Fractalwork.com ®

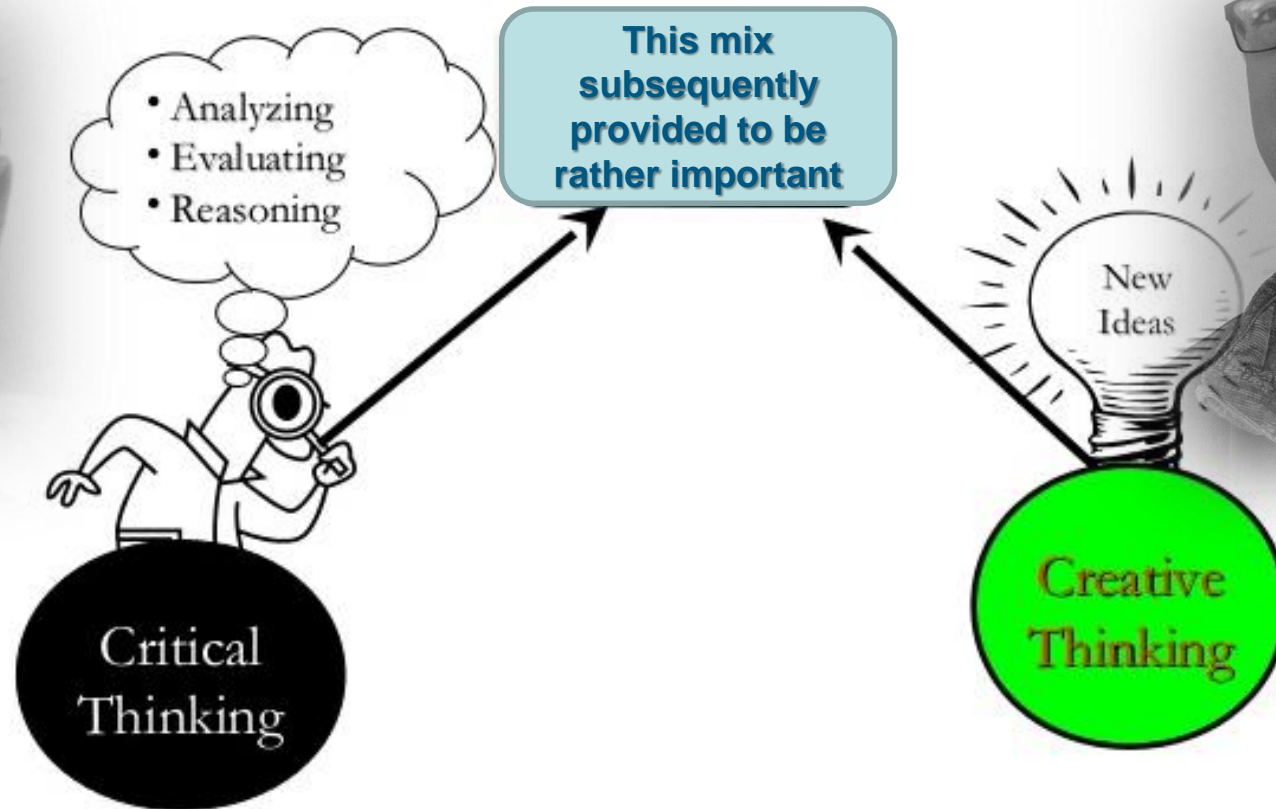## The Way We Are

Andrew Holm (andrew@fractalwork.com)

In 2003 we started a journey to fix a company

Detail

System

This mix subsequently provided to be rather important

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A company that was sinking

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We <u>had</u> to experiment to survive
And we used a scientific method,
to prove or disprove each experiment

& SATISFY THEM

Value
Formed in period

+

Quality
Not warranty returned

Delivery
On time and in full

Price
Price met

Control
Audit Issue Free

+

Profit
Return of total labilities

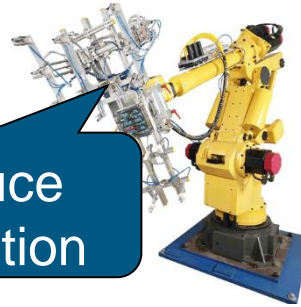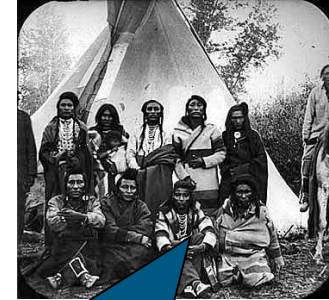**From the start these are measured monthly**

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We did a lot of things

New ERP

Introduce Automation
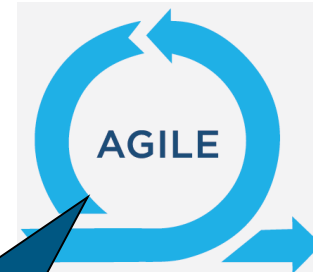
Implement Lean

Address Wider cultural Norms
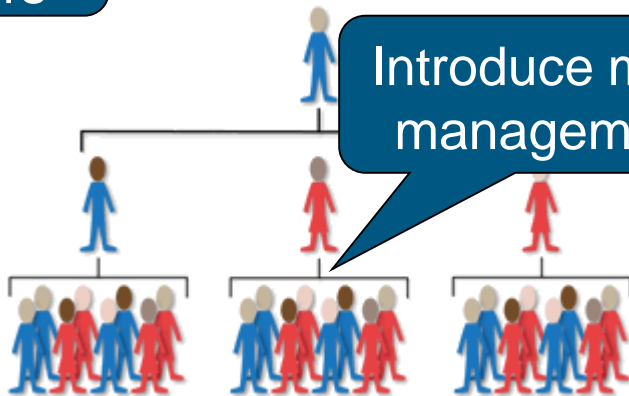
Change Customers
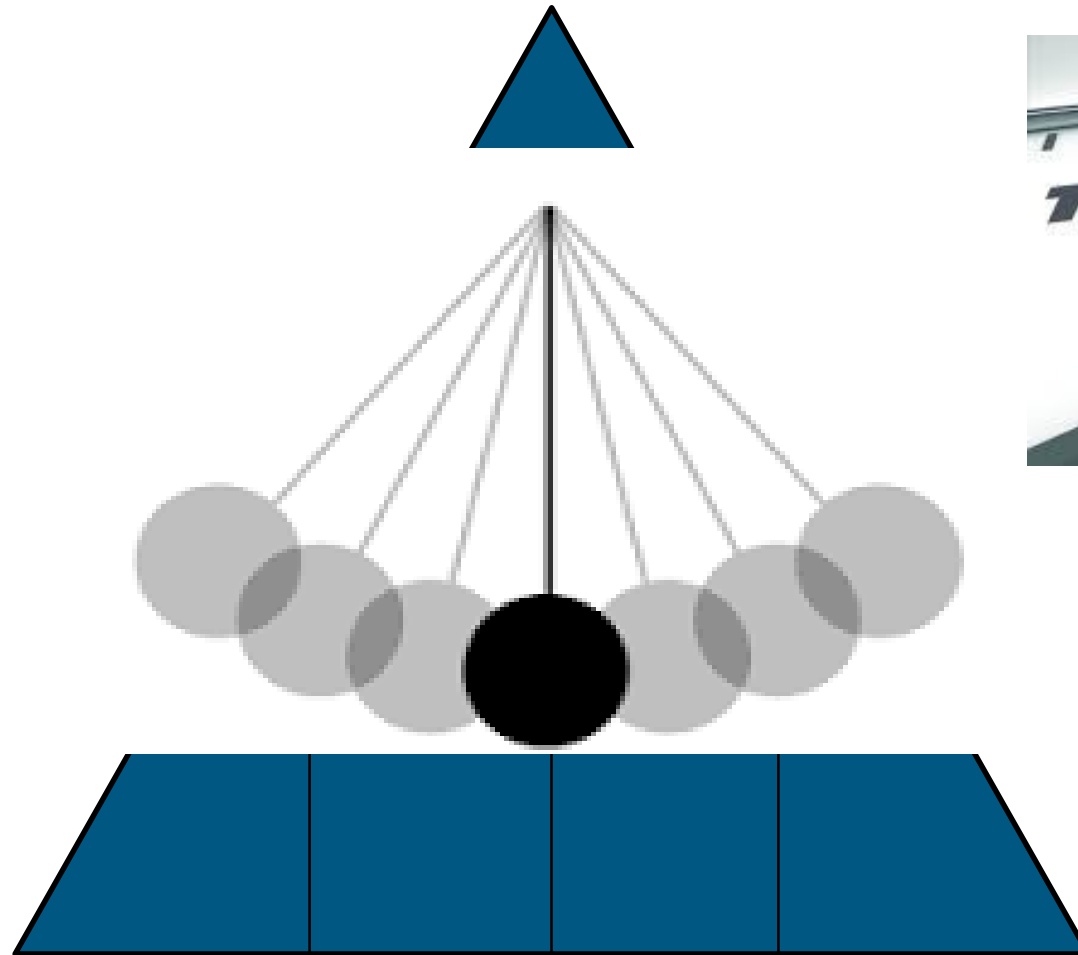
Change Suppliers

Enhance QMS

Address Company Culture
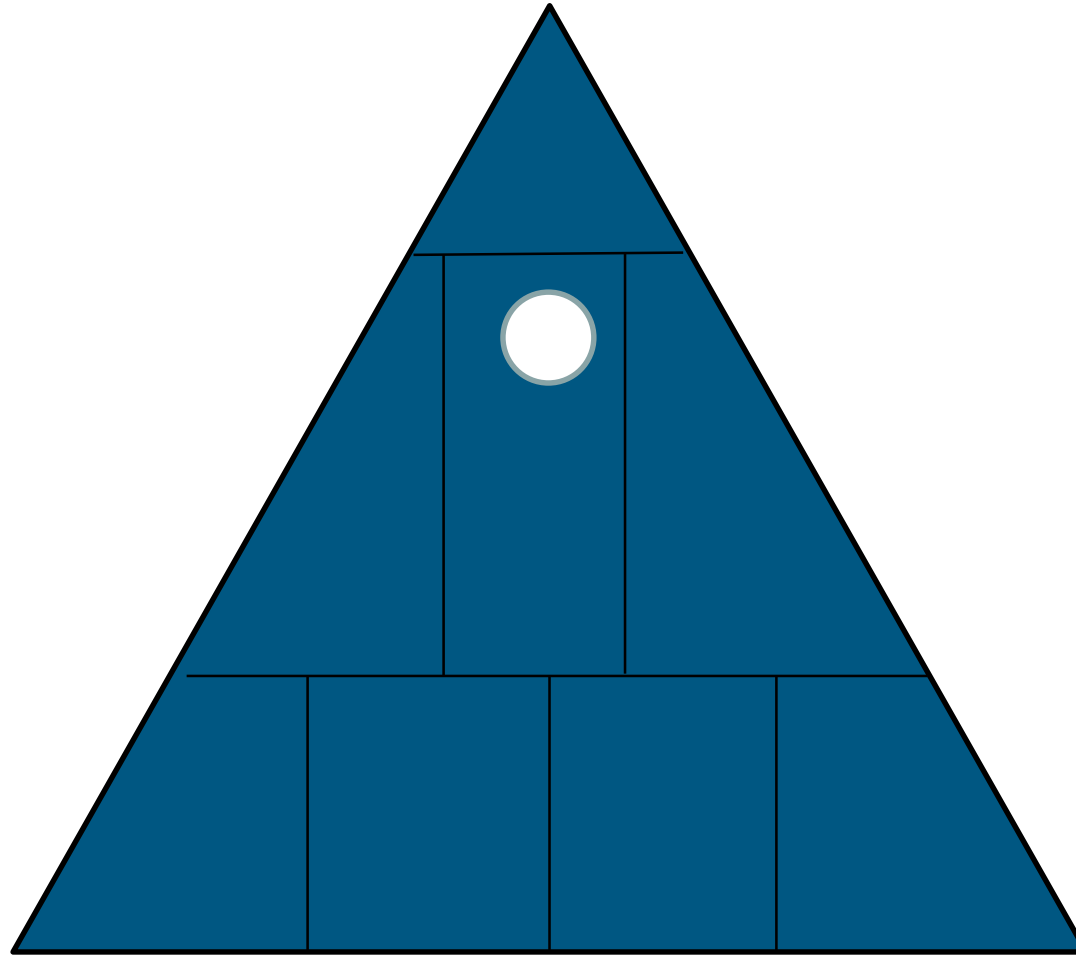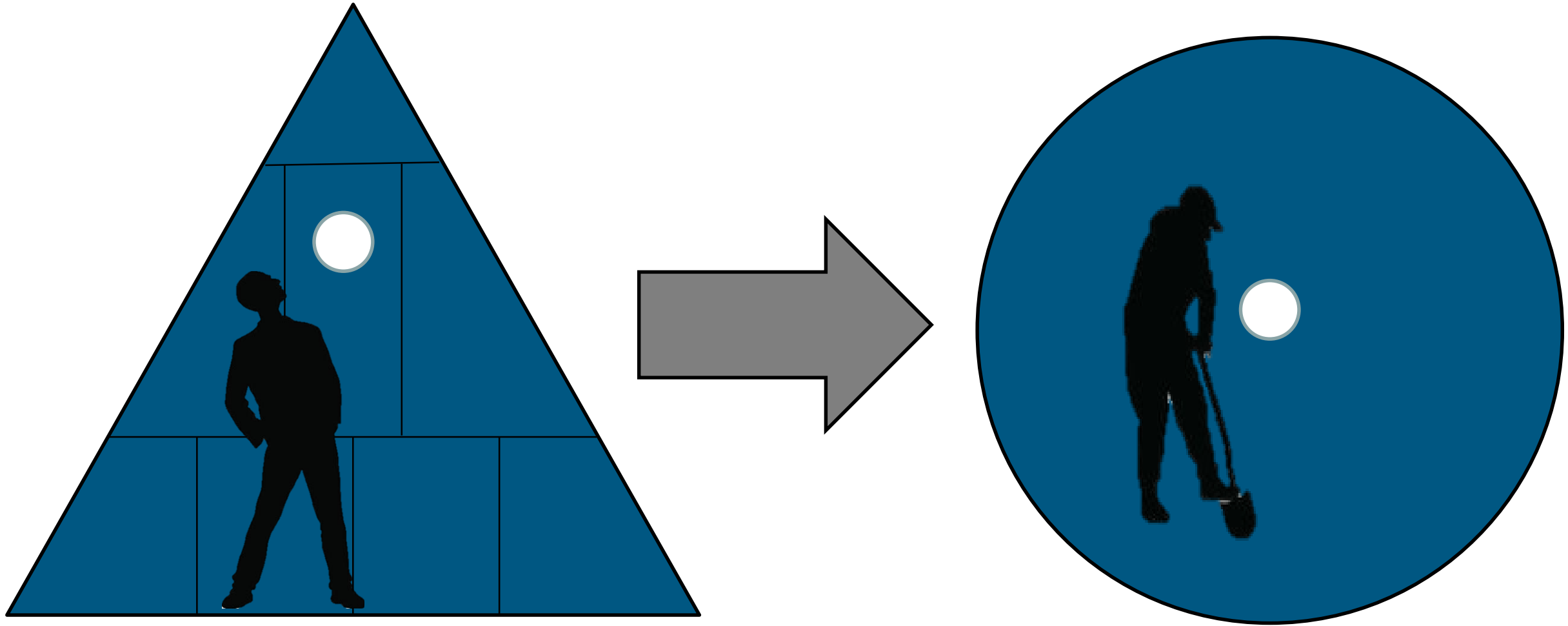
Training

Introduce more management

Implement Agile

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But they all made little difference; the pendulum always swung back to a sweet-spot

A sweet-spot is a place of maximum sustainable benefit for a given amount of effort

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Our challenge was to re-locate the sweet spot so that it encouraged value add rather that bureaucratic behaviours

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The key to relocating the sweet-spot was to first understand the nature of being human
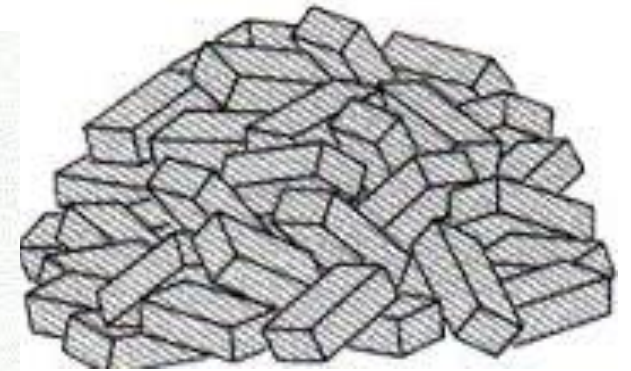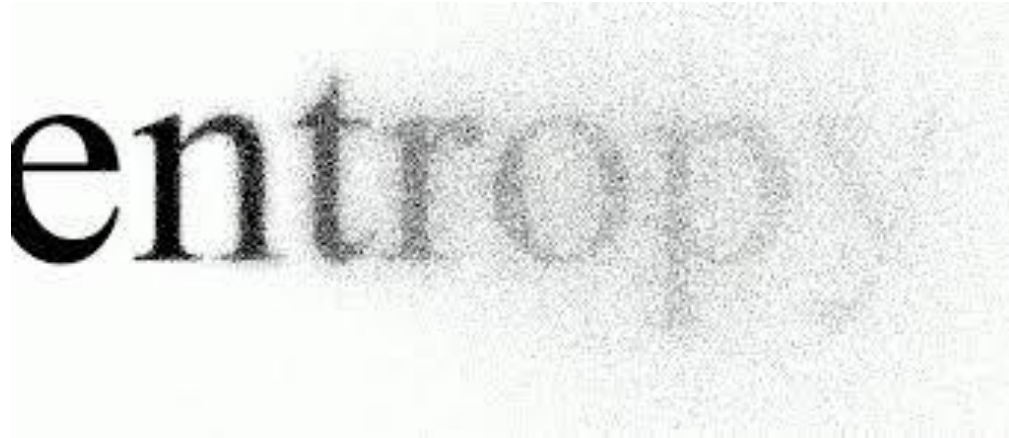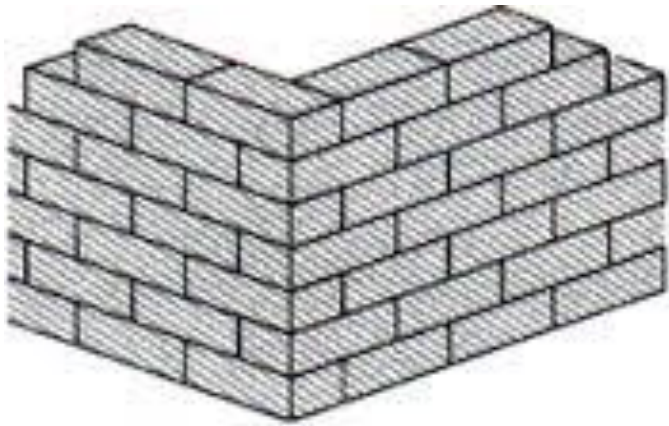
The Way We Are

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The Way We Are

- **We crave Order**
- **And are driven to by our Anxieties & Motivations**
- **Which leads us to form Hierarchies**
- **We use our Magic to find sweet-spots**
- **Our magic is expressed in Dispositions**
- **We form Bonds with people with different dispositions**
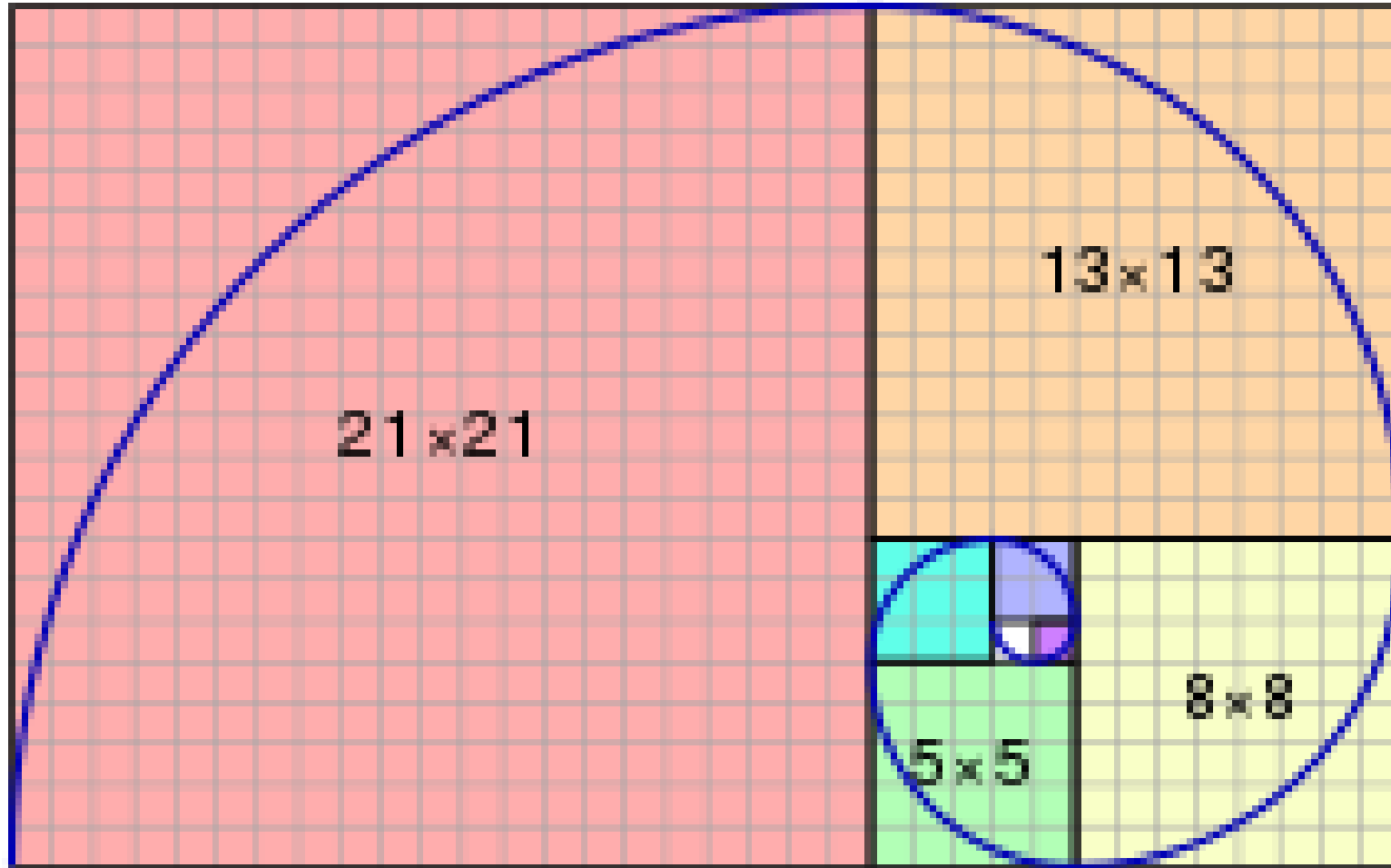- **So we can Win through**

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We used a common framework as the basis for our model

And my philosophical perspective that the chaos we confront is sculpted, by the environment, to create the order we crave
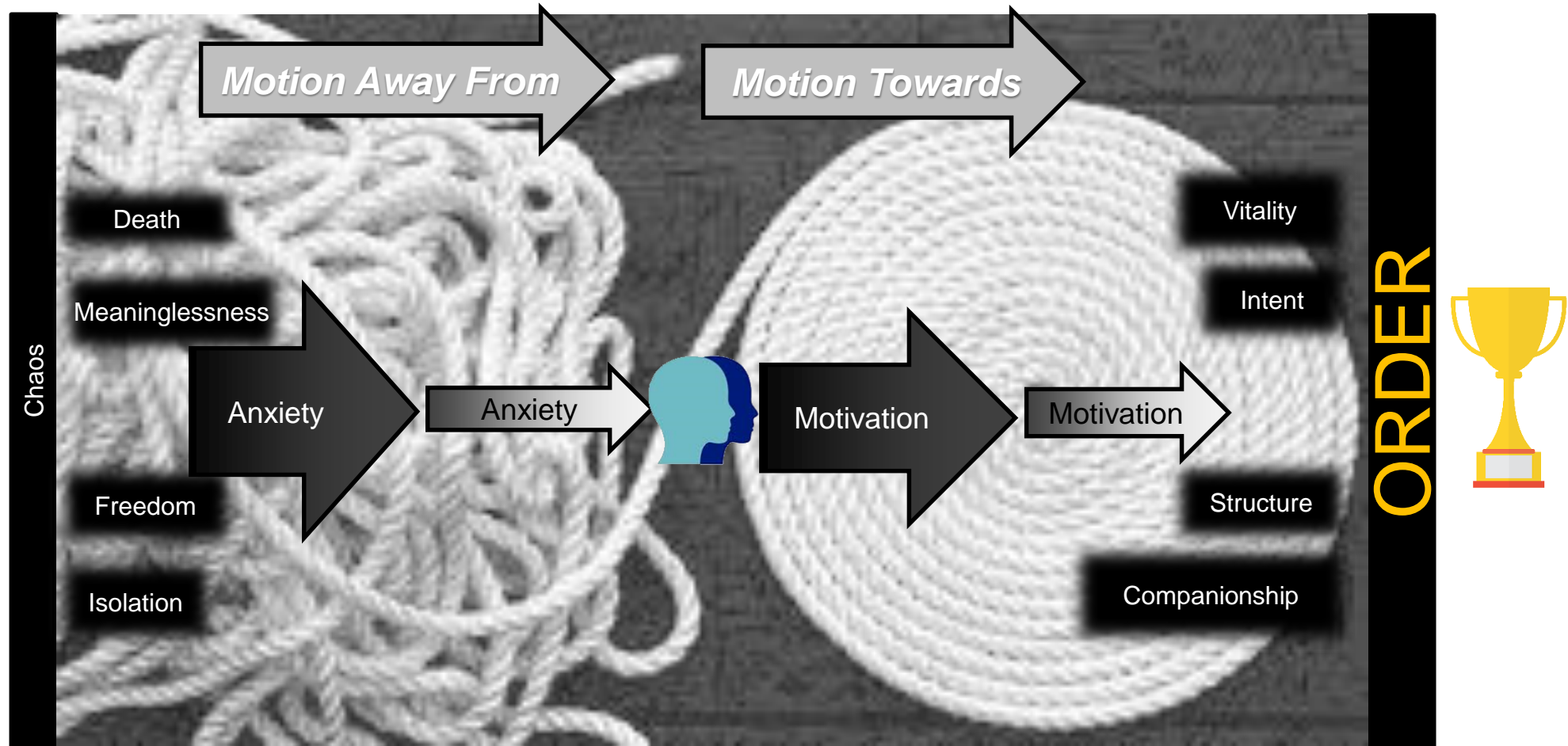
We all have a craving for order

21×21

13×13

8×8

5×5

1.618

= Golden Ratio

We need different types of order

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Our anxieties & motivations <u>drive</u> us to satisfy the order we crave

Motion Away From

Motion Towards

Chaos

Death

Meaninglessness

Anxiety

Anxiety

Freedom

Isolation

Motivation

Motivation

Vitality

Intent

Structure

Companionship

ORDER

Hierarchies are an emergent property from our craving for order

Dominance Hierarchy

Competence Hierarchy

Social Hierarchy

Vigour Hierarchy

Intent

Meaninglessness

Structure

Freedom

Companionship

Isolation

Vitality

Death

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This all drives us in a "will to order"

- Meaningless – Intent – Dominance hierarchy – Will to power (Friedrich Wilhelm Nietzsche)
- Death – Vitality – Vigour hierarchy – Will to live (Herbert Spencer; supporting Charles Darwin)
- Isolation – Companionship – Social Hierarchy – Will to pleasure (Sigmund Freud)
- Freedom – Structure – Competence hierarchy – Will to wisdom (Viktor Frankl)

It is the bringing together of all these wills that is the key. All these wills are brought together to a higher purpose; a ***"Will to order"*** _(me)_ to seek and realise order from the chaos around us to sustain and grow ourselves.

In our "will to order" we use our magic to satisfy our craving for order

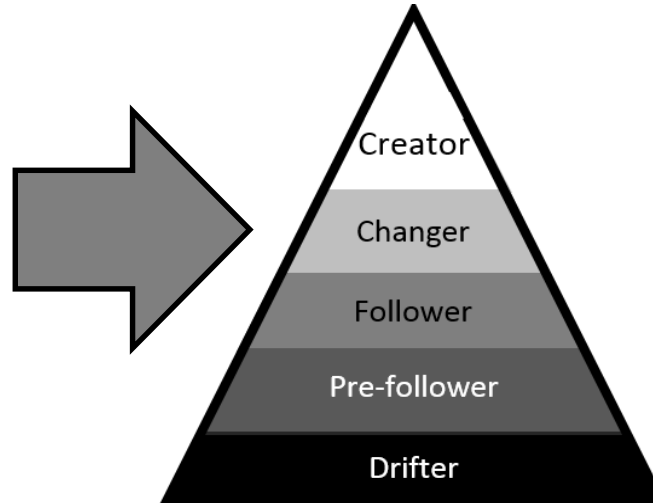**Realisation** (making things happen)

Imagination (looking forward)

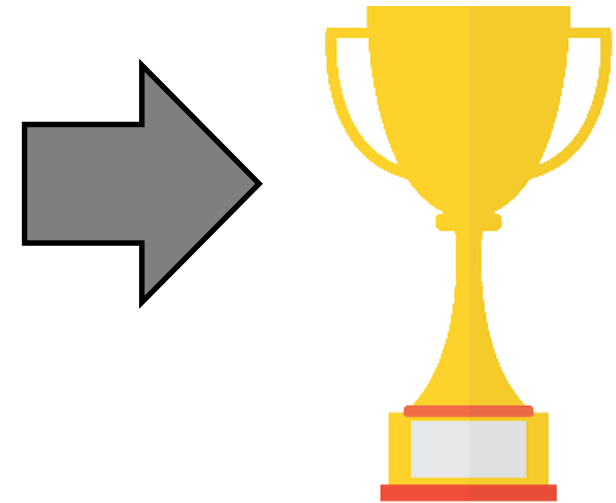**Self-discipline** (process following)

Creativity (problem solving)

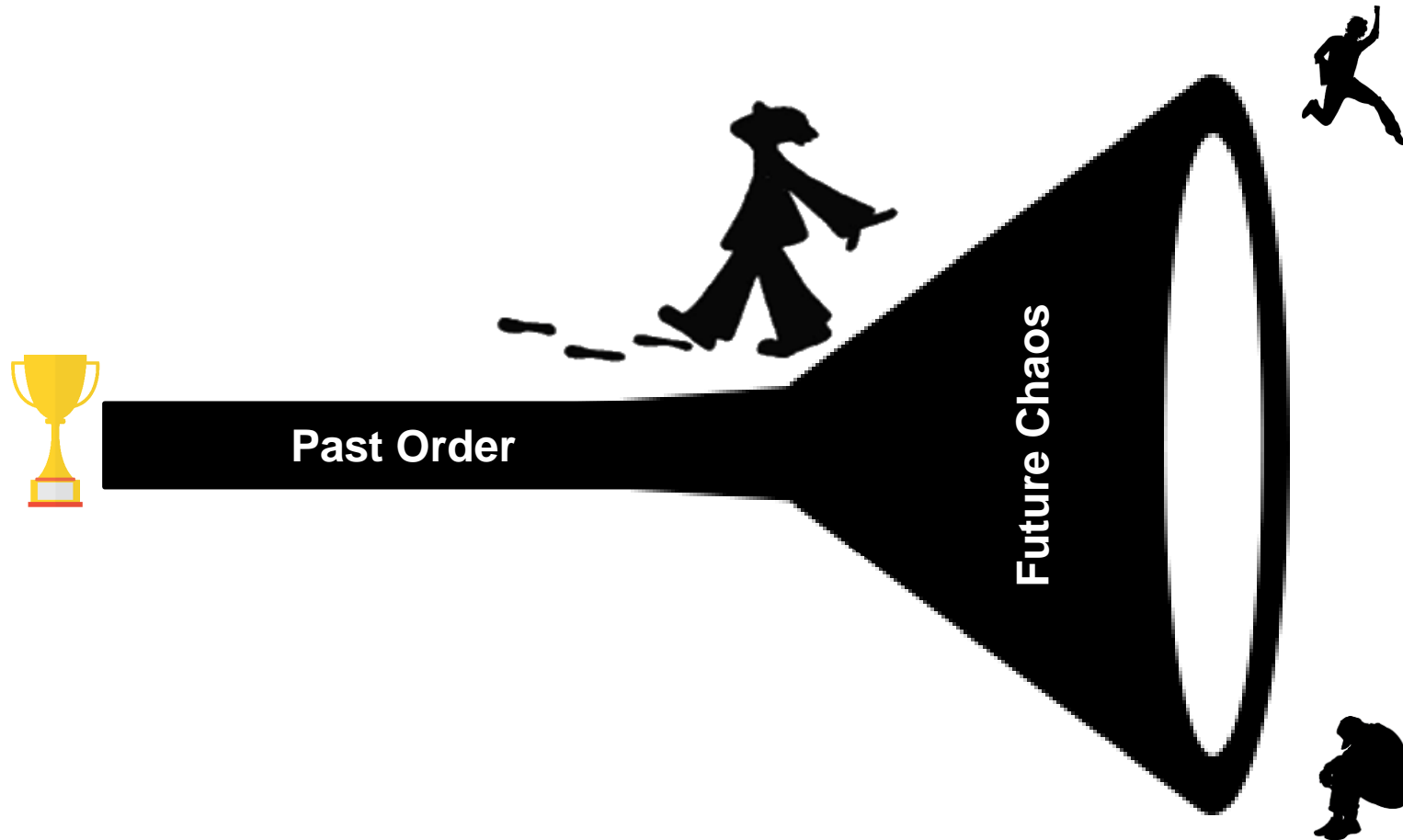**Cooperation** (working together)

Curiosity (gaining knowledge)

MAGIC

Creator
Changer
Follower
Pre-follower
Drifter

EXPRESSED IN AN ENVIRONMENT

TO PRODUCE ORDER (or not!)

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If we do not bring enough magic we may be dragged into the future facing backwards

Past Order

Future Chaos

We form bonds with people with different dispositions in our quest to satisfy our craving for order

As this improves our odds of being a winner and feeling great.

Using Our model of **The Way We Are** we created <u>**REQUIREMENTS**</u> for our business model:
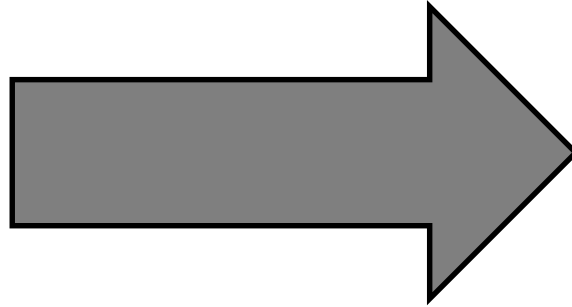
- A **Void**
- With room to express **Magic**
- In a **Small Team**
- A **Microcosm** of the wider organisation
- With a **Common Structure & Ruleset**
- And an **Objective Definition of Winning**

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A void not too structured and not too unstructured

A space for people to express their magic

In small family sized teams

$$n(n-1)/2$$

A microcosm of the wider organisation

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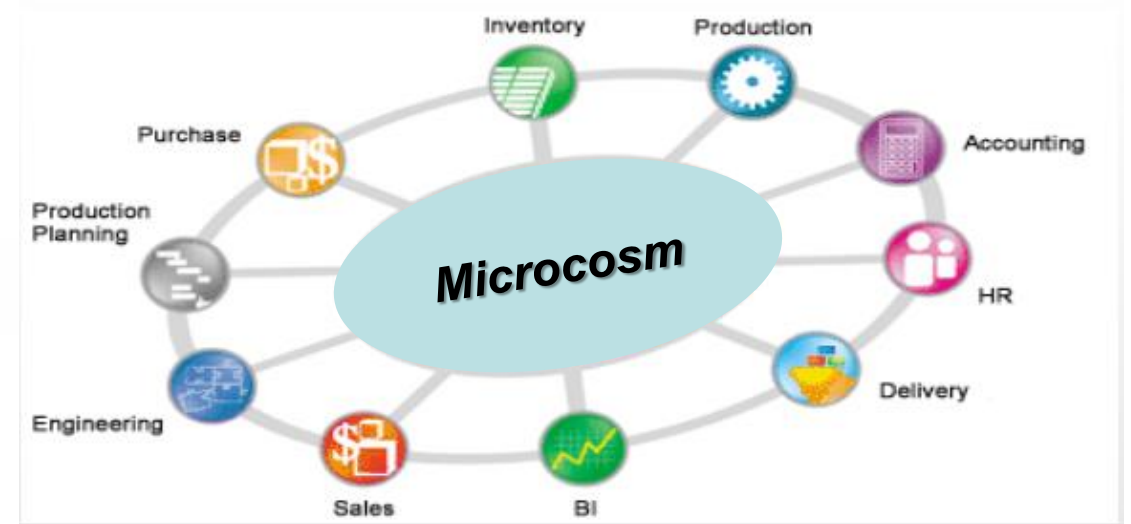
With a common structure & ruleset
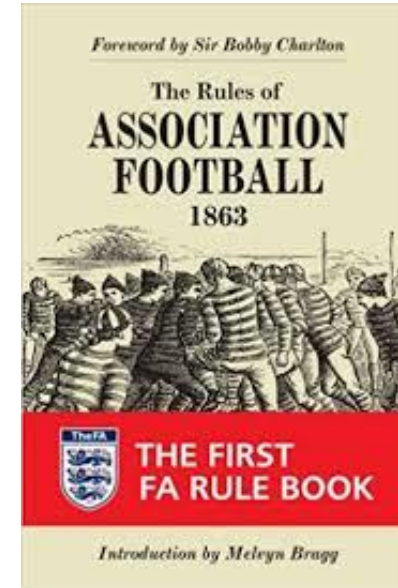
An objective definition of winning & appropriate reward

Measure	Future	Present	Past
Statement	**Form Contracts**	**& Satisfy Them**	**Successfully**
Measure	Value (V)	Quality (Q), Delivery (D), Price (P) & Control (C)	Profit (P)

A tool to help **Design The Space** to accommodate the **Way We Are**

- To capture **REQUIREMENTS**
- To **SAY** how they are to be met
- To **DO** the say
- To **PROVE** the say was done
- An **IT** system to automate it all
- Which allows a user to **DIY**

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To capture the REQUIREMENTS to be met

SAY how the requirements are going to be met
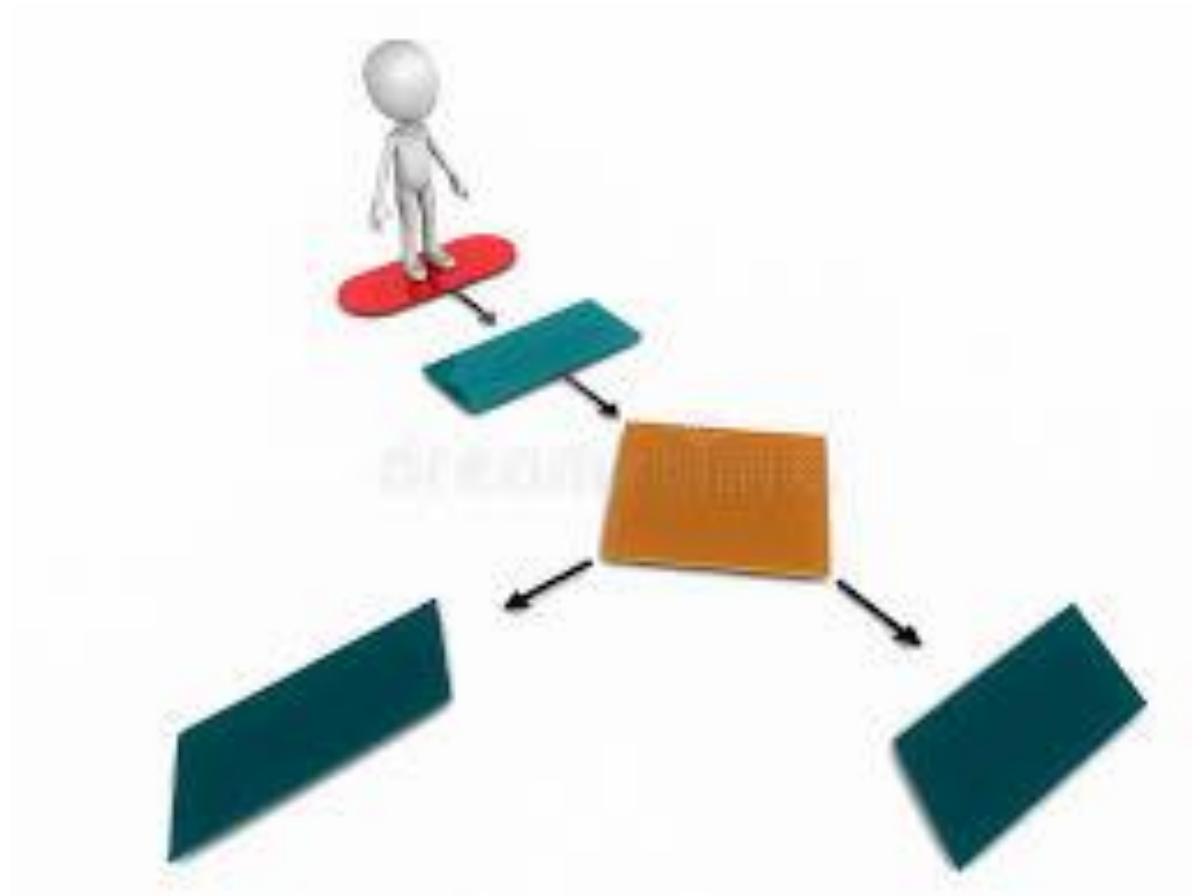
DO what was said

PROVE what was said was done

®
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# IT to help do all this

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So that people with magic can shape their own environment to their own purpose to a common ruleset

We Developed A New Way of Leading

- **Where leaders are Designers**
- **Who shape Boundaries**
- **To carefully Position the Sweet Spot**
- **To get the very best from the Way We Are**
- **To be Win Win for all of us**
- **And all with a little Help**

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Where leaders are designers of great environments
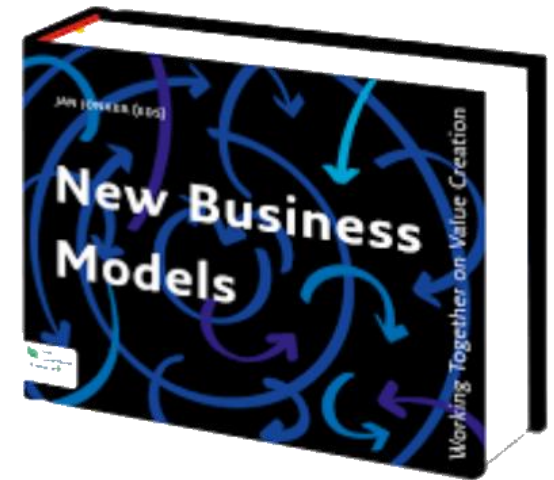
Whose inputs are limited to shaping the boundaries
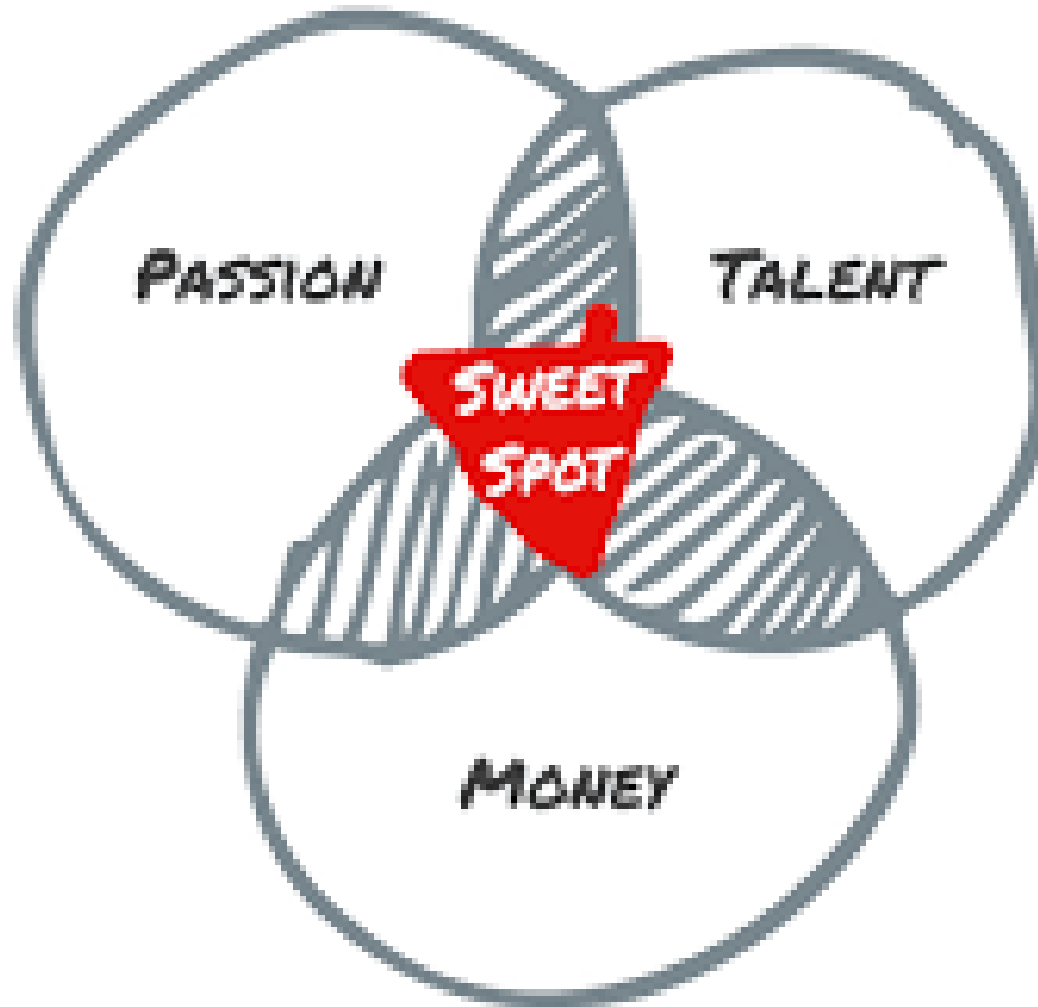

Money at a competitive rate

Business model / IT

Space to work at a competitive rate

Knowledge & coaching

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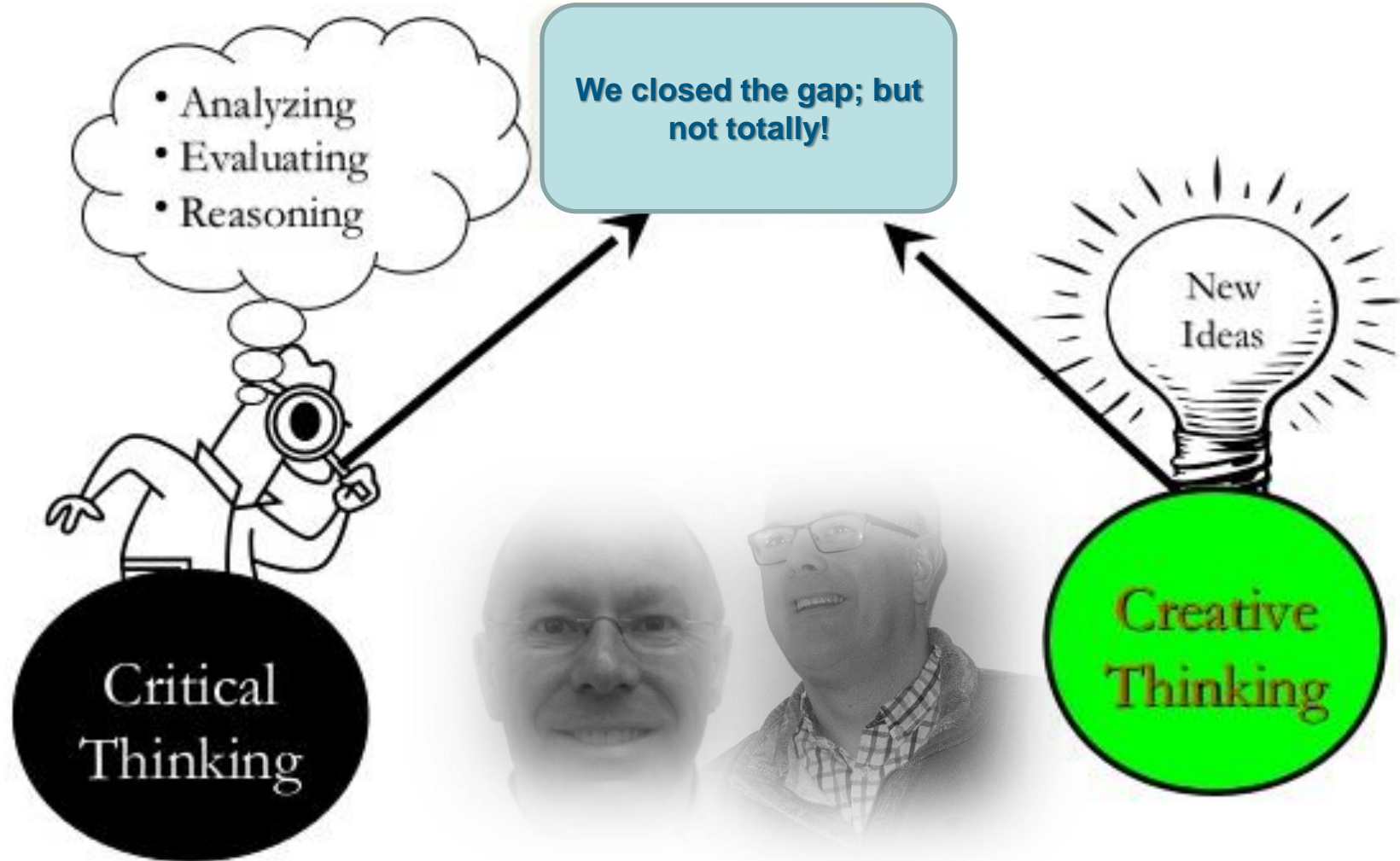# To position the sweet-spot so as to encourage behaviours that add value

To create a space for individuals to express their magic, bring their winning ways & be rewarded for it
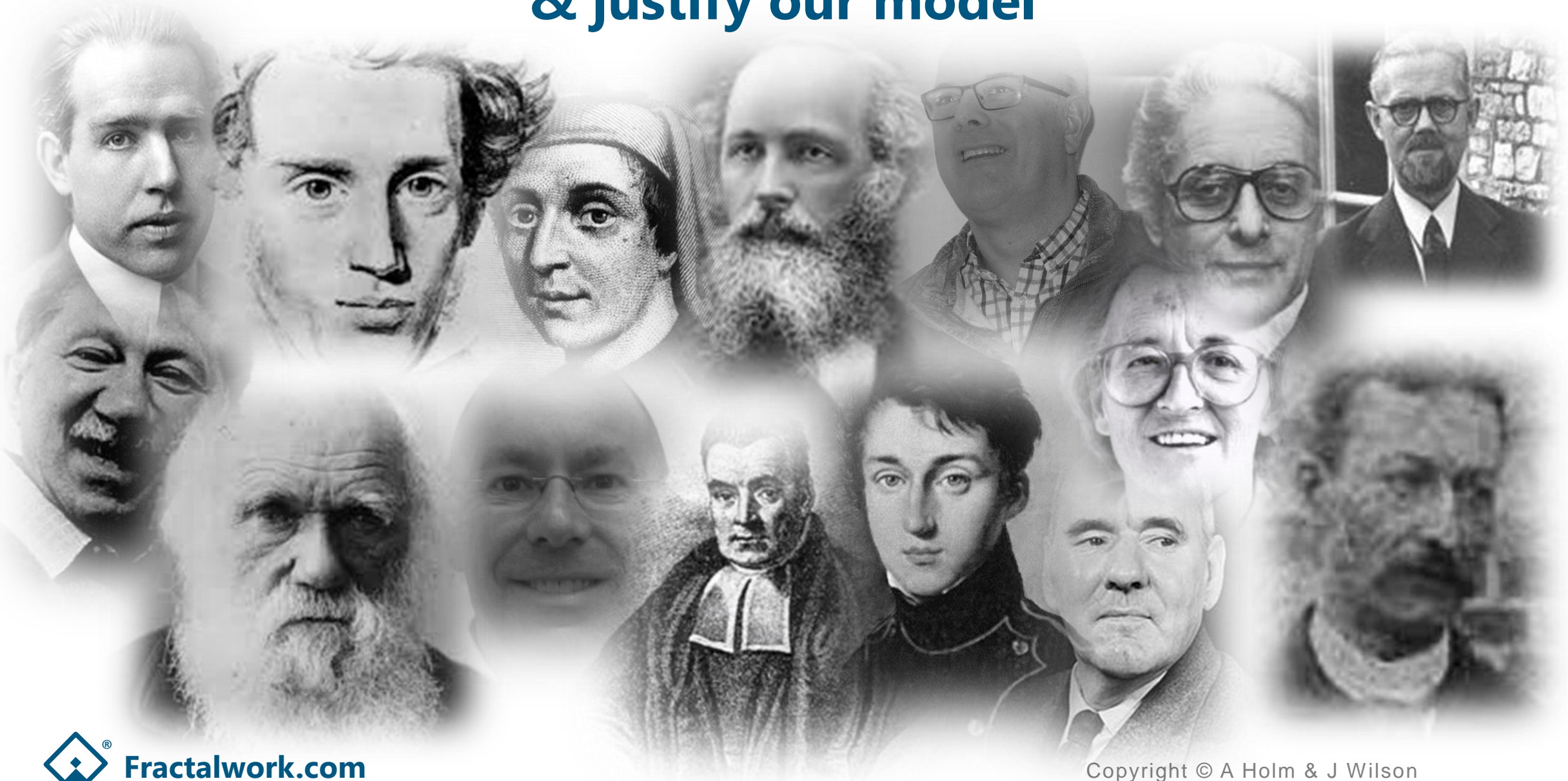
To get the best out of the way we are

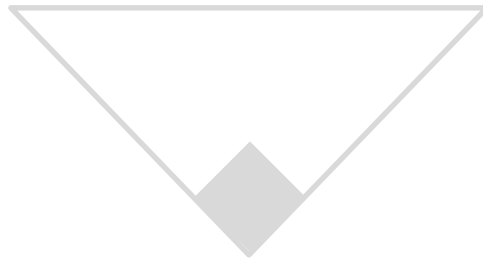# We both gained from the experience and became closer in our thinking

We stood on the shoulders of great people to formalise & justify our model

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Want to Know More?

Join us at our meet-up

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