

**SWINBURNE UNIVERSITY OF TECHNOLOGY TAFE**

**Dream Different to Be Different:  
A journey from imagining to capability**

CRICOS provider 00111D

### The Big Picture

- > Globalisation
- > Technological convergence
- > Digitally 'connected' world
- > Creative connected knowledge economy
- > Emergence of 'green collar' economy
- > Changing demographics
- > Widespread persistent skills/labour shortages

} > Human Capital Development  
} > Workforce Development

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### Resilience – Learning from Nature

“Resilience results from being able to face up to reality, improvise in the face of unfamiliar challenges, while finding a source of ‘meaning’ that encourages long-term thinking”

(Steven, D. 2008).

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Source: Steven, D. (2008). Resilience – what level? <http://www.gutenberg.org/cache/epub/54400/54400.html>  
Photos: <http://www.flickr.com/photos/andrews1000/17724/> <http://www.flickr.com/photos/robertoc/420011820/> <http://www.flickr.com/photos/robertoc/420011820/> <http://www.flickr.com/photos/robertoc/420011820/>

### The Heart of Resilience – Embracing Change

“Things change, and to ignore or resist this change is to increase our vulnerability and forego emerging opportunities. In so doing, we limit our options”

Brian Walker & David Salt, 2006

“By understanding how and why the system as a whole is changing we are better placed to work with change – instead of being a victim of it.”

Brian Walker & David Salt, 2006

- Learn to live with change & uncertainty
- Nurture diversity & adaptive capacity
- Enact flexibility to act on opportunities
- Enable self-organisation

Pearson, L. 2008

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Source: Walker, B. & Salt, D. (2006). Embracing Change – the heart of resilience. [http://www.stonemart.com.au/press/press\\_releases/the\\_heart\\_of\\_resilience.html](http://www.stonemart.com.au/press/press_releases/the_heart_of_resilience.html)  
Pearson, L. (2008). Mapping resilience thinking for sustainable development. <http://www.resilience.org/files/ResilienceThinking20080225212721.pdf>

### Building an Organisation as Nimble as Change Itself

- Innovation is everyone's job, every day
- Everyone gives their best
- Highly engaging work environment
- Escaping the shackles
- Be Bold
- Clear community of purpose
- Flexible allocation of resources
- Minimal drag from old mental models
- Dramatic acceleration in strategic renewal

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Source: Hamel, G. & Prahalad, C. (2007) The Future of Management Harvard Business School Publishing

### Communication Challenge

Difficult challenges include:

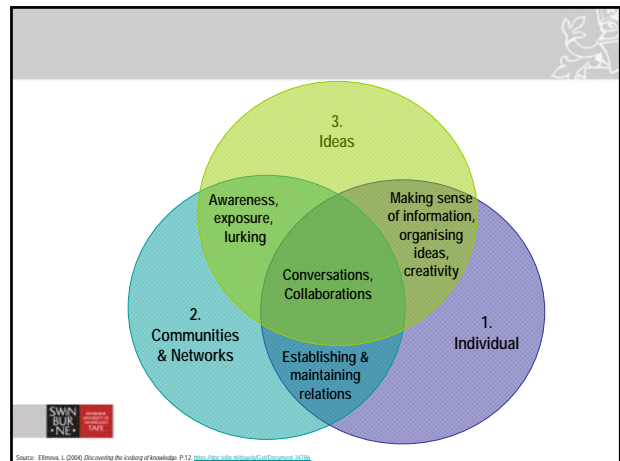
- igniting change
- communicating who we are and what we stand for
- managing our brand
- stimulating and incentivising collaboration
- taming the grapevine
- communicating the future

These challenges are ill-suited to conventional approaches to communication

So how do we decide what strategy to use? . . .

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Source: Denning, Steve. 2005. [http://shreddingmytepid.com/love\\_denning/2005/05/narrative\\_x\\_2.html](http://shreddingmytepid.com/love_denning/2005/05/narrative_x_2.html)



### Story telling

- > People:
  - think in stories
  - talk in stories
  - communicate in stories
  - dream in stories
- > Narrative and imagery are powerful in:
  - painting the vision of the future
  - engaging hearts and minds
- > You need to know how to use story to move people.
- > In change management you replace existing stories with new ones about the future

*"Story can be used to persuade, motivate, and inspire in ways cold facts, bullet points, and directives can't"*

Annette Simmons, *The Story Factor*

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### Every business has a story

- > To understand an organization, you need to listen to its stories.
- > "To change the 'culture' of an organisation, finding the right guiding metaphor is just about the most powerful, and certainly the cheapest and most elegant way of doing so". (Nick Owen)
- > "Metaphors can be told as stories or shown as visual representations, or felt as experiences. Or as a combination of all three". (Nick Owen)

*"The best stories engage employees in a higher sense of purpose, a better future and create a link between individual's effort and capacity to positively bring about change."*

Human Synergistics International, *In Great Company*

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- > Stories work because:
  - they affect people at an emotional level
  - people tend to remember a story
  - they enable us to connect with people, and help them feel part of a community
- > Remember:
  - Choose language carefully - it must resonate with the 'audience'
  - Build stories with the audience front of mind & with their 'voice'
  - Keep messages simple
  - In the absence of an organisational story people will create their own

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### Dream Different, Be Different . . . Invest in Possibility

- > Organisations "fail to create the future not because they fail to predict it but because they fail to imagine it"
- > "Individuals who get startled by the future weren't paying attention"

Hamel, G. (2002)

*"The tools of the mind become a burden when the environment which made them necessary no longer exists."*

Henri Bergson

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## Imagining a Future that doesn't exist . . .



- > Its not about speculating on what might happen, but imagining what you can make happen
- > People must be able to 'feel' the future so they can engage with it.
- > Often "the premium placed on being 'right' is so high that there is virtually no room for speculation and imagination"

Hamel, G. (2002)



Source: Hamel, G. (2002) *Leading the Revolution*. Harvard Business School Press  
Photo: <http://www.flickr.com/photos/stephenj/2417292324/>



- > Shine a light on the future . . .



- > . . . to illuminate the path from the present



Photo: <http://www.flickr.com/photos/20188855000/2417292324/>

## Thoughts to dream by . . .

- > At the core of every transaction is the human experience. *Have Heart.*
- > Authenticity matters. *Be true to yourself.*
- > Misfits make more interesting bedfellows. *Dare to be different.*
- > Seek beauty. *Discover other ways of knowing.*
- > There's a world of infinity in details and so much to know. *Go slow.*
- > Know that there is no normal. *Embrace diversity.*
- > We manifest what we believe. *Understand your values.*
- > Nothing makes sense alone. *Appreciate the connectedness of all people and all things.*
- > Have hope. *Build a bridge to the future.*
- > We imagine our own reality.



Source: Wojcik, T. (2008) *Return on Imagination*. *InterFuture 2008 Conference*. <http://www.swinburn.com.au/index.htm>



"Whatever you can do,  
or dream you can,  
begin it.

Boldness has genius,  
power and magic in it."

(Goethe)



Photo: <http://www.flickr.com/photos/cappelen/2294265193200/>