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QUOTES TO INSPIRE YOUR LEADERSHIP:

FOR THE FUTURE

"I'm here to build something for the long term. Anything else is a distraction."

Mark Zuckerberg,
Founder and CEO, Facebook
(the 22-year old "kid" who turned down \$1 billion,
Fast Company magazine, May, 2007 issue)

ABOUT TRANSFORMATION

"Everyday I think about what Dr. Deming meant to us. Deming is the core of our management."

Dr. Shoichiro Toyoda,
Founder and Chairman,
Toyota Motor Company

INNOVATION

"Why compete when you can have a new market—and have it all to yourself?"

Dan Burrus,
[TECHNOTRENDS](#)

Marcia's Comment:

"Do you have the courage to build a company, create new markets and apply Dr. Deming's methods of management?"

June, 2007

**Marcia Daszko & Associates, Your Catalysts
for Strategic Change, Transformation and
Innovation**

***Uniquely Differentiated* in the Solid
Theoretical Foundation of Leadership
Transformation as taught by mentor, Dr. W.
Edwards Deming.**

**For a Sustainable, High Quality, Competitive
Edge, call **408-247-7757**.**



Photo: Phoenix Productions

We hope to **Provoke** your thinking and your actions—and more importantly, your **interactions** with others in learning, working, creating and innovating together. Today's work requires **Courage, Creating Cultures of Creativity and Collaboration, Leadership, Innovation, Disrupting US**, and recognizing the destructive Impact of **Fear, Arrogance, and Complacency**. Welcome to the emerging digital community of collaboration.

New Books To Inhale:

THE LONG TAIL by Chris Anderson

MAVERICKS AT WORK by William Taylor and Polly LaBarre

WIKINOMICS: How Mass Collaboration Changes Everything by Don Tapscott and
Anthony Williams

**Marcia Daszko & Associates Kicks Off
New Service:
Your Convenient, Online Coaching Service**

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SAVE THE DATE!

September 17-18, 2007
Silicon Valley, California
2-Day Hands-On Workshop:

Leadership Through TRIZ Methods-- Inventive Problem Solving for Innovation

TRIZ methods deliver: systematic innovation for technology forecasting; problem solving; product, process and software development; and, strategic development and tactical business issues.

What differentiates **TRIZ** from other problem solving techniques is:



Its unique ability to help teams come up with better and more effective ideas. Its target for both technical and non-technical applications.



Leaders can find a system's leverage points to elevate new ideas for change.

Mark your calendar to attend the first **TRIZ** workshop being hosted in Silicon Valley. Bring your problems and explore them through new perspectives. With the use of systems models, find the leverage points for change in complex systems.

Your workshop facilitators:



Marcia Daszko
Catalyst for Innovation



Kiho Sohn
Chief Knowledge Director,
Pratt Whitney Rocketdyne and Certified Master in **TRIZ**



Larry Smith
Director of Innovation & Design, GOAL/QPC and President of the Altshuler Institute for **TRIZ** Studies; formerly with Ford Motor Co.

Workshop Fee: \$895 includes materials and meals. Early Registration by July 1 is **\$695** save **\$200**. Register **NOW**, call **408-247-7757**.

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TODAY'S LEADERSHIP QUIZ QUESTIONS:

What percentage of your time do you spend listening to your customers per week? _____

What percentage of your time do you spend listening to your employees per week? _____

Are your percentages what they need to be? _____

WHAT'S HAPPENING?



For executives, busy travelers,
managers who are developing staff, aligning
cross-functional/global teams, facilitating change
www.mdaszko.com

Article:

WANTED: LEADERS WITH COURAGE!

By Marcia Daszko

“Everything we do, we do through people.”

said Don Petersen, Ford Motor Chairman (now retired) as he pulled Ford out of the auto industry crisis of the mid-1980's. He shifted his thinking and learned to apply a new philosophy of management from Dr. W. Edwards Deming. Yes, it is the same philosophy of management that Toyota is using today to kick our butts! And we mistakenly think it is all about Lean Manufacturing or Six Sigma. As Dr. Deming would thunder, **“It is Not!”**

A company can Lean and use a Six Sigma tool and waste thousands of hours creating Black, Green, and Polka-dotted Belts until they are black and blue in the face. That will not save some of our companies, industries, and systems that are broken today. Leaders must **TRANSFORM THEIR THINKING** and adopt a **theoretical foundation for achieving** creativity, innovation, success and a healthy society.

But what are the monumental barriers we face? There are three profound challenges everyone must work on. The first is Fear, the Second is Arrogance, and the Third is Complacency. Of course, all three are interdependent.

Just as we need great things to Flow in our world—work, information, communication, products and services and healthy lifestyles, we need bad things to stop flowing. We need to address fear, from every angle. The impact of fear in organizations, from the C-suite (CEO, COO, CIO, etc.) to the shop floor to the virtual office to the classroom, is devastating. Every level in an organization can experience similar fears of change, the unknown, failure, making mistakes, job security, etc. (there are hundreds of fears.) Fears' impact on individuals, organizations and our society is immeasurable. *(And metrics junkies, please don't try to measure it; it doesn't matter! Shift your energy to reducing fears and building trust, respect and collaboration.)*

Second, arrogance and big egos often are facades for major fears. And, arrogant people rarely focus on continual learning or listening.

“How do we know what we do not know?”

We need new knowledge, incessantly. Knowledge that can transform does not come from the inside; it must be sought from the outside. Did you ever teach yourself to play the piano or to play without a coach on a sports team? (You can, but your progress is much slower and you can't see what needs to change.) Having a competitive edge means learning faster **together** than your competition can, to better serve your customers, to innovate and to create new markets. But how many C-level executives **commit to learning together** to ensure there is a **system for learning** in their organization?


Wall Streets analysts' short-term focus that adversely impacts healthy businesses and a thriving economy must stop! Ranking and rating and judging employees for the **system** they work **in** must stop! Testing children relentlessly when we have lost our focus on the Joy of Learning in this country must stop!

Third, we must not become complacent.

We must get America excited again about not merely making the numbers, but about making a difference.

America, we have a crisis! We also have an opportunity.
As Matsushita said after the crisis Japan experienced in WWII,


LINKS/WORKSHOPS/CONFERENCES

 **Marcia Daszko & Associates**
Your Catalysts for Leadership, Change, Transformation, and Innovation
www.mdaszko.com

 **Systems Thinking Conference**
Nov. 5-7, 2007 Seattle, WA
www.pegasus.com

 **Daszko Designs**
Creative custom artwork and sculptures
www.daszcodesigns.com

 **The W. Edwards Deming Institute**
Fall Conference Oct. 13-14
www.deming.org

 **Fountain Blue:**
One conversation, one leader, one organization—at a time www.fountainblue.biz

 **The In2In Thinking Network**
www.in2in.org

 **Pak Fresh**
A fresh approach to packaging
www.pakfresh.com

 **International TQM conference Japan July 2007**

Have you scheduled:

--your Summer off-site to check your Progress on Your Plan?

--your project/cross-functional team's off-site to accelerate their focus/progress?

--a recent company assessment to get a quick impartial Report about how you're doing?

--your next learning workshop . . . how do you know what you don't know--that can make a huge difference in your life?

Call to schedule your event today!

AN EFFECTIVE LEADER'S INTERACTION

"One of my long-term clients (a CEO) and I were meeting when one Vice-President entered with an urgent customer issue. The CEO excused the interruption, but asked me to stay; this is what I observed. Immediately all of the senior executives gathered to discuss the issue. The CEO said, "Tell me the situation." The group responded with the details. The CEO then began to ask a series of questions and listened calmly as his team considered their options, "What's happening? Are there ways we can handle this? How can we handle this? What do you think?" After a few minutes of lively discussion and some quick decisions, the CEO asked, "What can I do to help?" The group replied, "Nothing, thanks." And as quickly as they had descended on his office, they departed."

Contributed by Tom Bondi,
Berger Lewis Accountancy Corp.

☞This is not hopeless, and we are not helpless.☞

Globally, we must embrace change and each make a difference toward a global difference.

Making the significant changes that are necessary in our businesses, schools, healthcare systems, etc. will require Courage. Leaders will need to focus on transforming their own learning **together like they have never done before**. Building and using a different kind of systematic knowledge, fostering a compelling culture of creativity and collaboration, will be the path we need to achieve a healthy competitive advantage.

We work with the bold who are ready to transform and realize bold outcomes they never before imagined---fast and different with new methods.

We can do it. We must Do it. **Let's do it!**

BOLD EXPERIENCES FOR LEADERS: EXECUTIVE TEAM LEARNING SESSIONS

Time is short and people are busy! But did you know that your competitive edge comes from working, learning, improving, and innovating **TOGETHER**—better and different?

So how do you challenge

☞we don't know what we don't know?☞

It's time to: **Be Bold or Be Old!**

Marcia Daszko & Associates now offers three-hour facilitated executive learning sessions to meet the latent needs of your team. They are dynamic, hands-on, interactive learning events that will provoke your thinking, actions and interactions to help your team make better decisions and position your organization with its competitive edge. Courses are taught from 8:30 to 11:30 and 1:30 to 4:30 at your site/venue. Buy one course or a series of courses.

Topics include:

- Leaders: What Do You Need to Know?
- Nail Those Decisions!
- Merger & Acquisition Integration—What Leaders Need to Do to Achieve Success
- Creating the Organization We **Really** Need
- Management Fads—Be Gone!
- Retaining Talent - It's All About You!
- Managing Fast Growth Through Complexity
- Fostering a Culture of Innovation and Leadership
- Leadership Communication - Do You Have a Compelling Message?
- Team Alignment - Fast Forward Together
- The **Destructive Impact** of Fear—and How to Reduce It
- The Fast Path to the Competitive Edge
- Shifting from Strategic Planning to Creative Design for Innovation and Collaboration.

These topics are also available for Keynotes speeches and off-site retreats.

CONTACT:

For articles, testimonials, and more details, please visit www.mdaszko.com, or call **408-247-7757**.

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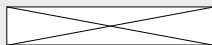
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Book Review:
ADAPTIVE ENTERPRISE:
Creating and Leading Sense-and-Respond Organizations
by Stephen Haeckel

Books can come and go. But the pertinent messages in some books are timeless. In Stephen Haeckel's book, [Adaptive Enterprise](#), his prevailing theme about Sensing the market/the environment and Responding to it, is just that—timeless. Haeckel proposes that we think about where we spend our energy. Do we want to learn how to play **WITH** customers or **AGAINST** the competition? Are we going to lead into the future or duke it out in the present?

Many shifts in thinking are suggested: shift from playing archery (a static target) to skeet shooting (taking on a moving target). The lesson: anticipate, learn, get better. Another shift is from listen and comply to anticipate and pre-empt.

Transformation occurs when companies shift how they will create value. What is the next level of value you can create for current customers and future markets? Large, complex organizations must adapt systematically. The only strategy, Haeckel acknowledges, that makes sense in the face of unpredictable change is to become adaptive. What is needed is successful and systematic adaptation—it means becoming a complex adaptive system. The system's ability to adapt depends on how fast it can process information. Leadership needs to design the system with adaptive loops.

By creating a sense and respond model, leaders can focus on managing the *interactions* in the system, rather than merely the actions.

The demand and focus on change and learning to meet current market needs means we are surrounded by uncertainty. That is the new foundation for forward growth, as rocky as it seems. Traditional planning is useless in the face of great uncertainty. Organizations that go through the same process they did 5, 10, or 20 years ago to **"brainstorm Vision, Mission, Objectives, Goals and Metrics, etc."** are lumbering back to the Tyrannosaurus Rex age. (Profound New Methods are necessary today.)

The great question to answer for each organization, Haeckel offers, is now: **"What must we do, what must we become to navigate unpredictability?"** The sense and respond model allows for an adoption of a new kind of organizational behavior and a flexible design for systematically achieving it. To be truly adaptive, an organization must have a new structure, managed as a system, and leaders and employees together commit themselves to new behaviors and responsibilities. (Note: a systemic approach does Not hold individuals Accountable, as recent fads in Performance Management models or traditional Command-and-Control styles have dictated.)

Profound distinctions in Haeckel's book that are critical for leaders of the future to adopt are:

- (1) there must be a shift in thinking from the company, its plans and efficiency of productive processes to Understanding customers' unpredictability and changing needs
- (2) to ensure both coherent organizational behavior and responsiveness, leaders must guide a creative process, not merely a problem solving process;
- (3) build conceptual business models and establish clarity about aim, outcomes, etc. (Marcia's note: build a collaborative digital community for creativity and innovation.)

While many organizations find a comfort zone in solving problems, removing barriers to creativity and allowing people to be more creative (and make mistakes) causes fear. Therefore, many managers refrain from allowing too much creativity.

Haeckel also quotes Charles Handy (author, [The Age of Unreason](#)):

we have learned that . . . the past will be a poor guide to the future and that we shall forever be dealing with unanticipated events. Given that scenario, organizations

... will need individuals who delight in the unknown.》》

In summary, adopting new leadership thinking to design a sense-and-respond structure will provide context and coordination and addresses

《《who owes what to whom?》》

Leaders' responsibility is:

《《absorb uncertainty》》

to manage the *interactions* of people without managing the actions of capable people. They answer Why tasks need doing and then give workers the freedom to Respond in adhoc, self-organizing ways. Roles make commitments to one another to produce outcomes.

In this way, organizations can transform from an efficient machine (that may just keep rolling on-- right into the brick wall) to an adaptive social system, sensing and responding to ever-changing needs.

Be Bold and dumb and go full speed ahead into barriers and the wall

OR

You can be bold with a solid foundation of new knowledge ...and soar like never before ... in your passion... with the digital community.

Marcia Daszko & Associates

Your Catalysts for Strategic Change, Transformation, and Innovation

We co-create with bold client Partners.
We build ... tapping in on all of our resources Together!

We help with:

- Organization Assessments through a differentiated lens based in a solid theoretical foundation of transformational management philosophy and connection with the emerging digital age.
- Strategic Experiential Learning Sessions that
(1) challenge the status quo and barriers, and
(2) catapult new thinking and actions for Transformation, Innovation, Creativity and Mass Collaboration.
- Consultation and Coaching both for one-to-one and for executive/global teams.
- Off-site Power Learning Focus--Facilitating the Changes You Need Faster with less fear and resistance

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