

innovation  
for everyone  
everyday



Imagine<sup>TM</sup>  
Nation

The  
**ImagineNation<sup>TM</sup>**  
**Handbook**

**How to Innovate Like an Israeli**

**By Janet L Sernack**



# The ImagineNation™ Handbook

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## About Janet Sernack

This is a very brief personal description intended to give a brief overview of the immense presence, knowledge, skills and experience that has accumulated throughout my career and passion for making a difference. I could write a whole book about myself, and I will one day, this e-book is about the birth of ImagineNation™, which has been the most exciting and the most challenging journey I have ever embarked upon.

I love change, as it creates opportunities for growth and development, as well as deviant, imaginative and creative responses. I am passionate about creating and delivering innovative learning, coaching and consulting programs to coaches, leaders and organizations.

I have gained my extensive consulting, education, facilitation, training and executive coaching skills, from over 30 years of experience in the consulting; manufacturing and retailing; learning and development businesses in Australasia and Israel. I have personally experienced challenging career and lifestyle changes; which have provided me with a serious amount of chutzpah and resilience, and a wide breadth of knowledge, skills and experience:

- I have a fresh and pragmatic perspective towards corporate learning that is holistic and systemic. Acknowledging that each individual, leader and team brings a whole set of cultural attributes to the table. These can be deciphered, merged and integrated to intentionally impact a distinct or corporate culture positively.
- I am solutions oriented and outcome focussed within a collaborative team approach incorporating:
  - Cutting edge adaptive and emergent processes.
  - Integrative thinking and conflict orchestration.
  - Assertive and generative debate processes, which create imaginative and surprising solutions to challenges and problems and unexpected and random events.

I take into account that adults learn by doing and learn best when they experience safe yet disruptive learning processes. Knowing that it is only when people observe and acknowledge themselves feeling uncomfortable, making mistakes and failing, can they move towards understanding, and embracing desired or useful mindsets and behaviours, that will generate more positive and useful outcomes.



My own learning journey has seen me evolve from careers in:

- Graphic design and design management
- International air hostess
- Fashion coordination and design
- Fashion and lifestyle marketing strategy development for a major Australian Department Store Group
- Business, marketing and quality management consulting to fashion and lifestyle corporations and other institutions.
- Customized corporate training design, delivery and facilitation, executive coaching, leadership and team effectiveness
- Corporate change and culture development programs, improving performance, entrepreneurship and innovation
- Global exposure across 38 different National cultures.

My commitment is to 'walk the talk' and learning from my failures and mistakes has placed me many times in the line of fire, from which I have painfully, but proudly evolved and emerged personally and professionally.

I have designed and delivered learning, change and culture development programs for some of Australasia and Israel's best companies including the National Australia Bank, Commonwealth Bank, Westpac Bank, Macquarie Bank, MLC, Seafolly, Chanel, Orotan, AAPT Telecommunications, Verint Security Systems and HP Software.

In January 2010, I relocated, with my husband and two small dogs and a cat from a secure haven in Sydney, Australia, and migrated to one of the most challenging, energetic, innovative, political and social 'hot spots' on earth; Israel. I had always had a desire to return to Israel, having lived and worked there for a short time, on a kibbutz, when I left high school. Catalysed initially from the bestselling book 'Israel the Start-Up Nation' I have conducted an intense culture research study, to decipher and define the magic formula that Israel embodies as the 'Start-Up Nation'. Israel lives in a constant state of instability and uncertainty whilst balancing chaos and order to create disruptive innovations. My intention was to develop a unique new and replicable Model and Learning System for coaches, leaders and organisations to support and generate high levels of Adaptation, Creativity, Innovation and Entrepreneurship.



I am the Managing Director of Compass Learning Pty Ltd, [www.compasslearning.com.au](http://www.compasslearning.com.au) a global consulting firm that develops innovative eco-systems builds leadership capability and improves executive and cross cultural team effectiveness.

I am the Founder and CEO of ImagineNation™ [www.Imagination.co.il](http://www.Imagination.co.il) an imaginative, deviant and disruptive global learning consultancy that allows coaches, leaders, and organisations to dance in the dis-equilibrium that occurs at the edge of chaos.

I am an Associate Fellow of the Australian Institute of Management' (AIFM), a Member and Associate Accredited Coach (ACC) of the International Coaching Federation (ICF), and a Member of the Presencing Institute and Harvard Business Review Advisory Council.

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## Acknowledgements

The following extraordinary people have my heartfelt thanks and acknowledgment for helping me build ImagineNation™. They are extraordinary not just for their own particular expertise, but for their unending patience in working with me in a discipline where some have had to grapple with the business language and the inherent jargon that is so much a part of the teaching.

Barry Aarons, my husband, for his encouragement, love and support, especially during those difficult times when I was ready to give up on the ImagineNation™ dream.

Michal Dekel Malinovich for all those endless hours spent in coffee shops generatively and often fiercely debating the ImagineNation™ brand, value proposition, and then the intrinsic motivators, mindset and behaviours until we reached meta thinking clarity.

Tom Langford for his willingness to step outside the boundaries of creativity to pull together an incredibly talented team who truly innovated an amazingly different website.

Ariel Levin for his patience and generosity in teaching me how to position and market myself via the social media, when I wasn't even on Facebook at the time.

Lisa Bloom for unconditionally sharing her knowledge, skills and wisdom towards building a technology based global coaching practice.

Lisa Erez for filling the critical graphic design gap at short notice so seamlessly and professionally.

Goldy and DaniGmaN for their relentless curiosity, flexibility, role modelling and generative debate to co-create the unique Israeli Start-Up Game™.

Amanda Rogers for always being awake and available in Australia to complete all those project co-ordination tasks as short notice.

My friends and colleagues at the Ma'agalay Shefa, for their encouragement and support, especially in my most vulnerable moments.

Finally, to Oded, Rafi, Eldad, Jeff, Denise and Tom for being willing to step up and play with me on the global stage.



# Introduction



## The innovation gap

Most people know that creativity and innovation are key catalysts required for economic growth, social change, and business success and job satisfaction. The recent challenges to modern capitalism and modernism in general, and the slow decline of industrial manufacturing in developed nations have also compelled us to seek new models for accelerating change and innovation.

The rise of high technology companies, especially those like Amazon and Google - which didn't exist 15 years ago - and companies like Facebook and Twitter - which didn't exist 10 years ago - have compelled us to re look at how we communicate and conduct business, and to seek new models for developing business innovation and entrepreneurship.

The spate of high impact 'Black Swan' events, like the Japanese Tsunami, Icelandic volcano, and the Eurozone Economic Crisis, have compelled us to seek new responses to problems, as well as to unexpected and random events. Globalisation, plus the global war for talent, increasing competition and rising costs has made employee engagement the number one global issue for organisations to confront and resolve.

We can no longer predict, or accurately forecast what the future might be like. We can, however, maximise our creative potential and develop an innovative set of scalable, sustainable and systemic solutions and ways of be-ing to deal with it.

The strategies that we have habitually and traditionally implemented to maintain balance and a sense of equilibrium, no longer work as effectively as they used to!

At ImagineNation™ we have created ways to generate innovative solutions to flow and flourish with these present and likely 21<sup>st</sup> century challenges by:

- Igniting and harnessing the capacity that creates mindset flips and fresh lines of sight to perceive the world differently.
- Making Innovation everyone's job, every day to create highly engaged and passionate work environments.



## Why innovate like an Israeli?

It is widely reported in much of the world media, how successful Israel is in academic research, agriculture, information technology, medical and military innovations to name just a few. How Israeli 'Start Up' organizations have positively contributed to many other countries, organizations and societies is widely known. Products and services that have been researched and developed in Israel have a global presence and many have become common household brand names.

The successful Israeli 'Start Up' phenomenon has been discussed, debated and dissected in many articles, books and webinars over the past few years. I became passionate about wanting to know the 'why' and the 'how' of Israeli innovation, and to seek ways as to how others could benefit from this knowledge and teachings. While many doom and gloom articles often dominate world media headlines, and many of Israel's near neighbours are committed - in words at least - to the elimination of this 'huge little country', I decided not to give way to fear, but to explore the possibilities and the bigger picture by looking at what Israel is 'really' about. Many of Israel's problems are created from the outside and Israel's successes come from within. Israel can be defined by its collective successes, a small sampling of these follow:

- Ten Israelis have won the Nobel Prize so far.
- Israel is a leader in biotechnology development.
- Israeli medical developments are used in the best operating rooms around the world.
- Israel is one of the world's top leaders in agricultural development and fruit cloning.
- A quarter of the population holds a University degree – ranking third in the world.
- Israel produces more scientific papers and more patents per capita than any other country.
- The cell phone, disk on key, instant messenger chat, voicemail technology, the Pill Cam and the Pentium 4 processor were designed and developed in Israel too.
- Microsoft and Cisco built their largest R&D centres in Israel
- Apple chose Israel as its first and only R&D centre outside the US.
- Israel is a leader in genetics and preventive medicine.
- Israel has the world's highest percentage of engineers and scientists.



Having spent a considerable amount of time in developing high performance corporate cultures, leaders and teams, especially in the fields of achievement, responsibility and accountability, I thought that the successful Israeli Innovation model has something unique and valuable to offer the corporate world.





## About this handbook

Whilst there are a vast number of books, websites and academic programs now available that reinforce the imperative for Innovative approaches to solve problems in new ways, very few , if any, effectively focus on providing the practical 'how to'.



This handbook outlines the 'how to' in three very different streams, initially it describes my own personal journey around dealing with massive change and the real life challenges around making a completely innovative new start in my autumn years. It then describes the results of the culture research I conducted over a two year period in my attempt to understand the unique set of characteristics that manifest and drive Israeli Innovation. Finally, it outlines how Israeli's innovate and how you too can 'Be' innovative like an Israeli:

- By understanding the core intrinsic motivators,
- By developing the desired mindsets and behaviours,
- By embedding daily and pragmatic workplace practices,

This handbook is the culmination and integration of my thirty plus years of experience in corporate culture change, development and corporate education space. It provides a mixture of intellectual rigor, within a 'what works' framework.

This will enable you to imagine and create new ways of Be-ing and Do-ing that will support you to flow and flourish with challenges and opportunities as they emerge.

## Making the 'sand change'

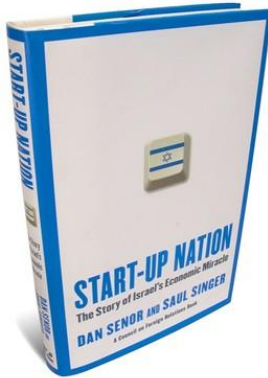
In 2010 my husband and I, left a very safe, secure and abundant haven, Sydney, Australia, and relocated to one of the most challenging, and most innovative, 'hottest spots' on earth, Israel.

This massive change process saw us:

- Shift from two regular monthly incomes, to almost no income at all!
- Experience a series of enormous physical, spiritual and emotional disruptions to what had been a pretty placid and 'comfortable' lifestyle in Sydney's North Shore.
- Make such a huge life change when the majority of our peers were mostly 'burnt out' and ensconced in grandchildren and developing financial pathways to retirement?



- Exposed to a completely new and diverse ‘East meets West’ culture?
- Learning a complex and challenging - modernised - ancient language?
- Adapting to a new work ethic, a new currency, a different climate and a completely new lifestyle.



Combine this with the reverberations of the Global Financial Crisis, the geopolitical instability resulting from the ‘Arab Spring’ and the Euro Economic Zone Crisis; we saw our lives start to spin ‘out of control’.

I realised very quickly that I would need to manage my own change process, so that I could succeed and flourish in this ‘new and challenging world’. This offered me an incredible opportunity to use my own change process to transform my career, to flip my own game and to re-imagine and re-invent myself and my business.

## Understanding the patterns – Why, What, How?

I began researching why Israel is the ‘Start-Up Nation’, starting initially with the fabled bestselling book, ‘Start-Up Nation’ The Story of Israel’s Economic Miracle by Dan Senor and Saul Singer. See <http://www.startupnation.com/> I wanted to know why it is so innovative, what drives its innovative capacity and how does it consistently manifest creative energy and disruptive innovation? I wanted to explore, decipher and codify the cultural factors that have delivered and continue to deliver these outcomes.

## Israel is our model and inspiration

Israel is my inspiration and model for Innovation where:

- Authentic entrepreneurship emerges spontaneously,
- Cutting edge inventiveness leads to evidence of success,
- ‘Out of the box’ thinking is a ‘way of life’!
- Generative debate delivers results beyond expectations!

**Israel provides an evidence based, economically successful model for being Innovative, for flowing and flourishing with the challenges of the 21<sup>st</sup> century.**

*“Israel is in the estuary region where rigid order and random chaos meet and generate high levels of adaptation, complexity and creativity.” Start Up Nation*



The last thing that I had expected when we moved to Israel was that I would start a completely new business; little did I know that I would become totally infatuated with seeing this 'huge little' 'Start-Up' Nation with fresh eyes, and become besotted with learning about Innovation on a thought leading, global scale.

## Letting go to let come!

I discovered, as governments, organisations and people are generally discovering that the strategies we habitually and traditionally implemented to maintain balance and a sense of equilibrium, are no longer working as they have done previously!

So developing ImagineNation™ was the beginning of a very uncomfortable, extremely challenging and long 'learning' and 'letting go' process. I found that I needed to do this to create the space, connectedness and energy for the new to emerge.

- Physically, we left Australia with only our most treasured and basic possessions.
- Emotionally, we left behind our families, community associations and closest friends and colleagues and the many other people and places we were connected to.
- Spiritually, we stepped out to 'live our dream', to create more meaningful lives, to make a difference somehow to the quality of life in the first Jewish state to exist in 2,000 years.
- Mentally, we worked towards opening our minds and hearts, letting go of judgements, negative beliefs and the need to be in control our lives.

Ultimately, both my husband and I surrendered to the change process and made a commitment to explore new horizons for flowing; somehow, with the magnitude of our own, our new homelands' and the overall global change process.

## So what does a girl do?

Being an international executive coach, trainer, facilitator and culture development consultant with over 30 years of corporate experience, helped me in many ways to understand and adapt to my new life. I embodied a wealth of knowledge, skills and experience about the change process, from key concepts, overall principles to a wide range of techniques. What I didn't realise at the time, was the wealth of distinctions which would be sometimes, painfully available to me!



Having no fulltime work was like being on a sabbatical.

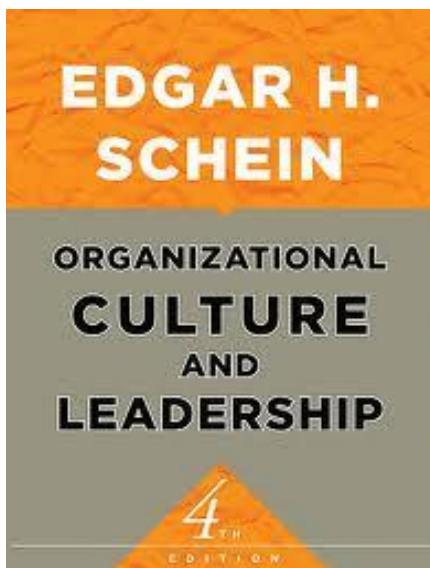
I decided to utilise my own difficult and challenging personal reactions to change, as a case study, from which I could learn, use as a reference point and later teach from.

During my first year, I had the rare privilege of attending an MIT webinar on Culture Change by Professor Edgar Schein, from the Sloan School of Management. This enabled me to understand and set a new context for responding to and managing change. I could then start to take the first 'baby' steps towards understanding and taking charge of my own change process.

I was able to discern and explore my own unique case of survival and learning anxieties. Necessity forced me take responsibility for monitoring and managing these factors in the best ways possible. Knowing that if I didn't, I was at risk of drowning in the volume of change!

I learnt that my automatic reactive response to huge amounts of change was to descend into a safe and heavy 'fog'. My husband and I were still recovering from his CABG - Coronary Artery Bypass Graft - operation which occurred three months before we left Australia. After which we physically packed up our whole lives and home, said all of our goodbyes to families and friends and relocated to a completely new country and culture!

We lived in Israel for the first few months 'not knowing' much about anything! Basic things like getting an Israeli Drivers License, buying a car and arranging vehicle and medical insurances, all in Hebrew, were all basically simple but major challenges!



Just when things started to settle down and 'make sense', my mother passed away in Australia, which created another significant emotional event I had to attend and adjust to.

Despite all of the global networking I had undertaken prior to our departure from Australia, the prospects of creating immediate income producing work, were minimal! So with the dense 'fog' descending into a paralysis of overwhelm, somehow, I managed to set out to use Ed Schein's key principles to understand and take charge of my own change process.

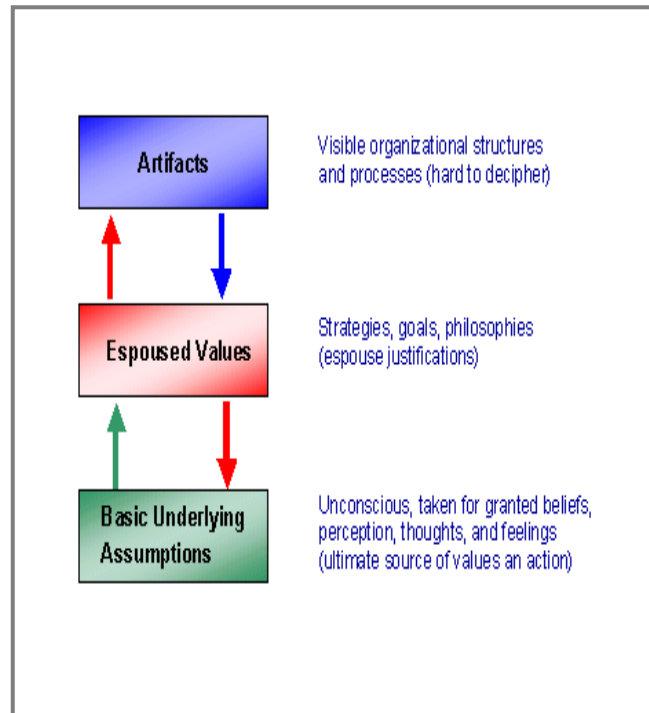


## Dealing with change overload!

The first strategy was to set a specific and clear personal change goal, a clear intention and description of my desired future state.

Included in my action plans was to acknowledge the confusion going on in my mind, and make sure that I regularly practised silence, stillness and mindful meditations to keep me present and connected to the possibilities, as opposed to the confusion, my new life offered me. To allow myself to let go of my old ways of doing things, to remain present to the 'fog', and not 'in the fog', by constantly maintaining my composure and by focussing my attention on my goal.

I also realised that I needed to establish a supportive mentor group, to stimulate support and share learning's and was quickly able to do so.



This has evolved into a weekly Circle of Abundance Business Network Meeting here in my home town, for English speakers to support each other in their business efforts. Certainly not something I was expecting to be facilitating in my new life here in Israel.

Most importantly, I learnt to be 'less hard' on myself, by practising more healthy self compassion, and to be more accepting of 'what is' whilst generating 'what could be'.

I explored all of my basic underlying assumptions, as well as my espoused values and artefacts driving my own internal and personal culture and eco-system.

Using this deep personal experience as a case study, and Ed Schein's methodologies and feedback, this amazing personal journey of discovery created the stimulus that led me to be curious and to explore the volatile dynamics characterising Israeli Culture. This became the key which opened the gateway towards my later understanding the causes, features, intrinsic motivators and underlying mindsets, behaviours and practices of Israeli Innovation.

Setting some strong and clear boundaries, getting started in 'small chunks', saying 'no' to distractions and increased responsibilities, and building some personal 'safety' mechanisms, allowed me take some first steps to achieving my goal.



As the weeks and months rolled, when so many friends and colleagues had made an 'about turn' and returned to their safe and secure homeland that they had left, my husband and I managed to happily settle into a new community, made lots of wonderful new friendships, despite having minimal income, employment or financial stability.

## Chapter One

### Why focus on innovation?

Once I managed to clear the 'fog', I began to notice that I had, somehow, landed in completely new and radically different Innovation Space. I became fascinated with the whole concept of Innovation as it touched every aspect of my new life in my adopted homeland, from mobile phones to car alarm systems; absolutely everything was fresh, creative, different and new!

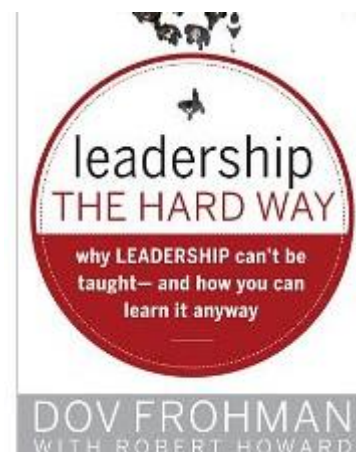
I focussed on how I could apply it pragmatically, to the corporate context, and considered what organisations could learn from such a surprising national and economic success story. So began my journey of discovery into what the world perceived as 'Israeli Innovation'.

One of the initial as well as most important contacts was to meet with Joanna Landau and Michal Dekel Malinovich, from Kinetis. (<http://www.kinetis.org.il/>). Kinetis is a 'not for profit' organisation which promotes Israel, at home and abroad, as a vibrant source of creativity and innovation. My association with Kinetis, especially with Michal, enabled me to understand, at a very deep level, why Israel was so innovative, and what Israeli Innovation is mostly about.

This association also supported and focussed my vision of sharing 'what works' about this amazing country, with the global corporate world.

Reading 'Start-Up Nation' - The Story of Israel's Economic Miracle', by Saul Singer and Dan Senor, gave me a starting point to my learning journey.

The leadership and corporate context was supported by Dov Frohman's powerful book, 'Leadership the Hard Way', in which he shared his many years of experience as the CEO of Intel Israel. Interestingly he suggests that most leadership models are irrelevant to resolving the true challenges and dilemmas that need to be faced in today's unstable and uncertain world. He defines leadership as *"a matter of courage: a willingness to take risks and do the unexpected; to make judgements with no data, or at best, inadequate data; to face ones*



*fear of failure.”*

He also stresses the importance of developing personal wisdom, little did I realise then, that this would form the basis of my own leadership development journey towards the creation of my own Israeli Start-Up, ImagineNation™.

Apart from being exposed to Innovation in Israel at the grass roots level, Israel Post benefited enormously from my multiple Amazon purchases which included the latest, cutting edge, books on Innovation. The Internet also provided me with the opportunity to discover the best bloggers, ‘LinkedIn’ Groups, (HBR) Harvard Business Review articles and various websites focussing on the Innovation space.

During my years of research, I noticed that there were many theoretical and academic approaches to Innovation. These approaches and studies explained why we need to innovate, and included a range of proven and comprehensive case studies. I found that all of these texts provided very interesting examples that were worth reading and understanding.

I also noticed that whilst most authors covered ‘why’ and ‘what’ companies do to innovate, they seemed to be missing the practical ‘how to’ piece of this vitally important jigsaw puzzle.

## **A new approach to living innovation**



Most leaders and managers know ‘why’ their roles are so critical to their own and their business success. Most leaders and managers know exactly ‘what’ they need to be doing to be successful.

However, from my experience, getting them to actually do it; habitually; is another thing altogether! The biggest challenge I had during my 25 years in the corporate space, has been experimenting with ways to work with; and to close; what is now called the ‘knowing-doing gap’ that brings ‘theory to life.

This requires paying attention to and be-ing intentional around demonstrating and embodying more effective emotions, thoughts, behaviours, actions, practices and ultimately, habits.



## Changing and flipping mindsets!

I have specialised in mindset and behaviour change, as well as in adult and experiential learning, because these are the core factors that enable people to experiment with, make and sustain real and deep change!

Carol Dweck, in her ground breaking book 'Mindsets' defines mindsets as a key part of our personalities and are based on our belief systems. She describes two prevailing key mindsets, where she states that *"the most important point is that they can be changed"*! She describes a mindset as *"the view you adopt for yourself"* and goes on to describe how profoundly this affects people's lives, especially around how they perceive opportunities, learning and failure.

### **The most important point that she makes is that they can be changed!**

She describes the two prevailing key mindsets as:

1. **The fixed mindset:** is judgment based with a constant need to evaluate everything. People believe their abilities and intelligence are set in stone. That they have an innate set of talents that they need to repeatedly prove. They perceive failures or setbacks as a threat to their sense of self worth or identity. People tend to seek validation and externalise their power, often in denial and justification that the world needs to change, not them.

**This mindset inhibits innovation because it blinds people to possibilities, options and choices, therefore to opportunities that may exist. People have a deterministic view of the world. It is also indicative of a lower level of consciousness and inhibits change and innovation.**

2. **The growth mindset:** is monitoring based attuned to the implications for learning and constructive action. People believe that intelligence and abilities can be developed through their own efforts, and tend to view failures as opportunities for growth. They have a desire to constantly challenge and stretch themselves and will internalise their power. If something isn't working, it's up to them to change. They realise the value of challenging themselves and the importance of effort.



**This mindset supports innovation because it opens people to possibilities, who become resilient in the face of setbacks, and will make the efforts necessary to pursue greater and creative success. People have a higher level of consciousness as well as a greater**





## sense of free will and achievement focus.

This has been supported by a recent blog, posted on 'Innovation Excellence' on March 5, 2012 by Bradley (Woody) Bendle, which has taken Professor Dweck's work one step further:

<http://www.innovationexcellence.com/blog/2012/03/05/the-innovators-mindset/>

*"The Innovator's Mindset starts with a growth mindset, but it is also consumer centric, and oriented towards creating value. Innovators want (or perhaps even need) to grow, they want to provide value by creating solutions for things consumers need; as well as creating new value by providing useful things consumers didn't even know they wanted."*

## The value of having an innovator's mindset:

People and organizations with an Innovator's Mindset tend to be more successful – or 'more lucky'. It's not simply that they tend to be 'more lucky', but having this positive; innovator's mindset actually CREATES success, and luck.

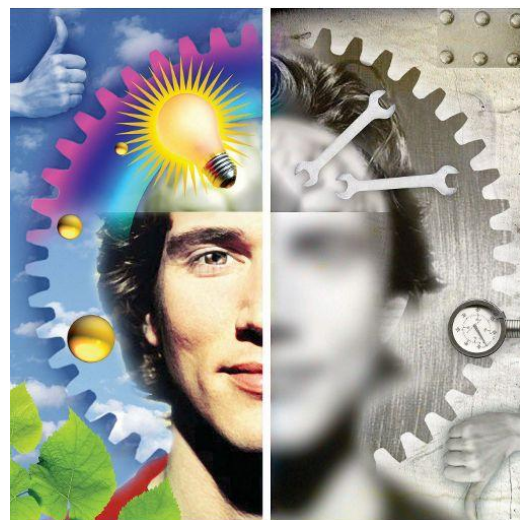
In **The Luck Factor** (Miramax, 2003) professor **Richard Wiseman**, from the **University of Hertfordshire**, details his research providing the following insight

*"Luck (or success) comes to those who embrace and embody four essential principles"*

- *Creating luck by noticing and acting on opportunities,*
- *Expecting that one can create luck through perseverance,*
- *Making decisions which are informed by the well honed intuition, and*
- *Resisting the negative by finding and even creating the bright side of every situation."*

This also sets the context for successful entrepreneurship; those who have a growth mindset to 'see' the opportunity, take positive actions, intelligent risks, and are perseverant and resilient in the face of adversity, failure and challenge.

So as I chose to become my own case study, in practising and expanding my own 'growth' mindset by creating my own Israeli 'Start-Up' company. I didn't know what it would look like, how I would build or fund it, how I would resource or deliver it. I just believed that if it



was possible in the world, it was possible for me.

This mindset kept me focussed and enrolled me in my own learning and change journey towards adapting to my new homeland, and building my Israeli Start-Up, despite obvious language and professional connection challenges.

I also knew that just enabling leaders and managers to change their mindsets to become more innovative, was not enough, to enable them to deal with the challenges emerging in the 21<sup>st</sup> century.

I had to discover and learn how be intentionally disruptive to 'flip' mindsets, to create 'altered states of reality', and facilitate deep perceptual shifts about ways of being and doing in the world.

Mostly because the challenges, dilemmas, random and unexpected events occurring at the beginning of the 21<sup>st</sup> century require a whole new way of responding to the inflection points that emerge, via 'meta-thinking' and generative problem solving processes.

## The value of learning by doing

Developing strengths in growth, high performance and innovative mindsets, supports the learning process to be effective and enduring.

To teach anyone, especially, a leader or a manager, something new, they have to experiment or 'play' with it. They need to experience the pain of disruption and discomfort, and experience mistakes and failure at least once.

Neuroscience has also proven that before we can learn something new, we need to make the neurological 'space' for it. This is typically the space where mindset changes and 'flips' occur. To then effect brain plasticity, people need to keep on repeating the new thinking, behaviour or skill until they become reasonably competent.

## Motivation for change



Ed Schein suggests that three very different processes need to be in play, for the motivation for change to be strong enough to effect a change:

- **Enough disconfirming data to cause serious discomfort and disequilibrium.**
- **The connection of the disconfirming data to important goals and ideals, causing anxiety or guilt.**



- **Enough psychological safety, in the sense of being able to see a possibility of solving the problem and learning something new without loss of identity or integrity.**

These three processes are evident in Israel for a number of reasons:

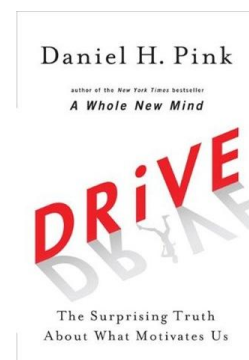
1. *There is constant threat by unfriendly neighbouring countries, plus the constant daily barrage of rockets from the Gaza Strip and the terrorist threat from the Sinai Peninsula into areas of Southern Israel. These incidents periodically send over 1 million people to live temporarily in bomb shelters. Israeli's have adapted to live 'comfortably' with a seriously consistently uncomfortable situation.*
2. *Every time the Israeli government and Israeli Defence Forces attempt to minimise threats and protect and defend its citizens, it faces a critical world press and a hostile United Nations. Israeli's have adapted, unhappily, to the constant state of global disapproval, attempts at de-legitimisation and blame. Israeli's stay focussed on the core ideals that need to be preserved to ensure their survival.*
3. *Because of the power of the deep intrinsic motivators and innovation mindsets, Israel constantly surprises the world by achieving the seemingly impossible.*

Research also shows that when people are in survival or learning anxiety mode, we need what Ed Schein calls 'psychological safety'. Neuroscience again tells us that the brains neuro plasticity is inhibited by its fear response mechanisms, which, in turn, inhibit learning and change processes. When people have some sense of safety, they will engage and fully participate in the overall learning or change process. If the learning process explicitly includes the desired mindsets and behaviours that will support and enable the skills to be developed, people will have something to focus on, and to play and experiment with.

Also, if the negative consequences for 'failure' are managed effectively, people will feel safer to be 'out of control' or temporarily 'incompetent', and stay in the 'learning game.'

This is one of the key reasons why gamification has become a powerful global trend; what really attracts people to games is that they like to 'try out stuff', have fun and enjoyment whilst totally engaged in pursuit of mastery! They like to operate autonomously and not be at the effect of any 'real life' consequences when they make a mistake, or fail to achieve one of their virtual missions!

Daniel H. Pink [www.danpink.com](http://www.danpink.com) is the author of 4 provocative bestselling books, and one of the world experts on motivation, in his book 'Drive', the surprising truth about what motivates us - was a New York best seller and explains why games have



become so popular.

He states that people are motivated by:

- **Purpose** (doing something meaningful like ‘saving the planet’)
- **Mastery** (be the ‘best gamer’ on the global score board)
- **Autonomy** (I am playing my ‘own game’, even if I am part of a gaming community).

Whilst gaming master Jane McGonigal (see <http://janemcgonigal.com>) says "Reality is broken, and we need to make it work more like a game".

*"The best hope we have for surviving the next century on this planet? Games!"*

Her goal for the next decade is to try to make it as easy to save the world in real life as it is to save the world in online games!

## Bringing theory ‘to life’

One of the biggest challenges in developing my ‘Start-Up’ was finding a suitable partner to co-create The Start-Up Game™; a business simulation designed to foster innovation and entrepreneurship; it brings ‘to life’ the concepts, principles and techniques of Israeli Innovation.



# THE START-UP GAME™

I happily worked with Goldy and DanigMan, from Playful Shark, which is the gamification division of Jivy Group to create The Start-Up Game™.

Integrates adult, experiential and gamification concepts, principles and techniques into a corporate learning context that transcends typical existing experiential learning activities, business simulations and corporate board games based on the old ‘Monopoly’ paradigm. It can be further customised to client specific needs to incorporate client specific ‘real and live’ business dilemmas and challenges that can be translated into:

- Specific business improvement/innovation programs as post workshop action learning assignments with tangible deliverables.
- Team innovation labs that result in a crystallised vision for innovation, embodiment and action plans for prototyping and embedding innovation.

An on-line gamified version will be developed in 2013.



## Chapter Two

### The Innovation Opportunity

#### Be-ing and do-ing elements of innovation

Most innovation experts acknowledge that there are two sides to innovation and entrepreneurship that always need to be considered and kept in balance; **Be-ing and Do-ing**.



The Be-ing side represents soft intangible aspects, whilst the Do-ing side represents hard, more tangible aspects. Do-ing aspects tend to involve behaviours, tasks and skills, which draw on our very important Intellectual (IQ) and Technical Intelligences (TQ). These enable us to execute tasks effectively. The Be-ing aspects involve paying attention to and Be-ing intentional around our moods, mindsets and emotional states. This suggests that to be an effective leader, innovator or entrepreneur, we need to develop aspects of Be-ing which typically includes a degree of emotional, (EI) moral (MQ) and Kinaesthetic or Body Intelligences. (BQ) From my research I noticed that the duality of these aspects of innovation and Entrepreneurship have not been attended to or covered by most innovation authors, apart from Dov Frohman, who discusses the need for emotional wisdom, nor by the academics and specialists.

#### The Be-Do-Have of Innovation

For example, Author Clayton Christensen, in his book 'The Innovators DNA' outlines the 5 Discovery Skills that need to be developed to effect Innovation:

- Questioning
- Observing
- Experimenting
- Networking
- Associating

What he hasn't outlined is who I need to **BE**, and what compels and motivates me to be Innovative in the first place?



I have identified that typically In Israel, the core intrinsic motivation is **necessity**. Having no natural resource wealth, and be-ing exposed to constant threats and geographical isolation, Israeli's have, through **necessity**, become global experts of Disruptive Technological Innovation.

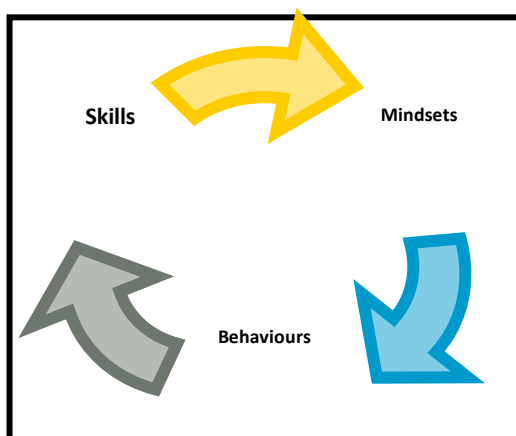
Compared to for example with Australia, where I was born and raised, with its abundance of natural wealth and resources, its egalitarian and secure society, Australians have tended to become conventional and complacent. Perhaps, because up until now, there is no imperative or urgency to change, create or invent, or innovate, like there is in lesser affluent countries. However, there is an incredible opportunity to 'awaken' them to the possibilities of what Be-ing Innovative offers them and to unleash their potential for Innovation.

Once the intrinsic motivation is ignited, there are a series of core **mindsets** that need to be cultivated and mastered before becoming receptive to learning the skills required to effect innovation. For example, to become an effective questioner, I need to **Be Intentional** around the purpose or focus of my questions, and know what the outcome is that I want to have for my problem or future focal point? I then need to **Pay Attention** to the quality and impact of my mood, feelings and thoughts.

I recently attended a webinar where the facilitator stressed that there is a War going on for our **Attention**, this reinforces the need to be intentionally **Present** if I want to effect change or innovation.

I need to ensure that I am both open to and focussed on achieving my desired outcome and or developing the desired skill set, this also makes me **Intentional**.

If the most useful mindsets and moods are not embodied, I will not be able to develop a new skill.



In other words I need to **open my mind**, be aware of, and be willing to dispel judgements and manage my beliefs, thoughts and perceptions around the subject or the answer. If I do not do this I may not be open to, or able to **hear** what is being said, and may miss the **possibility** that is being opened up in the conversation! I may mentally sabotage myself from even wanting to learn the skill, or be receptive to an idea different to my own by creating 'negative self talk'.

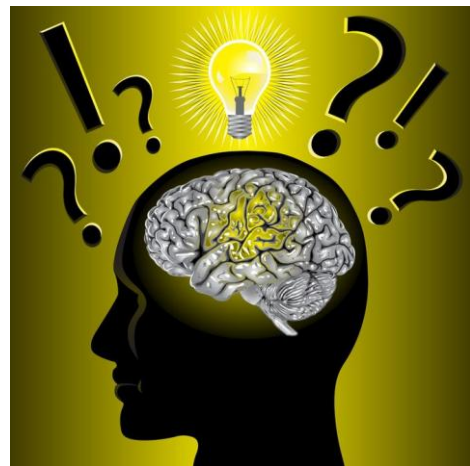
I also need to come from an **open heart**, or I will not be able to connect or create mutuality or an intimate 'safe space' with the person I am questioning. If I do not create empathy and the space for real dialogue to occur, then the person I am interacting with may become avoidant, defensive and/or disengaged.

If they are in this kind of emotional state, they will not engage with me in any kind of useful way. No matter how great your questioning skills are, they will not uncover possibilities or opportunities if they are not willing to contribute - be or play - with you.

Finally, coming from **detachment** and **allowing** creates an **open will**. This means that there is a space for the answers to emerge naturally from the conversation. No one is forcing their agenda or outcome on the other. This is how new and creative ideas emerge!

So, I suggest that some of the mindsets to teach effective Questioning might include:

- Be-ing present
- Be-ing curious
- Coming from possibility
- Be-ing courageous
- Be willing to challenge and differ
- Be detached
- Allow the space to emerge and just be
- Be empathic.



If we don't teach people how to '**be**' when generating questions, no amount of skills training will produce imaginative and innovative answers, or surprising solutions!

In our Western cultures we seem to find it difficult to be appropriately assertive and challenging in our communications. This hesitation and politeness creates cycles of collusion and a range of passive and conventional responses. What is really needed for innovation to occur is an active and open debate process that generates high level ideas, not one which seeks to make one party 'wrong' and the other 'right'. Dov Frohman says that one of the ways leaders can deal with threats, instability and uncertainty, is to take a position of being consciously "in opposition"; to the organisation, its identity and to resist complacency.

*"The leader has to embody the possibility that the organisation can fail and fail disastrously-precisely to make sure that it does not."*



Israeli's have developed a unique way of doing this, which seems almost intuitive, that stimulates and generates **'out of the box'** answers and solutions. They do this in ways that do not cause aggressive or passive defensive responses, as so often happens in the majority of corporations. Ideas get challenged, dismissed, reinvented, until high levels of **'meta thinking'** are achieved.

Finally, **generative debating** has the power to create mindset shifts or what I like to call, in the Innovation context, **'mindset flips'** and generate unexpected inflection points.

## My sources of inspiration



I became really inspired and energised by what has since become a serious love affair with this amazing country, its extreme diverse 'salad bowl' culture, as well as the heroism and drive of its people.

The vibrant energy of this *"embattled sliver of a country-home, being only one thousandth of the world's population"* has totally captivated me.

The 'Start-Up Nations' capacity and appetite for Creativity and Disruptive Innovation, its exuberance, optimism and comradeship all prevail against seemingly unreasonable odds.

I became part of what is so often considered as *"one the most dynamic entrepreneurial economies in the world"* virtually unaffected by the Global Financial Crisis, relatively economically stable and successful. Israel is still seemingly unaffected by the Euro Economic crisis and geopolitical instability; and is, apparently for all intents and purposes, thriving at the 'edge of chaos'!

I realised that this tiny microcosm, of 7 million people, one thousandth of the world's population, only 64 years young, could not only teach me how to live an alternate and more significant life, but had the potential to share something very special with the whole of humanity. This idea led me to conduct my own intense culture research study to decipher, define, the articulate the elusive 'magic formula', for balancing chaos and order.

To develop the Innovate Like an Israeli Learning (ILI) Model and System that supports and generates high levels of adaptation, entrepreneurial leadership, creativity and innovation.





## Innovation is part of Israel's culture

Dr. Yossi Vardi is one of Israel's first high-tech entrepreneurs. For over 40 years he has founded and helped to build over 60 high-tech companies in a variety of fields, among them software, energy, Internet, mobile, electro-optics and water technology.

A quote by Israeli start-up guru Yossi Vardi explains:

*"This is a start-up country, socially and culturally. It is in our heritage, our ethos. . . . The country is constantly renewing itself all the time."*

[http://youtu.be/O1MQY\\_MfgeA](http://youtu.be/O1MQY_MfgeA)



- Israel has; per capita; the most scientists and technicians in the world.
- In 2006 Israel ranked third in the world in registered patents per capita.
- Israel has the third highest rate of entrepreneurship; and the highest rate among women and among people over 55; in the world.
- Israel ranks as the top country for scientific publications. Almost 60 percent are in biology and related medical or agricultural fields.
- Over 25 percent of the workforce is employed in technical professions.
- Israel is one of eight countries in the world that have the technological ability to build and launch their own satellites.

## Israel jumps in Global Innovation Index July 1 2011

Israel has jumped 9 places to number 14 in the 2011 Global Innovation Index (GII). Coming from a rank of 23 last year, Israel flew past Australia – which fell from 18 in 2010 to 21 in 2011 - into the top 15 most innovative countries in the world, easily outranking the other Middle East and North Africa (MEA) countries, with number 27, Qatar, being the only other country from the region in the top 30.

The GII is a project led by international business academic institution INSEAD in collaboration with Alcatel-Lucent, Booz & Company, the Confederation of Indian Industry and a UN agency called the World Intellectual Property Organization (WIPO). The index measures the 125 most significant economies in the world and aims to determine how effectively they "implement new or significantly improved products, processes, marketing



methods or organisational practices, workplace organisation or external relations." This definition of "innovation" is deliberately broad in order to include innovations in sociological and business models, not merely scientific research and development.

The report said the following on Israel:

*Israel tops the regional rankings on all three main indices, and is ranked 4th on Efficiency at the regional level. Israel's strength comes from pillar 6, Scientific outputs (where it ranks 4th), with good showings in knowledge creation and knowledge diffusion (2nd and 8th). The country also scores within the top 10 on resident filings at the Patent Cooperation Treaty (4th), scientific and technical journal articles (1st), high-tech exports (8th), and computer and communications service exports (5th).*

Other countries evaluated in the MEA region, with their respective rank, were the UAE at 34, Jordan at 41, Bahrain at 46, Lebanon at 49, Kuwait at 52, Saudi Arabia at 54, Oman at 57, Tunisia at 66, Egypt at 87, Morocco at 94, Iran at 95, Syria at 115, Yemen at 123 and Algeria at 125.

## **Deciphering 'how to' be innovative!**

When I began my research process, my first focus was to understand and decipher the core intrinsic motivators behind Israeli Innovation. Interestingly when using the Maslow Hierarchy of Needs as a context for understanding and exploring the underlying needs, I noticed a serious mismatch occurring.

**Whilst there are strong survival, physiological and safety needs in Israel, there is an even stronger need for self actualisation and self transcendence, which, in my opinion, tends to throw the whole hierarchy 'out of balance'.**

This was the first clue as to why the Israeli culture is so innovative. Whilst it appears to be externally defensive, internally its people tend to be spontaneous, courageous, playful, achieving, assertive and non defensive and always on the lookout for new possibilities and opportunities. People are driven by a desire and passion for excellence, as well as a sense of urgency towards getting the job done. This supports the dominant national **Growth Mindset**, driven largely by **Necessity**. Also inherent is a desire to somehow, change the world for the better.

**The final piece of the 'how to' was the development of a systemic perspective, that Israel is Innovative because of its Innovative Eco-System.**

My next challenge was to explore and define what constitutes an eco-system, considering that eco-systems provide the balance that keeps nature and everything in existence in Flow.



I realised that one of the reasons I easily assimilated and integrated into the Israeli culture, was due to the personal eco-system I created to support me. This included the mindset and behaviour changes I made, the aligned business colleagues I surrounded myself with, the new friendships I created, the new communities I joined, as well as having the financial and professional infrastructures in place. When I hit the 'threshold' that every eco-system experiences when confronted with massive disruption, I was able to create the mindset flips to shift to a higher level, and to a new threshold.

Relationships, families, businesses and communities all require a whole systems perspective that includes the intentional oscillation and creation of effective eco-systems, to adapt and grow when inevitable disruptions occur.

My next focus was to:

- Explain why business eco-systems are critical to develop to help organisations be adaptive, sustainable and successful in the face of current and likely challenges.
- Describe what a business eco-system and its key components looks like.

Finally how do you build an innovative business or personal eco-system, how can it be replicated and leveraged to succeed in an uncertain and unstable world?

## Chapter Three

### Israel as an accessible Model for Innovation and Entrepreneurship

*"The greatest contribution of the Israeli people to the world is that we are dissatisfied"*

*Shimon Peres*

*President of the State of Israel*

#### What is it about Israel that makes it so innovative?

As a result my research some of the following factors are the basis behind this accessible global innovation model, these include the following key attributes:



## Adversity like necessity breeds inventiveness and other positive attributes:

### Isolation



Arab inspired economic and political boycotts of Israel created the need for Israel to export to far away markets like China, India and Latin America.

It also encouraged 'boundary less innovation' especially in the 'portable' knowledge and innovation based economies.

*"High –tech telecommunications became a national sport to help us fend against the claustrophobia that is life in a small country surrounded by enemies".*

*Orna Berry, Chief Scientist of Israel*

### Threat

It is often said that Israel has more missiles pointed at it than any other country on earth. By necessity, Israel has a strong military and mostly civilian defence force. Staying one step ahead of the constant threat of annihilation requires people to defend their land, no matter what! There is an inherent national ability to:

- Take personal and shared responsibility for what happens here, socially, politically and economically.
- Speak up and state their point of view, and to be heard.
- Be spontaneous, inventive and to improvise, often under stress.
- Enthusiastically debate and challenge the status quo.

The need to always be one step ahead of its neighbours has resulted in the development of cutting edge military and defence industries.

These, in turn have become, through the elite high tech units, a continual breeding ground for new generations of technological experts and potential entrepreneurs. It is not unusual for a 30 year old veteran of an elite military intelligence unit to have sold his first 'Start-Up' for millions of dollars, and to be well on the way to creating his next one.



*“The Falafel Factor is comprised of three character traits: smarts, chutzpah and the refusal to give up.”*

*Ed Malaovsky, Chairman Emitrus, Gemini Israel Fund*

## **Responsibility**

Israeli’s don’t expect that someone else will ‘fix things’ for them. People are ingrained with an incredibly strong commitment towards manifesting their own destinies. When required, they will demonstrate extreme care and commitment to a cause. The Hebrew catch phrase is **“ichpat li”** or *“I really, really care”*.

People enact a deep sense of authority, as they feel this sense of responsibility for their own, their families and their communities’ fate. People tend to:

- Take the initiative to creatively turn problems into assets because often, they don’t actually have anything else to work with.
- Seek possibilities and utilize constraints.

Young people mature earlier than many of their world wide counterparts, due to their service in the IDF, and late entry to higher learning. A 26 year old lieutenant in the IDF will often have a brigade of 120 men and women that they are responsible for. It is not unusual for a 21 year old female sergeant to be leading a group of regular male reservists, aged from 23 to 45 years old.



## **Clarity of purpose**

Jewish and Israeli continuity, the survival of the Organisation, People and the Land, are at the core of the operating value system. Israeli’s know that ‘nothing is secure’ and live in conscious awareness of, and not submission to potential threats. People constantly focus on and ask *“what will it take to survive?”* What will need to happen to provide a secure place on earth for the Jewish people? This also manifests as a pervasive ‘never again’ mindset.

## **Audacity**

There is a willingness to take intelligent and not reckless risks. To appear smarter and more creative and to do the unexpected is a fundamental way of be-ing. People are willing to make astute judgements about threats and uncertainties with or without data. People are willing to face and master their personal ‘fears of failure’ and will generally navigate to contain their fears. This ‘Davka’ attitude or *“do it anyway”* mindset is coupled with hard



core Israeli resilience in the face of adversity. The outcome is that overseas investors tend to adopt a 'risk friendly' confidence that Israel will always honour, or surpass its commitments.

### **Chutzpah**

It is not unusual for people to step completely outside the boundaries of what many would consider acceptable behaviour, often perceived as impudent, insolent or brazen. Israelis embody this – often considered - obnoxious quality at a very deep level. It makes them appear to be arrogant as well as '**gutsy**' and adds to their ability to be audacious.

### **Diversity:**

Israel is one of the most heterogeneous countries in the world. There are 70 nationalities and cultures represented in the Israeli Population.

### **Resourcefulness**



Working with 'what is' and with 'what you have', is a way of life in Israel. People are naturally curious and seek to maximise the true value of differences, as useful ways of generating better solutions and outcomes. Scouting, orienteering, cycling, hiking and extreme sports are all embedded deeply into the Israeli lifestyle from a young age.

### **Adaptiveness**

Israeli's tend to be unafraid about entering unfamiliar environments and are able to engage successfully in cultures very different to their own. This is partly due to the breadth of their experience and exposure to isolation, threats and diversity. They have a broad 'social range', which comes from dealing, at a young age, with people from all different walks of life. They can also usually be flexible enough to deal with almost anybody or anything.

### **Immigration**

New people starting over in a new place, or those stripped of their wealth and status starting over in a new place; develop the drive and passion to succeed. After WW2 and the Holocaust, Israel became the only nation in history to explicitly address in its founding documents the need for a liberal immigration policy. Immigrants from all over the globe contribute their knowledge, skills and experience to create an intellectual 'salad bowl' of options and choices for maximising technological development and innovation.



The large Russian migration to Israel in the 1980's has had a profound impact on its innovative capability.

### **World class universities**

Israel has 8 universities and 27 colleges, 4 of the universities are in the top 150 globally, and 7 are in the top 100 Asia Pacific universities.

Students enter university upon completion of military service and a year away overseas.

They tend to be more mature, studious and ambitious than many of their contemporaries.

### **Jewish way of learning and arguing:**

Debating and questioning how to interpret the situation is embedded in the culture.

*"A culture of doubt and argument, an open ended game of interpretations, counter-interpretations, reinterpretations, opposing interpretations. From the very beginning of the existence of the Jewish civilisation, it was recognized by its argumentativeness."*

Amos Oz, Israeli Author



### **Integrative thinking**

There is an inherent ability to integrate and maximise the power of intuition, reason and imagination. This tends to be done with a view towards developing a holistic continuum of strategy, tactics, and action. This is part of the process used to review, evaluate and address problems. Problem solving is a way of life in Israel, it starts early, in the IDF, when soldiers are forced to find cross disciplinary solutions to specific military problems. People tend to seek tactical innovation ideas from the bottom up, and are willing to cross any kind of boundary. They will turn norms upside down to catalyse radical and counter intuitive ideas.

### **Disruptive technology**

Problems tend to be solved creatively and new ways of doing things are constantly invented. There is a willingness to combine the unexpected, and to put things that you wouldn't normally put together. As a result entirely new global markets, through the development of surprising products and services, have been created by the Israel high tech industries. Note that the Intel micro processor has been exponentially improved over a short time frame that has shifted the entire market framework for this item.



The outcome is that, within the past 5 years, 60% of Intel's sources of profits are derived from its Israeli division.

### **Orchestrates conflict**

Israeli's are not afraid to say what they think. They will use conflict and the potential for conflict by questioning and challenging the operating logic or status quo. This liberates **'out of the box'** ideas and solutions.

People tend to be loud and deeply critical thinkers, who actively encourage disagreement and dissent. They generatively debate to raise the level of thinking to invent new ideas and creative solutions.

### **Creates inflection points**

Israeli's find it entirely normal to set seemingly 'impossible goals'. It is a common practice, during a generative debate, to adopt a 'right turn' paradigm, which is a very sharp change in approach from 'incremental change' to make sudden and 'revolutionary leaps'.

These factors combine to result in the dynamic evolution and development of radical change, innovation and true entrepreneurship.



### **Drive for excellence and achievement:**

Trust is created by the evidence of a high performance; confidence to engage and followership are established.

*"An insatiable need to tinker, invent and challenge"*

*Start-up Nation*

### **Passionate**

Israeli's are passionate about getting things done, and getting them done excellently. They tend to be honest, candid and very much to the point. People are able to see and shift roles and behaviours seamlessly depending on what is required in the moment.





## Driven

Israeli's seem to be driven to succeed personally and nationally, seeking to honour and surpass commitments, so **'achieving the impossible is a way of life'**. They are daring and candid, frank and impatient as well as often relentless in the pursuit of a "better way". They are always 'on the move', driven by a strong sense of urgency to get things done.

## Hustles

Israeli's seem to realise that **'every moment is of a strategic importance'**. People hustle and push for the next opportunity. They don't waste time, are competitive and are alert to the often random opportunities that exist in the midst of a crisis & will move fast to exploit them. **'Tachlis'**, or making the key point, 'getting down to the brass tacks', to save time, efforts and money, is of paramount importance as there is not time to waste!

## Chaotic

Anti hierarchal ethos found in every aspect of Israeli society, creates respect and a sense of equal footing

*"Israeli soldiers are not defined by rank; they are defined by what they are good at"*

## Non hierarchical

Israeli's tend to be unconcerned with status or rank, and are willing to take on and devolve authority. The focus is towards adopting the big picture **'rosh gadol'** versus focussing on the small things **'rosh katan'** to resolve issues. Non defensive behaviours and a strong and tolerant **'live and let live'** way of being support both learning and the ability to be flexible.

## Experimental model

There is a unique & tolerant attitude to failure. Failures are typically perceived as constructive, as a way of keeping people in the system, by valuing & utilising their learning's. People will constantly examine, re-examine and debate experiences to identify what is needed to result in delivering better outcomes.

A debrief discussion is as important as the drill or the battle. Mistakes are acceptable as long as they are used as opportunities to improve individual and group performance.





## Pioneering, Israel is 65 years young:

### 'Bitzu' or pragmatism

Describes the pioneering spirit within some Israeli's who believe they can defy the odds and push through to make things happen.

*"The bitzuist is the builder, the irrigator, the pilot, the gunrunner, the settler. Israeli's recognise the social type: crusty, resourceful, impatient, sardonic, effective, not much in need of thought but not much in need of sleep either."*

*Leon Wieseltier, Author and Editor*

### The kibbutz "the world's most successful commune movement"

Kibbutzim or the range of collective settlements were established in the early days of the nation, to provide secure outposts and the agricultural produce required to sustain a growing population. Both were scarce and necessary to ensure survival.

Migrants, from all over the world dreamt about actualising in the Marxist philosophy, where everyone was equal and society provided fairly and adequately for all its constituents needs.



Coming from the universities, professions and also from the shtetels and the ghettos, people believed in the heroic and elemental 'return to the land'.

As the global agricultural market became increasingly competitive from necessity kibbutzim became hot beds for turning their problems into valuable 'assets'.

Israel has become a global leader in drip irrigation, fish farming and water recycling, (where over 70 % of water is being recycled). Israel is the only country in the world whose desert is receding and number of trees planted is increasing.



## Brain circulation

A large proportion of Israeli's study and work abroad and ultimately return to work and live in Israel. These people have become catalysts for innovation. The global Jewish Diaspora is also a source of resources, valuable capital and important connections.

## Labour and social equality

Many of the Jews, who returned to Palestine at the turn of the 20<sup>th</sup> century, to rebuild the land, were idealists and activists (bundists). Most originated from the Soviet and Eastern blocs, where they had been active campaigners for political change.

They shared a passion for equality, the collective and for fair social change. This value set permeated the culture significantly. It has spearheaded the evolution of a nation where unions remain a strong force. People feel the need to enrol in a wide variety of social, political and economic causes that may not always be supportive of the state.

## Tikkun olam

Is one of the core Jewish ways of being. It is geared towards 'perfecting and repairing' the world. To change and become a partner with G-d to make the world a better place. It often manifests in performing 'good deeds' charitable actions and the personal obligation to influence the world in positive ways.



This has also developed into a strong and powerful altruism which has permeated into the Israeli culture. It drives the desire and obligation to use strengths to contribute towards constantly improving all segments of society and industry, and hence the world.

*"21st century Tikkun Olam calls for world Jewry and the State of Israel to work together to help solve pressing global issues, and to make a significant, global, and distinctly Jewish and Israeli contribution to humanity".*

*Reut Institute*



## **Networks for life; the whole country is ‘one degree of separation’:**

### **Small and Interconnected country**

Young people serve in the same unit in the IDF with the same people, for between 2-6 years. They will then re-unite once a year for 2-4 weeks for mandatory reserve duty. They do this annually until they are 45 years of age. This enables them to form deep bonds that will often last a lifetime. Businesses tend to be very relational and/or affiliative where word of mouth referrals are the norm.

### **Networking is a way of life**

It seems that everyone knows someone who is connected to someone else, and is not hesitant to refer. The smallness and closeness of the country drives a strong sense of patriotism, community and transparency.

## **Researching and developing the new global model for innovation**

### **What is a national culture?**

Referring back to the outstanding work of Professor Edgar Schein, he states that:

*“Culture can be thought of as the foundation of the social order that we live in and of the rules we abide by.”*

A nation’s culture is described as a macro culture and as such becomes more stable and ordered because of the length of time it has existed.

Working with Professor Schein’s definition of culture:

*“The culture of a group can be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration , which has worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems.”*

In the case of Israel, it is recognised as a cultural ‘salad bowl’ that is a hybrid fusion consisting of more than 70 different nationalities - not including sub cultures - all thrown together within a short time frame of 65 years.

This suggests that Israel is still developing its own unique pattern of shared basic assumptions

- *Working to solve its problems of external adaptation due to the high level of adversity it constantly faces.*



- *Working to solve its problems of internal integration due to its essentially migrant population.*

**Therefore, Israel is not bounded by any one accepted or correct way to perceive think and feel in relation to its problems.**



This inherently brings about another set of challenges including national disunity on all of the political social and religious fronts.

Yet, it also suggests that the Israeli culture is a 'melting pot' of extreme differences, and as a young country, is still in an early stage of its cultural evolution.

This tends to make it flexible and adaptive, nimble and responsive to change, as well as a hot bed of inventiveness, experimentation and entrepreneurship, as its people explore common ways of perceiving, thinking and feeling.

The only common denominators to all of its Jewish inhabitants are Jewish history, ethics and religion. This forms the basis for **Jewish Peoplehood**.

From my understanding and experience, there is a series of micro cultures. Many of which have taken for granted, Jewish beliefs and values, with an essential unconsciousness, as to how it is perceived and practised in Israel.

In many ways this determines the range of basic behaviours, thoughts and feelings.

These are expressed in the 'core messages' that are transmitted internally and externally to the world. These have become an essential part of its 'cultural DNA'. As the majority of these messages are often complex and hence, inarticulate, they are mostly misunderstood by the rest of the world.

The lack of a group or national consensus as to the national mission, strategy, goals, beliefs and values, keeps the culture both fluid and chaotic.

The cultural picture of Israel is completed by adding the final cultural layer, the artefacts, which include the visible tangible structures and processes, and the observed behaviours which have been described in this book.



## Identifying cultural differences

In his outstanding work on understanding and analysing global cultures, Geert Hofstede, in his book 'Cultures and Organisations', reports on the results of his survey data about the values of people in more than 50 countries around the world. These people all worked in local subsidiaries of IBM.

The result was a statistical analysis of the country averages of the answers to questions about the values of similar IBM employees in different countries revealed in c common problems. Solutions differed from country to country in the flowing areas:

- Social inequality, including relationship with authority.
- The relationship between the individual and the group.
- Concepts of masculinity and femininity, the social and emotional implications of having been born a girl or a boy.
- Ways of dealing with uncertainty and ambiguity which turned out to be related to the control of aggression and the expression of emotions.

Whilst this research is somewhat limited and requires updating, it is still the only reliable and valid cultural research we can draw upon that establishes a global comparison. This is required to complete the cultural deciphering process and define the Israeli Cultural Model and unique Innovative Eco-System.

## The Israeli Cultural Results extracted from the GH Global Database

<http://geert-hofstede.com/israel.html>

However, Israel takes a unique position in the database of countries with scores on the 5 dimensions. Israel is the only country in the world where the size of immigrant groups is so large that they influence the dominant values to the extent that new citizens of Israel change the existing values. The below mentioned scores might not reflect the values of the whole population of Israel.

Further research should be done to express the values of all of the current Israelis.

### Power distance

This dimension deals with the fact that all individuals in societies are not equal – it expresses the attitude of the culture towards these inequalities amongst us.

Power distance is defined as the extent to which the less powerful members of institutions



and organisations within a country expect and accept that power is distributed unequally.

With a score of 13 points Israel is at the very low end of this dimension compared to other countries. With an egalitarian mindset the Israelis believe in independency, equal rights, accessible superiors and that management facilitates and empowers. Power is decentralized and managers count on the experience of their team members.

Respect among the Israelis is something which you earn by proving your hands-on expertise. Workplaces have an informal atmosphere with direct and involving communication and on a first name basis. Employees expect to be consulted.

### **Individualism**

The fundamental issue addressed by this dimension is the degree of interdependence a society maintains among its members. It has to do with whether people's self-image is defined in terms of "I" or "We".

In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist society's people belong to 'in groups' that take care of them in exchange for loyalty.

The Israeli society is a blend of individualistic and collectivistic cultures (54). Small families with a focus on the parent-children relationship rather than aunts and uncles are common. And at the same time extended families, with many children and close ties to all other family members are a part of society as well.

There is a strong belief in the ideal of self-actualization. Loyalty is based on personal preferences for people as well as a sense of duty and responsibility. Communication is direct and expressive.

### **Masculinity / Femininity**

A high score (masculine) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner/best in field. A value system that starts in school and continues throughout organisational behaviour. A low score (feminine) on the dimension means that the dominant values in society are caring for others and quality of life. A feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable.

The fundamental issue here is what motivates people, wanting to be the best (masculine) or liking what you do (feminine). With a score of 47 Israel is neither a clear masculine nor feminine society. Some elements point at more masculine features. Performance is highly valued. Managers are expected to be decisive and assertive. Status is often shown, especially by cars, watches and technical devices.



## Uncertainty avoidance

The dimension 'Uncertainty avoidance' has to do with the way that a society deals with the fact that the future can never be known! Should we try to control the future or just let it happen? This ambiguity brings with it anxiety and different cultures have learnt to deal with this anxiety in different ways. The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the UAI score.

Israel is among the stronger uncertainty avoidant countries (81). In these cultures there is an emotional need for rules (even if the rules never seem to work) time is money. People have an inner urge to be busy and work hard, precision and punctuality are the norm. Security is an important element in individual motivation. Cultures with a high score on this dimension are often very expressive. Something the Israelis clearly show while talking with their hands, gesticulating and vocal aggressiveness.



## Long term orientation

The long term orientation dimension is closely related to the teachings of Confucius and can be interpreted as dealing with society's search for virtue; the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical short-term point of view.

There are no scores for Israel on the 5th dimension based on the VSM and Chinese Value Survey.

## The Key Cultural Attributes of Israeli Innovation

*"Israel's finest innovations were developed through the combination of necessity, proven problem solving skills and creativity. Due to the close knit web of Israeli society, the synergistic nature of Israeli industry allows for cross-sectoral adaptations of technology from the security sector to life sciences, IT and communications. Highly trained graduates of the IDF continually apply cutting edge defence technology to market changing civilian applications."*

*Shalom Simhon Minister of Industry, Trade and Labour*





## The 'Start-Up Nations' key cultural attributes

*"The estuary region where rigid order and random chaos meet and generate high levels of adaptation, complexity and creativity."*

Utilising once again Professor Edgar Schein's methodology, integrating it with the observations from my own informal and formal research studies and the results of Geert Hofstede's global research survey, the following cultural attributes can be described generally about Israel.

### **Fluid and Agile Culture Dancing on the Edge of Chaos**

Adverse environment is supported by the power of an intentional and co-petitive economic cluster, a passion for achievement and a desire for excellence. People are incredibly courageous and audacious and willing to take intelligent and intrinsic risks to get things done.

### **Strong Affiliative Networks for Life**

Israel is a small country with a deep sense of community and connectedness. It is as if everybody knows everybody else, or someone who does. The concept of community and connectedness manifests at a young age where children from small towns, kibbutzim and local suburban areas attend school, high school and in many cases, ultimately the IDF and university together. This establishes friendships and relationships 'for life', from which work based networks, flourish. The collectivist attitude, strong egalitarianism, a team orientation and sense of shared responsibility for the future create close bonds, deep friendships and a sense of 'work based families.'

### **Experimentation vs. Standardisation**

Flow with conditions of extreme turbulence and uncertainty supported by willingness to think outside of the box, experiment and improvise. Whilst Israelis are individualistic in nature, they will operate as a creative and innovative 'family unit'; they will co-operate and absolutely commit to work together to 'get the job done'.

### **Both Visionaries and Patriots**

There is a clear national purpose and a sense of personal vision towards 'something big' supported by incredible patriotism, Israeli's is always 'pitching' for Israel. This is encouraged by a sense of isolation, and yet enabled by a global perspective, adaptiveness, cultural diversity and a deep sense of community and comradeship.



## **Debate and Disagreement are a Way of Life**

There is an inherent willingness to aggressively challenge authority, question the logic, and apply intuitive and rational thinking processes. This creates disruption, dissonance, and inflection points, which causes deviation from the norm. This results in creative and innovative solutions and inventions.

## **Learning from Failure**

Unique attitude to failure supported by persistence, perseverance and a willingness to keep on trying to improve and evolve ideas until they become cutting edge and disruptive. To succeed by constantly shifting fields of activity and building on efforts and failures rather than making them wrong.

## **Determined informality, candour and assertiveness**

Assertiveness and candour are the norm supported by ingenuity, cross disciplinary creativity and critical independent and integrative thinking to solve problems and make a difference.

*"What makes the current Israeli blend so powerful is that it is a mash up of the founders patriotism, drive, and constant consciousness of scarcity and adversity and the curiosity and restlessness that have deep roots in Israeli and Jewish history."*

*Start-Up Nation Book*

Economic data supports the fact that not only has Israel weathered the current global financial crisis, but has actually flourished during this time. Unemployment is around 6% and dropping, GDP grew at 4.7% in 2011, and with even slower growth looks to post 3.1% this year.

## **An Israeli Case Study**

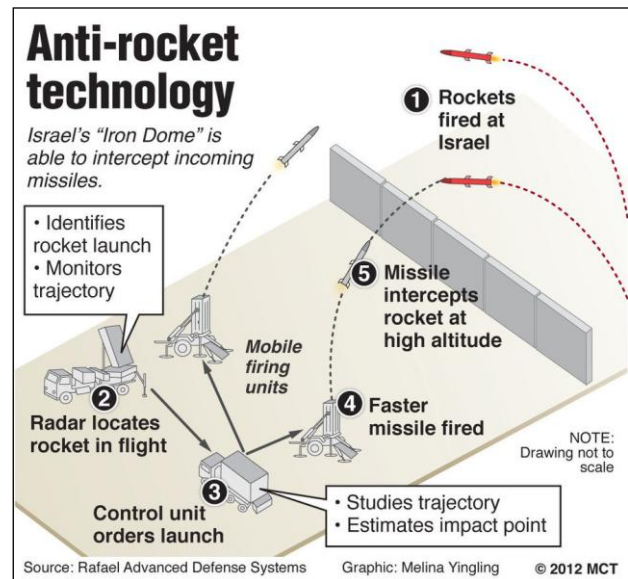
### **The development of the Iron Dome Missile System**

Between 2001 and January 2009 over 8,600 rockets had been launched from the Gaza Strip, into Israel, causing significant casualties and massive daily disruption to over the one million Israeli's who have to live with this constant threat. In the past, Israel had no choice but to have mounted a massive ground offensive like Operation Cast Lead in 2008, as an attempt to stop the daily barrage of rockets.



In April 2012, Israel's Rafael Industries enabled the IDF to successfully activate the 'Iron Dome' which is the first of its kind in the world with the ability to detect, track and intercept short range Ktuyusha and Kassam rockets.

In March 2012, three 'Iron Dome' batteries have been deployed in Israel's South. They have had a success rate of over 90%, by intercepting over 60 rockets fired from Gaza that could have hit major population centres and possibly caused horrific death and damage.



The rocket threat from Gaza indicates that both the Israeli government and one million Israeli's experienced a serious amount of disconfirming data, discomfort and disequilibrium. In order to protect its citizens, the Israeli government was anxious enough to consider sending in a ground offensive that would have resulted in a significant loss of life, damage to property and other negative consequences. Rafael industries were savvy enough to believe that the problem could be solved, and set up a team which created the 'Iron Dome' system from scratch within 3 years.

### Inflection Point

The creation of the 'Iron Dome' provides the Israeli Government with what can be described as "diplomatic manoeuvrability", the ability to think before acting and to consider all options before launching large scale operations based solely on casualties. It has created the right hand turn that Israel needed to defend itself without having to wage a war with obvious human casualties.

### Deep Sense of Urgency

Rafael industries team members realised the importance of their project to National security, often working 6 days a week as well as Saturday nights. They said:

*"We had a necessity and knew how to improvise to make it happen". Rafael industries*

### Innovation mindsets

*"At first glance, it was a major challenge; ultimately, the word 'impossible' does not appear in my lexicon". "We are more daring and have more 'chutzpah' in the way we do things than other countries and massive corporations." Meir, Deputy Project Manager*



## Chapter Four

### How the Israeli Innovation Model Works

*“Israel’s ability to continuously produce high quality innovative products is fundamental to its capacity to compete globally and the Israeli government considers it high priority to ensure Israel’s future competitiveness”.*

*Shalom Simhon Minister of Industry, Trade and Labour*

### Government Support for Innovation



*“It seems that the key to the apparent success of R&D policies in Israel has been both the willingness of the government to take substantial risks in allocating resources, and a remarkable extent of flexibility and creativity in responding to rapidly changing needs.*

*In order to be effective R&D policy ought to mirror the sector to which it is aimed. Risk taking and innovativeness are after all the hallmarks of high tech. Given the inherent dynamism of the high-tech sector, any policy that follows rigid rules is bound to rapidly become either ineffective and/or inefficient”.*

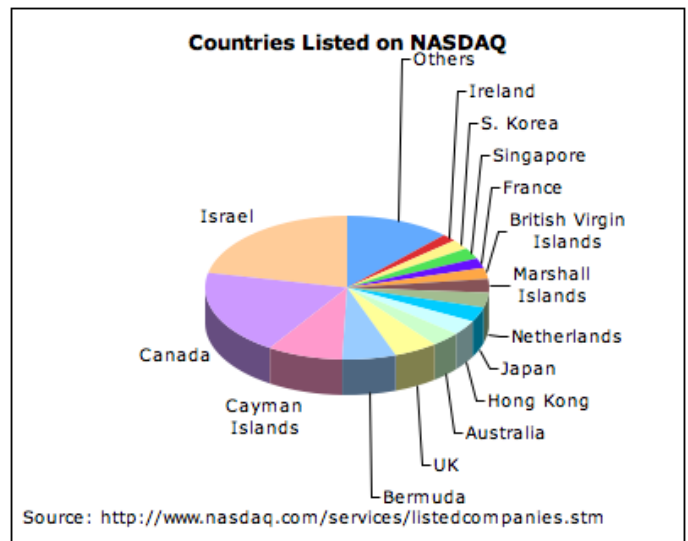
Innovation Policy and the Economy, Volume 2. Volume Author/Editor: Adam B. Jaffe, Josh Lerner and Scott Stern, editors. <http://www.nber.org/chapters/c10786.pdf>

### Key Government Initiatives

- The Israeli Government has been very proactive in enabling the development of the high tech sector through specific program based funding: The creation of the Office of the Chief Scientist, in 1968, at the Ministry of Industry and Commerce, with the mandate to subsidize commercial R&D projects undertaken by private firms.
- The Law for the Encouragement of Industrial R&D was passed in 1985 and has become the main piece of legislation that has defined the parameters of government policy towards industrial R&D ever since.
- In 1993 the Magnet program, was established to support the formation of consortia made of industrial firms and academic institutions in order to develop generic, precompetitive technologies.



- In the early 1990's the Incubators Program Technological was also set up to support organizations that give fledgling entrepreneurs an opportunity to develop their innovative technological ideas and set up new businesses in order to commercialize them.
- The Israel-U.S. Bi national Industrial Research and Development Foundation (BIRD) was founded in the early 1980s under a convention signed by both the US and Israeli governments. Its objective was to promote and support joint, nondefense, and industrial research and development activities of mutual benefit to the private sectors of the two countries.



### Development of the local Venture Capital Industry

In 1992 the government established the Yozma (meaning "initiative" in Hebrew) program. It was intended to jump-start the venture capital market in Israel.

Yozma established a number of venture capital funds that were initially funded by the government but that included also local and foreign private investors. Yozma managed to attract prominent foreign multinational investors which brought along not only their financial resources but most importantly their expertise.

Shortly after its establishment, Yozma managed to set up 10 venture capital funds and helped raise close to \$200 million. It was closed in 1997.

Since then the venture capital market in Israel has boomed, with hundreds of funds in operation, having raised close to \$5 billion for hundreds of start-ups by 2002.

Changes in government policies and the development of massive financial sector reforms unleashed the potential of the local and global financial services markets.

### Need for development of own military technology

Due to the unreliability of foreign supply, pre and post the 1967 or Six Day War, Israel decided to invest significantly in the development of high-tech military industries. This helped to jump start the Israeli technology scene. Surprisingly Israel has become a global centre for military innovations.



## The supportive Israeli economic cluster

*“An economic cluster is a dense network of companies and institutions in a certain geographic sphere. An economic cluster that is based on the region's unique assets is an appropriate structure through which to promote regional leap frogging.”*

Reut Institute, Israel <http://reut-institute.org/en/Publication.aspx?PublicationId=3753>

The cluster is typically composed of production companies, raw material suppliers, service providers, companies in related fields and public learning institutions. A cluster will contain vertical, horizontal and institutional connections.

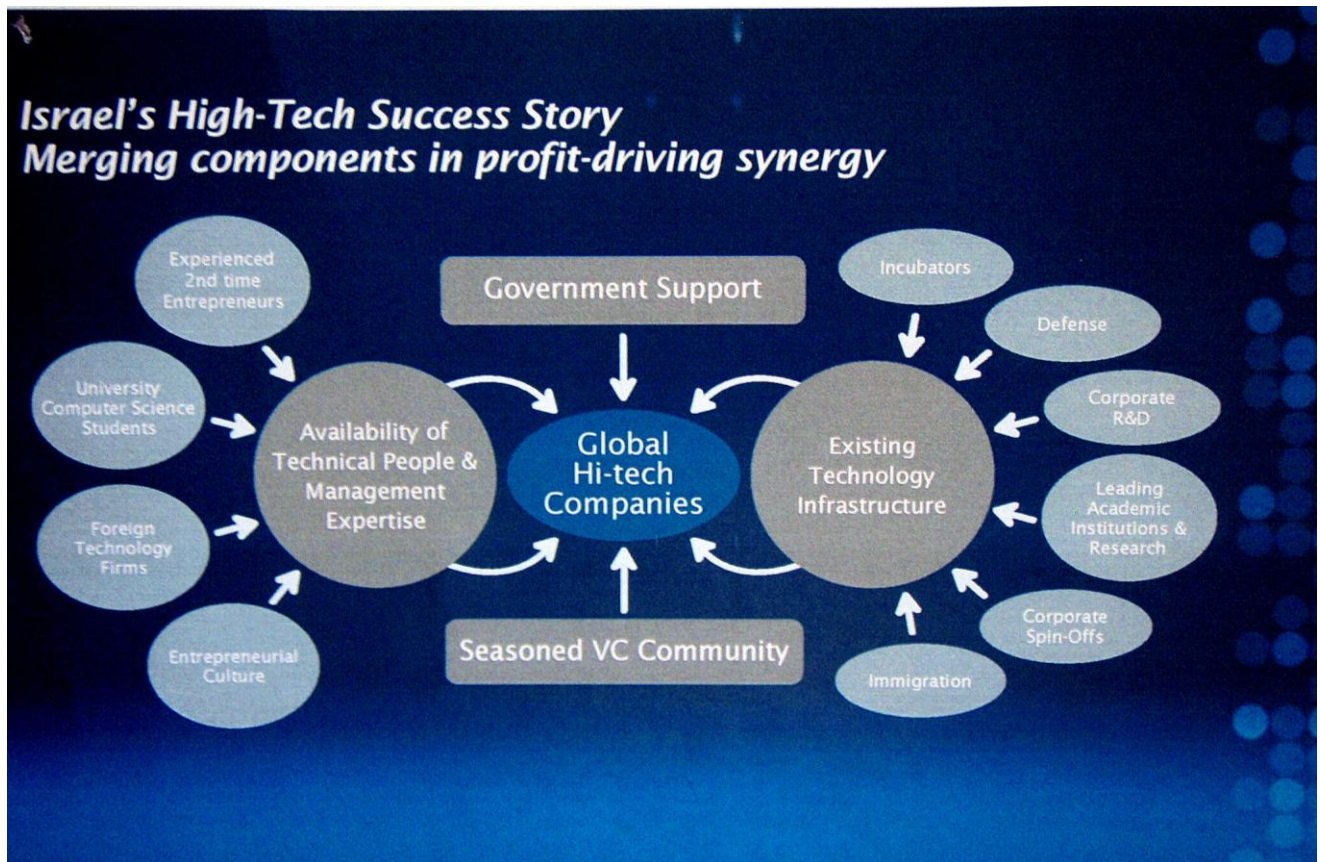
The benefits of economic clusters include:

- the reduction of transaction costs
- creation of social capital
- ability to react to a changing reality
- closing short circles to accelerate innovation
- holistic approach
- creates conditions for competition based innovation
- sets the foundations for co-competition (combination of co-operation and competition)

Israel has the inherent cultural attributes to produce economic clusters and operates effectively within its own unique economic cluster.



## The innovative Israeli eco-system



One of the key critical success factors behind Israeli Innovation and Entrepreneurship is the successful Israeli Eco-System. This can be described as the cluster of world class universities, government agencies, venture capitalists, large organisations, the Israel Defence Forces and Start-Ups, and the eco-system that connects them.

Israel has developed the concept of an economic cluster into a unique collaborative and competitive innovative eco-system. This is a result of its unique cultural attributes and government support initiatives. Israel has created a business environment where all of the pieces and parts that support and enable businesses to be adaptive, sustainable and successful in an uncertain and unstable world.

We have deciphered and defined the key attributes that enable this eco-system to be adapted to suit specific individual and organisational needs. We then customise the design and development of each individuals and organisations eco-system around the identified critical success factors and business eco-system attributes.

## Benefits of understanding, developing and leveraging Innovative Eco-Systems

- Finding new ways of responding to and balancing the fluctuating levels of uncertainty and instability now occurring at all levels of society.
- Generating imaginative solutions to adaptive challenges, key problems and improbable and unexpected events.
- Building something memorable that may not have existed previously.
- Re-inventing or reenergizing organisations and industries.
- Getting to the future faster and outthinking the competition.
- Ultimately to build something worthwhile, sustainable and enduring.



## The development of the ImagineNation™ learning system

The best conceptual framework that I have encountered, for the creative or innovative process, is the outstanding work of Otto Sharmer, in his book 'Theory U'.

<http://www.presencing.com/node/109>

<http://www.ottoscharmer.com/publications/summaries.php>

I was very grateful for the experience of studying with Otto Sharmer and Peter Senge when I attended the 'Presencing Program for 'Leadership for Profound Innovation and Change' at MIT Massachusetts, USA in December 2006.

I had always had a desire to fast track consciousness, and I found that the U Process was an elegantly formulated and acceptable process for doing this. Little did I know that I would spend the better part of the next 6 years 'unpacking' Theory U, and learning how to make it a more accessible, pragmatic and useable process in the corporate and conscious leadership context.

A colleague suggested that I incorporate into my new Israeli Start-Up; the powerful emergence process that I had successfully designed and developed for leadership retreats, as an experiential exercise that would bring Theory U to life. I had also been successfully using the Theory U framework in my transformational leadership executive coaching programs and found that it created extraordinary outcomes.

I realised how important it was to integrate all of my major and most profound corporate





learning's into my new business, especially my expertise, knowledge and experience in Adaptive Leadership and Emergence.

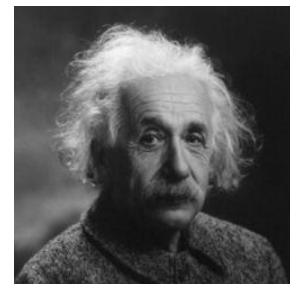
<http://www.amazon.com/Leadership-Line-Staying-through-Dangers/dp/1578514371>

I designed, developed and built the Innovation Learning Process to 'bring to life' Adaptive Leadership mindsets, behaviours and practices. These create foundations for Innovative Leadership and Entrepreneurship.

The actual Innovate Like an Israeli (ILI) Learning System has been designed to embody an iterative and non prescriptive approach. It is customised to solve client's and participants specific business dilemmas and adaptive challenges.

**We focus on the way people think and behave, the way they coach and lead, and the way organisations deliver results.**

We enable them to 'change their game' through a powerful new integrated method of learning from the future, discovery learning and generative problem solving by:



- Building the foundational intrinsic motivation for Innovation.
- Teaching people how to flip their current mindsets and adopt mindsets that support innovative eco-systems.
- Translating mindsets into day to day Innovative behaviours and practices that sustain innovative eco-systems.
- Aligning people, processes and systems to the organisational eco-system.

As a result of participating in our program, participants will know how to build their own and enable others to build Innovative Eco-Systems. These business eco-systems will foster Passion, Experimentation, Courage and Emergence to enable participants and, their clients and their businesses to:

- Unleash passionate creativity and entrepreneurial zeal.
- Flow with uncertainty and instability.
- Generate imaginative and unconventional solutions and responses to challenges, problems, improbable and unexpected events.
- Change their game and build something memorable.



## Pulling it all together- the ImagineNation™ learning model

As a result of all of the research, culture deciphering and analysis, I designed and developed the ImagineNation™ Innovate Like an Israeli (ILI) Learning Model and Learning System.

There are the 4 attributes that need to be in play to have an Innovative Eco-System; it needs to be **Passionate, Emergent, Experimental and Courageous**. Each of these eco-system attributes are considered, customised and designed to include some or all of the following key qualities:

- **Passionate:** Deep commitment, shifts sands and roles, deeply intentional, inspirational, affiliative, simmering, candid with a strong sense of urgency.
- **Emergent:** Curious, dynamic, open to exchange, works with differences, flows with deviance, transparent, flowing with open systems.
- **Experimental:** Pushes boundaries, seeks improvement, willing to fail, unrestricted, creative, iterative, experiential and improvisational.
- **Courageous:** Values Individualism, assertive, do it anyway, agitating, straight forward, orchestrates conflict and challenges status quo/paradigms.



## The innovate like an Israeli learning system (ILI)

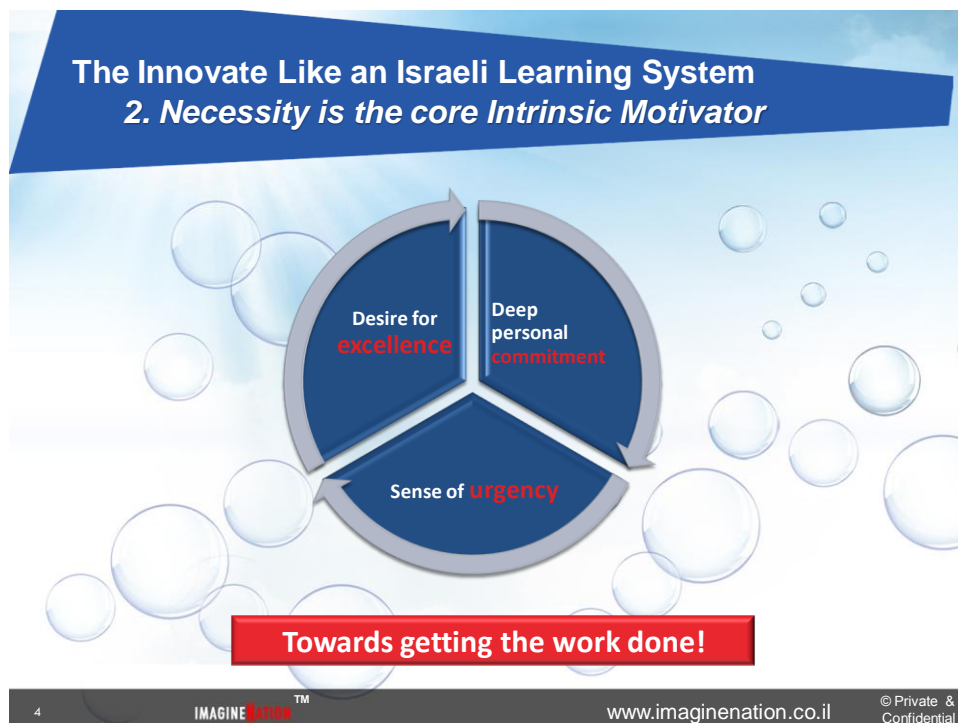
I consider learning to be a process, that begins with an end desired state, or set of explicit evidence based outcomes. It is an iterative process, that zooms in and out, to catalyse the intrinsic motivators, effect the desired mindset changes or flips and then to embrace the most useful and aligned behaviours. Habits are formed by practice and experimentation, which give people the confidence to integrate and apply the new. Once habits are formed into disciplined daily practices, true assimilation of the learning occurs. Supportive and enabling processes and systems are the final piece of this alignment jigsaw puzzle.

### Beginning with the end in mind

The Innovate Like and Israeli Learning System begins with a description of the desired future states or outcomes that can be achieved at the personal, team or organisational level as a result of participating in one of our learning streams.

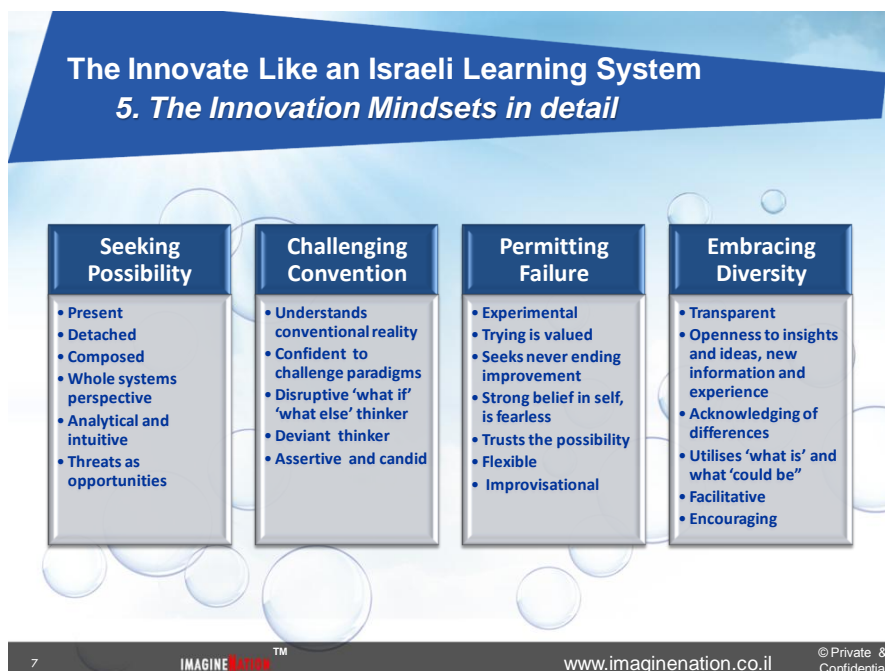
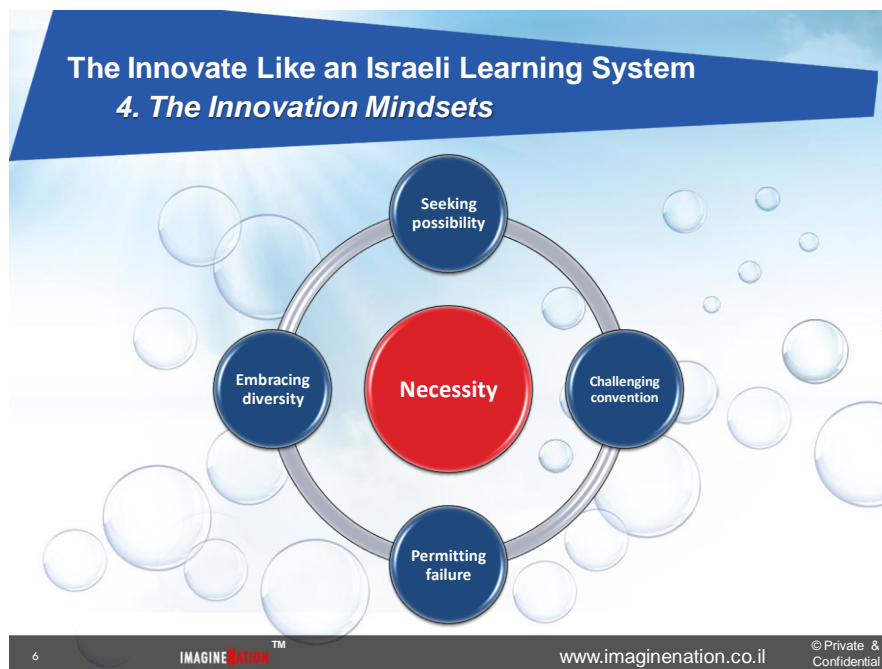
### Creating the need for change and innovation

The first step is to create the intrinsic motivation for change and innovation which we describe as **'necessity'**. This embodies a deep sense of urgency and deep commitment to get the job done excellently. This is evidenced in the cultural traits by the deep sense of responsibility, the feeling of **'ichpat li'** or *"I really, really care"*.

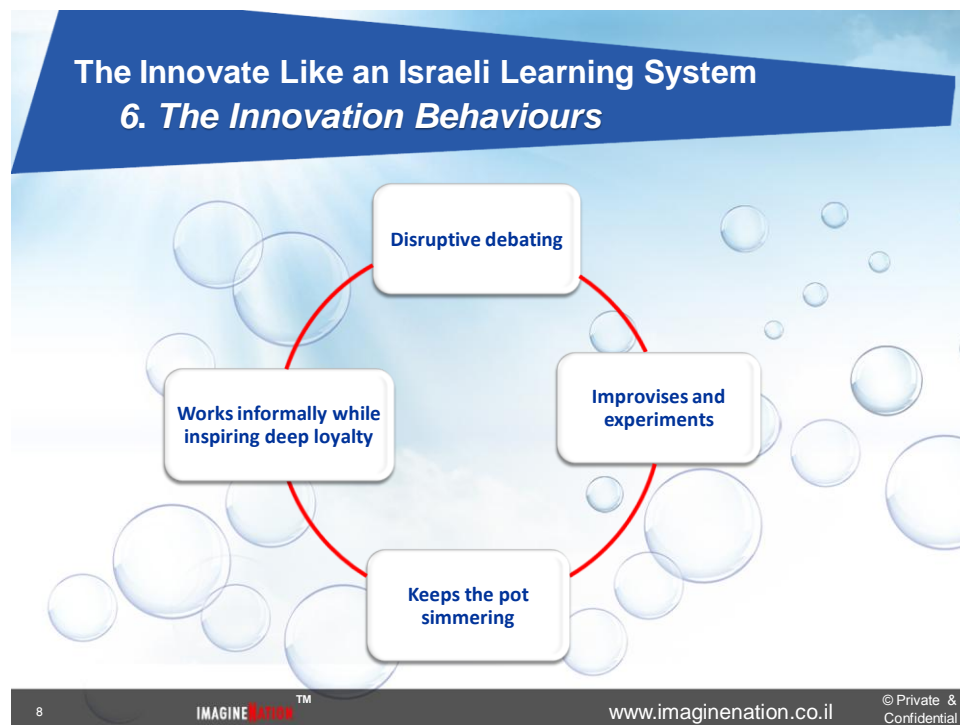


## Be-ing innovative and entrepreneurial

Developing the 4 innovation mindsets is the next step. This creates the opening of the mind, heart and will, towards new possibilities and creates the opportunity to challenge the status quo, or conventional ways of be-ing in the world. It establishes willingness to constantly experiment and prototype, and to be persistent and resilient in the case of failure. It also fosters commitment towards utilising everything that everyone in the room or the place has to offer.



## Behaving like an innovator and an entrepreneur



### The Innovation Behaviours in detail:

- Learning and practising how to **disruptively debate**, agitate critical thinking to generatively question to challenge the thinking and the logic, to expose and work with conflict and to hustle for breakthrough idea and opportunities. To create inflection points that can be prototyped.
- Learning how to **experiment** with untried relationships processes and ideas, while being curious and playful at the same time. A willingness to be outrageous and improvisational. To work iteratively by creating prototypes that improve solutions, being persistent and not giving up and bouncing back and being resilient after failure.
- Learning how to keep the pot simmering and including everyone by building **shared responsibility** for the future, by mobilising people to tackle tough challenges and building alliances and networks. To maximise individuality and differences by seeking and valuing everyone's input and contribution.
- Learning how to be **on the team and leading** it at the same time creates a deep sense of unity and belonging. Navigating and containing people's fears, while encouraging, working with and acknowledging loyalties. Showing **care and respect** for people's needs and feelings. Crossing boundaries between formal and informal levels.



# Innovation Practices

## 1. Entrepreneurial leadership practice

- Developing deep dialogue processes that involve generative listening and questioning to reveal and explore possibilities
- Diagnosing the technical, adaptive and social elements of the challenge and/or the opportunity and setting the work climate to resolve them
- Seeking opportunities to solve real stakeholder problems
- Framing goals by defining success and setting strategic direction
- Building a register of opportunities with loose/tight assessment processes
- Promoting adaptive execution through iterative and emergent planning processes

## 2. Disruptive and deviant thinking practice

- Intentionally challenging the status quo, deviating from the norm/paradigm/current reality
- Dancing at the edge of chaos (punctuating equilibrium) and authority to find new ways of changing the game
- Fusing analytical rigor with fluid intuitive processes
- Maximising differences to leverage diversity
- Creating a holding environment

## 3. Experimentation and improvisation practice

- Approaching problems in a non linear manner using trial and error approaches to gradually build up to breakthroughs
- Using prototyping to fail quickly to learn fast and make it continuously adaptive
- Uses design thinking, iterative and emergence processes to do things to discover what to do to solve problems:
  - Improvising vs. procedural planning
  - Incubating creative ideas and withholding judgement
  - Viewing failure as inevitable and instrumental in pursuing goals



## The Start-Up Game™

The Start-Up Game™ is a business simulation that fosters innovation and entrepreneurship that enables players to have a stimulating, highly engaging, enjoyable, high gradient, relevant, meaningful and concrete experience of co-creating a Start-Up company within an innovative business eco-system.



Games are metaphors for life and enable adults to learn by doing. The popularity of gamification is shifting the education paradigm, in schools, higher learning and also in corporations, see the following link:

[http://www.ted.com/talks/jane\\_mcgonigal\\_gaming\\_can\\_make\\_a\\_better\\_world.html](http://www.ted.com/talks/jane_mcgonigal_gaming_can_make_a_better_world.html)

- Average age of gamers in years: 37
- % of gamers older than Fifty: 25
- % of youth playing computer & video games: 97
- % of female gamers: 42
- Social vs. Competitive Games: >3:1

The Start-Up Game™ is engaging; players have fun, and develop mastery in the innovation theme and enjoy operating autonomously. It is being further gamified to create a comprehensive on line version that can be played in a series of daily/weekly rounds.

### Custom designed and built

The Start-Up Game™ is not an 'off the shelf' product, it has been custom designed and built, exclusively for ImagineNation™, to 'bring to life' the intrinsic motivators, mindsets and behaviours of Israeli Innovation.

### Integrates gamification, adult and experiential learning processes

The Start-Up Game™ integrates adult, experiential and gamification concepts, principles and techniques into a corporate learning context that transcends typical existing experiential learning activities, business simulations and corporate board games based on the old 'Monopoly' paradigm.

### Can be further adapted and tailored to specific client need

It can be further customised to client specific needs to incorporate client specific 'real and



live' business dilemmas and challenges that can be translated into:

- Specific business improvement/innovation programs as post workshop action learning assignments with tangible deliverables.
- Team innovation labs that result in a crystallised vision for innovation, embodiment and action plans for prototyping and embedding innovation.

Depending on our clients' needs, The Start-Up Game™ can be adapted to engage:

- Large groups of up to 40 cross functional players in a half or one day workshop.
- Functional teams of 14-16 players in an in-depth 2 day business focussed workshop.

### **Simulates an innovative eco-system**

The Start-Up Game™ has been designed to stimulate and simulate an innovative business eco-system that is passionately engaging, deeply courageous, emergent and experimental.

It enables players to:

- Sense, perceive and solve 'real life' business dilemmas and challenges,
- Uncover possibilities and opportunities that may not have previously existed,
- Effectively deal with random and unexpected events,
- Develop higher thresholds to uncertainty and instability,
- Experience creating and realising their own unique Start-Up company,
- Be innovative and demonstrate entrepreneurial leadership.

As a result of participating in The Start-Up Game™, players will know the drivers, mindsets and behaviours that underpin an innovative business eco-system by:

- Developing possibility thinking states,
- Embracing the diversity that exists amongst the players and player teams,
- Experimentation and permitting failure and having the opportunity to learn from it,
- Challenging convention and developing meta thinking through generative debate practices.
- Feeling empowered and resourceful to co-create and replicate the key eco-





system attributes within their own business!

### **Overview of how The Start-Up Game™ works**

Players form groups of 4, with each group functioning as a Start-Up company, tasked with developing a unique solution based on a range of current, real, global or client specific problems.

Players operate on both the individual and team levels, players are challenged to sustain a balance between their personal gains, Start-Up stakeholder requirements and the actual Start-Up needs.

Start-Up companies go through the 4 phases of the Start-Up Cycle:

1. Establishing the Start-Up,
2. Pitching their unique concept to savvy Venture Capitalist investors,
3. Preparing their Start-Up working plan,
4. Executing their Start-Up plan within a highly competitive and challenging external environment to finally evolving their 'exit' or realisation strategy.

Players will be required to develop innovative responses through deep generative debate to a great deal of uncertainty and instability as well as to a range of unpredictable and random events that will imperil their ability to execute their Start-Up strategy and deliver profitable results for players, investors and their Start-Up companies.

### **Aligned systems and processes**

Development of sponsor led business innovation teams to align key processes such as:

- Reward and recognition.
- Recruitment promotion and retention,
- Stakeholder engagement
- Customer Satisfaction and Sustainability.



## Chapter Five

### The Birth of ImagineNation™

#### My own Israeli Start-Up Company

I was amazingly busy during my first two years in Israel, not only in the personal sense, but also researching and deciphering the culture and developing an understanding of eco-systems.

I invested hours in endlessly debating and discussing what these parameters were with fellow consultants, venture capitalists, start-up entrepreneurs and other business people.

In other words, I practised everything I am teaching and try to congruently role model it.

This ultimately resulted in the birth of my own Israeli Start-Up company, ImagineNation™.

Fortunately, I was able to build my own business plan to focus and guide my efforts; 'it' and 'I' became 'live case studies' for the generative process I was attempting to market via ImagineNation™.



I spent most of the two years in the emergence space, opening my mind by downloading all of my previous beliefs and patterns of business building, curriculum design and marketing.

I attended to what was around me and deeply listened to sense what could possibly emerge.

Several times, I opened my heart widely enough to create profound mindset flips, to re-imagine an altered reality for my newly emerging business. It became both an iterative and generative experience, of constant prototyping and re-invention.

I found that the most challenging phase of the innovation process was Prototyping. It took all of my courage, self confidence and stamina, to 'stay in the game' I became resilient around the critics, my ever increasing workload, and the pain encountered through the constant re-invention process.



I learnt to deeply trust my intuitive belief in the prospects of ImagineNation™™ despite the many outspoken cynics who said that it couldn't be done.

I also learnt to open my will and to truly let go of my past corporate identities and roles to trust that I was connecting with Source and fulfilling my calling. Coming from detachment and allowing the new to emerge, learning how to discern 'right action' all enabled me to constantly prototype, enact and embody the new.

I experienced a number of significant setbacks, with business partnerships, website and gaming developers, with graphic designers and even with my overall project management.

Staying focussed on the vision, be-ing open to constant learning, embodying a lot of the mindsets, behaviours and practices I was working on clarifying, helped me through the overall business development process.

## What is ImagineNation™?

ImagineNation™ is an imaginative, deviant and disruptive global learning consultancy that allows coaches, leaders, and organisations to dance in dis-equilibrium that occurs at the edge of chaos. We generate innovative solutions to flow and flourish with the challenges of the 21<sup>st</sup> century.



ImagineNation™, is a new organisational development paradigm that creates and leverages Innovative Eco-Systems. This enables individuals, coaches, leaders and organisations to meet present day and possible future challenges.

*We ignite and harness the capacity that creates mindset flips and fresh lines of sight to perceive the world differently.*

*We make Innovation everyone's job every day, to create highly engaged and passionate work environments.*

## What does ImagineNation™ do?

We create the mindset flips to:

- Flow with uncertainty and instability,
- Generate imaginative and unconventional solutions to challenges and problems and responses to improbable and unexpected events,



- Change the game and build something memorable,
- Stretch the boundaries of the business strategy,
- Accelerate change to get to the future faster
- Facilitate business regeneration and renewal
- Foster and sustain Entrepreneurship and facilitate a competitive advantage

*We create the 'safe space' for 'intentional disruptions' to occur. This creates the mindset flips and fresh lines of sight to emerge that perceive the world differently.*

*This enables people and organisations to solve their problems and respond to the unexpected, in surprising, unconventional and imaginative ways.*

### **Emergent**

Our 'blended learning system' embodies an iterative and non prescriptive approach. It is customised to solve our client's and participants specific business dilemmas and adaptive challenges.

We incorporate thought leading emergence processes (Theory U and Presencing) to enable participants to lead from the future and flourish in an environment they cannot control or anticipate.

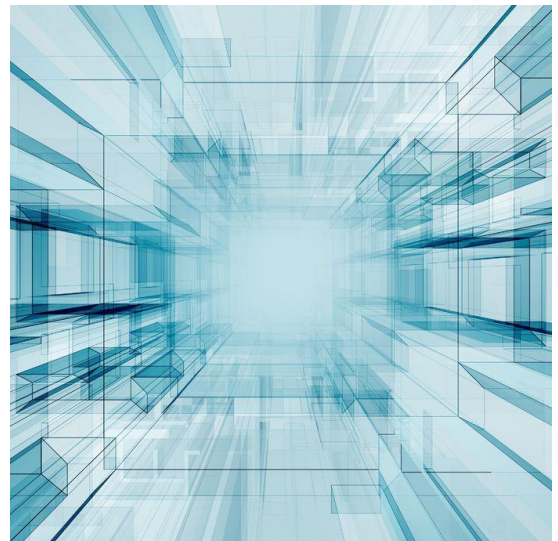
### **Integrative**

Our cutting edge, high tech and integrative approaches to consulting, coaching, leadership and business transformation processes incorporates a unique combination of technology, face to face, experiential learning via our own unique 'Start-Up' Game, action learning assignments and socially oriented internet delivery channels

### **Passionate**

Our ability to partner with our clients and their people co-creates highly engaged and passionate people and work environments that motivate and bring out the best in them.

We create passionate and courageous learning environments that bring to life innovative business eco-systems to stimulate imagination, experimentation and improvisation and maximise differences.



## Co-creative

Our programs create trust through being consultant and facilitator led, and are customised and structured 'to specific client needs.

We incorporate core and relevant business dilemmas and adaptive challenges as real life case studies to generate innovative new ways of flowing with the challenges emerging in the 21st century.

We integrate and assimilate learning's through a series of customised practice based team coaching sessions, webinars, online communities and business based action learning assignments.

## Generative

Our use of the latest and customised gamified learning processes awakens people to 'what's possible' and encourages them to participate, experiment, improvise and play.

## The three learning streams

### The Coach for Innovators Certified Program™



#### Customised

Our program is for coaches and consultants who want to Be Innovative in their own Practice and enable others to Be Innovative.

If you want to learn how to be more innovative and successful as an entrepreneur, as an executive or leadership coach, business or corporate consultant, and leader or if you are just an ambitious individual, then the Coach for Innovators Certified Program™ is for you.

This program is the culmination of 6 years of global research and study in the cutting edge emergence and innovation space. It is the world's first program to utilise the Theory U as a structured coaching process to teach the intrinsic motivators, mindsets, behaviours and practices of innovation and entrepreneurial leadership.

If you are seeking:

- *an exciting and distinctive competitive edge,*
- *to attract new clients,*
- *to add more value to the work you do,*



- *to reinvent, reenergise or renew your business,*
- *to achieve greater results for your clients,*
- *to align your business more closely to face the realities and resolve the business dilemmas of the 21<sup>st</sup> century?*

**Become a Certified Coach to Innovators™ and develop innovation and entrepreneurial mastery towards**

- Be-ing creatively confident towards re-inventing, re-energising or business or professional focus,
- Be-ing courageously intentional towards inventing something you could never have previously imagined,
- Improvising and experimenting with new business prototypes, ideas and solutions.

**Program**

This is an International Coaching Federation (ICF) accredited distance learning program where you will earn 18 Continuing Coach Education (CCE) points towards your ICF re-accreditation process and consists of a series of 12 one and a half hour tele-seminars:

- 2-4 sessions to introduce the learning concepts and principles,
- 5-6 sessions to provide paired coaching practice, facilitator support and peer feedback processes,
- 1-2 sessions to review and evaluate the learning process.
- A self study program that includes learning and applying specific relevant recreation activities and innovative practices on a weekly basis.



**Customised**

Our program is customised to use each participant’s business or organisational dilemmas, as ‘real life’ case studies. This enables them to decipher, explore and leverage their own innovative business eco-system.

**Action Learning**

Our action process enables participants to ‘bring to life’, learn and safely practice the intrinsic motivators, mindsets and behaviours of innovation and entrepreneurial leadership.



## **Support**

Support materials will include a complimentary comprehensive E-Book as the coaching text, an introductory text to Theory U and a set of reflection tools. Participants will also receive a monthly ImagineNation™ blog and electronic newsletter. They will be invited to participate in an online global community to further embed and expand their learning process.

## **Living Innovation**

As a result of participating in our program participants will know how to build their own and coach others towards building innovative business eco-systems that will foster passionate commitment, demonstrate courage and encourage experimentation within an emergent business environment.

## **Highlights and Key Learning Points**

Here are the highlights and the key learning points of the Coach for Innovators Certified Program™ that you should not miss:

- Identify, build and leverage innovative business eco-systems.
- Practically apply emergence thinking and processes to effect innovation and flow with change, uncertainty and instability.
- Observe, reflect & listen at the generative level, to uncover and resolve problems, issues and business dilemmas.
- Ask deep generative questions, to be intentionally disruptive & deviant, to dispute the status quo, to shift perceptions & create openings as to 'what could be'.
- Create unconventional and unexpected ideas and solutions.
- Crystallize and enact a vision for innovation.
- Manage the prototyping process, how to experiment & improvise within it.
- Build plans for enactment.
- Personally embody the desired motivators mindsets behaviours & practices.
- Feel empowered & acknowledged for participating in the coaching journey and embed desired learning's.





## The Innovative Leader

### Customised

Our program is for leaders and managers who want to Be Innovative in their roles and enable others to Be Innovative.

Our program is customised to use live and relevant organisational dilemmas, as real life case studies.

Participants will know how to decipher, explore and leverage their own Innovative Business Eco-Systems.

This creates relevance and a focussed and energetic learning environment which meaningfully, journey includes own custom designed and built, business simulation, The Start-Up Game™ activity. This acts as a stimulus to discover, learn and safely practice the intrinsic motivators, mindsets and behaviours of Israeli Innovation.

### **Program includes The Start-Up Game™ business simulation customised to client need**

- A customised one or two day experiential workshop that introduces, explores and applies the mindsets, behaviours and practices of Innovation to the client organisations specific business dilemmas via our custom designed and built, business simulation.
- Team based innovation labs.
- A self study program that includes learning and applying specific relevant Innovative Practices.

As a result of participating in our Program participants will know how to build, implement and leverage Innovative Eco-Systems into their business units or organisations.

These business eco-systems will be passionate, emergent, experimental and courageous to enable participants and, their teams and their businesses to:

- Flow with uncertainty and instability.
- Generate imaginative and unconventional solutions and responses to challenges, problems, improbable and unexpected events.
- Change their game and build something memorable.

### **Implement and Integrate**

The learning's can be further integrated into 'business as usual' by a series of 4 practice





based webinars and customised business based action learning assignments supported by peer feedback processes.

### **Support**

Support materials will include a complimentary E-Book, a monthly ImagineNation™ Blog and a quarterly ImagineNation™ electronic newsletter. Participants will be invited to participate in an online global community to further embed and expand their learning process.

### **Outcomes**

The outcome is a Way of Be-ing Innovative that enables leaders, managers and their teams to dance, flow and flourish with the challenges of the 21<sup>st</sup> century, and engage others passionately to do so.



## The Innovative Organisation



### Customised

Our program is customised to use live and relevant organisational dilemmas, as real life case studies. This creates extreme relevance, a focussed and energetic learning environment and brings 'theory to life', in real and meaningful ways to close 'knowing-doing gaps'.

We customise our ILI Learning System to each specific organisations needs via an Organisational Eco-System Deciphering Process, which clarifies each organisations key business dilemmas or adaptive challenges.

This approach supports a deep understanding of the organisational dilemmas which then provide the focus and context for the entire learning journey.

These are incorporated into an online gamified or group game based experiential activity. This acts as a stimulus to discover, learn and safely practice the intrinsic motivators, mindsets and behaviours of Israeli Innovation. These are applied to generatively solve their business dilemmas or adaptive challenges through deep generative debate processes and implementation plans.

### Key Components of the Blended Learning Program

- Social media campaign
- 'Town Hall' meetings
- The Start-Up Game™, with multiple delivery options
- Interactive workshops
- Group teleconferences
- Webinars
- Residential emergence retreats
- Action learning assignments
- Online learning communities
- Feedback processes for teams



## **Implement and Integrate**

Our program can be further integrated into 'business as usual' by a series of 4 practice based webinars, and customised business based action learning assignments with structured peer feedback processes.

## **Support**

Support materials will include a complimentary E-Book, a monthly ImagineNation™ Blog and a quarterly ImagineNation™ electronic newsletter. We will also partner with the establishment of an intranet facility aligned to the objectives of the 'blended learning' journey.

## **Outcomes**

As a result of participating in our program participants will know how to understand, integrate and leverage their Innovative Eco-System towards achieving their organisational strategy and outcomes.

The business eco-system that is passionate, emergent, experimental and courageous to enable organisations and their people to:

- Flow with uncertainty and instability
- Generate imaginative and unconventional solutions and responses to challenges, problems, improbable and unexpected events
- Change their game and build something memorable.

An Innovative Eco-System emerges that enables organisations to dance, flow and flourish with the challenges of the 21<sup>st</sup> century.

The organisations' 'collective brain' is ignited and harnessed to create fresh lines of sight to perceive the world differently.

Innovation becomes everyone's job, every day and creates a highly engaged and passionate work environment.



## Chapter Six

### The obstacles to success

#### Not heeding the 'wake-up call' and 'call to action'!

If individuals, coaches, leaders and organisations remain task focused towards delivering short term results and working the same way, they will not create the space and capacity for creativity, innovation and entrepreneurship to occur.

As already stated, for people and organisations to be motivated to change, there has to be enough disconfirming data to cause discomfort and disequilibrium, to 'unfreeze' people and the organisation out of their current states.



Some of the obstacles that inhibit heeding the 'wake-up call' include:

- **Complacency and arrogance** - smugness and an overall lack of curiosity or desire for improvement. Not willing to be humble, or to feel uncomfortable. Being adverse to risk creates massive survival anxiety, freezing potential for creativity and innovation.
- **Avoidance and denial** - refusing to let go of the past or to acknowledge existing problems. Denying that new approaches are valid and necessary and not embracing a sense of responsibility or urgency towards problems.
- **Power and fear based cultures** - passive defensiveness results from aggressive behaviours and manifests in approval seeking, avoidant, conventional and dependent behaviours which 'blind' and 'numb' people to what is really going on.
- **Change overload** - occurs when people are frozen by 'overwhelm', most often when the benefits of 'another' change or learning process are not framed and communicated in engaging and enrolling ways.
- **Blindness** - occurs when tasks become more important than outcomes resulting in inattention towards resolving the deeper patterns and issues typically occurring around performance and identifying significant 'adaptive' challenges.



## Resistance to change and innovation

Once people 'unfreeze' they are generally able to understand the need to change at the cognitive level, and yet may still resist at the individual, team or organisational levels.

They may experience a different type of overwhelm and anxiety that challenges their personal survival needs and perceived learning abilities.

Some of the obstacles that create resistance to change and innovation include:

- **Fear of loss of power or position:** not wanting to let go of hierarchical structures and status in face of the new.
- **Fear of temporary incompetence** - not wanting to feel incompetent because they haven't mastered the new way yet.
- **Fear of being punished for incompetence** - fear of being seen as unproductive when taking time out to experiment or improvise.
- **Fear of loss of personal identity** - fear that the change or innovation will shift their role or identity in the organisation.
- **Fear of losing group membership** - losing a sense of belonging.



## Forcing the change or innovation process

Command and control approaches to change often alienate people, who will resist both passively and aggressively to 'being changed' or having change 'forced' onto them.

This type of process also tends to make deviants and disrupters 'wrong' because they don't fit into the mould, and will resist being controlled. Improvisation, which emerges from a delicate balance of control and freedom, will not occur.

Some of the obstacles that create this type of passive/aggressive resistance to change and innovation include:

- **Prescriptive approaches:** implementing an 'off the shelf' change or innovation process that does not take into account, or 'work with' with the dynamics of the current organisational culture and 'DNA', systems and processes.



- Fear of making mistakes: fear of being judged as being 'silly' or 'wrong' inhibits the real learning that arises from constant re-invention and prototyping.
- Lack of possibility thinking: people will hesitate around suggesting possibilities or perceiving opportunities if they do not feel safe making contributions, or if their contributions won't be 'heard' or valued.
- Engagement: not having an intentional, customised and effective engagement and enrolment process for people to share doubts, fears and possibilities, as well as a means of contributing towards success.

### **Lack of Positive Role Modelling and Sponsorship**

- The ability of the senior or top teams to set and live the vision for change or innovation and to then role model the desired mindsets and behaviours is one of the most important critical success factors.
- Congruence and alignment set the bar for full engagement and participation. A business transformation project will include in its implementation phase, a series of innovation projects that will require leadership, ownership and sponsorship.



# Chapter Seven

## Getting Started

### Emergent and Iterative

"We can't solve problems by using the same kind of thinking we used when we created them."

Albert Einstein



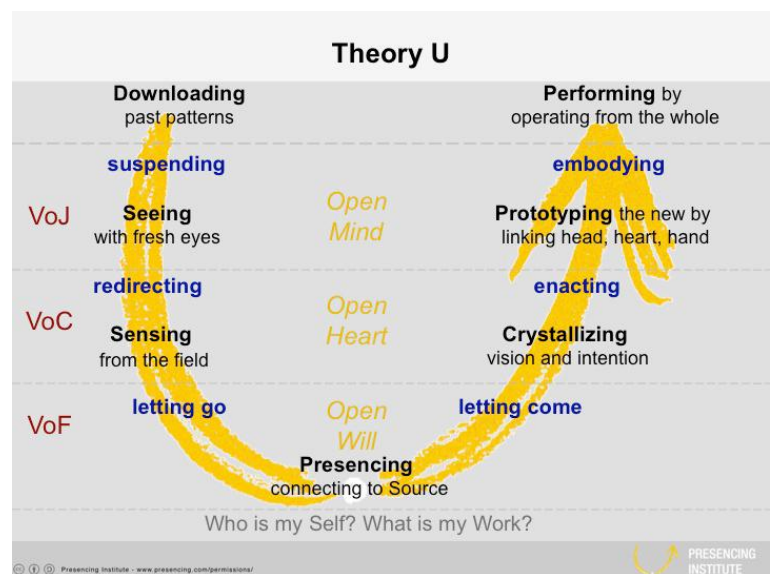
From my experience, most planning and change processes are initiated and implemented with the same kind of thinking that created the problem or need for innovation in the first place. This suggests that the current reality and the desired end state of the planning process are defined in the same linear thinking process, and are therefore limited in terms of the possibilities and opportunities that get generated through integrative and 'meta thinking' processes.

Our approach incorporates the U Process, which is both emergent and iterative. It creates the openings for 'mindset flips' and new ways of being, thinking and doing.

In the case of Innovation, we create intentionally safe disruptions and the deep inflection points from which ideation evolves and hence, innovation occurs.

In all three corporate contexts we custom design and lead programs and blended learning journeys that embody and enact the essence of the U Process.

In most cases, we spend a considerable amount of time cascading down the left hand side of the U Process, until integrative and 'meta thinking' states are generated, to shift to a new type of thinking for solving problems in innovative ways.



- **Open Mind**



No matter who you are or what you do, at an individual, team or organisational level, the starting point is at beginning, observing and be-ing present to what is really going on! This means opening your mind to the range of needs, values and beliefs that are driving your moods, mindsets and behaviours, which of course, create the results you get. With masses of self compassion and by suspending judgement and paying deep attention, you become a detached observer, and simply be present to 'what is' really going on for you and the eco-system in which you exist.

We use a range of individual or group dialogue and processes to create the 'safe space' to facilitate the culture and eco-system deciphering processes. These are customised to coaching clients, teams and organisations needs and unique situations.

The data is collated, analysed and compiled into a culture and eco-system deciphering report that describes and illustrates 'what is really going on', at the individual, team or organisational level.

We discern and describe the needs, values and beliefs that are creating the existing patterns. We usually draw out the positive elements or apparent core strengths from which to build upon in the next phases of the **U** Process.

We identify what will support the development of an innovative eco-system and what will inhibit it. We partner to articulate an Innovation Goal to drive and focus the next steps. The business and adaptive challenges are defined and incorporated into the customised design of the program and used as a case study to create relevance and resolution.

- **Open Heart**

Once you have completed the downloading process and suspended judgement of it, the capacity for 'seeing with fresh eyes' is developed. This creates openness and mutuality around 'what is and what could be' for yourself, your team or your organisation.

We use individual or group dialogue and debate processes to facilitate the 'safe space' that allows clients, teams and organisations to sense and understand operating patterns, the benefits, commonalities and restraints that are in place.





I enable them to 'zoom in and zoom out' to attend to, and perceive the fields in which they are operating and introduce creative and experiential processes that makes them shift and 'flip' their mindsets by redirecting their attention towards effecting an 'opening' for something new to emerge.



This opening opens us up the possibilities that exist in the 'field' and initiates ideation. This generates the creative process that precludes innovation.

- ***Open Will***

Letting go of the old is necessary to create the space for something new to emerge. To let go of control and wilfulness and be present and connected to Source, or the divine, to deeply attend to, inquire and listen to what is wanting to emerge.

We use a range of creative, reflective, discovery and experiential processes that allow people to discern what to let go of.

This creates the safe space that allows a possibility or a new intention to emerge.

The Presencing phase initiates and creates the foundation for the development of an innovative idea, intention or focus.

## **Crystallising an Innovative Vision**

After spending time cascading down the left hand side of the U process, as well as deep reflection in the 'presencing space' most people, teams and organisations will achieve a deep sense of presence and are able to 'meta think'.

This is the desired state for allowing something new to emerge that will ultimately lead towards the creation of a profoundly new vision for Innovation.

## **Experimenting and prototyping the Vision for Innovation**

This is possibly the most critical and challenging phase in the U process as it is a phase when we enact and actually start to build 'something' innovative. It requires a massive amount of experimentation and a significant amount of prototyping.

It is supported by the new generative thinking behaviours and disruptive and deviant thinking practices.

It means intentionally and courageously challenging each prototype in non linear ways, to



encourage dissonance, deviation to create new inflection points for solving the problem.

We need to create the 'safe space' for improvisation to occur, as well as a holding environment that surfaces and works with peoples conflicts and maximises their differences so that we can 'meta think', by linking 'head, heart and hand' towards a better solution or outcome.

We also encourage people to fail during this phase, so that they can regroup and apply both intuitive and analytical rigor that improves the prototype until it is delivers surprising and creative outcomes.

This phase encapsulates the greatest asset that the Innovate Like and Israeli Learning (ILI) System delivers to the whole Innovation Process.

## **Creating and planning the implementation of an innovative business eco-system**

The final two phases of the U Process include embodiment and enacting. This involves integrating Innovation as a way of Be-ing, authentically practising the mindsets, behaviours and Practices of the Innovate Like an Israeli (ILI) Model.

By be-ing the change we wish to see in the world, when we can congruently role model these, we become the most adaptive and integral part of the Innovative Eco-System. Alternately, we are attuned and connected to, and operate from the whole.

This ensures that when we enter the Enacting phase, we take 'right action'.

Because we are so intentional, aligned to our vision, strengthened by the Prototyping phase and attuned to take 'right action', we can now also adopt an iterative and generative approach to the planning process.

This means adopting and encapsulating:

- Crystallised Vision that contributes in some way to 'the common good'
- Sound Innovative Prototype
- Resilient an Innovative way of Be-ing.

Into an inherently flexible and 'living plan' encapsulating:

- Strategic Intent
- Clear objectives



- Key goals
- Key action plans
- Budgets, timelines and responsibilities.

Returning to our quote, "*We can't solve problems by using the same kind of thinking we used when we created them*" we have completely shifted our thinking as a result of our journey through the U Process and created cutting edge and pragmatic pathways to create an Innovative Eco-System that enhances your capacity to:

- Accelerate change to get to the future faster.
- Stretch the boundaries of you business strategy
- Facilitate business regeneration and renewal
- Invent a new game that results in something unique and memorable.
- Adapt and generate imaginative and surprising solutions to challenges, problems, improbable and unexpected events.

## Chapter Eight

### What next?

The most important part of any change or innovation process is to start by taking the first 'baby steps' steps, in this case making a conscious choice or decision that to change or innovate something important to you. It maybe a personal relationship, or something to do with your family, career, business or organisation. One of the most challenging aspects is awakening to 'what is really going on' for you, your coaching practice or your organisation to be present to the patterns and to discern whether these are causing the outcomes or the results you want to have.

You then have the opportunity to:

- *Take personal responsibility for choosing to manifest a different set of positive or more useful outcomes.*
- *Really decide what you want and who you are prepared to step up to Be to have it.*
- *Ignite your passion by being open towards creating something that you can align to with your intellect, heart, body and soul that somehow adds value to your clients, families, organisations and communities lives.*



- *Pay attention and be open to seeing your world with fresh eyes and to the possibilities that may exist for you.*
- *Carefully listen to the possibilities as they emerge and allow them to be present.*
- *Create a clear intention for the future.*
- *Be open and flexible in manifesting your intention, especially in the enacting phase.*
- *Be courageous, persistent and resilient as you improvise and experiment in the prototyping phase, do not rush it, and be present to the distinctions as they emerge.*
- *Practice a healthy balance control and freedom in the experimental, enacting or planning phase.*
- *Practice healthy self compassion and trust your sense of purpose and intention.*

Finally, change and innovation are amazing and powerful learning journeys, so make sure that you have the chance to enjoy it! I hope that you have found this e-book useful as well as enjoyable and wish you all of the success you deserve to have!

With love and appreciation

*Jaret*

