

'This powerful book tells the story of how leaders can unlock every employee's superpower to create lasting change'

DORIE CLARK, *Wall Street Journal* bestselling author of *The Long Game*

'Read this story and learn how to become an Everyday Superhero in your own organization'

KEITH FERRAZZI, bestselling author of *Never Eat Alone*

Meet Mae B. She might be a lot like you; a manager with energy and ideas, working for an organization that is driven by bygone business principles. She's stuck and unable to create change.

Yet one day, when a seemingly impossible challenge is presented to her, Mae embarks on an adventure that will teach her everything she needs to transform her organization and make a lasting impact.

Over the course of this short but epic story, you'll learn a transformational process that can be used to implement real, sustainable change to get the results you need.

This powerful business allegory distills the authors' two decades working in academic research and creative practice. Read it in an hour and you'll have everything you need to lead change and transform your organization into a responsive, reliant and adaptive digital enterprise.



PENGUIN
Non-fiction

£14.99

EVERYDAY SUPERHERO
TONY O'DRISCOLL
AND GARY ZAMCHICK



'An entertaining tale with a serious message. If we enlist this guide, we can rebuild our institutions with people at the centre and progress as the result'

DANIEL H. PINK, *New York Times* bestselling author of *Drive*

EVERYDAY SUPERHERO



How You Can
Inspire Everyone and
Create Real Change at Work

TONY O'DRISCOLL
Professor at Duke University's Fuqua School of Business
AND GARY ZAMCHICK

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Preface

So, tell us, what is it for you? Why do you want to make change really happen in your organization? Are you scurrying to keep up with the pace of technological change? Are you rushing to create innovative offerings to keep your customers happy? Are you worrying about employee attrition because of your culture? Is your competition eating your lunch?

For the past two decades we have worked to blend academic research and creative practice to transform more than fifty organizations. Whether helping IBM to make the shift from products to services, Disney to envision their next Disney World Parade or Coca-Cola to construct their next innovation showcase, together we've supported industrial-age organizations in becoming responsive, resilient and adaptive digital enterprises.

Along the way, we've learned a lot about what works – and even more about what doesn't – when it comes to successfully transforming organizations.

Given our experience on the front lines of change, we've come to recognize that there is one reason, and one reason alone, why organizations fail to make change happen. This book reveals that reason and integrates our decades of research and practice into an allegory that will help you understand how to bring about effective change in your own organization.

Introduction

If there is one thing we have learned along our change journey, it is that transformation is really hard. Anyone who has tried to adopt a new diet or exercise regime, or any parent who has tried to get their child to clean up their room without complaining, knows just how hard change can be.

As human beings, our minds tend to stick to the familiar and default to what we know. When we encounter an unfamiliar situation we unconsciously tend to cling to the status quo. This is why many highly successful people, despite their prowess in their chosen domain, have found themselves *stuck* when trying to bring about change.

Since organizations are groups of people, they too exhibit this tendency to want to hold on to the status quo and, as a result, 70 per cent of attempts to transform an organization fail to bring about change.

So, what is it that makes the other 30 per cent of organizations succeed in transforming? Our research and experience reveal that leadership in these organizations make very specific behaviour *shifts* in order to become *unstuck* from defaulting to what they know.

Allegories are a great way to convey complex concepts in a simple and accessible form. So, over the course of this short but epic story, you will learn how the main character, Mae, works from the *middle out* to activate the key shifts needed to transform her organization. We've also crafted these shifts into a simple framework that is revealed as the story unfolds.

Once you've finished reading, you will find some additional resources at the back of the book that describe our People Centred Transformation (PCT) framework along with some practical tools and guidance to help you make change really happen within your own organization.

However you choose to use the framework and activate the shifts, we sincerely hope you enjoy reading the adventure that follows and that it will help you and those around you continue to thrive in these increasingly fast-moving and complex times.

Now, turn the page to explore how Mae and her change crew *make shifts happen* . . .

Meet the CHARACTERS



Mae B (Heroine)



Pratik L (Mae's sidekick)



Future Mae (Guide)



Reazo N (Floor manager)



Trixt R (Mentor)



Konec T (Janitor)



Sapie N (Head of HR)



Niew B (Intern)

Meet the MUCKs



Chief Muck
(Chief Executive)



Bucky Muck
(Financial Officer)



Dooley Muck
(Operations Officer)



Techy Muck
(Technology Officer)



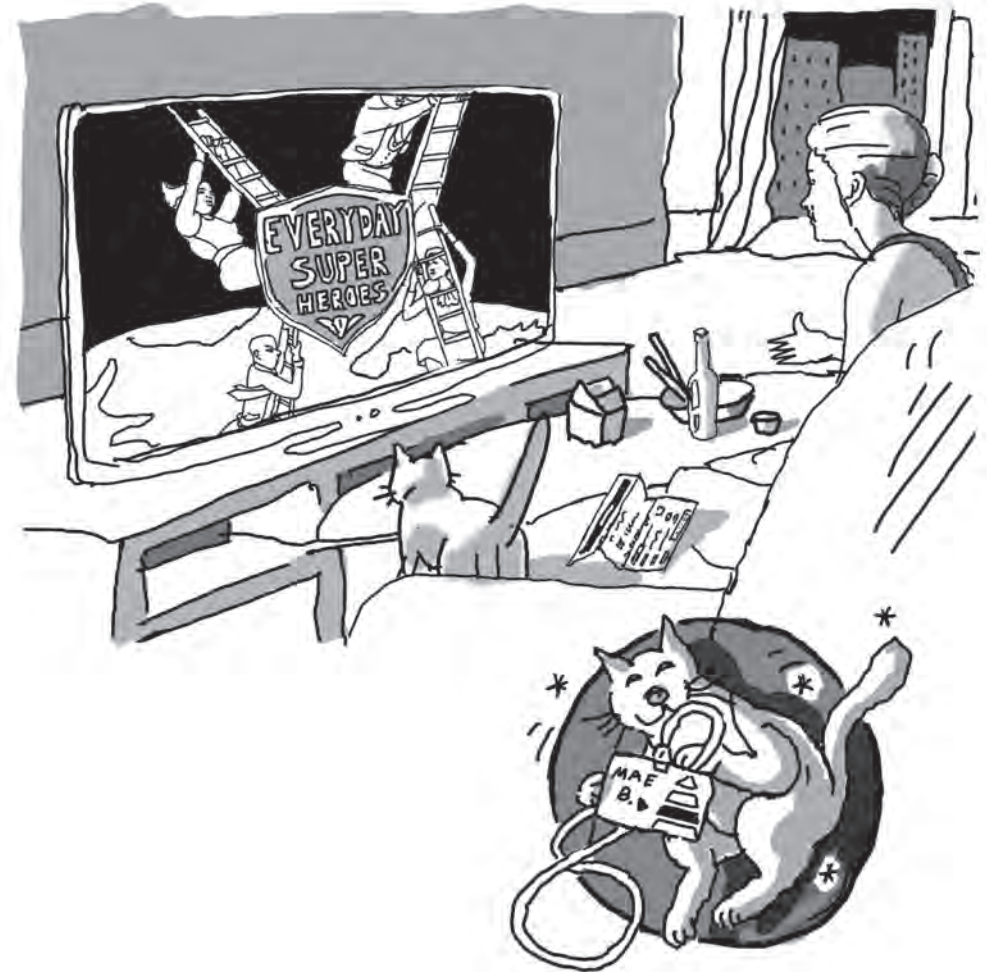
Stuffy Muck
(Procurement Officer)



Whizzy Muck
(Innovation Officer)

DAY 0: 10:49PM

Mae, a middle manager at DOH Incorporated, is cheering herself up by watching the season finale of her favourite TV show with her cat, Sparky ...



DAY 0: 10:50PM

... she is upset because she was rejected for a promotion at DOH for the second year in a row ...



PROMOTION REJECTED
To Move Up, You Must:
Exercise Authority
Dictate Direction
Require conformity

I wish I could break FREE from DOH and become an Everyday Superhero.

DAY 0: 10:58PM

Mae shifts to the edge of her seat, eagerly anticipating Genu N's announcement of this season's Everyday Superhero ...



It's amazing the extraordinary things that ordinary people can accomplish ... if they are JUST given the CHANCE ...

Ladies and gentlemen ... the MOMENT we've been waiting for all YEAR ...

HERE WE GO!

DAY 0: 10:59PM

Then a massive crack of lightning strikes her building ... and everything goes dark!



DAY 0: 11:01PM

The power flickers back on, the TV fires back up and Mae's phone messages blow up ...

Good evening. We are receiving reports from around the WORLD ...



... of a FIELD UNDULATING DISTURBANCE (FUD) that is wreaking HAVOC ...



... with our GLOBAL ENERGY COMMUNICATIONS and SUPPLY-CHAIN systems ...
... The FUD is causing MASSIVE DISRUPTION and DESTRUCTION ...
This is a Worldwide CRISIS situation ...



Mae, what just happened?

What is this FUD thing?

Who won EDSH?

PLEASE get to the SAFETY of your HOMES as soon as possible!



DAY 0: 11:03PM

KNOCK, KNOCK, KNOCK ... Pratik, Mae's co-worker at DOH bashes on her front door and warns her they must get to DOH before midnight ...

MAE, let's GO! We gotta get to work RIGHT NOW! Chief Muck has ORDERED all DOH managers to attend an all-hands meeting at the ATRIUM ...



Any manager NOT there by MIDNIGHT will be FIRED ...



I'll be back as soon as I can, Sparky ...



DAY 0: 11:46PM

These POOR PEOPLE ...
Their WORLD has been
turned UPSIDE DOWN ...
This FUD is SERIOUS!

I bet our FIG can
neutralize it!



DAY 0: 11:57PM

It was complete MAYHEM outside DOH as managers scurried to badge-in before it was too late ... Mae and Pratik made it into the Atrium with only minutes to spare ...



DAY 1: 12:01AM

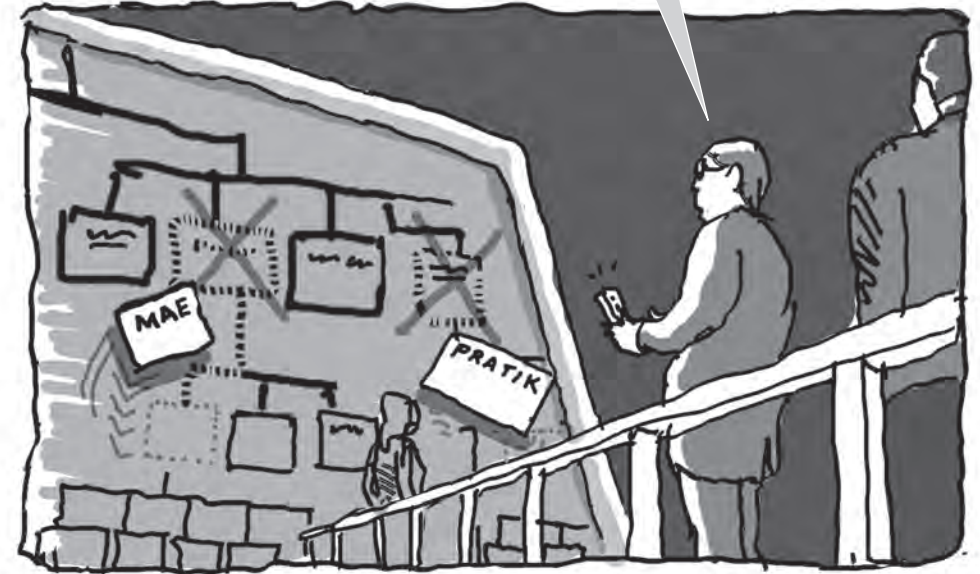
Effective IMMEDIATELY,
everyone DENIED ACCESS
is FIRED!



... You were warned that
HEADS WOULD ROLL ...
We only want people who can
FOLLOW ORDERS here ...

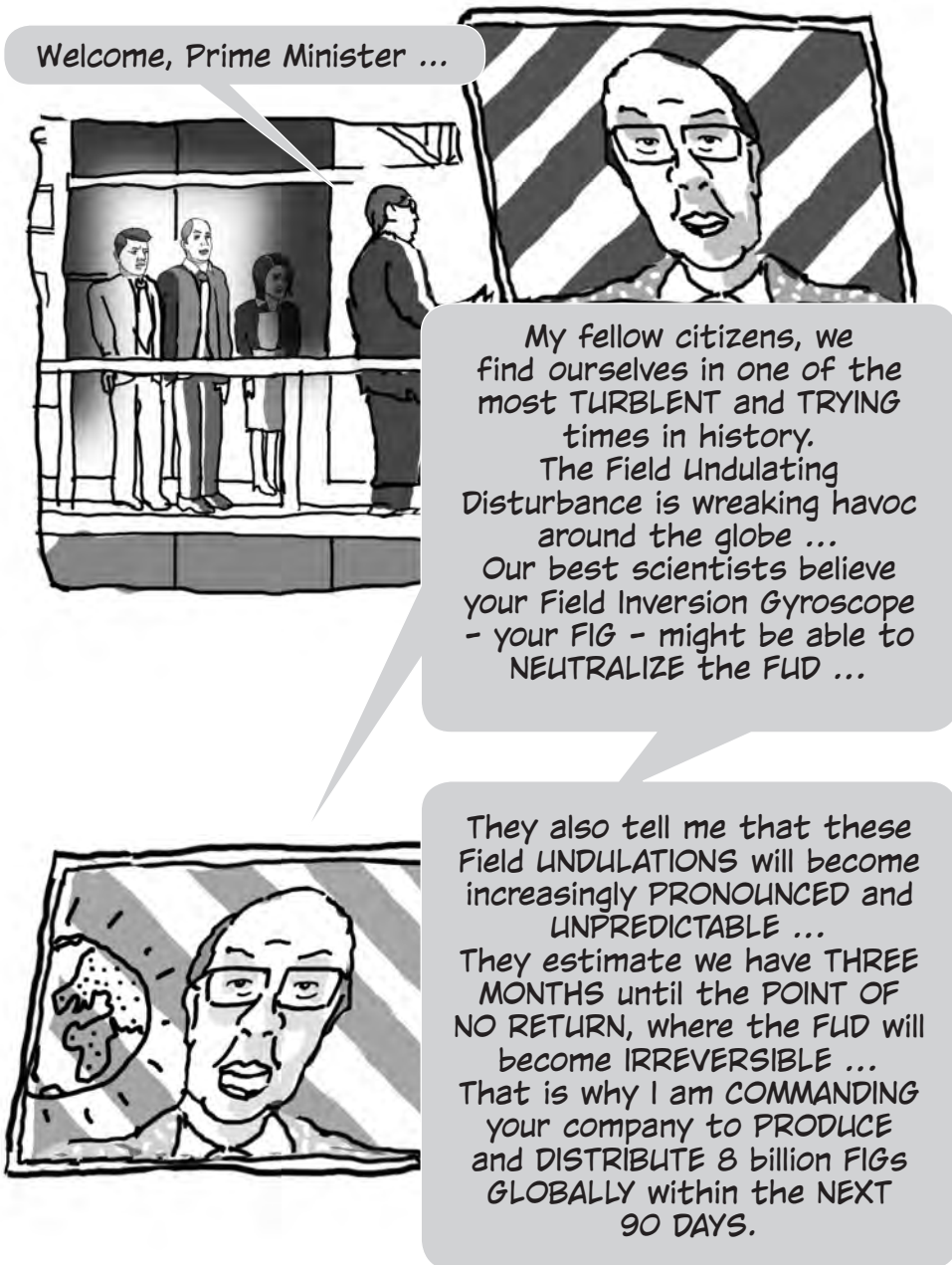


For those of you who CAN follow
orders ... the organization chart
is dynamically UPDATING ... You will be
HEARING from Sapie when WE need
YOU to DO something for US!



DAY 1: 12:02AM

Chief Muck introduces the Prime Minister ... who delivers an important mandate ...



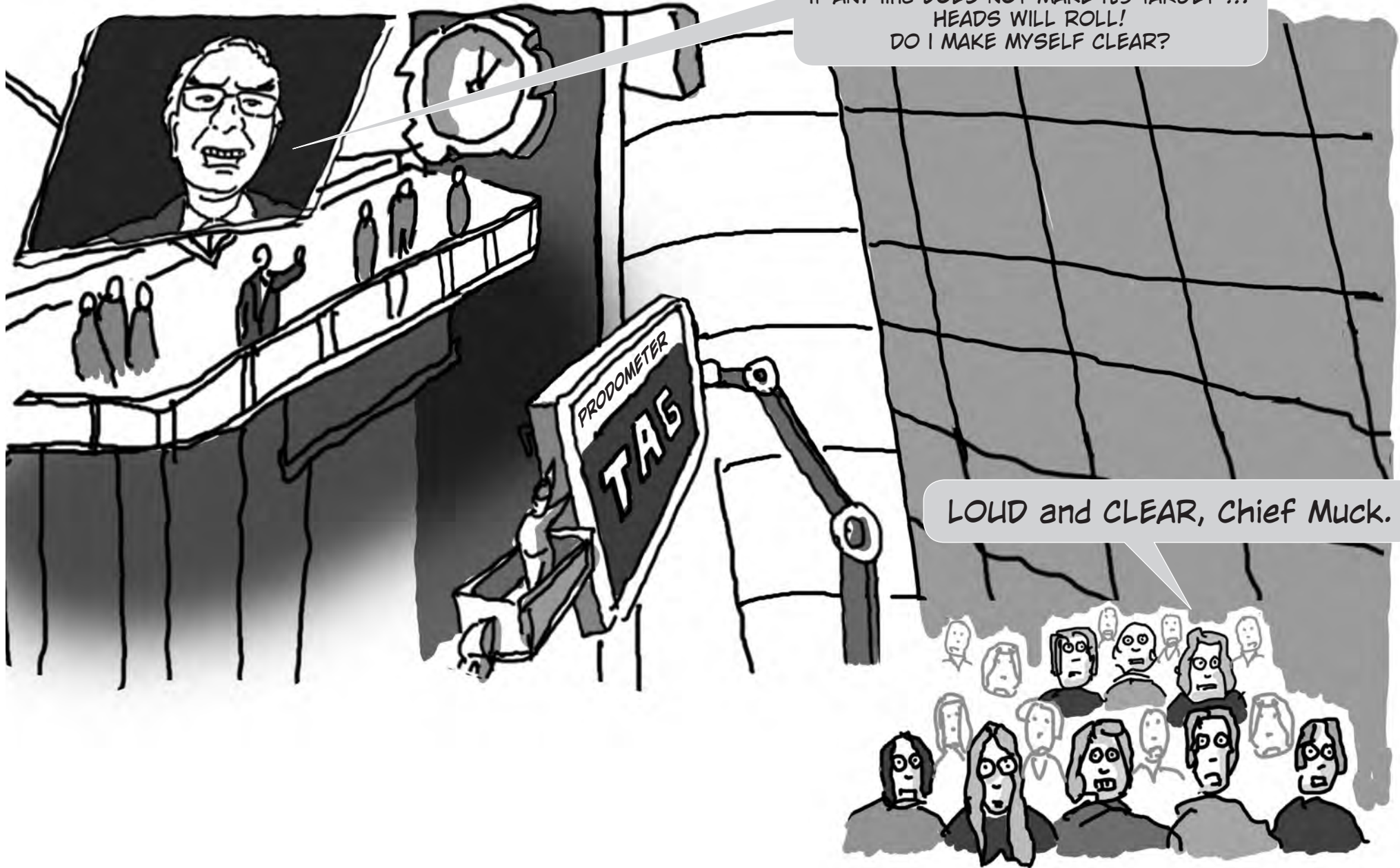
Chief Muck takes back control ...



DAY 1: 12:06AM

He introduces his PRODOMETER ...

We will monitor EVERY LINE with a PRODOMETER to track TARGETS, ACTUALS and GAPS (TAGs) against weekly PRODUCTION PLANS. IF ANY line DOES NOT MAKE its TARGET ... HEADS WILL ROLL! DO I MAKE MYSELF CLEAR?



LOUD and CLEAR, Chief Muck.

DAY 1: 12:10AM

After the meeting, Sapie, DOH's Head of HR, summons Mae and Pratik up to her office ...

Mae and Pratik, I need you to speak with you up in my office, IMMEDIATELY!

Let's grab this elevator ...

SAPIE N
ACCESS:

I remember my first trip to DOH's upper levels ...

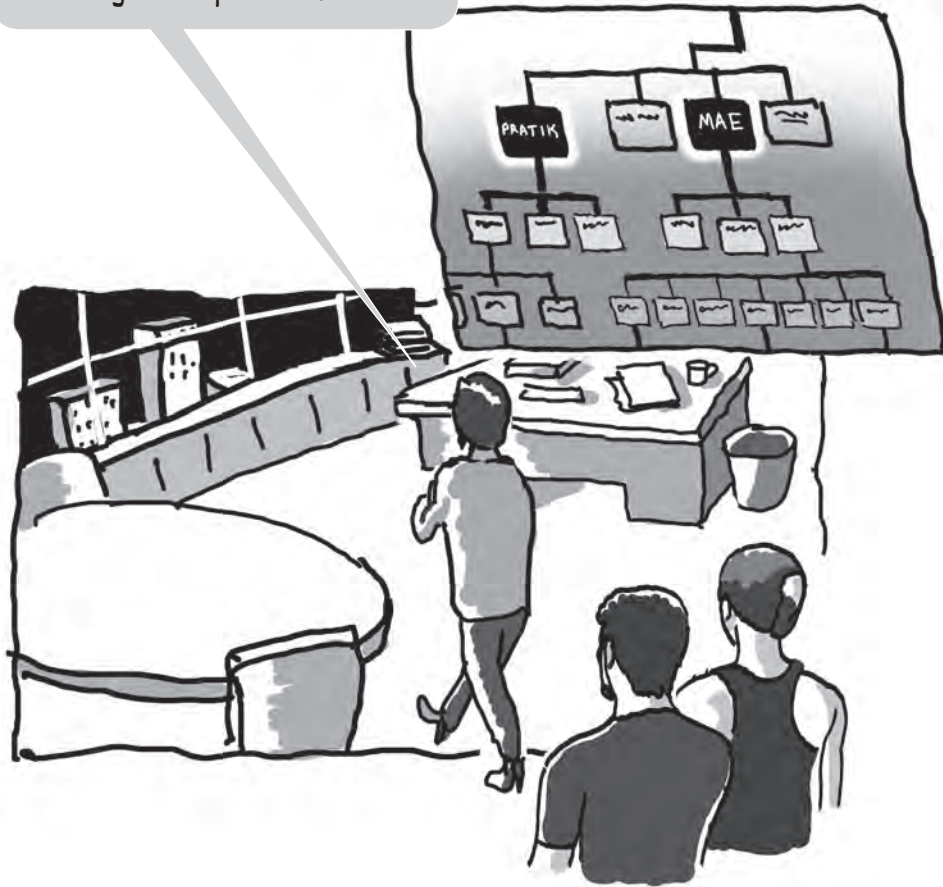
You get a whole new perspective from up here.

You sure do!



DAY 1: 12:14AM

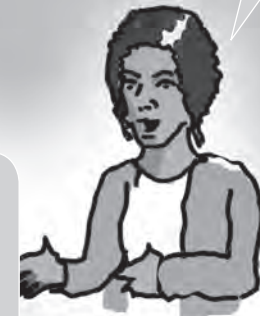
EFFECTIVE IMMEDIATELY ...
You have been PROMOTED to
manage FIG production ...



Mae, you will manage FIG's
HUMAN CAPITAL and report
directly to me.
Pratik, you will manage FIG
OPERATIONS and report
directly to Dooley Muck.



DO NOT do ANYTHING
without getting
PERMISSION from
us first. DO I MAKE
MYSELF CLEAR?



Your new office spaces are ready.
The janitor is waiting downstairs
to clear out your cubes ...
Here are your new BADGES ...
They should be activated within
the next 30 minutes.



DAY 1: 12:16AM

Sapie hands them a copy of the Muck Immutable Rule Book and lays down the 'MIRB' law ...

THE MUCK IMMUTABLE RULE BOOK

1. DEMAND FAIL-PROOF PLANS
2. MEASURE OUTCOMES
3. IMPOSE HIERARCHY
4. DICTATE DIRECTION
5. REQUIRE CONFORMITY
6. CENTRALIZE DECISIONS
7. MAINTAIN CONTROL
8. MONITOR ACTIVITY
9. DEMAND PERFORMANCE
10. PROJECT POWER

This is the Muck Immutable Rule Book ...



... We call it the MIRB ...



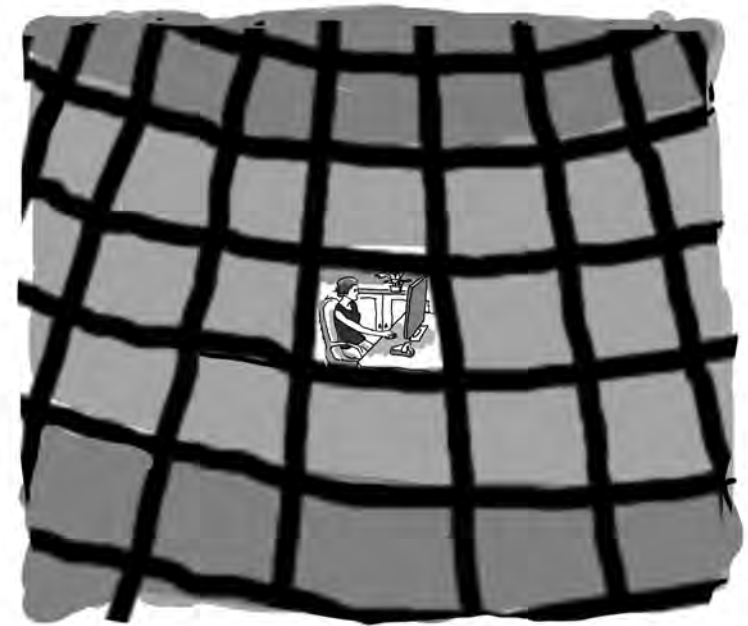
It tells you EXACTLY what to do in EVERY situation. It provides a FAIL-PROOF way to maintain CONTROL of those who report to you.

You MUST follow the MIRB rules without EXCEPTION ...
... or YOUR HEADS WILL ROLL ... DO I MAKE MYSELF CLEAR?



DAY 1: 12:30AM

Mae and Pratik go back down to their cubes to prepare for their big move ...



Your new offices are ready to go upstairs. Dump your TRASH in here and I'll get rid of it.

OK, Konec. Thanks.



DAY 1: 12:32AM

As the weight of their FIG production challenge sinks in, Mae and Pratik start crunching some numbers ...

This is CRAZY Pratik! All of a SUDDEN we're in CHARGE of FIGURING OUT how to DISTRIBUTE 8 billion FIGs in 90 DAYS!

YUP ...
... I've been running some NUMBERS ...
... Come on over to the Control Room board, let's figure this out ...



Right now we are running TWO RICKETY old lines at 25% capacity ... They are kicking out 250K FIGs a day each. We have 8 lines that were MOTHBALLED a few years ago ...



Yep, and we need 100 PEOPLE working each line NON-STOP just to keep them TICKING OVER ...



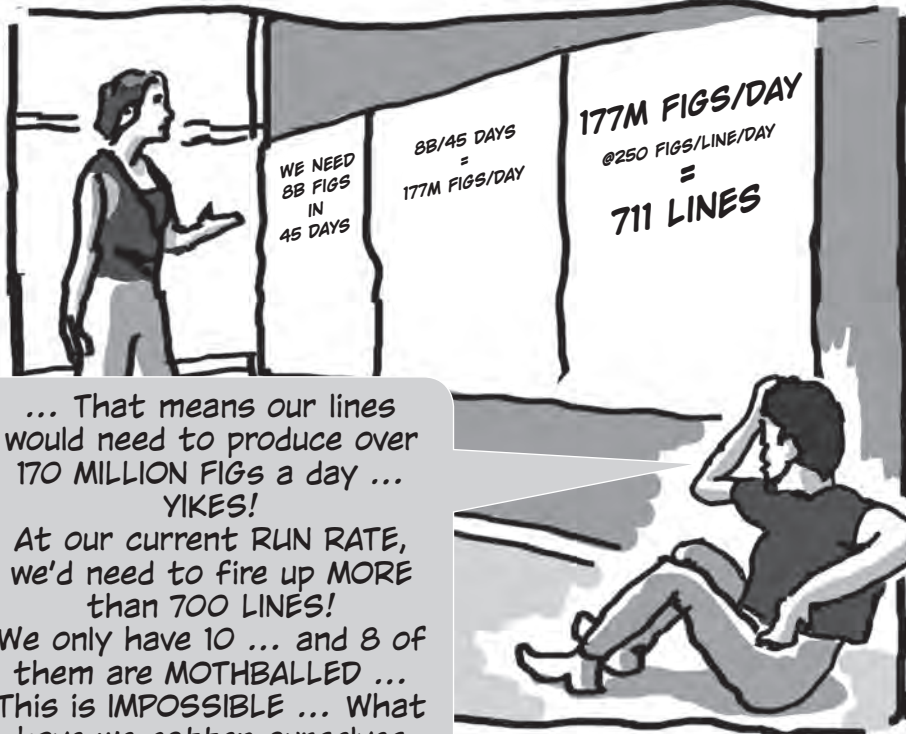
DAY 1: 12:35AM

and quickly deduce they are in an impossible situation ...

Assuming we need 30 days to get our 10 lines HUMMING full tilt and 15 days to DISTRIBUTE the FIGs worldwide ... That gives us 45 full-scale production days.



This is a NON-STARTER, Pratik ... I say we DUMP all our stuff in those trash cans and GET OUT OF HERE RIGHT NOW ... No matter how hard we TRY, the Mucks will just BLAME us and our HEADS WILL ROLL anyway ... We are in an IMPOSSIBLE situation ... Let's get OUT of here ...



... That means our lines would need to produce over 170 MILLION FIGs a day ... YIKES!
At our current RUN RATE, we'd need to fire up MORE than 700 LINES!
We only have 10 ... and 8 of them are MOTHBALLED ... This is IMPOSSIBLE ... What have we gotten ourselves INTO, Mae?



... OK Mae ... Let's BAIL!

DAY 1: 12:38AM

Then another sudden crack of lightning strikes ...
and everything goes dark ...



DAY 1: 12:40AM

... Out of the darkness, Mae's computer flickers back on ... opening up a wormhole from which materializes an EERILY familiar figure ...



What the???
Mae ... call me CRAZY ... but
that looks a LOT LIKE YOU ...
... except you're ...



OLDER?
Yes Pratik ... IT IS
ME ... So GOOD to
see you again after
ALL THIS TIME!

DAY 1: 12:42AM

Future Mae IMPLORES Mae and Pratik not to bail ...

90 Days from now the FUD will cross the point of no return ...
... and LIFE as we know it will NO LONGER be possible ...



ONLY YOU TWO have what it takes to get a FIG in the hands of every MAN, WOMAN and CHILD on the PLANET ...



IF you DO NOT STEP UP to this CHALLENGE, the HUMAN RACE will be DEVASTATED.



OH NO ...
... WORMHOLE closing in ...
... Leadership SHIFTS ...
... Sending you ...



... SHIFTLATOR ...
... It will be your GUIDE ...
... Printing NOW ...
... 3D printer ...
... R&D lab ...



Remember ...
ALWAYS PUT PEOPLE FIRST!



DAY 1: 12:44AM

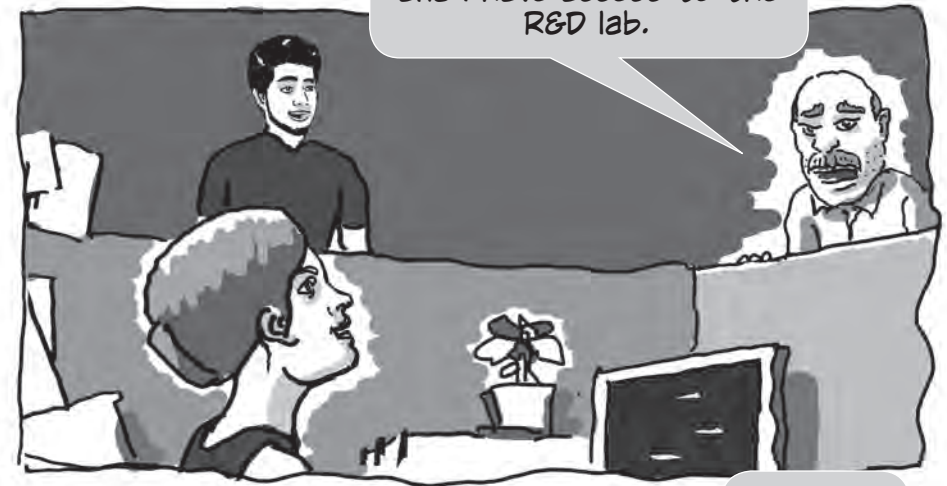
Mae and Pratik are left completely FLUMMOXED ... Konec, the janitor, comes to their rescue ...

Pratik, PLEASE tell me I did NOT just have a conversation with MY FUTURE self, who said that ONLY WE can SAVE the world!



The only way to know for SURE is if that SHIFTMAGIGGER thing is up in the R&D lab ... We NEED to get up there RIGHT NOW But our BADGES don't work yet ...

Perhaps I can be of assistance? I can get you upstairs and I have access to the R&D lab.



Let's GO!



Come this WAY.



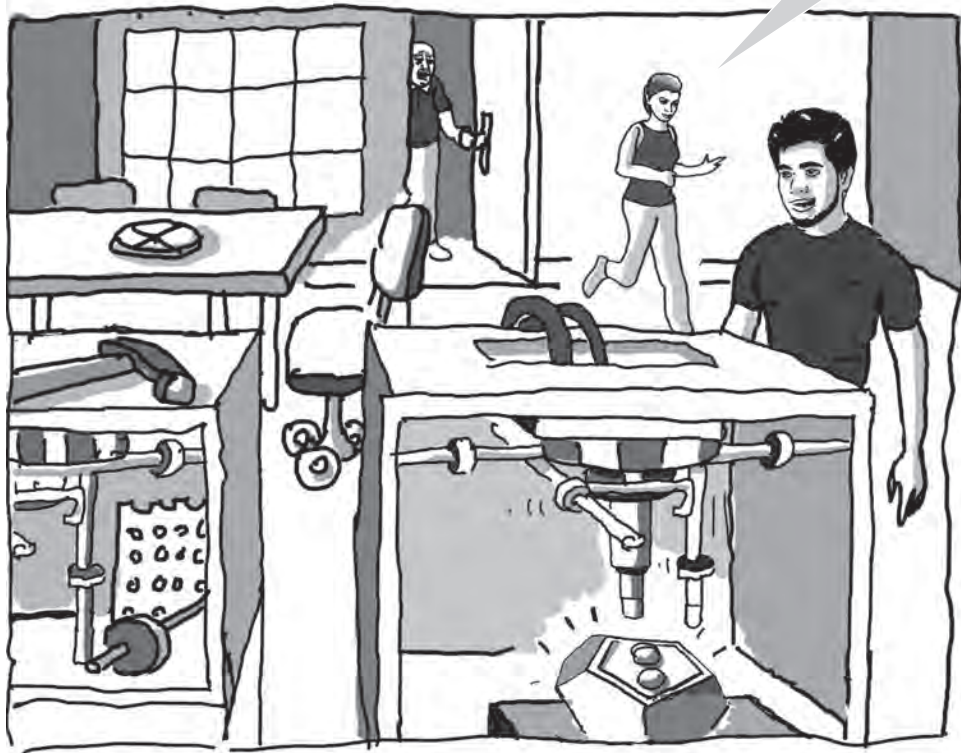
Thanks, Konec!



DAY 1: 12:46AM

Up in the R&D lab, as Future Mae had foretold, the SHIFTLATOR was printing out ...

WHOA ...
... is THAT what
I think it is?



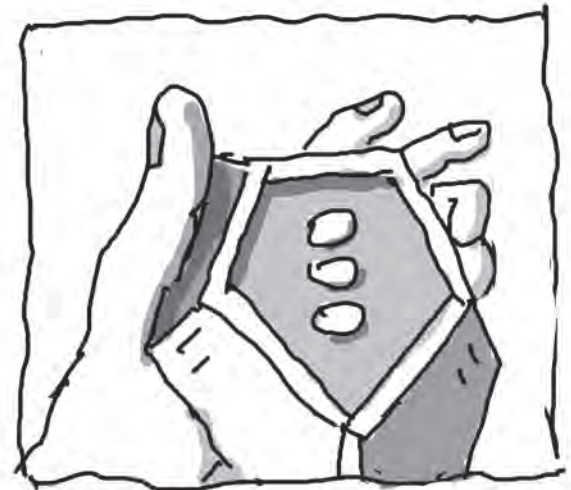
What did she CALL
this thing?



I guess this means that
Pratik and I have 90 days
to FIGURE OUT how to use
this SHIFTLATOR to SAVE
the WORLD from TOTAL
DESTRUCTION.



SO ... What
happens next?

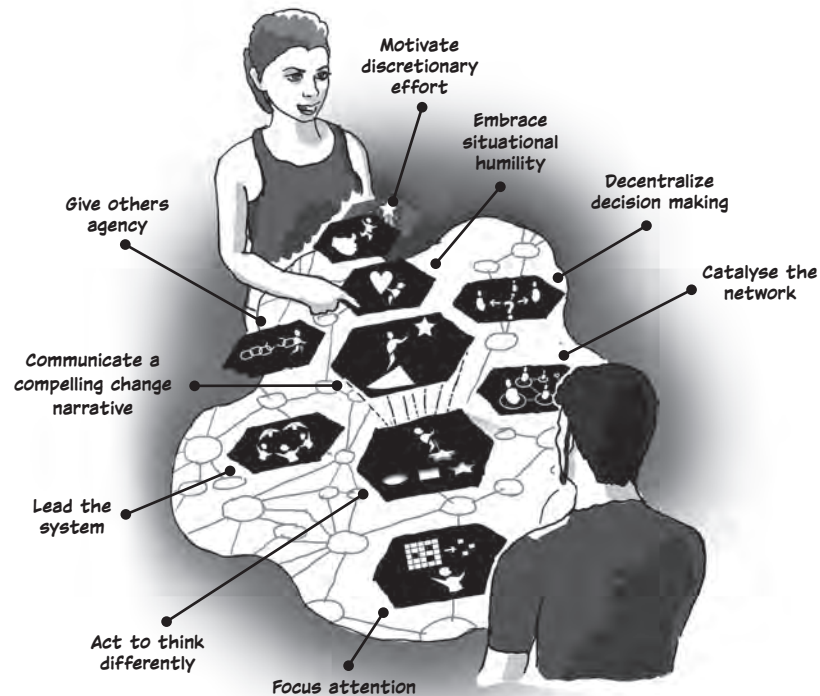




SO ... What happens next?

Afterword

Our shared aspiration in crafting this book was to tap into the power of visual storytelling to animate the People Centred Transformation (PCT) framework by taking you on a change journey with Mae and Pratik.



While allegories can be a lot of fun – and we certainly hope you did have fun reading the book – their true power lies in helping you become more purposeful and practical in cultivating organization agility and employee engagement from this point forward.

We offer the following PCT framework and a set of PCT tools to activate the leadership shifts required to make change really happen within your own organization.

The cost of failing to put people first

Changing organizations is hard. Research shows that organization transformation efforts fail more than 70 per cent of the time. That is a lot of wasted time and effort that ultimately yields very little value for the organization and a lot of frustration for its people.

Organizations cannot change unless their people change. Research shows that people do not resist change, they resist being changed. People who have a complicated structural, procedural or managerial change imposed upon them are three times more likely to be disengaged than those who don't.

Most transformation efforts fail because leadership over-emphasizes the tangible side of change and under-emphasizes the emotional one. Organization change works when you first identify the key leadership beliefs and behaviours you must change and then implement the new structures, processes and systems required to support those new beliefs and behaviours – not the other way around.

