




WHITE PAPER

Leading Markets with Positive Impact

A Brain-Based Approach To Organisational
Impact, Strategy and Design



Abstract	2
About the Author	2
Introduction	3
A Model For Positive Impact	6
Leading With Positive Impact In Mind	9
Generative Thinking As A Strategy To Deliver Highest Potential	10
Operating A Positive Impact Growth Strategy	12
Positive Impact As A Road Map To Innovation	16
The Value Of A Positive Impact Criteria	18
Concluding Words	23
References	24

CONTENTS

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Leading Markets with Positive Impact

Abstract

The Positive Impact Model is based on research into the five levels of neural activity and escalates that up to organisational impact. It is designed to create and expand neural connections on all levels and define the impact of that thinking.

Aligned to latest neuroscience and research, the model is designed to target the mental patterns that will make the most impact in the most efficient way. Incorporating the most advanced principles of a long-term sustainability, the structure serves to provide a vehicle to effectively deliver transformational impact with accuracy and direction.

Improved clarity, motivation, focus and inspiration ensures the increased success of any commercial project or business venture. In addition, positive emotions like confidence, contentment, patient, kindness and faith are gained, strengthening personal resourcefulness. The combination of perspective and traits enable healthy, positive change to occur at the deepest neural levels.

The result is a transition from current position through continuous positive changes that elevate a business to market leadership. Defining its vision and purpose through sustainably persistent performance for a long-term positive impact.

About the Author

Rania's vision is for organisations to constantly generate their industries and excel through purposeful innovation. She believes the future of long-term customer and stakeholder value lies in innovation strategies that deliver a positive impact on financials as well as staff, society, community and the environment.

Rania is a Fellow of the Chartered Institute of Marketing, a PCC credentialed ICF Coach, the President of the ICF UAE Chapter, as well Founder of Purposeful Innovators, an NGO and Founder of Your Neuro Coach. Rania has over 20 years experience in developing people, products and strategies across a broad spectrum of industries including NGOs, banking, retail, manufacturing, franchising, logistics, media and training. She is also an Innovation Mentor for In5, Tecom and REACH, UAE.



INTRODUCTION

“I wanted to create the most robust theory to prove what I’ve believed throughout my entire working life.”

The Positive Impact Model came about for a number of reasons. The first was a challenge by a client who seemingly demanded the impossible, a guaranteed outcome from applying a new set of corporate values and associated behaviours. As a senior strategic consultant, marketer and coach, I observed my initial response of mild indignation and then thought, ‘What if it is possible to prove that positive behaviours create profit? At least in theory.’ I started working on the project with an aim to make it incorporate a tried and tested scientific model for each and every component. I wanted to create the most robust theory to prove what I’ve believed throughout my entire working life. Businesses who treat their customers and staff with high regard; nurture and develop them; support them positively and help them learn; will achieve above average market performance based around specific objective actions. Business strategy must be based on an honest valuation of the product or service delivered to the customer.

As a strategic system, it holds the answers to so many challenges of modern leadership, marketing and human resources. The most obvious being the challenge of engagement and loyalty; the challenge of transparency of social media; and the challenge of market fragmentation. On an industry level, the application can resolve industry-level challenges within industries that are in crisis like retail, creative, media and oil and gas. Taken further, I am also eager to investigate its application in government, in politics, and in education.

As I worked on crystallising my thoughts, the project grew and grew and grew. I decided to use the theories to test the theories. This paper is the result of this testing process and took on the form of a self-fulfilling prophecy.

Rania Laing, 2019

“Businesses who treat their customers and staff with high regard; nurture and develop them; support them positively and help them learn; will achieve above average market performance based around specific objective actions.”



A MODEL FOR POSITIVE IMPACT

The Positive Impact Model is the ultimate in effective sustainable change management. The model engages all five levels of human neural activity and is designed to create and expand those neural connections in a process that is ever-generative. Ideally targeted to senior executives and business owners, this paper delivers insights to aspects of generative thinking and their benefits. These include strategic thinking, problem solving, negotiation, behavior and communication.

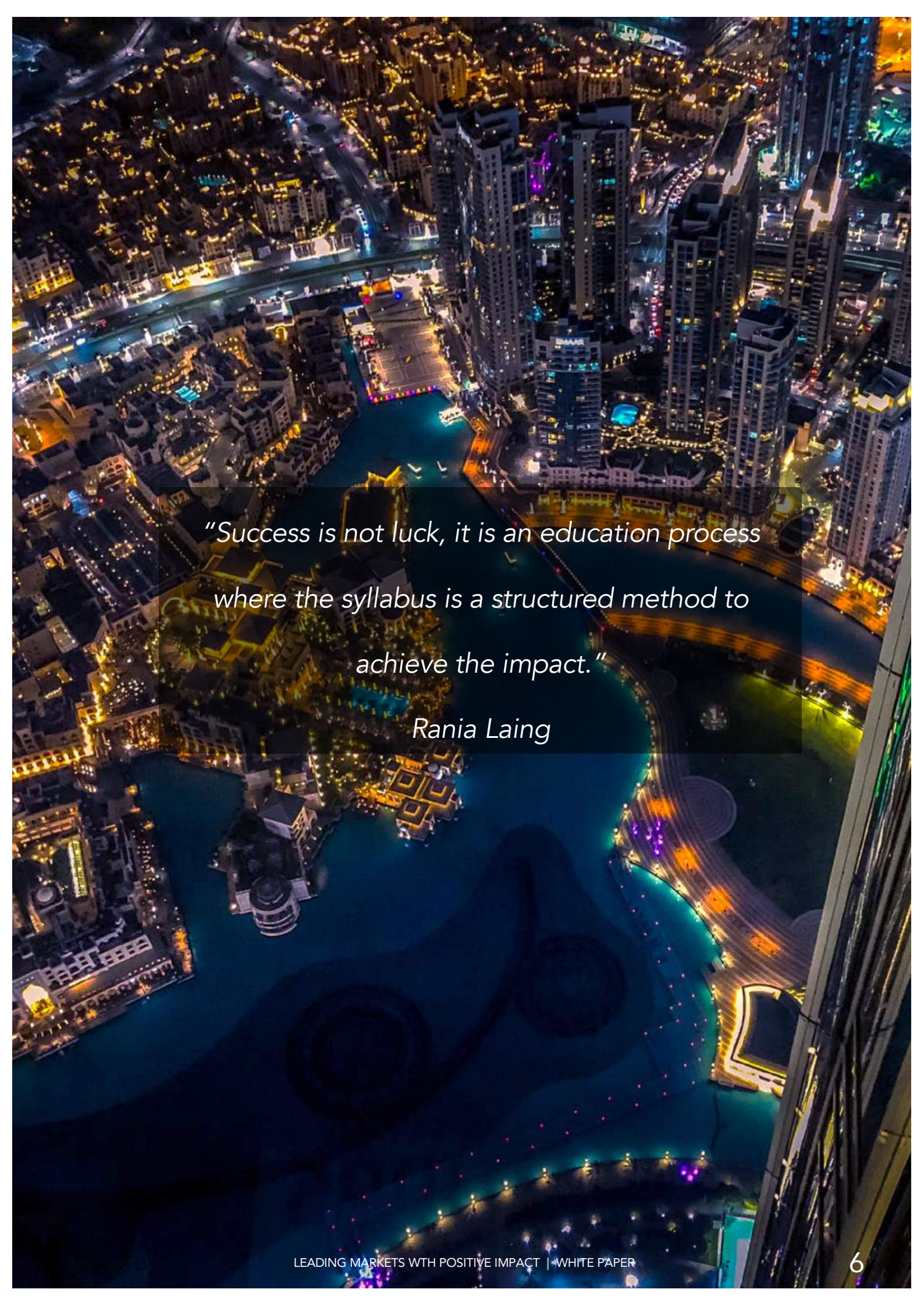
Precision thinking is critical for the optimum mental performance that is required to succeed in modern business. Just as no athlete can perform without a personal coach, no high performing leader can reach their potential without an executive coach. Precision thinking is the basis of precision comprehension, mastery of communication and leads to precision action and reaction. The cycle becomes an efficiency method that generates results in all areas of the leader's personal and professional performance while conserving energy and minimizing stress.

Aligned to latest neuroscience and research, the model encapsulates effective human mental patterns and considers the application or subject of thought across the five levels with the single aim of making the biggest impact, longest term in the most sustainable way. Like a marathon training plan, it preserves the athlete while improving strength and stamina. As with all robust business models, the structure serves to provide a vehicle to effectively deliver improvement and impact with accuracy, direction and energy.

Improved focus, motivation and inspiration ensures the increased success of any commercial project or business venture. In addition, positive emotions like optimism and trust are gained and strengthened as personal resources as well as within the culture of an organisation or community.

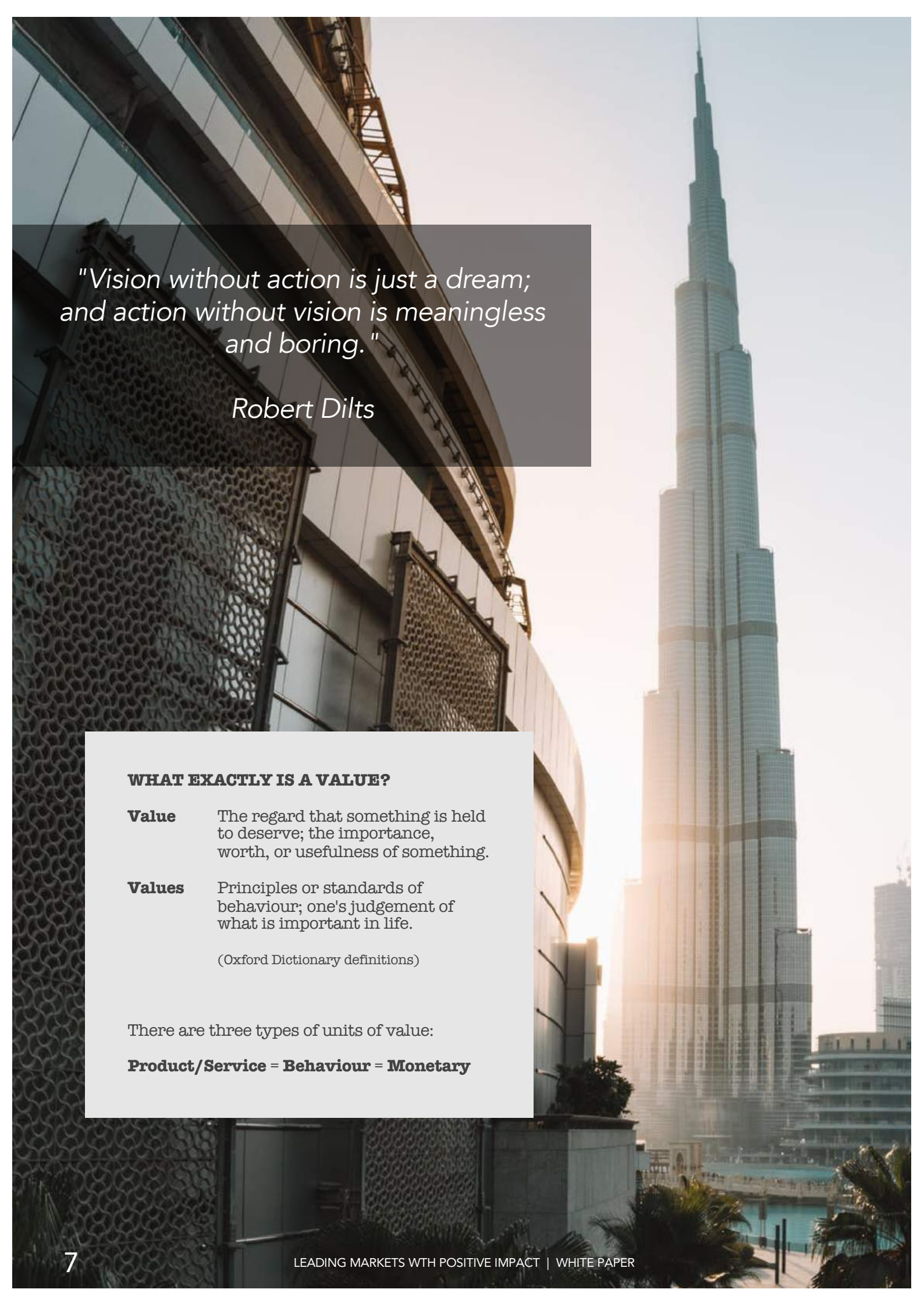
The resulting changes deliver the vision and purpose through sustainable, ongoing, ever-evolving performance for a longest term positive impact. When incorporated into coaching, facilitation and management strategies, the results become exponential. A roadmap for achieving the Fly Wheel affect (Collins, 2005), the model takes intention to a new level. The result is individual and company-wide acceptance of change and innovation, new ideas and strategies; and teams that are mentally healthy and aligned and capable of achieving the company's big positive impact vision.

For crisis management and drastic change requirements, methods can be incorporated into Board meetings and conferences, improving strategic effectiveness ahead of the top-level discussions and business planning processes.

An aerial night view of a city, likely Dubai, showing a large canal illuminated with blue and green lights. The surrounding area is densely packed with buildings, many of which are lit up, creating a vibrant urban scene. The perspective is from a high vantage point, looking down at the city.

*"Success is not luck, it is an education process
where the syllabus is a structured method to
achieve the impact."*

Rania Laing



*"Vision without action is just a dream;
and action without vision is meaningless
and boring."*

Robert Dilts

WHAT EXACTLY IS A VALUE?

Value The regard that something is held to deserve; the importance, worth, or usefulness of something.

Values Principles or standards of behaviour; one's judgement of what is important in life.

(Oxford Dictionary definitions)

There are three types of units of value:

Product/Service = Behaviour = Monetary

LEADING WITH POSITIVE IMPACT IN MIND

Leading is not telling or teaching. It's taking a lead with how to think, feel and act in a way that role models and helps others improve. The human brain needs a reference to imagine that something is possible, without this the future cannot be created. The brain operates across all contexts therefore, conceptually, the model removes the boundaries between soft skills and hard skills to focus on impact. For the human brain, value in any given situation is in the applied knowledge and the continuous learning process. Value is in the growth of neural connections, experienced as wisdom and insights.

Being conscious and mindful of constantly learning and applying new knowledge within oneself and in an organisation then becomes the generator of momentum for change. This is the primary state of being in with inventors, innovators and philosophical thinkers. To do what has been done before is to follow. True leadership breaks new ground. This demonstration of the new makes sense of the emerging future so that others can understand and grow.

Knowing the criteria which creates value for yourself and your customer is useful, however actively applying the knowledge is wisdom and that where the real positive change happens. Being aware and conscious of the process means you can develop your leadership capacity as an applied skill, which also translates into creating and increasing your own marketable value. This is not just creating a personal brand image in the conventional sense of the term, but creating yourself as an authentic product and service where your leadership ability speaks for itself in how you

conduct yourself and how you appear to others. You will never need to sell yourself nor convince others of your wisdom. Instead you will display yourself authentically with your natural behaviors that communicate what words cannot.

Thought patterns are habitual as much as physical actions. As new neural pathways strengthen, the ones that are no longer used are trimmed by the brain. This process increases momentum further and speeds up the development and ultimately, the value creation process and market leadership.

Impact is happening all the time and everywhere. The butterfly effect is wonderful illustration of this. Once you become curious and aware of impact, you will find it and it will be illuminating for you as you realise your actions and from that you will learning. Interestingly, you'll find you are already doing this but not consciously. Bringing it into your conscious mind enable you to become more purposeful in your application of your what you are learning. With that comes the ability to express your wisdom to others. This is the part that most people see in leaders, however, all too often what is expressed is not wisdom and not based on learnings, just a regurgitation of theory and jargon.

True leadership comes from mastering this entire flow of creating and applying wisdom which helps yourself and others. Using the model as a behavioral intelligence system you can perform this process with precision and persistence, develop more patience and gain hope and trust in humanity.

GENERATIVE THINKING AS A STRATEGY TO DELIVER HIGHEST POSSIBLE VALUE AND REVENUE

Since the beginning of civilization, survival has come from the fittest. In the modern age of technology, our income and means to survive comes from commerce and industry rather than hunting, however the dynamic remains the same. The ideas and inventions adopted by the next generation are those that are going to be the healthiest. Concepts that promote political, social, environmental and commercial health and improvement will also have longevity and sustainability. In other words, products and services that have a positive long-term impact will also gain from long-term customer value.

So much of politics and businesses today is focused on exhausting the route of the novel or gimmick to convince a vote or a spend, rather than the investment in developing their capabilities in innovation and re-invention. It's as if leaders have become so starstruck with technology, they've forgotten that it needs to be used for something and is not a 'something' in itself. That usage is purpose and for purpose to sustainable, it needs to deliver the positive impact.

As many industries struggle, a few are entering a revolution. Neuroscience is driving radical developments in how we understand the science of thinking. It's impact is on intelligence in all it's forms. In finance, artificial intelligence will soon be replacing the highest paid jobs. In psychology, funding for research projects is going into understanding patterns of the healthy and positive mind. And in business, finally, neuroscience is improving how we manage our staff and make commercial decisions through concepts like organisational psychology and coaching.

Coaching is an emerging field, one of the fastest growing new industries. This is fascinating because coaching takes the positive aspects of how the mind thinks and leverages them into improved performance. It can be applied anywhere there is human interaction. This scope is a major challenge for the coaching industry, as well as those that are trying to understand how to benefit from such an intangible concept.

When followed with the appropriate ethical and technical standards, coaching creates new and positive neural connections in the brain. This means through coaching, you can take control over your thinking, feeling and behaviour to achieve something incredible. You can design your own neural pathways in a way that enables you to succeed and perform - at whatever you put your intention to. The coaching process capitalises on the brain and body's natural inclination to grow towards health and soon the new positive growth starts overshadowing the old ways of thinking that used to hold you back. The brain loves it, you become stronger, more focused, and more creative.

Every time the brain makes a new connection, it gets an energy rush. So as long as you continue feeding the brain with more new positive information, it becomes even more creative and more inventive. Your quality of ideas improve, your decision making improves, your ability to relate with each other and value the contribution of your team increases. All the way through to the ideas that help your customers and the inventions that shape the future of your market.

5 more ways that new neural connections can positively transform us:

1. How your mind thinks is as unique as your fingerprint.
2. Your mind cannot process negative, critical thinking.
3. You will always get the same result, unless you change something in your thinking.
4. You can improve your thinking, and your entire reality changes.
5. When you create a positive impact, it generates a positive impact in others.

Successful businesses of the future are those that will channel the diversity and energy of their employees and customers to create a collective, healthy and generative impact for our working and social communities. Generative new thinking through coaching provides us with the starting blueprint so we can figure out how.

TRANSFORMING A CULTURE TOWARDS POSITIVE

Cultural transformation occurs over time, with all staff practicing their individual competences irrespective of departmental highest levels. Organisations should aim for staff to develop and grow within the organisation, or alternatively grow outside the business should there be limited opportunity.

Key to all cultures and separate to the hierarchy are the concepts of TRUST, OPTIMISM and PATIENCE. These are more relevant to certain competences, however, are required across all to neutralise and minimise negative patterns of intention, thinking and action.



ORGANISATION SNAPSHOT



CREATING COMPETENCY FRAMEWORKS USING THE CRITERIA

The impact model scales down to personal impact. It provides behavioral intelligence as a framework for individual performance and development. Adding context to each criteria, relevant to a role or position, it becomes a robust personal development framework for talent management and succession planning.

Individuals who practice and demonstrate the competences within their personal relationships and behaviour will progress professionally and personally.

Organisations who follow the principles will allow individuals to progress within or without the business while maintaining effectiveness and productivity.

OPERATING A POSITIVE IMPACT GROWTH STRATEGY

*"Mastering others is strength, mastering yourself is true power; knowing others is intelligence, knowing yourself is true wisdom."
Lao Tsu*

Business performance is ultimately delivered by the quality of thinking that takes place in an organisation. Leaders and managers bring their non-conscious mental obstacles into their work. These create obstacles that fall into the four categories of limited beliefs, mental barriers, blocks and blindspots. and self-image will determine the commercial success of your company. Businesses who accept external facts for poor performance do not believe they are able to offer innovations that grow the market, if they did they would not accept defeat and instead start investing in creativity and excellence. Unfortunately, what is more typical, is reactivity based on assumptions from external influences. Decisions start with cut-backs and end in a spiral of activities that put the business on the back foot, or even bust. Lower targets, less staff, lower budgets result in a slow, painful, and somewhat blind withdrawal from the market.

A redirection to the true needs of the customer and employees demands an immediate change in leadership attitude. Considering the market as a collective of humans facilitates the movement towards broadening perspective. Change occurs in all ecosystems all the time and is occurring with your customers. Practicing the examination of what has changed rather than what has stayed the same is the starting point to what will become a stream of new market awareness.



Contrary to popular belief, this is not opening a digital store nor introducing an app. Technology is a facilitator to a need, not the need itself. Customers want products and services that deliver something that attempts to meet their emerging new needs.

Creative ideas require an acceptable appetite for risk and free thinking. The word free, in this context, means free from constraint, stress and control. Allowing your most ambitious people to dream is going to be the most rewarding way to gain the most inspirational market ideas. Invest in methods to generate new thinking in your people and trust them to apply their wisdom for the good of all stakeholders including themselves and the customers. While this philosophy may fill you with fear and dread, especially if you are one of those leaders who want a guaranteed, tried and tested, result. Remember that tried and tested means someone has done it before. Even if that someone is you, it is a follower company position and will not provide you with growth.

Tap into customer ambition and get everyone in the organisation on board with an inspiring, challenging and engaging vision. Companies who invest during tough times, rebound at a faster and higher value gain when the cycle swings back. Consider what you can gain from competitors cut-backs and identify areas that customer will be underserved. This is a long-term strategic game of growth and not the market reactions that many companies are currently succumbing to.

Go public with your purpose and vision. Don't hold back to customers or staff. If your vision is robust and benefits the greater good, external downward market trends will have a minimal impact on your growth. Again, your vision needs to be robust and beneficial for everyone. If it's not, you'll come across as another gimmicky company trying half-hearted attempts to get customers to spend. Customers are wise to it and have been exposed to these

strategies before, so now is the perfect time to reinvent your market with a genuine progressive concept. Be the fresh breath of air!

You will need to quit all negativity in all levels of the company to implement your vision and get your teams delivering. From the Board and through the senior leadership teams, culture cascades from the top down. Once you are defined and determined your destination, then all minds within the business need to be functioning to get you there. This requires a positive focus at all times. That means removing all chance of distraction, politics, and poor performance. Yours and everyone else's.

Analyse how everyone in the business are spending their time, consider how effective your organisation is managed. Wastage of resource - be it time, effort or money - is leakage. Precision is one of the most underestimated executive leadership skills.

Senior leaders tend to be big picture thinkers, great at strategies and ideas. Patterns tend to be that as a leader, you read or see something and it inspires you so you get your team on the case. Then over time, the idea peters out. If you are in that trend and find that you, typically, have to micromanage the execution, or your teams struggle to get anything going, then you are suffering from a lack of precision. Precision is not about giving lots of detail. Precision is about giving clarity, structure, process and focus on performance.

Adopting a growth position means reframing your perspective on your market. It's an immediate pattern-break which you can apply today and stop your market decline. Entire markets do not disappear overnight, while major brands and businesses do. Markets shrink, adapt, and reinvent themselves. The only constant in outperforming a declining market or a growing market is the customer. Start investing in delivering genuine value to your customer and you will immediately be part of the market re-invention rather than market loss.



EVALUATION

AGAINST

CRITERIA

The evaluation process is based on an organisation's performance improvement goals. As the model is scalable from individuals to teams, territories and the entire company, the actual procedure will vary. In all cases, each competence requires definition, benchmarking, evaluation and goal setting for improvement.

For individuals, the criteria provides a definition of competences that will require practice. Depending on the criterion and context, it may also require structured training, individual or group coaching and individual self-conducted activities.

For organisations, this will involve a change management plan for improvement. Goal orientated and S. M. A. R. T. (Specific, Measured, Achievable, Relevant, Time-based), this requires attention to all internal capabilities and resources as well as processes that facilitate the ultimate commercialisation of competences while ensuring the strength of the lower competences.



ORGANISATION SNAPSHOT



USING CRITERIA FOR EVALUATION CURRENT POSITION VERSUS POTENTIAL

ORGANISATION A: AN INTERNATIONAL LOGISTICS COMPANY

- Organisation A has 42 value competences across 19 levels.
- The top three focus competences are Collaboration, Reliability and Justice. This is primarily an inherited culture and these have been the most valued aspects, communicated unofficially and unsupported by training and development.
- The biggest risk to the business is not focusing on nor considering Worth. A review of exit interview feedback will shed light on how much of a risk this is and has been with regards to talent. Ideally, a competence profile (based on criteria) of the talent exiting the business is required to evaluate lost commercial potential.
- The business is not adequately weighted overall to deliver the behaviours that will be externally valued and paid for by customers. Weighting towards internal processes overall will pull back the efforts of all those whose roles attempt to increase commercial value.
- Current Potential Marketable Value based on current emphasis is 11,228. Should the 19 levels remain the same and the competences be adjusted to be an equal spread across internal and external dynamics, the Potential Marketable Value will increase to 27,879. More than double the current Potential Marketable Value. However, this will be eroded due to Worth not being represented at all.



ORGANISATION SNAPSHOT



USING CRITERIA FOR EVALUATION CURRENT POSITION VERSUS POTENTIAL

ORGANISATION B: A GLOBAL SPORTWEAR MANUFACTURER AND RETAILER

- Overall, a good spread of competences which are well defined and communicated within the Leadership Skills Plan. The only competence not represented is Immunity which is required for potential to be met for Unification and Generation.
- While Leaders are identified, adaptations for different teams and roles within teams are not as well defined nor represented in the marketing communication.
- Other than self-driven methods with 360s, the constructive and strategic evaluation methods are not stated.
- From company communication, the organisation states 33 competences across 23 of the 24 levels.
- The top three focus competences are Humanity, Unification and Generation. These are communication under the corporate labels of Collaboration, Confidence and Creativity.
- The biggest risk to the business is not focusing on nor considering Immunity.
- Functional profiles are required to build up a better picture of the business alignment from a commercial potential.
- Current Potential Marketable Value based on current emphasis is 25,084. Should the 23 levels remain the same and the competences be adjusted to be an equal spread across internal and external dynamics, the Potential Marketable Value will increase to 28,595. Increasing the current Potential Marketable Value by 14%. However, this will be somewhat eroded due to Immunity not being represented within the behaviours at all, and so stunting the highest performance potential.

"There are two basic motivating forces: fear and love. When we are afraid, we pull back from life. When we are in love, we open to all that life has to offer with passion, excitement, and acceptance."

John Lennon

POSITIVE IMPACT AS A ROAD MAP TO INNOVATION

Effectiveness is the ability to meet best practice standards; in this case, the impact criteria. While the standards define what must be achieved, the model provides a map of how a strategy can be effective. Incorporating perspective, the Positive Impact Model is a mapping tool for the definition of a goal or vision as well as the route through, the mission, from your current position. The process is a simple way to manage highly complex phenomena in the strategy management landscape, such as the impact of time and expectation of results.

When applied to sustainable change, the model defines the adoption process and the decision-making responsibilities within an organisation for developing purposeful innovation. This also maps across to market adoption (internally by employees and stakeholders; and externally by clients and customers).

Obstacles within the level five leadership perspective will create generalizations, distortions and deletions impacting the success. Identifiable as thought patterns and behaviours that obscure an individual or group of individuals' ability to objectively apply the criteria. These can be categorized into four types based on their negative consequence: mental blocks, limiting or false beliefs, blind-spots and silent emotional barriers.

Once minimized or removed with coaching or similar thought-provoking techniques, the decision-maker is then able to engage the three aspects of managing strategic effectiveness. These are precision, persistence and patience.

These relate to the bottom three levels, in that order, and pave the way for increasing optimism and trust which relate to levels four and five.

The information in this paper is structured in a way that demonstrates the process that it presents. It follows the structure to enable the reader to comprehend the information in a way that is aligned to how the brain works. Every part of the book follows the structured sequence and incorporates all principles. As is applicable to any purpose, the model supports new applications to generate new wisdom and the contexts are infinite.

Over time the mind habitually adopts the most simple and beneficial way to understand complex situations. Where the purpose of the communication is to drive advancement, an efficient and effective receipt of information speeds up understanding and adoption of the proposed changes. Where the purpose of change is to benefit the greater good and optimisation occurs to maximise these benefits. The momentum continues indefinitely as new innovations become qualified sources that drive curiosity and discovery. The value of these become new theories that are understood from their impact on a given situation and the positive aspects recognised.

With any successful research or theory, the ability to repeat its success by repeating the process establishes the model. The expression of repeatable benefits becomes the evidence of the success and increases the uptake which over time grows the audience and the market. When new innovations become accepted, they develop from niche to mass markets as they

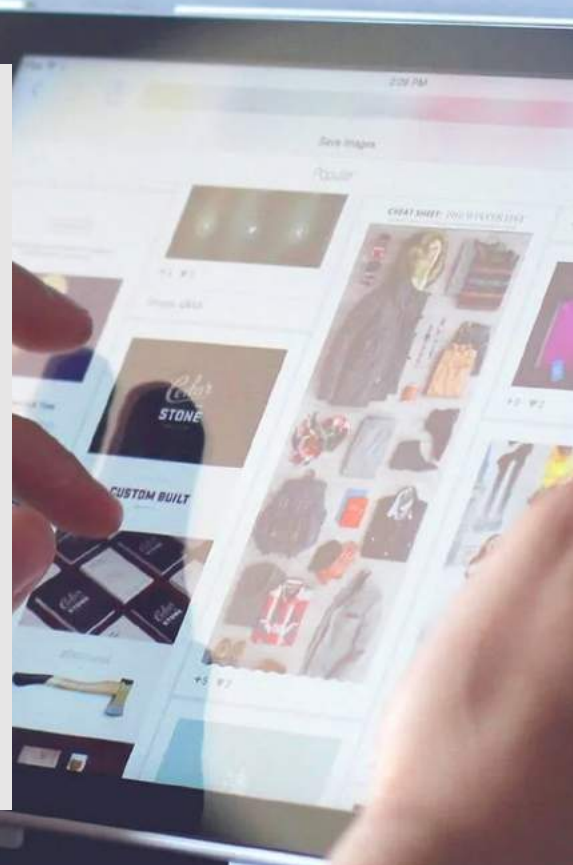
become more proven in their concept. Precision of reflection provides precision in action as new concepts benefit the collective, the positive impact on a future mass market becomes the purpose and the future success of change and innovation projects today.

VALUE DRIVEN ORGANISATIONS

Embedded in our emotional intelligence, values are recognised as a primary unconscious filter that drives our behaviour from our emotional mind.

Interestingly, values have been understood in different ways in different parts of an organisation:

Function	Value Type
Human Resources	Employee/Behavioural Values
Marketing	Brand Values
Finance and Investment	Shareholder Value
Strategy	Porter's Value Chain
Mergers and Acquisitions	Business Valuation



ORGANISATION SNAPSHOT



HOW TO CREATE IDEAL FUNCTION PROFILES

- Based on their nature and contribution to value creation within a business, ideal functional profiles can be defined and a functional BI Charter created.
- Each function has a maximum possible impact level and certain lead competences critical to their performance.
- For each of the competences, a lead support function and a lead primary function are identified. This ensures an effective value system and the major channels to move value are created.
- Additional shadow competences are allocated to support functions only. Shadow competences must be supporting commerciality and therefore are the competences with marketable values.
- Primary functions do not have a system requirement for shadow competences

THE VALUE OF A POSITIVE IMPACT CRITERIA

The purpose of establishing a criteria for impact, strategy, organizational structure, innovation and change is to define the ultimate goal for standards of any personal or industry best-practice and use it for strategic decision-making. Starting with current knowledge, best practice simply provides a shortcut to enable new and generative patterns to emerge. The criteria then becomes useful for benchmarking as well as ambition, a way of defining where you are against your potential. The generative thinking process needs to be a blank canvas with the broadest perspective in order to transfer knowledge from one context to another, bringing new dimensions to the current body of knowledge.

There are no secrets to credible sources of research and development, academic robustness of findings is based on the premise that theories acknowledge the published findings of previous academics and leverage new theses from these.

The algorithm created for developing innovation becomes the definition for its success. The orientation towards collective advancement also means that the algorithm cannot be used for any other purpose. Hence, the resulting value delivered, is important to our collective progression so becomes sustainable, paving the way for future mass market popularity. It's a system that allows innovators to truly invest in generating new ideas for the greater good, focused on delivering concepts that are designed for future acceptability by the majority/mass market.



Strategically, the hierarchy shows promise in answering many challenges faced by modern businesses, particularly marketing and human resources functions that are frequently expected to change the outcomes and break the status quo by magically hiring higher calibre people or making a ground-breaking product or market discovery. The criteria promises to resolve the challenge of engagement and loyalty; the challenge of transparency of social media; and the challenge of market fragmentation. On an industry level, the strategic application shows promise to help resolve industry-level challenges within industries that are in crisis like retail, creative, media and oil and gas. Taken further, it's application for positive impact in areas like education, government, and politics is exciting and a potential revolutionary game changer.

OVERVIEW OF CRITERIA

Level	Type	Criterion	Description	Relative Value	Volume	Force/ Impact	Marketable Value	
Level 1	Resource Potential	1	Worth	Evaluation of external environment	0	1	0	0
		2	Commitment	Ability to concentrate and focus	1	2	0	0
		3	Respect	Acceptance of self and others	2	3	0	0
		4	Accountability	Answerable with regards to actions	4	4	1	16
		5	Collaboration	Co-operative with others	6	5	2	60
Level 2	Transactional Potential	6	Regulation	Ability to adjust actions and reactions	8	1	0	0
		7	Autonomy	Thinks and acts independently	11	2	0	0
		8	Courage	Faces challenges without fear	14	3	0	0
		9	Flexibility	Adaptable to external dynamics	17	4	3	204
		10	Uniqueness	Singular in combining traits and characteristics	21	5	4	420
Level 3	Functional Potential	11	Reliability	Dependable for accuracy, honesty, achievement	25	1	0	0
		12	Passion	Motivated, enthusiastic or strong want	29	2	0	0
		13	Security	Confidence in self and ability	34	3	0	0
		14	Creativity	Transcends traditional thinking	39	4	5	780
		15	Excellence	Superior quality of delivery	44	5	6	1320
Level 4	Strategic Potential	16	Transparency	Candid, frank and open	50	1	0	0
		17	Harmony	Ability to achieve a state of congruous	56	2	0	0
		18	Justice	Guided by truth, reason, fairness	62	3	0	0
		19	Responsibility	Ability to make moral decisions	69	4	7	1932
		20	Integrity	Adhering to moral principles	76	5	8	3040
Level 5	Impact Potential	21	Humanity	Acting in favour of the collective	83	1	0	0
		22	Immunity	Resistance to negative external forces	91	2	0	0
		23	Unification	Ability to combine into mutual gain	99	3	0	0
		24	Generation	Brings into creation/being	107	4	9	3852
		25	Expansion	Advances with others to create a new concept	116	5	10	5800



ORGANISATION SNAPSHOT



EFFECTIVE STRUCTURE AND ROLE DEFINITION BY IMPACT LEVEL

When introducing initiatives within a function, the criteria are relevant to ensuring organisational effectiveness and should be used for definition in PDPs, KPIs and evaluation tools and according to the contribution level.

	Level 1	Level 2	Level 3	Level 4	Level 5
	Individual	Team Member	Manager	Leader	Executive
Roles	Worth	Regulation	Reliability	Transparency	Humanity
Processes	Commitment	Autonomy	Passion	Harmony	Immunity
Structure	Respect	Courage	Security	Justice	Unification
Strategy	Accountability	Flexibility	Creativity	Responsibility	Generation
Specialist Skills	Collaboration	Uniqueness	Excellence	Integrity	All

"A leader will find it difficult to articulate a coherent vision unless it expresses his core values, his basic identity. One must first embark on the formidable journey of self-discovery in order to create a vision with authentic soul."

Mihaly Csikszentmihalyi



ORGANISATION SNAPSHOT



USING THE POSITIVE IMPACT MODEL FOR BRAND REPOSITIONING AND ORGANISATIONAL REMODELLING

ORGANISATION C: A REGIONAL TELECOMMUNICATIONS COMPANY

Level Five: The Re- Defining Of A New Vision

“Bringing Excitement to the Wonderful World of Human Togetherness”

A level five vision describes the impact in a way that illustrates the organization’s intended legacy. Immediately, leaders can see whether activities are aligned to achieving their vision or simply a distraction from them and the business.

Level Four: Becoming Purposeful In the Company Mission

“Developing Human Potential Through Innovation”

A purposeful mission brings instant clarity to behaviours, objectives and strategies. When crystallised in the mission statement, it can become the filter for all actions and decisions. Focusing the teams in this way, reduces stress and conflict, increases motivation and improves engagement and excitement across the organisation.

The Mission Landscape

Level	Description	Purpose
5	Impactful	Greatest Positive Impact For Greatest Collective Gain
4	Directional	Positive Intention And Strategic Purpose
3	Functional	Operational Effectiveness And Structure
2	Transactional	Efficiency Processes And Exchanges
1	Individual	Assets, Components, Resources

Creating a five level mission ensures a defined path through to the organisation’s vision, in a way that eliminates all distractions and ensures focus on the goal.

The five levels are aligned to how the brain works as well as representing the optimum in organisational structural effectivity, as defined by Collins. (*Good to Great*, 2005)



ORGANISATION SNAPSHOT



USING THE POSITIVE IMPACT MODEL FOR BRAND REPOSITIONING AND ORGANISATIONAL REMODELLING (CONTINUED)

ORGANISATION C: A REGIONAL TELECOMMUNICATIONS COMPANY

Level Three: Creating A Culture of Invention and Innovation

Level	Description
5	Optimum Value Creation
4	Leadership Strategies
3	Culture And Structure
2	Product/Services Attributes
1	Behaviourial Competences

Smooth operations require clear structure as well as efficient processes and product/service satisfaction. The five levels were used to bring precision to the structure so that a flow of effort can be elevate up and cascaded down through the organisation, effectively adding value as it does.

Creating A Generative Hierarchy Of Values

Belonging

Integrity

Radiance

Excellence

Heart

Uniqueness

Flexibility

Certain criteria hold more potential value than others, based on delivering our essential human needs. The brand repositioning allowed the criteria to determine the brand values and acknowledged this hierarchy. The

order is important as the lower values are essential to delivering the top.

Level Two: Engaging The Value Drivers

Value drivers are the skills required to embed the competences of each level. This creates an efficiency to the change adoption process. Productivity supported by robust processes ensures this continuous influence and resulting output that can be constantly monitored to provide vital information for tracking cultural value creation and exchange. Conscious and selective micro-decisions supports the concept that constant incremental value improvements are possible to make major impact.

Level	Description
5	Trust
4	Optimism
3	Patience
2	Persistence
1	Precision

Level One: Designing the Change Plan

Any concept, however impactful in theory, must transition into tangible actions to make a difference. For Organization C, a comprehensive plan was created that systematically cycled an ever-improving, data driven change strategy.

CONCLUDING WORDS

We live in a world where everything is seemingly easy. Apps are making our lives more seamless. Online services are growing at a rate of over 20% year on year, according to Statista. You no longer need to problem solve your daily life. At the same time diseases like Alzheimer's are sadly on the increase. In this age of artificial intelligence and social networks, it's as if we no longer have a reason to develop our mental, cognitive and social skills. As we grow out of old neural pathways, we are not creating new ones. At the same time, industries like retail and FMCG are in crisis, unable to innovate nor engage. As a society, we are playing the same old record and expecting miracles. We have reached a stage that we don't just need to change the record, we need a whole new system to play music from.

For societies to advance and businesses to grow, we all need to play our part. When anything becomes conventional, then it's already obsolete. Everything that we know as accepted by the mass market is already outdated. If your business is dependent on the masses then you are in trouble. This challenge is compounded in the Middle East by a primarily franchised and licensed market across many industries. The business model is reliant on a tried and tested methods. In other words, it trusts totally on convention. This risk has not even been recognised by business leaders, let alone taken on as a challenge to be solved.

In order to bring something new to your customers, you need to break tradition. Which is not going to happen when you insist on following the same strategies you have always followed, or hire people and ask them to do the same job that they did in their previous role.

The dynamics of creativity must be better understood and valued within corporations in order to have some sort of sustainable existence and long-term growth.

Creativity is a continuous process. It's an open investigation where you take elements that are known and applying new ideas to find out what happens to the result. All aspects of the daily running of a business from strategy development, applied technology, team structures and new products and services must be subjected to this, all the time. Changing results become the new known elements and the process continues.

It requires a loss of control and zero leadership ego to create this continuous ability that develops and grows in oneself and supports others. It's more akin to scientific experimentation rather than traditional business management. Suddenly, exciting things start to happen when you focus on the 'what if' and this sense of true curiosity can never happen in a climate of fear and failure. You need to let yourself and your teams off the hook. Get them involved and interested in the experiment. No-one knows the outcome but engagement and loyalty statistics will go through the roof!

Give your new development a chance. Understand the adoption rate (Rogers, 1983) and use it to succeed. It means marketing to a minority. That requires focus and precision. Innovators and Early Adopters will account for only 15% of your total customer base. Reaching them with new products is crucial and you cannot do that with mass communication or traditional means. The answer to how you go about your new strategies will emerge from that same application of curiosity.

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*“Innovation is seeing what everyone has seen and thinking what nobody has thought.”
Dr Albert Szentgyörgyi*

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