

# Disruption.

TRANSFORMATION



# A Day in the Future.

Imagine waking up at some point in the future. A time when there are no smartphones, they are obsolete and outdated by now. Computer screens? Gone.

You open the window and hear no sounds. The city is quiet, no traffic jams, no noise whatsoever. As a 3D printer prepares your toothbrush, you look for your wristwatch and, all of a sudden, the time projects directly on your retina. You start wondering what year you've woken up into—2200, 2300? You bring out the calendar to find out.

The year is 2029.

Indeed, most of those technologies, and many more, are only a decade away.



## Exponential Change.

*This pattern—human progress moving quicker and quicker as time goes on—is what futurist Ray Kurzweil calls human history's Law of Accelerating Returns.*

Technological progress is an exponential phenomenon. Our minds, however, tend to estimate things linearly.

For example: 7 years into the Genome Project, scientists announced they had decoded only 1% of our genetic code. The project was budgeted for 15 years, and many were worried. Ultimately, the entire mapping was finished within just another 7 years. The amount of data sequenced practically doubled each year.

We are notoriously bad at anticipating exponential change. This human weakness culminates in bad decision making.

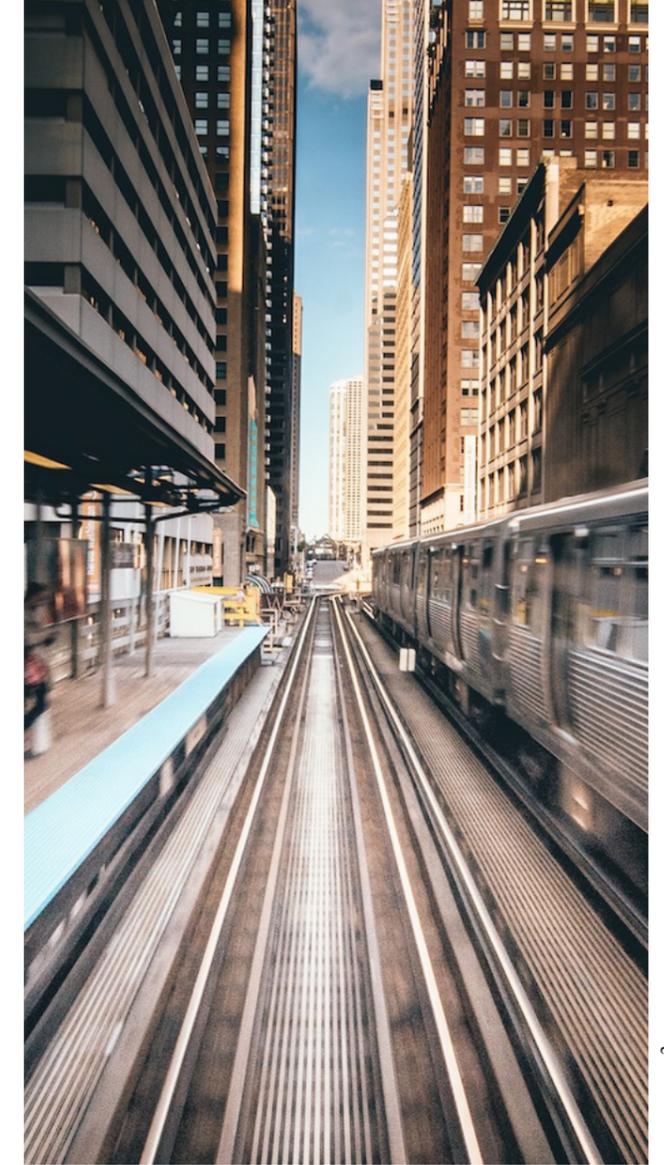
Excite could've bought Google for \$1M in 1999.

Blockbuster could've bought Netflix in 2007.

Nokia could've adopted Android in 2010.

As technological growth accelerates, the impact of such decisions will accelerate as well.

**40% OF FORTUNE 500 COMPANIES WILL NOT EXIST IN A MEANINGFUL WAY IN 10 YEARS.**



Ex Cisco CEO, John Chambers, believes that 40% of Fortune 500 companies will not exist in a meaningful way in 10 years from now. Reason is, they will fail to anticipate how fast things are about to change.

Artificial intelligence, virtual reality, self-driving cars, universal basic income, the blockchain—all those foreign words will be our reality in a few short years from today.

Those changes will not just transform our productivity. They will completely remodel our society and the way we live.



# Disruption.

## Nobody sees it coming.

When it comes to social change, it's not so much what people's ideologies are, or what people believe. Looking back on history, the big political and social changes happen when technology changes. And the most interesting thing is that nobody sees it coming.

As investor and author Mark Cuban says, automation will cause unemployment. Some experts are predicting mass-unemployment by year 2025. For example, according to Elon Musk, "Driving is one of the biggest employers of people.

And we need to find new roles for those people. It will be very disruptive and very quick."

Amazon is testing stores with no employees.

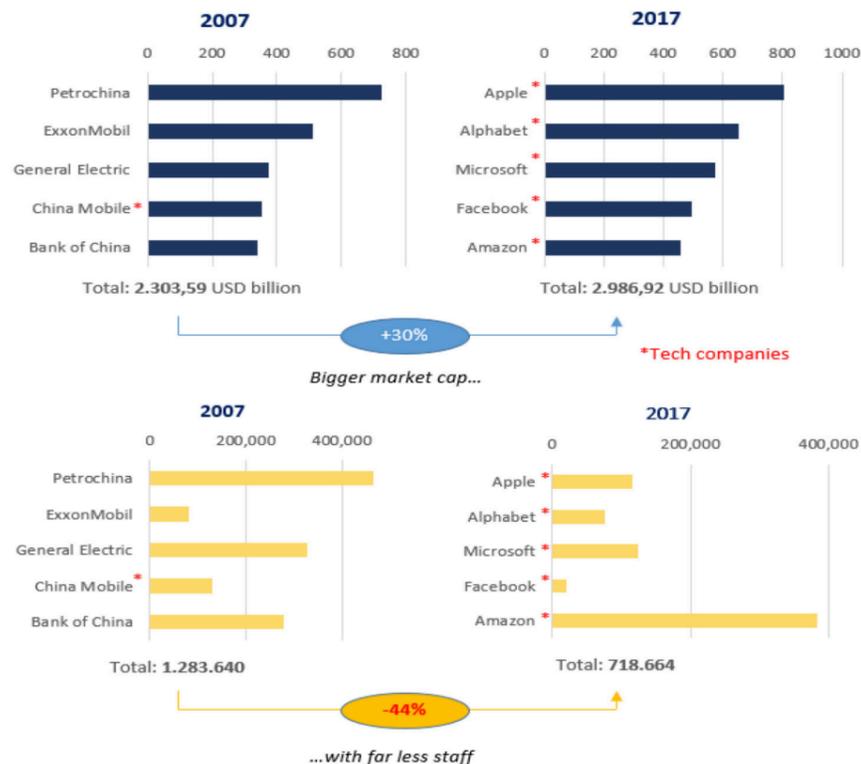
Warehouses are rolling out fleets of small robots to replace huge numbers of human workers.

That's 8 million people in the US alone.

It's not just manual labour that is affected by this.

In 2007, the biggest market cap companies were unrelated to the tech sector. In 2017, the biggest market cap companies are all in tech. And while their market cap is 30% greater, they employ 44% fewer people.

This trend will only accelerate.



Source: Financial Times Global 500 Rankings

Even if we are not directly affected at this moment, chances are that people around us are. Individuals, communities, the companies we work for, and the institutions we belong to, stand to be disrupted in the immediate future.

The vast majority of people are not ready. And because people make communities, those communities are not ready either.

Companies and enterprises are not prepared. They are not prepared because their employees, their business units, and leadership are not prepared. But what exactly do we mean by "not prepared"? What is it that we're missing? Is it information? Is it some training program?

## From Information to Transformation

We have more information than we can handle right now. As we are drowning in data points and information, our decision making is not getting any better.

We do not need more information or training; what we need is the transformation that comes from human growth.

As we grow, our capacity for complexity, our form of mind, changes. We see the world around us with different eyes and understand our inner landscapes from a different perspective.

Human growth doesn't stop when we become adults. Growth is part of what being human is. That's what we are here for. Growth is our innermost desire and need.

The Adult Plateau Fallacy is the mistaken notion that human growth stops at adulthood. This misconception was less of a problem during the industrial age. Back then, work experience and specialization were adequate because markets and production lines were predictable. But today's exponential change requires larger, more flexible, and complex minds. The need for human growth has never been greater.



ADULT PLATEAU FALLACY IS THE MISTAKEN NOTION THAT HUMAN GROWTH STOPS AT ADULTHOOD.



# Agility

According to research from the World Economic Forum, 35% of the skills necessary to thrive in a job today will be different five years from now.

## in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

## in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum



MODERNIZING TECHNOLOGY IS NOT ENOUGH. YOU NEED TO TAKE PEOPLE WITH YOU. THAT'S WHERE DECISIONS COME FROM. THAT'S WHERE THE FUTURE STARTS FROM. **PEOPLE.**

## Frame of Mind

Creativity, critical thinking, mental flexibility, empathy, perspective taking. We cannot send people to training courses to magically learn those skills. They have to grow into them. They have to learn “by osmosis,” in their every day life and work. They have to mature into a different way of doing things. As a senior ENPRO Industries executive says, “you don’t learn how to be a better listener by going to a better listener class. You learn how to be a better listener through practice.” Our frame of mind mirrors the communities we belong to, the way we work in our teams and organizations—the overall culture of our institutions. The greatest catalyst (or impediment) to human growth is the maturity level of the institutions we belong to.

## Learning Organizations

Our work over the years has taught us that the best way to encourage human growth is by focusing on the communities people belong to—their teams, their business units, their overall company culture. In this fast moving world, where competition evolves at breakneck speed, the capacity for centralized control is diminishing. Organizations are increasingly functioning in a decentralized way, empowering people to be autonomous decision makers. To contribute ideas to problems that are bigger than any of us. To participate in learning and growth for everyone involved: people, teams, communities and enterprises. Economic performance is a natural outcome of

human development. Financial and operational performance are linked with human development. **We call this, Dual Bottom Line.** Progression of human capacity happens through the performance of daily tasks. Development is not limited to specific occasions or events, but is ongoing in learning communities. We use the existing complexity of everyday business challenges to grow people. No training programs, no reporting on progress, no separate management process. **We call this, Nothing Extra™.** People grow and develop to the point where they can thrive in times of rapid change and escalating complexity. They become bigger, more agile versions

of themselves, so they can achieve more. They learn to let go of limiting and outdated assumptions and practices. They evolve into a fluid, flexible, and high-performing organization. **We call them, Learning Organizations.** Learning organizations see in terms of wholes rather than fragmented parts. They recognize the inherent interconnectedness of the world. Becoming whole is part of the human journey. It naturally taps into the human potential.



# Scaling Human Development.

## The greatest catalyst.

The greatest catalyst (or impediment) to human growth is the maturity level of the institutions they belong to.

Most organizations are built on social constructs (teams, communities, organizations) which are not primed for large scale human development. To allow those social entities (and their people) to grow, we need to provide the necessary support infrastructure.

### We call this “Frame”.

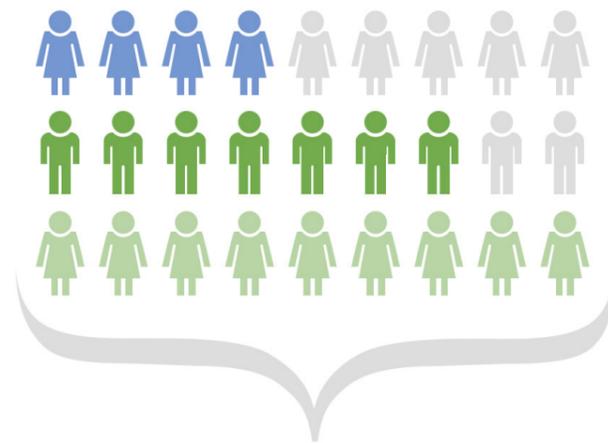
It is the structure that holds, shapes, and governs the progress of development. We like to think of

it as the “scaffold” that supports growth—at an individual, communal, and enterprise level.

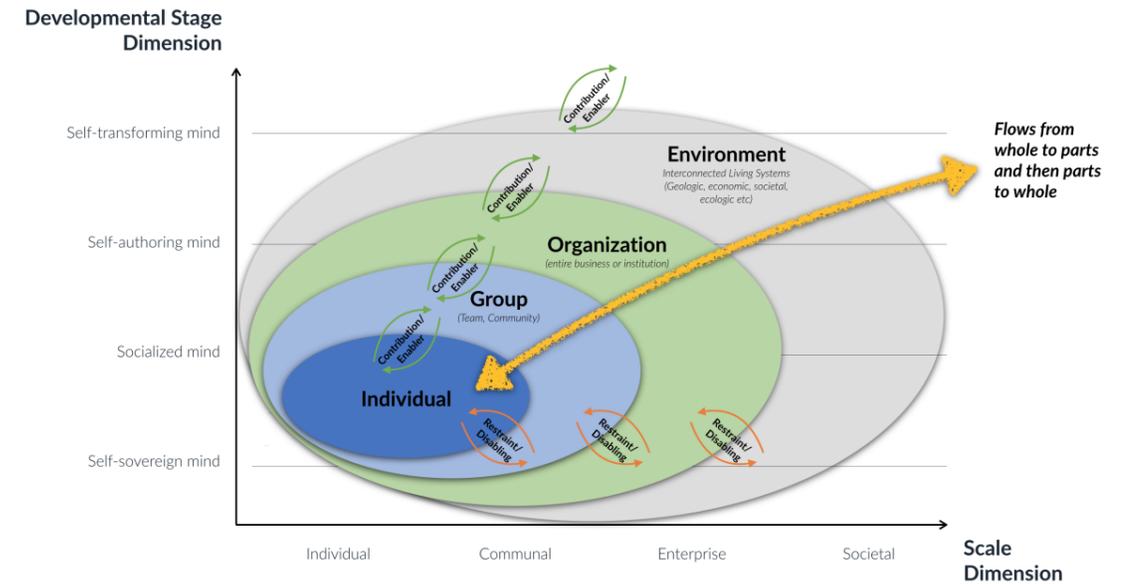
Raising this infrastructure is what activates development at scale. It forms the support system that holds all daily developmental practices that are at the heart of a Deliberately Developmental Learning Organization (DDLO).

Organizations that adopt this discipline will evolve into learning communities and knowledge-creating communities. This cultural renewal allows them to survive and thrive in times of change, uncertainty and opportunity.

This process taps into the latent potential that is present in all organizations.



FRAME



Our organizational renewal framework comprises eight non-sequential phases. We spiral through these steps, achieving an ever deepening understanding and maturation.

### I. Establish a Business Case that Inspires Excellence

What is the essence of your company and what is the community trying to create?

### II. Conduct Assessment and Field Setting Process and cultural change.

Define the essence of the company. Build a “social field” that sets the intent for the large-scale change.

### III. Clarify the Enterprise Operating Philosophy

Establish the system for systematic employee development (“scaffolding development”).

### IV. Build Capacity

“Line leaders teach.” Help leaders become educators. Scale development.

### V. Align Strategy and Culture Renewal

Build seamless, inclusive communities that support the exchange and multiplication of knowledge

### VI. Enterprise Redesign and Global Alignment

Redesign governance processes, organizational structures and global systems to enable knowledge creation and community contribution.

### VII. Knowledge Creation at Scale – Innovative Growth Platforms

Introduction to the principles of generative discovery. Teach business units to cultivate and lead knowledge-creating communities.

### VIII. Dual Bottom Line Performance Management

Performance management is the generative center of community formation. Establish performance metrics committed to both human development and financial performance.

We share a belief that all human beings have a potential to become much more than we are today. We can shape our lives to something better and we can improve the lives of others. We can improve the companies we work in and we can develop with them. Prosperous companies and thriving people are inseparable domains. Pursuing these possibilities is a choice each of us can make. We have seen the impact when people make conscious choices to develop themselves and we have seen what happens when this opportunity slips away. We want to dedicate our time on this planet to work with people and organizations to create a better future for themselves and the communities in which they live.

# Team.



**Bernhard Hilmarsen**  
*Principal at Searching for Leadership*

Bernhard has a long experience in the Energy and Consulting business. He is Norwegian with an established international career. In 2005 he decided to follow his passion for leadership development. He has since gained a deep expertise in this area. He brings a personal warmth to his practice, together with deep experience and wisdom gained over a long career.



**Dominic Miles**  
*Principal at Searching for Leadership*

Dominic is a developmental coach certified in the ITC coaching process, and an expert in developmental psychology. He led large-scale business transformation projects as a strategic consultant at Roland Berger, and has served as a business leader in diverse cultural settings around the globe. Dominic is driven by a passion for human growth and development, bringing this unique perspective to his practice. He is interested in the development and design of the “21st century organization”. One that fosters human growth, environmental and social responsibility, and economic performance.

**Kazimierz Gozdz**  
*Principal at Helix Group, LLC*



Kazimierz “Kaz” Gozdz is the principle at Helix Group LLC, an organizational development company based in Alamo, California. Kaz worked with The Decurion Corporation for a decade as the architect of their transformation into a developmental learning organization. He helped develop the Generon International Practice Model, and is a founding member of the Society for Organizational Learning (SoL).



**Max Zahariadis**  
*Communications*

Max is a communications strategist and editor. An engineer by training, Max believes in the discipline and clear thinking that powers written communication. He has worked for Accenture, Microsoft, Apple, Vodafone, and other multinationals, followed by smaller companies and startups. His work is featured in the NY Observer and other publications. Outside work, Max is a certified Yoga instructor and ethical diet enthusiast.

## Searching for Leadership

---

### Contact us

[bernhard@searchingforleadership.com](mailto:bernhard@searchingforleadership.com)

[dominic@searchingforleadership.com](mailto:dominic@searchingforleadership.com)

[www.searchingforleadership.com](http://www.searchingforleadership.com)

---

