

Published in 1999, essentials of the “The Circle of Innovation” by Tom Peters became the philosophy, passion and foundation of the Star Team. Principles of this pathway gave us the strategic traction and courage to be a world class solution provider in the most advanced economy (USA) and the largest democracy (India) in the world. Following pages highlight the relevance of this pathway integration in moving towards a sustainable solution for education systems in USA.



Technology is connecting consumers of education to resources around the globe with an ever increasing flexibility. Consumers are able to demand resources customized to their individual needs at a place of their choice, in a media that is relevant and at a cost that is affordable.

Even as physical campuses struggle to meet student requirements for quality faculty, technology driven solutions continue to offer customized solutions at an exponential pace. University of Phoenix started in 1976 as a small night school has evolved into a 325,000 student, \$2.4 Billion revenue organization with a market capitalization of \$7.4Billion.

Builders & Innovation

- ▶ You can't shrink your way to greatness – Arthur Martinez: Chairman & CEO of Sears.
- ▶ Revenue enhancement, new products innovation and builders are the ones who will reap the awards.
- ▶ Relative cost has to be kept to a minimum while adding jobs.

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In times of crisis, one cannot cut down to a sustainable solution. More than ever, a crisis is an opportunity to initiate revenue enhancement & innovation strategies for one single reason: a crisis is a moment that aligns all the constituents to a common purpose: survival of the self & success of organization. This crisis is an opportunity to get the entire organization injected with new DNA sequence that can jump start a thousand small experiments of innovation.

Blow it up

- ▶ Rather than cutting, creating jobs is pure genius. Incrimetalism is innovation's worst enemy – Nicolas Negroponti – MIT Media Lab.
- ▶ Rather than reinventing a little bit better, blow it up.

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Attempts at marginal increments in process improvement creates an intractable, entangled lock-down of vested interests, exhausting the energies of the few that are striving to make a difference. 'Blow up' the common perception of the route to success with a game changing demonstration of an initiative with of a select group of consumers. Innovative models establish new relationship and initiatives that overcome traditional bureaucracies resisting changes from within the organization.



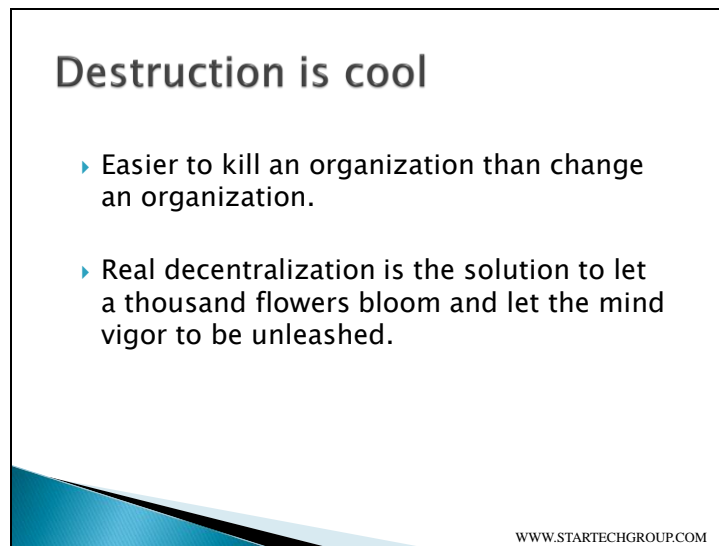
Wealth Creation

Wealth in the new regime flows directly from innovation, not optimization i.e. wealth is not gained by perfecting the known, but by imperfectly seizing the unknown.

Kevin Kelly from New Rules For The New Economy – Wired Magazine.

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Optimization is a defensive strategy that does not create new wealth. Innovation is the driver that creates new opportunities, pathways, solutions and strategic realignment of resources for new wealth creation within the enterprise. Innovation is an intentional journey on a path that evolves and solidifies with demonstrated results. Internal teams require environmental support to initiate and experiment with breakthrough models.



Destruction is cool

- ▶ Easier to kill an organization than change an organization.
- ▶ Real decentralization is the solution to let a thousand flowers bloom and let the mind vigor to be unleashed.

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Focus on cost reduction (2% staff lay-off) destroys the initiative of the (98%) retained staff. Even as cost containment strategies are implemented, retained staff requires breakthrough solutions & support.

Focus on staff empowerment with a zeal: Create a platform that supports true needs of the consumers (teachers, parents & students) and let the experiments begin within the structural requirements of the organization. Start a journey of reversing the “top down model” to a “bottom up, consumer driven model” by starting a thousand experiments across the organization.

Competition – Strategy

- ▶ Explosion of new products and services in competitors.
- ▶ Middlemen are cut out and customers are more demanding.
 - United Airlines, Sears and Baxter all tried to do be all for all of their customers. Did not work.
 -
- ▶ All for synergy for relationships that can leverage one product with another.

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Customization is the king. Flexible, adaptive solutions for consumers are the essence for sustainable results. Transform the organization from “responsible for all outcomes” to a “resource for all consumers” model. Encourage & support new relationships across, within and without the organization for these experiments to find new strength, vision and a confidence that supports individuals to be great cross-functional team members.

What works ?

- ▶ What works? Acquiring talent !
- ▶ What works? Relentless pursuit of inefficiency.
 - Pursuit of technological leaps in productivity.
 - Pursuit of innovative leaps in wealth creation.

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Acquiring talent is the easy part. Creating an environment in which this talent succeeds is the critical part. System & processes should be repositioned to offer a transparent & focused support for all talent. Technology is the key to identify inefficiencies and also a platform for talent to succeed with solutions that are local, sustainable and self supportive. More localized are the results; less is the requirement of middle-ware, leading to systemic elimination of bureaucracy.

You cannot live without an eraser.

- ▶ The problem is never how to get innovative thoughts into your mind, but how to get the old ones out – De Hawk: Visa Network Creator.
 - Org. learning is not it. It is forgetting, which is far more important. Use the eraser.
 - We run like mad and then we change directions. – Burt Roberts: Chairman / CEO MCI. Turn of the millennium business strategy.
 - Microsoft provides an awesome site – to see the way Bill Gates changed organization direction on the Internet – Jeffrey Katzenburg: DreamWorks / SKG.

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Leadership should provide the courage & fuel for innovation to take root & succeed. Clarity in defining the rules, vision in challenging the team capabilities & simplifying the environment for new partnerships is the essential leadership responsibility.

Regardless of the size of the organization, a strategic/creative shift of the entire organization is also made possible by the clarity of vision at the senior management level on key customer need identification and industry trends. Bill Gates refocused Microsoft on to the internet strategy.

Ready. Fire. Aim. – Ross Perot

- ▶ Cannibalizing the existing products is the way to remain the leader – Lou Platt – Chairman / CEO H.P.
- ▶ Somebody is going to do you in. Competitor or yourself. Cannibalize yourself as quickly as you can.
- ▶ You miss hundred percent of the shots you don't take – Wayne Gretzke: The Great one.
- ▶ Example of Heart Surgeons. Try anything, try everything at best. Surgery is a hallmark of trials, shots, error and learning.

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Cannibalization eliminates “dead wood programs” that have outlived their usefulness. Organization strategic elimination & prioritization is a more effective strategy vs. a reactive model that is compelled by budget target requirements. Repeated efforts / experiments with consistent focus on consumer need identification are critical for every organization to be a true world class enterprise.

Plan to make mistakes

- ▶ Effective prototyping may be the most valuable core competency an innovative organization may hope to have. – Michael Shrage: Author.
 - Just do it. Culture of rapid prototyping is the core competence amongst winners. HP, 3M, Sony – 5 Days prototyping.
 - Wal-Mart CEO, Sam Walton was not afraid of making mistakes.
- ▶ Leaders: Make severe mistakes, but do recover from them. The bigger the better. But you got to learn from them. Just like when we are very young: fail, forward, fast.
- ▶ Learn and do bigger mistakes.

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The odds of finding a correct solution is directly related to the number of attempts leading to breakthrough service level capabilities & efficiencies. Experience is the liability that holds individuals and organizations new pathways. A systemic culture of recognizing true attempts and reinforcement in learning & stepping to the next level is a continuous process, propelling the entire organization to a leadership role in any given industry.

Thoroughly professional & provocative.

- ▶ All great truths started as blasphemies – George Bernard Shaw.
 - All innovations are silly. Therefore, be silly.
 - If you have not done something silly in the last few days, you are wasting your time.
 - Post-It notes, CNN, WWW were all silly including that idea at the back of your mind.
- ▶ Essence of professional service delivery: Catalyst for fundamental change is the only essence of measure.

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Traditional industry bias for “not invented here” syndrome downplays any ‘non-traditional’ attempts from management to initiate an innovative mode of thinking/experimenting. Pilots & experiments are to be protected and supported from drawing stage to implementation with strong management support and follow-through after implementation. A broader buy-in happens with demonstrated success with new strategies. And the single catalyst that should drive all models is ‘meeting & exceeding consumer need management’.

We are all Michael Angelos

- ▶ Of - house keeping, parking, A/R, plumbing, selling, hair styling.
- ▶ Every one is a CFO. Each person is a bonafide business person. Can every person and job can be a Michael Angelo ? Yes.
 - With nerve and imagination. Possible with every worker turning into a business unit of one. It requires imagination.
 - Emerging diamond or diamond on end model
- ▶ You can transform 98.8% of the workers into autonomous business persons. Teach the great game of business. How each person's contribution effects the bottom line.

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Exemplar employees are everywhere, in every service. Identify these Michael Angelo's within your organization. Support, recognize and use them as examples to create a drive within the organization. Culture of highest standards at every service level starts taking root. Smaller the business unit, the more effective and efficient they are in their process. Highest level of efficiencies & effectiveness are gained at the individual level. Transform every individual into a business unit. Individual success stories ignite their peers to be champions in their own domain.

Trust & Respect - Jim O'Tool: Leading Change.

- ▶ What creates trust in the end, is the leader's manifest respect for the followers.
- ▶ Do you routinely exhibit manifest respect for the followers? Do you recognize the Michael Angelo's ?
- ▶ In essence, leadership challenge is to provide the glue to cohere independent units in a world characterized by forces of entropy and fragmentation.
- ▶ Only one element has been identified as powerful enough to overcome the centrifugal forces i.e. Trust

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Trust in an organization is reinforced by alignment of intent and demonstrated actions that identify true talent, needs and results within the organization at every level. The more distant and disconnected is the event or individual from the leadership, the more is the trust gained within the system for leadership's reach and understanding of the distant service components within the organization.

Trust & Respect

- ▶ Higher the tech and more dispersed is the networks, the more important the touch of trust. 90% touch & 10% tech.
- ▶ High tech, high trust. Service is nothing but trust in professional capability – consistent, quality service.
- ▶ Take trust seriously. Treat it as a hard issue.

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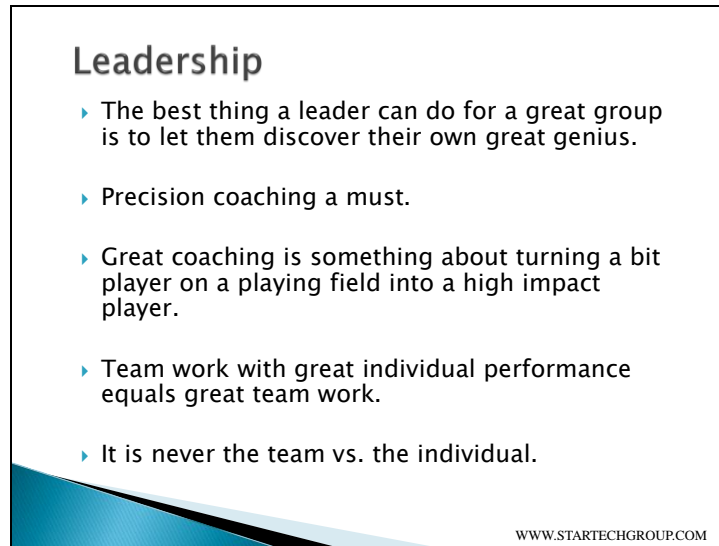
As technology continues to create islands out of individuals and their relationships, trust is the single human factor that continues into the technology world. All relationships in the social media are based on trust. Trust in the technology world is not independent of the trust in the real world. They are one and the same. One does not exist without the other. Foundation for the technology trust is the real world trust. Establish real world trust & build the technology trust on that foundation.

Relentless architect

- ▶ I set as the goal, the maximum capacity that people have. I settle for no less. I make myself a relentless architect of the possibilities of the human beings – Benjamin Zander: Conductor – Boston P. Orchestra.
- ▶ What is your goal ?
- ▶ What else is leadership is about ?

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Leadership is the platform that provides the courage for individuals to explore their skill sets as a starting point. Institutional leadership provides the opportunity for individuals to create a symphony that resounds to ever reaching higher levels of perfection. What is the goal for the individual and for the team? How does one create a sustainable team performance that is world class? As one individual masters the inner strength, the team as one masters to exploit the combined, complementing strength of the team members.

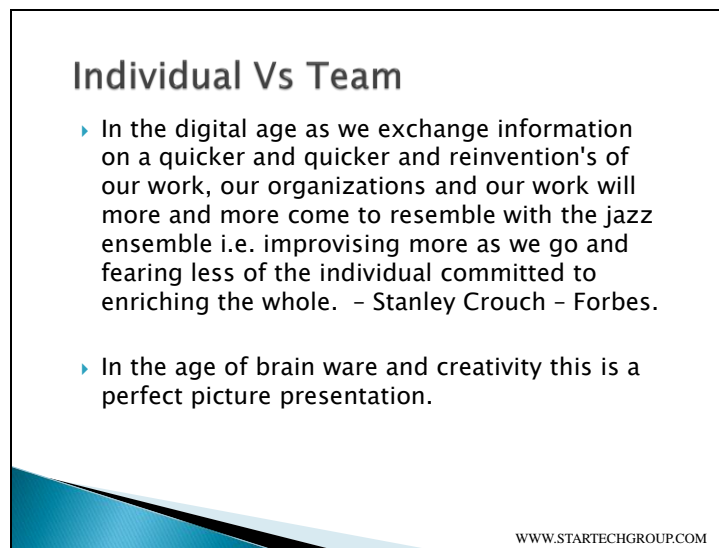


Leadership

- ▶ The best thing a leader can do for a great group is to let them discover their own great genius.
- ▶ Precision coaching a must.
- ▶ Great coaching is something about turning a bit player on a playing field into a high impact player.
- ▶ Team work with great individual performance equals great team work.
- ▶ It is never the team vs. the individual.

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This slide speaks for itself.



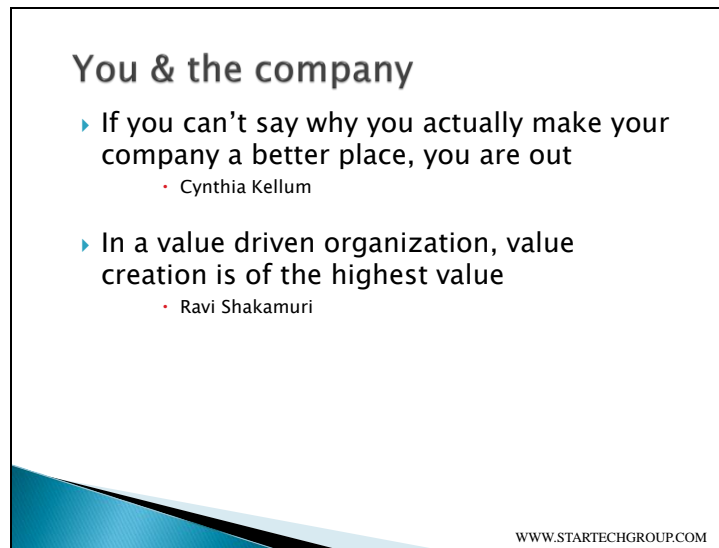
Individual Vs Team

- ▶ In the digital age as we exchange information on a quicker and quicker and reinvention's of our work, our organizations and our work will more and more come to resemble with the jazz ensemble i.e. improvising more as we go and fearing less of the individual committed to enriching the whole. – Stanley Crouch – Forbes.
- ▶ In the age of brain ware and creativity this is a perfect picture presentation.

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Selfishness as a virtue. Individuality is the signature. Team is not a group of similar folks with similar interests. True leadership protects the individualism with iron clad guarantee. Effective leadership creates a perfect jazz ensemble on the strength of individual skill sets. The best players end up leading the team. No place to hide.

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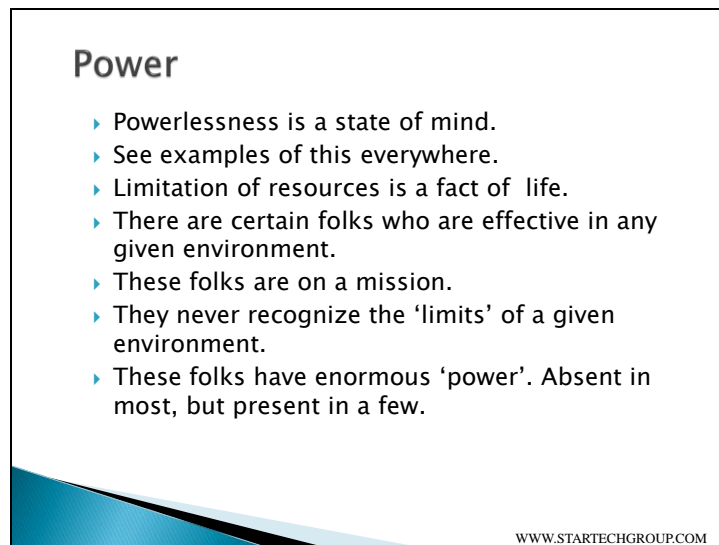
You & the company

- ▶ If you can't say why you actually make your company a better place, you are out
 - Cynthia Kellum
- ▶ In a value driven organization, value creation is of the highest value
 - Ravi Shakamuri

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Clarity of role is the essence that distils individuals who contribute to the top in a system that is self sustaining. A leader's role is to create an environment that clarifies individual role and establish transparent measures at the individual and peer level. A leader has to define 'value' and let loose individual entrepreneurship to drive the value creation in a thousand innovative experiments.

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Power

- ▶ Powerlessness is a state of mind.
- ▶ See examples of this everywhere.
- ▶ Limitation of resources is a fact of life.
- ▶ There are certain folks who are effective in any given environment.
- ▶ These folks are on a mission.
- ▶ They never recognize the 'limits' of a given environment.
- ▶ These folks have enormous 'power'. Absent in most, but present in a few.

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Power within each individual reaches to the next level, with small wins leading to bigger wins. Rather than leaders identifying individuals, true leaders create a system that allows individuals identify their power. Earned trust through results is the best foundation for individuals to discover real power within.

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Authority

- ▶ Authority is a state of mind.
- ▶ Leading without authority.
 - Gandhi, MLK, Havel and Mandela.
 - Any time somebody ticks off the establishment get jail time.
- ▶ Calling card, job title is not everything.
- ▶ Mission, vision, tenacity.
- ▶ Lack of authority is in your head.

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Let the system provide an equitable platform on which individuals within the organization mission deliver true value, gaining the confidence of the peers and team mates. Earned authority that is consistent with organization mission gains the confidence of the peers, creating leadership by default. Leadership has to learn to “let it go”. Individuals have to learn to gain power with results, mission focus and trust of the peers.

Slide 22

New American Professional

- ▶ The new world professional is a state of mind.
 - He or she is very good at something.
 - Got to be known for something, leading to towering competence at something.
- ▶ Projects is life, with a beginning, end and a well defined outcome.
- ▶ New Professional is client obsessed. Well connected.
 - They take back the life in control with self-reliance.
 - Me Inc. is only successful if customers are served very well, very imaginatively and very memorably.

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Leadership provides the environment. Establish the mission. Let individuals deliver on their individual skill sets. Self discovery is the most inspiring for the individuals and to the peer group. Every day is a project and every month is a mission driven period. Annual evaluations are so ancient. Daily evaluations of the self creates the ultimate value creation within the organization mission. Let individuals evaluate themselves with results. Daily.

Clients & Service

- ▶ All value comes from professional services.
- ▶ We are all in professional services.

- ▶ Think Inc. – Everyone is a managing partner in Professional Inc.
- ▶ Everyone is outsourcing.

- ▶ Professional firms live and breath client service.
- ▶ Life equals client service.

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Organizations have to reverse out from a top down model to a consumer focused model. Define consumers. Identify customer intrinsic needs. Establish resources to support need achievement. Reposition the organization to a 'resource center'. This is the 'democratization of the organization'. Freedom to succeed.

What is an organization ?

- ▶ What is a big organization & what is a small organization ?
- ▶ Sometimes, you just stop to watch a person work. Why?
 - These folks make small organizations big.
- ▶ More effective org. are more cost effective. Super specialty of a work process leads to leadership in business category.
- ▶ What is an organization ?
 - It is nothing more than a collection of tasks.
 - Given this fact, there is out there an organization with a handful of people, but can and will be more effective than any big corporation.

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Redefine organization mission. An effective organization is but a stage on which individuals receive customized support to tap into their latent skills. Building on strength and learning to improve on weakness is the ideal model of an 'organization as a resource' model. Regardless of the size of the organization, this model delivers an ever improving customer focused results & services.

Who is running the organization ?

- ▶ **Customers.**
 - Empowerment is redundant.
 - Resurrecting it as the primary strategic battle will be who can go farthest in empowering customers.
 - Providing gobs of information to your innards.
 - Intimate, immediate access to your innards to provide customized products and services.
 - PERCEPTION OF CONTROL.
 - PERCEIVED CONTROL.
 - FASTEST & MOSTEST.

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True customer focused organizations are not managed by the organization leadership. Organization entire focus is to provide the most transparent, ease of access for customer to fulfill their needs utilizing organization resources. In the technology driven world, simplification is the most complex process. Organizations that simplify the most with intrinsic understanding of customer needs are the most successful. Google, Face Book.

System Design

- ▶ **The system is the solution.**
 - Department of beauty.
 - Important, imperative and strategic focus.
- ▶ **Company has got to be known for systems.**
 - Art, beauty, grace and parsimony are the words that should come to mind when you think on your systems.
 - Southwest Airlines:
 - Beauty Inc. Moves large # of people more efficiently, effectively by focusing on one service only.
 - Totally, passionately, beautifully without any frills.
 - Reliable and grooves on soul. Seeks to amuse, surprise and entertain.

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Organization is the platform on which individuals create a symphony of performance. Daily. Individual driven leadership is incapable of supporting the level of detail and focus that is required to deliver a customized support for every individual in the organization. Technology can. A technology platform that recognizes intrinsic needs of the customers and delivers an elegant pathway to access the organization resources is the most appreciated organization by the consumers. Platform i.e. system design is to be very elemental.

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Social side of systems

- ▶ All depends on the quality of the conversations.
- ▶ Communication is the key.
 - Quality communication is critical and needs to be supported in preference of formal structures through communities of practice.
 - Isolating workers deprives the folks off the glue of human networks.
 - 5% technology and 95% psychology and attitudes.

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Effective technology is never seen by the users. Technology provides the seamless, behind the scenes intuitive support to direct support consumers to access organization resources. Allows the customers to focus on the path of self discovery, supports consumers in their learning & provides guidance to the peer group to focus on the organization mission. All the time, behind the scene. 95% technology should appear as 5% and let the intuitive guidance of the consumer take the 95% role. Delivers sustainable intrinsic satisfaction.

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Service Quality

- ▶ Create waves of lust – Andy Grove: Intel.
- ▶ Just say no to commoditization.
 - There is absolute dearth of fashion forward products – David Glass CEO Wal-Mart.
- ▶ Great quality, re-engineered, customer king, virtual org., learning organizations: empowered everybody, lowered production development cycles and improved quick response strategies.
 - We are facing intense competition from customers, distributors and blight of sameness. Good stuff keeps coming out. Good quality comes from everywhere.
- ▶ Good look alike – is a statement of death.

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Being good is not enough. Meeting the minimum standards is not acceptable. Organizations that are capable of supporting the highest levels of expectations of the individuals and the teams within the organization succeed. Individualism is the fashion of the day. Support that to generate passion, quality and empowerment.

Believe in being something special

- ▶ Believe in distinct personality and telling the world about it.
- ▶ Lost opportunity if you do not try. How do you do that ?
 - Memorable, sensory experiences that ties in with the positioning of the company.
- ▶ What is the Star Family Of Service's experience ?
 - Mapping strategic vision to sensory perception.
- ▶ Develop a branding obsession.
 - Spend lots of time.
 - Alter every system, department to reflect quality and branding.
 - Pay attention to detail.
 - Talk about it every chance you get.
- ▶ Branding is reflected in system, decision and conversation.

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Branding is the space that an individual creates with demonstrated results. Individual brands converge into team brands that deliver consistent organization mission objectives. Simplify for individuals and teams to exploit organization resources with flexibility, creativity and across-turf lines. Let all conversations within the system promote the brand of the organization build on the brands of the individuals and teams within the organization.

Become a connoisseur of talent

- ▶ The WOW-ers.
- ▶ Expose yourself to the best things people of have done and try to bring those things into what you do – Steve Jobs
- ▶ Insanely great things. Requires interesting people.
- ▶ Experience is out. Inexperience is in.
- ▶ Role of naiveté. Upstarts are doing established industries in all the time.
- ▶ Sports coaches are some of the best leaders.

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Experience is out. Inexperience is in. Leadership provides the courage for the inexperience to experiment. Leadership provides the courage for the experienced to get off the zone of comfort and to tread into the zone of the unknown. Coaches & art teachers understand the leadership qualities of the 21st century.

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We are what we do !

- ▶ Change your view of the world.
- ▶ Risk-free innovation is an oxymoron.
- ▶ Hire for attitude and train for skill.
- ▶ Look for passion, flexibility and excitement.
 - You cannot teach these.
 - Look for a demonstrated passion for adventure.
- ▶ You can't find what you are not looking for.
- ▶ We are what we do. Not what we say we are.

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Leadership message has to be simple and direct: Not taking the risk is the biggest risk of all. Let the organization staff and consumers take charge.

Slide 32

Your ability for excellence

- ▶ Is dependent upon your ability to hire people who are better than you.
 - Leaders of great groups get this one in spades.
 - Revel in the talent of others.
 - Fire in the eyes.
 - Recognize, acknowledge and embrace it.

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Bring on the risk takers. Provide the support in mission statement and organization restructuring. Flexible intra and inter organization partnership skills a key denominator for success. Partnership in complimentary skills at the individual level and co-management of consumer needs with partnership based network at the organization level is the basic foundation for sustainable excellence.

Systems design

- ▶ Little things are everything. Before, quality is everything.
- ▶ Now, design is everything. Pursue the design advantage.
 - At Sony, design is the only differentiator: Noria Yoga: Chairman.
- ▶ We should do it when people say it is crazy.
 - If somebody said that was good, then somebody is already doing it.
- ▶ Do something different.
- ▶ Design as a core competence is a state of mind.
- ▶ A way of life.

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Turning Design Thinking into Design Doing. “Any organization on a mission to create economic and human value – be it a federal government agency or a well established commercial enterprise – can harness the power of design thinking to drive true innovation” (Heather Fraser: Turning Design Thinking into Design Doing).
Attitude behind design: Open minded collaboration, courage, and conviction.

Design

- ▶ Takes companies and customers to new places.
- ▶ It is risky.
- ▶ Routinely pursue and embrace risk.
- ▶ Design is it.
- ▶ Give something a customer never dreamed off, on time, on cost which is what the customer exactly wanted.
- ▶ Design for surprise.

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Open Minded Collaboration: Solving the education cost crisis is not a matter of investment. Our education crisis in the USA is a result of our success as a society that created unparalleled wealth in recent human history. Five hundred billion dollar K-12 spending every year champions technological marvels in silos of excellence demonstrating breakthroughs in science and technology that borders on science fiction. Our best minds are dedicated to the science of excellence for the benefit of the few, forgetting the need of the many. It is time to breakthrough the silos, redirect the best in class ideas, redesign our priorities and start collaborating the individuals back into a community that delivers family involvement in education from K to 12.

More on design

- ▶ Develop forms and procedures that excite your customers.
- ▶ The old weapons to differentiate have become inadequate.
- ▶ No longer, comparative advantage can be sustained for long through lower cost and technologies.
- ▶ Design dimension is no longer an optional part but should be at the very core.
- ▶ Desperate pursuit of new avenues of advantage in a ever hotter competitive market.

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Courage: In a business environment that pits all education providers into a competitive arena, current education model has delivered cutting edge technology products & services, but not a solution. Courage is a concept that gives us the confidence to offer a sustainable solution through a “doing design” of true collaboration between our (consumers) students, parents & teachers.

Service, service, service

- ▶ Service is the key. No one needs anything anymore.
- ▶ Service, service, service.
- ▶ Saturn. Totally reinvented the way autos are sold.
 - 50% sales based on after sale service based success.
- ▶ Service is the key at Disney.
 - Focus on the details. Easiest in operations.
 - Focus on the little things.
 - Got to be known for things gone right and magical movement. Is your service capable of magical moments ?
- ▶ Service is the key.
- ▶ Hire for Listening, Caring, Smiling, saying Thank you and being warm.

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Conviction: It is our conviction that a platform with true design integrity (based on current technology and true understanding of consumer needs) can deliver a solution that is service focused 24/7/365. System driven service model focused on intrinsic consumer needs is as good as it gets. Conviction supported by results reinforces the internal motivation of the individuals & teams to deliver on the premise: not taking the risk is the biggest risk of all.

Innovation demands passion

- ▶ Become part of the lunatic fringe such as GE.
 - Half the bonus is tied to quality initiative.
- ▶ I have no pride. I will do anything to get people involved. I am a dispenser of enthusiasm
 - Benjamin Zander: Conductor of Boston Phil. Orchestra.
 - Extraordinary conductor.
- ▶ Each member soars to unimaginable heights and not just ones own part.
- ▶ People stuff is real and the only stuff.
- ▶ Spending time and resources on people stuff is very real.

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Albert Einstein: “The significant problems we have cannot be solved with the same level of thinking we were using when we created them”.

Definition of insanity: “Doing the same thing over and over again and expecting different results”

Innovation is not an option.

Truth !

- ▶ Tell the truth.
- ▶ Avoid rumors.
- ▶ Make allies with truth as best you know, incomplete at the moment but the truth.
- ▶ I am here to live out loud. Biggest change in over 250 years is here.
- ▶ Do we live up to these insane times ?
- ▶ Use the gift to live up with passion, nerve, guts to live up to these times.
- ▶ Are you doing it ? It is the 64 Million dollar question.

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Test for the leadership: Take a leap of faith – in your organization values, your mission and your attention to detail in establishing the organization design elements.

Bet on it: Carefully designed experiments across the organization provides opportunities of excitement to the team and to the consumers. Turn the ship around to be a true consumer centric model.

Learn & Deliver: Continuously tweak the system to support the individuals. Not the other way round.