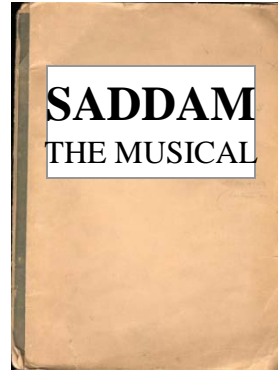
**YOUNG**  
**ROCKY**

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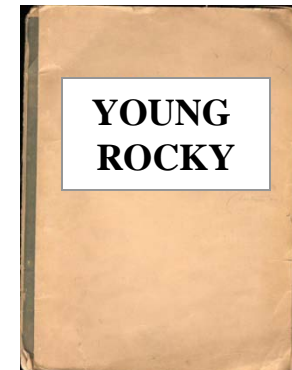
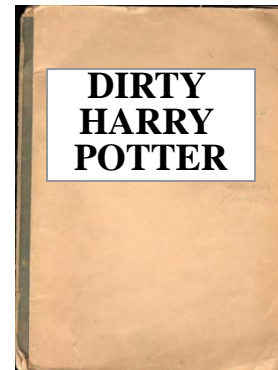
*new face*

*old face*

*new idea*



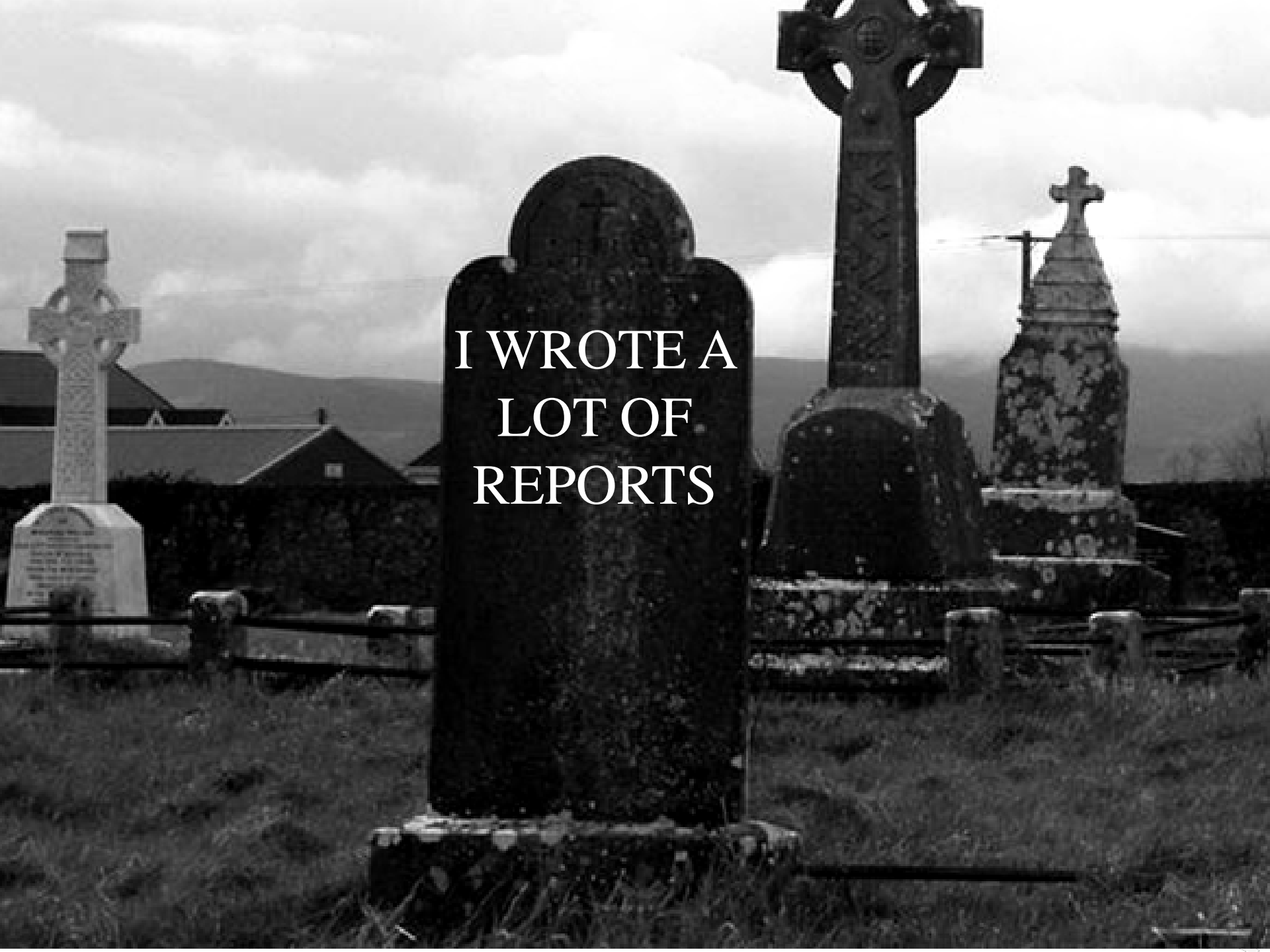
*old idea*



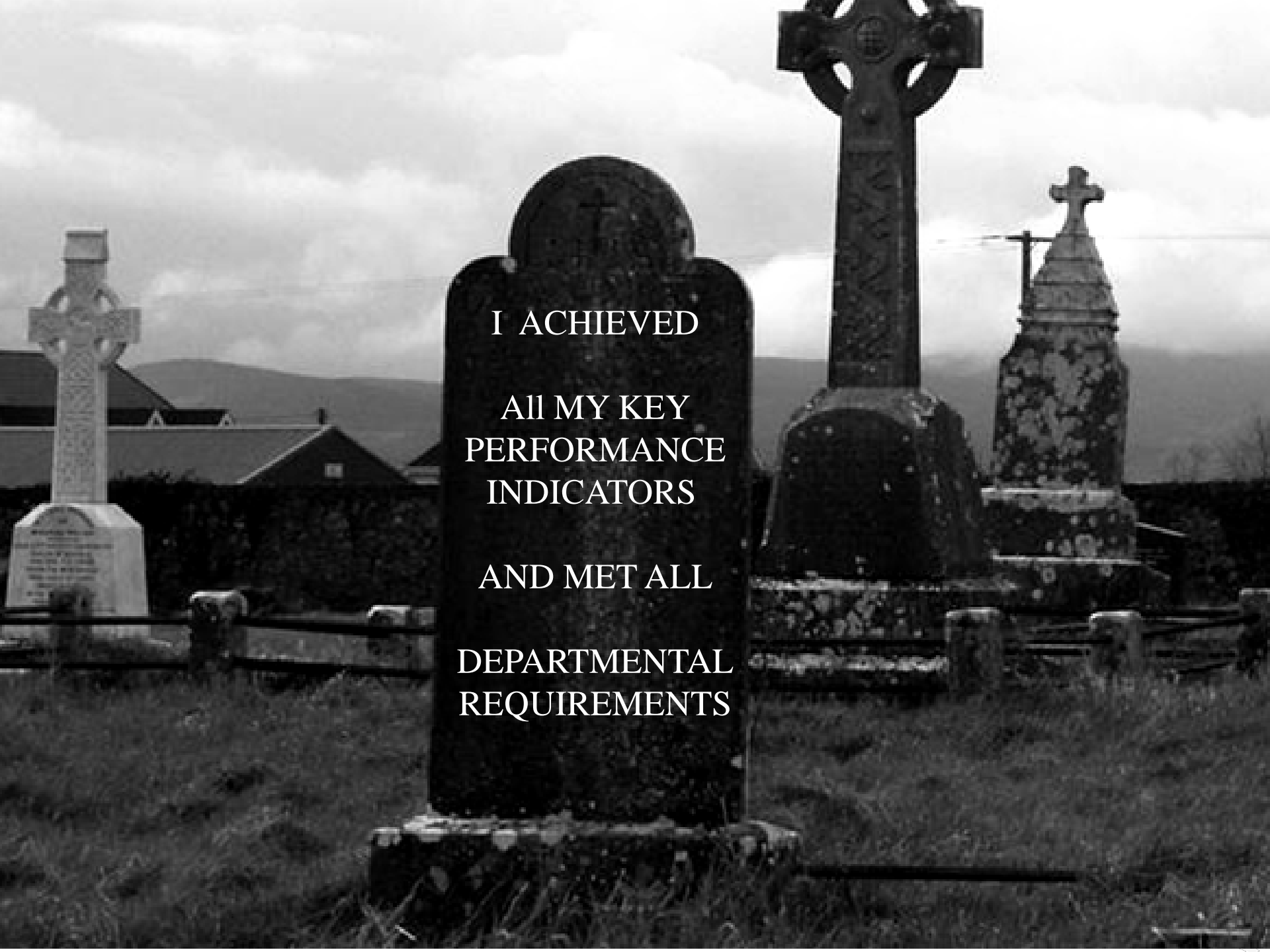


HERE  
LIES  
ME

*Minds at Work*



I WROTE A  
LOT OF  
REPORTS



I ACHIEVED  
ALL MY KEY  
PERFORMANCE  
INDICATORS  
AND MET ALL  
DEPARTMENTAL  
REQUIREMENTS





I  
COVERED  
MY ARSE

AND RETIRED  
WITH A NICE  
LITTLE PACKAGE



I  
ACTUALLY  
MADE A  
DIFFERENCE



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*We help people think.*

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