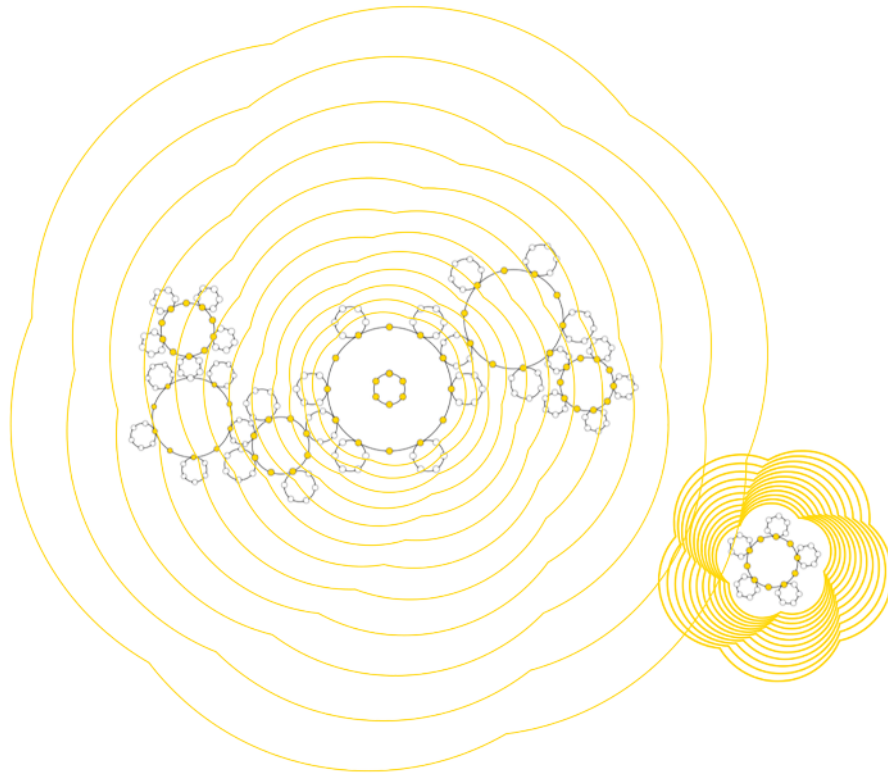




BUILDING ECO-SYSTEMS & CULTURES OF INNOVATION



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.

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.

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

Having learned how to tune into higher co-creative frequencies, and master riding the highs 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.

To tap into this way of working, organisations need to:

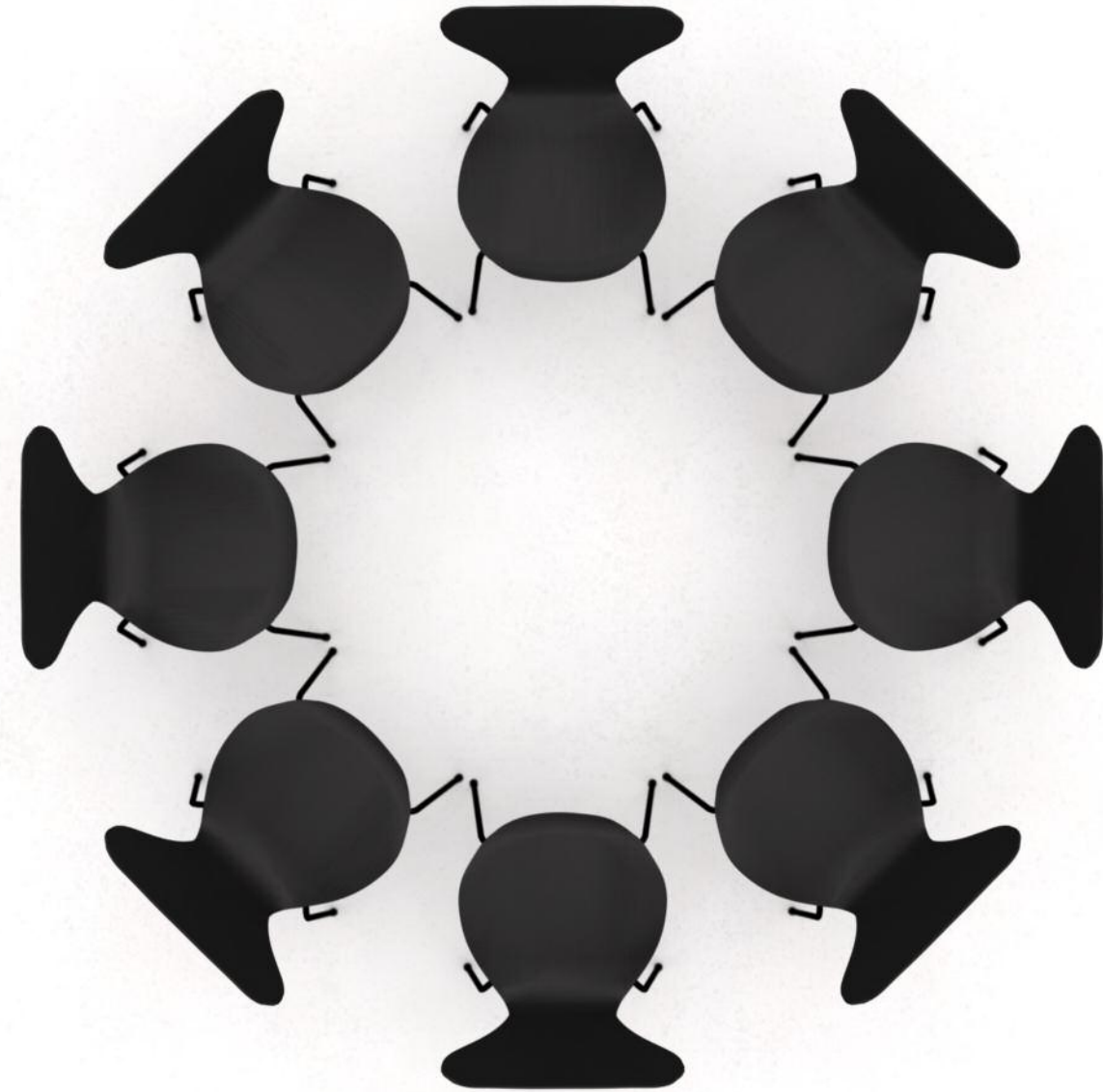
- Build '**core energy**' around a breakthrough insight, idea, problem or opportunity, that has the power to **attract and excite a diverse community of talent** around it. It may require a large number of interconnected and interdependent teams to work in concert with one another, so this energy needs 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 communities 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

CORE TEAMS

The real multiplier of value is the development of a choreography of breakthrough interventions that take organisations on phased transformational journeys. This is only possible with a core team of post-conventional leaders; leaders who have learnt to hold the energetic and relational container needed for communities of expert and swarm teams to co-create in concert with one another.

It is they who have the foresight, and first insight, that their organisation's culture and ways of working have hit a ceiling, and is now getting in the way of their company's potential – however successful it has been to date. They are also self-aware enough to know this will mean that they too will need to transform in order to evoke this new movement. And they relish this challenge.

Core teams work from a deeper source. While usually small in membership, the size of their reach and impact is often massive in comparison. It is they who open the space for new possibilities and who evoke the organisation to step forward.





CATALYSTS

We are passionate about supporting and co-creating with groups and communities of internal change agents, and upskilling them in catalyst skills.

Catalysis is different to facilitation and coaching. It is about knowing how to design and catalyse creative-rollercoaster experiences, while being on the rollercoaster yourself. It is about understanding how insight and breakthrough work and how to call them forward by playing with time, space, energy and information.

Moreover, building internal capability with progressive leaders, high potentials, OD practitioners and business partners makes the **nowhere** practice replicable and scalable; enabling organisations to lead their own change programmes, transformations and reinventions.

We develop this vital resource through foundational and product-specific trainings, coaching and 'on the pitch' partnerships.



COLLABORATORIES

‘Simply put, this approach is a game-changer.’

For many years now we have been helping our clients build innovation ‘hubs’ and eco-systems. This is different to managing the innovation process with funnels, tunnels and stage-gates.

A ‘collaboratory’ is a **nowhere** methodology that uses deep understanding of human process design, and a unique insight into the creative process (at both an individual and collective level) to build core teams, and communities of creative teams, around complex challenges. This organic eco-system approach to innovation is infinitely more effective and efficient than the pyramidal use of expert teams, governed by hierarchical steering groups or committees.

This breakthrough methodology is not only replicable but also scalable, and can be used as a blueprint for innovating within, across and between all of your core value drivers.

Examples of some of the outputs include:

- Optimising the success of a new \$4bn per annum peak sales product
- Accelerating the progress of a conglomerate’s top 10 billion-dollar ventures
- A new concept store that generated 25% increase in profit
- An innovation hothouse facility that incubated new products and services for an international retailer

PURPOSE QUESTS

‘We were told we would have the breakthrough at 11am on the last day. It happened at 11.10. How did they do that?’

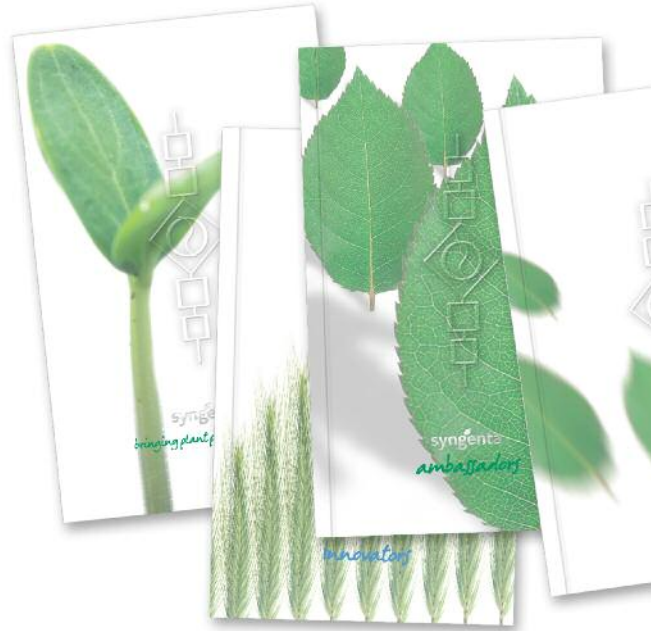
Much research has been done on the value-adding dimensions of working with core purpose. But purpose is not a fancy strap-line thought up by a small internal group or external agency. It is the unconscious DNA of the organisation as organism, which enlivens and animates the human system. It is pre-coded. It expresses what we stand for and how we stand out.

nowhere was founded on our unique approach to helping companies discover their core purpose – not to be confused with values, vision or mission. Over a three-month period, we work with clients to touch into different levels and dimensions of their organisation through a series of three-hour workshops. These workshops prime the organisation for what is to come, as well as gathering the conscious and unconscious data held in the people and the culture. This is then collated into a rich resource and stimulus for a small team of eight (including the CEO) to undertake a four-day PurposeQuest.

The Quest is usually somewhere simple but remote, ensuring that the purpose team’s patterns of thought and behaviour are disrupted. This allows them to focus all their energy on the process of discovering the organisation’s core purpose, until it ‘pops’ in a moment of collective breakthrough on the morning of the fourth day.

The purpose is then tested and prepared to be brought back to the organisation. You should never have to sell a purpose to the people. It shouldn’t be an ‘aha’ moment, more of an ‘of course’ response – like welcoming home an old friend. The ultimate test, therefore, is how it is received energetically, which you can tell in an instant. For purpose is the wellspring of creativity, innovation and performance.





BACKBONES

‘Our backbone gives us the strength to push the boundaries of possibility, every day.’

To tune a culture you need the right set of intangible assets. These include:

- core purpose and core values – why you are here, and what you stand for
- a sense of a future space that you can uniquely claim and make your own – your North Star
- a series of breakthrough strategies for moving from the now and here, towards your North Star
- a brand story that attracts and weaves your current and future stakeholders into the journey ahead
- and a leadership model that activates all of the above and translates it into work and ways of working differently

Together these assets create what we call an organisational backbone, an interconnected set of ‘core foundations’ born from the wisdom of the organisation itself.

Everything hangs off this backbone. And everything needs to be congruent with it. It describes who you are, where you have come from, where you are going, and how you are going to get there.

Building a backbone is the first phase of tuning culture. Using it is the next. Without this deep sense of core identity, it is almost impossible to become a shaper/maker culture of innovation.



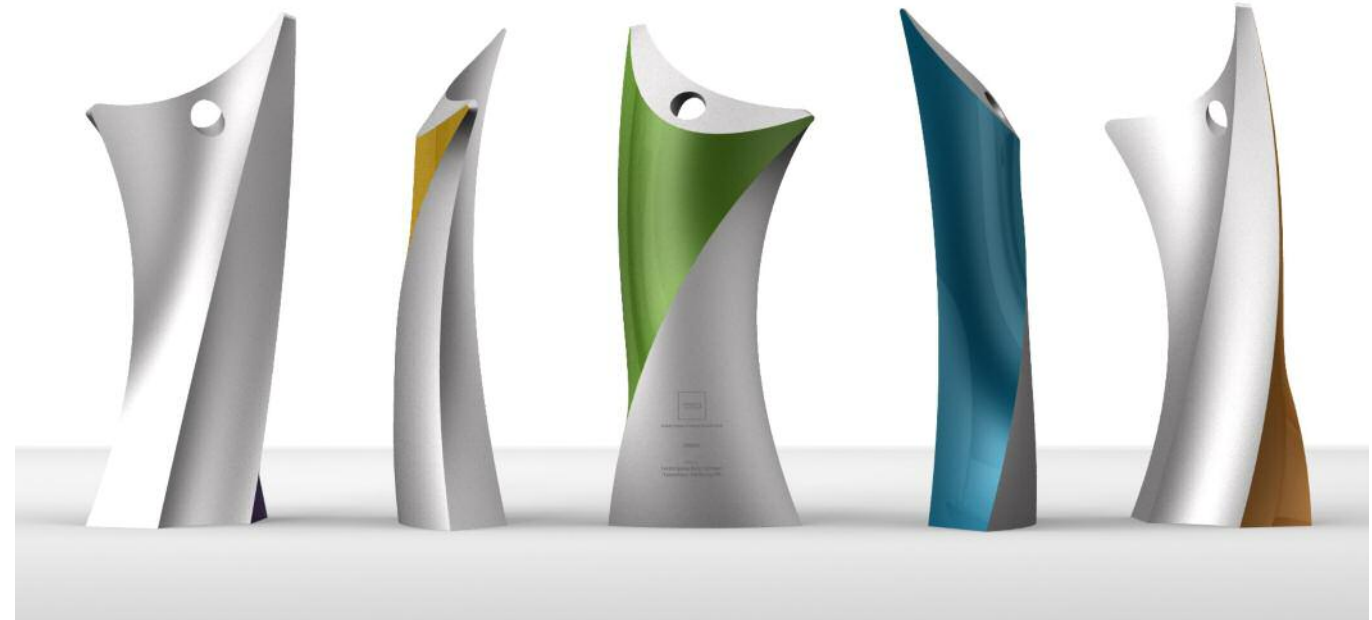
P + V (AWARDS)

‘I never knew all of the amazing things our people do in this company.’

One of the best ways of bringing an organisation’s core purpose and values to life is through the power of storytelling. Using the guise of an annual awards program, anyone, or any team, at any level of the organisation, can submit a story about something they have achieved that embodied one or more of the core values in action.

These stories are judged cross-functionally and/or regionally, ahead of finalists going onto the global awards ceremony, hosted within the Annual Global Leadership Conference.

Learning to tell our stories is a great way of building pride, sharing knowledge and aligning what we say with what we do and how we behave.





SIGNS, SYMBOLS AND ARTEFACTS

‘Every time I physically see our backbone I remember why I come to work each day.’

Cultures are defined by their signs, symbols and artefacts. They create texture and depth to our sense of belonging and place. They unify us in our diversity. And they form a subtle tacit language that weaves us into a larger, purposeful story.

When you tune culture, details matter. It means attending to the small things that make the difference – so people feel welcomed, seen, appreciated, and held.

This part of our practice, led by our design team, has been with us from the beginning, co-creating with our clients and partners signs, symbols and artefacts for conferences, office spaces, branded environments and suites of communication.



BRAND

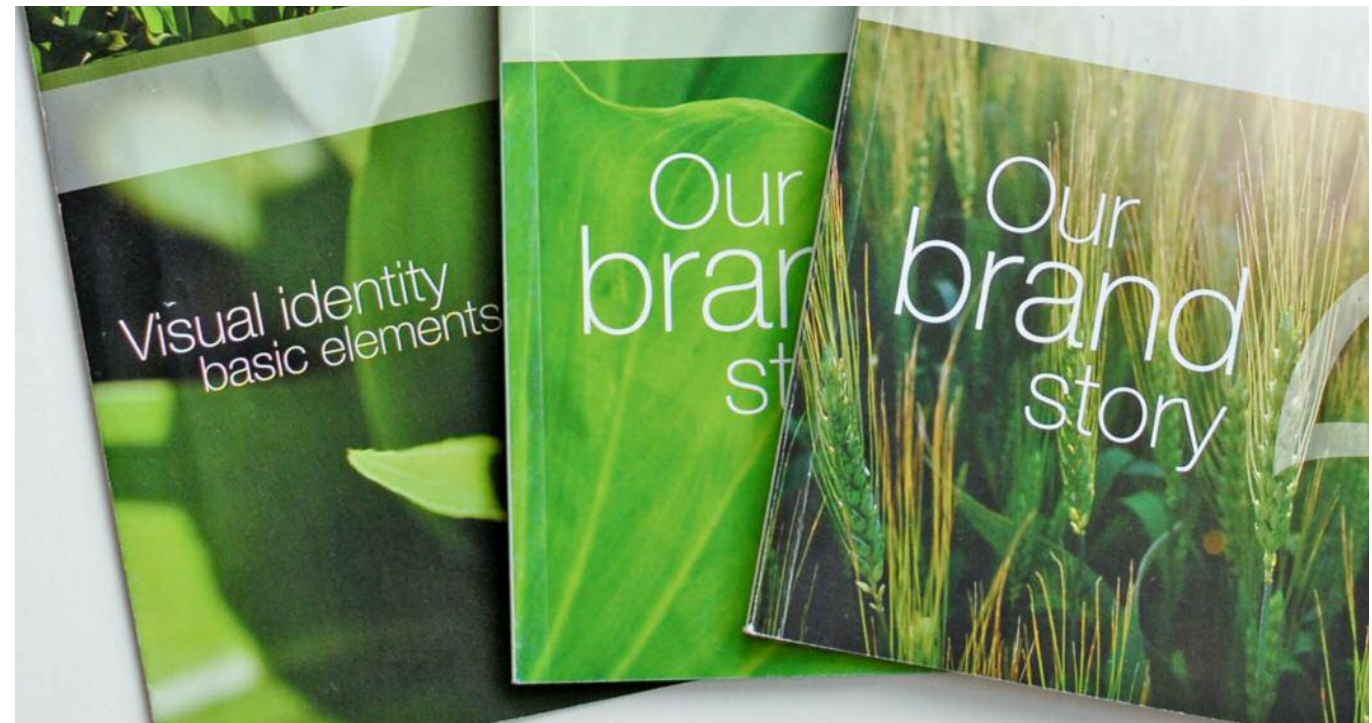
‘Our brand allows my story to be part of a bigger story.’

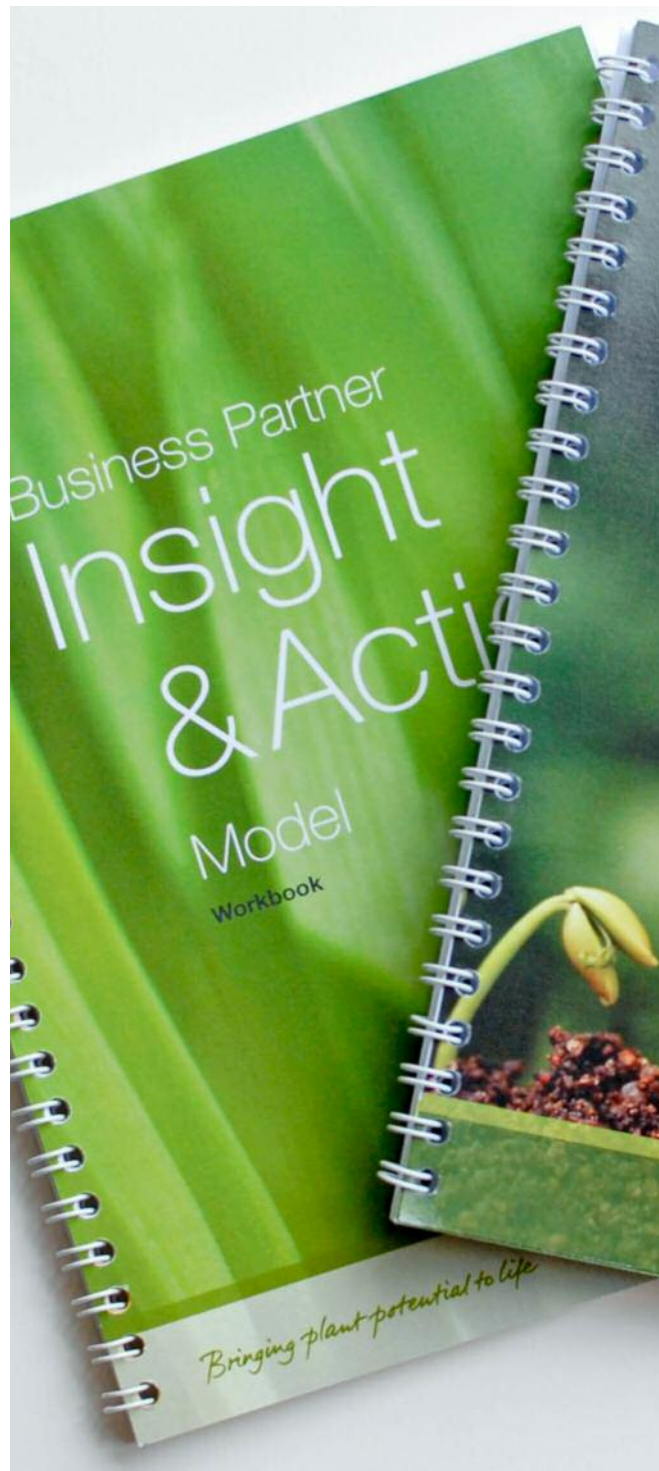
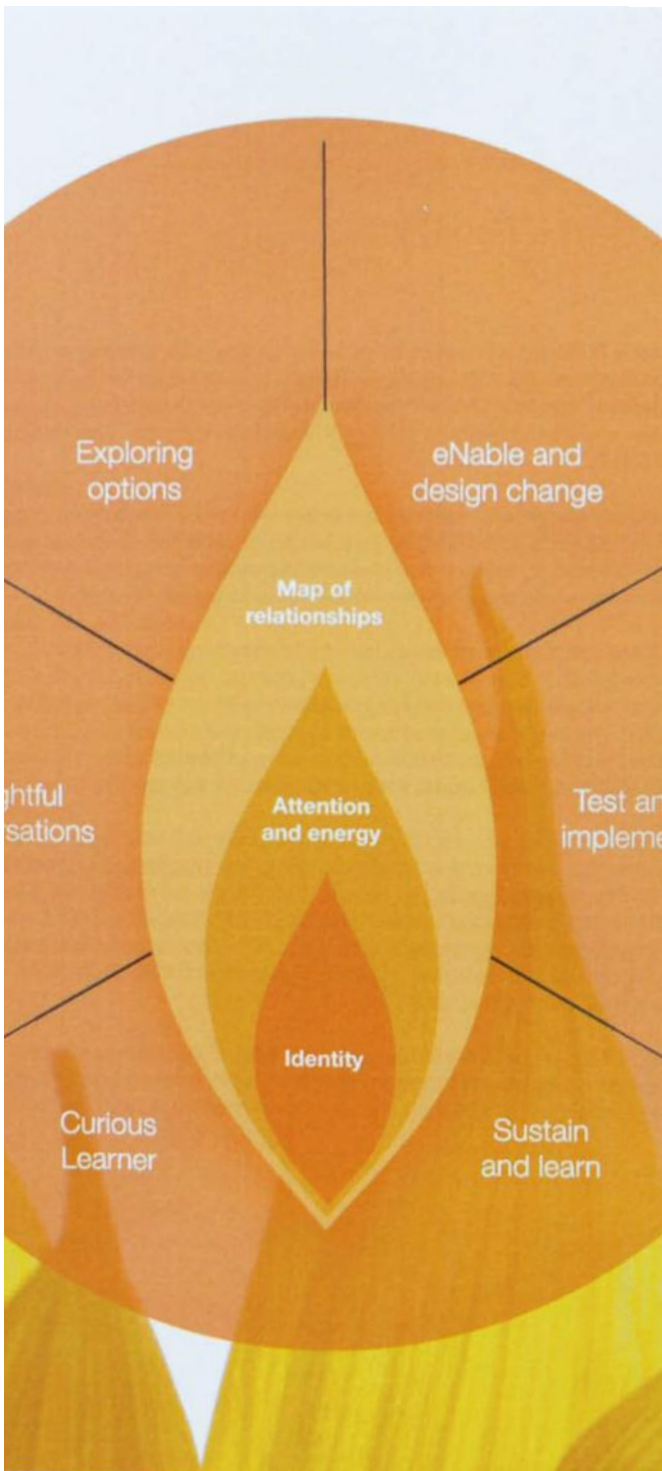
While we are not a brand agency, we often find ourselves refreshing and transforming corporate brands. Our expertise lies in two areas.

First in how corporate brands need to be built from the inside-out, as a vibrant embodied narrative. And second how the brand then ripples out into the world at scale to become a strange attractor.

To do this we build brand ambassadors inside organisations, who become the master storytellers; and we sit in the space between organisations and their agencies, to help both break free of their own orthodoxies.

This is how a corporate brand becomes a tuning fork that resonates with the world.





LEADING CULTURAL INTEGRATION & LARGE-SCALE CHANGE

‘I have no doubt that without this way of working we would have failed.’

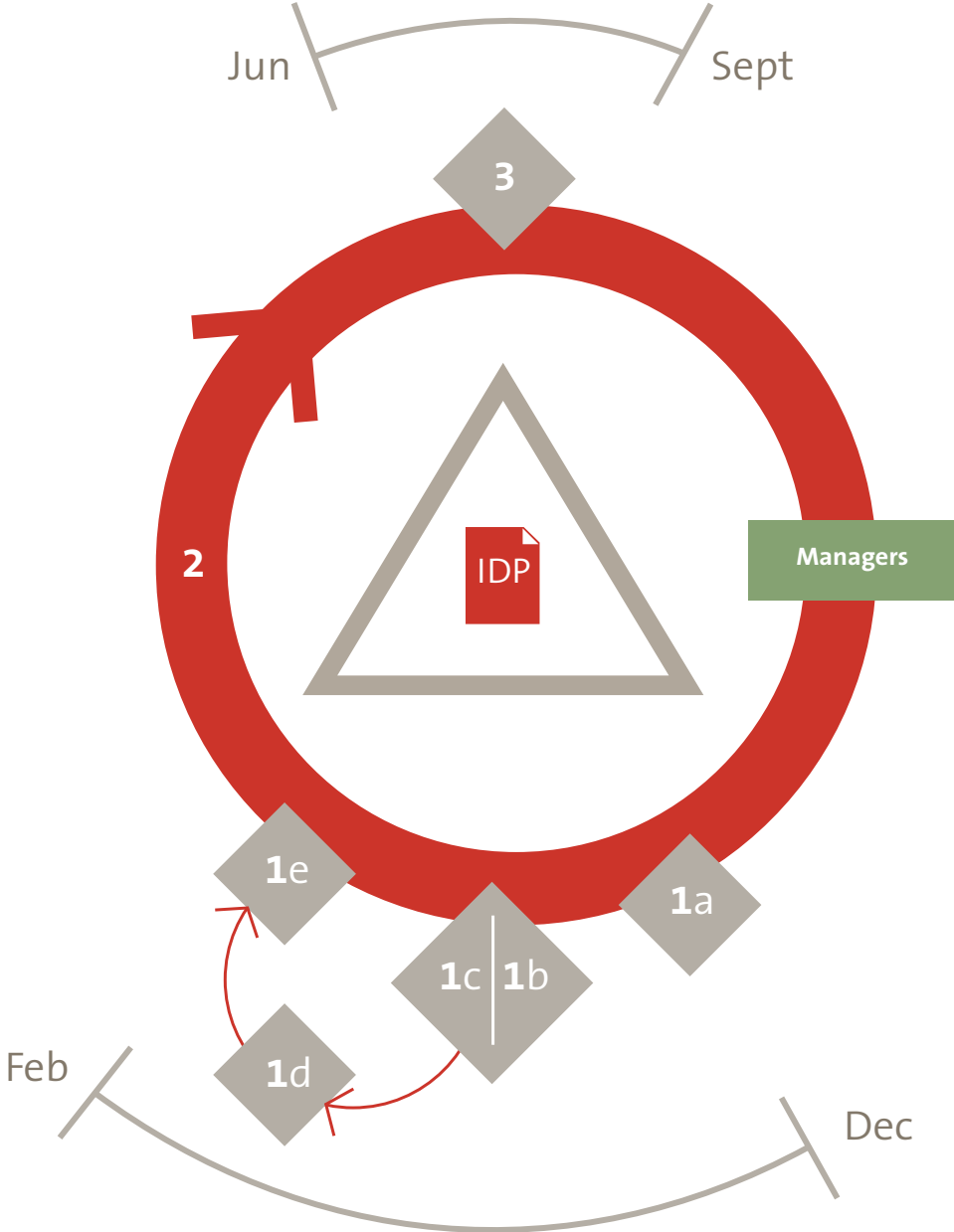
We have also used the **nowhere** practice to build unified cultures across historic and recent acquisitions.

Cultural integration is a multi-level intervention. It needs to onboard, upskill and transform leaders. It needs to create and ultimately deliver an elegant strategy. It needs to enrol ‘the people’ and take them on a journey of adventure and disruption, enabling them all to find new places of strength and contribution. It needs to embed a sustainable new pattern, rooted in new ways of working together.

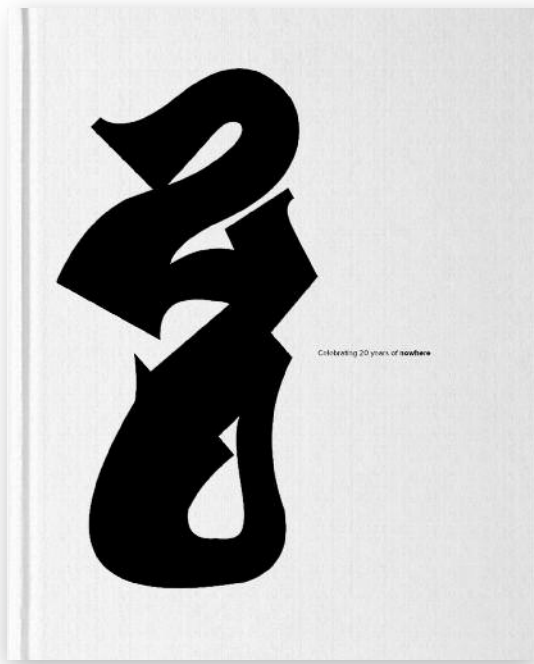
This approach can also be applied to maximising the success of large-scale change programs, which are notorious for taking much longer, and costing much more, than anticipated. This is because they often focus almost entirely on the technical aspects of change and change management, and often miss the systemic and human dimensions of change – e.g. attending to shifts in belonging and core identity. It is therefore all too common to get bogged down in relentless stakeholder management and constant organisational resistance, which increases the likelihood that the whole program unwinds.

CORE PROCESSES

Finally, we often help sync and link new ways of working to core processes like Long Range Planning, Annual Operating Plans, KPIs and Performance Management. Without creating a simple 'line of sight' between strategy and work, and between work and rewards of all sorts, it is very difficult to keep a culture sustainably tuned into the creative frequency of peak performance.



nowhere



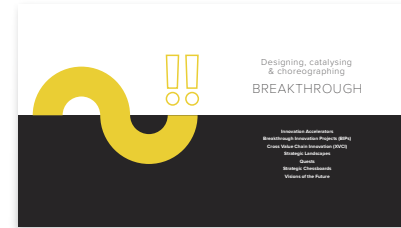
The Hum
Celebrating 20 years of **nowhere**



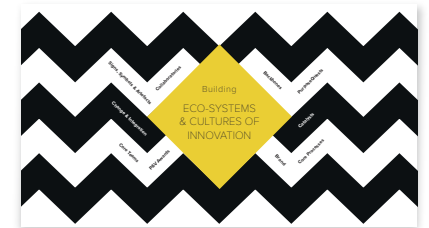
Our Core Practice



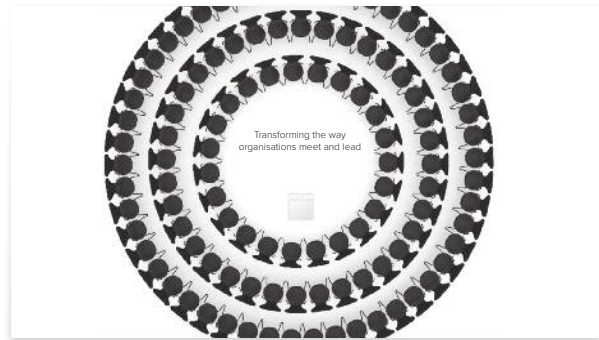
Tuning Teams



Designing, Catalysing & Choreographing Breakthrough



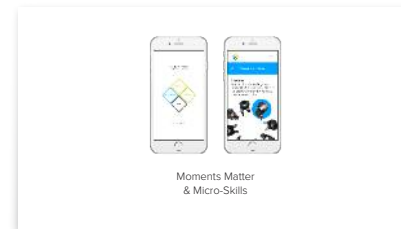
Building Eco-Systems & Cultures of Innovation



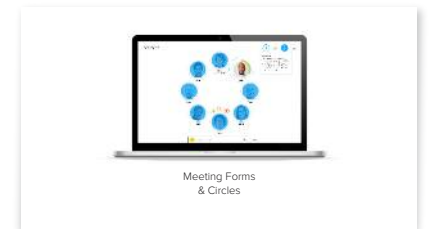
Transforming the way organisations meet and lead



Holding Space & Empty Mirror



Moments Matter & Micro-Skills



Meeting Forms & Circles



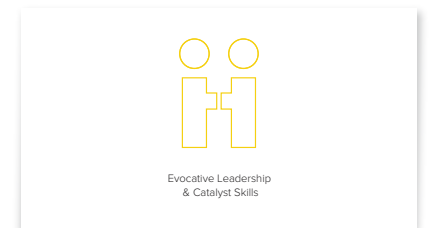
Catalyst Training



nMaps



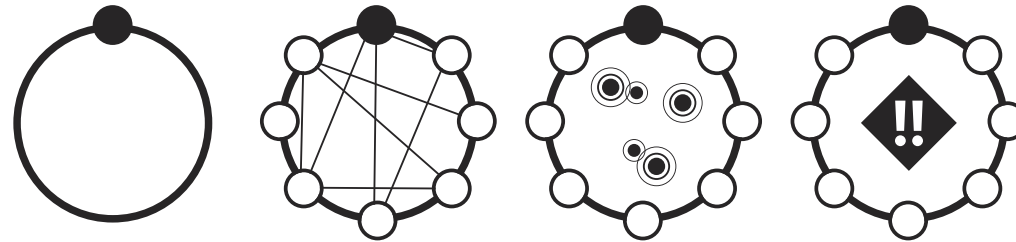
Riding the Creative Rollercoaster



Evocative Leadership & Catalyst Skills

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Catalysing Breakthrough



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