



# What skills can we rely on in an arising world

*The Transformation Journey*

Agile Prague 2019

# Vitality depends on exchanging

*Exchanges are the inescapable  
common denominator of living systems*



*"The other is  
a legitimate other  
in coordination  
with me."*

Humberto Maturana  
*The Biology of Love*



# Our brains evolved to keep us focused on exchanges

*With an iron grip on the energy we expend, and with whom*



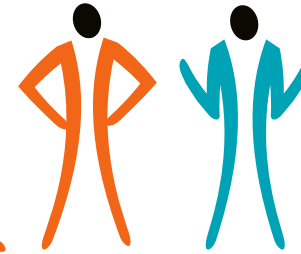
Some are invisible



Many more are cooperative



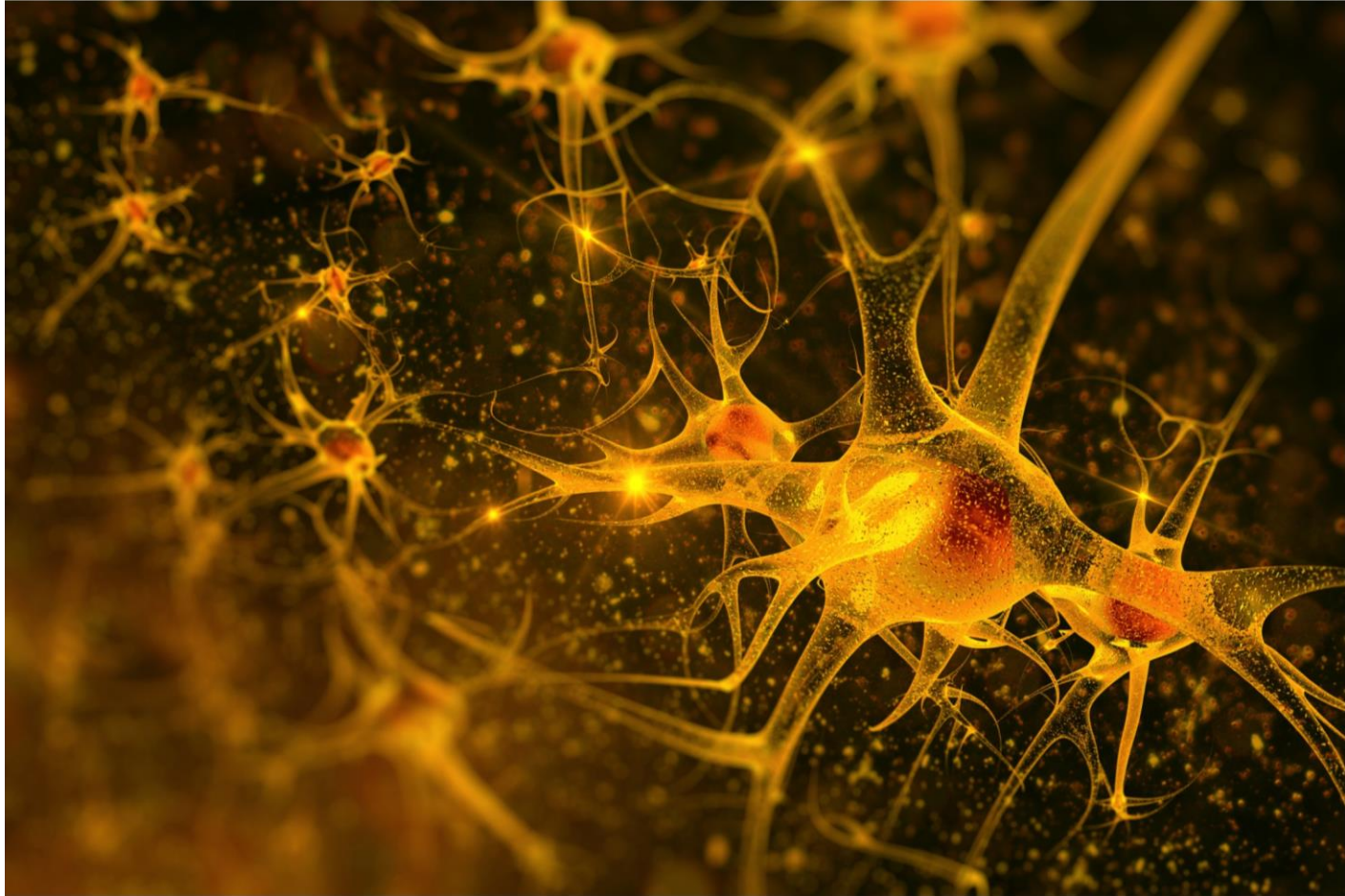
Some are transactional



ALL are physiological



Ancient Neural Pathways determine what, when and how humans can learn





What do  
EcoPartners  
experience  
exchanging  
with you?



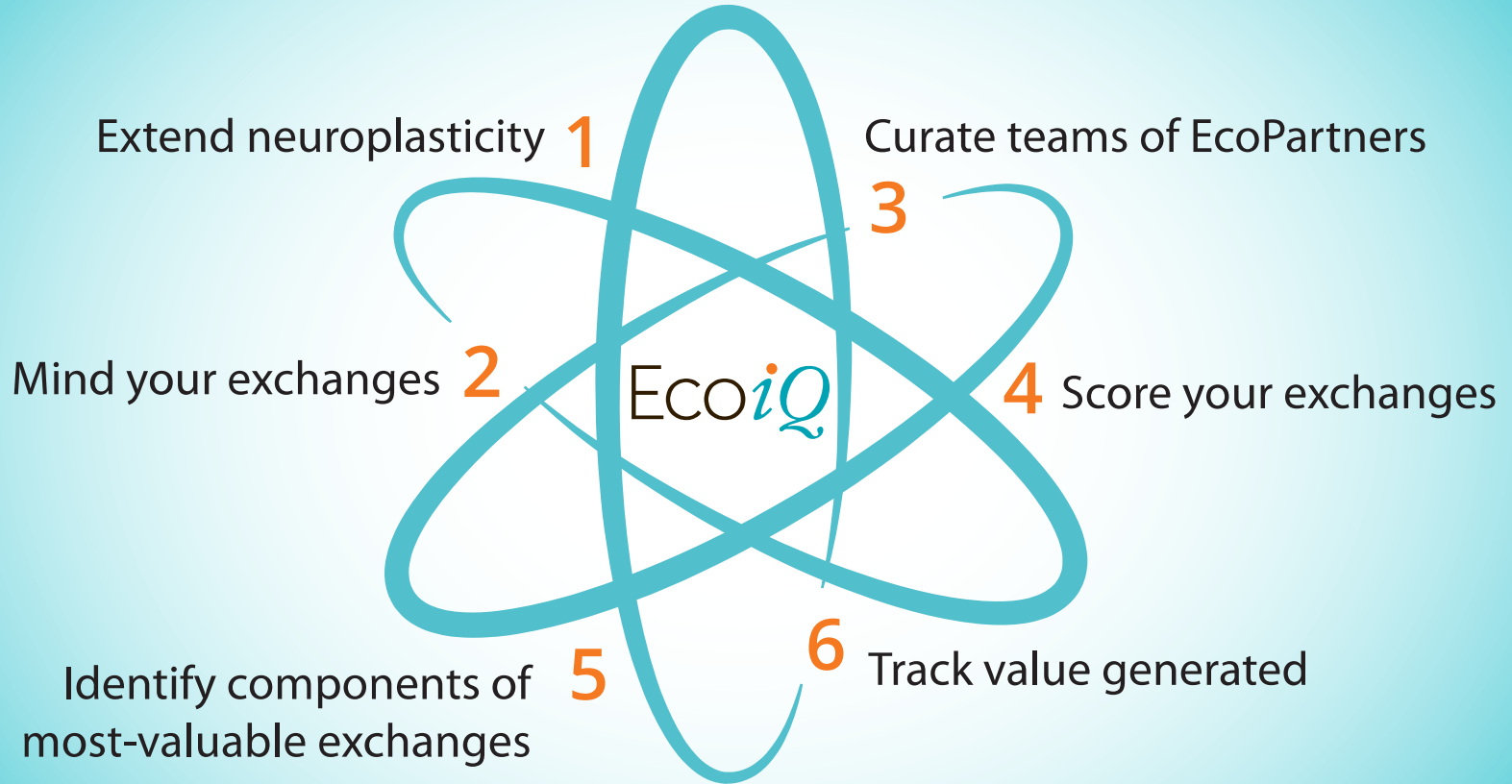
*Do they feel like partners  
in your success?*





# Six Vitality practices for an emerging world

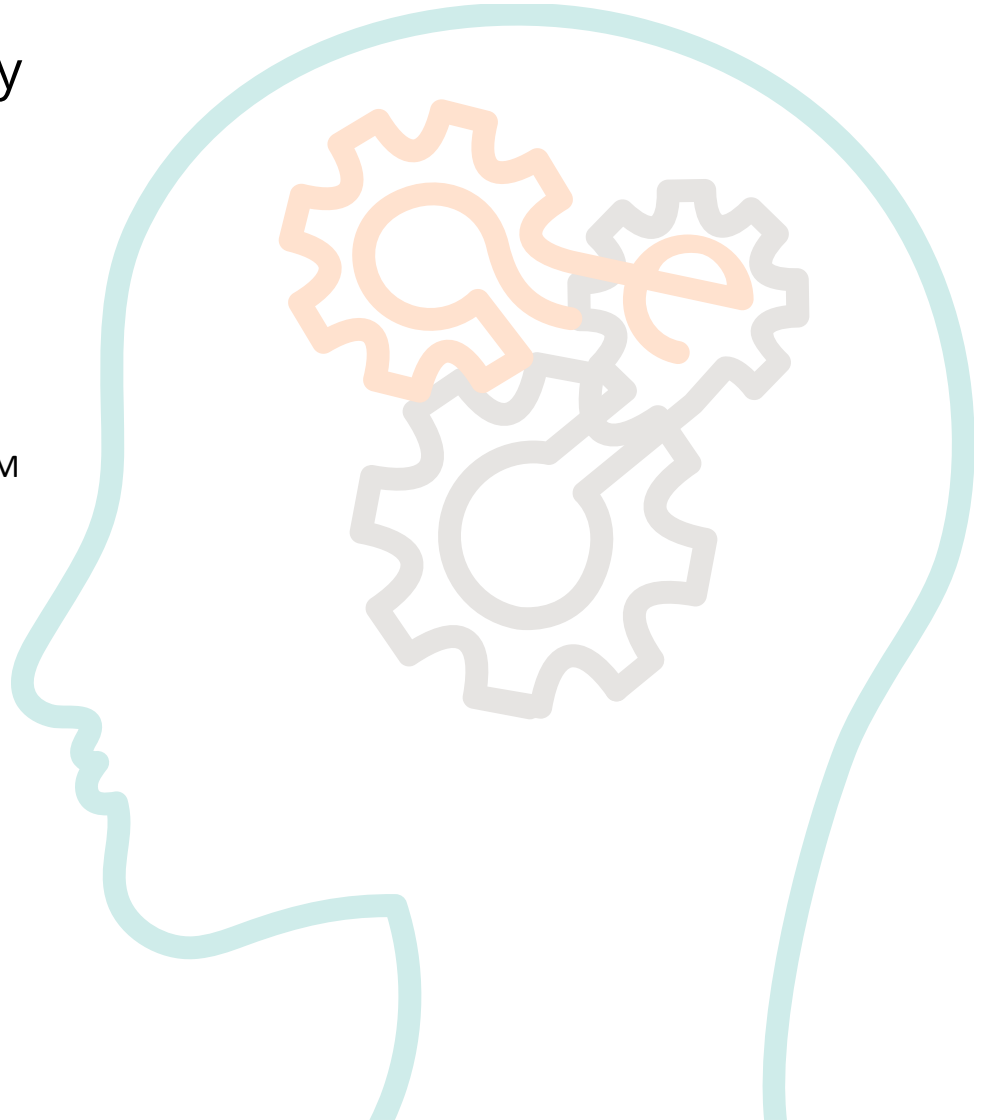
*It's all practice*





Extend neuroplasticity

Brain *Moves*<sub>TM</sub>



Please form a Trio



Are we agile? How fast can we become a quiet set of Trios?





Please remain standing in your Trio.





# Score your exchanges

*To ease your way, begin with the four types below*

Exchange Types	Rich		HoHum	Depleting
<p><i>What it is</i></p>		<p>SweetSpot</p> 		
<p><i>What it does</i></p>	<p>Rich Exchanges are mutually pleasurable interactions—parties feel valued like they belong doing what they’re doing. May or may not involve transactions.</p>	<p>SweetSpot Exchanges are often based on BestWork or special expertise. Extremely valuable; deliver what your business—your teams and individuals— do best, for the right beneficiaries</p>	<p>HoHum Exchanges are the sleepers. Often involve satisfactory payment and delivery. Frequently don’t capture attention. Leave people unrecognized and uninterested.</p>	<p>Depleting Exchanges are often simply not satisfiable, demoralizing your people</p>
<p><i>Outcomes &amp; Results</i></p>	<p>Builds loyalty and trust, and often includes valuable information. Some are ritualized such as holiday celebrations.</p>	<p>Mutually rewarding. People often feel rejuvenated, confident and optimistic. Will go out of their way for each other.</p>	<p>Customers enjoy exceptional value. Provider well-rewarded. Can feel ecstatic.</p>	<p>Invisible leaky buckets: dumb your people down and mask opportunities.</p>
				<p>Drain your resources.</p>

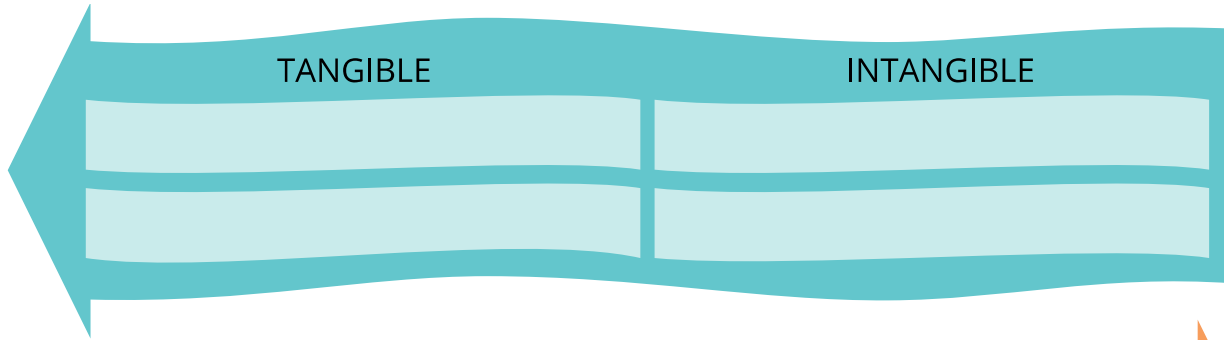


# Mind your exchanges

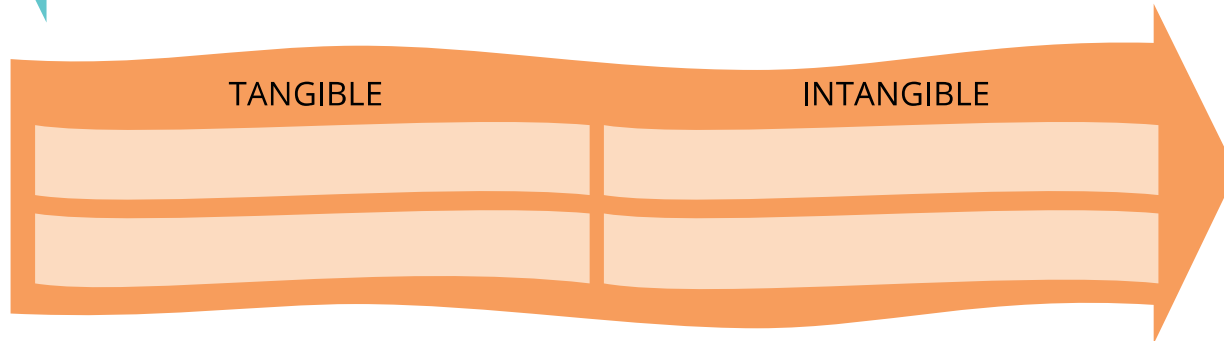
*Practice: Choose an exchange that is currently enabling a key initiative.  
What is delivered? What is received?*



CUSTOMER



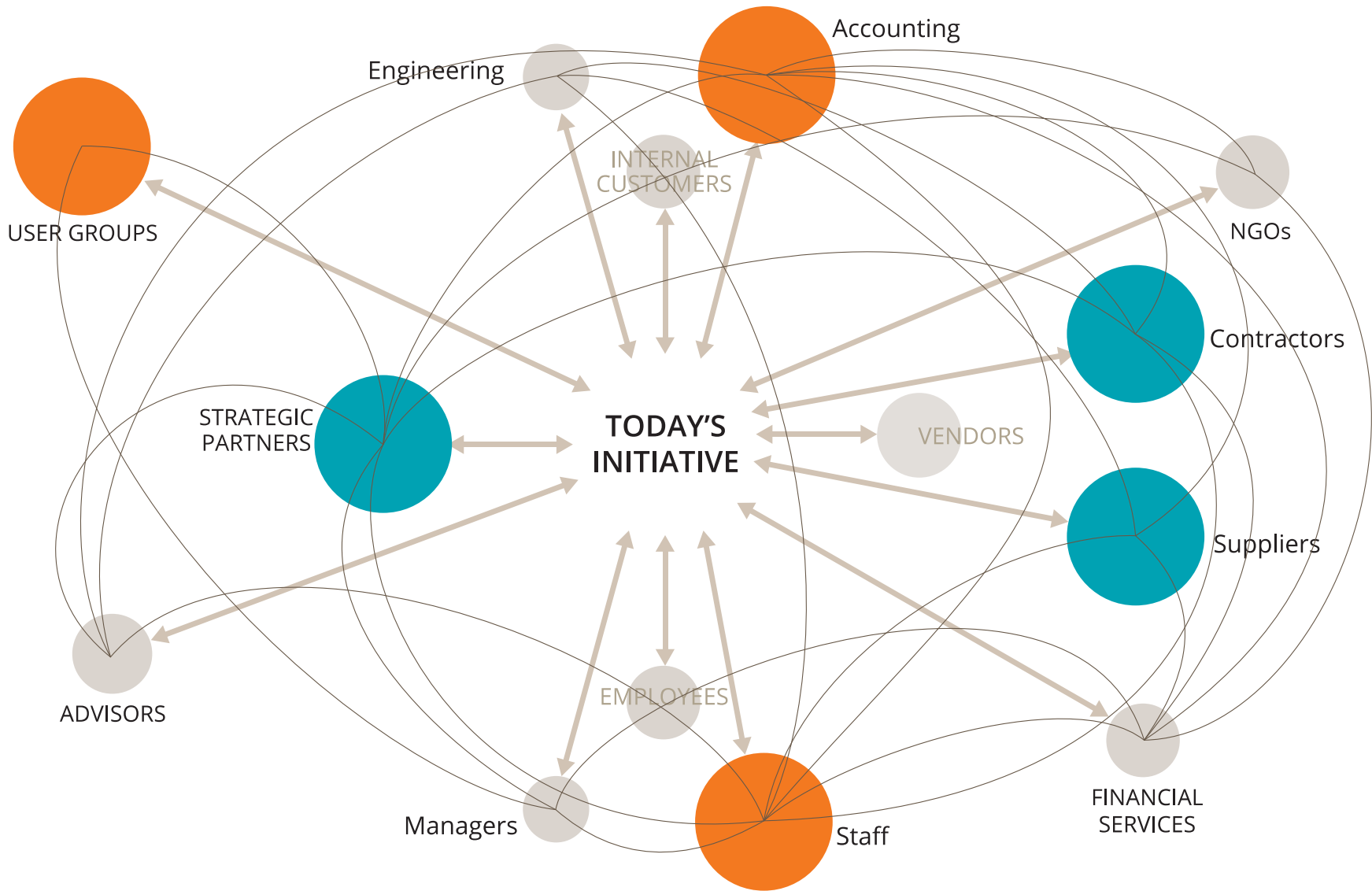
PROVIDER





An organization is a network of exchanges:  
nothing more nor less

*Value is generated—delivered and received—via exchanging*

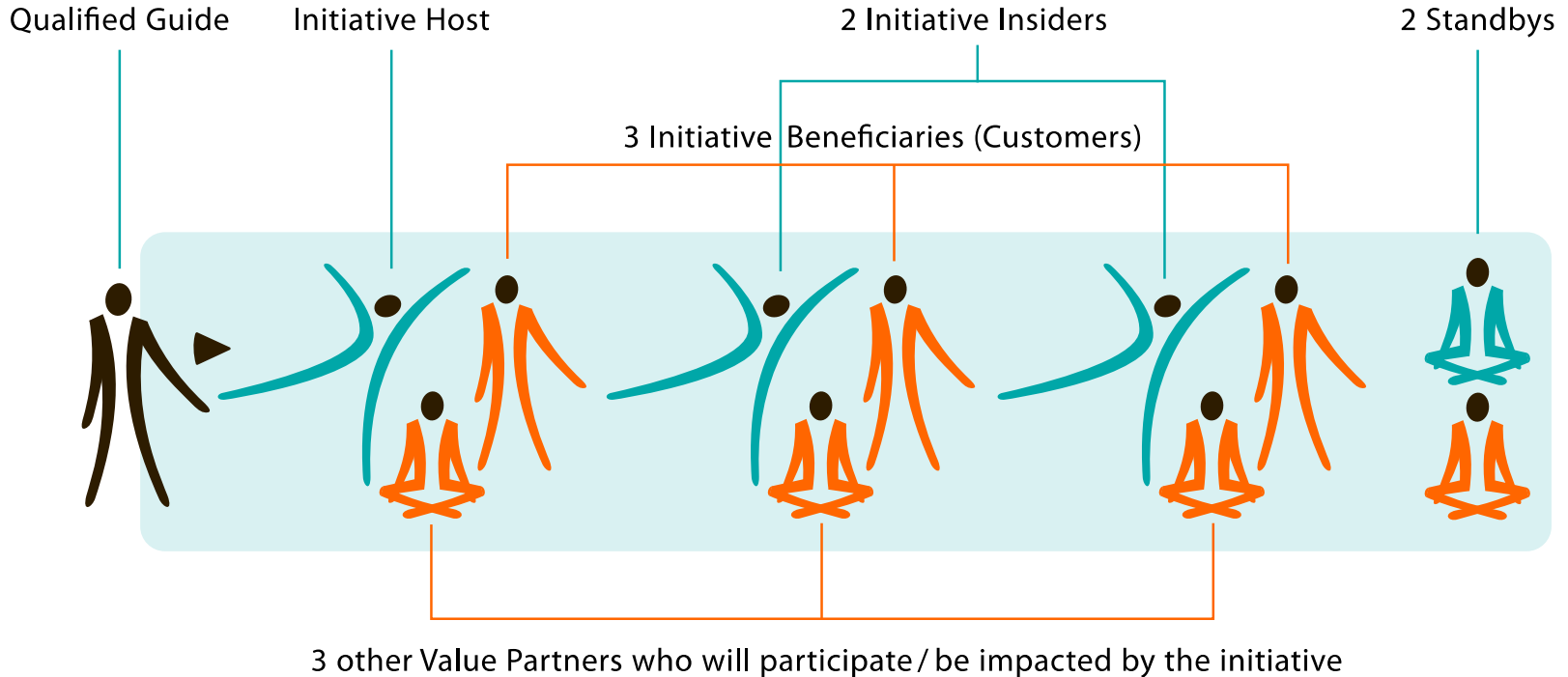


How to know which way to go? How to measure progress?



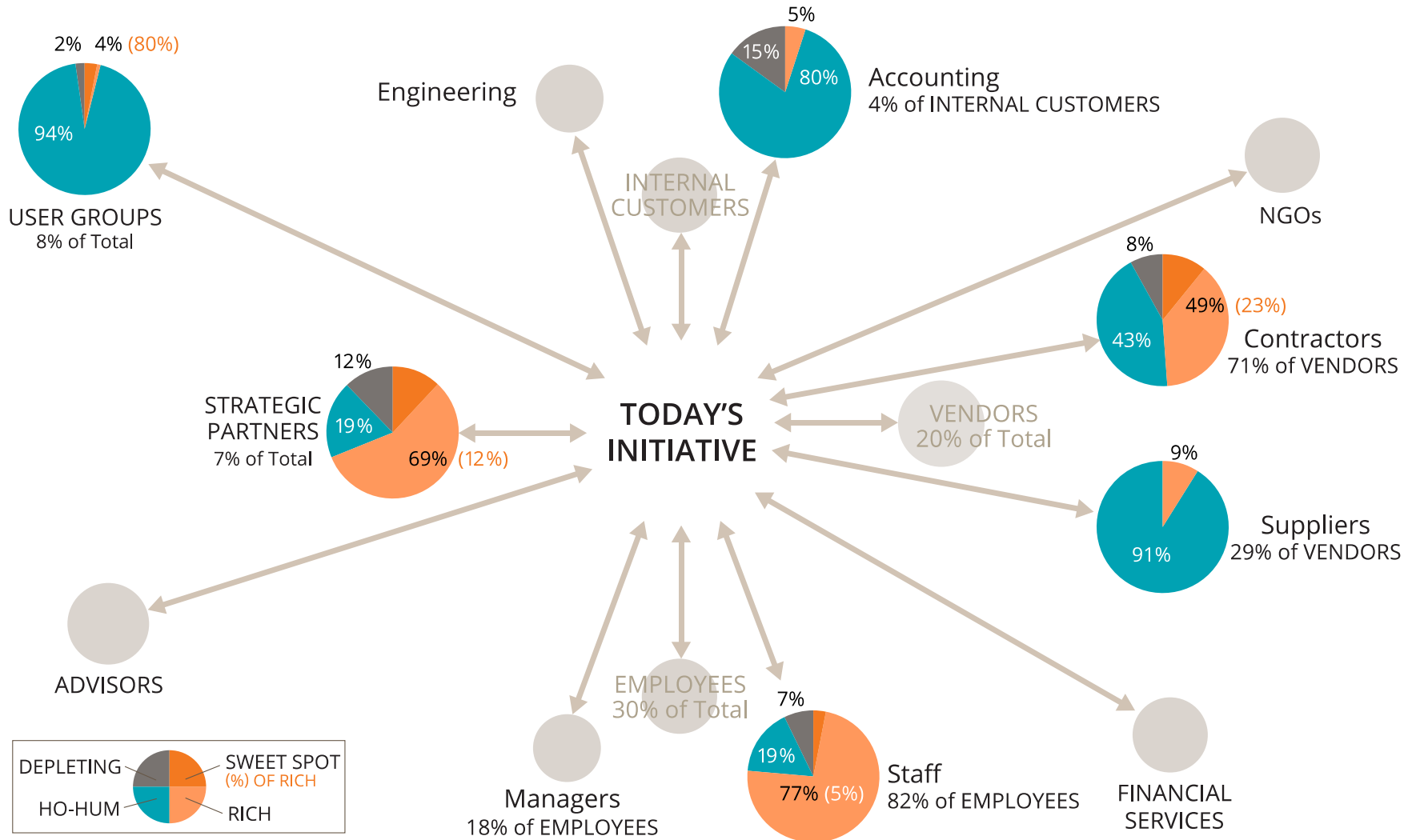


# Curate a brain trust to explore, map and score current exchanging in your ecosystems



An EcoiQ Intensive Team

# Mapping today's scores sparks collective learning *Make it a regular practice!*





# Distinguish components of your most valuable exchanges

*Identify 1-3 key differences between your Rich and SweetSpot Exchanges and your other exchanges*

	 Characteristics of current Rich Exchanges	 Characteristics of current SweetSpot Exchanges
1		
2		
3		



# Track value generated during your journey

## Leading Vitality Metric: current percent of Rich Exchanges

Exchanges	% of Total	Rich %		HoHum %	Depleting %
			 SweetSpot		
User Groups	8% ▶	x 4% = <b>0.3%</b>	80%	x 94% = <b>7.5%</b>	x 2% = <b>0.2%</b>
Contractors	14% ▶	x 49% = <b>6.8%</b>	23%	x 43% = <b>6.0%</b>	x 8% = <b>1.1%</b>
Staff	25% ▶	x 77% = <b>19.3%</b>	5%	x 19% = <b>4.8%</b>	x 7% = <b>1.8%</b>
Suppliers	6% ▶	x 9% = <b>0.5%</b>	0%	x 91% = <b>5.5%</b>	x 0% = <b>0.0%</b>
Strategic Partners	7% ▶	x 69% = <b>4.8%</b>	12%	x 19% = <b>1.3%</b>	x 12% = <b>0.8%</b>
Total exchanges worked today	<b>60%</b> <i>Out of 100%</i>				
<b>Vitality as of Today</b> (% Rich x % of Total Exchanges)					
Week 3	▶				
Week 6	▶				
Week 9	▶				
Week 12	▶				

**Rich Exchanges comprise the context that breeds SweetSpot Exchanges**



Whatever your objectives and challenges,  
your initiatives will thrive

— *or not* —

via Rich Exchanges.



# Will you be in sync with key EcoPartners?

*Vitality Metric: ready, willing and able to respond?*

Will they trust that you care  
what's happening with them?

Will you be in shape to  
welcome new input?

Will you attract  
well-informed thinking  
partners?

Can you let go of your  
current 'reality' in favor  
of co-creating new  
value exchanges?



*Clap your hands*



## With gratitude for the teachers and researchers who illuminated the path

Marsha Shenk is a veteran consultant, a pioneer of Business Anthropology. Her syntheses of the cultural, biological, and historical influences that impact modern commerce have empowered business leaders for 4 decades.

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

@MarshaShenk

# More?

The Origin of Humanness in the Biology of Love, Humberto Maturana and Gerda Verden-Zöllner

Social, Matt Lieberman

Brain Rules, John Medina

Stealing Fire, Jamie Wheal and Steven Kotler

How Emotions Are Made, Lisa Feldman Barrett

Creating WE: Conversational Intelligence, Judith E. Glaser

The Intuitive Body, Wendy Palmer

Sapiens, Yuval Noah Harari