

How to Solve the Dilbert Dilemma?



*Use better communication to
create strategies that make sense*

Today's main strategic challenge is managing **uncertainty**

"We now produce the same amount of data every 10 minutes as we did in the last 5,000 years"

World Economic Forum

Data Deluge

'A major capital city has over 10 billion distinct types of product'

McKinsey Global Institute

Choice

Interconnection

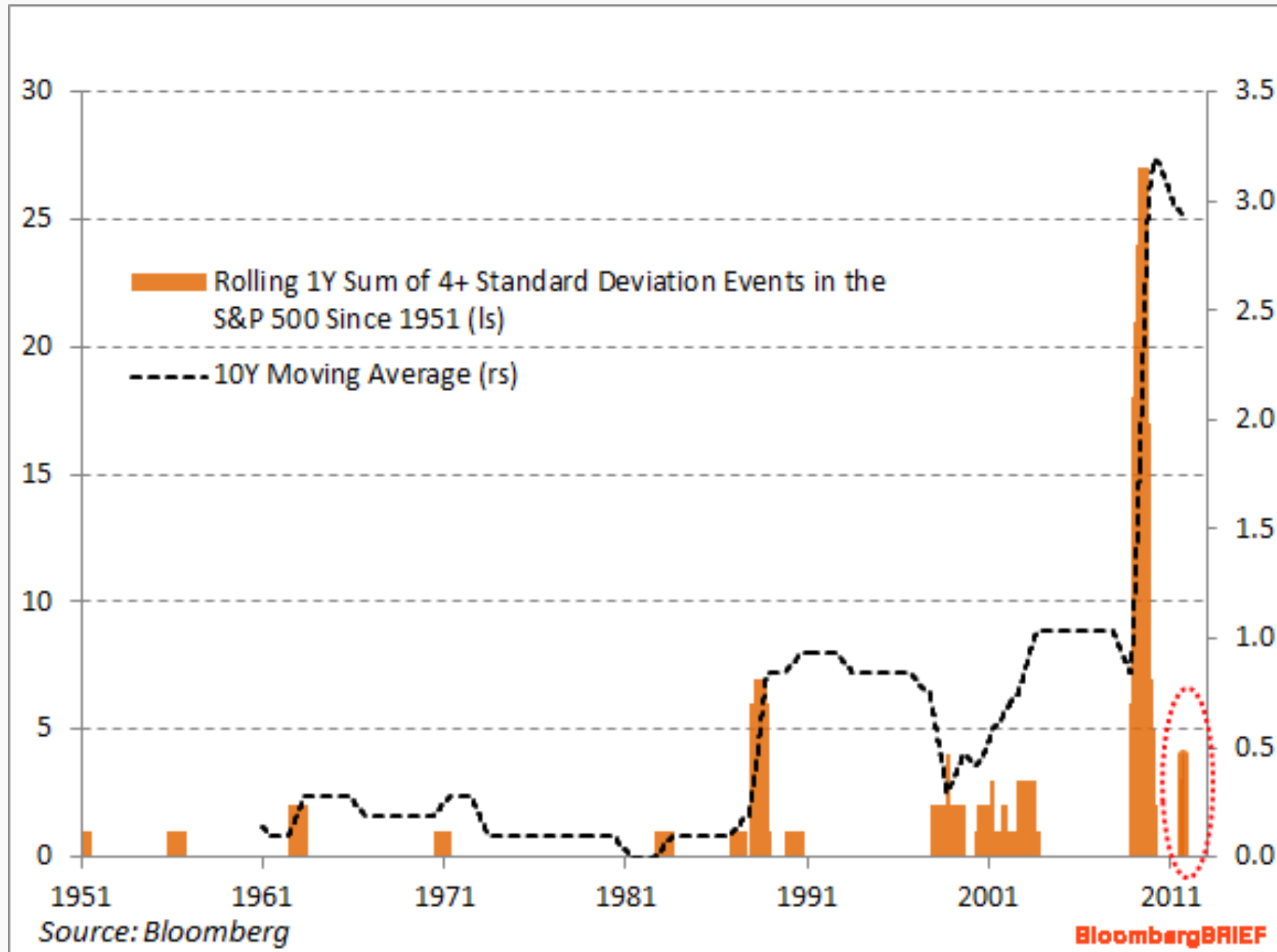
Uncertainty

"Prediction is very difficult, especially about the future"

Niels Bohr, Nobel Physicist

- ♦ *Global credit crisis (2008)*
- ♦ *Eyjafjallajökull (2010) aviation*
- ♦ *Fukushima (2011) energy, supply chains*

Previously 'rare' events are becoming less so



Best practice strategies increasingly prone to failure

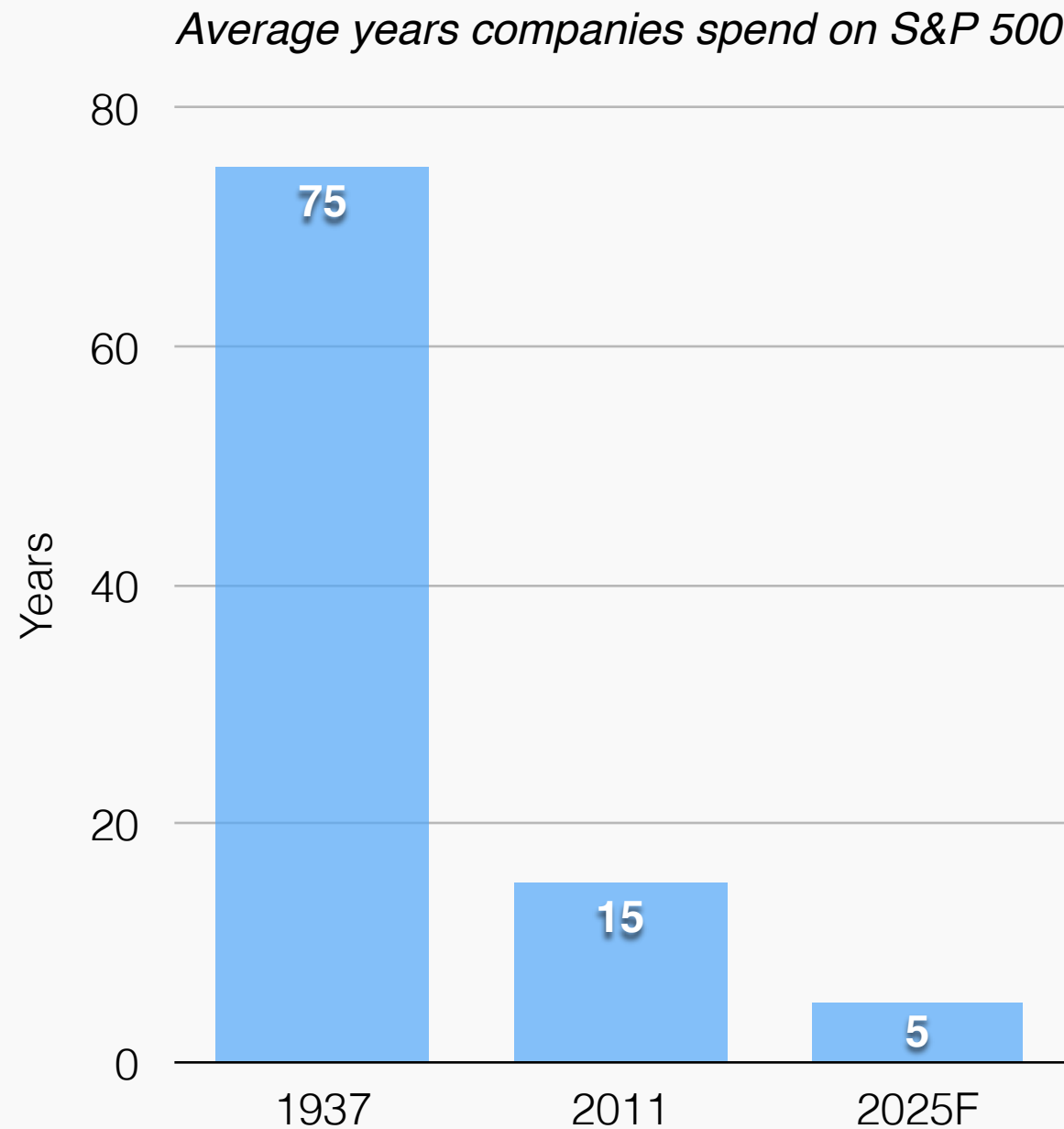


*Alan Greenspan's testimony to Congress
October 24th 2008*

- ♦ “Shocked disbelief” as methods had worked “exceptionally well for 40 years”
- ♦ Fallout from crisis “much broader than anything I could have imagined”
- ♦ \$12.8 trillion wiped out from US economy alone

Source: Better Markets

Even the biggest can't **engineer** success



“If the rate of change on the outside exceeds the rate of change on the inside, the end is near”

Jack Welch, former GE Chairman

Source: The Economist, April 16, 2011

In a complex world those who **adapt** best succeed most

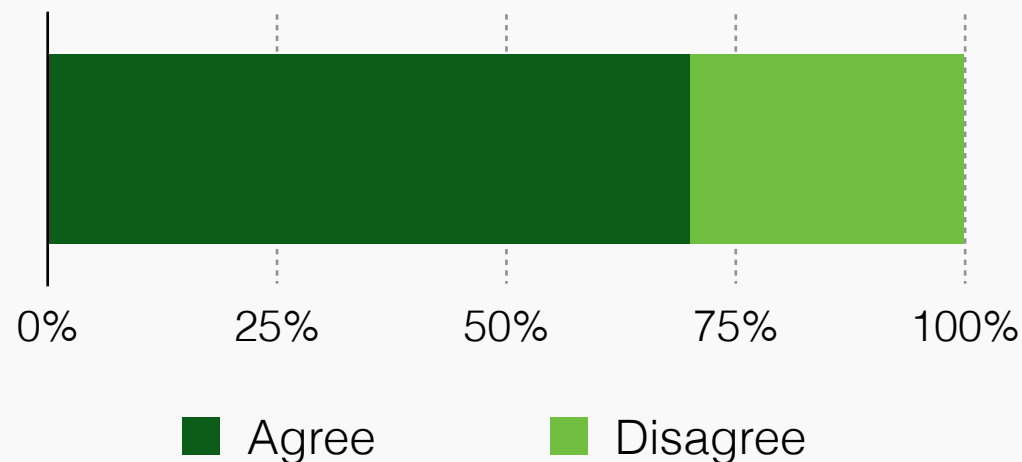


GE imagination at work

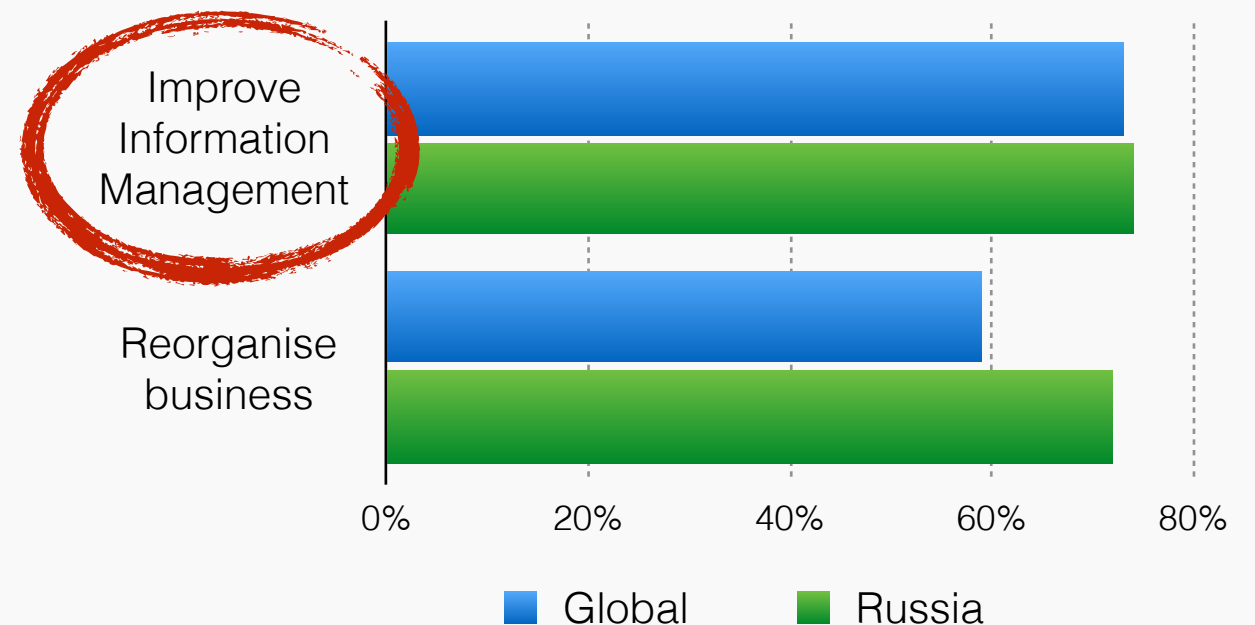
*Why should this matter to
communications professionals?*

To cope with complexity executives are seeking **better feedback** about what's really happening

*Increasing complexity is one of the biggest challenges my company faces**



Main action to address complexity



*1,400 executives in 22 countries across 7 industries

Source: KPMG, Confronting complexity. Global report 2011



Executives struggle to understand what's happening in their organisations

- ◆ Lack of quality data
- ◆ Inconsistent information
- ◆ Problems interpreting findings



***‘Human talents** are replacing capital as the key resource’*

Source: Klaus Schwab, Founder World Economic Forum



**Communications
Opportunity**

***Adaptive** organisations work **with** humans:*

1. Tap knowledge flowing through human networks
2. Employ tools to fit humans; not humans to fit tools
3. Detect signals early, recover fast, exploit quickly

1.

*Listen intently to the knowledge flowing through
the organisation*

‘Man is essentially a **storytelling animal**’

Source: Alasdair MacIntyre, Philosopher

- ♦ Humans evolved socially - learning in networks
- ♦ Faced by uncertainty we seek patterns to make sense of the unfamiliar
- ♦ Patterns are stored as multi-layered stories ready to share
- ♦ Stories are universal and democratic - become part of the organisation’s structure and culture





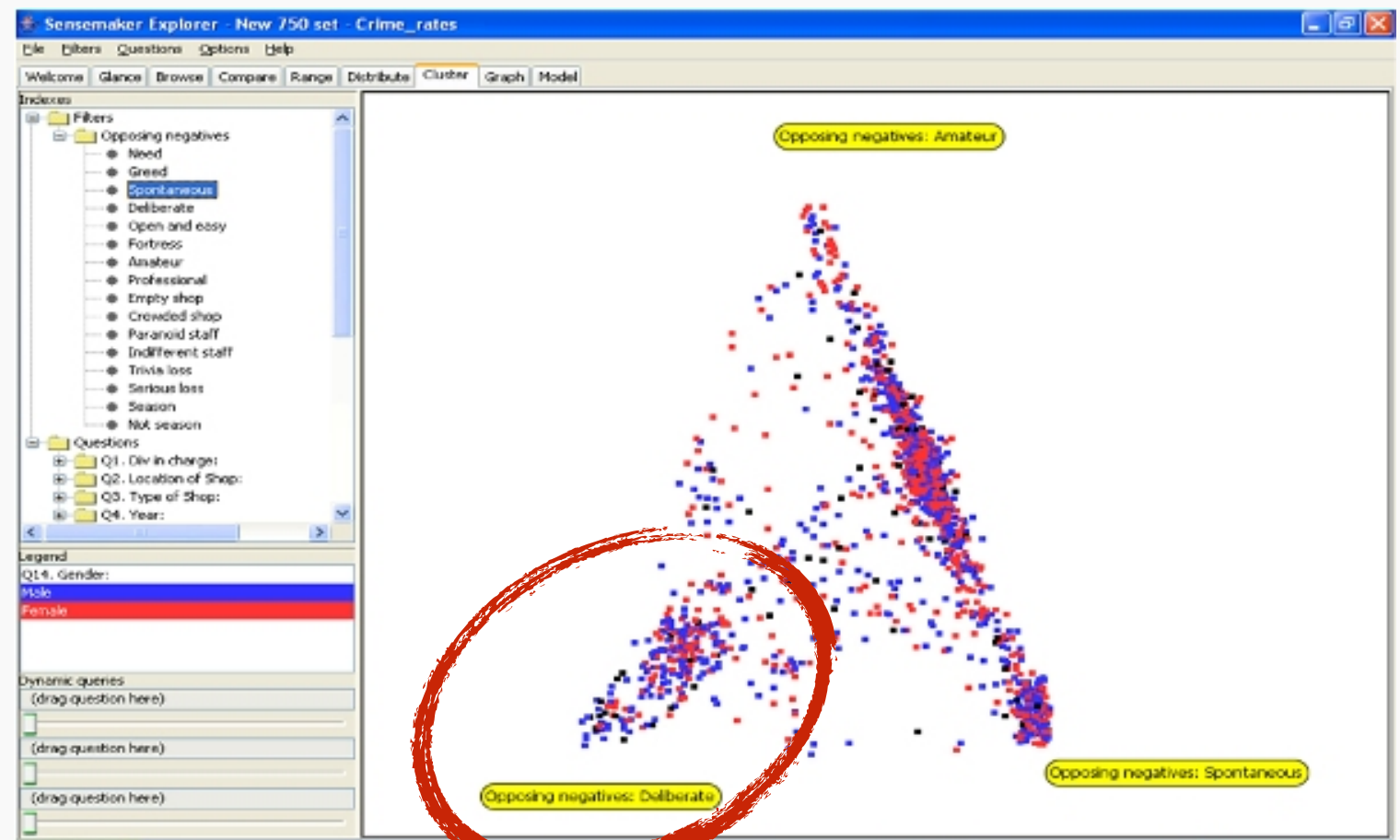
2.

*Employ tools that **engage** human beings*

Provide decision-makers with insights they can see, understand and act on



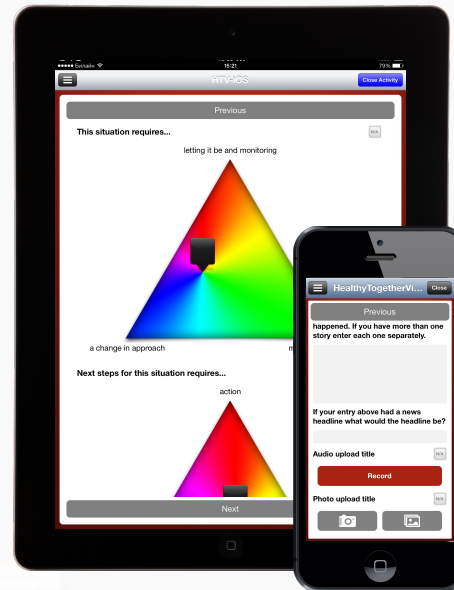
- ◆ *Address the '9/11 failure'*
- ◆ *Detect critical signals early*
- ◆ *Combine objectivity of numbers with the persuasiveness of stories*



Source: RAHS, Singapore

SenseMaker® collects feedback quickly and flexibly

Completion time
5-10 mins

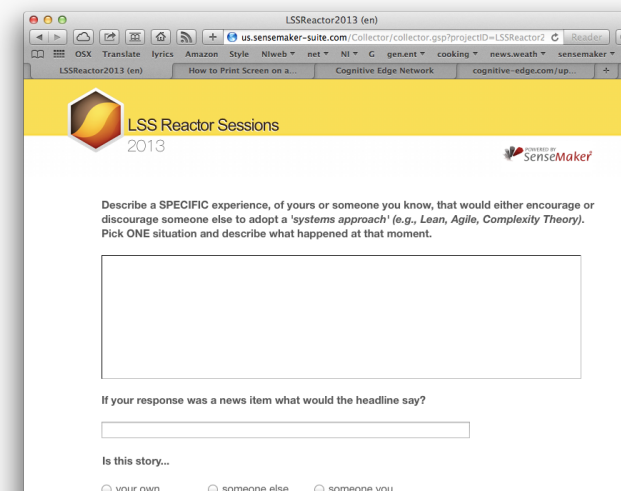


Continuous Capture:
*SenseMaker® supports citizen
journalling for real-time feedback*



Focus Groups:

*SenseMaker® collects feedback
without need for expert interpretation*



Large-scale Surveys:

*SenseMaker® for cost-effective
quantitative and qualitative research*

Let people share **experiences** they think must be heard

Pre-hypothesis - allows the unexpected to emerge

Indirect question prevents gaming

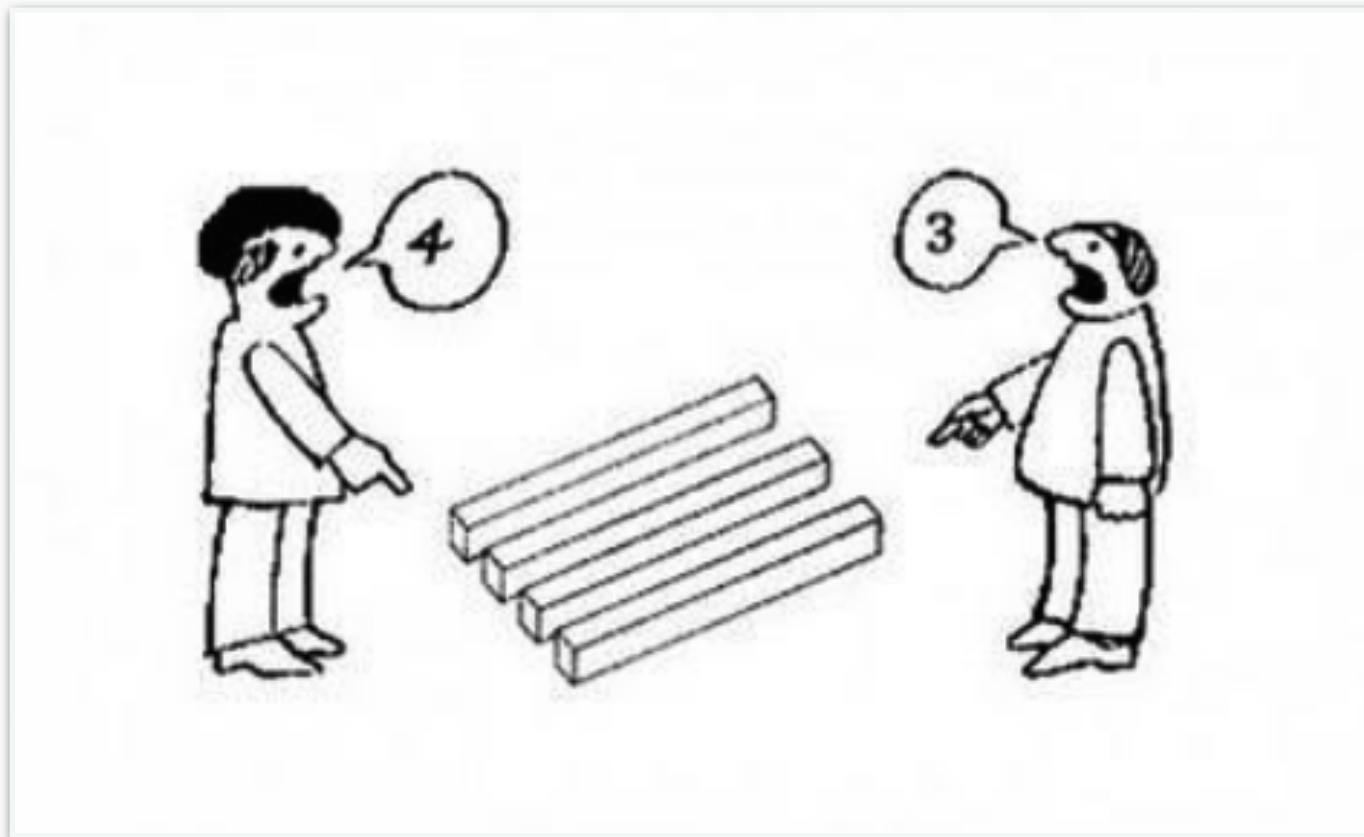
If a friend told you they had been offered a job at your company what ONE experience would you share to encourage or discourage them to accept?

Was there ever an incident that made you think “that’s why this is a first class organisation” or “that’s why we are in such a mess”? What had happened?

Encourages multiple responses

No prejudice against negative stories

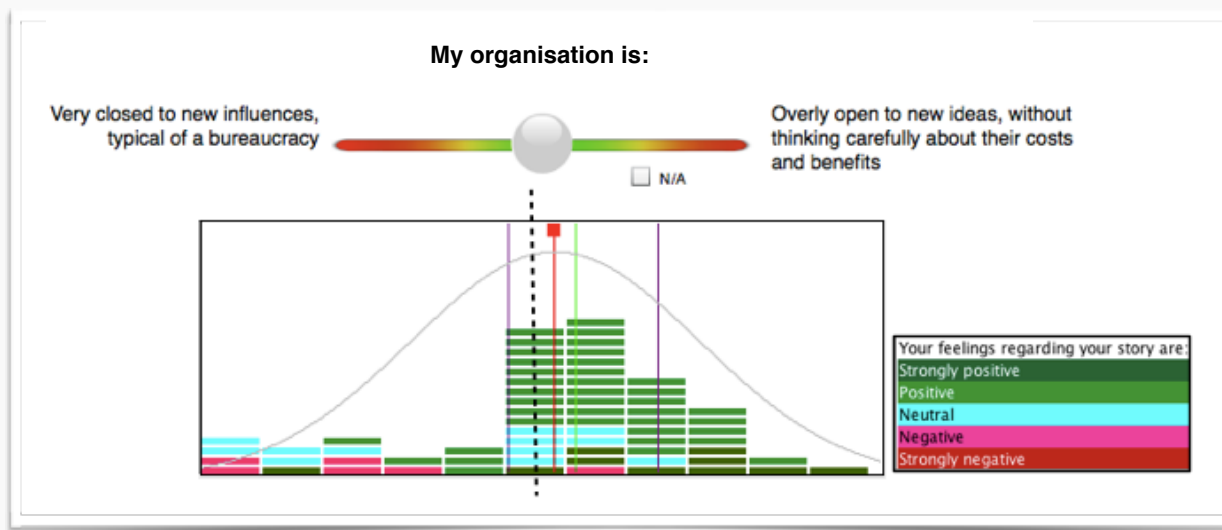
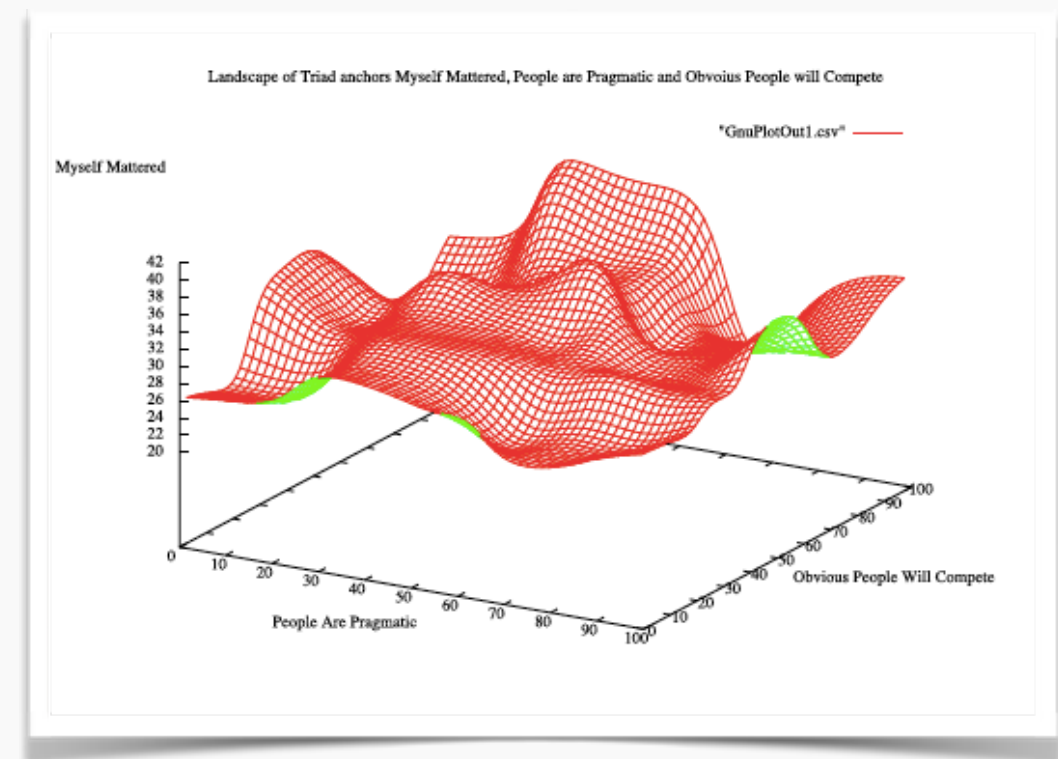
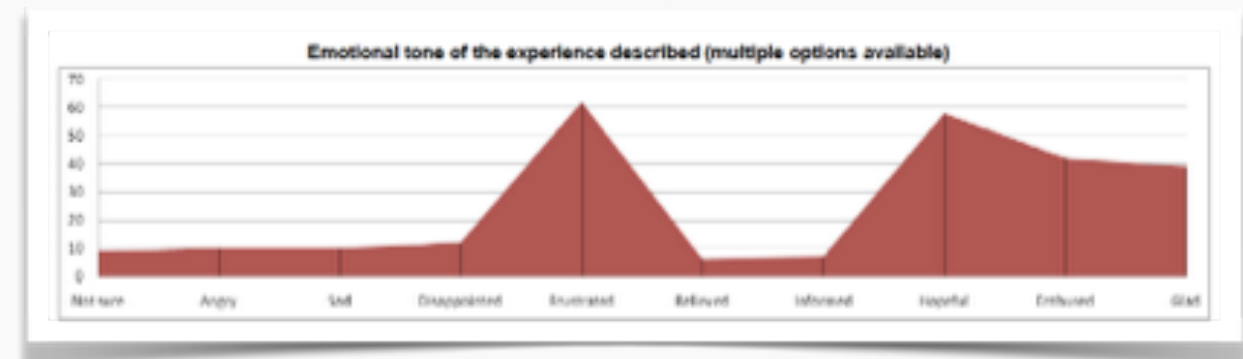
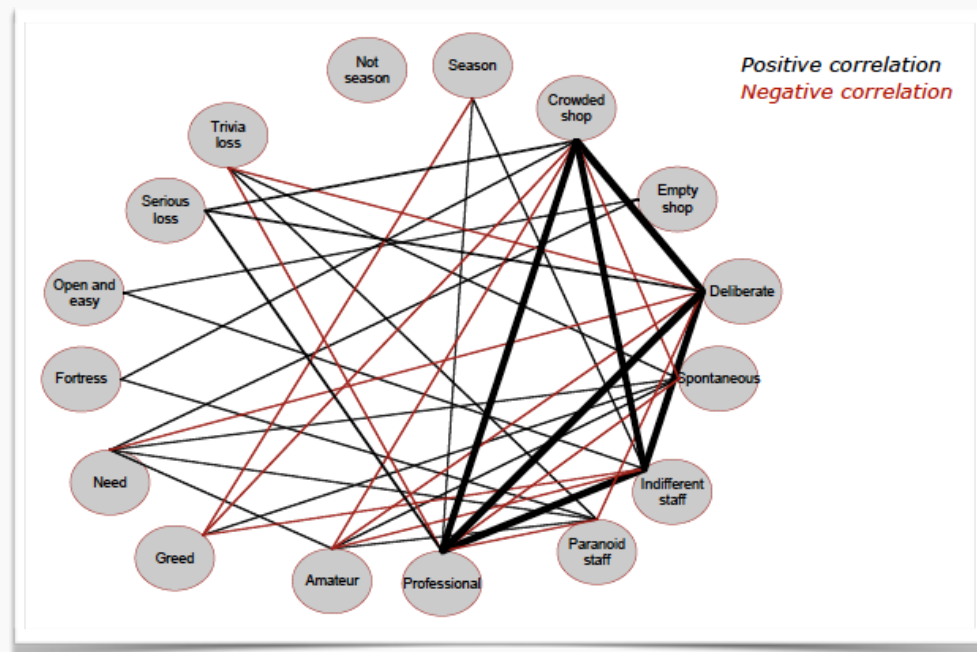
Self-interpretation reduces feedback distortion and delays



3.

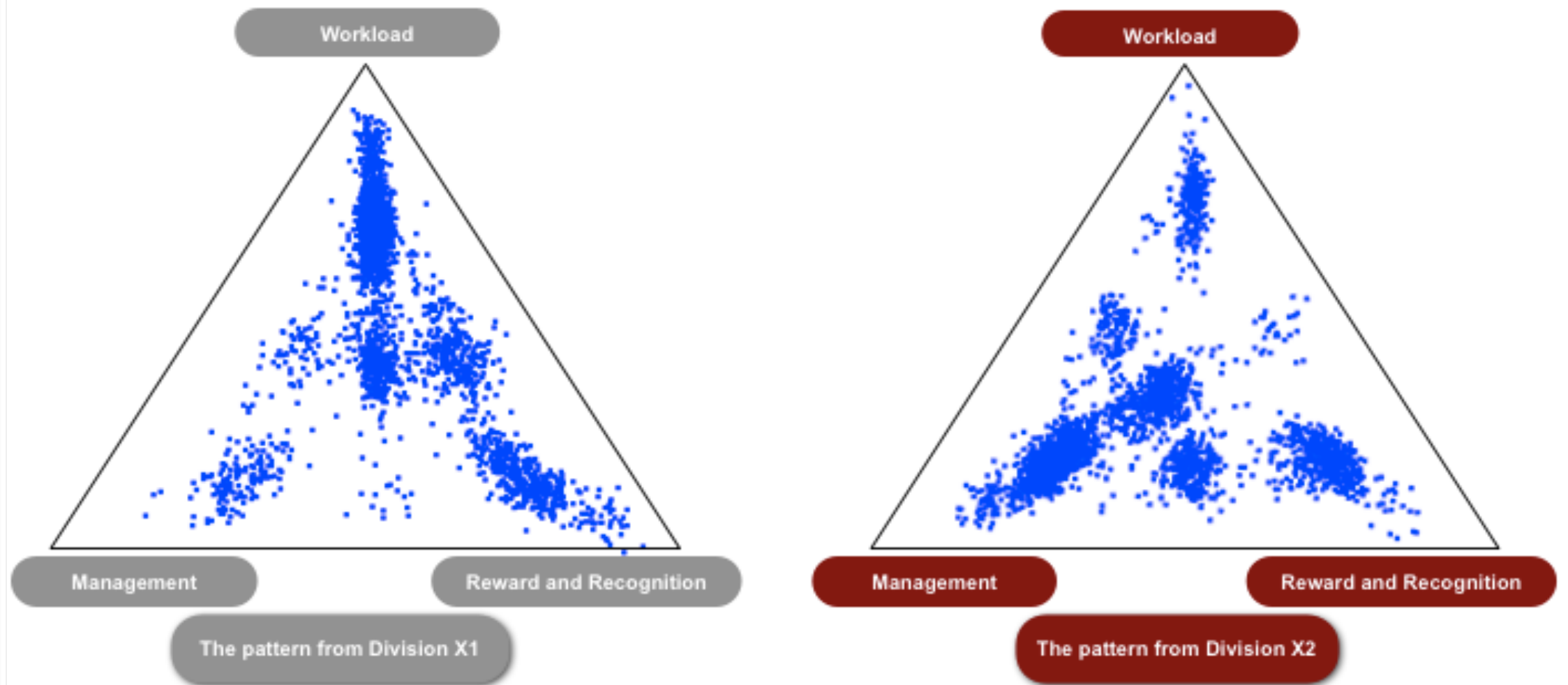
*Let those who make decisions discover key **signals***

Hard data provides objective views on **what's happening**

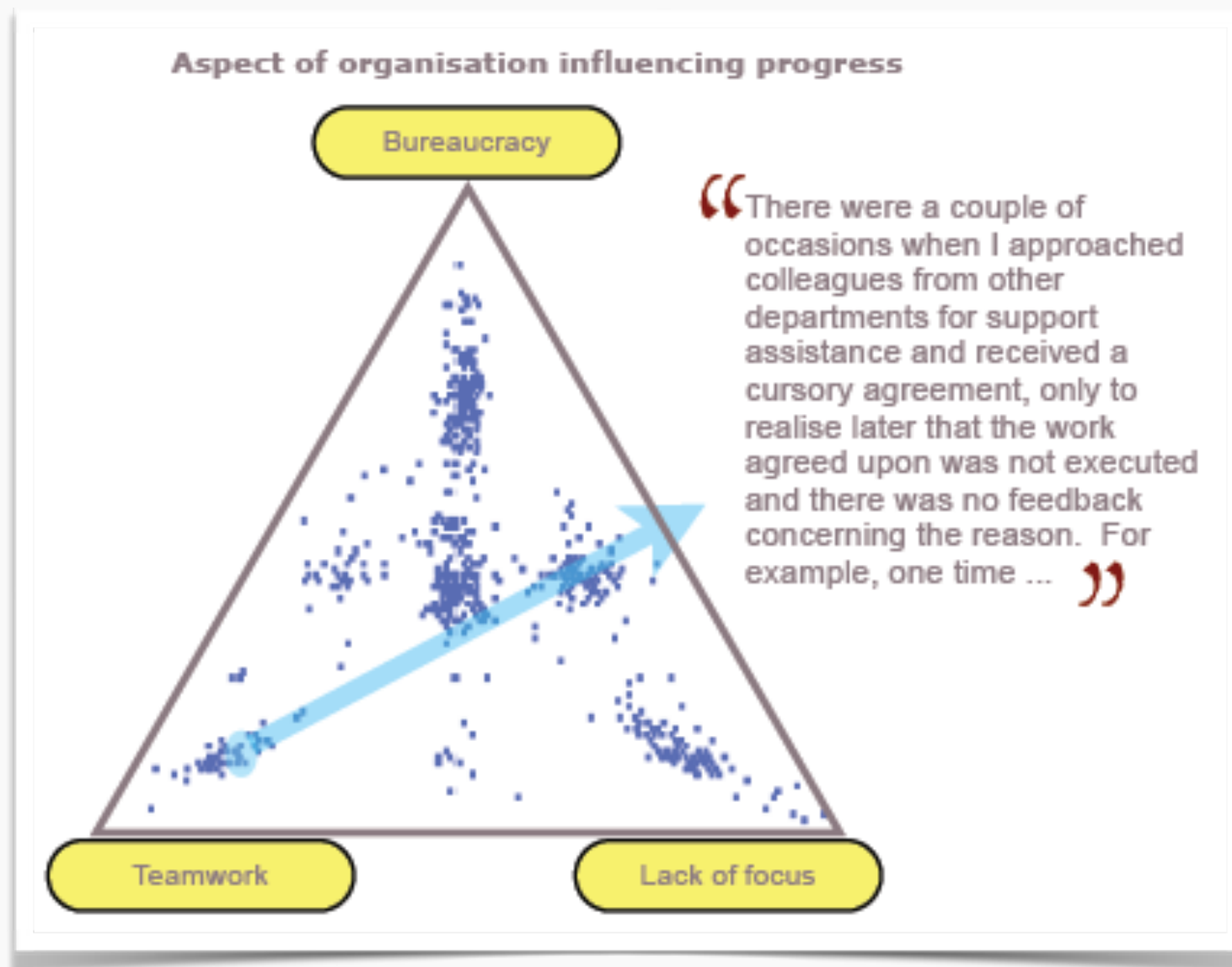


Visualisation tools go beyond numbers showing **key patterns** to explore

In my experience I shared, these were the main issue(s) I faced:



Frontline stories explain **why** it's happening



- ♦ *Triggering easily implementable action*
- ♦ *Continuous capture measures real-time impact of action*

SenseMaker®: working with organisations globally to manage their **evolutionary potential**



Pfizer

Driving Sales

Addressing issues with sales performance - using insights to drive new sales strategies



RSPP & KPMG

Taking the Investor Perspective

Discovering what foreign investors really think of the business climates in Russia's regions



Anglo American

Mining Safety: A Business Imperative

Engaging multiple stakeholders to create genuine breakthroughs to the complex issue of mine safety



Govt. of Singapore

Risk Assessment & Horizon Scanning

Early warnings on potential security threats and scanning for other indicators of change



IFC/World Bank

Impact Assessment

Developing benchmarks and piloting approaches for effective roll out of business harmonisation laws



United Nations Development Programme

Multiple Projects

UNDP staff efficiency; Discrimination against residents of Chernobyl; Integration of Roma



Melbourne Business School

Evaluating Learning Programmes

Evaluating the impact of executive education interventions on careers



Major Auto Firm (US)

Customer Perspectives

Generating insights from customer perspectives to improve interaction and increase retention



Major Utility (UK)

Service Delivery Issues & Future Investment

Uncovering trends and issues in satisfaction surveys; shaping proposals for future investment



Projects conducted by member firms of the Cognitive Edge global network

narrativeinsights

Pfizer **increased sales** in a challenging environment



Pfizer

Driving Sales

Addressing issues with sales performance -
using insights to drive new sales strategies



Challenge

- ♦ **Declining revenues** on a mature Pfizer medicine
- ♦ Communications plan to **better engage and support sales force**

SenseMaker® Approach

- ♦ **1,700 signified stories** collected in 2 weeks (11 cities, 6 countries)

Key Signals

- ♦ **Revenues correlated more to reps attitude** than product knowledge
- ♦ **Negativity** about product **affected newer sales reps** more
- ♦ **Objection handling** is the **key skill** sales reps have to develop

Action

- ♦ **Agenda** for major European Sales Conference **driven by results**
- ♦ Content for key sessions taken from stories (**positive deviance**)
- ♦ Sales force engaged and empowered; **sales increased**

Singapore government **revitalised employees**



Singapore Govt.

Employee Engagement Issues

Uncovering trends and issues in previous surveys to improve attraction and retention of key staff

Challenge

- ♦ Strong economic growth increased **competition for key talent**
- ♦ **Issues** surfacing in previous surveys needed **deeper investigation**
- ♦ Need to understand **how management changes were being viewed**

SenseMaker® Approach

- ♦ **1,000+ signified stories** collected online and offline

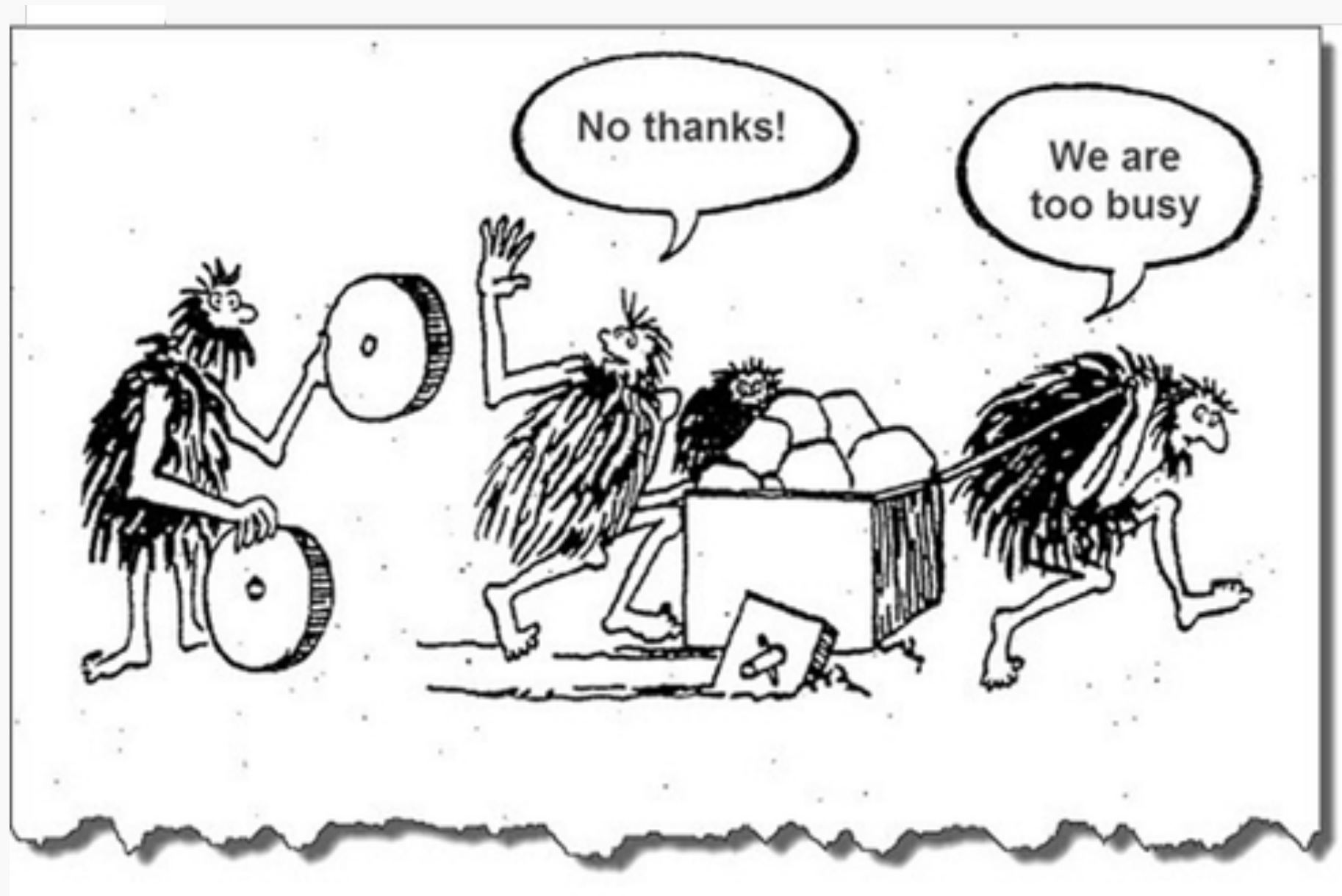
Key Signals

- ♦ A **perceived lack of openness** in previous surveys was **unfounded**
- ♦ **Different departments** had significantly **different issues** to address
- ♦ **Work-life balance** not affected by workload allocation

Action

- ♦ Middle-management tasked to **trial strategies to address real issues**
- ♦ 'How to **get more of these stories and less of those**'
- ♦ **Continuous capture monitored progress**

Solving the Dilbert dilemma ...



... requires using the **right available tools**

narrative*insights*

www.narrativeinsights.com

marcus@narrativeinsights.com