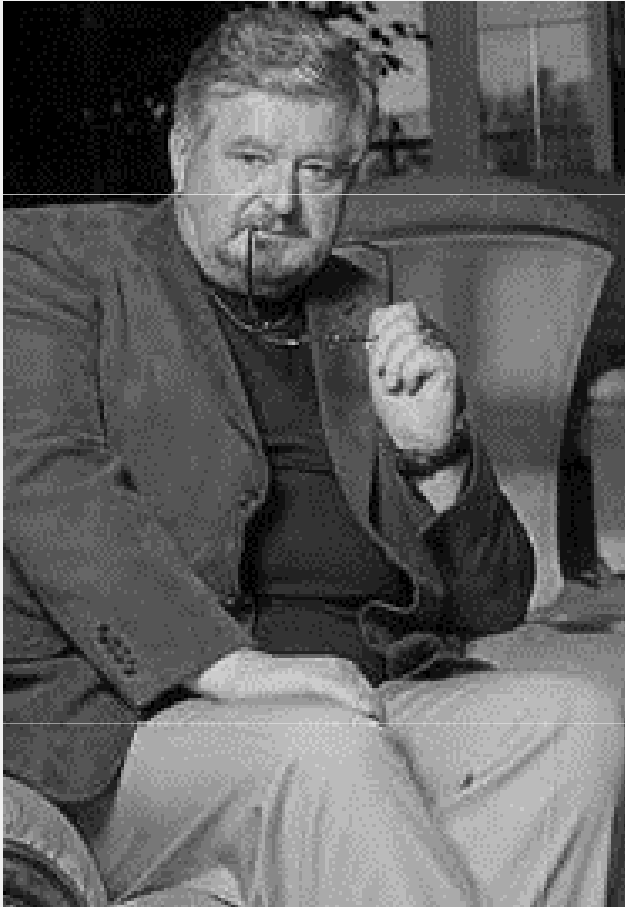




ADAPTIVE
ORGANIZATION



Inspiration



For everything there is a season: time to plant, and time to harvest. Never let yourself to be out of season.

Je třeba žít tak, jako bychom měli zítra zemřít: tedy naplno a v duchu Má dáti-Dal. Je třeba se učit tak, jako bychom měli žít navždy: tedy naplno a do posledního dechu.

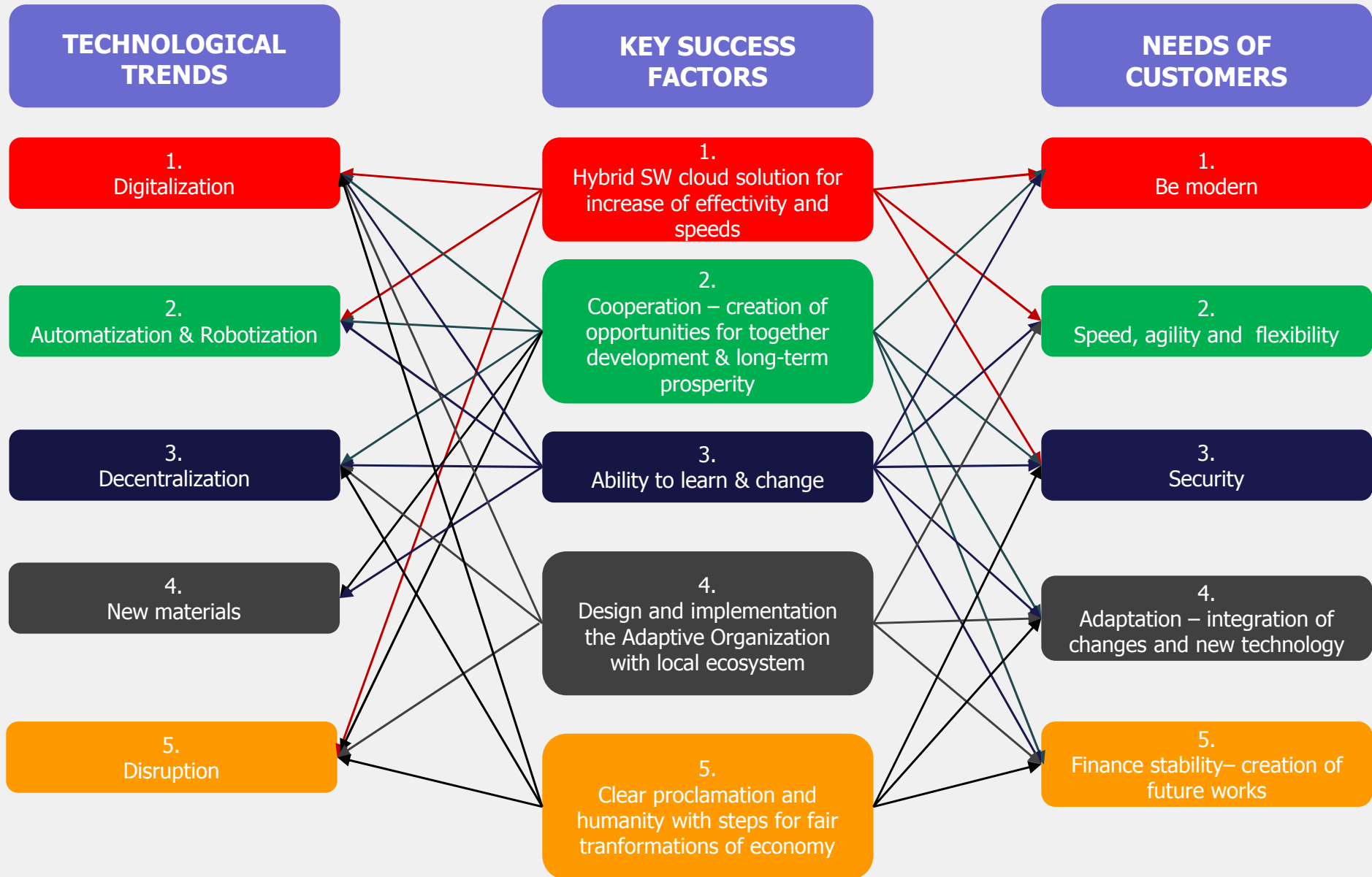
- Prof. Milan Zelený, Top Candidate for Nobel Prize 2021
- Reference: Institut Equilibrium, www.milanzeleny.com
 - His Value Added for World is in Chain: Evolutionary economics -> transformations -> metamorphosis -> deglobalization -> relocalization -> from central to local equilibria.

Vital Adaptive Organization (VAO)

VAO is an organization in which the goods or services demand and supply are matched and synchronized at all times. Such an organization optimizes the use of its resources (including its information technology resources), always using only those it needs and paying only for what it uses, yet ensuring that the supply is adequate to meet demand.

Source: Adrian Podskifan: **Why Chameleon Likes VITAL Adaptive Organization? Are Organizations Bat'a or Google Adaptive?**, <https://www.linkedin.com/pulse/what-adaptive-organization-google-ba%25C5%25A5a-ideal-examples-adri%25C3%25A1n-podsk%25C4%25BEan/?trackingId=qrCjakVPQIW0wMXe%2B1m5Yw%3D%3D>

Trends & Needs vs VAO



Agile, adaptable or adaptive?

**Why Chameleon Likes VITAL
Adaptive Organization?**

**Are Organizations Bat'a,
Google or Toyota Adaptive?**

**AGILE, ADAPTABLE
OR ADAPTIVE?**

Agile, adaptable or adaptive?

- 1) **AGILE** - is being able to move quickly and easily.
- 2) **ADAPTABLE** - means it can be easily adapted (generally by someone, or something) to accommodate a change.
- 3) **ADAPTIVE** - means that something is consistently able to change itself, to accommodate and maximise the benefits of change.



Source: Kate Christiansen: Agile, adaptable or adaptive: Which organisation do you 'really' want?, <https://www.linkedin.com/pulse/agile-adaptable-adaptive-which-organisation-do-you-kate-christiansen/>

Gary Hamel and Adaptiveness



Adaptivita

je „schopnost překonfigurovat svůj základní obchodní koncept tím, že dramaticky přehodnotíme své hlavní poslání, svůj primární hodnotový návrh, své základní kompetence, trhy nebo průmyslová odvětví, ve kterých soutěžíme, svého koncového zákazníka,“ mimo jiné.

Adaptiveness

is “the capacity to reconfigure its underlying business concept, by dramatically rethinking its core mission, its primary value proposition, its core competencies, the markets or industries in which it competes, its end customer,“ amongst other things.

- Gary Hamel
- Reference: What Matters Now: How to Win in a World of Relentless Change, Ferocious Competition, and Unstoppable Innovation

Flexibility vs. Adaptation

Flexibility is really reaching into your toolbox for a different tool (likely one you've used before), to attack a process or problem (likely one you've seen before).

Whereas adaptation is reaching into your toolbox, pulling out a half-formed tool, and forging the final pieces of it to create a new process and tackle a new problem you've never seen before.

So adaptation requires a lot of learning and unlearning. Whereas flexibility is just pivoting between known tools and known processes for known problems.

Source: Jackie Harman: The Adaptation Advantage with Heather McGowan, <https://www.leadinglearning.com/episode-242-the-adaptation-advantage-heather-mcgowan/>

The 12 Enemies of Adaptability

1. **Hierarchy.**
2. **Fear.**
3. **Decision bias.**
4. **Habit.**
5. **Centralization.**
6. **Inflexible business practices.**
7. **Rigid structures.**
8. **Skills deficit.**
9. **Short-term thinking.**
10. **Insufficient experimentation.**
11. **Lack of diversity.**
12. **Lack of purpose.**



Source: Ch. Grams: The 12 Enemies of Adaptability,

<https://www.managementexchange.com/hackathon/contribution/12-enemies-organizational-adaptability>

**WHY CHAMELEON LIKES
VITAL ADAPTIVE
ORGANIZATION?**

3 Questions For You

- 1) **DO YOU WORK IN A WELL-ESTABLISHED ORGANISATION?**
- 2) **DOES IT NEED TO BE MORE ADAPTIVE?**
- 3) **DO STRATEGIC CHANGES FEEL HARDER THAN THEY SHOULD?**



Photo: Ajay Thakuri

Majority: If You Answered “YES”

88 per cent of CEOs acknowledge their organisations need to be more adaptive, yet as few as 9 per cent of organisations describe themselves as being excellent at strategic change.

So, what's the problem?

“ADAPTIVE INTELLIGENCE”



Source: Kate Christiansen: Has Your Organisation Lost Its Adaptive Intelligence?,
<https://www.businesstoday.in/magazine/features/five-ways-you-can-get-back-adaptive-intelligence/story/236351.html>

Why Chameleon Likes VAO

Chameleons are able to keep up with the rapid changes in its environment. One of the strategies these organizations employ (to stay fast and flexible) is entrusting of more decision making powers and associated resources to the employees. These organizations are adaptive.



Source: Adrian Podskifan: **Why Chameleon Likes VITAL Adaptive Organization? Are Organizations Bat'a or Google Adaptive?**, <https://www.linkedin.com/pulse/what-adaptive-organization-google-ba%25C5%25A5a-ideal-examples-adri%25C3%25A1n-podsk%25C4%25BEan/?trackingId=qrCjakVPQIW0wMXe%2B1m5Yw%3D%3D>

VAO Precedes Positive Results

- 1) McKinsey:** Companies with a strong culture perform **30%-200% better than their competitors.**
- 2) Deloitte:** Organizations that live by their purpose are **30% more innovative.**
- 3) EY:** Being fearless and having a purpose increases **corporate ability to transform by 84%** and increases **customer loyalty by 80%.**

Adaptive Cultures: Leadership

- ❑ **Encourage confidence and risk-taking**
- ❑ **Mistakes proactively utilized for learning & growth**
 - ✓ Hidden downside of Six Sigma: can engender perfectionistic (blaming/punishing, mistake-and risk-averse) culture
- ❑ **Leadership proactively lead change**
- ❑ **Focus intensely on changing consumer needs**
- ❑ **Facilitate change to meet needs of three constituencies: stockholders, consumers, and employees**
 - ✓ Non - Adaptive cultures: cautious management that focuses on protecting its own interests
- ❑ **Focus on long term growth – growth prioritized over short-term results**

Source: Dean Robb, Building Renewal Capability for Sustainable Innovation & Growth

https://www.slideshare.net/djrobb/modeloverviewrenewalcapabilityforsustainablegrowthv7?from_action=save

Four Main Principles of Adaptive Leadership



**ARE ORGANIZATIONS
BAŤA, GOOGLE OR TOYOTA
ADAPTIVE?**

Example: Bata Company

- 1) **UNIQUE, INIMITABLE, INTEGRATED MANAGEMENT SYSTEM.**
- 2) **RESILIENCE, FLEXIBILITY AND HUMAN ORIENTATION.**
- 3) **EVERY WORKER SHOULD BECOME A CAPITALIST.**



The Ten” Leading Principles of Bata

- 1) **WORLD CLASS / GLOBAL BENCHMARKING.**
- 2) **COOPERATION / PARTNERSHIP AND ALLIANCES.**
- 3) **SELF-GOVERNMENT / PRIVATE CORPORATION.**
- 4) **PARTICIPATION / PROFIT SHARING.**
- 5) **CO-OWNERSHIP / EMPLOYEE CAPITALIZATION.**
- 6) **SELF MANAGEMENT / SHOP AUTONOMY, INTERNAL MARKETS.**
- 7) **CO-ENTREPRENEURSHIP / CUSTOMER, INTERNAL AND EXTERNAL.**
- 8) **COMPETITION / INTERNAL BENCHMARKING.**
- 9) **SERVICE TO THE PUBLIC / PURPOSE OF BUSINESS.**
- 10) **SYNERGY / BALANCED SYSTEM OF ALL DIMENSIONS.**

8 Google Pillars of Innovation

- 1) HAVE A MISSION THAT MATTERS.**
- 2) THINK BIG BUT START SMALL.**
- 3) STRIVE FOR CONTINUAL INNOVATION, NOT INSTANT PERFECTION.**
- 4) LOOK FOR IDEAS EVERYWHERE.**
- 5) SHARE EVERYTHING.**
- 6) SPARK WITH IMAGINATION, FUEL WITH DATA.**
- 7) BE A PLATFORM.**
- 8) NEVER FAIL TO FAIL.**

How Google Works

Today we all live and work in a new era, the Internet Century, where technology is roiling the business landscape and the pace of change is accelerating.

- Eric Schmidt, How Google Works

- 1) PRODUCT EXCELLENCE** is now the critical success factor due to the fact that the cost of experimentation and failure has dropped significantly.
- 2) PROTOTYPES** can be modeled digitally with a 3-D printer, can be market tested online, designs can be adjusted based on the resulting data, and even production funds can be raised online with a prototype or clever video.
- 3) COLLABORATION** is easier, across a room, a continent and the globe making the business eco-system concept a viable, attractive and accessible development.

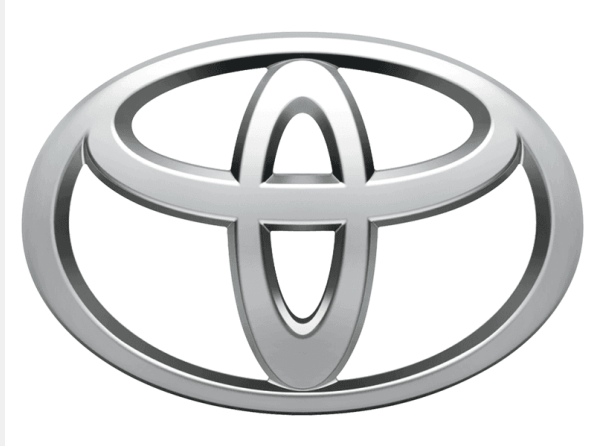
Source: Janet Sernack: The Rise of the Smart Creative (Lessons from Google),

<https://www.disruptorleague.com/blog/2016/05/23/the-rise-of-the-smart-creative-lessons-from-google/>

The Principles, called the Toyota Way

- 1) CONTINUOUS IMPROVEMENT.**
- 2) RESPECT FOR PEOPLE.**
- 3) THE RIGHT PROCESS WILL PRODUCE THE RIGHT RESULTS.**
- 4) ADD VALUE TO THE ORGANIZATION BY DEVELOPING YOUR PEOPLE AND PARTNERS.**
- 5) CONTINUOUSLY SOLVING ROOT PROBLEMS DRIVES ORGANIZATIONAL LEARNING.**

Focus: Toyota versus Google



**Continuous
Improvement & Adaptation**
(Just in time)

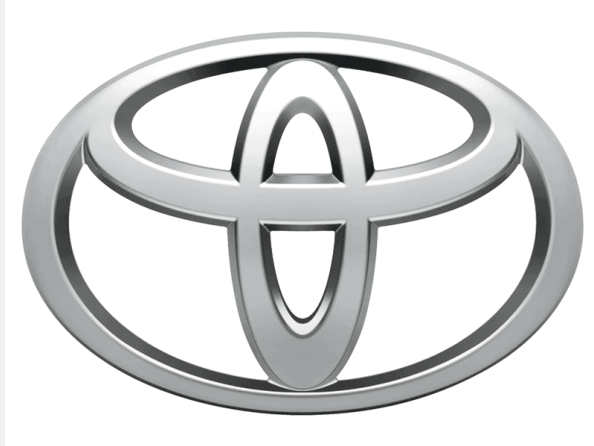


Do the right thing
(Follow the law, act
honorably, and treat each
other with respect)

**It is difficult to find happiness within oneself, but it is
impossible to find it anywhere else.**

- Arthur Schopenhauer

Focus: Toyota versus Kyocera



**Continuous
Improvement & Adaptation**
(Just in time)



**Self-sustainable
enterprise**
(Orders from final process)

**What do human beings, ants, and slime have in common?
Despite their differences in structure, physiology and
ecology, all three consist of individuals whose behavior is
sufficiently coordinated for the group to be called a society.**

- Howard Topoff, 1981

Why VITAL Adaptive Organization?



Thank you for your attention. Question?



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