Adapt & Positively Disrupt

www.adaptivespace.net

More Change in 5 years than last 50

WAYMO

BIRD

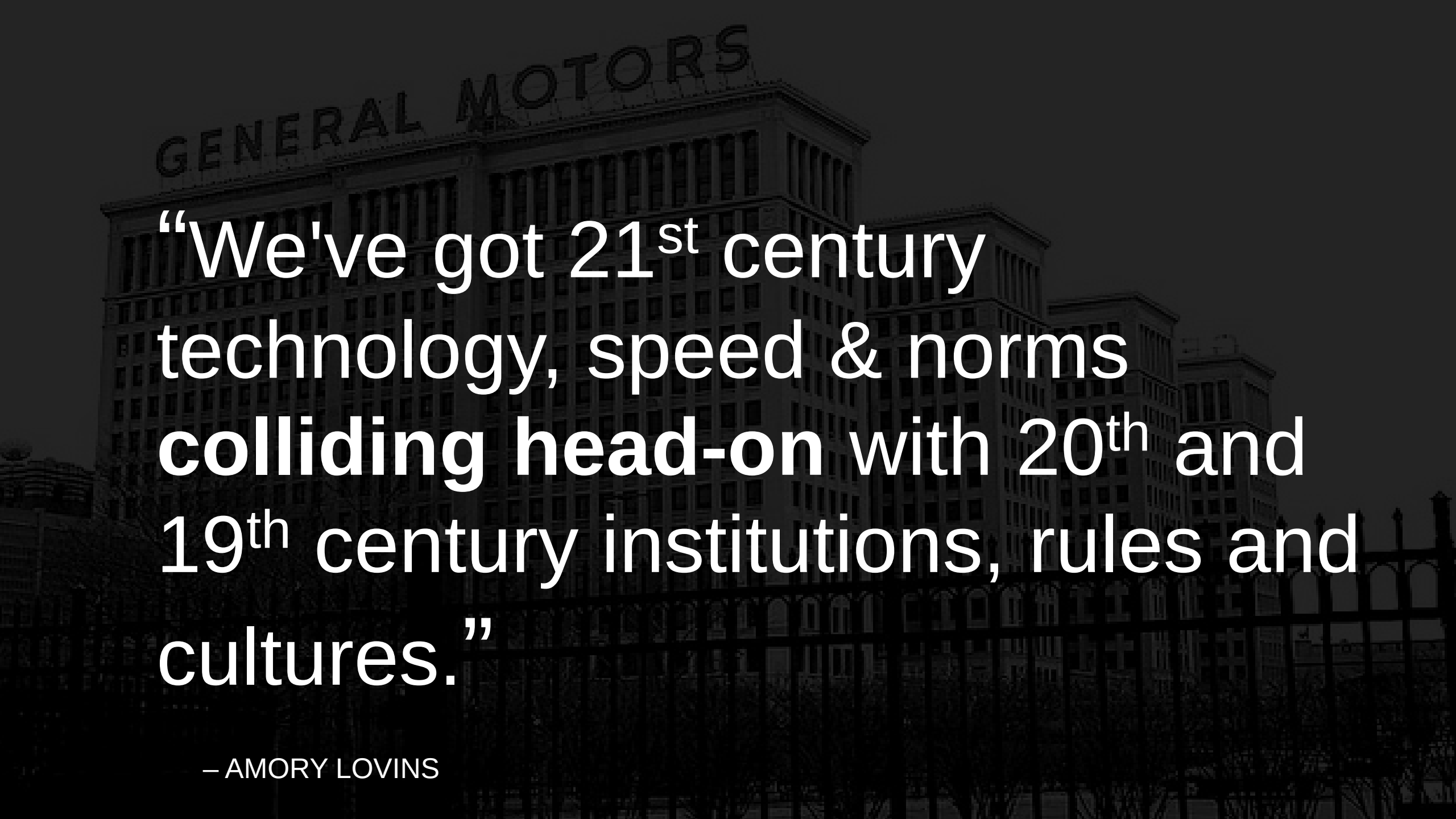
TESLA

cruise

intel

MAVEN
CAR SHARING

lyft

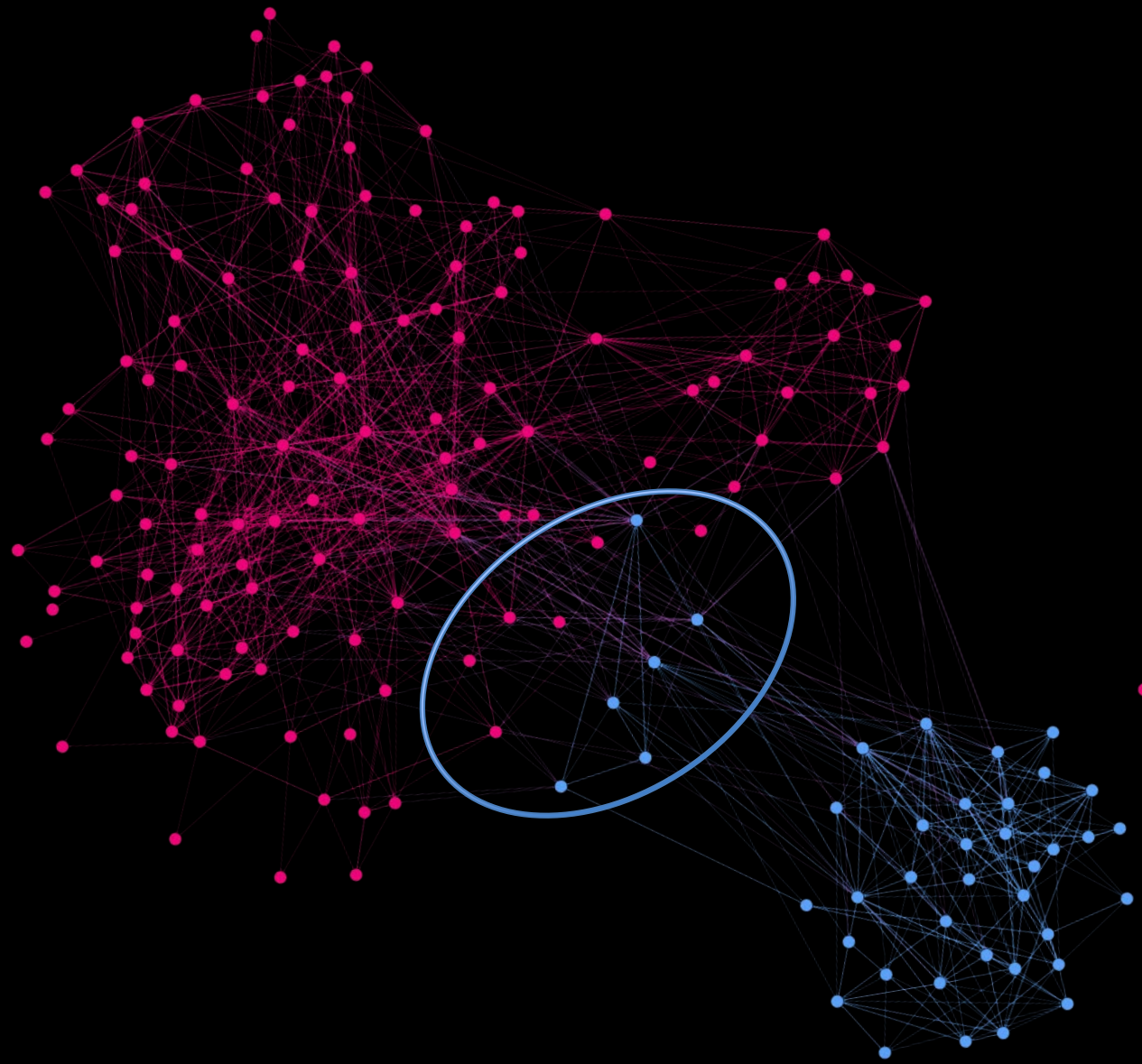


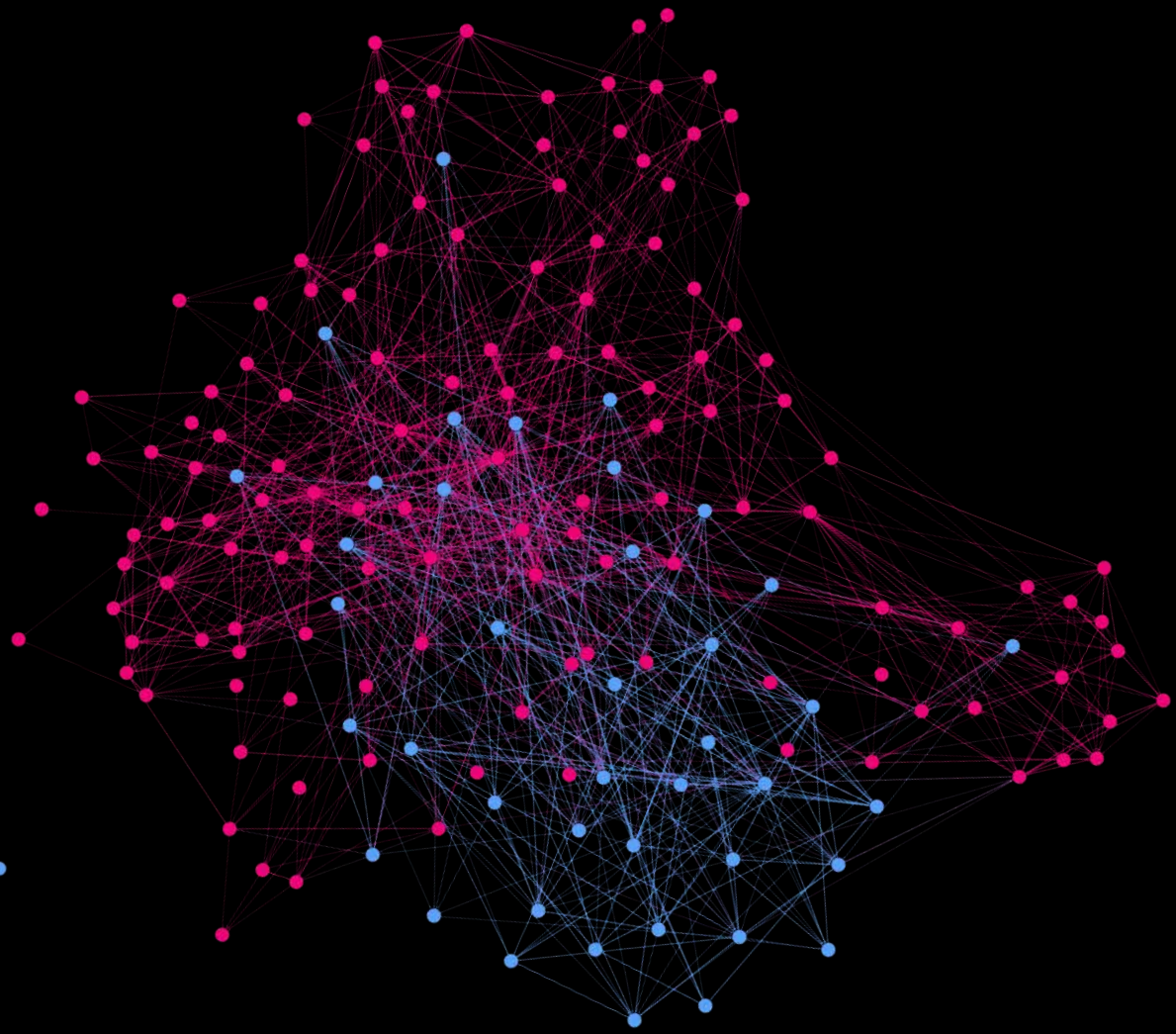
"We've got 21st century technology, speed & norms **colliding head-on** with 20th and 19th century institutions, rules and cultures."

– AMORY LOVINS

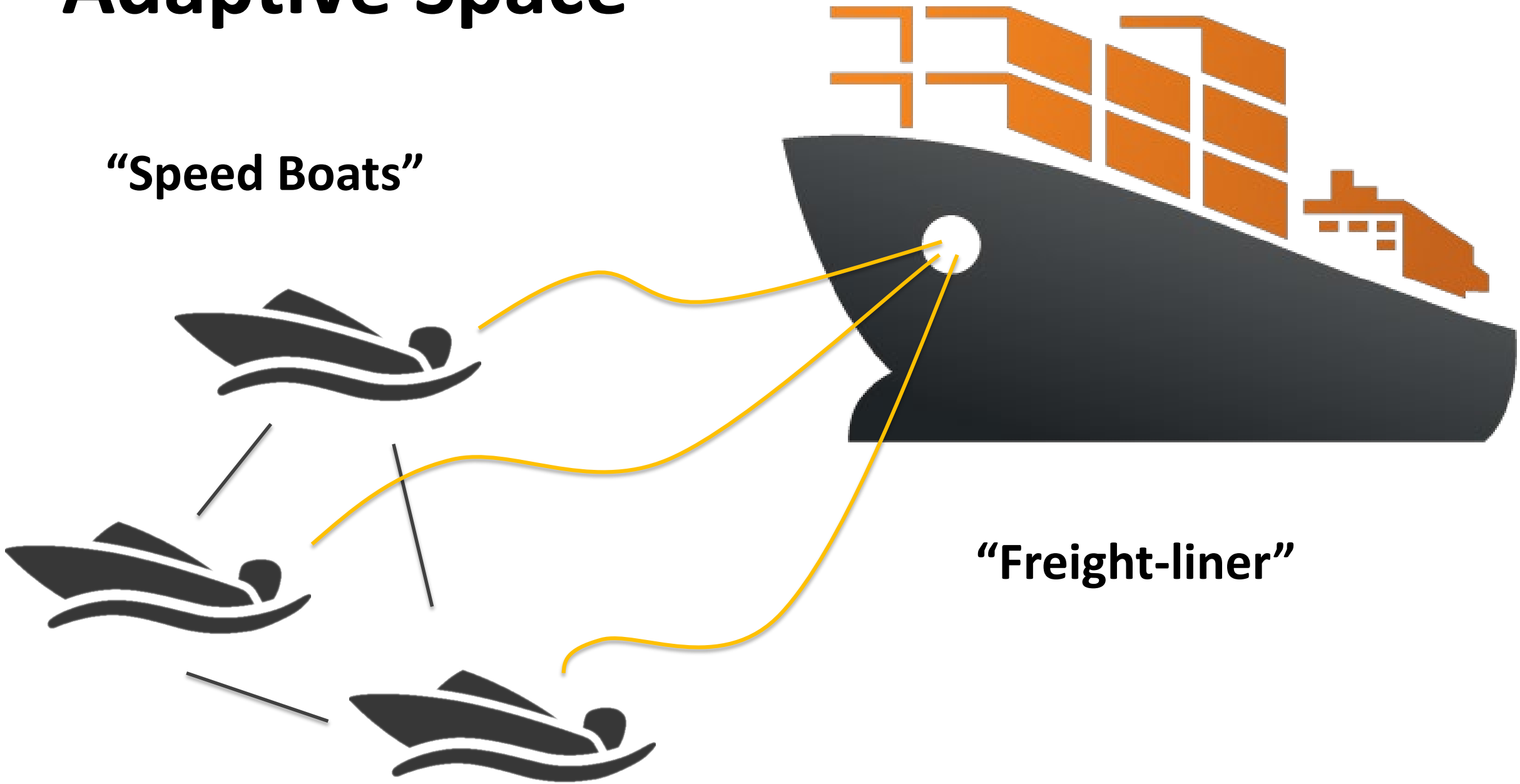
Financial Services Acquisition

Major Breakthrough Innovations



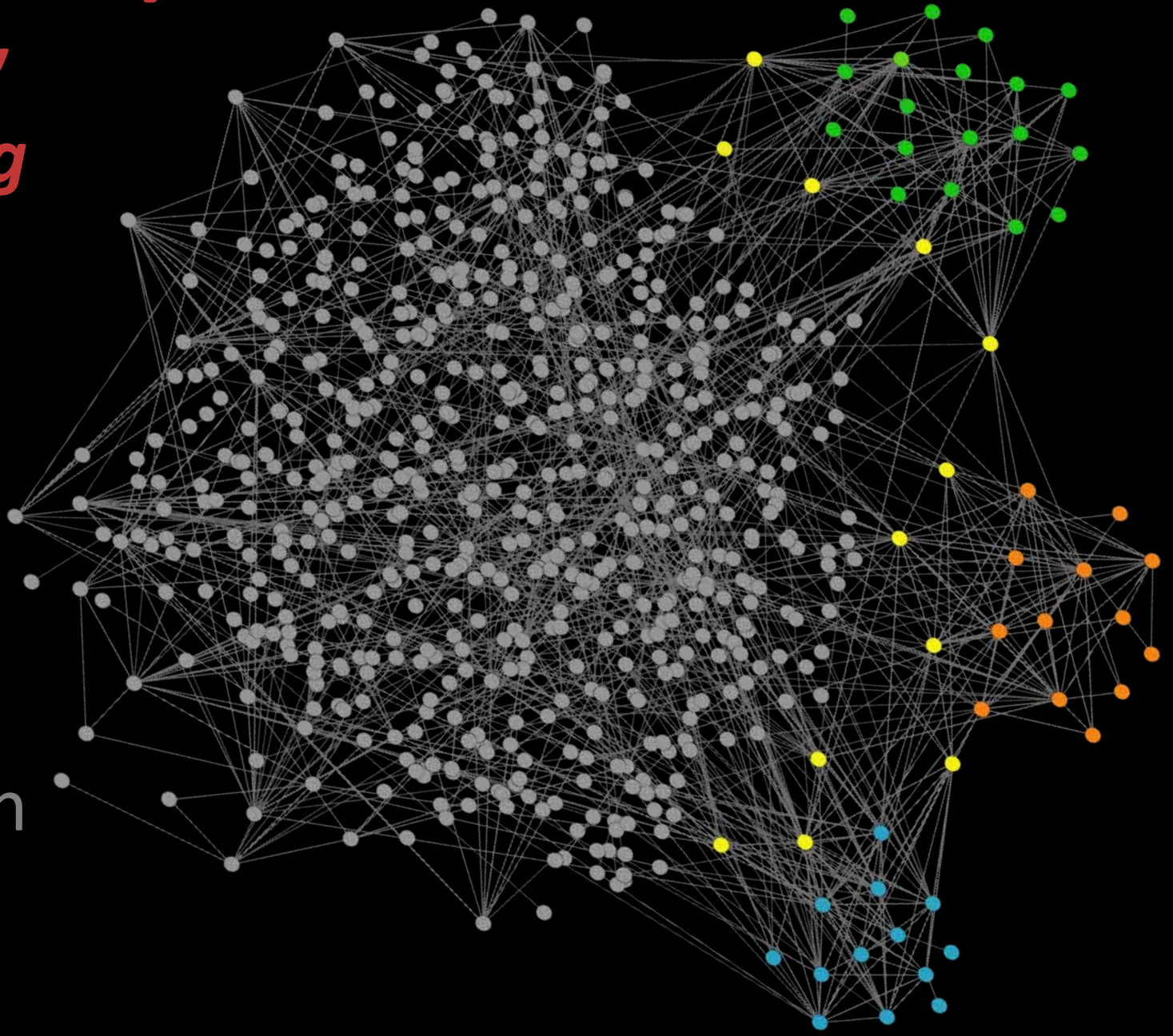


Adaptive Space



Adaptive Space:

positively disrupting

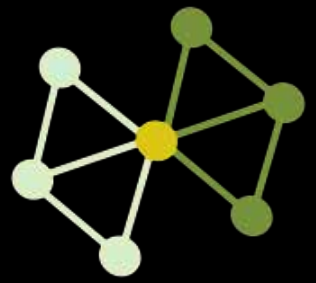


Cohesive teams increases speed & Development by up to 20%

Bridge connections increase Discovery by 25% & Diffusion by 30%

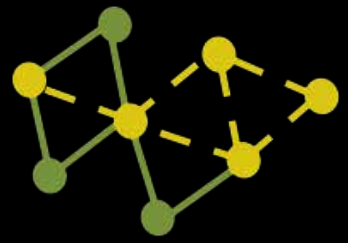
Tight core improves Execution

4 Social Arrangements

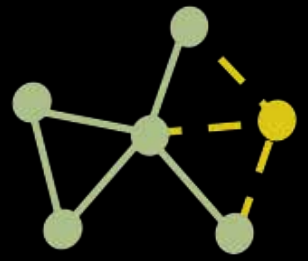


Discovery – interactions that trigger novel ideas, new insights, and learning that lead to adaptation

Development – local interactions within cohesive teams to facilitate idea elaboration and refinement



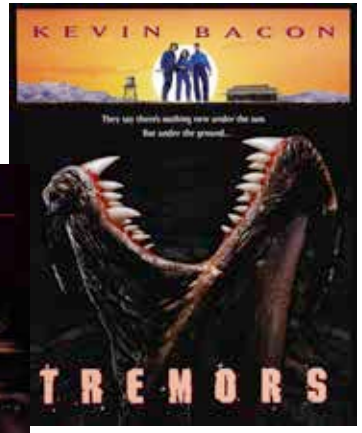
Diffusion – interactions to move concepts across the broader organization to enable scaling

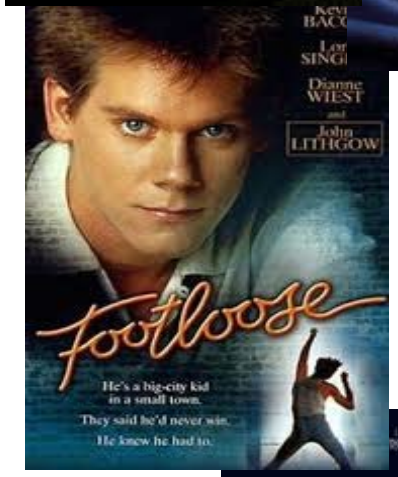


Disruption – interactions to overcome the stiflingly effects of formal structure and enable network closure

6 Degrees of Separation

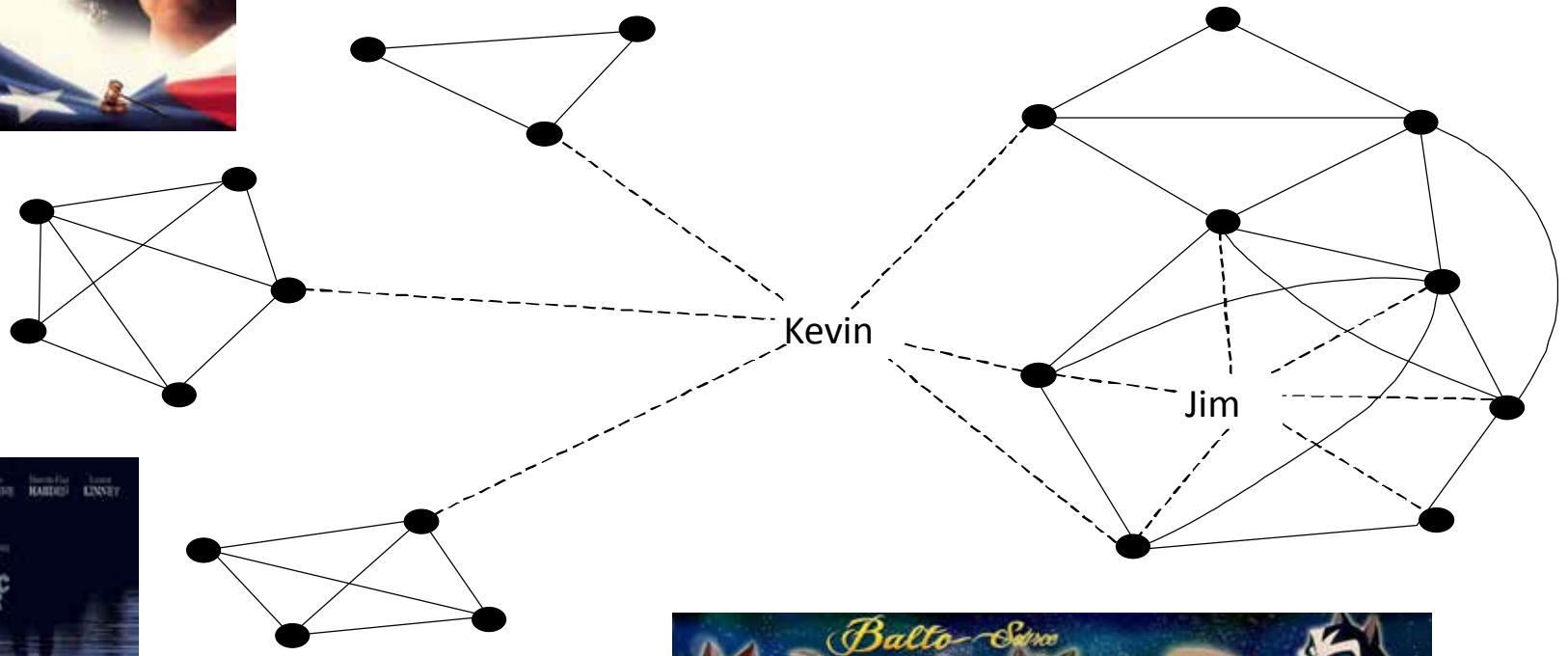
A FEW GOOD MEN


KEVIN BACON
TREMORS


Footloose
He's a big-city kid
in a small town.
They said he'd never win.
He knew he had to.

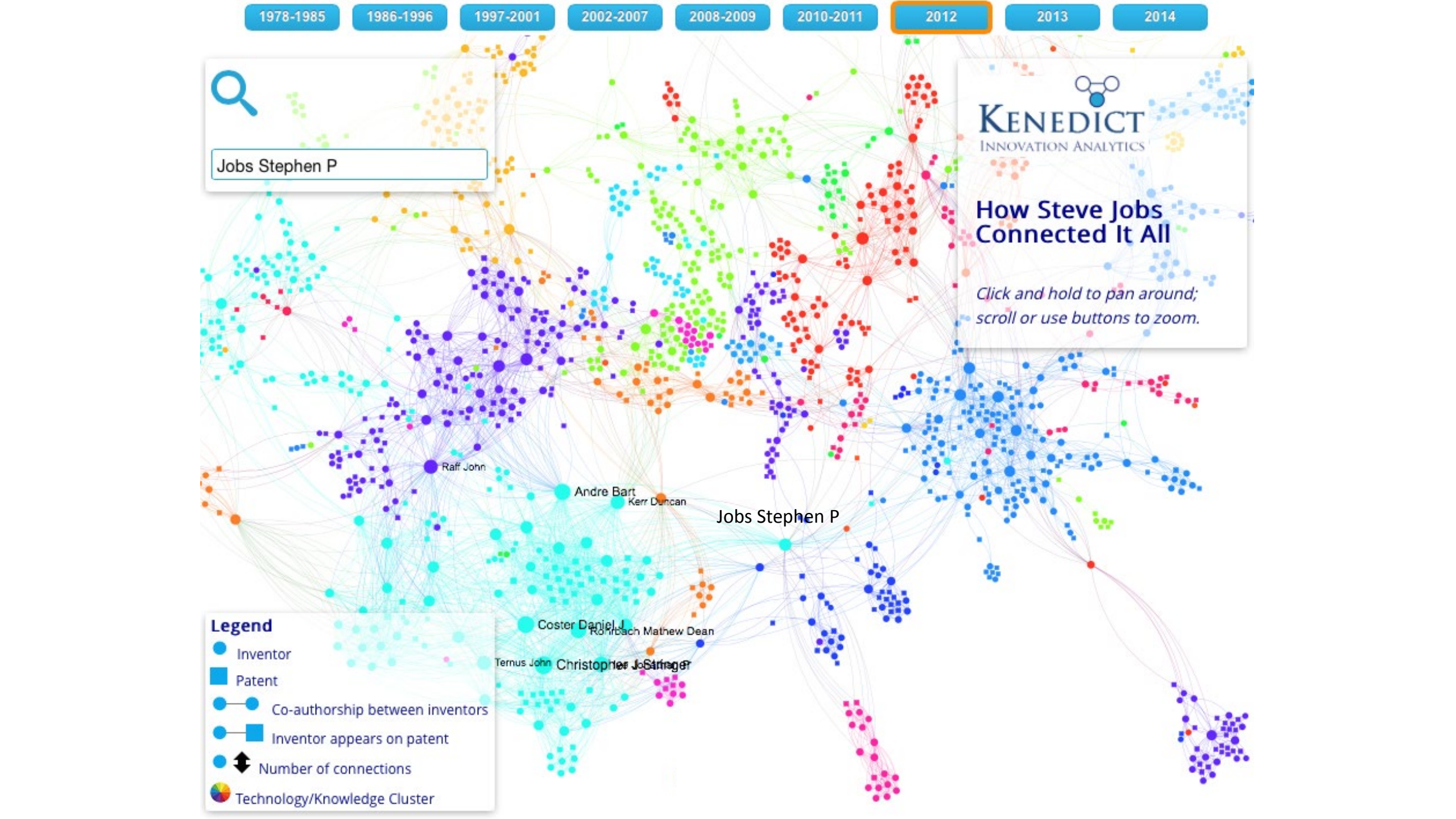
MYSTIC
RIVER

Comedy


Kevin
Jim

Balto-Savoo

He Said,
She Said


1978-1985
1986-1996
1997-2001
2002-2007
2008-2009
2010-2011
2012
2013
2014
Jobs Stephen P
KENEDICT
INNOVATION ANALYTICS
How Steve Jobs Connected It All
Click and hold to pan around; scroll or use buttons to zoom.
Raff John
Andre Bart
Kerr Duncan
Jobs Stephen P
Coster Daniel J
Ternus John
Legend
Inventor
Patent
Co-authorship between inventors
Inventor appears on patent
Number of connections
Technology/Knowledge Cluster

Network for Discovery…

MAVEN

the Muckers

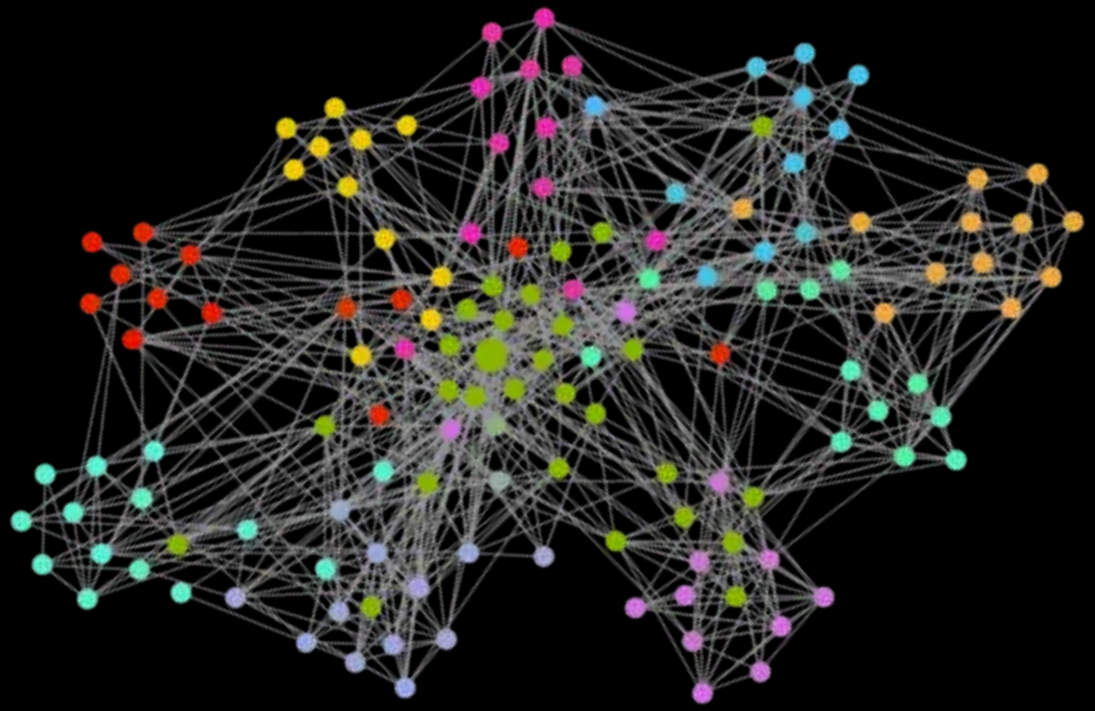
amazon

Two Pizza Rule

- Small and Nimble
- Single-purpose
- Highly decoupled
- Connected through APIs

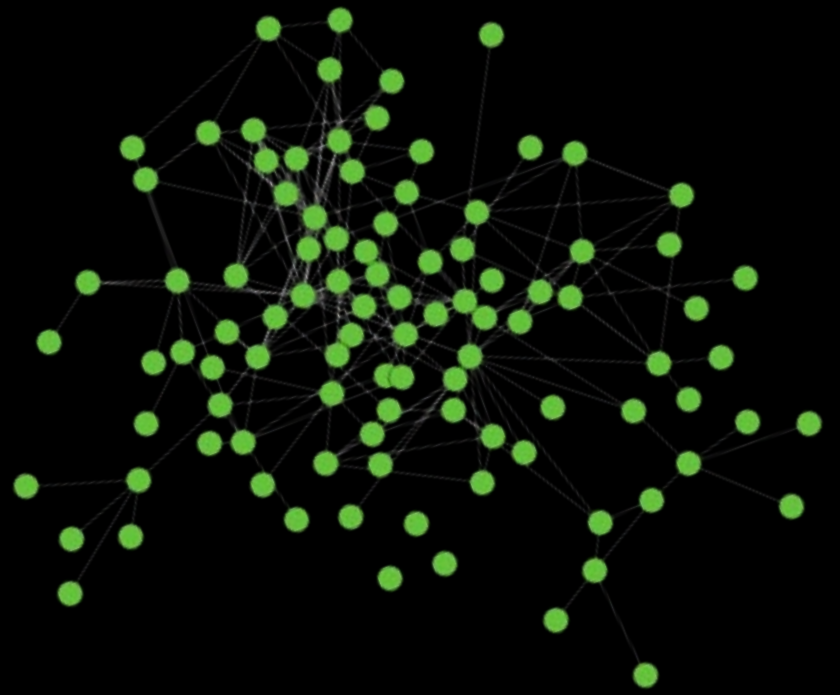
cruise

Speed Network



- 123 nodes (contacts) inside group
- 727 connections
- Avg. Clustering Coefficient = .296
- Density = .080

More Typical



- 99 nodes (contacts) inside group
- 232 connections
- Avg. Clustering Coefficient = .131
- Density = .044

GM2020 CO:LAB

6.2.14 | 1PM-7PM
GRAND CIRCUS
1570 WOODWARD AVENUE
DETROIT, MICHIGAN 48226

6.3.14 | 8AM-1PM
INNOVATION XCHANGE
GM LEARNING CENTER – REN CEN
BETWEEN TOWERS 200 & 300

FOR MORE INFORMATION,
PLEASE CONTACT INNOVATIONXCHANGE@GM.COM

SARAH, 31 YEARS OLD

THE: New brand manager from a strategy consulting background who is optimistic and passionate about working at GM

QUOTE: "That's such an interesting idea! Let's try it out and see how it goes."

ABOUT: Sarah is a 31-year-old new hire at the Performance Center. She was born and raised

GOALS/TASKS: Sarah loves doing a great job and worked in auto, but was hired because her interv her enthusiasm and new ideas for the brand. She to try new things because she is willing to try them Flexible when she, or someone she works with, un

NEEDS/IMPLICATIONS: Sarah wants to feel that what she does so that she is more engaged with more connected to the company as a whole.

FEARS AND FRUSTRATIONS: Sarah expected the was used to, but was still shocked at how lost and No one took her to lunch, barely anyone introduc close camaraderie she felt with her colleagues wh

Sarah also wants to connect with more people ac change and help GM win. She's starting to realize it herself and force her ideas through with the po so far have a "same old" attitude. She gets the se enthusiasm behind her back. However, she does h working with her, so she's been focusing on instan

BEN, 45 YEARS OLD

THE: Tenured senior employee with an offer from another company

QUOTE: "I don't think that would work in our market."

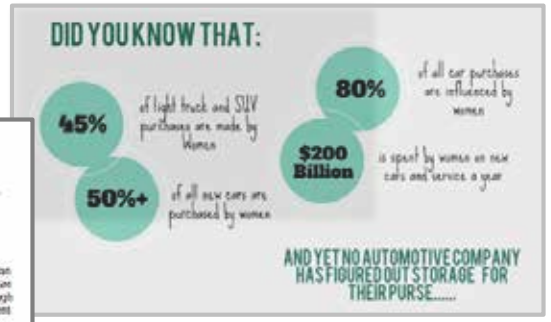
ABOUT: Ben is a 45-year-old VP in GM's Asian business unit. He has been an employee at GM for about 15 years, working his way up through various engineering and product development roles, and he has been a VP for three years. He holds a degree in mechanical engineering from Cambridge University and an MBA from INSEAD. He lives in China with his wife, and his two children are attending university at his alma mater in the UK.

GOALS/TASKS: Ben is proud of how far his career has progressed at GM. Lately, he's been feeling as though there is no more upward mobility at GM, especially since he doesn't live in Detroit. He really enjoyed the time he spent living in the UK when he was younger, and was recently recruited to become EVP of a large manufacturing firm based in London, England. Ben and his wife have been contemplating moving to London, since their children both live near there and this would be a great career progression for Ben.

NEEDS/IMPLICATIONS: Ben needs to feel like his contribution matters and that there are career growth opportunities for him at GM, but right now, at least, this doesn't seem to be the case.

FEARS AND FRUSTRATIONS: Ben really likes his colleagues, but he has not been very excited by his work lately. He is frustrated by the stall in his career and his unit's poor performance recently. There is a lot that affects his unit that is beyond his control, but he worries his progress is suffering because of it. He fears that he is falling behind his peers in terms of status, salary and impact.

WHY IS HE A CHALLENGE?: Ben already has one foot out the door, with familial ties pulling him even more strongly to leave his job. There would need to be a drastic change in his circumstances to enable him to stay and thrive at GM.


DID YOU KNOW THAT:

45% of light truck and SUV purchases are made by Women

50%+ of all new cars are purchased by women

80% of all car purchases are influenced by women

$200 Billion is spent by women on new cars and service a year

AND YET NO AUTOMOTIVE COMPANY HAS FIGURED OUT STORAGE FOR THEIR PURSE.....

CO:LAB 4-CARGO MANAGEMENT

Challenge:
How can we re-imagine the cargo management system in order to exceed customer needs and expectations?

30% of the revenue from accessories comes from cargo management!

2/3 of the top accessories purchased for full line trucks were related to cargo management.

Workplace Design

Focus: It's a balancing act.

Collaboration: CO:LABboration is key

Social: Serendipity at work.

Learning: A Learning Culture.

BUILDING A CULTURE TO WIN IS A TOP PRIORITY
1 OF 5

COMPANY-WIDE INCREASE IN ENGAGEMENT FROM 2012-2014
16%

IN 2016, WE'RE SURVEYING
220,000 EMPLOYEES

GM NAMED 'BEST PLACE TO WORK' IN FOUR COUNTRIES
4

CO:LAB CYCLE

1. IDEATE
It's time to activate both sides of your brain to come up with as many solutions as possible to your Core Challenge statement. Disregard any potential restrictions and focus on generating as many ideas as possible!

TIP: If you get stuck use a fuel card, visit a fuel station or ask a mentor.

2. PROTOTYPE
A prototype is a "quick and dirty" way to test your solution. The format for a prototype varies widely depending on your solution, resources available and the ingenuity of your team. Your prototype could take the form of a drawing, a skit, wireframes for an app or website, a 3D model using available materials, an interview, a Q&A session, etc. Be creative, and don't be afraid to ask the mentors for help.

TIP: If you get stuck visit the prototyping fuel station.

3. COLLABORATE
Once you have a prototype, you can share it with mentors and fellow participants in order to get feedback. This will enable your team to learn what works, and what doesn't, so that you can rapidly iterate to create a continuously improved solution.

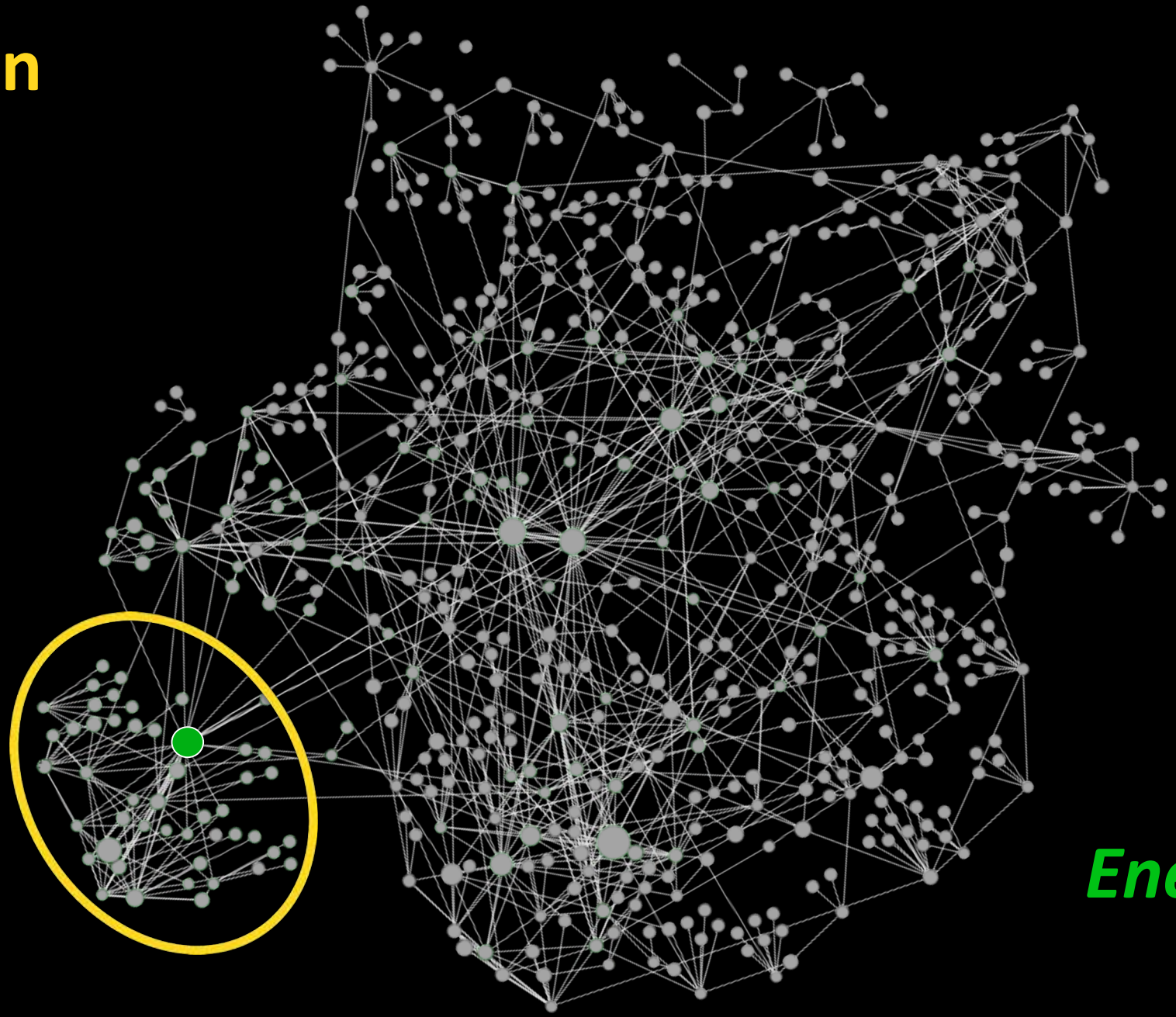
TIP: If you get stuck use a fuel card, visit a fuel station or ask a mentor.

4. REVISE
Once you've gathered feedback on your solution, your team can regroup and discuss how to make it better.

5. REPEAT
Repeat steps (3-7)
Throughout the hours of CO:LAB, you can and should go through multiple iterations of ideating, prototyping, collaborating and revising. This process is about continually learning and improving to come up with the best solution in a short period of time.

I try to make myself happy because I know that if I'm not happy, my colleagues are not happy and my shareholders are not happy and my customers are not happy ~ Crazy Jack Ma

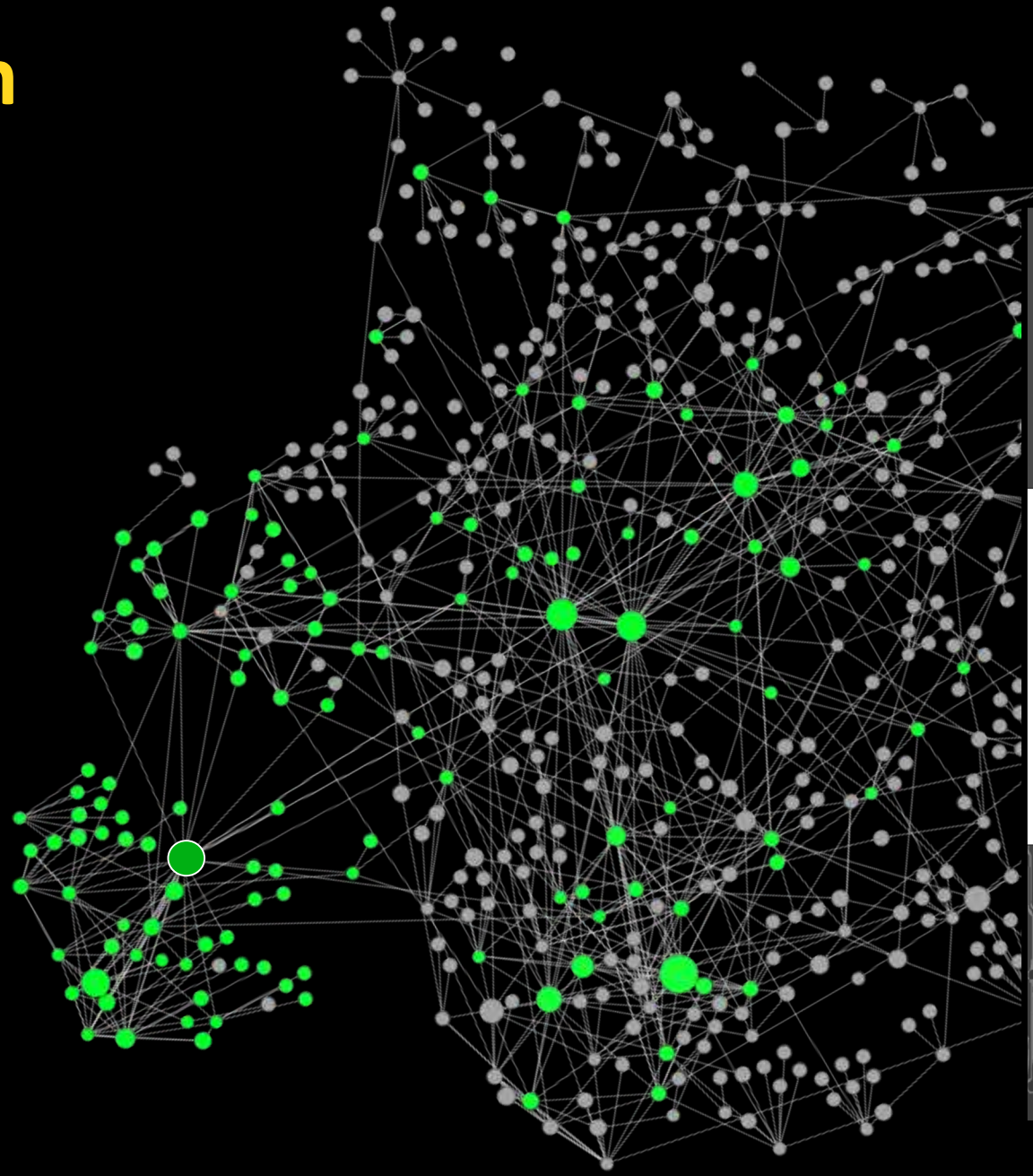
Seeding a Network for Diffusion

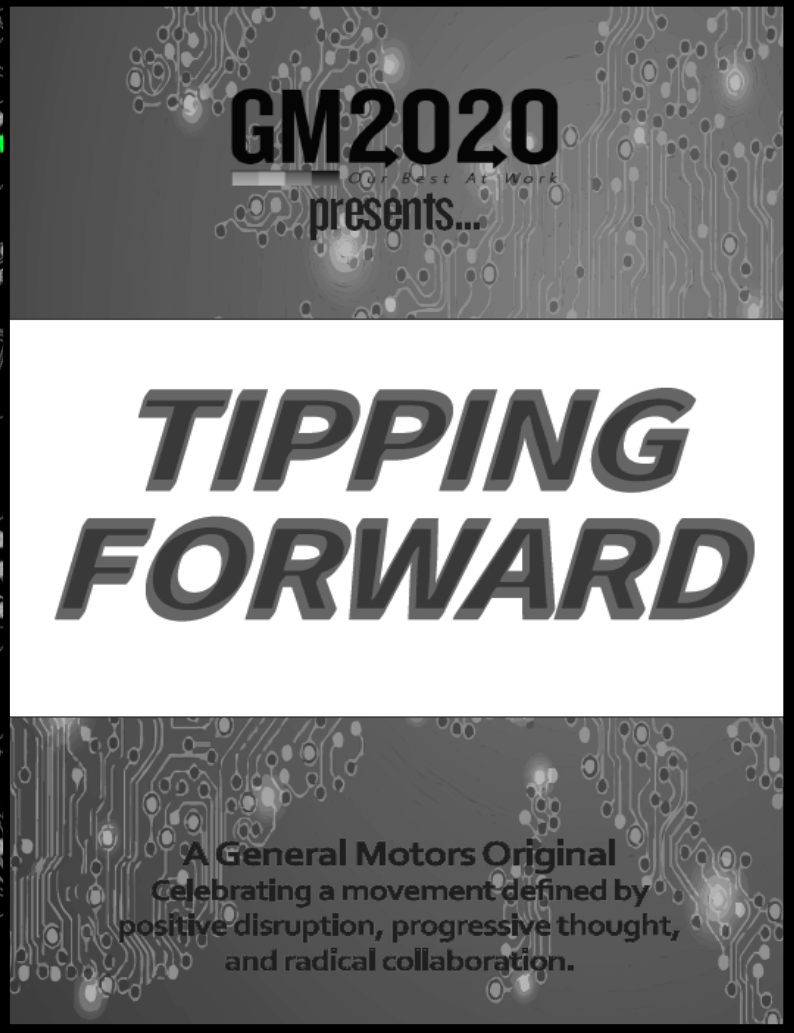


Energizers

Seeding a Network for Diffusion

Activate 31%

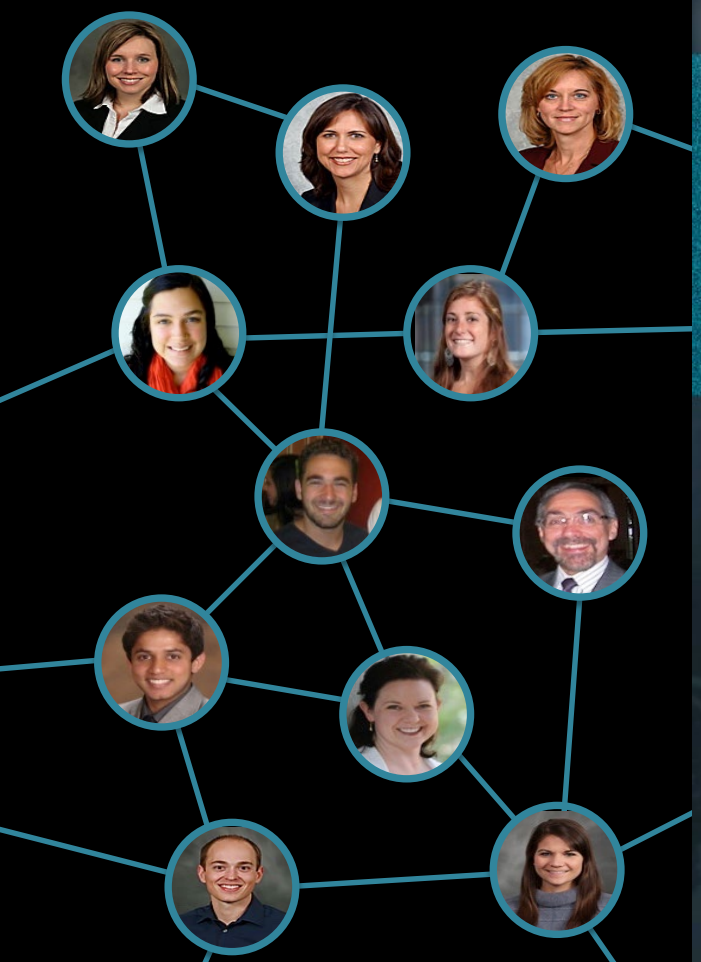


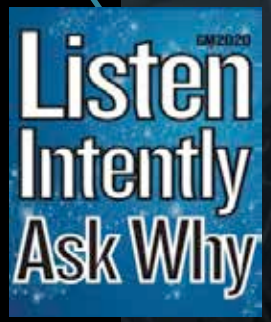


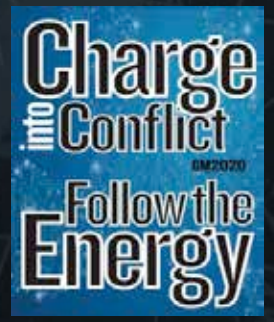
Energy Clusters in an Organizational Network

Avoid energy holes

Find Positive Pockets







GM2020 Our Best at Work

POSITIVELY DISRUPT THE WAY WE WORK

At GM we have set out to positively disrupt the way we go about our business. GM2020 is about everyone working together to reimagine and reshape the way we work. Join us to become members of a core group of change agents – people who are helping GM become the workplace it needs to be in today's competitive world. Look through this site to find ways to learn more, participate in an organized GM2020 event, find a local group of like-minded change agents, and share success stories.

WHO WE ARE: GM2020 IN 20 SECONDS

SUCCESS STORIES

CO:LAB A Narrative By: Tessa Allen

Making Change Tangible

TED Talks Go Live, GM Style

GM2020 Tipping Forward

GM OverDrive: GM2020

Connect with GM OverDrive [X]

Laurie Asava ▸ GM2020 , Workplace of Choice , What's Your GM Story?
Meet Connected Vehicle Systems Engineer and GM2020 Change Agent, @KartikayChaudhry and hear his GM story!

socrates.gm.com...y-gm-story.html

@GM2020 @WorkplaceofChoice @WhatsYourGMStory

General Motors
https://socrates.gm.com

View message - Thursday at 9:45 am from web

8 people like this
View 1 comment

Eric Hoerauf sent Company Spirit Thanks to Tessa Allen in GM2020
@GM2020 @WorkplaceofChoice

Awesome job with the weekly question boards in the VEC cafeteria @TessaAllen! Glad to see your idea taking shape and getting employees happily engaged :)

View message - Yesterday at 11:33 am from web

3 people like this
View all 2 comments

Scott Dixon ▸ GM2020
A ton of fun over the past 2 days with the CO:LAB team working to reimagine IT at GM. Had a blast with @KellyVanWert and @MirandaSpradlin, and a big thanks to @RachelRosenbaum, @LaurieAsava,

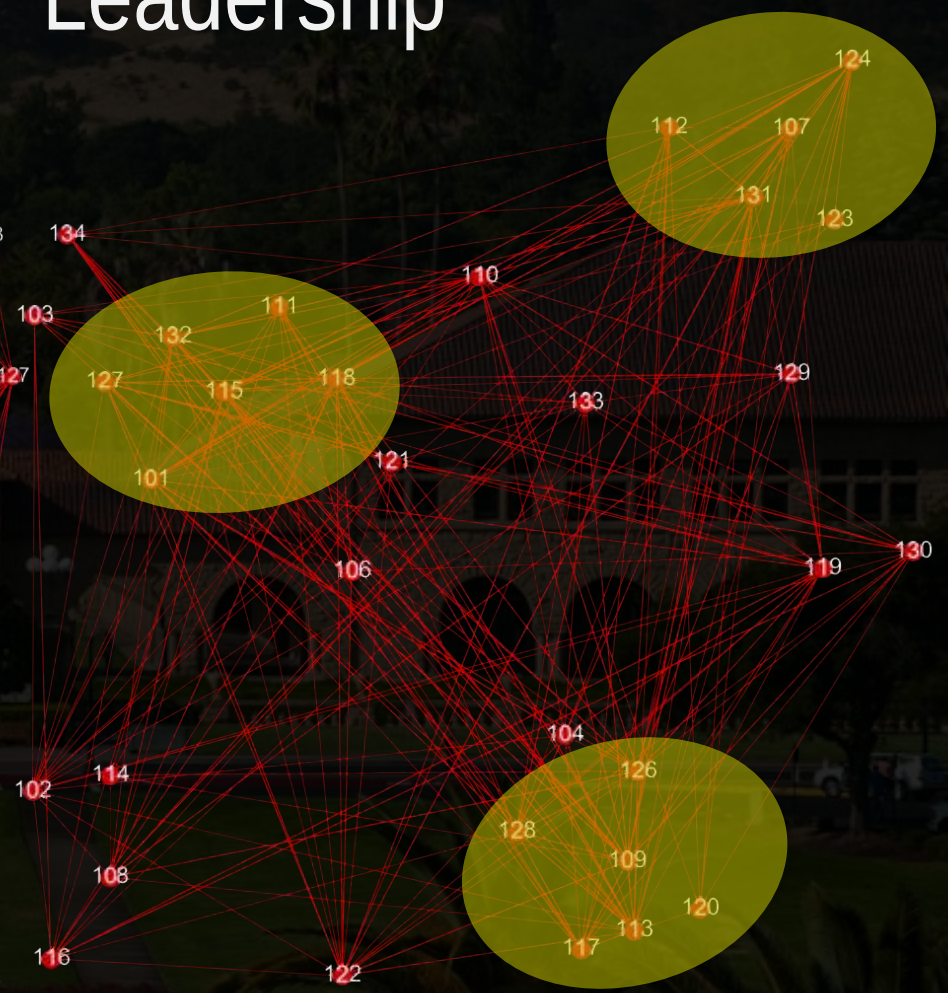
Enabling for Disruption …

STANFORD BUSINESS GRADUATE SCHOOL OF

Transformational Leadership

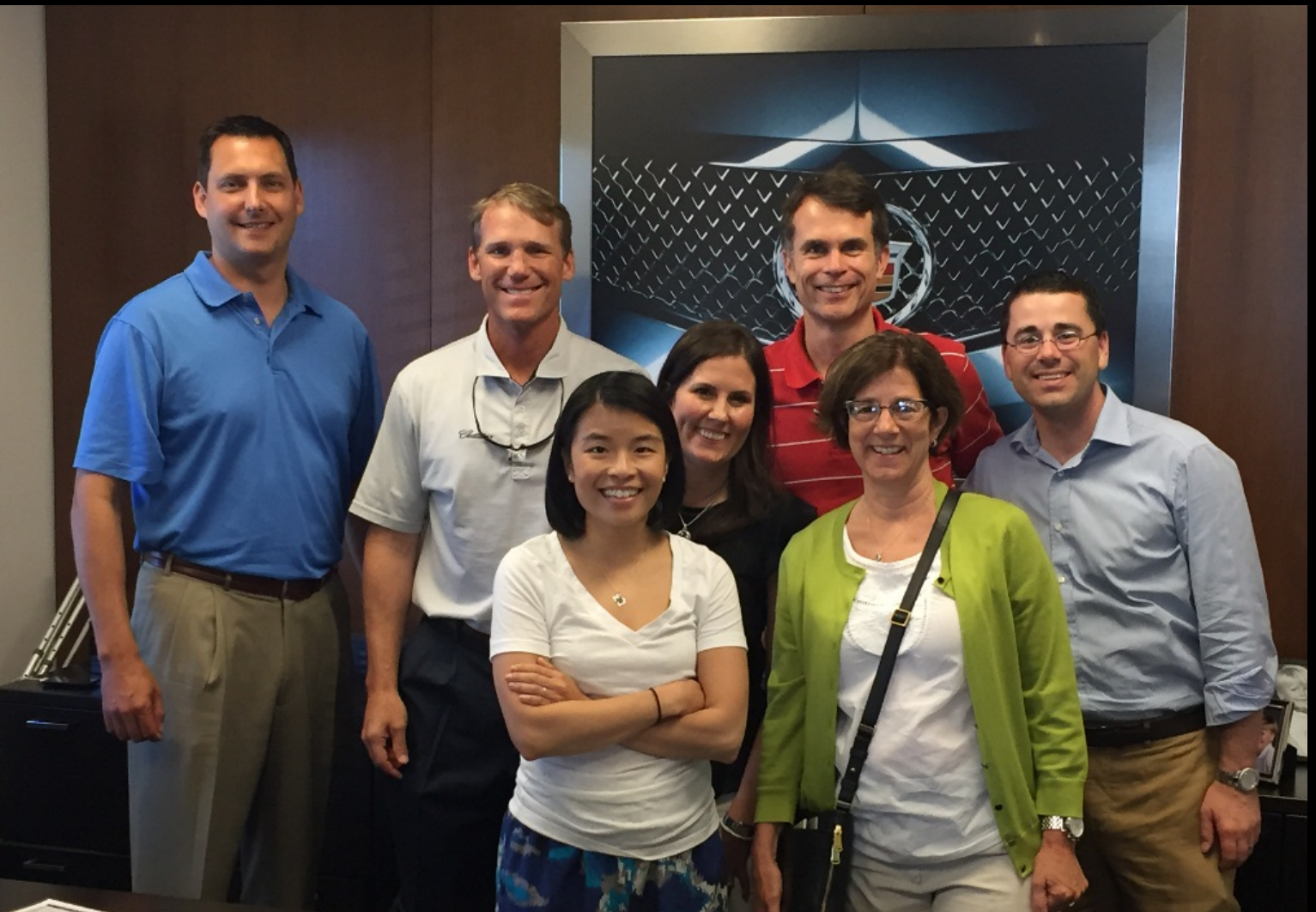
Pre-program
density = .216

Post-program
density = .642



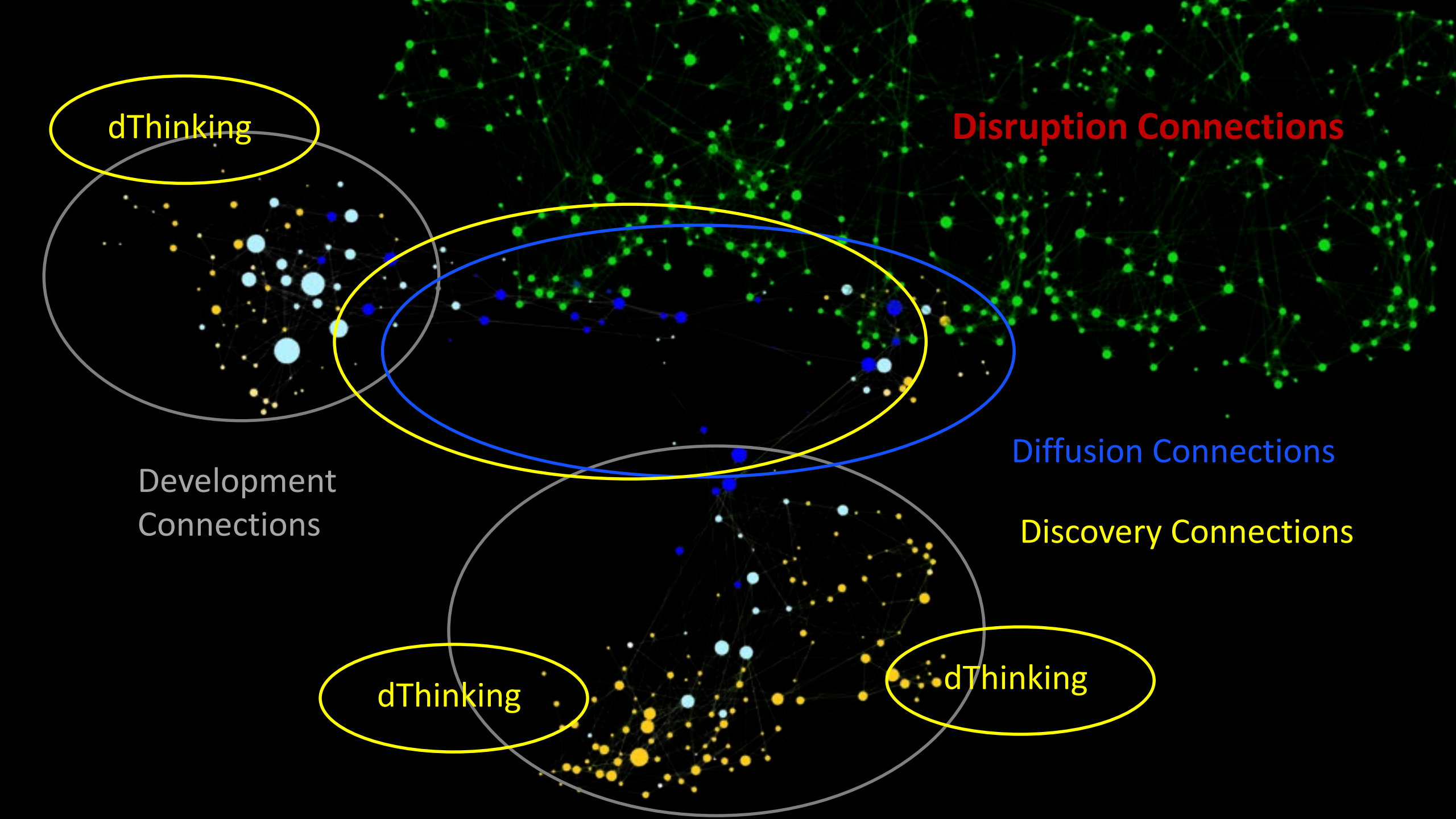
2 yr. Post
density = .496

Reimagine the Luxury Experience for the Next Generation



BOOK

BY CADILLAC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Disruption Connections
Development
Connections
Diffusion Connections
Discovery Connections
dThinking
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