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Creative Practice Management

Creative Thinking, Planning and High Performance Teams

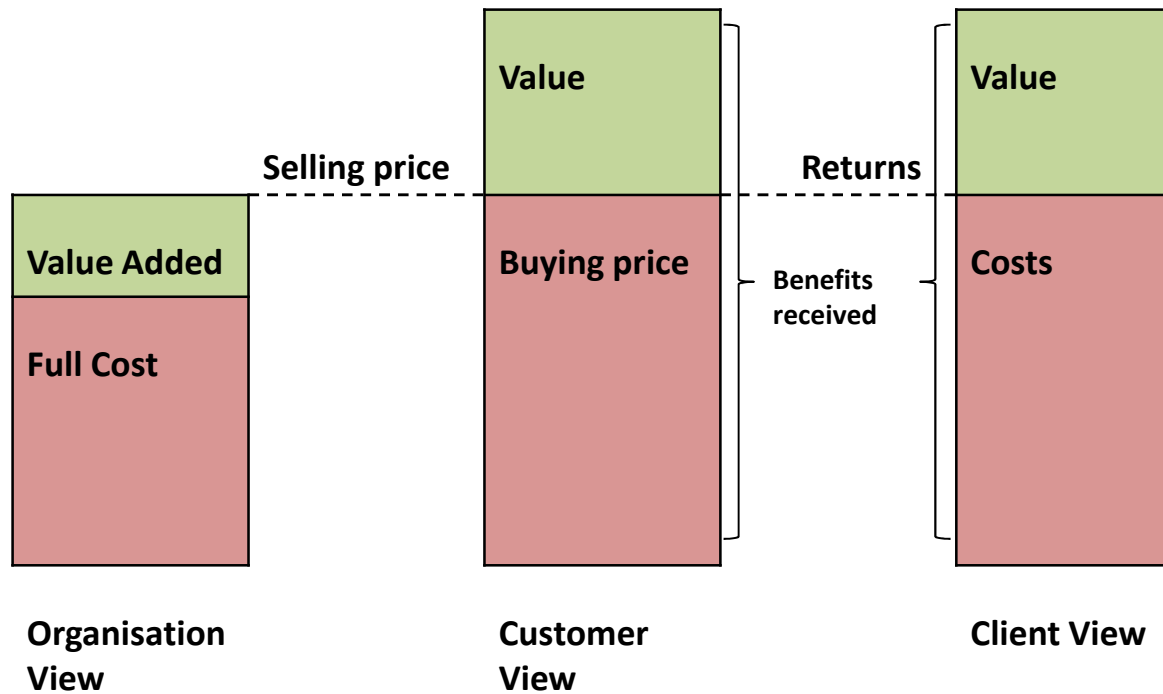**Corporate Growing Pains**

Australian Institute of Architects

Business Models v Creative Approaches

The Value Proposition

Organisation View — Value Added, Full Cost

Customer View — Value, Buying price — Selling price

Client View — Value, Costs — Returns, Benefits received

Courtesy:
Hubbard, Rice and Beamish
Book:
Strategic Management

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"Business Plan 101"

- 3 Key Questions

  - What are you going to sell?

  - Who are your target customers?

  - How can you beat or avoid the competition?

Bradford and Duncan (2000)
Simplified Strategic Planning

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Business Plan 101 - Issues

- All about us, not about them

- All about short term actions and success, not long term sustainable success

- Product is the centrepiece, not value proposition
  - Competition, substitution

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Business Plan 101 – Apple Hypothetical

- 3 Key Questions

  - What are you going to sell?
    - Computers

  - Who are your target customers?
    - Companies and Personal Users

  - How can you beat or avoid the competition?
    - Better, easier to use computers

Result – Apple Hypothetical

- Apple gets smashed by competition

- Operating systems more important than hardware

- Multiple manufacturers with interchangeable features v isolated system

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"Business Plan 101" – Architecture

- 3 Key Questions
  - What are you going to sell?
    - Architectural Services
  - Who are your target customers?
    - Clients seeking your specific architectural abilities
  - How can you beat or avoid the competition?
    - Price, design quality

The Creative Approach

- An organisation is a group of **people** with **shared values**, who share an **issue** (problem, opportunity) and who work together to provide a **solution** for **all** who are affected by the same issue

- Issue + Solution = **Vision**

- Vision **for** All = Value proposition

The Apple Hypothetical

- Shared Values
  - **Lifestyle** – want quick, easy access to family, friends, entertainment, information and work
  - **Responsibility** – we want to meet our responsibilities professionally, as individuals and as community members
  - **The power of technology** – technology can add value to our lives

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Creating New Answers

Common Issues

- Work to live, not live to work

- To live the lifestyle, we need to be more productive and successful in less time

Common Solutions

- To use the expertise of our people in hardware and software to create systems and equipment to do more of the things we want in less time

- To make these solutions available to all who desire them

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The Result

- Not computers, but lifestyle systems
  - Desktop hardware
  - Notebooks
  - iPhones
  - iPads
  - iTunes
  - Apps

The Creative Approach – The Result

- **They become us – actually they and us are one**
    - Steven Denning, Radical Management
    - Delighting the customer

- **Long term sustainable success through adaptability and foresight**
    - Maree Conway, Thinking Futures
    - Create and respond to future eventualities

- **Creates the Value Proposition, not limited by product**
    - Kaplan and Norton, "Strategy Maps" and "Balanced Scorecard"
    - Leverage intangible assets for sustainable value creation

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The Drucker Customer Questions

- Who is your *customer*?
  - "This questions seems awfully simple. But don't be deceived. The customer is no longer a passive receiver of products but is engaged in designing and refining them."
    - Not always who pays, but who makes the buying decision
    - Customers are also using the research, think, plan, action, approach
    - There can be entire teams behind customers: user, buyer, influencers
    - Sometimes your customers can also be your competitors – bundled services (constructors)

- What does your customer consider *value*?
  - How does your customer's perception of value align with your own

- What are your *results* with customers?

- Does your customer *strategy* work well with your business strategy?

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Changing Your Business Plan

- Design
  - Sumerset Houseboats
- Recruitment
  - The OSD Way
- Finance
  - SME and Regional PR Consultancy models
  - Adelaide City Council
- Workspaces
  - Starbucks and the Home Office

- Operations
  - Myelin Repair Foundation
- Supply Chain
  - Peapod
- Innovation
  - Google 70/20/10 and 30% rules
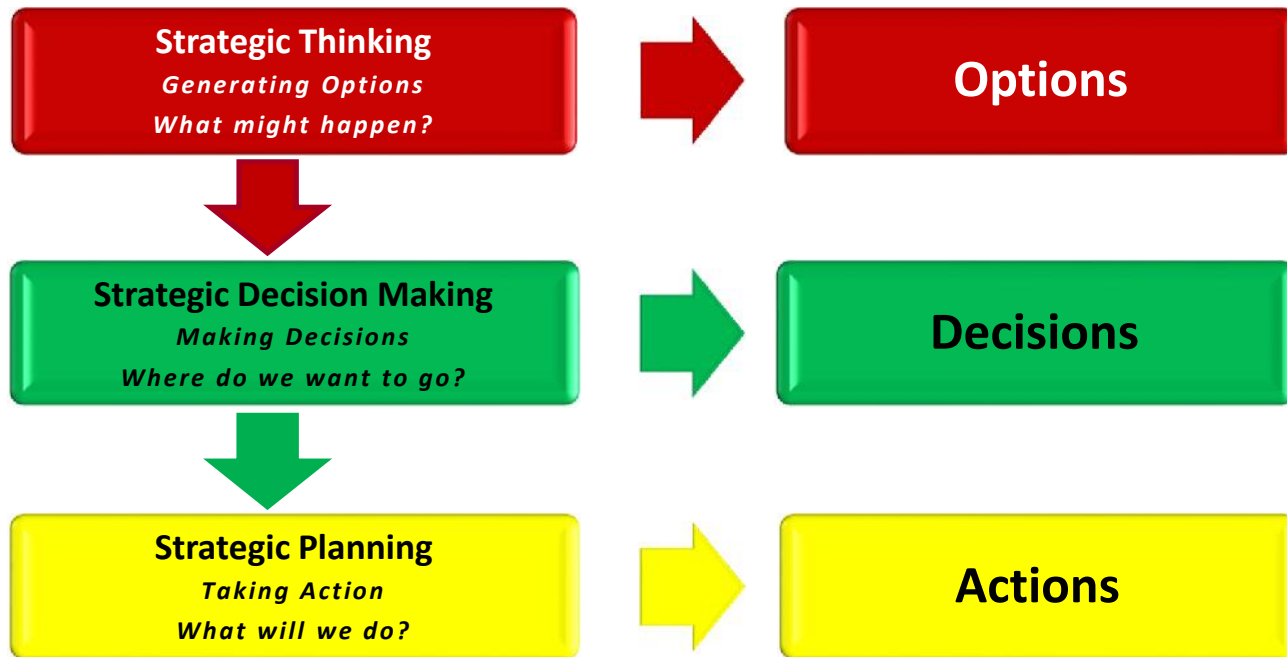- Risk Management
  - Jacobs Engineering

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Using Creative Models

Levels of Strategy

Strategic Thinking
Generating Options
What might happen?

→ **Options**

Strategic Decision Making
Making Decisions
Where do we want to go?

→ **Decisions**

Strategic Planning
Taking Action
What will we do?

→ **Actions**

Courtesy:
Maree Conway
Thinking Futures

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Design Thinking Models
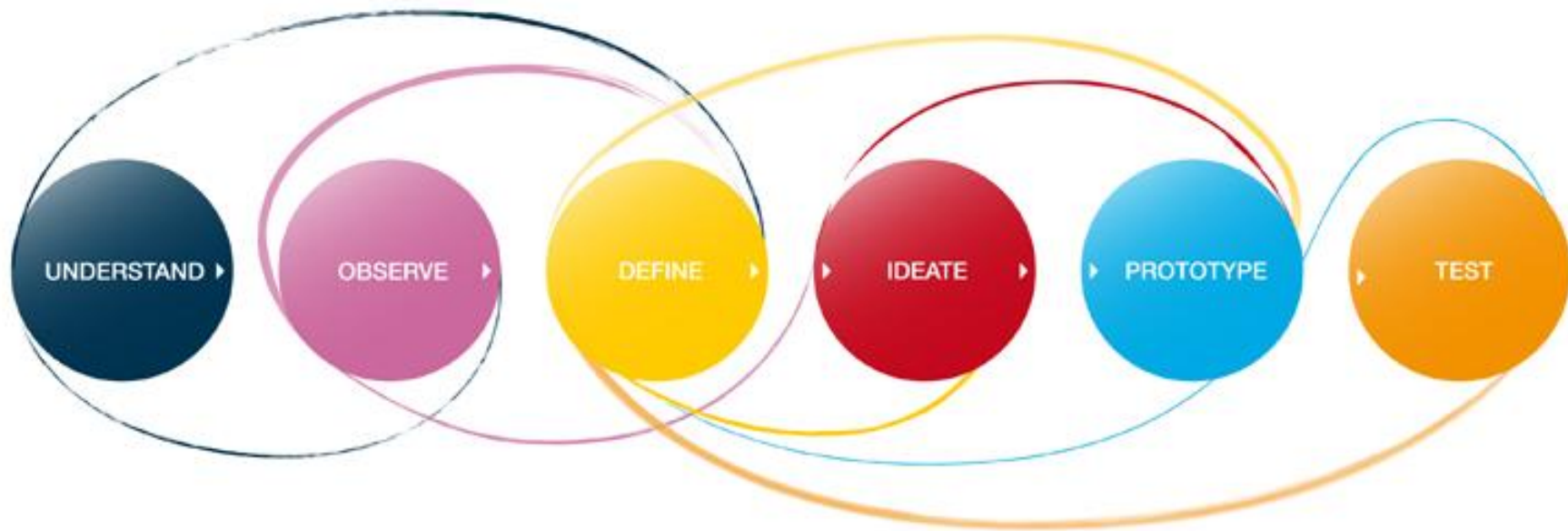
The Creative Environment

- Strategic conversations
  - Articulation of individual knowledge through real situations
  - Contribution to common pool of knowledge
  - Introduce new knowledge from internal and external sources

- Challenging basic assumptions
  - Assumptions become general consensus
  - Paradigm shifts

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The Creative Environment

- Boundaries
  - Define and review changes

- Connections (relationships)
  - Members of the organisation
  - External environmental connections

- Predict Patterns, not outcomes
  - Patterns are repetitive, not identical

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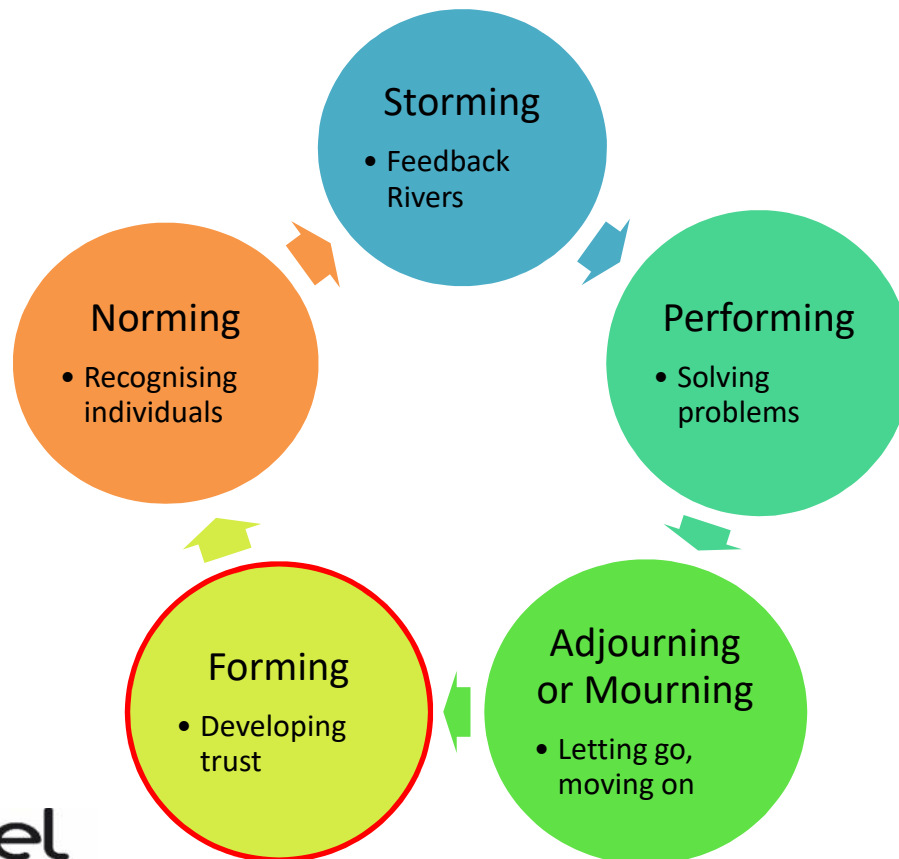
High Performance Teams

High Performance Teams

- Self-Organise

- Not bound by hierarchy
  – Task leadership

- Look out for the wellbeing of the whole group

- Are "owned" by every member

- Share values
  – Giving, generosity
  – Belief in doing something special

- Share responsibility, accountability and achievement

- Commit to a new, different future

Courtesy:
Steve Denning
The Leader's Guide to Radical Management

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Stages of Team Development

- **Storming**
  - Feedback Rivers

- **Performing**
  - Solving problems

- **Norming**
  - Recognising individuals

- **Adjourning or Mourning**
  - Letting go, moving on

- **Forming**
  - Developing trust

Bruce Tuckman's team development model with additions by Passages Organisational Consulting

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