

THREE P//ARS

DEVELOPMENT APPROACH

PLAYBOOK:

Two dozen key questions how to drive the Three Pillar Model

Awakening for the journey

How do you ...

1. Explore and discuss the VUCA world, new market opportunities, business disruptions and changing customer needs - with which friends, colleagues and experts, in which circles, communities etc.?
2. Create a shared understanding of your entrepreneurial journey in your enterprise and what it needs in terms of readiness to keep pace and adapt, connect and transform?
3. Define, share and check a sustainable purpose that creates passion and inspires your leadership teams, employees and your customers for your joint journey, enabling them to align their ambitions and competencies?
4. Create a transformation process that involves all stakeholders and leads your company from a business perception that is limited to mid-term targets towards a travelling organization with passionate teams that are synchronized with real business development?

Interlinking for the journey

How do you ...

5. Involve and align all your teams and individuals, and make them define their purposes and contributions to the corporate purpose and goals, connecting their journeys with the travelling organization?
6. Develop an agile mindset empowering and encouraging your teams to experiment with quick failing and learning loops, involving your top management as a role model and taking an active part?
7. Use differences as learning opportunities and connect them in valuable discussions: e.g. global vs. local organization, regional and structural orientation, benefiting from

experience vs. fresh thinking, from diversity in maturity, culture and competencies?

8. Exchange on the success and impact of this joint endeavor and further develop it?

Exercise the future

How do you ...

9. Connect all your resources with each other: purpose, strategy, ambitions, competencies, products, processes, technologies, architecture, rooms, structures, roles?
10. Overcome managerial silo thinking by solution-, process- and project-oriented working in alternating contexts supporting your employees to travel and collaborate across organizational borders and deploy their expertise and creativity?
11. Respect and connect different working styles, encourage diversity of people and their approaches to problem solving, establish powerful teams from this, and generate greater mutual benefit?
12. Develop trust arising from personal exchange of opinions and mindsets, experiences and expectations, even touching on sore points and controversial fundamental beliefs – and how do you reinsure the growth of trust in your organization?

Leadership on the journey

How do you ...

13. Clarify that leadership is to serve connectivity and collaboration as the absolute precondition of the company's, teams' and people's success – and not to delimit from others?
14. Connect your own leadership practice to the corporate purpose, every day and with radical consistency?
15. Communicate clearly and often, use chats, social media and meetings to discuss how the three pillars are realized in new policies and daily work?
16. Care for clarity and involvement, respectful behavior and psychological safety which comes from true collaboration instead of the illusion of structural stability?

Building new practices

How do you ...

17. Align your strategic innovation & project portfolio and roadmap to the purpose, keep them flexible and connect them to other management processes (such as knowledge management, strategic HR development, business & organization development, etc.)?
18. Introduce agile platforms and practices to support cross-organizational communication and collaboration, such as slack times and workhacks, scrum, prototyping, micro projects?
19. Apply creative, powerful interventions with quick insights and long-term effects that support the commitment to the new quality of organization, collaboration and leadership?
20. Evaluate success and calibrate such new practices on a regular basis?

Enabling

How do you ...

21. Recruit people who have the will to go on a joint journey, bring in their curiosity, openness and agility, contributing to the corporate purpose and success?
22. Provide learning and development opportunities so that people can take flexible leadership roles in the organization, manage processes and projects, facilitate meetings and cope with conflicts?
23. Install goal setting and reflection, feedback and learning procedures that help to align the travelling organization, teams and people and keep them connected?
24. Evaluate success and calibrate development on a regular basis?

THE AUTHORS

An international and interdisciplinary team of more than 40 authors - practitioners, academics and consultants - worked together to develop the Three Pillars model. In the two books, each author presents the concept in a unique context, showing how the Three Pillars are relevant and applicable in a wide variety of fields, industries and organizations. The authors come from 5 continents, from over 15 countries and from about 40 different organizations, of which more than 15 are large global players. To get to know the authors, please visit the3pillars.org/community !

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