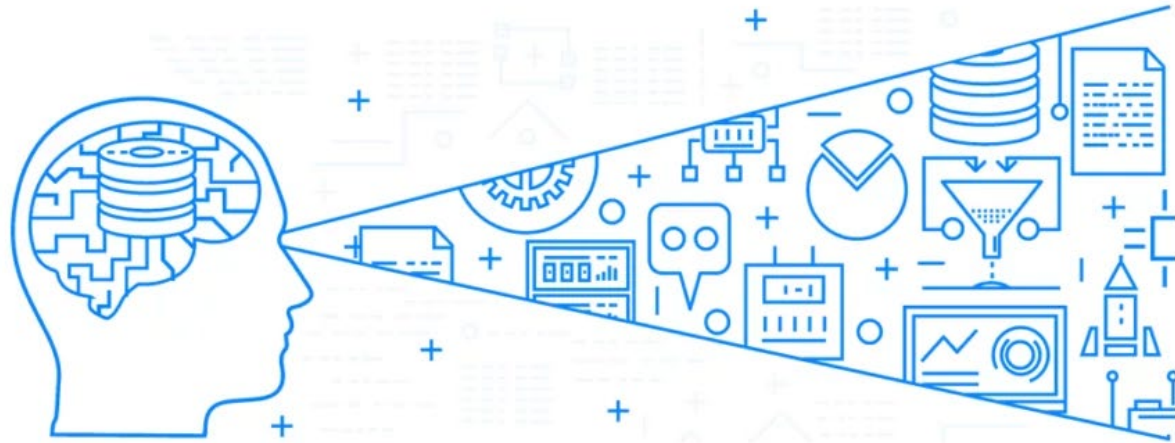




Living Systems Leadership



Rapid Reflection:

1. What has changed? Which of these changes are here to stay?
 - a. In your personal life?
 - b. Professional life?
 - c. Military and Defense Issues
 - d. Societal shifts?
 - e. Different expectations of technology?
 - f. Different expectations of leaders? Leadership?
2. Do these changes impact your job? Your role? The way you lead? Should they?



Living Systems Leadership:



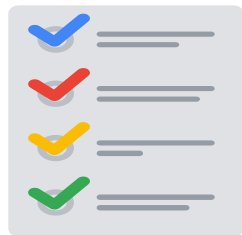
People

Old: Everyone in Office all the time...

Now: Limited or no one in the Office

Long-term:
Hybrid, digitally connected and flexible

*Culture "Fit vs ADD"
Degrees, pay your dues, professional dress, formal hours vs. flex*

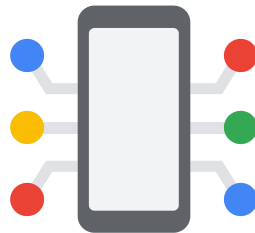


Process

Old: We always did it this way...

Now: Digital tweaks

Long-term:
Optimized for time, tech and human discernment, seeking simplicity



Technology

Old: Legacy system...

Now: Legacy + emergency

Long-term:
Flexible, Interoperable, Modular, Cloud



Information

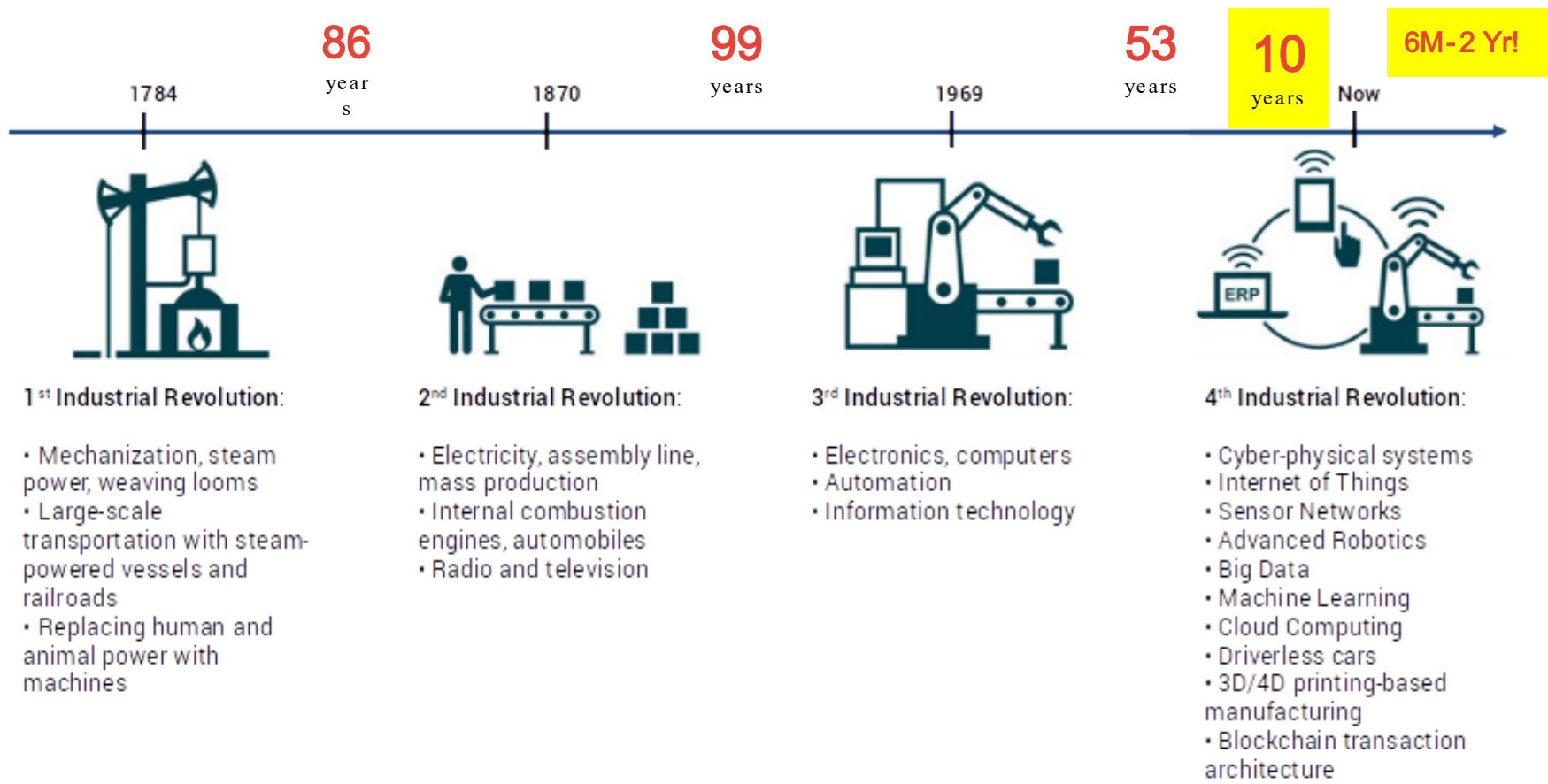
Old: Unique, hoarded, limited...

Now: Shared, but expectation of data perfection

Long-term:
Exponential, Democratized, Commoditized-
Insight/Analysis is winning differentiator

Change is Exponential and Exponentially Faster

Proprietary + Confidential

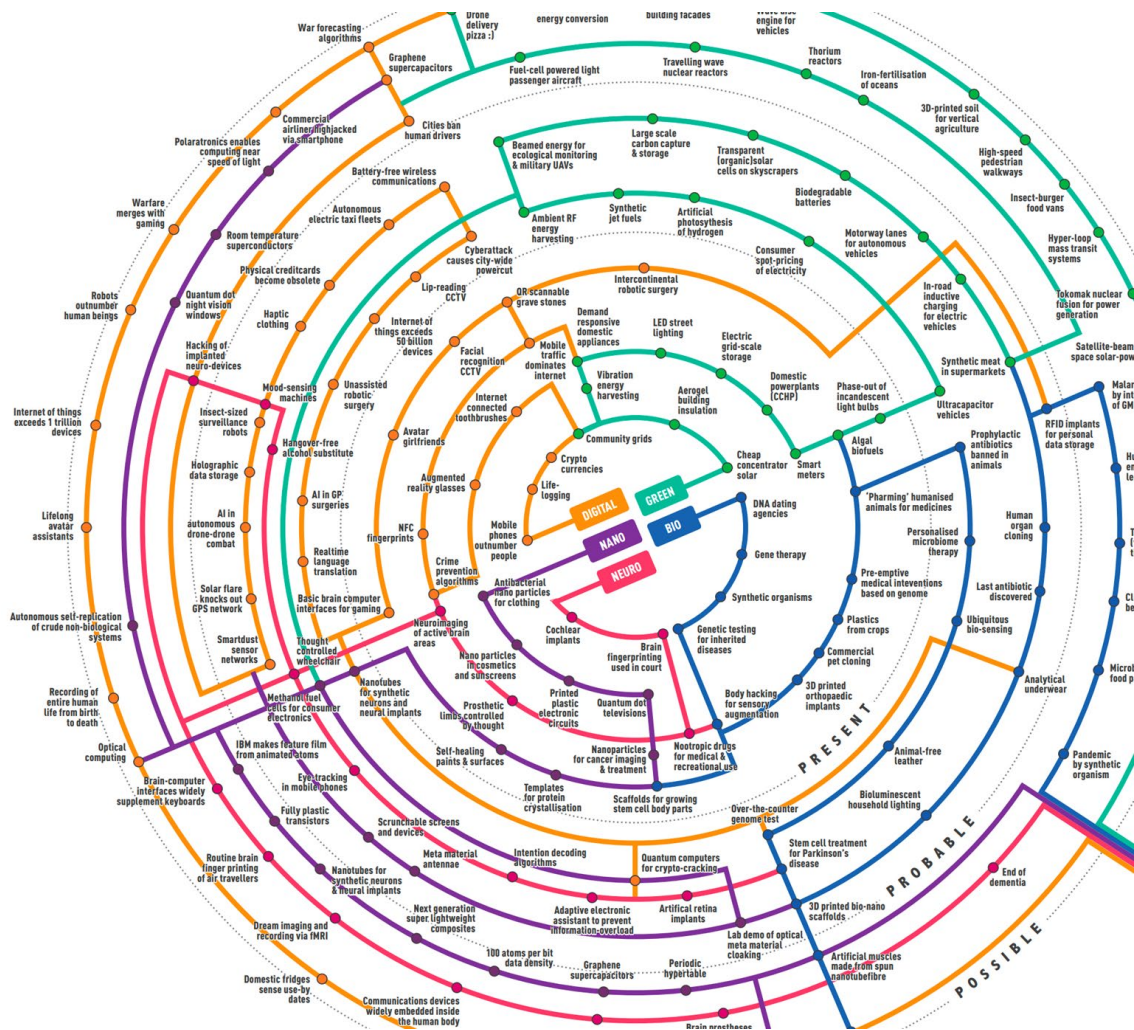


“Even if we wanted to avoid
change...

In every area of our lives, we will
confront and be forced to reflect
and consider ...

the amazing impact of human's need
to discover and apply those
discoveries...

**Defense Leaders must navigate
how to incorporate this change into
our national security ”**



"You have to have the culture,
and you have to get it right."

"The story of innovation has not
changed. **It has always been a
small team of people who have
a new idea, typically not
understood by people around
them and their executives.**"

"Defense doesn't have an
innovation problem, it has an
innovation adoption problem."

Eric Schmidt, Chairman, Google



Living System Leadership Philosophy:

1. Expect Change and Plan for it
1. Foster Curiosity & Information Transparency
1. Build in Generational Flexibilities



We have more access to information, new technology, ways of working, than ever before,
...so what are we going to do differently ?

There is no RIGHT...

There is only "Right for Now"



"I find that they evolve better under pressure."





A New World, a New Role... a new MINDSET

System Owner



Information Steward



Systems as **Time Capsules**



VS.

Information Drives **Change Engines**



A New World, a New Role... a new MINDSET

“Legacy” Approach /
Systems Owner



“Living Systems”
Leadership

Confronting Change: My Role in an Information Age

An “Information Steward”:

1. Take the right info, at the right time, from the right source, at the right frequency to make the best decisions
2. Execute those decisions iteratively, welcoming and adapting to new information
3. Reflect rapidly on successes and failures of decisions, weigh new information, and apply the insights to the next decision.

An “Information Steward’s” #1 trait to exercise is **CURIOSITY**

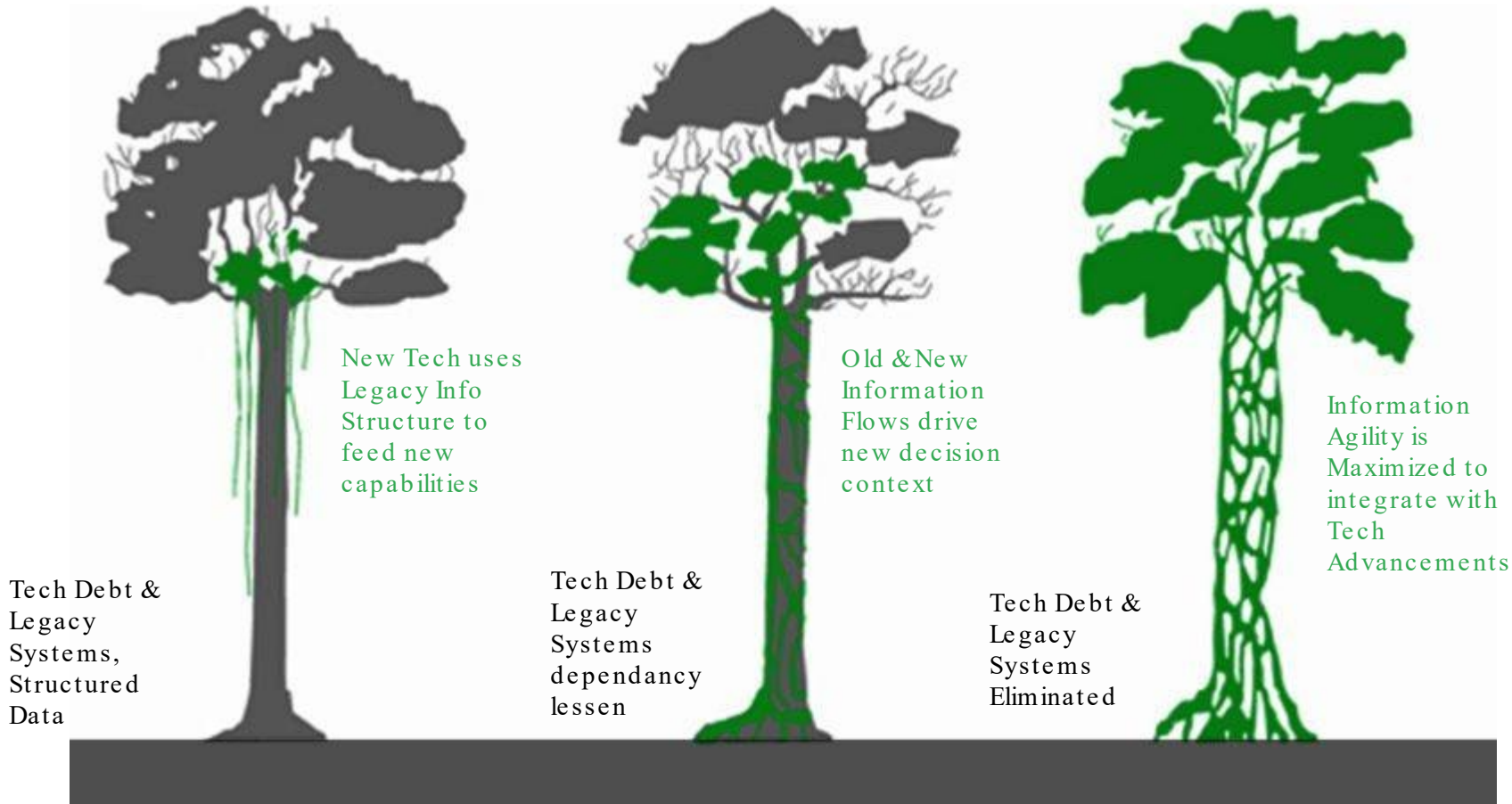
Curiosity is the foundation for:
Living Systems Leadership

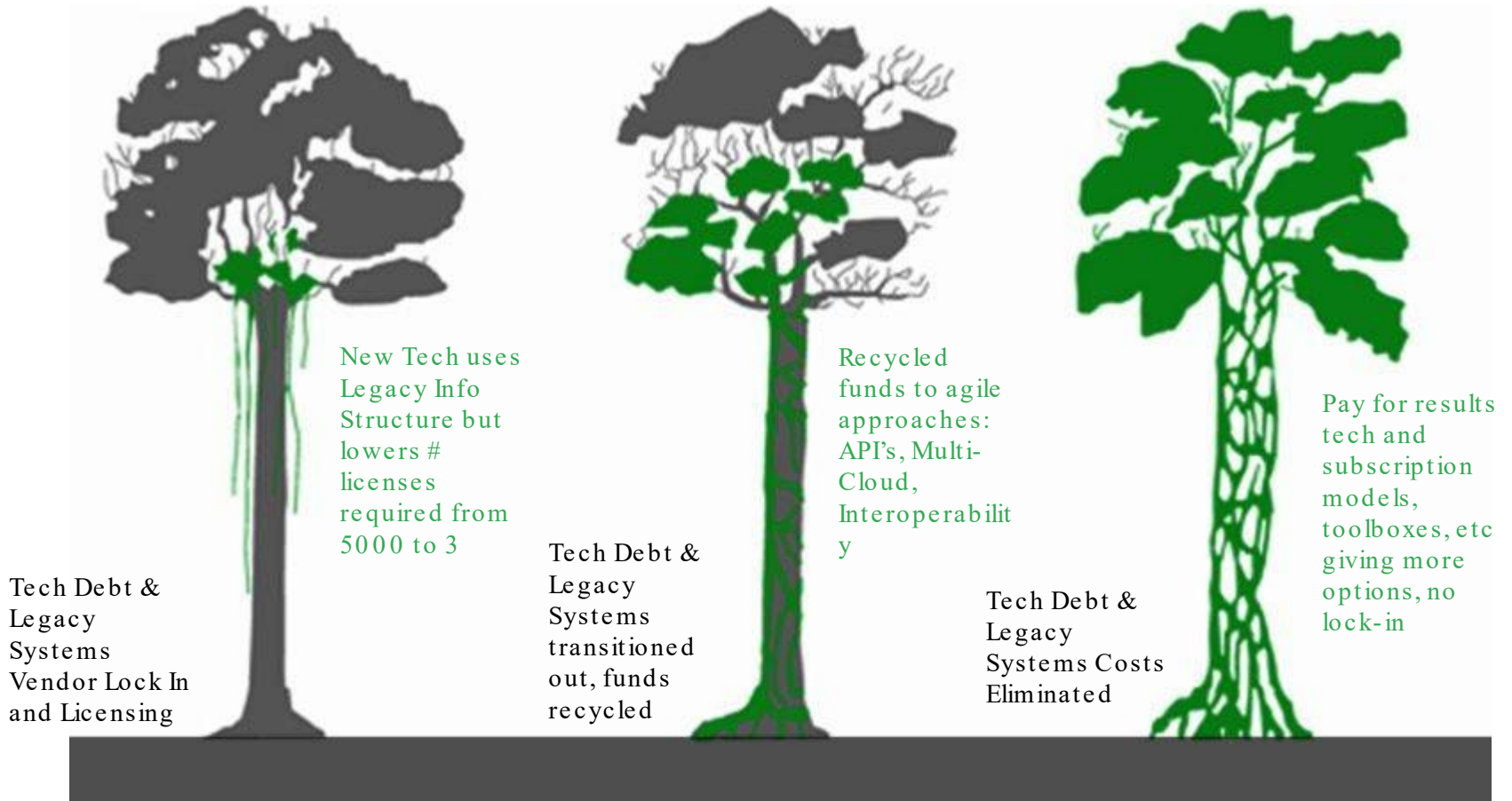


Why “Legacy and System Owner” Thinking is Restrictive:

- **Takes the NOW** - Pain, People, Legislation, Budgets, Process, Program, Provider, Data and designs for this moment in time, **trapping your efforts in a time -capsule**
- **Traps your talent** into defining their value/Identity by a system/tech, disincentivizing change
- **Risk aversion** leads us to think past actions were LESS risky than what might be done in the future
- Onerous process **reinforces lock in**, instead of rewarding “right answer or tech for the right problem”
- New information is **flowing at a scale** we are unprepared for
- Creates technology **“mono-culture”** by locking too much in one provider/system/solution (*too big to fail*)
- Orchestra Conductor leading a set music piece, building monoliths (*to stand the test of time (Irony)*)







API's Drive Optionality & Custom Universes

Picture : content management system

Reviews : 3rd party system

Q&A : microservices

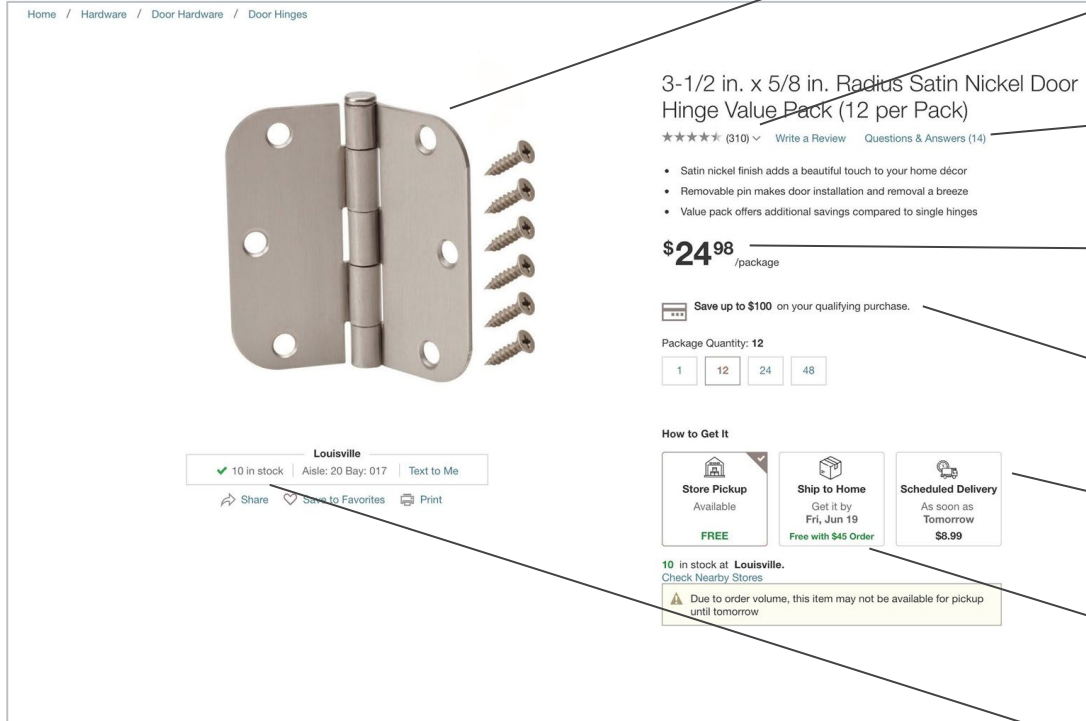
Price : ecommerce system

Promotion : ecommerce system

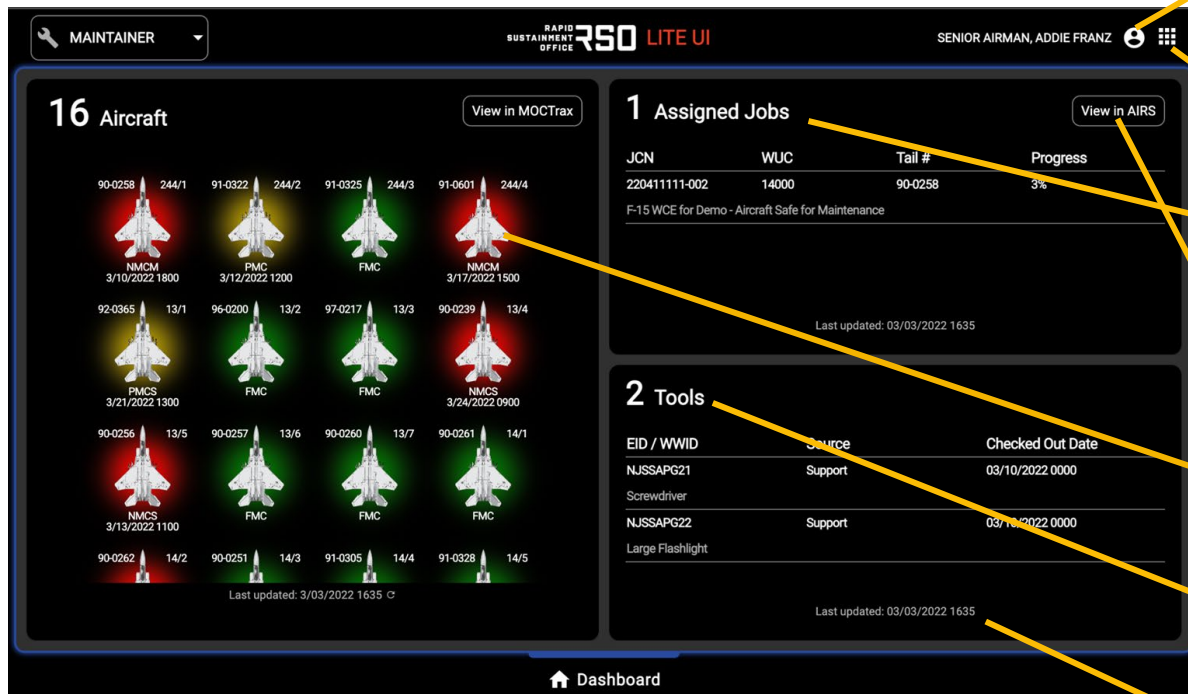
Shipping estimate : shipping partner

Delivery estimate : shipping partner

Inventory : inventory system



APIs make insight easier



Profiles : Identity Management System

System Access : Microservices

Workflows: One Click Start

Job Progress: New Cloud Systems

Aircraft Status: Legacy Systems

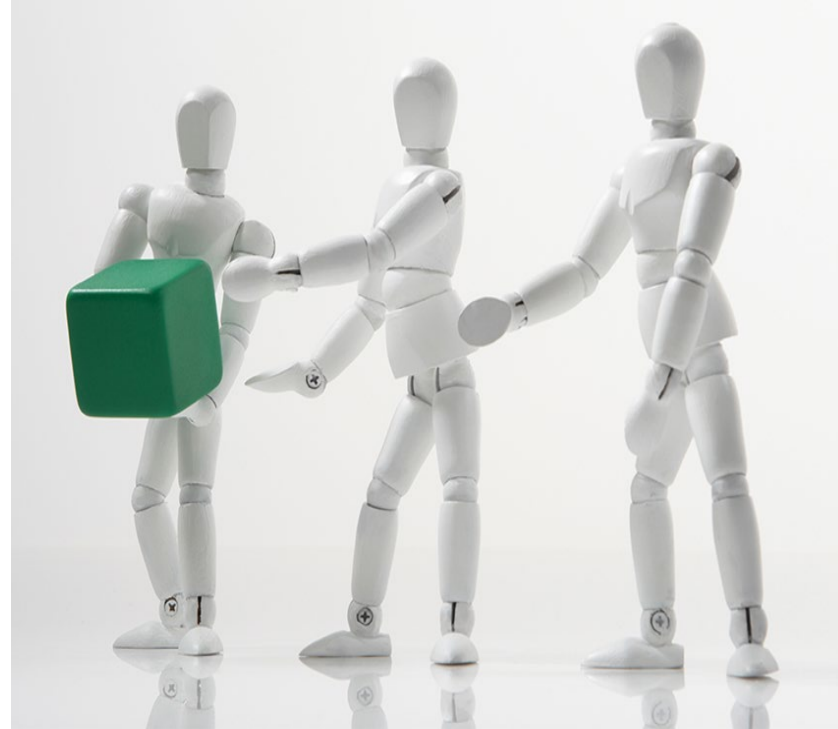
Tool Check-out: On-prem Systems

System State: Real Time Updates

LSL Philosophy: Build in Generational Flexibilities

Proprietary + Confidential

Living Systems Leaders embrace a moral obligation to consider what the impact their decision today might have on a future leaders options.





Thank You

A New World & Role... A new Mindset

“Legacy” approach

Would ask:

- What’s my budget?
- Who needs to say this is a success today?
- How do I limit potential issues and add constraints
- What’s the least risky way of doing this?
- What is the process now, how does this fit into it?
- What information or data is this dependant on?
- Who has the right degree? Who is qualified?
- What do the experts say?

Might Assume/Say:

- We have done it this way forever, it won’t change
- My team can only do it this way
- It will “Snap back to normal”
- I have to scrap everything and start over
- I know what needs to be done
- People will do this because they always have
- We are locked into this provider for the next 5 years, we will explore that after that...
- There are too many privacy or security hurdles to tackle
- We just deployed this system, people can’t handle more change...

Living Systems Leadership

Would ask:

- What am I trying to achieve now and in long-term?
- If this was successful, how would it look in 1, 5, 10 years?
- Did I build in ways to make it easy to evolve this when for those who inherit this?
- How do I increase flexibility and accountability?
- What would I do if there was no constraints?
- How might this process change over time? How do I build this to support that change?
- What data, information or insight over time would make this richer and more useful?
- Who has the best idea? Who will put in the work?
- Who in addition to my experts might have interesting ways to approach this?

Might Assume:

- My people are smart, we can adapt and thrive
- Helping this evolve might make a difference
- There are great building blocks already in place, we can leverage those.
- I bet others have a lot of insights around this.
- I bet there are ways we can make this easier and faster?

A New World & Role... A new Mindset

“Legacy” approach

- **Takes the NOW** - Pain, People, Legislation, Budgets, Process, Program, Provider, Data and designs for this moment in time, **trapping your efforts in a time -capsule**
- Traps you into a pre-designed approach, often making it difficult to collaborate, adapt, and be agile.
- We are naturally risk averse and view what has been done in the past as LESS risky than what might be done in the future
- Our processes are onerous which reinforces lock in, instead of rewarding you for “right answer or tech for the right problem”
- New information is flowing at a scale we are unprepared for
- Can’t adapt to rapid changes in programs, legislation, entitlements, etc.
- Creates solution “mono-culture” by locking too much in one provider
- Orchestra Conductor leading a set music piece
- We build in monolith to stand the test of time (Irony)
- Starts with the assumption of constraints

Living Systems Leadership

- Assumes **everything will change** over-time, so designs the **system to be a change engine**
- Start with open frameworks, value “containerization” of information, making it easier to use, analyze and share.
- Think about projects as components of value in someone's life.
- Connects to your Legacy system so you don’t have to abandon it.
- Can be designed for a tool box approach instead of a pre-designated hammer
- Assumes a complex eco-system from the beginning
- BUILT with INTENT to CHANGE
- Jazz conductor
- Design Modular with the intent to interact, engage and find synergies.
- Starts without constraints, then adapts to stages of change

How do I process an unprecedented amount of data and turn it into Insights?

If an “Information Steward/Knowledge Leader’s #1 trait to exercise is **CURIOSITY**

Then: Technology must be your ALLY

Technologies goal is to make it as easier as possible for people to be curious across all their data and gain insight

