

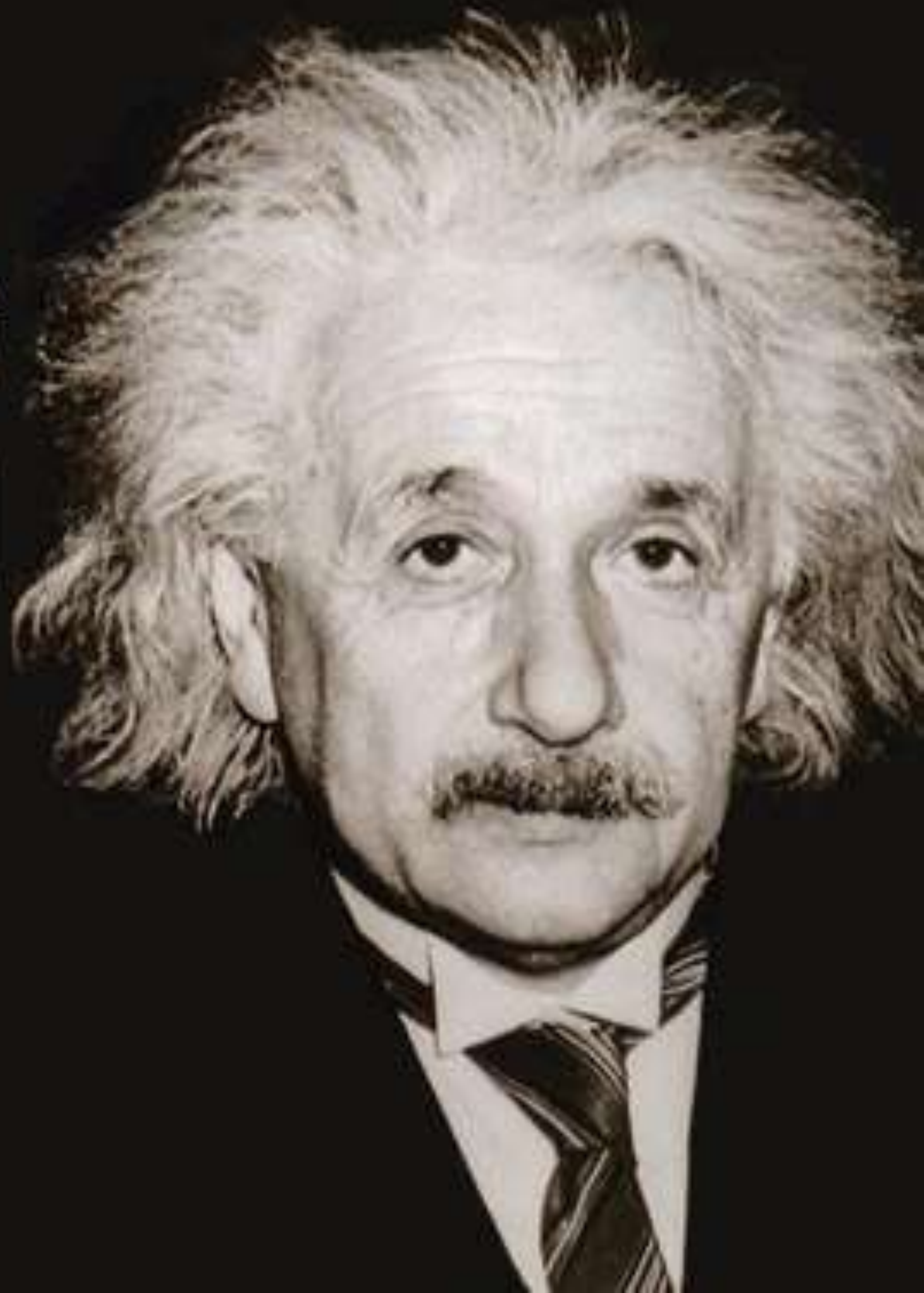


**Reframing (15 minutes)**



**“We cannot solve our problems  
with the same thinking we used  
when we created them.”**

*~ Albert Einstein*





# The Problems Worth Solving for OASA

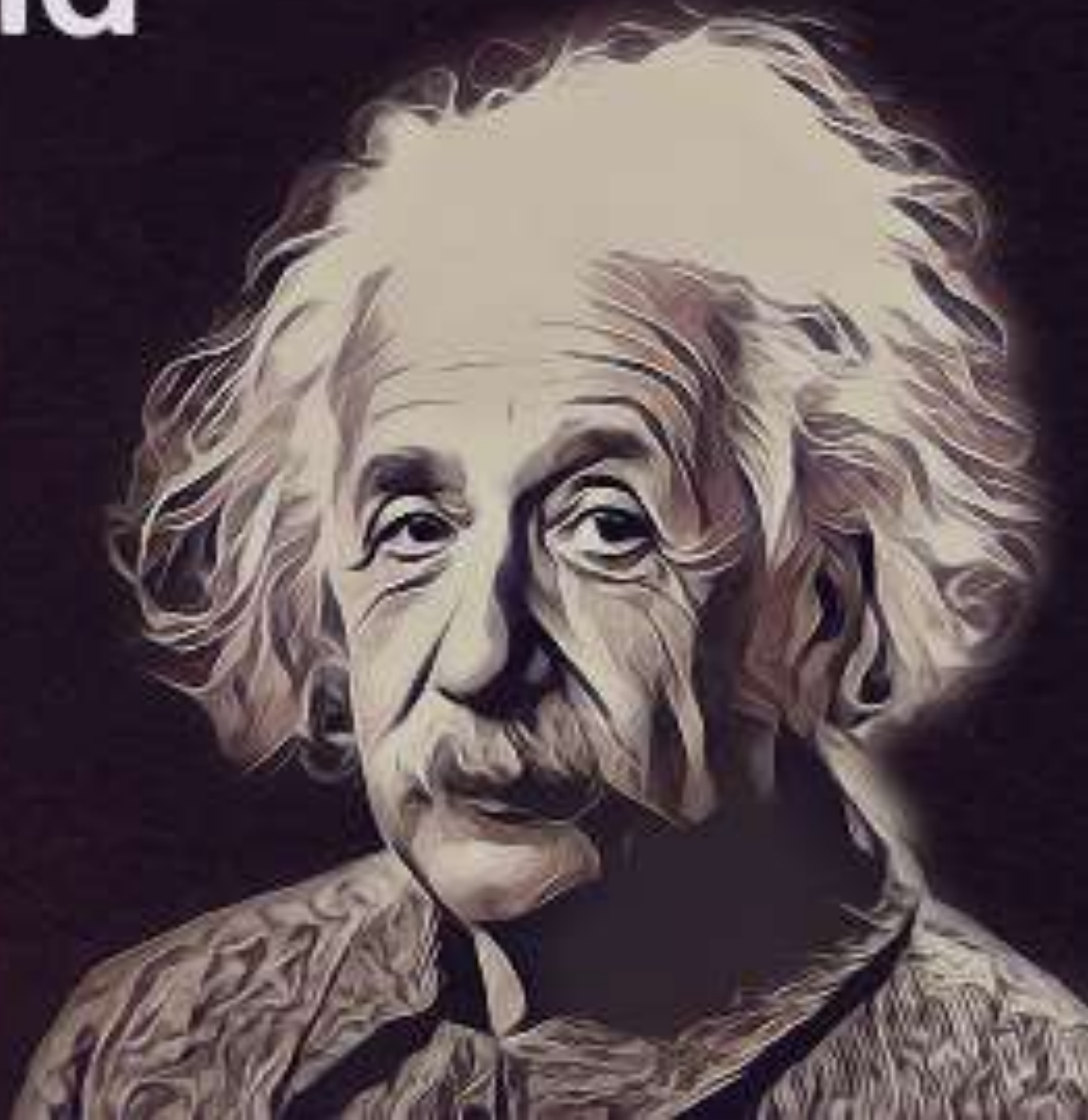
**How might we develop global systems leaders who can help solve the world's many wicked problems?**

**How might we leverage the wisdom of our global leaders, the uniqueness of our universities, Industry 4.0, and challenges confronted by entrepreneurs and Smart Cities?**



**If I had an hour to  
solve a problem I'd  
spend 55 minutes  
thinking about the  
problem and  
5 minutes  
thinking  
about  
solutions.**

**~ Albert Einstein**



**Why?**

**Any company designed in  
the 20<sup>st</sup> Century won't  
survive the 21<sup>st</sup> Century ....**

**Problem: Our elevators (lifts) are moving too slowly.  
How to fix this?**

**Answers: ???**

“Everyone has a plan  
until they get

**PUNCHED**

in the

**FACE!”**

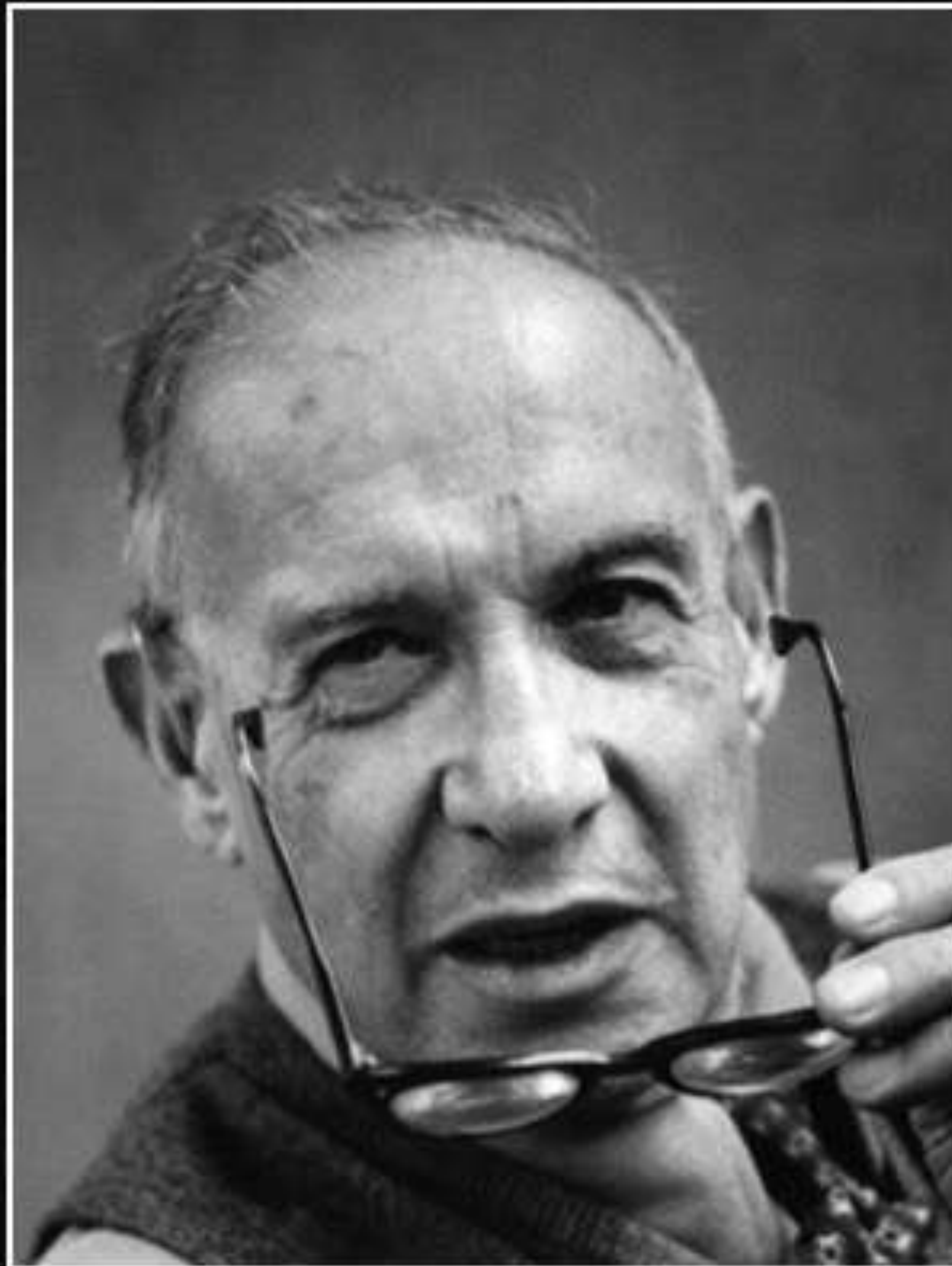
Mike Tyson

A black and white portrait of Peter Drucker, an elderly man with glasses, wearing a suit and tie. He is looking slightly to the right of the camera with a thoughtful expression. The background is blurred, showing other people in a crowd.

**“The purpose of  
the business is to  
create and keep a  
customer”**

**Peter Drucker**





Because its purpose is to create a customer, the business enterprise has two - and only these two — basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are 'costs'.

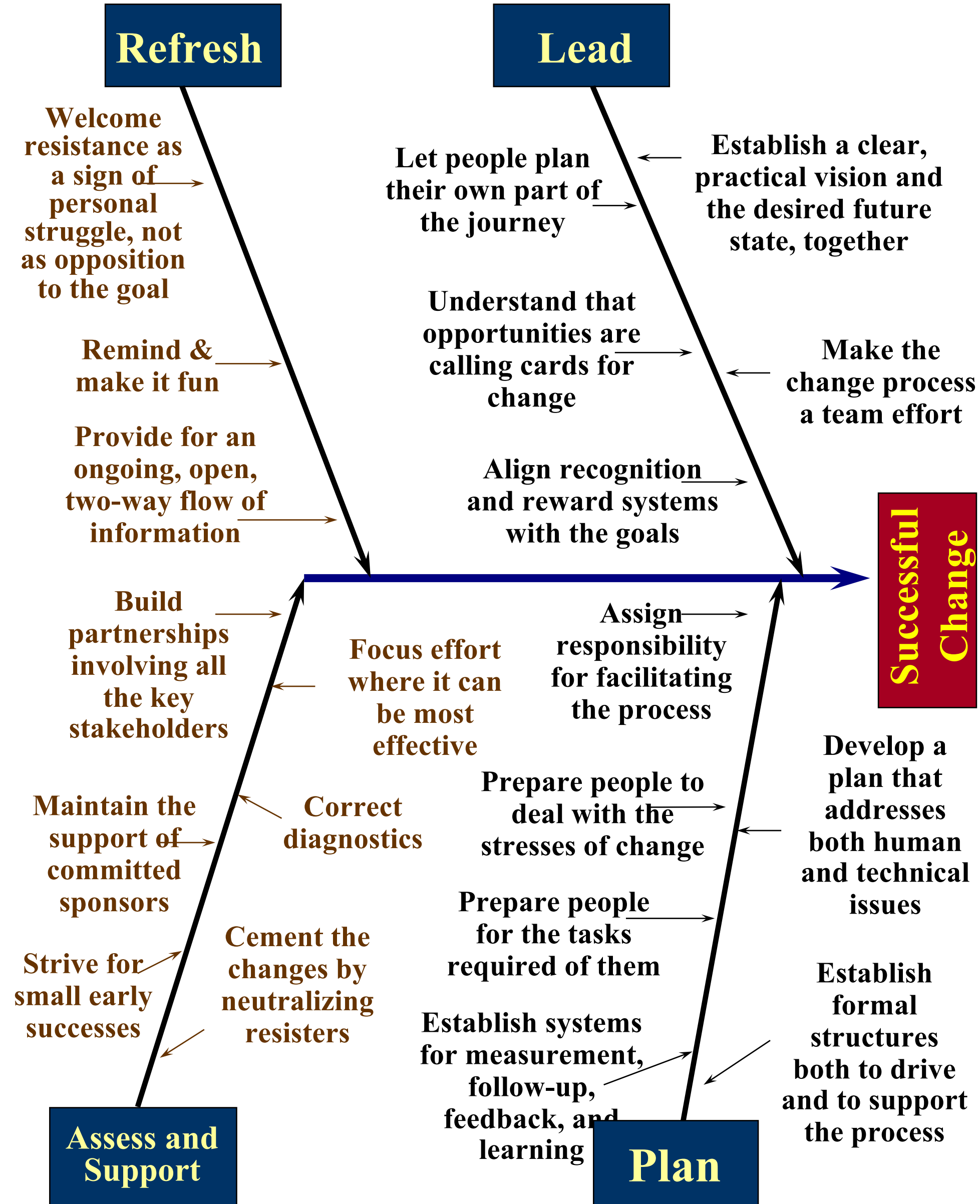
— *Peter Drucker* —

**AZ QUOTES**



***“A problem well-stated is a problem half-solved, while a problem not well-stated is unsolvable.”*** Charles Kettering.

# Fishbone Diagram to Map Interdependencies (Case: Managing Organizational Change Successfully)



# Reframing Practices

- For moving people from Positional bargaining to Mutual Problem Solving
- To rephrase issues in neutral language and mutual concerns (i.e. set agenda as mutual problem-solving Qs); make explicit the interests to be solved;
- To reframe positions or when solution is suggested early in process to common interests or mutual gain (by mutualizing, neutralizing and normalizing).
- **To get out of the pull from this organizational vortex!**
- “I want more business” → How might we find more and better customers? → How can we get customers to try and come back?

# Escaping the Pull of the Vortex



1. The Past and Super System has already defined the history.
2. The “Here and Now “can be changed.
3. If the pain can be recognized, the appropriate seeds are planted, and there is a resolve to change.
4. The “Will” is weak and likely to fall into the vortex, unless there is greater escape velocity.
5. Conversely, the escape velocity can be assisted by reducing the clinging to the past that has defined it and moving to a higher orbit.
6. Consultants need to demonstrate to the actors that the higher orbit is doable through a “Minimum Viable” example, then convince the sponsors that the new state is sustainable within their investment cycle.

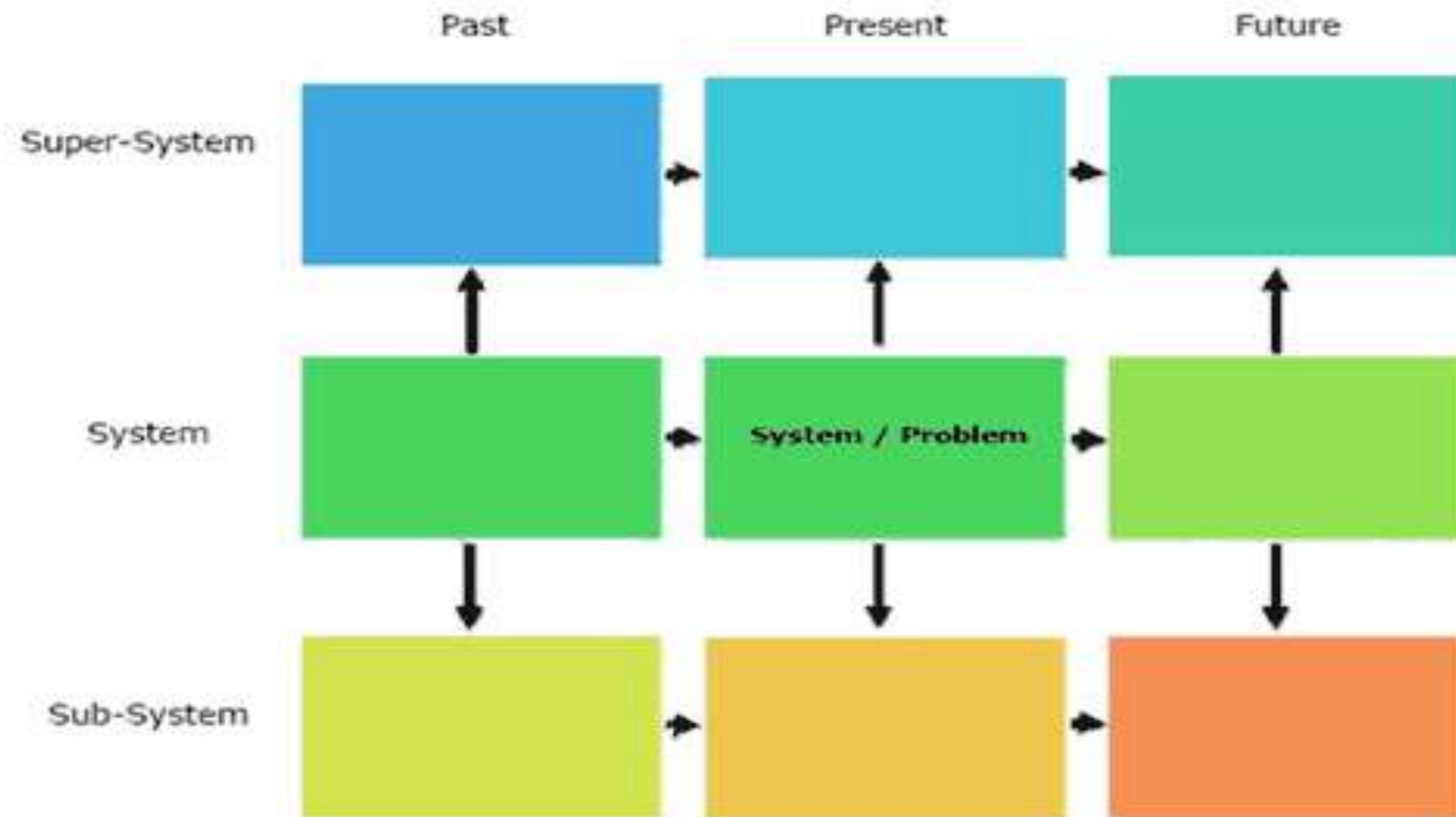
# Why?

## By understanding interdependencies in systems, we get to the root of the problem and move it to resolution

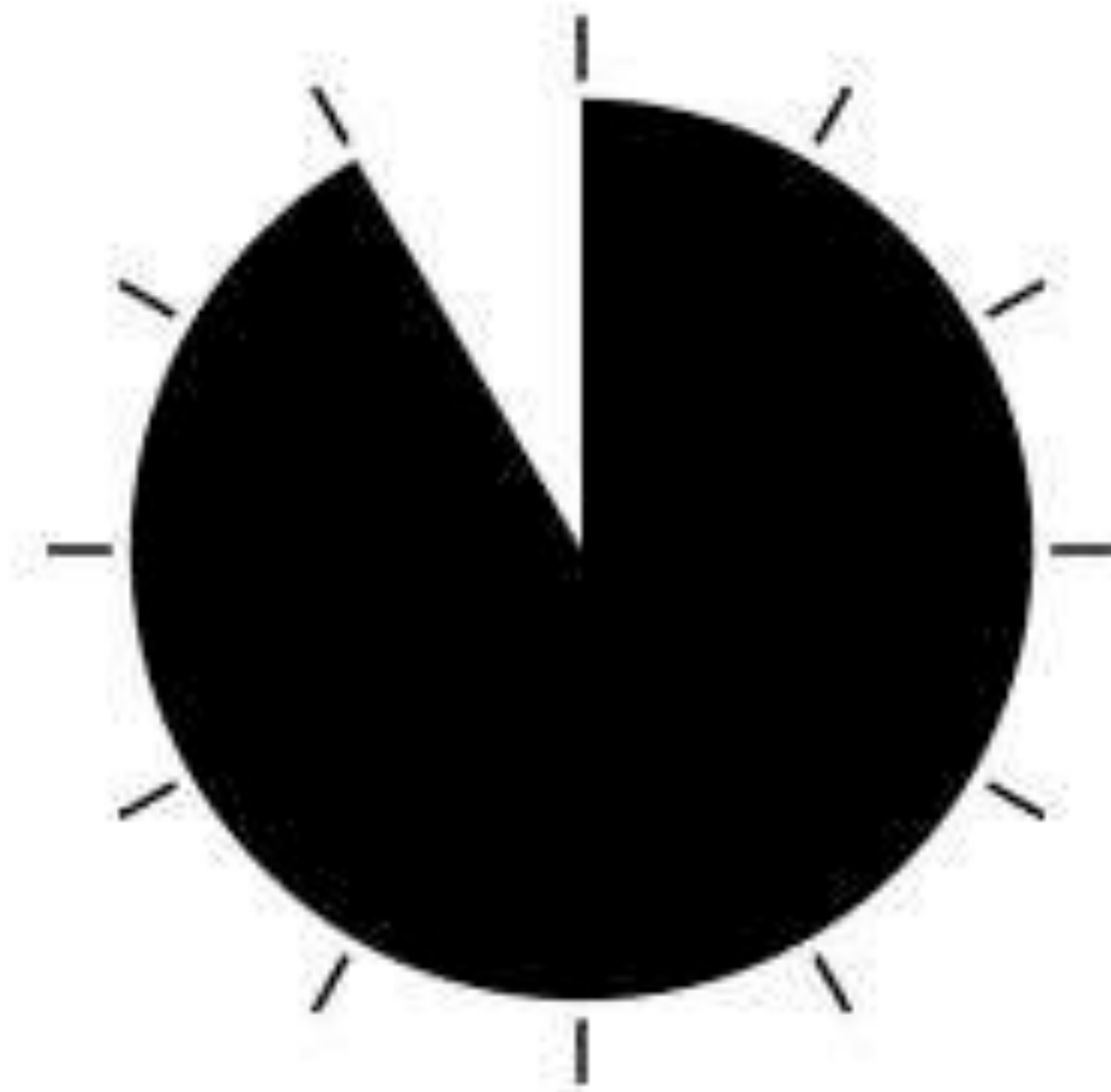
- I. **Past:** Try to understand the history, the assumptions, and the context that gave rise to the stated problem. (View of the World).
- II. **Present (A Moment in Time)**
  1. Snapshot: What is the present reality → [old Output]
  2. Measurement: How have we arrived at this reality? What do we see and sense? What is flowing and are there measurements? Are these important to be KPIs? →
  3. Benchmarks: What are the standards and benchmarks? What is good and bad? How do we discriminate? How do we form these standards? interpret these data and the assumptions behind these data? How do we know it is what it is? →
  4. Recent Signals: What are the range, SD, frequency, level of pain? [Input] →
  5. Deviations and Actions Taken: Why do we believe that by eliminating the problem we would be happy? Won't this cause other problems down the road? [Processes] →
  6. Results: If we do nothing, the new reality will be? [new Output]
  7. Realization or Reality: Why do we cling to the old belief that old way was best? Where are the gaps and why do we believe these gaps are causing the outcome we seek? When was the last time something has gone wrong? Any patterns?
  8. Feedback: Additive to the next cycle of reality.
- III. **Future:** A new snapshot is taken. The past decisions roll up into the next decision. Overtime, habits are formed and over time, outcome overrides. Over time, company is impacted.  
[Outcome] [Impact]

# Using Nine Windows to Understand Interdependencies

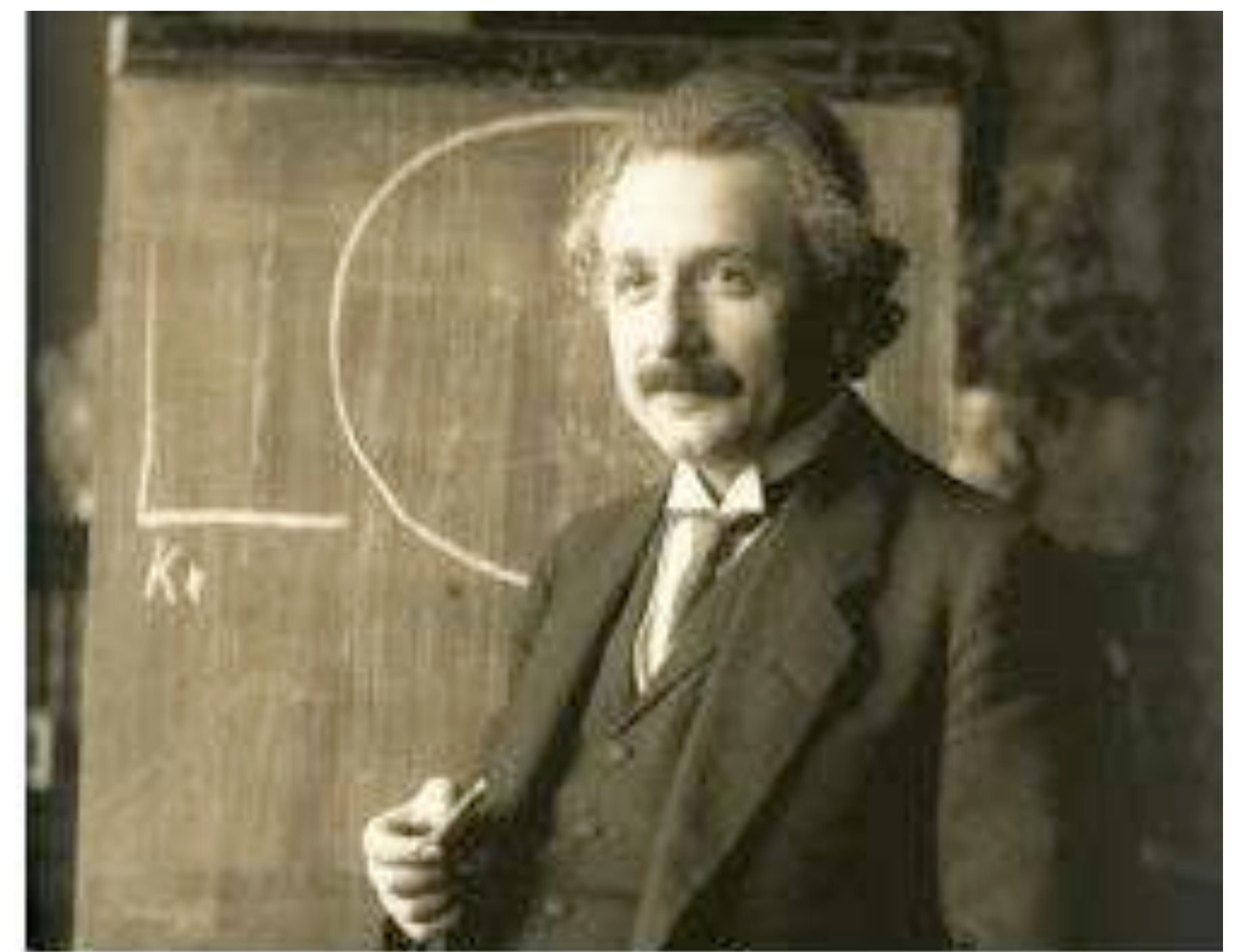
Figure 1 – Nine windows matrix



# Final Breakout Before Break



**55 Minutes**



**Albert Einstein**

**Get into your project team and provide three reframed questions.**

**5 mins.**