

update

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Enthum Newsletter

Issue No 8 - November 2009

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Dear ,

Welcome to **Update**, our regular newsletter. We value our connection with you and hope you find this edition interesting. Feedback or comments are welcomed.

Let your people drive innovation - Hussein Dickie

'If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.'

- Antoine de Saint Exupéry

The Internet has given power to the individual as no other media or network has done before. We take charge of every aspect of our lives; we choose, compare, purchase and now even design products online, become our own travel agent, rate the quality of purchases, and are the helpline of our problems. We've become increasingly inventive about how we manage to protect our individuality, and get what we need to prosper in spite of the relentless speed of change. It is this self-determination that creates innovation.

As a result, integration between target markets and suppliers has risen exponentially. Businesses have become more dependent on individuals as they outsource much of what they use to do for their customers. As we spend more and more time on the web, a history is created that allows suppliers to analyse our behaviour and tailor their offerings. Companies need to be responsive as never before.

Innovation is key to achieving our goals and strengthening our sense of purpose, it is no different for businesses. Some companies understand that in order to innovate, their employees need to bring this self-determination to their work place. Smart business leaders create a culture where innovation is encouraged. Creating this culture means:

1. Clarity of purpose, so that employees can feel the value of their contribution
2. Understanding the values that guide how this purpose is achieved. This will attract the right employees and create alignment to purpose and vision.
3. Developing innovation strategies that will nurture and capture the creative efforts of the people.

SME's can learn from large corporations and translate ideas to suite their scale and scope. Google has found that 80% of their





innovation comes from the 20% of time employees freely explore whatever they want. 3M made innovation a strategic theme. Divisions are required to generate 30% of their revenues from new products and scientists 15% of their time working on whatever interests them. 3M also has an active internal venture capital fund, preserves a dual career track to encourage innovators to remain innovators, rather than becoming managers, and 3M grant prestigious awards for entrepreneurial success.

Companies need to be systemised and structured and many manage this well, but they don't always get the full potential of their people. Innovation sits at the other end of the scale. It happens where there is freedom to explore, where people play, where nobody is put in a box, where there are few rules, little control, and no right or wrong. It happens when chaos finds new shapes, and can form around the greater purpose and vision.

If employees spend a few hours each week —or even each month, on whatever they want, there will be surprising results. They will likely brew the potion that will take the company leaping towards the big audacious goals that fulfill its purpose.

Shaping this process will need some guidelines and will depend on what best suits the type and size of the company. It is powerful to have peer-groups that meet and share regularly. Over time, teams often gravitate to the same projects and leverage the potential for creativity, often with solid results. The CEO or executive team keeps in touch with progress, but is not part of any team, so that nothing inhibits a creative process to evolve.

When people understand, feel and connect to the company's vision, they will learn '*to long for the endless immensity of the sea*' and will make good use of this 'free' time.

One good idea, many benefits - Lilliana Gibbs

One of the ways we innovate at Enthum is by road-testing workshops with a group of friendly colleagues. These 'taster sessions' are opportunities to try new ideas and gather detailed feedback.

It's been a very useful and rewarding process for us, with many benefits, including some that we didn't anticipate.

- A number of the workshops we now offer have grown through this system, like *Intuitive Leadership*, and other processes have been added to the coaching toolkit or have developed further for specific clients.
- It's been a way for us to directly experience the work of gifted practitioners and for finding people who share our values — many of whom have become Enthum associates.
- It's a pleasurable way to stay connected with colleagues and to share professional development, particularly with our associates.
- We have benefited from experiencing some wonderful and sometimes challenging processes, and so engaged in our own development.
- Over time this flexible group of coaches, facilitators, consultants and specialists has become a valuable network, within which other collaborations have evolved.

Over the past two years, and we've shared workshops using mind mapping, voice work, movement, problem resolution, story-telling, constellations, imagework, mindfulness and optimism. These have supported the development of techniques that challenge and compliment cognitive thinking. Processes that help people connect with their drivers and purpose, and develop the vision and strategy of their companies.

Taster sessions continue to be a valuable part of what Enthum does, it's satisfying to find fresh approaches in our work and is a great way for us to live some of our values;

- **exploring and challenging ourselves**, committing to learning and change and seeking

good feedback.

- **enjoying what we do**, appreciating that using and growing our talents can be rewarding, challenging, creative and fun.
- **seeking partnerships to** help us extend valuable services to our clients.

Interesting finds we like to share:

The Spider and the Starfish

The Unstoppable Power of Leaderless Organisations by Ori Brafman and Rod A. Beckstrom

'If you cut off a spider's head, it dies; but if you cut off a starfish's leg, it grows a new one, and that leg can grow into an entirely new starfish. Traditional top-down organisations are like spiders, but now starfish organisations are changing the face of business and the world.'

This book is a sober but enlightening account of the issues of centralisation (spider) vs. decentralisation (starfish), and the need for companies to find their 'sweet spot' on this continuum between accountability and innovation. Some of the stories are familiar and others are not. But the starfish/spider framework casts new light on them all. This brilliant metaphor is likely to become common parlance.



All best wishes,

the Enthum Team



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