



Catalytic Mechanisms

Effortless Ways to Change Behavior for the Better . . . for a better World

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Leading Large, Complex Projects, with Lots of People

The Million Piece Puzzle



Image Ref: Purchased from iStockPhoto.com

The 1,000,000 Piece Puzzle Challenge

- You are in a state-of-the-art football stadium.
- There's a 1,000,000 piece puzzle to be built accurately, and as quickly as possible.
- The puzzle-building team consists of 1,000 people.

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REAL EXAMPLE

A Somewhat Unsatisfying Solution

September 30, 2008 - 6:29AM

1,141,800 Pieces

15,000 People

Organizations are Designed to Fail



TOPS

External Stakeholders:

- Customers
- Suppliers
- Distributors
- Retailers
- Partners
- Regulatory Agencies
- Communities
- Government



MIDDLES



BOTTOMS



How to Lose Weight

I will do anything to lose weight, except exercise and eat less.



som^{ee}cards
user card



Image Ref: istockphoto

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Making the desired behavior automatic.

Achieving results through the willing cooperation of individuals.

Influencing Decisions and Behavior

CATALYTIC MECHANISMS

Train Ticket Gate



Piano Stairs



Encouraging Recycling



No Need for a Sign Saying “Use This Roll First”



Even
better . . .



Toilet Targets Improve Accuracy



Shadow Board at Alcatraz



Ref: A Factory of One, Daniel Markovitz

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Binder Organizing



Figure 4.3 Three-ring binders with diagonal tape.

Ref: A Factory of One, Daniel Markovitz

How to Get People to Talk to You



Granite Rock Short Pay

Customers who are not completely satisfied with anything can reduce their invoice payment—without returning product!



Nucor Steel

Nucor has created a culture of intense productivity: 5 people do the work that 10 people do at other steel companies, and get paid like 8.



3M

3M's catalytic mechanism urged its scientists to spend 15% of their time inventing in the area of their choice.

Sales and earnings increased more than 40-fold.



School Bus Rowdiness





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How to get kids to be quiet during storytelling?



INNOVATION SOCKS

People Who Wear Crazy Socks Are Rebellious, Intriguing And Successful



Like 562K

562k
SHARES



John Haltiwanger
on **JUST THE WAY YOU ARE**

Jun 8, 2015
11:49am

Chief Socks Officer



Innovation Socks Contest on 7th Dec 2015 @ Tokyo



Man with the best innovation socks!



Man with the lowest innovation socks!



Japanese Businessmen in Tokyo



Achieving complex results in simple ways.

Simple rules for individual behavior lead to sophisticated outcomes in systems.

Self-organizing Systems and
EMERGENT BEHAVIOR





Meerkats – Cooperative Rodents

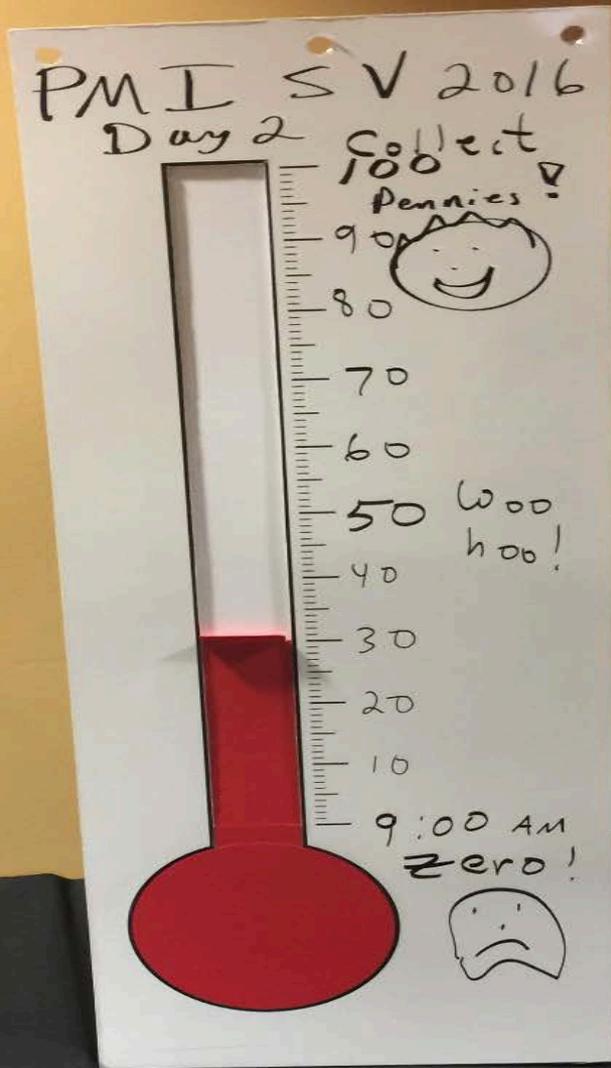
- Even something as complex as cooperation can arise if it is easier, and in the selfish best interest of the individuals.











PMI Silicon Valley Penny Collectio n

Why Struggle?

Examples of Stubbornness

Turning Off the Lights



Running Out of Gas



The 1 Million Piece Puzzle and the 1,000 Person Team

What's the most effective way for 1,000 people to assemble a jigsaw puzzle with 1,000,000 pieces?



PMI Silicon Valley Puzzle



Systems Thinking at Work

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"Our ideas of cooperation will never be the same."
—*The Wall Street Journal*

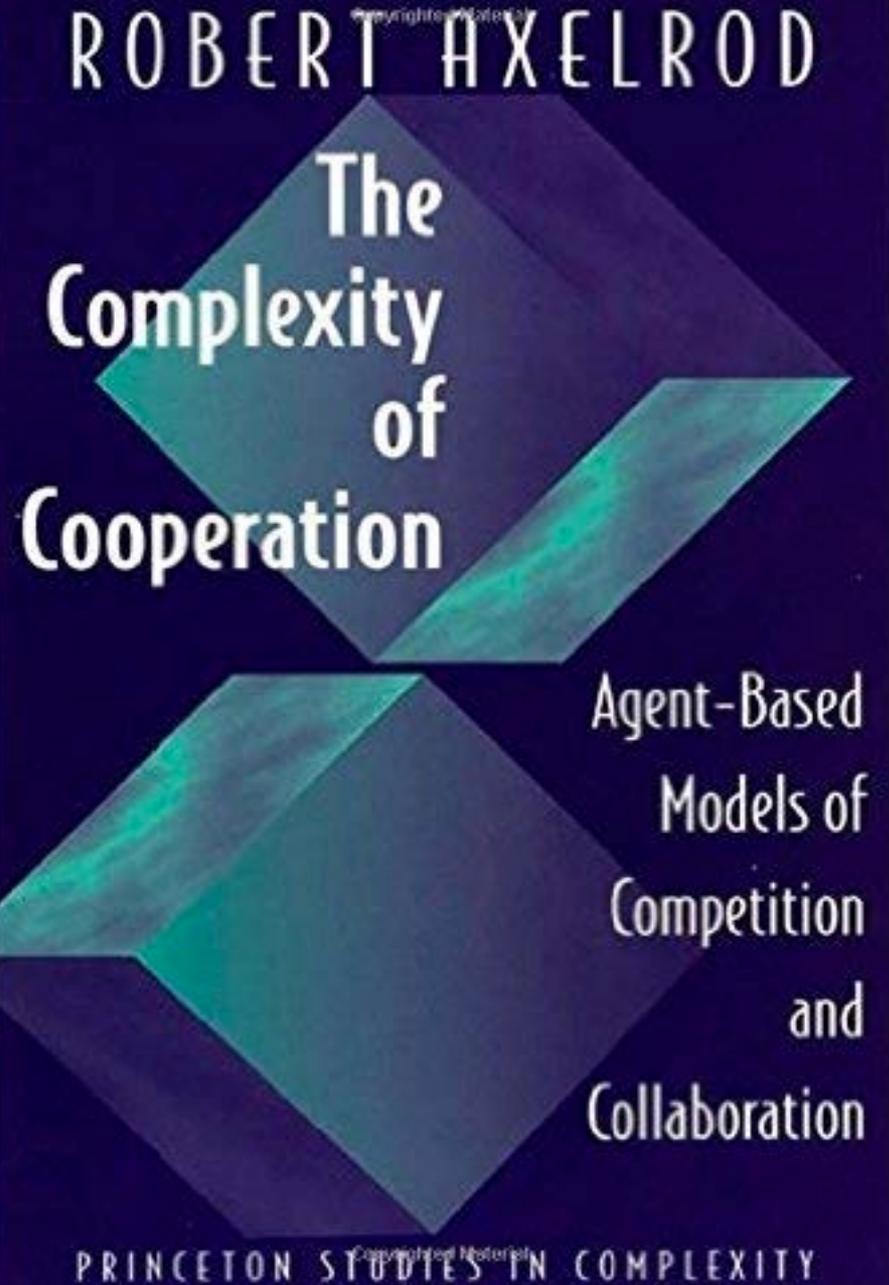
REVISED EDITION

THE EVOLUTION OF
COOPERATION

Robert Axelrod

With a new Foreword by Richard Dawkins

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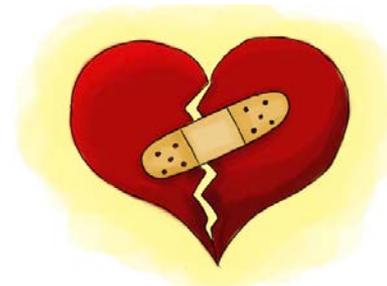
Optimal Individual Strategy



Be nice



Be provoke-
able



Be forgiving



Be hopeful
of positive
change

Cost and Schedule Mystery



A park in Hawaii was hit by severe flooding, which destroyed an access road. The profit of local business owners was threatened. The local government estimated that it would cost \$4 million and take 2 years to fix.

Local residents could not wait for the government, so they fixed it themselves.

How long did it take?
How much did it cost?

What Does it Take to Fix a Bridge?

A Bunch of Motivated People & About a Week



Business owners were tired of waiting for government help, so they and residents on the island took action.

They completed the repair job for **free** with donated materials in a only **8 days**.

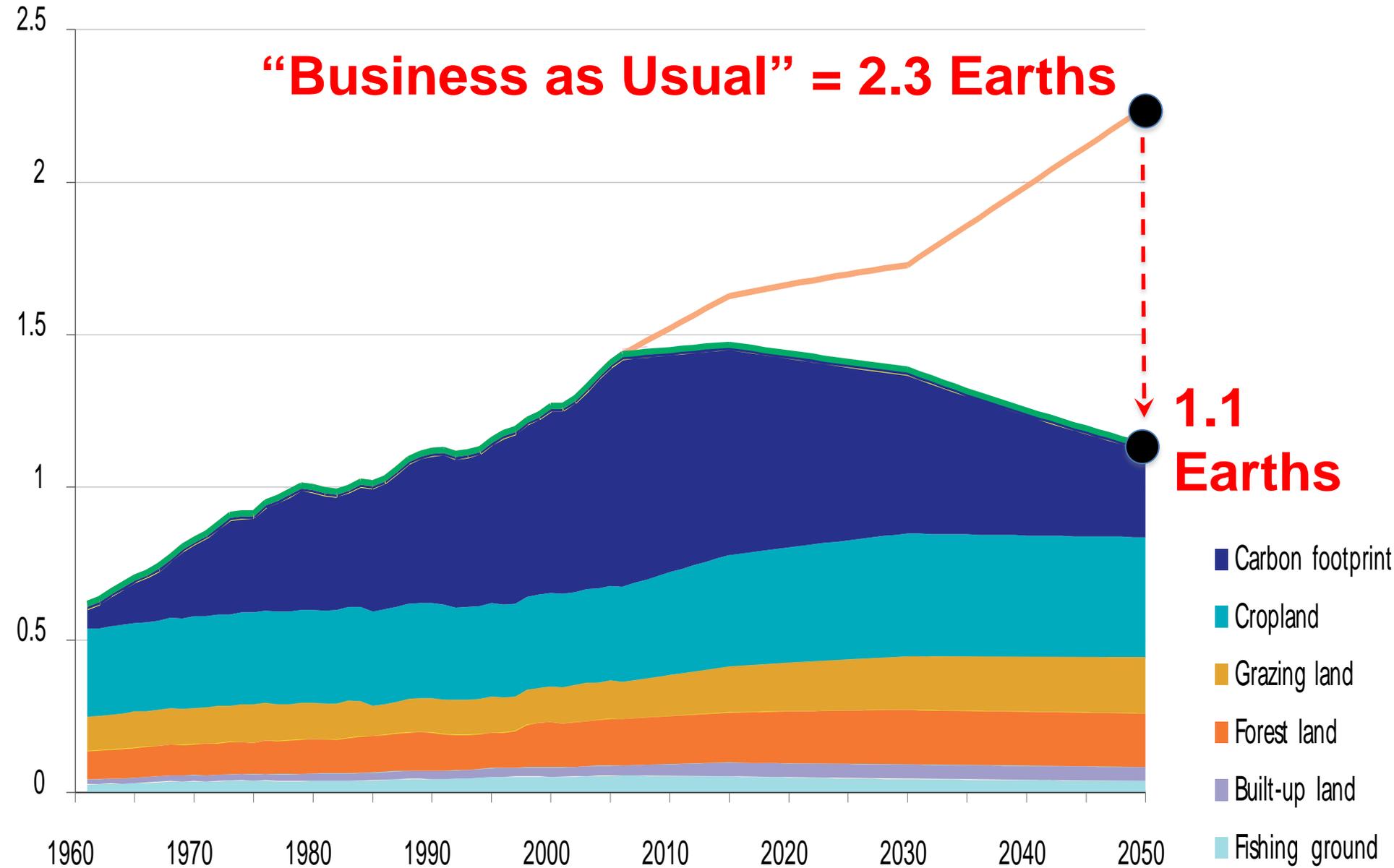
Knowing \neq Doing





“No one has to change. Survival is optional.”
- W. Edwards Deming

How Many Earths Will We Need in 2050?



“Business as Usual” = 2.3 Earths

1.1 Earths

A collaborative effort involving 29 companies



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about the world." —Steven D. Levitt, coauthor of FREAKONOMICS



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*Thank
you!*

If you are interested in more
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about anything in this presentation,
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Inspired Organizational Cultures

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Kimberly Wiefling is the Founder and President of Wiefling Consulting, co-founder of Silicon Valley Alliances, and author of the irreverent book, *Scrappy Project Management*, which has been translated into Japanese by Nikkei Business Press. A scientist by education, she earned an MS in physics and a BS in chemistry and physics. Kimberly helps individuals, teams and organizations achieve what seems impossible but is merely difficult. She's a force of nature—the good kind!—and determined to transform Planet Earth one inspired and engaged team at a time!

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Scrappy Project Management

土壇場プロジェクト 成功の方程式

回避可能な12の落とし穴



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Kimberly Wiefling
田中健彦・訳

さあ進もう、 「ど根性」で行こう!

可能性が厳しく、どう見ても不可能に見えるときでも、
一筋の光明を見出して結果を出すための、知恵を凝縮

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