



Iacocca Institute

Lehigh University

Office of International Affairs

Preparing Global Entrepreneurs The Future Maker – Lee Iacocca



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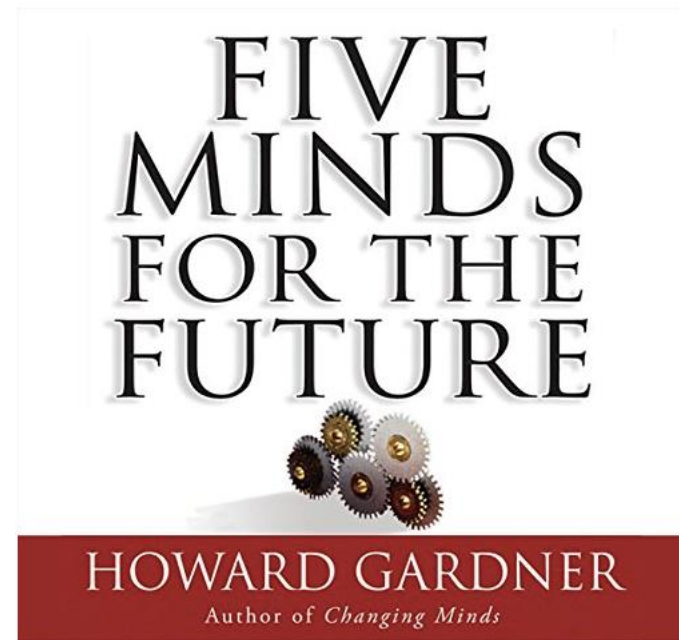
***“THINGS”* ARE**
BECOMING
MORE COMPLEX...

Doing the *Wrong Thing Righter*

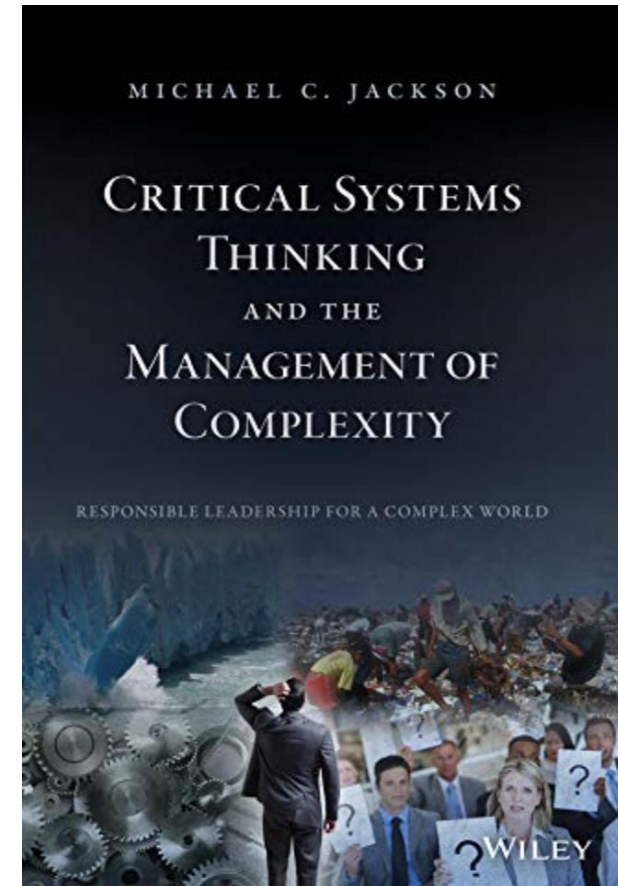
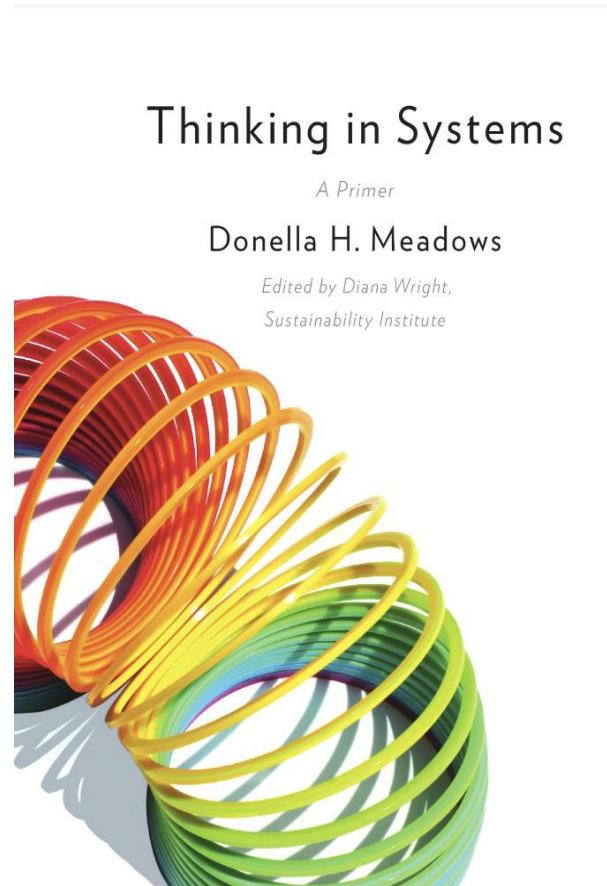
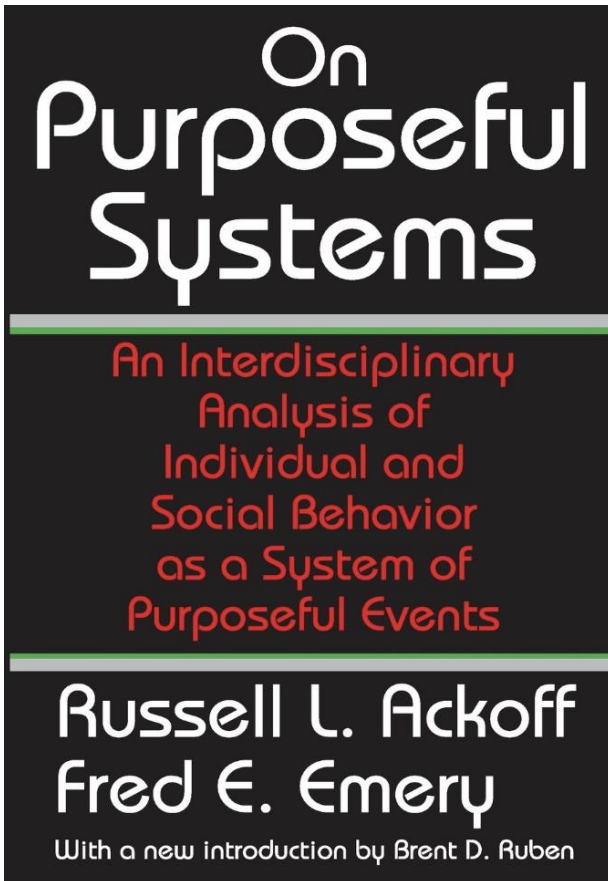
*Russell Ackoff

1. World View – A Philosophical & Pragmatic Mindset

- 1) Disciplinary Mind
- 2) Synthesizing Mind
- 3) Creating Mind
- 4) Respectful Mind
- 5) Ethical Mind



2. Understanding Systems – Systems Thinking & Thinking Systems

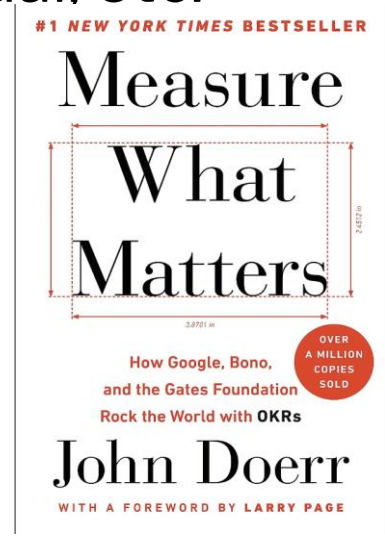
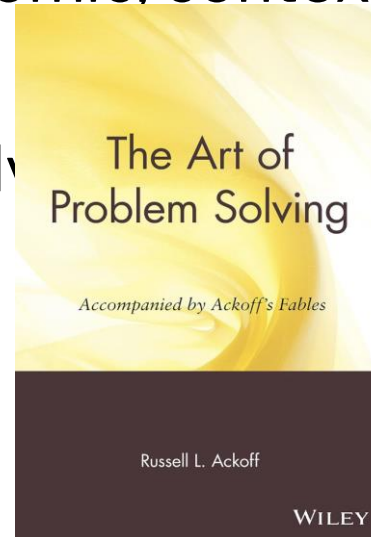


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3. Frameworks & Tools - How Do They Do It

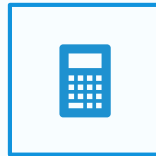
- 1) Working with Social Systems – Think like a Social Scientist
 - Socio-cultural, political, economic, contextual, etc.
- 2) Interacting with Problems
 - absolve, resolve, solve, dissolve
- 3) A Method to address *Complexity*
 - Cynefin
- 4) Constituency mapping
- 5) Measures that Matter



Not all Problems should be approached the same way...



Absolve



Resolve



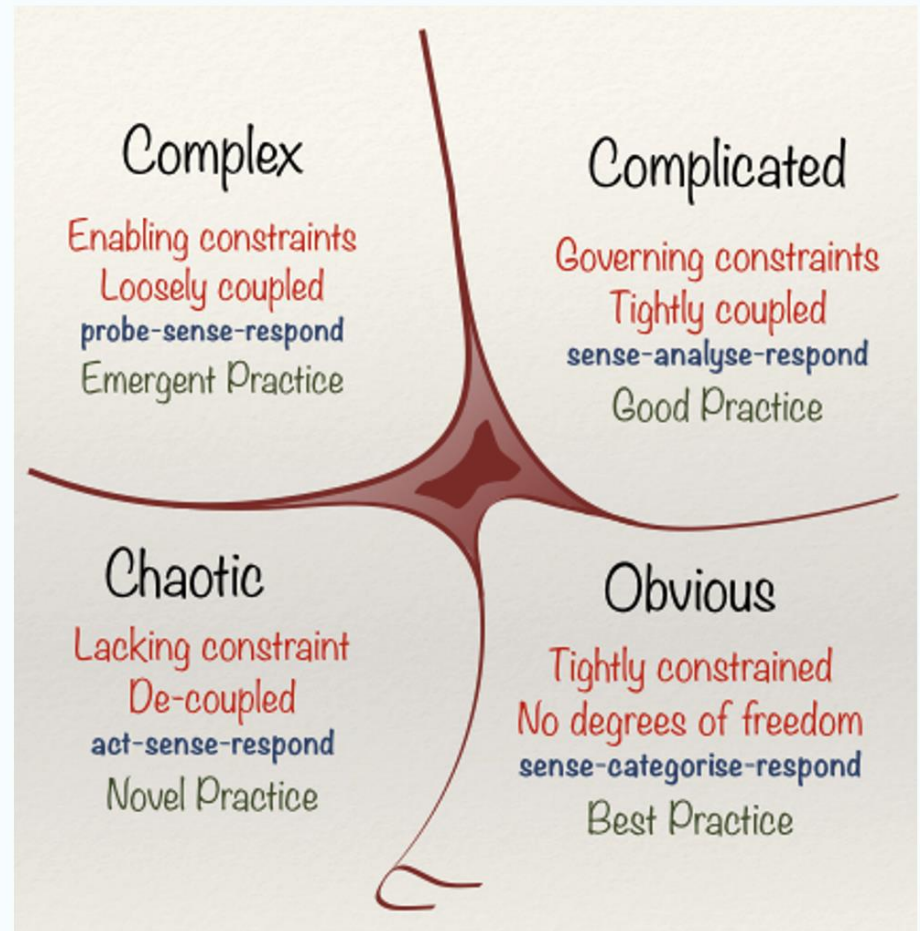
Solve



Dissolve

Cynefin Framework For Sense Making

David Snowden
IBM



4. They Navigate Conflict

- Interaction of the Parts
- Positive Agitation

Conflict is neither good nor bad.
Properly managed, it is absolutely vital.

Kenneth Kaye

quote fancy



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A Brief History of Teams according to Bruce Tuckman and yours truly...*

- Forming
- Storming
- Norming

From a collection of strangers to a united group...

Performing

- Socializing
- Agitating
- Synergizing
- Sustained Interaction

From united groups to semi-autonomous, interactive, decision-making teams...

5. They have a Strategic Outlook

*THE STRATEGY DIAMOND**

Arenas

Where will we be active (and how much emphasis)?

- Which product categories?
- Which channels?
- Which market segments?
- Which geographic areas?
- Which core technologies?
- Which value-creation stages?

Vehicles

How will we get there?

- Internal development?
- Joint ventures?
- Licensing/franchising?
- Alliances?
- Acquisitions?

Staging

What will our speed and sequence of moves?

- Speed of expansion
- Speed of initiatives

Differentiators

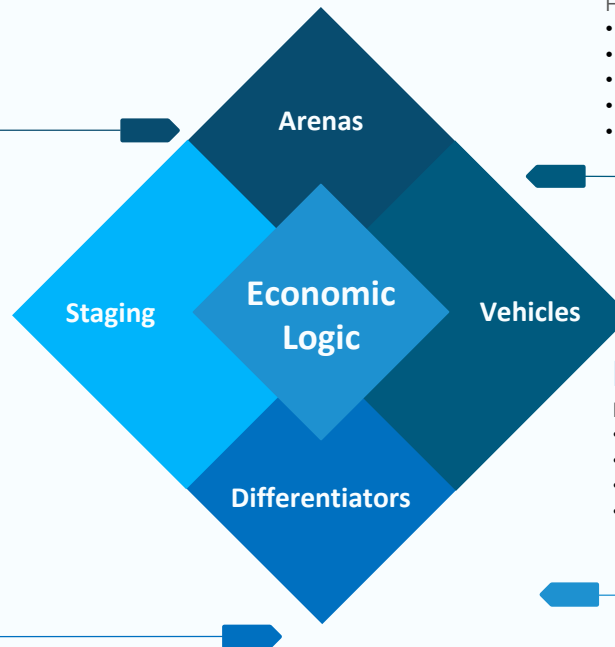
How will we win?

- Image?
- Customization?
- Price?
- Styling?
- Product reliability?
- Speed to market?

Economic Logic

How will returns be obtained?

- Lowest costs through scale advantages?
- Lowest costs through scope and replication advantages?
- Premium prices due to unmatched service?
- Premium prices due to proprietary product features?



*This is from the work of Don Hambrick

Great entrepreneurs navigate
cognitive dissonance
is used to describe
the mental discomfort that results
from holding two conflicting
beliefs, values, or attitudes
in your mind
at one time.



Positive Agitation



Great Teams Practice
Great Leaders are Prepared, are Present and
Participate



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