



# Thriving In The 21<sup>st</sup> Century



## Collaboration Is Key

9<sup>th</sup> March 2017

### Introduction - Bettina



### Books



### Educational Background:

PhD & MBA from London Business School  
Degree in Architecture & Town Planning

In pursuit of understanding and enabling  
innovation since 1992

### Websites:

[www.innovationleadershipforum.org](http://www.innovationleadershipforum.org)

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

[www.thefutureofinnovation.org](http://www.thefutureofinnovation.org)

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

# Our Journey



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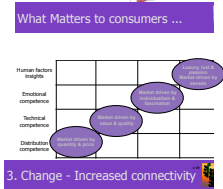
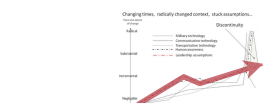


# The 21st Century

# The context of the 21st century



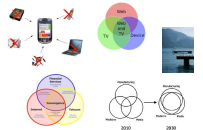
## 1. Change: The pace is accelerating



## 3. Change - Increased connectivity



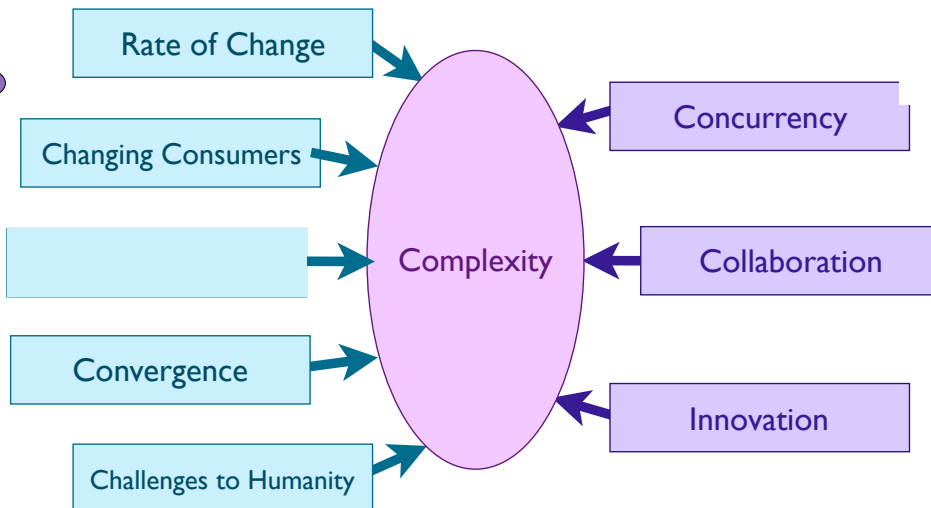
## 4. Change - Convergence



## 5. Change: (Innovation) Challenges



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## Necessity 1: Concurrency



## Necessity 2: Collaboration



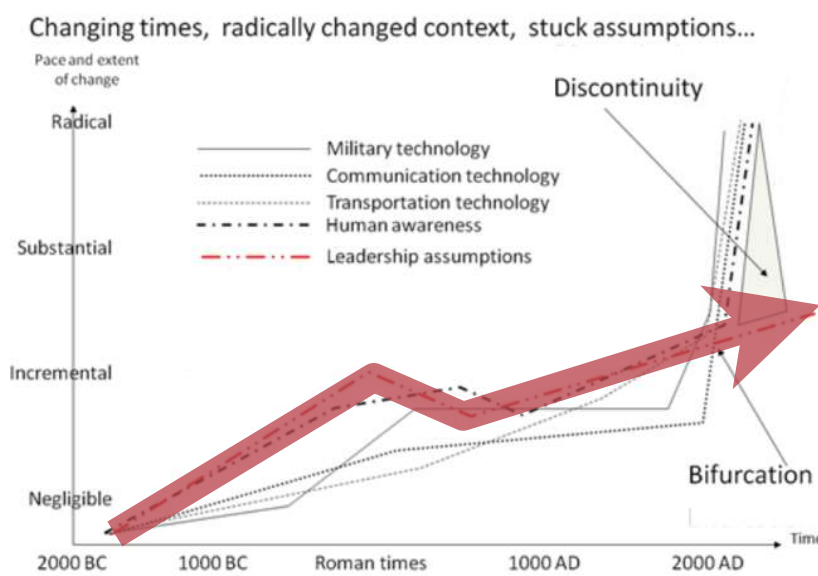
## 3: Innovation



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# 1. Change: The pace is accelerating



Adapted from: "Complex Adaptive Leadership", Nick Obolenski, 2010

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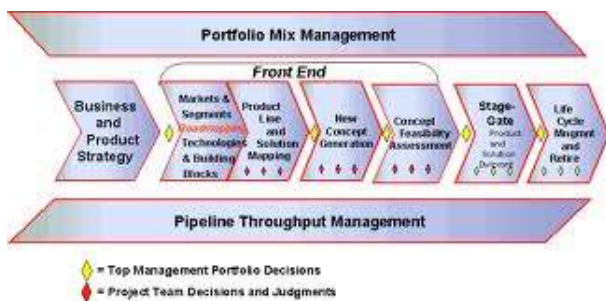
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# From my journey

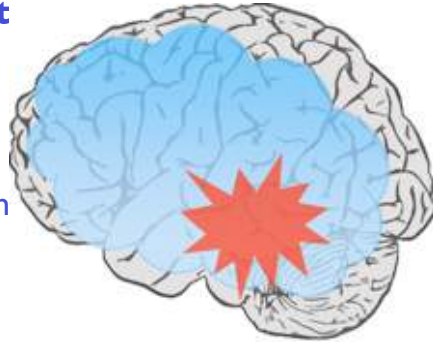
## From NPD to neuroscience



# Fear disables innovation



- └ Safety
- └ **Unconditional respect** or love
- └ **Being listened t**
- └ Clarity
- └ Permission
- └ Authentic attention
- └ Acknowledgement
- └ Trust
- └ **Inclusion**
- └ Generosity
- └ Vulnerability



- └ Physical threat
- └ Fear/Anxiety/Guilt
- └ **Rejection/Exclusion**
- └ **Ambiguity** & lack of clarity
- └ Perceived **unfairness**
- └ **Not being listened to**
- └ Sarcasm
- └ Being told how to think
- └ **Being judged**

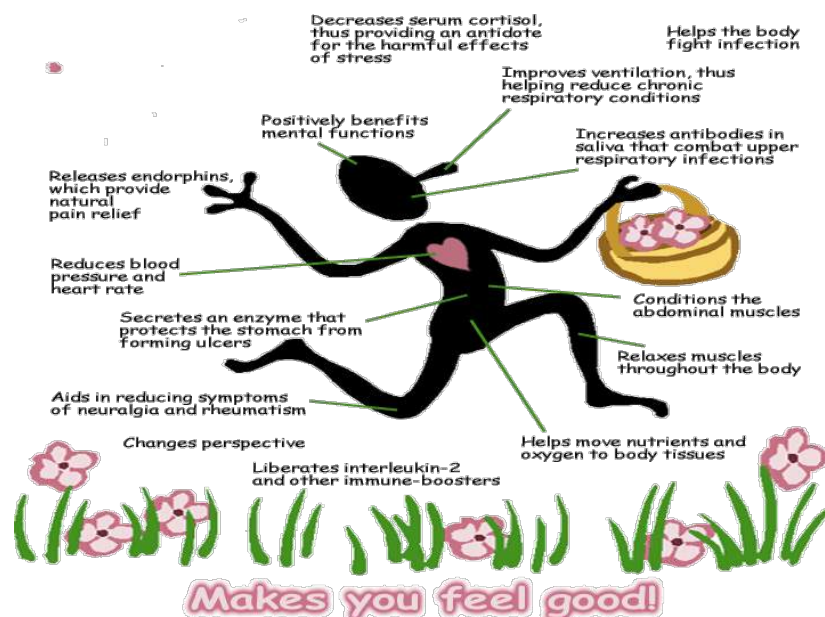
Group 8 Education – VASSP Conference 18/19 August 2008

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# Laughter facilitates it



<http://www.helpguide.org/articles/emotional-health/laughter-is-the-best-medicine.htm>

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# Leading, not best practice



## Leading **of** and **for** innovation



### \* Leaders **of** innovation:

- **Personal characteristics** (open, ambitious, committed, demanding, confident, courageous, passionate, good communicator)
- **Attitude** (lateral thinker, rule benders, risk taker, customer obsessed, visionary)
- **Ability to engages others** (inspires, listens, involves, cares, ensures fun)

execute projects

### \* Leading **for** innovation:

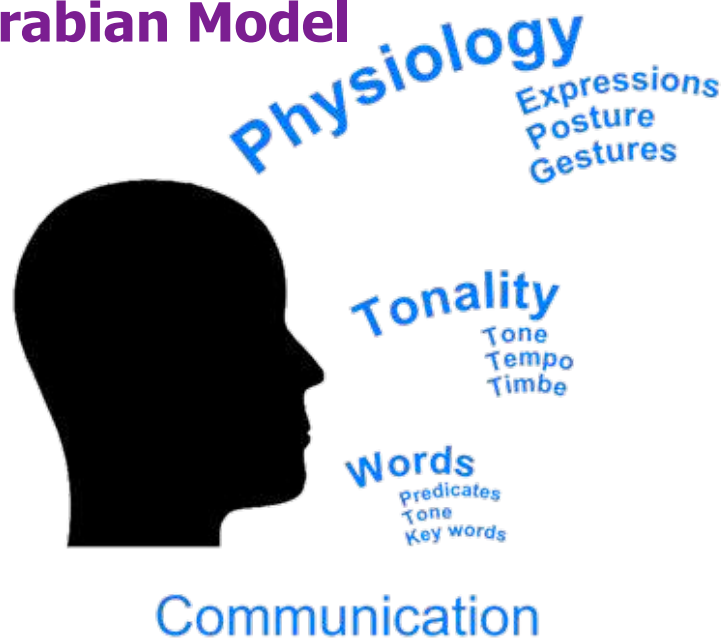
- **Understanding innovation** and its requirement
- **Appreciating differences**, their contributions, and implications
- **Creating an environment** in which innovation can thrive

provide the context

# Leading – By Example



## The Mehrabian Model



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## We Need Differences ...

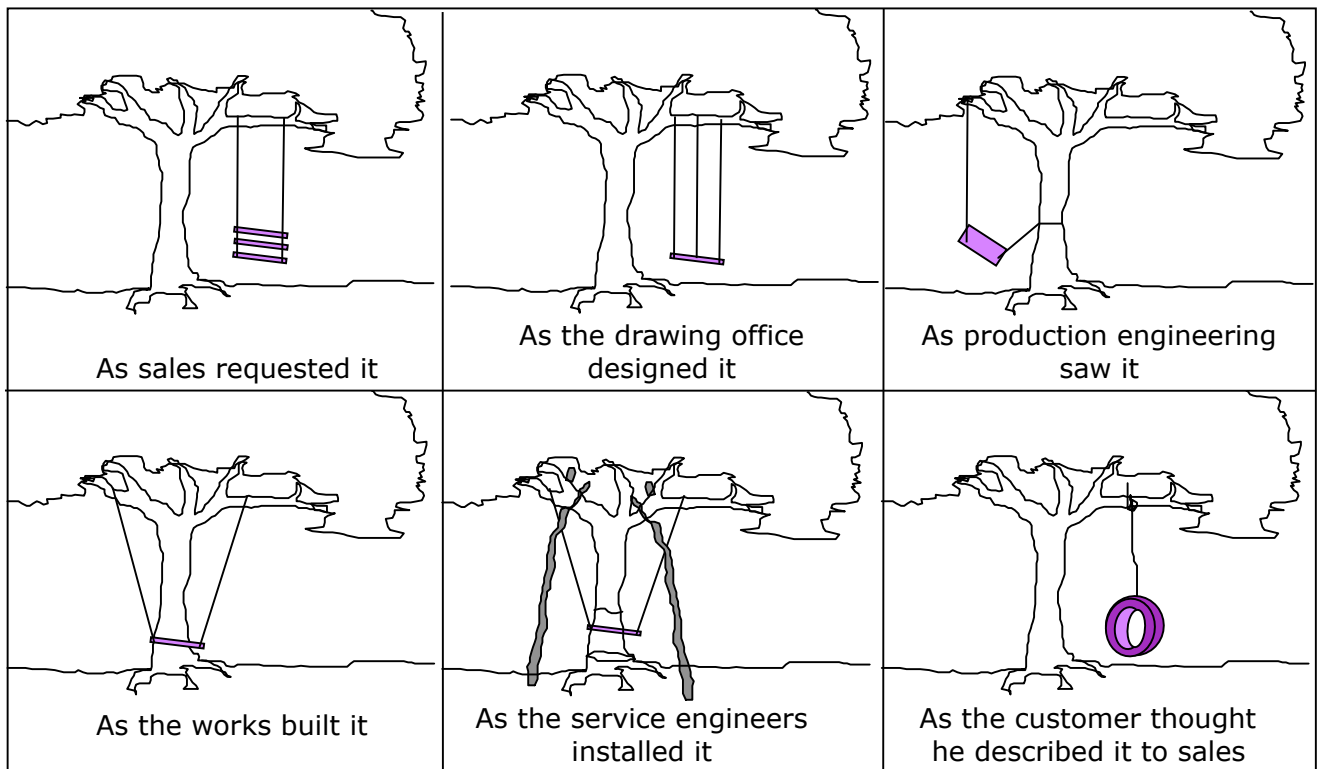


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... which is not without challenges ...



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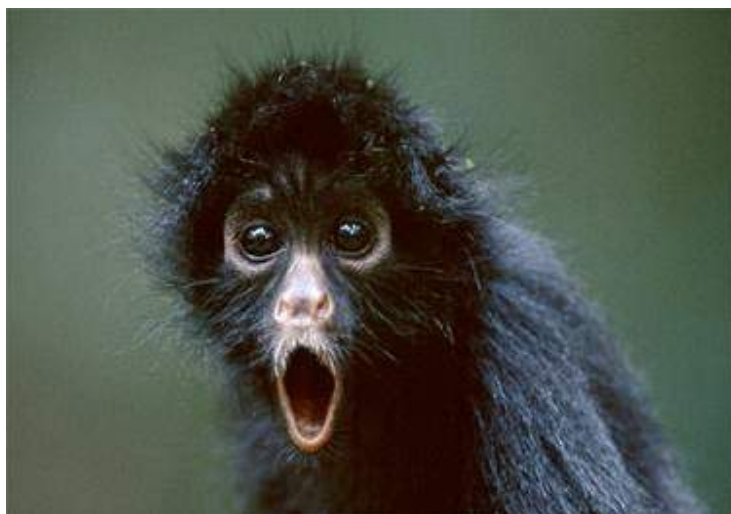
Source: Michael Smith in Lawrence, 1990

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# Improving Collaboration

# Why we need diversity

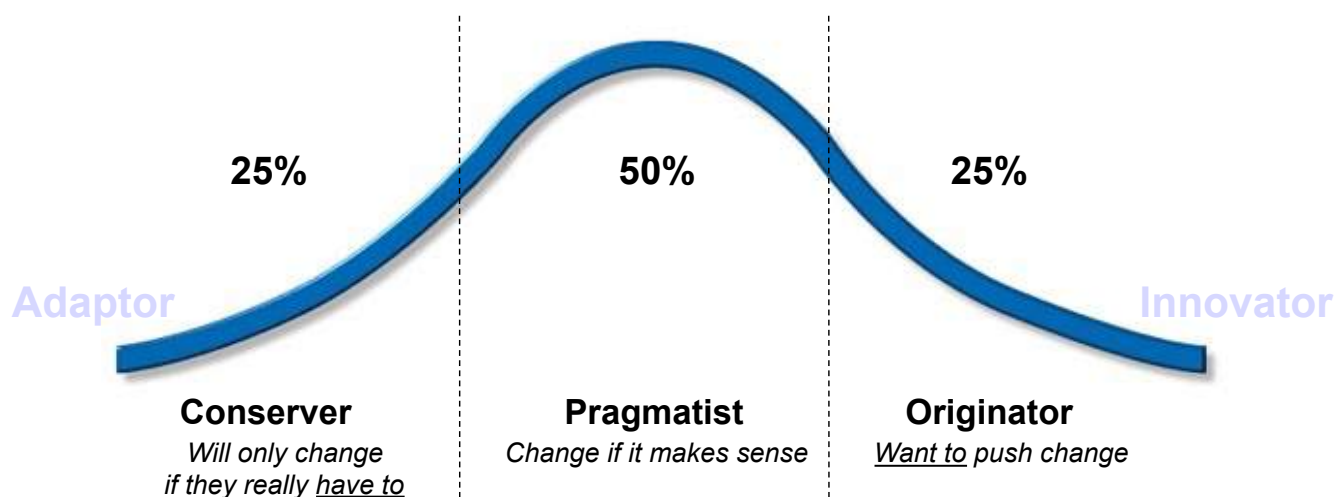


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## The KAI Instrument



Based on the work of Prof Michael Kirton

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# Prejudices



"Is" see high "As" as

- Boring
- Stodgy
- Over-cautious
- Old-hat
- Outdated

"As" see high "Is" as

- Reckless
- Abrasive
- Dangerous
- Inefficient
- Out of control
- undisciplined

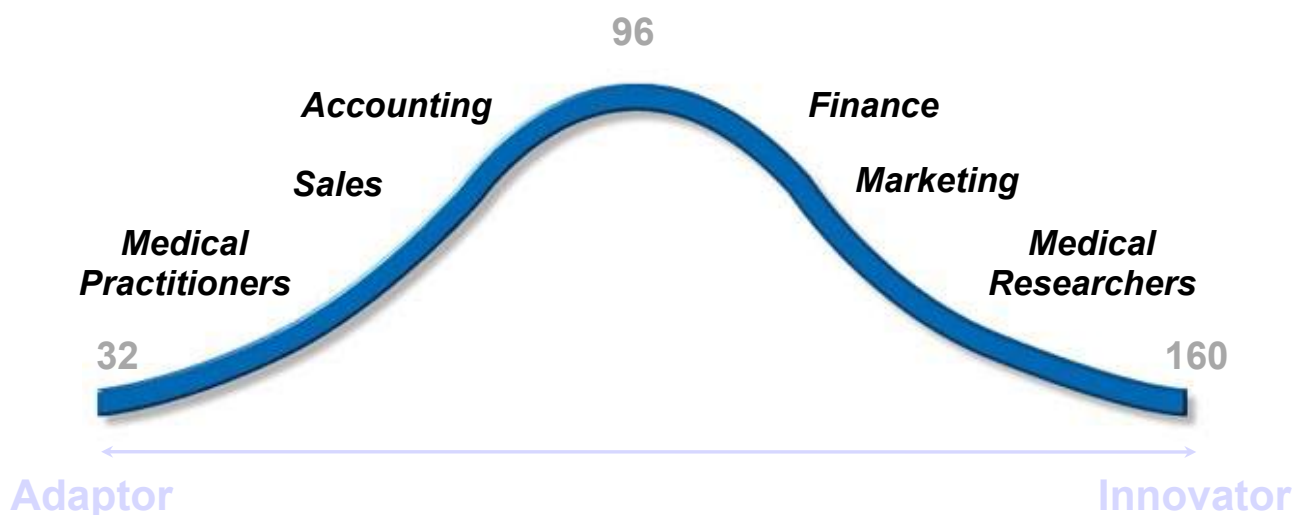
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# Professional preferences



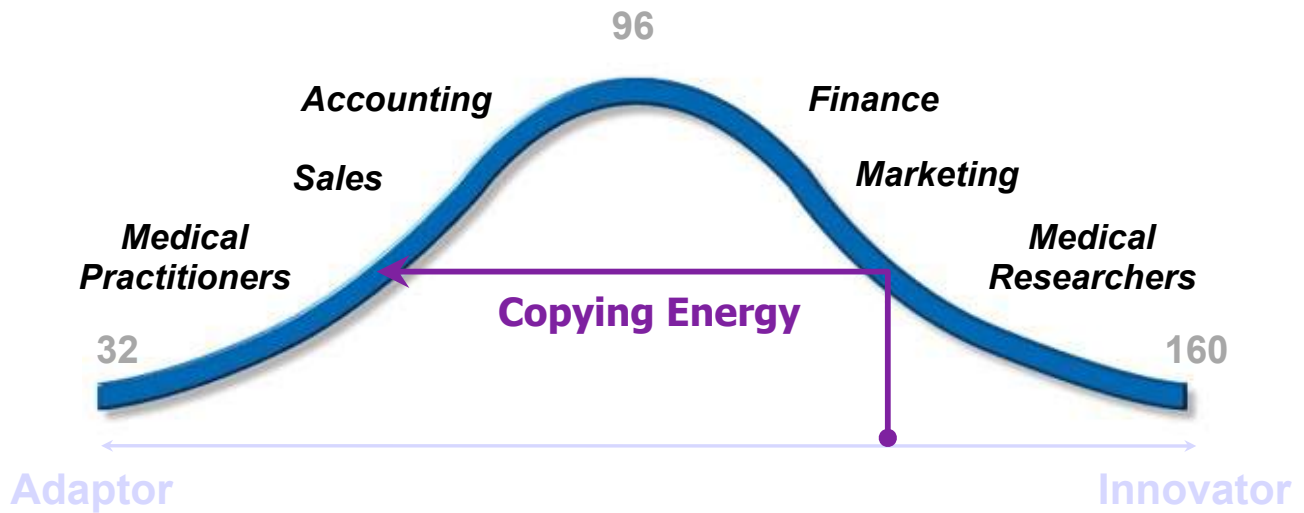
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# Professional preferences



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# Acceptance of others



<b>Perception of Competence</b>	<b>High</b>	FRIENDS	VALUE AND APPRECIATE
	<b>Low</b>	AVOID	KILL
		<b>Low</b>	<b>High</b>
		<b>Difference in KAI score</b>	

Source: Charlie Prather

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# Personal Styles

Based on "Make your Style Work for You" David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

## Personal Profile



Check the word or phrase in each set that is most like you

1. Be honest with yourself...not how you would like to be
2. Focus on how you are in the work environment
3. You have to pick one of the four in each set

1.__Competitive	1.__Tries new ideas	1.__Will power	1.__Daring
2.__Joyful	2.__Optimistic	2.__Open-minded	2.__Expressive
3.__Considerate	3.__Wants to please	3.__Cheerful	3.__Satisfied
4.__Harmonious	4.__Respectful	4.__Obliging	4.__Diplomatic
1.__Powerful	1.__Restless	1.__Unconquerable	1.__Self-reliant
2.__Good mixer	2.__Popular	2.__Playful	2.__Fun-loving
3.__Easy on others	3.__Neighbourly	3.__Obedient	3.__Patient
4.__Organised	4.__Abides by rules	4.__Fussy	4.__Soft-spoken
1.__Bold	1.__Outspoken	1.__Brave	1.__Nervy
2.__Charming	2.__Companionable	2.__Inspiring	2.__Jovial
3.__Loyal	3.__Restrained	3.__Submissive	3.__Even-tempered
4.__Easily led	4.__Accurate	4.__Timid	4.__Precise

Based on "Make your Style Work for You" David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

# Personal Profile – continued



1.__Stubborn 2.__Attractive 3.__Sweet 4.__Avoid	1.__Decisive 2.__Talkative 3.__Controlled 4.__Conventional	1.__Positive 2.__Trusting 3.__Contented 4.__Peaceful	1.__Takes risks 2.__Warm 3.__Willing to help 4.__Not extreme
1.__Argumentative 2.__Light-hearted 3.__Nonchalant 4.__Adaptable	1.__Original 2.__Persuasive 3.__Gentle 4.__Humble	1.__Determined 2.__Convincing 3.__Good-natured 4.__Cautious	1.__Persistent 2.__Lively 3.__Generous 4.__Well-disciplined
1.__Forceful 2.__Admirable 3.__Kind 4.__Non-resisting	1.__Assertive 2.__Confident 3.__Sympathetic 4.__Tolerant	1.__Aggressive 2.__Life-of-the-party 3.__Easily fooled 4.__Uncertain	1.__Eager 2.__High-spirited 3.__Willing 4.__Agreeable

Based on “Make your Style Work for You” David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

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## Scoring your Personal Profile



- How**
- Count the number of “ones ” that you marked. Write that number in the Tally Box marked 1. Do the same with the numbers two, three, and four.
  - On the first scale, draw a line through the number on the bar graph that corresponds with your total number of “ones ”. This is the end line for your bar graph.
  - Beginning at the left end, shade in the space on the bar up to your end line on the first bar graph.
  - Do the same for the second, third, and fourth graphs.
  - The longest bar is your predominant style. The second longest bar is your backup style.

### Tally Box

1	1 2 3 4 5 6	7 8 9 10 11 12	13 14 15 16 17 18	19 20 21 22 23 24
2	1 2 3 4 5 6	7 8 9 10 11 12	13 14 15 16 17 18	19 20 21 22 23 24
3	1 2 3 4 5 6	7 8 9 10 11 12	13 14 15 16 17 18	19 20 21 22 23 24
4	1 2 3 4 5 6	7 8 9 10 11 12	13 14 15 16 17 18	19 20 21 22 23 24

Total equals 24

Based on “Make your Style Work for You” David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

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# What is your dominant style



4 Analytical	1 Driver
<div></div>	<div></div>
<div></div>	<div></div>
<div></div>	<div></div>
<div></div>	<div></div>
3 Amiable	2 Expressive

Based on "Make your Style Work for You" David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

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# What is your dominant style



Controls Emotions	
<div>4 Analytical</div>	<div>1 Driver</div>
<div>3 Amiable</div>	<div>2 Expressive</div>
Asks	Tells
Shows Emotions	

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# Personal styles



## Analytical

- formal
- measured + systematic
- seek accuracy / precision
- dislike unpredictability and surprises

## Driver

- business like
- fast + decisive
- seek control
- dislike inefficiency and indecision

## Amiable

- conforming
- less rushed + easy going
- seek appreciation
- dislike insensitivity & impatience

## Expressive

- flamboyant
- fast + spontaneous
- seek recognition
- dislike routine and boredom

Based on "Make your Style Work for You" David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

# Under Stress



## Analytical

will withdraw

## Driver

will become autocratic

## Amiable

will submit

## Expressive

will become offensive or  
sarcastic

Based on "Make your Style Work for You" David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

# Fears about change



## Analytical

- not enough information
- making a wrong decision
- being forced to decide

## Driver

- loss of control
- failure
- lack of purpose

## Amiable

- damaged relationships
- confrontations
- not being recognised for efforts

## Expressive

- being ignored
- being asked for detail
- being linked with failure

Based on "Make your Style Work for You" David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

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# How to work better with other styles



## Analytical

- Tell "How" first
- List pros and cons
- Be accurate, logical
- Provide evidence
- Give them time
- Provide deadlines
- Don't rush or surprise

## Driver

- Tell "What" first
- Keep fast paced
- Don't waste time
- Be businesslike
- Give some freedom
- Talk results
- Find shortcuts

## Amiable

- Tell "Why" first
- Ask vs. tell
- Draw out their opinions
- Explore personal life
- Define expectations
- Strive for harmony
- Avoid deciding everything for them

## Expressive

- Tell "Who" first
- Keep fast paced
- Be enthusiastic, allow for fun
- Support creativity, intuition
- Talk about people and goals
- Handle the details for them
- Value feelings and opinions
- Be flexible

Based on "Make your Style Work for You" David Merrill & Roger Reid, Radnor, PA.: Chilton, 1981

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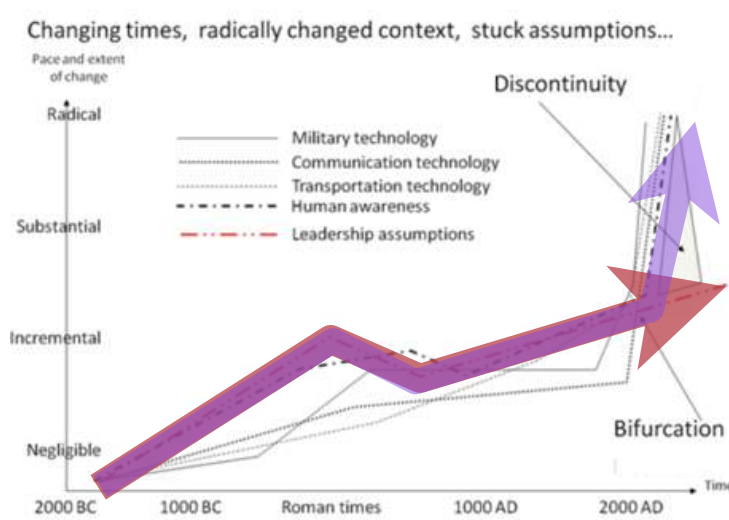
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# Parting thoughts

## ... Different Leadership



Adapted from: "Complex Adaptive Leadership", Nick Obolenski, 2010

# Collaboration requires ...



Emotional Factor

**Partners do like and respect each other**

**Partners do not like and respect each other**

Collaboration might work as people might want to support / help those they like; perhaps in return for future favours

Effective and successful collaboration that opens up new opportunities

Collaboration very unlikely to work; people will find excuses and ways to boycott the collaboration efforts

Collaboration might work as all parties have an interest in achieving the results; result sub-optimal

**One-sided benefits**

**Benefits for all**

**Rational Factor**

von Stamm, 2008

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## ... visualisation helps ...



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# Thank You & Stay in Touch !



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