

Politics & Hierarchy:

How We Create It and How to Stop

KATHERINE KIRK, GOTO AMSTERDAM 2017

@kkirk

Agenda

- ▶ Intro
- ▶ Challenge
- ▶ Context
- ▶ The Dysfunction
- ▶ Solution?
- ▶ Final words

► I challenge you that...

Context of Confusion

3 Characteristics of Industry

- ▶ Everything is in a constant state of change
- ▶ Everything is interdependent
- ▶ Dissatisfaction is a way of 'life'

Market demand is increasing

More products

More customisation

Faster

Better

LeanAgile arises

- ▶ Embrace
 - Change
 - Interdependency
 - Dissatisfaction as feedback for learning

The landscape is getting MORE complicated

Market demand keeps going up

Old Reaction vs Context

Old Reaction

- ▶ Get Control
- ▶ Make it about 'the me' (ego, us vs them)
- ▶ Try to get to perfect

Context

- ▶ Constant change
- ▶ Interdependency
- ▶ Dissatisfaction is a way of 'life'

New Complications to consider

Continuousness

Collaboration

Consequence

New People Problems Arising

Collaboration fatigue

Decision fatigue

Change fatigue

Empathy fatigue

Why?

ITS ALL ABOUT INSIGHT

Insight is the new market differentiator

Humans are the 'containers' of insight

The 'insight equation'

- ▶ Insight is the new market differentiator

Humans are the 'containers' of insight

+ no single human or group has the insight

= insight is created through collaboration

& insight is inside 'containers' we don't like or understand
(e.g. different gender, colour, type of thinker etc)

How we interact affects delivery!

Politics & Hierarchy affect interaction effectiveness

Therefore: Politics affects delivery

How Politics & Hierarchy Arise

In this context we
experience...

The logo for Inclusive Collaboration, featuring the word "Inclusive" in yellow and "Collaboration" in white, with a small yellow star above the 'i' in "Inclusive".

Inclusive
Collaboration

STRESS

@kkirk

Overwhelmed



Simplify

3 Temptations

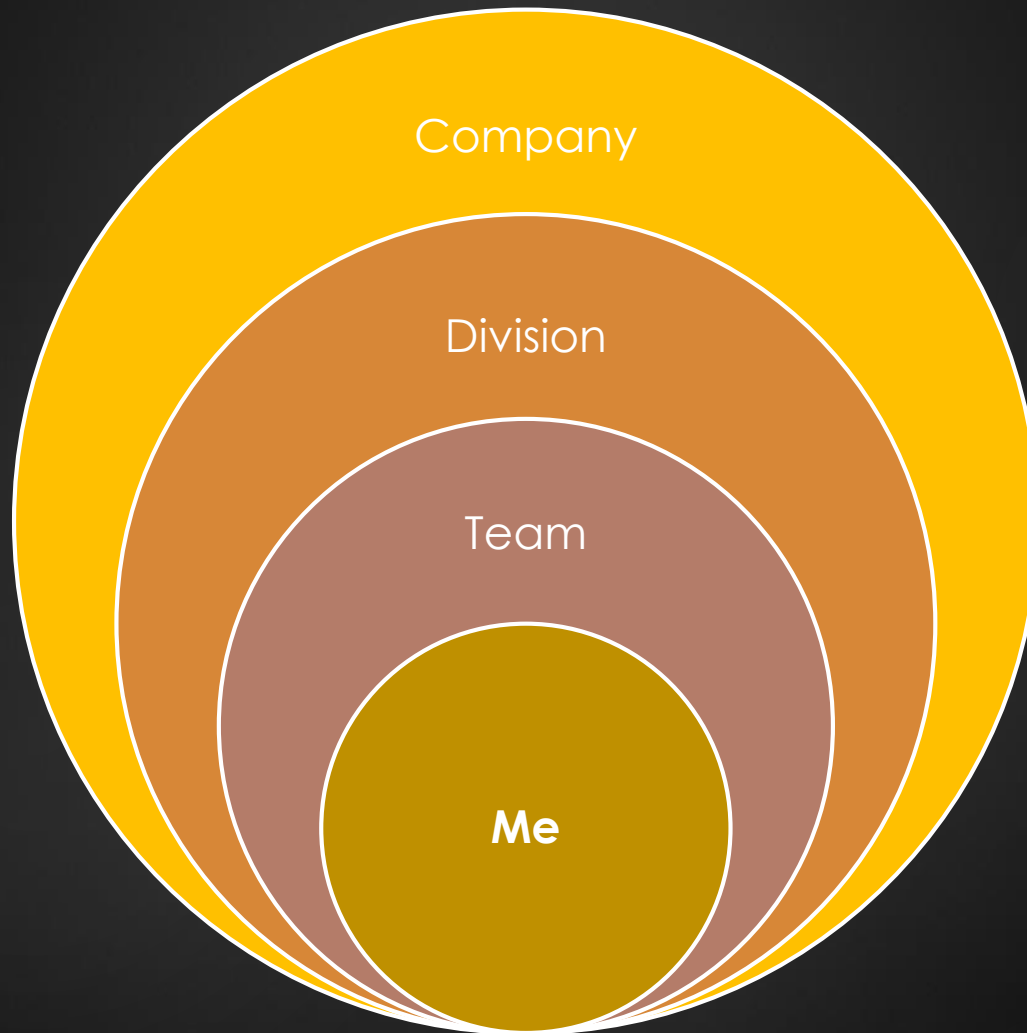
- ▶ Self pity
- ▶ Entitlement
- ▶ Envy

What about ME???

Binary thinking: black or white, zeros or ones

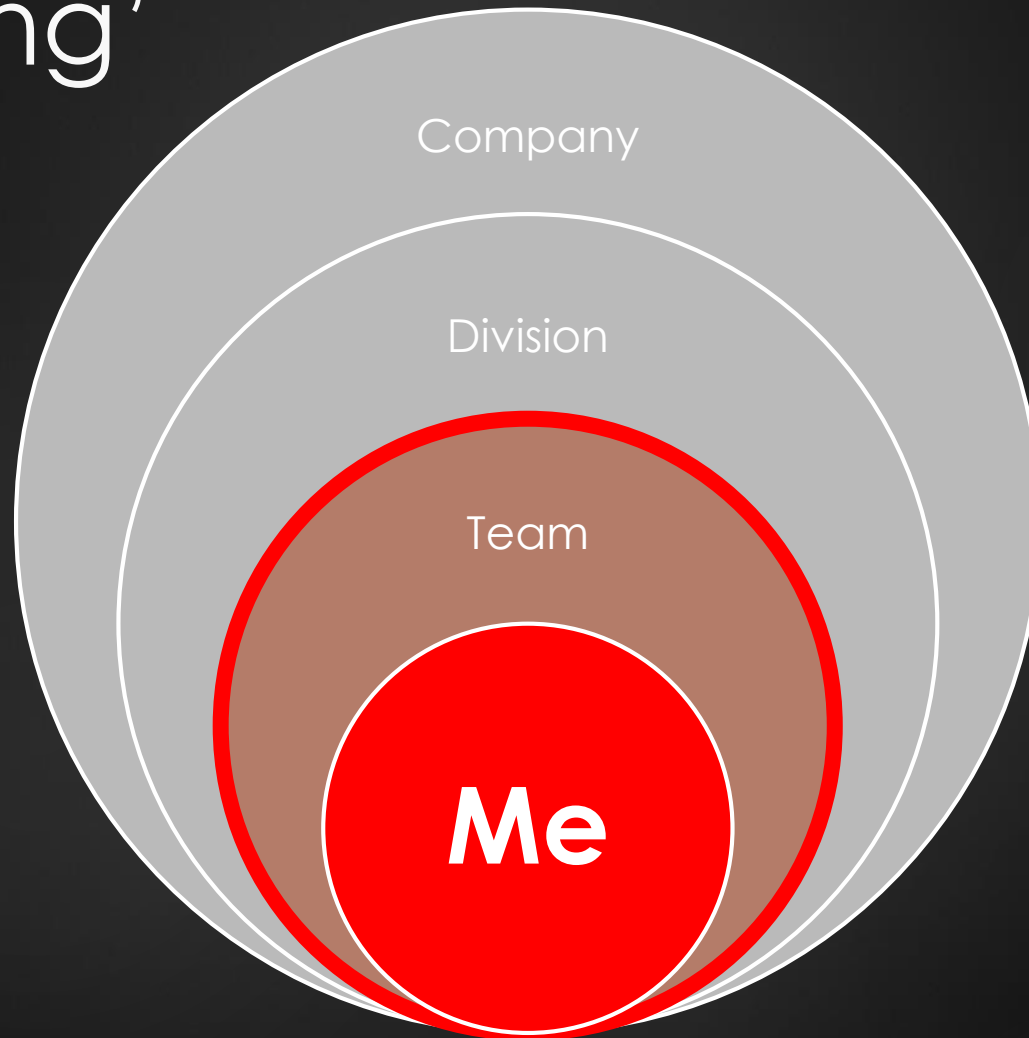
'Sphere of Caring'

Inclusive
Collaboration



@kkirk


REDUCE: 'Sphere of Caring'



Aaah... easier

them, us, me, theirs, mine, yours

The unintended effect



***What? I don't
matter????***

The unresolvable conflict

**I am the centre
of the universe
here**

**I am the centre
of the universe
here**

Who is worth more than who?

I am the centre
of the universe
here

VS

I am the centre
of the universe
here

We create a Hierarchy of Worth

We are better than them

They are more important than the others

I am more worth more than most

Rules, boundaries, and layers

A hierarchy arises

Hell: We NEED Managers

Adjudicate

Facilitate

Navigate

Solidifying Hierarchy: Fear

“I don’t want to be at the bottom of the hierarchy – I’m the centre of the universe!”

ENDLESS LOOP of HELL

REALITY

“The truth is...”

Interdependency

THE WAY OUT

REBEL

We ALL matter

Inclusivity & Compassion

Inclusive Collaboration

SUMMARY of solution

Context of Confusion

We are really doing our best

Stop making this about YOU

Resist the temptations:

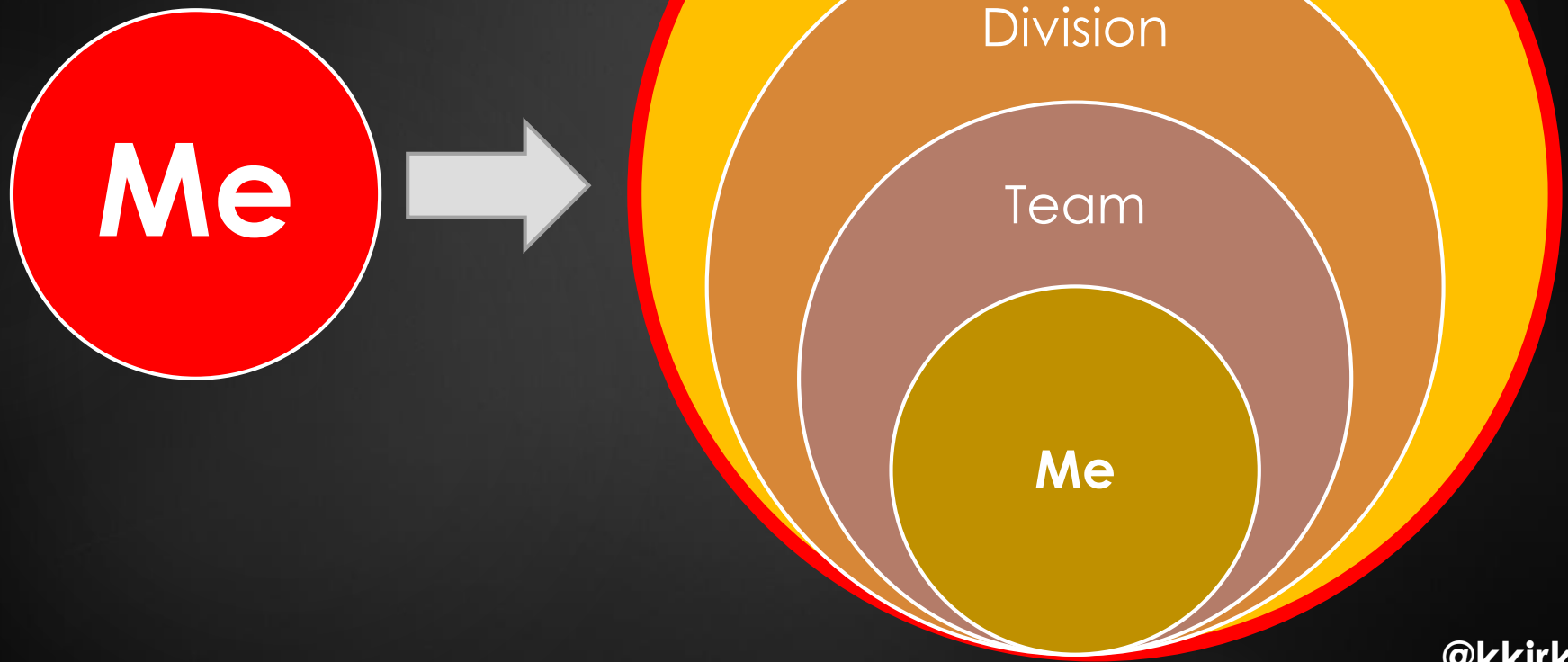
Self pity, entitlement and envy

REBEL

We ALL matter

INCREASE your 'Sphere of Caring'

Inclusive
Collaboration



@kkirk

Final words

Short Review

- ▶ **Challenge:** Politics & Hierarchy
- ▶ **Context:** Confusion Soup
- ▶ **The Dysfunction:** Making it about 'ME' in an interdependent world is just creating disagreement
- ▶ **Solution?** Rebel against the norm: Inclusivity & Compassion
- ▶ **Moving forward:** Increase your 'Sphere of Caring'

No one will ever agree with you that
you are the centre of the universe

The New Frontier...

Inclusive
Collaboration

Inclusive
Collaboration

@inclusivecollab

(Investigate the work of Dr Sal Freudenberg)