

## Title: How Disruption Apprehends Pattern and Process Intentions

**Summary:** Strategically considered – certain commonly familiar organizational patterns may be individually preferred, while other alternatives may be persistently avoided. More simple options may relate to more simple mindful processing, and more complex options may relate to more integrated and inclusive mindful processing.

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*I'm a-goin' back out 'fore the rain starts a-fallin'  
I'll walk to the depths of the deepest black forest  
Where the people are a many and their hands are all empty  
Where the pellets of poison are flooding their waters  
Where the home in the valley meets the damp dirty prison  
And the executioner's face is always well hidden  
Where hunger is ugly, where souls are forgotten  
Where black is the color, where none is the number  
And I'll tell and speak it and think it and breathe it  
And reflect from the mountain so all souls can see it  
And I'll stand on the ocean until I start sinkin'  
But I'll know my song well before I start singing . . .  
And it's a hard, it's a hard, it's a hard, and it's a hard  
It's a hard rain's a-gonna fall.*

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One night last October, I became aware that I kept hearing the line, “A hard rain is gonna fall,” over and over again during a partially wakeful moment. What was that all about? I wouldn’t know. Later that morning, October 13, the alarm buzzed for me as usual, and I went on with my daily routine.

● Driving to work later the same morning, October 13, I heard a surprising announcement on the radio; Bob Dylan was to be awarded a Nobel Prize for Literature. I suppose I shouldn’t really be too shocked. That familiar song about Hard Rain had been on one of Bob Dylan’s first record albums from the early sixties.

● I might wonder how many other people have these kinds of unexplained anticipations and premonitions. I suspect that more people might talk about such things privately, rather than openly and publicly. There is no possible way that I could have been informed of the coincidence otherwise, before hearing the news through the public media. “A hard rain is gonna fall.”

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## TRANSFORMATION

● Scott Keller and Colin Price have both enjoyed substantial careers as management consultants with McKinsey and Company. In reconsidering motivations for comprehensive, large-scale organizational transformation, following many years of investigation, they published their convictions in 2011 in the book, *Beyond Performance*. Briefly, the team of Keller and Price has proposed an ambitious conceptual framework for managing comprehensive transformation in any context and anywhere in the world.

● Two essential tendencies may be explained as Performance and Health, where Performance is focused on what may be most immediately apparent, and Health is focused more upon other, longer-term, sustainable effects.

In addition to these two conditional tendencies, there are five distinctive areas of consideration, which are represented through five code-words, all happening to begin with the letter “A”. The five areas are to be understood through intentions to Aspire, to Assess, to Architect, to Act, and to Advance. For McKinsey and Company, a great deal of documentation, discussion, and calculation was undertaken, in arriving at the Five-A model.

With respect to the theme of emerging trends and directions influencing business enterprises, it can be stated that much of the underlying logic supporting organizational transformation appears to be well-aligned with an underlying logic, separately supporting innovation and collaboration.

● The principles of Performance and Health can be seen to be sympathetic with the psychological attitudes of Extraversion and Introversion. *Extraversion* usually concerns how an outward observation comes to be taken internally for appreciation or action. Conversely, *Introversion* typically involves how an inward condition or conviction comes to be expressed outwardly. In a business context, Performance is directly related to immediate profits and expectations in the financial marketplace. And for the purpose of this analysis, Health involves longer-term, sustainable considerations, which may often run counter against anything resembling instant or external gratification.

Both Performance and Health can be related to each of the five separate areas of examination: Aspiring, Assessing, Architecting, Acting, and Advancing. Furthermore, these five can be again correlated with the psychological functions of Intuition, Feeling, Thinking, and Sensation. Aspiration equates with Intuition. Assessing equates with Feeling. Architecting equates with Thinking. Action equates with Sensation. Then additionally, Advancing conveys the way that all four of the other aspects can become well-balanced with regard to the whole system of endeavor.

● Extensive elaboration about how all of this is to be integrated for business purposes can be found by looking more closely at *Beyond Performance* or at other resources that are available from McKinsey and Company.

What is most essential for this discussion is the assertion that proper respect for holistic integration has become more important than concentration on any singular, associated, contributory-components, taken in isolation.

● In the final chapter of *Beyond Performance*, McKinsey makes the claim that these understandings were applied inside of Wells Fargo Bank, following the year 2000 and preceding the dramatic financial crisis that occurred about 2008. The dedication to attain cohesion and coherence can be seen to have contributed to a superior marketplace position, largely avoiding the worst problems that affected most other comparable financial institutions. Subsequently, Wells Fargo Bank had become the most highly valued banking corporation in the world, in terms of market capitalization, even though other companies may be larger in terms of asset size.

● In retrospect, the message certainly comes home, that vigilance and awareness are needed to continue to keep unwanted consequences from disrupting even the best of intentions – especially following the dramatic Wells Fargo customer sales scandal that broke open in 2016.

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## **ZONE MANAGEMENT**

● Geoffrey Moore is highly-regarded author, consultant and entrepreneurial advisor, who can provide an intriguing, high-level overview of pressures and potentials around the concept of Zone Management. Briefly these can be described as the ● Performance Zone, the ● Productivity Zone, the ● Incubation Zone, and the ● Transformation Zone.

Here performance concerns revenue and sales, while productivity concerns efficient operations. These are two areas that any corporation will master with some degree of success in order to remain in business. Incubation and transformation present special challenges, which are less familiar and more demanding. Still, it is not unusual for any company to have some means of generating small, incremental service extensions or new products – at some level.

What is more unusual is for a company to be able to select the most promising possibilities and to activate these at substantial scale throughout the whole enterprise – especially whenever an immanent existential threat may be apparent. Successful and enduring corporations will need to allocate serious resources in a manner not unlike venture capital investment in order best to accommodate innovation and transformation. The book, *Zone to Win*, offers convincing insights regarding how this can be done.

● Respecting the concept of four zones, additional useful distinctions can be offered for identifying and traversing each of the separate realms of concern. ● Understanding innovation is helpful in relation to an Incubation Zone. ● Understanding radical or massive change is helpful in relation to a Transformation Zone. ● Understanding comprehensive business structure, through a means like the APQC Process Classification Framework, ● is useful in relation to a Performance Zone and a Productivity Zone.

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## **INNOVATION**

● The practice of Design Thinking is an excellent vehicle for facilitating creative innovation. The IDEO consulting firm in Silicon Valley and the Stanford University d.school have gone very far in explaining and promoting an understanding of the methodology. ● It can be seen that the different phases of the process can be advantageously-related to well-established principles based on psychology – again particularly referencing the Myers-Briggs Typology Indicator (MBTI), also derived from the insight and theory of Carl Jung going back almost one hundred years now.

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## **PROFIT AND PERFORMANCE**

● Separately, the APQC is an independent association dedicated to furthering a disciplined approach for standardizing process documentation and for measuring process improvement. One primary commitment has been the establishment of the uniform Process Classification Framework (PCF), with variations respecting several different industry groups.

● Some intermediate interpretation of the APQC classification system may be helpful, since the APQC framework can appear intricate and complicated. Some degree of filtering based on the related concept of a Component Business Model may be beneficial.

● Enhancing the logic of the PCF and the Component Business Model – on one side *Purpose* may be best accomplished in view of what an orientation of Intuition could contribute. On the further side, *Services* may be best accomplished in view of what an orientation of Sensation could contribute. In between, *Activities* and *Resources* may be best managed in view of what orientations of Thinking and Feeling could contribute. Also *Governance* may be similarly managed in view of what Thinking and Feeling could contribute, with somewhat different prioritization.

In mapping a full, high-level overview of the Process Classification Framework in this manner, it can be seen that different considerations can be addressed effectively, in keeping with an acknowledgement of inherent, fundamental skills and capabilities.

● The APQC model presents a group of five Operating Processes, which are directed toward strategic positioning. Decisions on this level must reflect the full scope of effort required for establishing and maintaining a viable business. PAUSE & RETURN

Implications regarding vision or principle may be best regarded through means of Intuition. Concerns about immediate practical necessities may be best regarded through means of Sensation.

● Additionally, the model presents a group of seven Management and Support Services. Each of these supplementary areas should be well-aligned with the determinations from the Operating Processes level.

PAUSE & RETURN

Since there are many subordinate specializations within Management and Support Services, certain strengths and capabilities may be most influential with respect to whatever expectations are most necessary, wherever needed.

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● The psychological attitudes of Extraversion and Introversion – along with the personal cognitive functions of Sensation, Thinking, Feeling, and Intuition – can be seen to offer a useful means of classifying and modulating and enforcing appropriate interactions, throughout these kinds of endeavors – for adjusting business aspirations and operations.

● A comprehensive range of concerns must reflect integration and coherence. There, a discerning and differentiating, acquired mindfulness may be most valuable – in comparison against more limited, isolated or ingrained kinds of dependencies. This is how disciplined and informed insight may be best appreciated.

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● This material is meant to emphasize an optimal composure for openly acknowledging strengths and capabilities, in view of an orchestrated series of actions, aimed at successful realization of meaningful consequences.

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**FOUR FINAL POINTS – Conclusion**

Well-focused organizational purpose can be carefully conveyed across many normally divergent areas of contribution.

Proper respect for individual cognitive differentiation may be as important and as meaningful as other more commonly acknowledged forms of diversity.

Appreciation for well-harmonized agreement represents a discipline and a talent and a skill, in and of itself, separate from any particular facility for working or behaving in one certain way.

These kinds of realizations may represent solid components of an emerging social and cultural awareness, extending well beyond how purposeful motivation has been conventionally regarded in the near distant past.

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