



Catalysing
breakthrough

‘We broke-down, broke-free and then broke-through, and were transformed by the process.’

What's different

Breaking free to breakthrough

Marshalling the energy for breakthrough

Tuning teams

Designing, catalysing and choreographing breakthrough

Building ecosystems and cultures of innovation.

‘We stand on the brink of a technological revolution that will fundamentally alter the way we live, work and relate to one another. In its scale, scope and complexity, the transformation will be unlike anything humankind has experienced before.’

Klaus Schwab

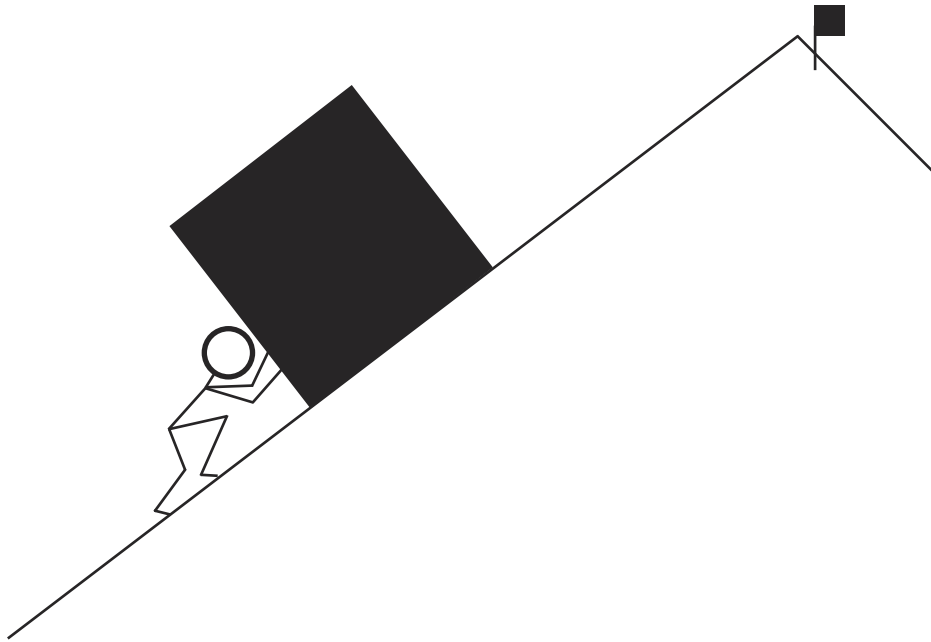
Founder and Executive Chairman,
World Economic Forum, Dec 2015

A need for a different approach

In a world that is evolving at an exponential rate, doing more of the same, or even chasing excellence (just the high-end of a norm), is no longer good enough. If we are not shaping the future we are vulnerable to it; and in our volatile, uncertain, complex and ambiguous (VUCA) world it is our capacity to continually innovate and transform ourselves that enables us to stand up, stand out and grow.

Innovation and transformation arise from a series and sequence of breakthroughs – those sudden moments of insight, that in turn lead to the gradual emergence of new patterns of thought and action. They require us, individually, and more importantly collectively, to leverage what we know, and then go beyond what we know. In short, we need to break free to breakthrough at each and every stage of an innovation process and a transformational journey.

Designing, catalysing and choreographing breakthrough is a learned capacity, based on a teachable practice. It is a vital capacity for teams (and their leaders) who are tasked to generate and deliver breakthrough strategies, innovations and transformations. And it is a critical capacity for executive and senior teams who need to help their people to continually breakthrough their own organisational dogmas, orthodoxies and engrained habits and to shape peak performing cultures.



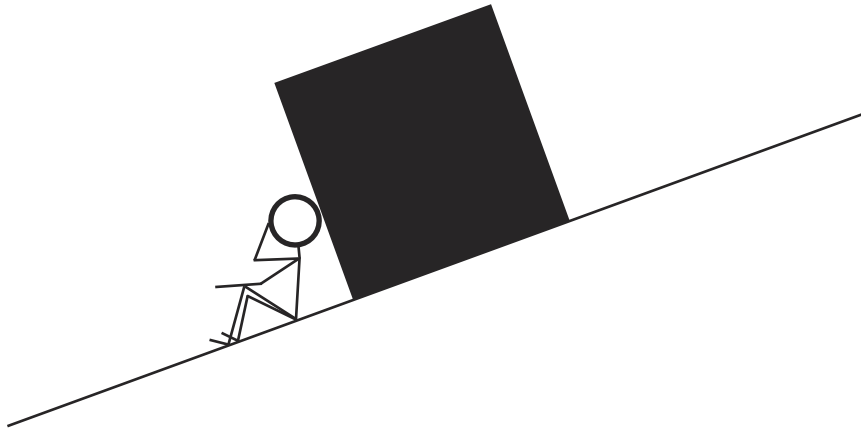
So how can we move beyond...

- an impatient push, push, push energy, that rushes to action and crowds out new thinking – so we're stuck working harder not smarter?
- incremental and copycat approaches to strategy and innovation, that keep us trapped doing more of the same but a little bit different?
- teams of very bright people, who don't know how to tune into each other, let alone into the higher states and qualities of collective consciousness necessary for catalysing innovation and transformation ie. presencing, collective intelligence, pattern recognition and flow?

It's time to recognise that the rate and quality of innovation and transformation needed in a VUCA world can only come from teams (and ultimately organisations) that know how to ride the highs and lows of the creative process and generate moments of breakthrough, time and time again.

nowhere

A different approach



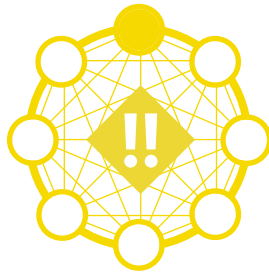
Working as a team at your creative edge, in search of moments of breakthrough, is tough. It requires skill, energy and a diverse set of quality relationships that allow each and everyone one of us to stand powerfully and proudly in our differences, break free of what we know, step into the unknown, and hold the tension of not-knowing. This tension is natural. It is also a necessary part of the creative process. And, if harnessed, is the rocket fuel for insight and breakthrough.

The problem is that most teams haven't learnt how to hold this creative tension. In fact, they often avoid it, minimise it and deflect it at all costs. They have never been taught how to break free to breakthrough, so they just work harder and longer, with good intent, doing more of the same. They also don't know how to 'organise' themselves for innovation and transformation, so they fall back on habitual ways of working and leading that are simply out of date, and wholly inadequate for navigating the VUCA world.

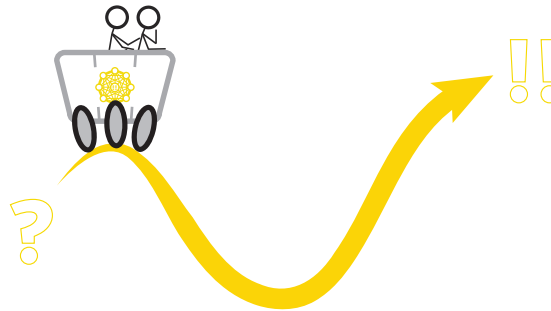
This is why the **nowhere** practice focuses on three levers:

- **Tuning teams** into higher, co-creative frequencies
- **Designing, catalysing and choreographing breakthrough** strategies and innovations
- **Building eco-systems and cultures of innovation** to make these capacities, skills, tools and mindsets replicable, scalable and self-sustaining

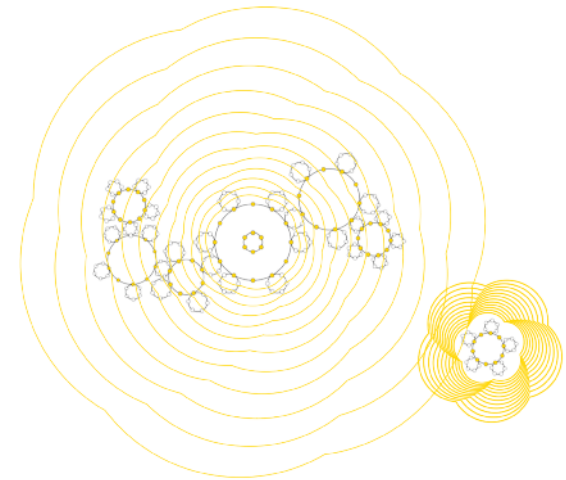
Three simple things



Tuning teams

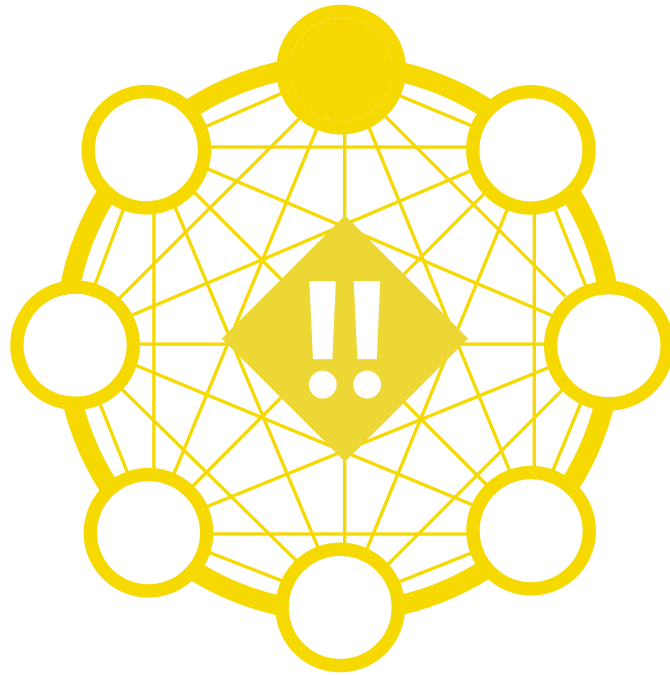


Designing, catalysing and choreographing breakthroughs



Building eco-systems and cultures of innovation

Tuning teams



nowhere

Tuning teams

Breakthrough is fundamentally a human activity, born from putting our differences into creative relationship, in order to create a plethora of new and novel intersections, and a myriad of empty spaces – all full of latent potential.

For this reason, our capacity to breakthrough is dependent on the quality of contact and relationships we build in a team.

Much research has been done on what makes a team highly productive, peak performing and creative. Is it the right mix of introverts and extroverts, of followers and leaders, or of personality types? Or is it more about group norms, unwritten rules, conversational turn-taking, social sensitivities?

Latest research would posit that the key to breakthrough teams and productive meetings is '**psychological safety**' ie. it is safe to speak up, voice differences of opinion, think out loud, take risks, disclose, fail fast etc.

Psychological safety, and the trust that ensues is, from our experience, one of the four allied states of mind that enable breakthrough teams to work at their creative edge and make the unmade future.

The other states of mind are:

- having a **shared passion, belief in and commitment to something larger than ourselves**

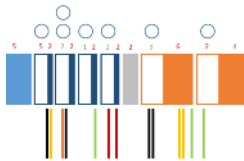
- the willingness and resilience to **wander with wonder into the unknown** together
- and the ability to **see and work with pattern** so you can move like a flock of birds

The beauty is that when we move into these allied states of mind together, breakthrough teams begin to manifest like flames.

Unfortunately, if one or more of the team lack the self-awareness, interpersonal skills or behaviours needed to work in this way, these allied states of mind become undermined or distorted. The team then struggles to establish and maintain their creative relationships, and become unable to marshal the energy needed for breakthrough. The team and the work simply fragment and collapse back to being less than the sum of the parts.

The first challenge, therefore, is for teams to raise their awareness to those states and qualities of mind that take them out of creative relationship, and those that put them into creative relationship. Then they need to learn how to interrupt those that distort them, individually and communally, and amplify those that ally them. Finally, they need to master their allies so they can call them forward in various sequences and forms to help them catalyse breakthrough and generate new levels of peak performance.

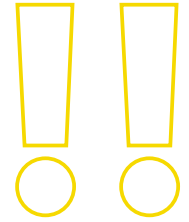
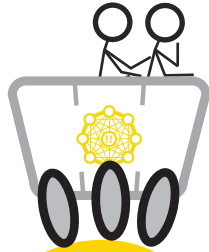
Tuning teams



Some of the tools we use for tuning teams and organisations into these higher creative frequencies include:

- **nMaps:** a unique framework, and iterative practice of experimentation and reflection, that reveals the hidden code for how teams and leaders can become greater than the sum of their parts.
- **Micro-Skills:** introducing ways of working in the moment that open us, connect us, shift us and move us – so we are able to see, feel and capture those fragile and fleeting moments of insight and breakthrough.
- **Meeting Forms:** transforming the way we meet by learning how to work with time, space, energy and information differently to significantly increase focus, productivity and creativity.
- **Holding Space:** teaching leaders to hold space (instead of taking it up) such that diverse talent can come together, in new and novel ways, and surprise themselves with what they can achieve.
- **Co-Creative Conferences:** moving beyond 'tell, sell and party' to a next generation of large group interventions that focus energy on shared intent and activate collective intelligence in real time.
- **Backbones:** creating shared meaning and commitment around who you are, what you stand for, where you have come from, where you are going, and how you are going to get there.

Designing, catalysing and choreographing breakthrough



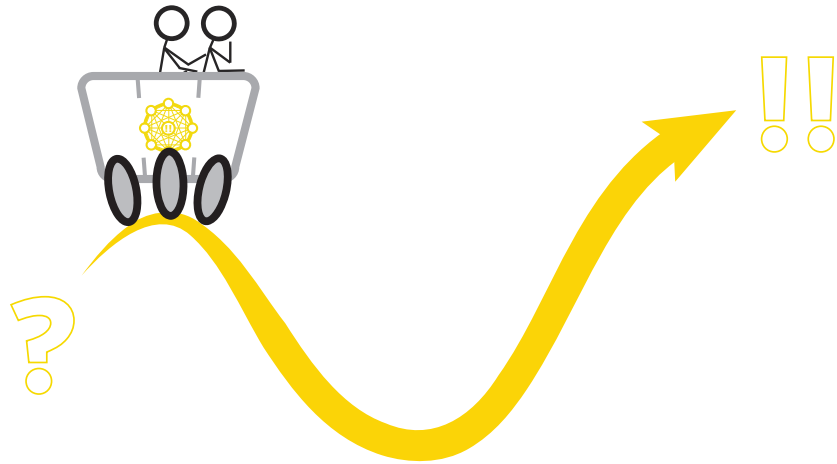
known

unknown



nowhere

Designing, catalysing and choreographing breakthrough

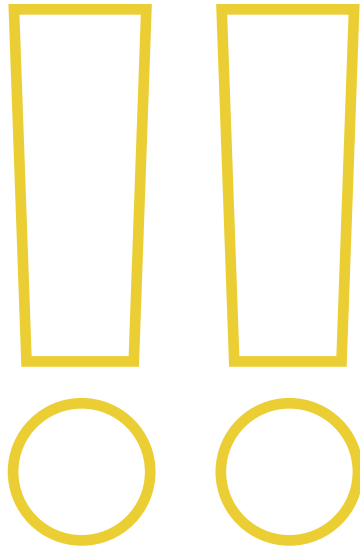


Building shared intent and deepening the quality of relationships within a team are prerequisites for being able to work with the highs and lows of the creative process and undertake breakthrough work.

To generate breakthrough, the team must also have the capability to tune into what they already know (their collective experience and expertise), then move beyond it into the unknown, and linger there long enough for moments of insight and breakthrough to emerge. We call this 'riding the creative-rollercoaster'.

Our practice helps business critical teams learn to ride this creative-rollercoaster ... moving beyond their assumptions and beliefs, priming them with new information and experience, tapping into a wider collective intelligence, and noticing and capturing the subtle moments that make the difference.

Designing, catalysing and choreographing breakthrough



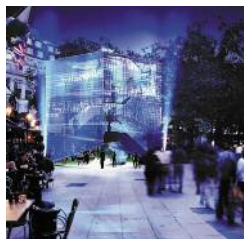
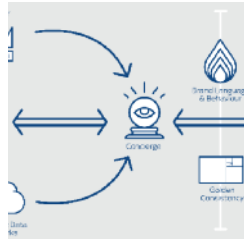
By developing the mindset, skills, tools and human processes to ride the creative rollercoaster, the **nowhere** practice enables teams to generate the discontinuous leaps of thought that allow new order to emerge from chaos, and new patterns to emerge from complexity.

For us, these breakthroughs have two vital characteristics:

- **an innovative output:** something other than ourselves ie. a breakthrough strategy, product, service, business model, process, systems...
- **a transformational outcome** ie. we have been transformed by the process because something has repatterned in us as well as the work. This means we can no longer go back to thinking what we thought before, and are compelled to move forward through insight-driven action.

Working in this way binds the team, creating the alignment and energy that fuels powerful movement. As the team learns to ride the creative-rollercoaster more often and more powerfully, cycles of creative and productive flow and peak performance emerge.

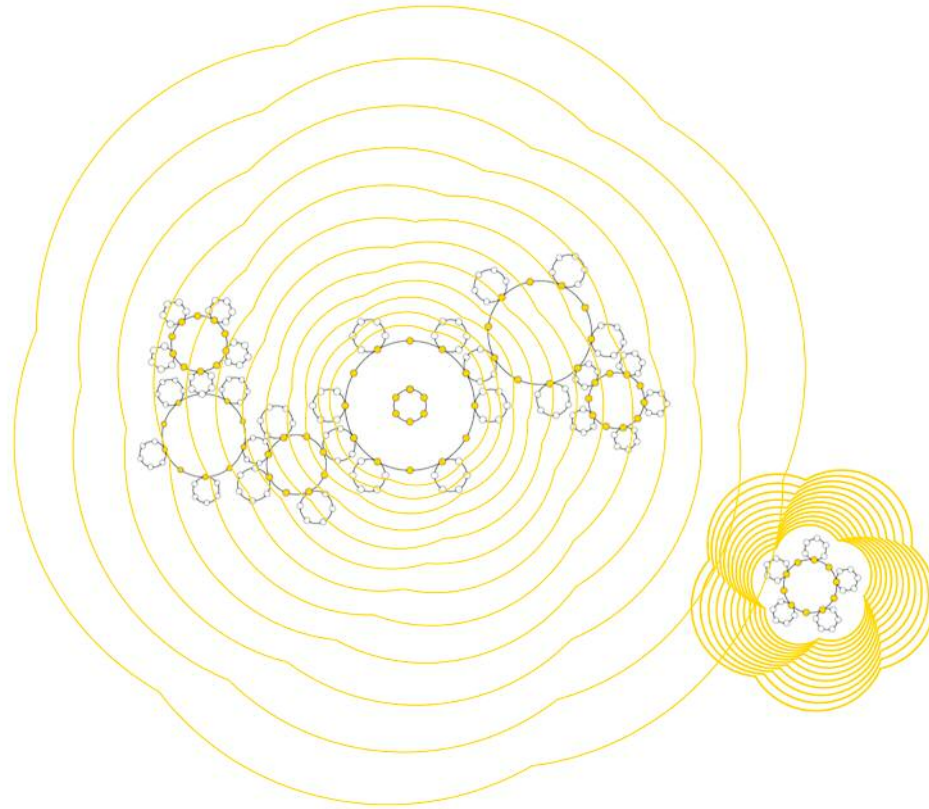
Designing, catalysing and choreographing breakthrough



Some of the processes and practices we use for catalysing breakthrough include:

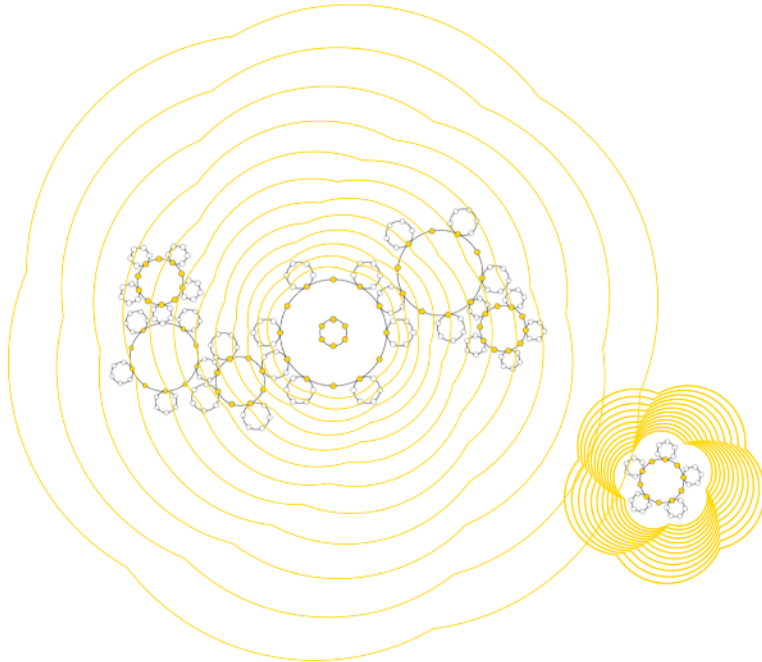
- **Breakthrough innovation projects:** A three to six-month process where creative teams form around breakthrough questions, and use high consequence, rich environment and deep embodiment methodologies to co-create game-changing solutions.
- **Strategic Landscapes:** A three-day workshop that breaks down internal siloes by syncing different worldviews to co-create optimal pathways forward.
- **Innovation Accelerators:** A three-day workshop for intact or project teams to accelerate business critical issues to first insight and new movement.
- **Cross Value Chain Innovation:** A three-day workshop for organisations in a value chain to move into creative relationship and co-create around a key innovation challenge.
- **Strategic Chessboards:** A new framework and methodology for creating breakthrough strategies ie. finding and testing the most elegant movements through time and space.
- **Visions of the Future:** Learning to step into the future, and innovate from the future back.

Building eco-systems and cultures of innovation



nowhere

Building eco-systems and cultures of innovation



As problems and opportunities become more complex, blurred, hyper-dependent, digital and diverse, so our established ways of working and leading hit up against a cultural ceiling that limits the creativity, productivity and agility of our response.

The challenge is to think, relate, learn and organise differently.

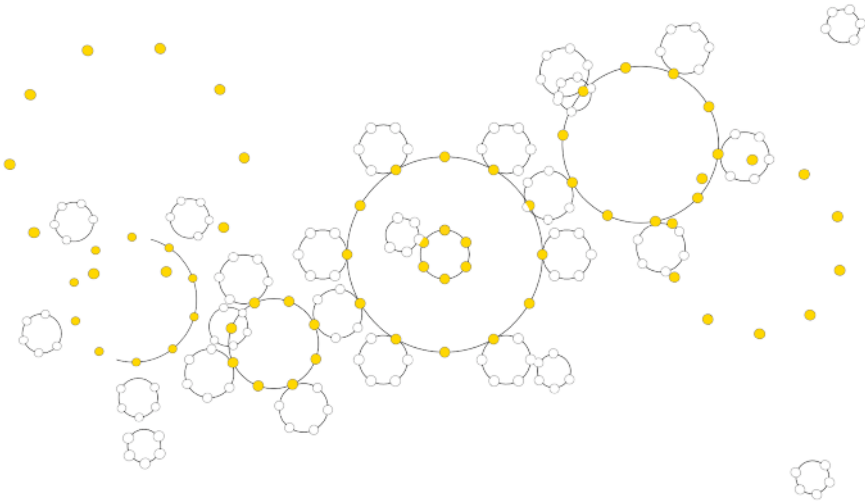
Having learned how to tune into higher co-creative frequencies, and master riding the high and lows of the creative-rollercoaster, the next challenge is to learn how to design and choreograph breakthrough on a larger scale ie. across communities of teams and with bigger challenges, in self-sustaining ways.

This is where we share more about the 'how' of breakthrough:

- **an organising 'blueprint' for building eco-systems of innovation**
- **the phases and stages of building cultures of innovation**

These new ways of working can be up to 5x more productive and 40% more time efficient, while enabling quicker, better and more integrated decision-making, and dramatically increasing your capacity to innovate within and beyond your organisational boundaries.

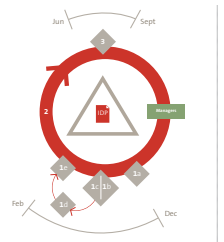
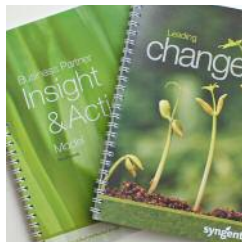
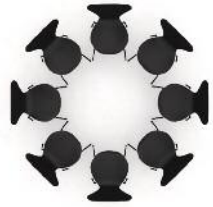
Building eco-systems and cultures of innovation



Gone, therefore, are those linear days when you could come up with a strategy and then implement it. Instead our dynamic context requires us to work much more with emergent strategy and agile and iterative implementation. We now need to:

- Build '**core energy**' around a breakthrough insight, idea, problem or opportunity, that has the power to **attract and excite a diverse community of talent** around it. It may require a large number of interconnected and interdependent teams to work in concert with one another, so this energy needs to be proportionate to the scale of the breakthrough endeavour.
- Move **beyond pyramidal** leadership and governance, which is just too slow, too agenda-driven and unable to creatively keep up with the dynamic context.
- Introduce **new organising and meeting forms** that enable community of teams to re-order, re-shape and move like a flock of birds, in real-time around emerging insights and adaptive challenges.
- Have the willingness, confidence and capacity to **allow breakthrough strategies to emerge** and continually evolve through a series of discontinuous leaps.
- **Activate and harness the collective intelligence** of the whole at each and every stage of the work.

Building eco-systems and cultures of innovation



Some of the processes and practices we use for building eco-systems and cultures of innovation include:

- **Building core teams:** teams who have learned how to create and hold the energetic and relational container needed to work with emergent strategy and lead interconnected communities of expert and swarm teams – this includes having clear decision-making rights and developing a whole range of new communication skills.
- **BrainTrusts:** sounding boards of commercial and functional stakeholders whose role is to support core teams by testing their strategic thinking and giving candid but creative feedback on their work in progress.
- **PurposeQuests:** a unique approach that uses collective intelligence methodologies to help companies discover core purpose.
- **Catalyst training:** upskilling internal change-agents by teaching them the **nowhere** practice so they can scale its impact across their organisation and build sustainable momentum.
- **Leading change:** applying the practice to minimise resistance and maximise the momentum of the human dimensions of large-scale change programmes.
- **Seeking congruence:** syncing and linking core processes, systems and policies like Long Range Planning, Annual Operating Plans, KPIs and Performance Management to anchor and sustain cultural shifts and new operating models.

Some of the breakthroughs we have helped catalyse include:

- Discovering a \$1bn market opportunity that was previously valued at \$50m
- Generating an eight-fold increase in the rate of innovation of a global R&D pipeline
- Optimising the success of a new \$4bn per annum peak sales product
- Accelerating the progress of a conglomerate's top-10 billion dollar ventures
- Speeding up value extraction in less developed markets
- Halving the annual IT spend without decreasing the quality of service
- Finding a creative way of taking \$100m cost out of a Supply Chain
- Crafting the process simplification of all global functions
- Reducing R&D timelines (from molecule to market) by over 30%
- Significantly increasing the productivity of a strategically vital manufacturing plant
- Weaving breakthroughs in user experience, prescient technology and branded behaviour into a game-changing strategy
- Transforming a flagship category for one of the world's largest retailers, generating 25% upturn in sales from virtually no capital outlay
- Saving £8 million by enabling the disconnected regions of a national charity to think together
- Reshaping policy and corporate and consumer behaviours by supporting a cabinet government department in the hosting and catalysis of a regulatory driven value-chain
- Leveraging a supply chain monopoly in China to reverse engineer an industry shake up
- Triggering an eco-system strategy that led to one of the world's most exciting companies becoming a growth economy in its own right

You are

now
here



Welcome to

nowhere

THE **nowhere** PRACTICE

Since the mid nineties, **nowhere** has been working behind the scenes and at the highest levels, with multi-national companies all over the world, tuning the creative frequency at which their cultures operate.

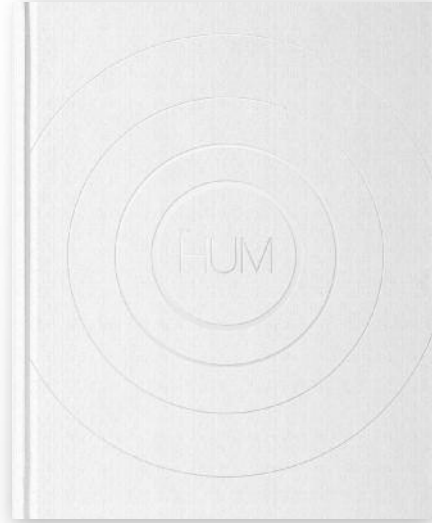
Our 'practice' is born from a unique blend of insight traditions, creative and organisational disciplines and doctoral research, and has over twenty years of development and refinement with some of the biggest brands and inspiring leaders.

It enables us to work in creative partnership with our clients & partners to:

1. **design, catalyse and choreograph breakthroughs** – including breakthrough teams & meetings, strategies & innovations, cultures & journeys.
2. **transform the way they work** so they can breakthrough the cultural ceiling that many organisations all over the world are hitting up against ie. thinking that doing more of the same, but a little bit better, is good enough (it's not), or thinking you can work harder and longer hours (you can't). The challenge is to think, relate, learn and organise differently.



Catalysing Breakthrough



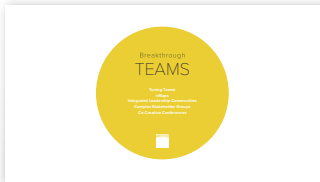
The Hum



**Next Gen Executive
Development Curriculum**

Evolving a new leadership movement

Next Gen Curriculum



Breakthrough Teams



Breakthrough Innovation



Breakthrough Strategy



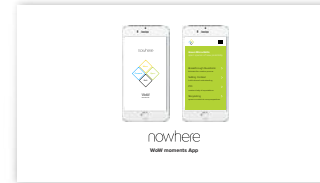
Tuning Culture



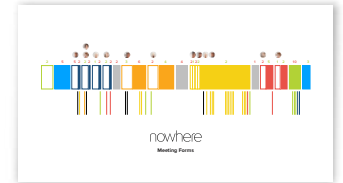
Holding Space



Empty Mirror



WoW Moments



Meeting Forms

For further information

Please visit www.nowhere.com

You can contact us at: enquiries@nowhere.com

