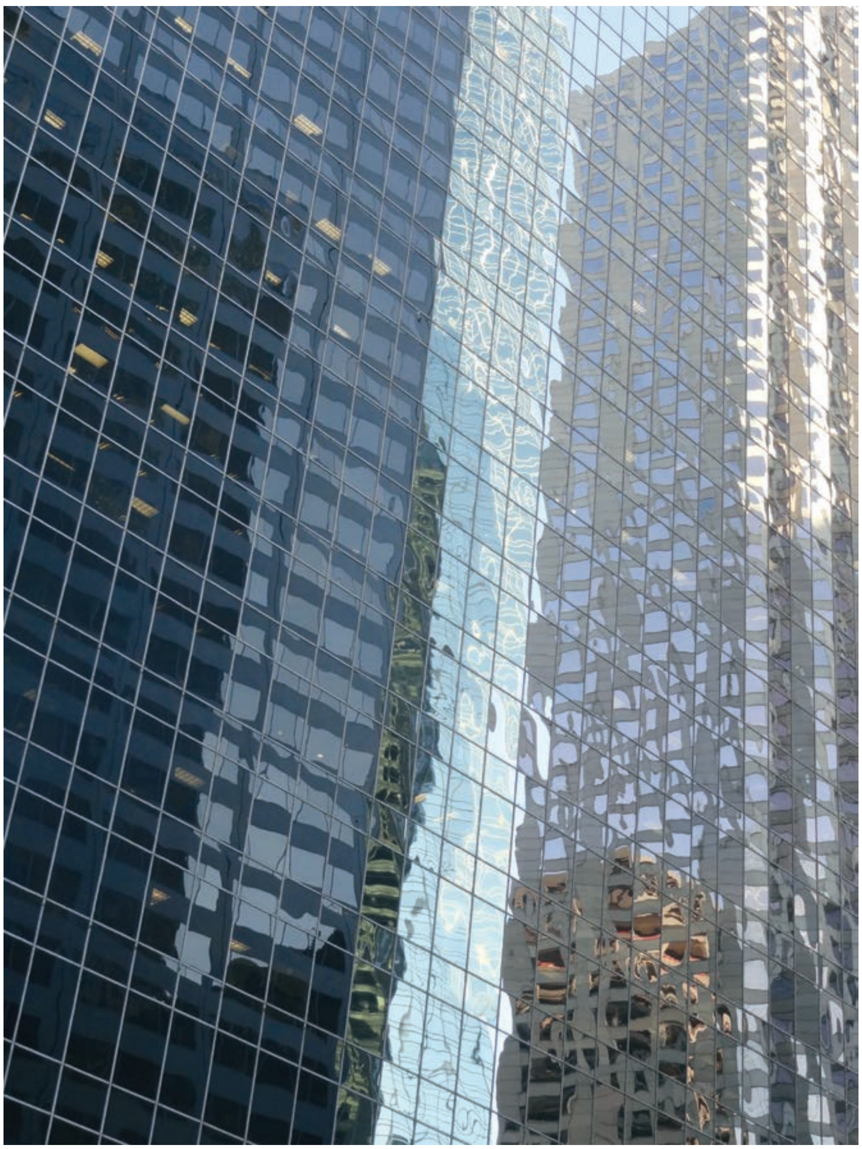
Volume 14, Number 2

Reflections

The SoL North America Journal on Knowledge, Learning, and Change



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Robert Hanig with Deborah Wallace

Commentary
Srini Pillay

Reflection on Practice Through Model Building: One Person's Experience
Grady McGonagill

Commentary
Richard Karash

Polarity Thinking: The Power of "And"
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Published by The Society for Organizational Learning North America
www.solonline.org

ISSN 1524-1734

society for organizational learning
NORTH AMERICA

EXECUTIVE DIGEST 14.2

Being of Service: A Capacity-Building Approach to Organizational Change

Robert Hanig with Deborah Wallace

More often than not, consulting is regarded as a problem-fixing process. When an organization is challenged by a problem that inhibits its ability to produce the desired results, leaders often call on a consultant to fix the problem, often within a rigidly defined timeframe. Most of the time, the immediate challenge is solved, but the chronic organizational issues remain. In this interview, consultant and founding SoL member Robert Hanig discusses the key elements of his approach to organizational change. He believes that the abilities to hold multiple theories, to hone one's powers of observation, to be transparent with clients, and to understand how to enter an organization's culture respectfully are fundamental for any consultant whose purpose is sustainable organizational change.

Reflection on Practice Through Model Building: One Person's Experience

Grady McGonagill

All consultants have models that shape and guide their work. Most of the time, these frameworks remain tacit—and thus unexplored. But by delving into the assumptions underlying their practice and documenting the methods they have come to adopt, practitioners can test and improve their models. They can also prepare for potential "model clashes" that can occur when encountering someone whose practice and behavior is driven by different assumptions. In this article, Grady McGonagill describes how he used model building to rejuvenate his own consulting and coaching practice and to renew his sense of living a meaningful life. In the process, he illustrates the benefits of self-reflection for any consultant's professional and personal development.

Polarity Thinking: The Power of "And"

Barry Johnson and Margaret Seidler

A challenge in managing organizations is that many dilemmas don't have one right answer. Instead, potential solutions often pull in opposite directions, compelling leaders to choose one response at the expense of the other. Polarity Thinking shows that by adopting a *both/and* rather than an *either/or* approach, organizations can harness the upside—and minimize the downside—of each side of a polarity. Tools like Polarity Maps can help in developing a full picture of both sides of a polarity and in anticipating the natural flow of energy from one side to the other. By learning how to manage seemingly irreconcilable tradeoffs in this way, leaders can increase the likelihood of arriving at solutions that support both short-term and long-term organizational success.

Overfished Ocean Strategy: Five Principles That Make It Work

Nadya Zhexembayeva

Resources are being depleted at an alarming rate, and the cost of raw materials is rising dramatically. The linear, throwaway economy—in which we extract resources at one end and throw them away at the other—is rapidly coming to an end. Nadya Zhexembayeva argues that, as a result, businesses need to make resource scarcity their primary strategic consideration, not just a concern for their "green" divisions. In this chapter from *Overfished Ocean Strategy*, she offers five essential principles for innovating in this new reality. Through examples from real companies, she shows how businesses can find new opportunities by taking the old, linear model and turning it into a circular one.

BOOK EXCERPT 14.2

Overfished Ocean Strategy

Five Principles That Make It Work

NADYA ZHEXEMBAYEVA

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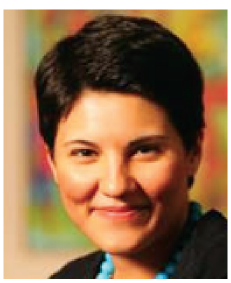
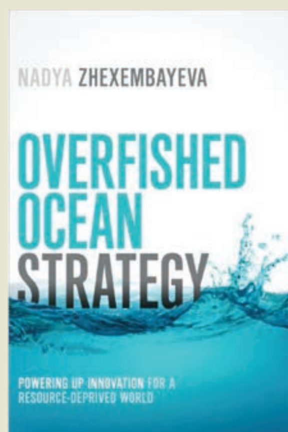


Nadya Zhexembayeva



Reprinted with permission from Berrett-Koehler Publishers, Inc. From *Overfished Ocean Strategy: Powering Up Innovation for a Resource-Deprived World*

Nadya Zhexembayeva

It is green, dense, and surprisingly light. Fitting perfectly in the palm of my hand, it leaves a light, oily residue on my skin. It is fragrant (just a touch of soft, alluring smell) and textured (it looks like thousands of little worms squished together). It goes against everything we are taught by conventional strategy theory. And it is an amazingly powerful symbol of the new era dawning.

Intrigued? While you are trying to guess what exactly I am holding in my hand, let me set the context to spice up the big reveal.

Popular strategic thought tells us that to compete well, we need to find the most advantageous position in the crowded market space and stick to it. Michael E. Porter is the guru at the helm of this thinking, and his famous menu of "generic" strategies suggests that in the tough search for ideal positioning, we are to make two primary choices.[1] The first choice is between price and differentiation. Do you compete on cost, striving for the most competitive (read cheap) production on the market, or do you have something unique to offer that differentiates you from other, cheaper competitors? The second choice is about focusing your efforts: do you want to target a specific segment (narrow focus) or the entire universe of consumers (broad, global market scope)? The two choices set into a two-by-two grid will present you with four possible options making up the entire landscape of the market to consider.

Play with brands of your favorite product—say, a smartphone—and you will immediately see which strategy is pursued. Today, Apple's iPhone is conquering the market with a unique differentiation strategy—it can hardly be called the most cost-attractive smartphone on the market, but the company is pursuing a broad market scope. The Vertu cell phone, in contrast, is a differentiation-clad product made attractive to a very narrow segment on the market—a luxury brand for a small slice of the consumer pie. The LG Optimus smartphone is a choice that pursues cost leadership—at a price one-tenth that of the iPhone—with a broad, global appeal. Huawei (ever heard of this one?)—the third-largest cell-phone producer on the market[2]—offers the even cheaper Y-300 model targeted at Asia's "ant tribe community," which refers to young people who go to the city for a better life but get stuck with low-paid jobs and high costs to live there.

> **"It's not that we need new ideas, but we need to stop having old ideas."**
> — Edwin Land, Founder, Polaroid

Once you explore the marketplace and find your own unique position, the question becomes, how do you maintain it? What can you do to preserve your stake? The logical answer would be to keep doing what you are doing—and continue to get better at it. If you are selling a product that is uniquely different, keep pushing it forward and upward; add features; build new bells and whistles, and more of them. If you are going for cost leadership, keep driving down the cost with more efficiencies and better processes. And that is exactly where the problem lies.

"For those of you who haven't made a lot of steel, historically there are two ways to make it. Most of the world's steel has been made by massive integrated steel companies. The other way to do it is to build a mini mill. In a mini mill, you melt scrap in electric furnaces, and you could easily fit four of them in this room."[3] The author of an impressive collection of books and one of the most celebrated strategic thinkers of our time, Clayton Christensen is telling a story of disruptive innovation he has shared with thousands before.

"The most important thing about a mini mill is that you can make steel for 20 percent lower cost than you can make it in an integrated mill. Now, imagine you're the CEO of a steel company somewhere. In a really good year, your net profit will be 2 to 4 percent. Here is a technology that would reduce the cost of making steel by 20 percent. Don't you think you'd adopt it?" The answer to Christensen's question is so obvious, it almost turns the inquiry into rhetoric. Yet why is it that no integrated steel companies anywhere in the world have built a mini mill—even though it would save them from bankruptcy, which caught up with all but one integrated mill by 2012? The answer, as Christensen suggests, is the core dilemma for any innovator in any industry, anywhere in the world.

In the steel industry, as in your own industry, many tiers make up the market. The lowest-cost products are at the bottom of the market: for steel, that would be concrete reinforcing bar, or *rebar*. Any company can make rebar, while steel for cars, appliances, and many other pricier products is much harder to produce. Rebar happened to be the only market that mini mills were capable of serving at the beginning. Then, mini mills used scrap to produce steel, and the quality was low. Reinforcement bars get buried in cement, have almost no specifications, and thus can be made of low-quality steel. And thus, mini mills set off to conquer the rebar market with all their might.

What about the integrated mills? Well, they were happy to give up the rebar market. As a commodity, reinforcement bar is a low-margin product, so dropping it would allow for shifting the focus on angle iron and thicker iron and rods and bring home a higher margin. While the mini mills built-up their rebar capacity, the integrated mills shut down rebar lines—and enjoyed a higher gross-margin profitability. Everyone was happy. The mini mills were enjoying a piece of the pie, while the integrated mills got better performances. And then came 1979.

It was the year when mini mills celebrated their final victory, driving the last of the integrated mills out of the reinforcement bar market. But the happiness was short-lived: the price of rebar fell by a whopping 20 percent. It turned out that a low-cost strategy makes you competitive only when there is a high-priced competitor. With all the high-cost integrated mills out of the game, mini mills had to look for a new way to make money. Making better quality steel was the only way forward—and for the integrated mills, it was a new chance to get rid of another low-margin product. So the story repeated itself again and again.

This climb up the hill to the top of the market—continuous improvement of bells and whistles in products, services, and processes—is what most big companies do as they try to survive. They do exactly as demanded by the customer, trying for a better version of the product, hiking up the market tiers, until there is nowhere else to climb. And at just about that time, a newcomer comes along, offering a completely different—cheaper or more appealing—alternative, sending the big companies down the drain. Remember the story of Kodak, a company that misjudged the charm of digital photography and went bankrupt in 2012? Or how about the struggle of Nokia, once the top-of-the-world producer of cell phones, which failed to notice the growing appeal of smartphones?

As with the slow collapse of the integrated steel industry, they, too, were not too big to fall. Christensen calls this all-too-familiar story of old-versus-new "disruptive innovation."

And it is precisely this kind of innovation that I am holding in my hand in the photo below. So what is it?

Take a close look. A soap bar? A spinach hamburger? A sponge? Some sort of energy tablet? An eco-macaroon? A new-age vitamin pill? A breakthrough detergent? Before you is the equivalent of not one, not two, but *three bottles of shampoo*—all squished into one solid bar. That is the way to disrupt!

Pop Quiz. Is this a beauty product, a fertilizer, or something good to eat?

What do we sell when we sell shampoo? What end benefit do the customers get? What is the value? Clean hair, indeed. What ingredient need not be supplied to ensure this desired outcome, as it is always available? Water, indeed. So why do we pump water, process water, bottle water, package water, store water, transport water, sell water, and waste plastic post-water to wash our hair, when water is the only ingredient that is not necessary to provide?

That was exactly the starting point for Lush Fresh Handmade Cosmetics, a 20-year-old UK brand, when it started working on its solid-shampoo line. According to the company, "The inventors worked with Stan Krysztal"—one of the leading cosmetic chemists of Great Britain—"to create these very clever little bars;

an effective, hardworking shampoo base, quality ingredients, beautiful fragrances and, best of all, require no packaging. Handy for travelling, compact and easy to use, each bar is roughly the equivalent of three plastic bottles of shampoo. These humble bars are (probably) one of the greatest inventions we've ever come up with."[4] The Lush team loves to talk about it. But what about the customers? Naturally, a number of customers would refuse such a strange-looking shampoo option. My baby brother is one of them. Whenever he visits us in Europe, I have to make a conscious effort to restock his bathroom. "I am a normal person," he claims. "I like my soap solid and my shampoo liquid, and not the other way around!"

Yet by any measure other than my brother's comfort zone, Lush's solid invention has been a great success since its launch in 2007, capturing rave reviews and a solid (pun intended!) customer following. Here is one such review from a rather conventional consumer—a Boston.com writer's take:

> Trust me, I was skeptical too. A rock of shampoo, eh? Sounds about as effective as a steel wool pad as conditioner. But after trying it multiple times at an adult sleepover—don't judge—I slowly became convinced. The stone of shampoo seems to last forever (if you keep it in a dry place after use), and it comes in a variety of scents. I recently picked up cinnamon and clove. But most importantly, it's pretty damn effective. The shampoo itself lathers nicely (sorry to sound like a Prell commercial . . . wait, do they still make that?) and at about $10 a rock, it's a better deal than it appears."[5]

But the glowing reviews and growing revenues are not the only business victories for Lush solid shampoo; on the other side of the business continuum, the company is also doing well with costs. As of 2013, Lush has avoided producing, bottling, and distributing six million plastic bottles globally by selling shampoo bars—count in 2.6 ounces (or 75 grams) of plastic saved per shampoo bar, and multiply that by all the savings in energy and labor costs that would have been incurred designing, producing, bottling, and storing the bottles.[6] Annual water savings from producing the solid shampoos are nearly 120,000 gallons (or 450,000 liters) globally, while transportation savings are beyond surprising: when calculated per wash, transportation costs are *15 times less* than those of liquid shampoo. Additional resource intelligence comes in a form of raw-material savings: the bar has no preservatives, as there is no liquid content requiring preservation. And with a scale of 830 stores in 51 countries carrying the product (which nearly doubled from 2007's 438-strong chain), strengthened revenues and intelligent cost structure for the unusual product are a welcome performance outcome for the once-tiny underdog of the cosmetics industry.

The story of Lush solid shampoo is a story of radical innovation. While the traditional majority of cosmetics companies are fighting for a share of the difficult consumer market with more appealing packaging and stronger advertising campaigns, and while the eco-conscious minority is struggling with recycled plastic and third-party "green" certification, Lush goes well below the surface and delivers an entirely new way of looking at a product. Once a barely known company that started with a sausage machine in the messy workshop of a nearly bankrupt husband-and-wife team, Lush has put into question the essential value delivered by traditional shampoos and paved the way for an entirely new way of thinking.[7] Lush's solid-shampoo bar exemplifies the company's production standards. About 70 percent of the products sold require no packaging, much of the product range has no synthetic raw materials, and over 70 percent of the range is totally unpreserved. For Lush, this approach to resources is simply business as usual. For most of us, it is anything but.

In its unexpected take on resource intelligence, Lush is not alone. OMV, an integrated oil and gas company that supplies 200 million people in Central and Eastern Europe with energy, calls it resourcefulness. This term, which smells of ingenuity in the age of the Great Recession, captures the new essence of survival. "As one of the leading European oil and gas companies, OMV faces major challenges to which only innovative thinking can be the answer," OMV explains. "Global energy requirements are increasing significantly. At the same time, environmental protection and social justice are of growing importance. The demands placed on us grow as we expand our operations. This is why we made being careful with our resources one of our basic business principles." OMV Resourcefulness Strategy demands that every one of the company's 29,000 employees face the fundamental question of the collapse of the linear throwaway economy—and take it as a productive challenge.[8] As such, it is a strategy that deliberately tackles both *natural and human* resources. On one hand, the company runs extensive eco-efficiency and eco-innovation programs to reinvent the way it provides for the energy needs of its customers. Hydrogen (fuel cell) mobility, biofuels, and water and carbon management all are under this umbrella. On the other hand, OMV looks at the diversity, skills, and community engagement of its employees as key resources of the future, and runs comprehensive programs to protect and grow this capital. When I visited the company's biggest refinery in the summer of 2013, I was surprised to learn that even the apprentices—high schoolers striving to get trained and employed by OMV—look at the issues of resources in a broader sense. "We sell something that is disappearing. So the question for us is what to sell next, so that all of us don't disappear, too," said a shy 16-year-old.

> **"We are currently not planning on conquering the world."**
> — Sergey Brin, Cofounder, Google

Trendwatching.com, the leading consumer trend reporting company, gave the new wave of strategic resource intelligence a catchy name—Eco-Superior. It flagged this trend in 2011 as among its 11 most important consumer demands for the year, and again in 2013 as one that is here to stay. Here is why: "When it comes to 'green consumption,' expect a rise in ECO-SUPERIOR products: products that are not only eco-friendly, but superior to polluting incumbents in every possible way. Think a combination of eco-friendly yet superior functionality, superior design, and/or superior savings." Among the products and innovation highlighted by Trendwatching is the Throw & Grow confetti sold by the Netherlands-based gift store niko niko. The confetti is made of biodegradable material embedded with wildflower seeds; when the confetti is used, it can be left on the ground or discarded onto soil to disintegrate naturally and grow into flowers. Another innovation on the list is a billboard that generates drinkable water—9,000 liters of it in three months—thanks to Peru's University of Technology and Engineering (UTEC). The Torre de Especialidades building of the Mexico City hospital also makes the cut—it now absorbs and breaks down chemicals in the surrounding air. Using Prosolve370e tiles, developed by Berlin-based design firm Elegant Embellishments, the building features tiles painted with titanium dioxide, which interacts with UV light to break down pollution into less toxic chemicals.[9]

Together with Lush, OMV, and Trendwatching.com, Design Hotels elevated the search for innovation for a resource-deprived world to the level of core strategy. A 20-year-old company that represents and markets a carefully selected collection of 250 independent hotels in over 40 countries across the globe, Design Hotels refers to this new strategic effort as Finding Infinity. "We live in the age of sound bites, of short attention spans, of celebrity worship. First-term politicians seem to want

only one thing: a second term." Is there a vaccine against our collective short-sightedness? For Design Hotels, there is. With a goal of replacing today's fuels with clean and endlessly renewable alternatives, the company has initiated a "full-speed-ahead-no-time-to-lose movement . . . setting a path for a future based on infinite resources." The company has joined intellectual forces with a number of inventors and change makers, such as a young Australian engineer named Ross Harding, who created Finding Infinity. The resulting program, named "Design Hotels is Finding Infinity," attacks the essential problem of the disappearing linear economy. [10] "The world is powered by fuels that will run out in two lifetimes. This is not our problem—it's our opportunity!" declares the powerful partnership.

Pursuing this opportunity is what I call the Overfished Ocean Strategy.

Overfished Ocean Strategy

In their 2005 blockbuster *Blue Ocean Strategy*, W. Chan Kim and Renée Mauborgne invited the business world to leave behind the crowded waters of the existing market and instead search for—or create demand in—the uncontested market space.[11] "The only way to beat the competition is to stop trying to beat the competition. In red oceans, the industry boundaries are defined and accepted, and the competitive rules of the game are known. In blue oceans, competition is irrelevant because the rules of the game are waiting to be set."

Kim and Mauborgne's invitation offered a striking contrast to Michael Porter's positioning concept. With the powerful advice of the latter, companies for decades claimed their victory by finding the best spot—a unique position on the crowded competitive landscape.[12] Following the fresh invitation of the former, other companies strived to avoid the crowd by discovering a new market space—swimming into the "blue ocean" waters far away from shark-filled blood-red existing markets.[13] What a great idea! However, at the core, the "blue ocean" companies studied by Kim and Mauborgne operate and invent within the same resource constraints as their "red ocean" counterparts, oblivious to the collapsing linear economy and all the pressures associated with it. As the linear throwaway economy is approaching its collapse, this old economic order is running its course. Whether red, blue, or rainbow, the oceans are getting excruciatingly empty, and those managers who deeply understand and master this shift are able to use the new reality to power up radical innovation and secure a remarkable competitive advantage. As they ride ahead of the wave, new products, new business models, new markets, and new profits follow. Behold the Overfished Ocean Strategy.

A new economy is being born, transforming the collapsing linear throwaway economy into a more lasting, more abundant, more sustainable version of itself. The transformation brings about a new economic reality, where we compete and win using a radically new set of rules. While the companies, people, and projects pioneering these new rules are still rare, there are enough of them to suggest the first few essential principles that allow managers to innovate their way into a new world. Five new rules of the trade—five essential "secrets"—appear increasingly important for individuals and companies eager to power up a new strategic direction and secure the source of a truly sustainable value:

- ***One:*** From line to circle.
- ***Two:*** From vertical to horizontal.
- ***Three:*** From growth to growth.
- ***Four:*** From plan to model.
- ***Five:*** From department to mind-set.

Together, these approaches inspire radical change and drive disruptive innovation across countries and industries—and my task is to make them work for you too. In the chapters that follow, I invite you to explore each of the principles in depth and discover companies that have already mastered them. Here is an introduction to this very different—and very hopeful—future.

One: From Line to Circle

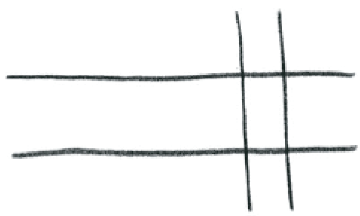
The rapid decline of resources—from coal to tuna to vitamin C in a typical tomato—means that one way or another, all of us will have to find a new path forward. That path, however, is not new at all—indeed, it has been perfected over the course of millions of years by nature itself. You see, nature does not have waste. Waste of one process becomes food for another, in perpetual cycle. When an animal dies, its body is not thrown into a landfill; instead, it becomes a source of valuable nutrition for millions of bacteria that in turn produce waste products that are essential for the formation of soil. Soil in turn churns out vegetables, consumed by those same animals.

Similarly, the line that describes the global value chain of goods and services can be transformed into a circle, where the waste of one process becomes food for another. The "Cradle to Cradle" approach and many other potent concepts have turned companies that have discovered this secret into industry champions. From *line to circle* is the central principle of the Overfished Ocean Strategy, but to make it work, four more "secrets" are essential.

Two: From Vertical to Horizontal

Imagine the global value chain of the industry you're in. This long line consists of many steps: upstream, reaching to your company, and downstream, touching your customers, consumers, and end-of-life entities. This line is also many layers deep, with different industries feeding and interacting with each other. Growing up in business, we are taught to look downstream, paying attention to our customers and consumers. We are asked to pay attention to our immediate suppliers—to make sure that we have secured prices and quantities. But even more so, we are asked to pay utmost attention to the vertical cut in this chain—our competitors.

Surely, mainstream strategic thought invites us to pay attention to the whole of five forces in business



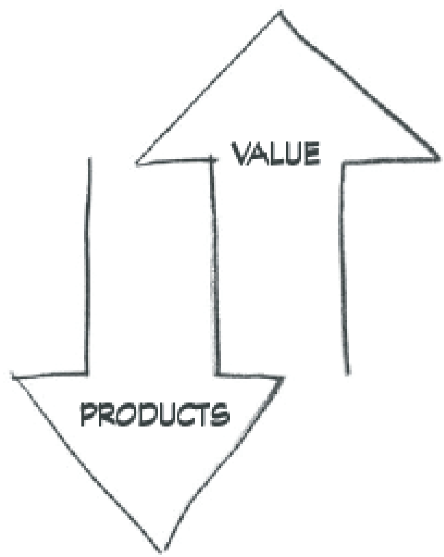
(competitors, consumers, suppliers, new entrants, and substitutes),[14] but in reality, most dig into the competition, positioning their businesses uniquely in that narrow vertical cut of a global value chain. Yet in the world of rapidly declining resources, this choice might just be the one that kills you—along with the entire competitive space. Surely, you might have the best price or the most unique set of product features, but failure to notice changes far away at the left or the right of the value chain might cause elimination of the entire product line, company, and even industry. We must learn to move *from a vertical to a horizontal* orientation, going beyond the boundaries of our company to the risks—and opportunities—hiding within the entire system.

Three: From Growth to Growth

Ask managers in Atlanta, Delhi, or Copenhagen where their growth comes from, and they will give you a clear answer: selling more. Yet in a world constrained by every type of resource, including landfill space, only one type of "selling more" is possible. We are taught to look at our businesses in terms of our products—even the financial services industry uses the term "product." Yet it is precisely in the service of creating more with less—designing a total solution, a unique experience—where growth lies.

The surprise is that once you sell a total solution, rather than get attached to one specific product, you are eternally motivated to innovate with the highest level of resource intelligence. Once we put aside products and start selling relevance, the question changes. It is not "To grow or not to grow?" but "What do you want to grow?"

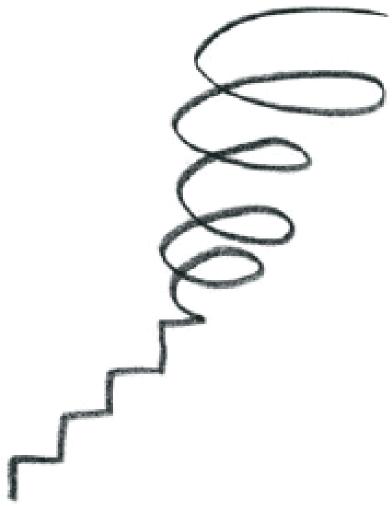
It is precisely in the service of creating more with less—designing a total solution, a unique experience—where growth lies.



Four: From Plan to Model

What do we do when we want to launch something new? How do we turn a hunch, an idea, into a true, commercially successful innovation? The "normal" decades-old path looks something like this: develop a solid, detailed plan (five years seems to be the assumption behind most business plans); get financial backing (budget approval in the existing corporation or investment/loan for a start-up); develop your product to perfection; and sell as much as you can. But for the world of overfished oceans, planning is overrated. In the face of extreme uncertainty, plans become obsolete in no time.

The only way to make the new reality work is to constantly adapt your business to the new reality—treating it as a strategic priority rather than a short-lived sidekick to the core business. For companies mastering the



Overfished Ocean Strategy, business modeling, rather than strategic planning, is the name of the game. Unlike cumbersome, static, and rigid plans, models are agile, evolving, and open to change. Modeling, rather than planning, is the key to turning *line to circle*—and making money in the process.

Five: From Department to Mind-Set

Every crisis calls for a hero—a new department, a new VP, a new project manager is born. Unfortunately, when it comes to the fundamental changes in the marketplace driven by the disappearing linear economy, a few "converted" can hardly make a dent in the way that processes, products, and services are developed and delivered. As a result, the hero becomes nothing more than a scapegoat—a poor soul in charge of meaningless glossy reports and pet projects. The new market reality demands a new mind-set, a new way for the entire company to look at the world, rather than a new scapegoat. As this mind-set takes over all functions and all layers of the company hierarchy, you can learn how to discover value where it was previously invisible and impossible.

For companies mastering the Overfished Ocean Strategy, business modeling, rather than strategic planning, is the name of the game. Unlike cumbersome, static, and rigid plans, models are agile, evolving, and open to change.

The five big secrets I am laying before you are not meant to be a complete and comprehensive set. Rather, these are a few brushstrokes among the many trends that define the background of the emerging Overfished Ocean Strategy. Together, these five principles pave the way for the emergence of the world that is yet to come—one that takes the line and turns it into a circle, channeling the art of resourcefulness into the world of infinity. In the following chapters, we will explore each of these principles, or disciplines, in depth, traveling through the many companies that have invented their way into the new economic order. Trust me, there is plenty for all of us. ■

ENDNOTES

1. For more on Michael Porter's work, see "Porter's Generic Strategies," Wikipedia.
2. Huawei is eager to go beyond its current market focus to capture the global market. For more, see Kristie Lu Stout, "Would You Buy a Huawei Smartphone?" CNN, May 16, 2013.
3. I have borrowed these words of Clayton M. Christensen from a wonderful article by Larissa MacFarquhar, "When Giants Fail," New Yorker, May 14, 2012. You can find much more of Christensen's powerful research in his own book *The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business* (New York: HarperCollins, 2011, reprint edition).
4. For the story of the Lush solid bar development, see Lush.
5. Christopher Muther, "Beauty Bet: Lush's Solid Shampoo," Boston.com, May 24, 2011.
6. Lush received an important award for the ingenious packaging of its solid shampoo; see RSA, "Lush 'Squeaky Green': Best Green Packaging Award," 2008.
7. For the full story of Mark and Mo Constantine, the founders of Lush, see David Teather, "Lush Couple with a Shed Load of Ideas," *Guardian,* April 13, 2007.
8. For an in-depth look at the OMV Resourcefulness approach, see OMV Group.
9. Eco-Superior was one of five trends described in Trendwatching.com's July/August 2013 Trend Briefing, Trends: Refreshed.
10. For more on the "Design Hotels is Finding Infinity" initiative, see "Finding a Future Based on Infinite Resources," Design Hotels.
11. If Blue Ocean Strategy is new to you, you can start your exploration with Blue Ocean Strategy, Wikipedia.
12. The work of Michael E. Porter, such as *Competitive Strategy: Techniques for Analyzing Industries and Competitors* (New York: The Free Press, 1998), is the best illustration of the positioning approach.
13. For more on this approach, see W. Chan Kim and Renée Mauborgne, *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant* (Boston: Harvard Business Review Press, 2004).
14. Michael Porter has advocated for the five forces analysis for a number of decades now; see "Porter Five Forces Analysis," Wikipedia.

ABOUT THE AUTHOR

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Reflections

The SoL North America Journal
on Knowledge, Learning, and Change

Volume 14, Number 2

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The Society for Organizational Learning, SoL, changed its name to SoL North America in November 2014.

Reflections: The SoL North America Journal is published by the Society for Organizational Learning North America. Inquiries regarding subscriptions, address changes, back issues, reprints, and permission requests should be directed to:

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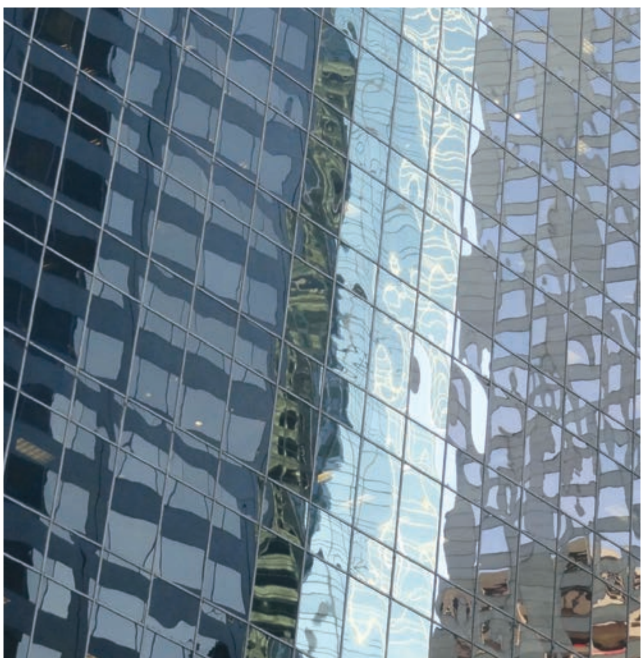

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ISSN 1524-1734
EISSN 1536-0148

Design & Production: NonprofitDesign.com

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