

it is 2000...



mindshift



mindshift

2005

change of strategy

mindshift



mindshift

April 2008

THE



TI



Max 18C, min 5C

Tuesday September 16 2008 timesonline.co.uk No 69430

Lehman collapse sends shockwave round world

Shares and oil prices plunge, thousands lose jobs

by Duncan Economics Editor

rs of a global financial meltdown w yesterday as the world's biggest krupcy plunged markets into noil.

vestors were left reeling as the pt demise of the Lehman Broth- investment bank sparked the est shake-up on Wall Street in ides.

nother of US capitalism's biggest tutions, Merrill Lynch, is to be lowed by Bank of America in a billion takeover to save it from ise.

res fell as fear spread through ancial system. Central banks un- urgent measures amid concerns e world economy was entering gerous new phase. The Bank of d injected £5 billion of emer- lending into money markets.

5,000 Lehman staff in Britain

**are now
questionably in
worst financial
since the
Depression'**

laletsky, page 24

article page 2

ker page 5

Dow Jones industrial average was down 300 points, or 2.6 per cent. Sentiment was also bolstered by steep falls in oil prices, which dropped by more than \$5 a barrel to \$96, closing under \$100 for the first time in six months and raising hopes that cheaper fuel would ease economic stresses on Western nations.

However, by close of trading the Dow had fallen by more than 500 points — its biggest one-day drop since the reopening after the September 11 attacks — as concerns mounted over the world's largest insurer. Shares in American International Group (AIG), which sponsors Manchester United, fell by 45 per cent after it made an unprecedented approach to the US Federal Reserve for \$40 billion in emergency funding.

Last night the Fed asked Goldman Sachs and J P Morgan Chase, two of Wall Street's remaining big banks, to head a \$75 billion emergency package to keep AIG afloat.

As central banks battled to stabilise the system, the Fed eased its rules for emergency lending further. It announced that it would accept company shares in return for crisis loans for the first time. In Frankfurt, the European Central Bank injected €30 billion in emergency funds into eurozone markets.

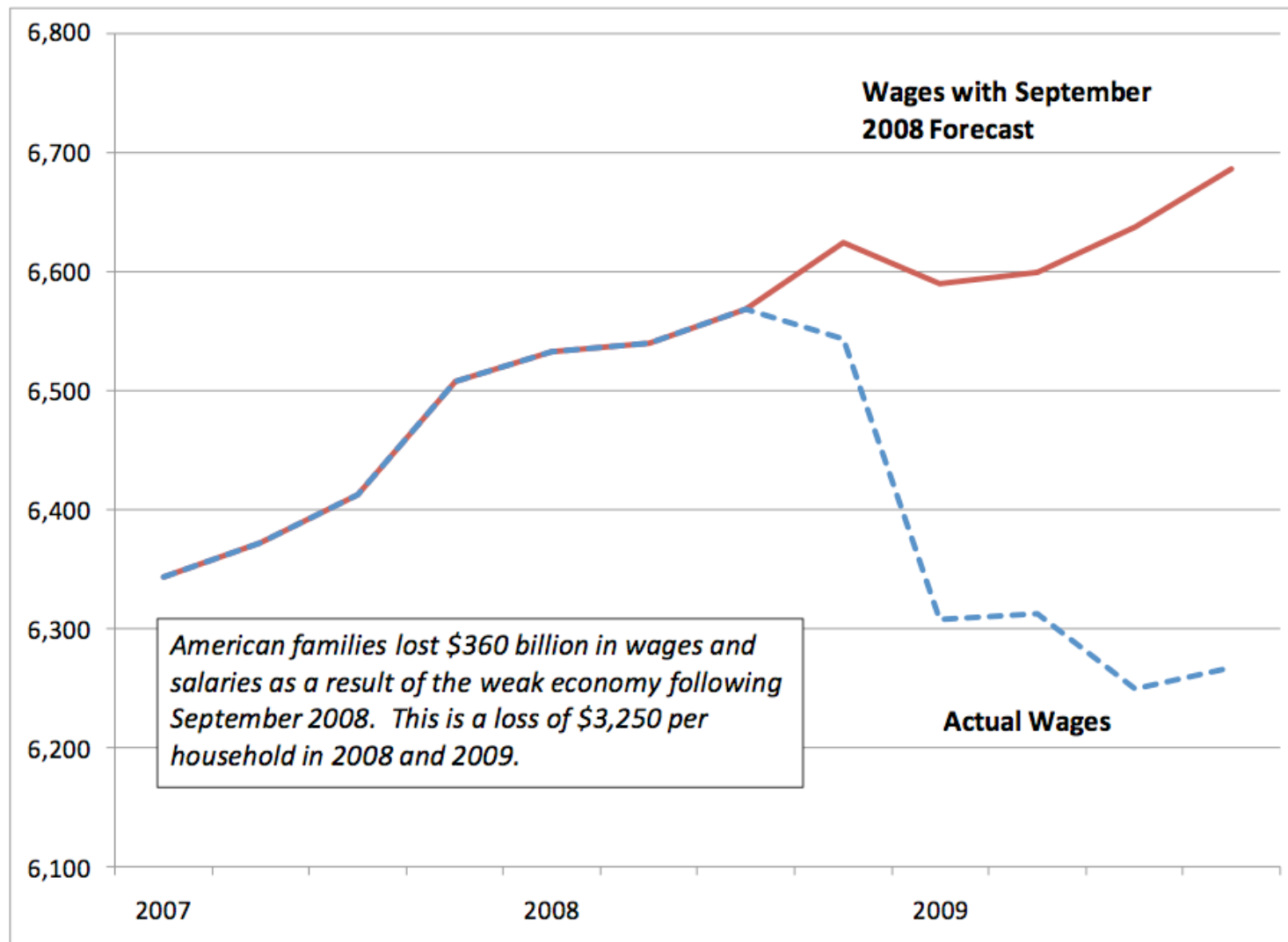
A group of ten global banks also attempted to foster calm among



KIRSTY WIGGLE

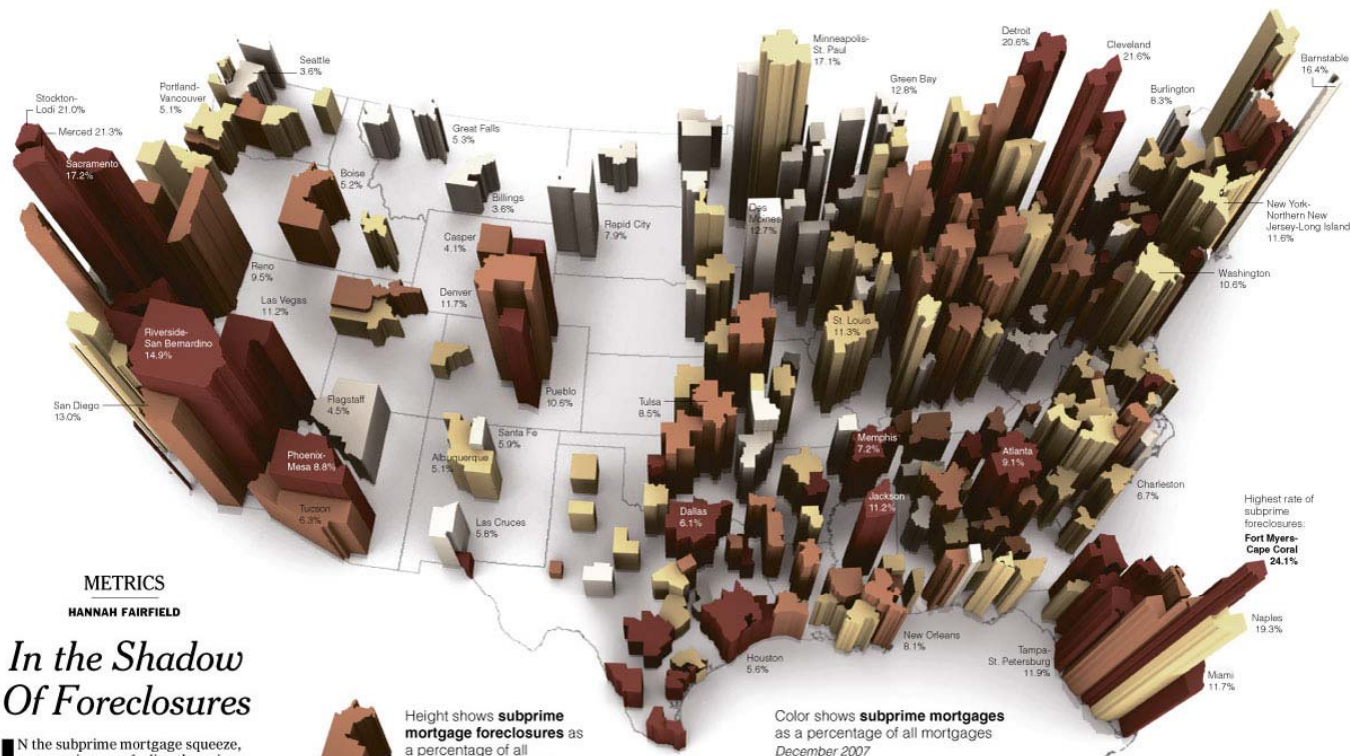
mindshift

Figure 3: Impact of the Crisis on Wages



Note: Wages in billions of 2009 dollars.

401K to 201K



METRICS

HANNAH FAIRFIELD

In the Shadow Of Foreclosures

IN the subprime mortgage squeeze, some regions are feeling the pain more acutely than others.

Although many Southern metropolitan areas have high percentages of subprime mortgages, homeowners in those areas have largely been able to pay their bills, so subprime foreclosure rates are low.

Not so in the Rust Belt, where subprime mortgages are less common but foreclosure rates are sky-high, mostly a result of rising unemployment.

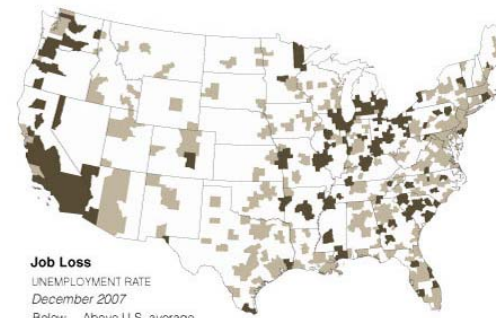
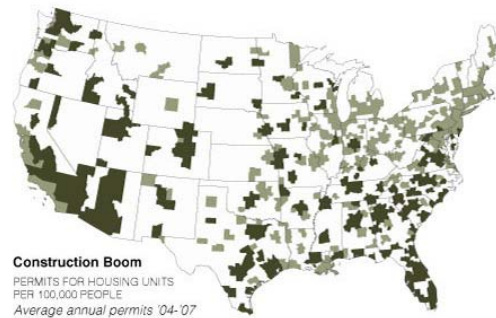
And overbuilding in regions of Florida, California and other states with housing bubbles lured overeager residents to become speculators, buying up several homes with the expectation that their values would rise. Getting subprime loans was all too easy.

But paying the loans as housing prices fall is all too hard, and many economists believe that foreclosures will continue to rise.

"The collapse will affect other markets, like New York, Boston and D.C.," said Dean Baker, co-director of the Center for Economic and Policy Research. "Suburban areas near those cities are already seeing prices plunge."



Height shows subprime mortgage foreclosures as a percentage of all mortgages in metropolitan areas December 2007



Sources: First American CoreLogic; LoanPerformance; Bureau of Labor Statistics; Census Bureau

THE NEW YORK TIMES

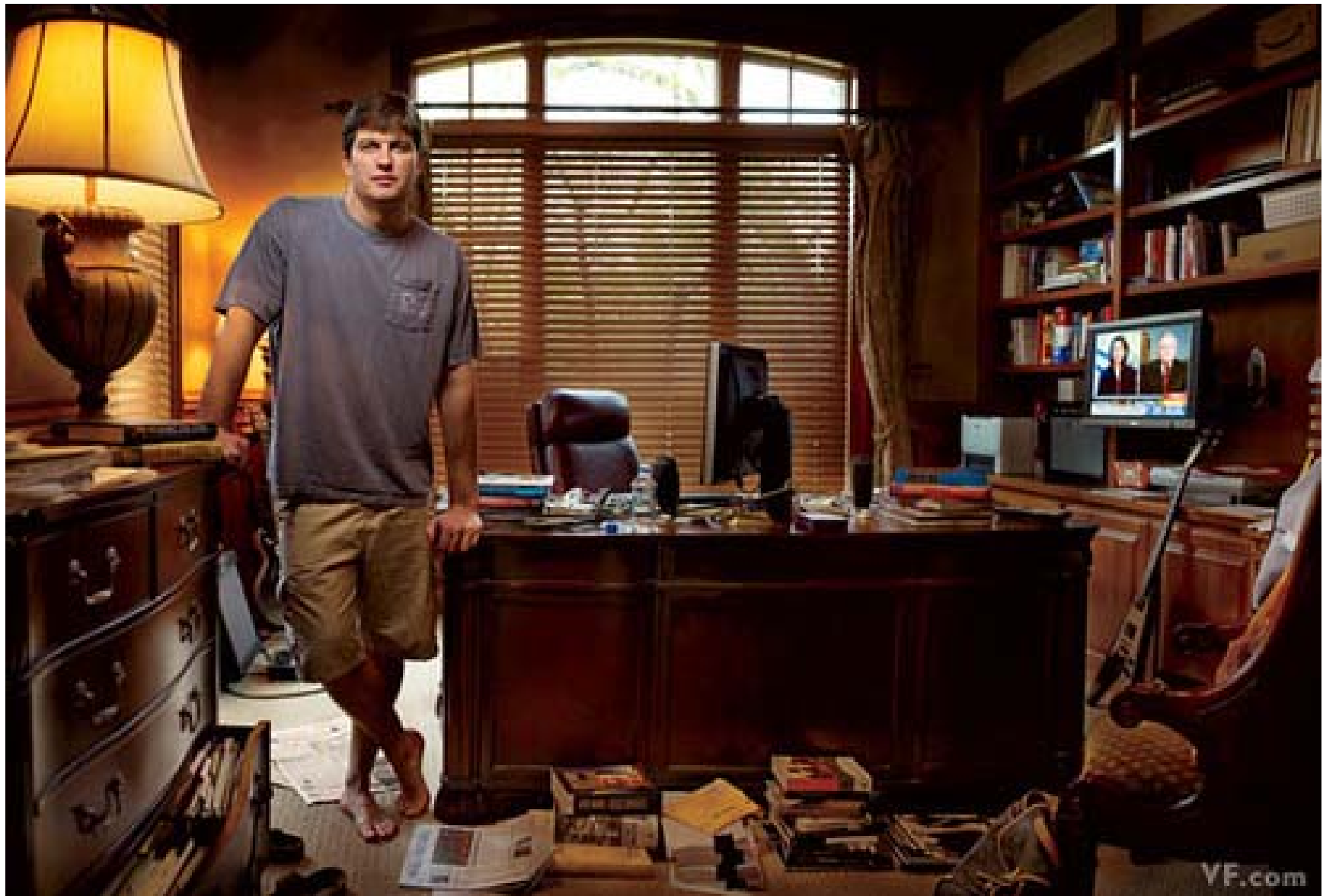
What did he see?

New Rules = New Game

- The Game Changed – S.T.E.E.P.
 - Technology - derivatives
 - Economics - cheap Chinese dollars = cheap credit
 - Politics – no doc/low doc
 - Policy always lags capabilities
- Gaming the System (credit default swaps)
- Cycle Time - 5 year ARM
- Event Triggers – Lehman collapse
- The Opposite Effect – Greenspan predicts

Why did he see it?

Aspergers



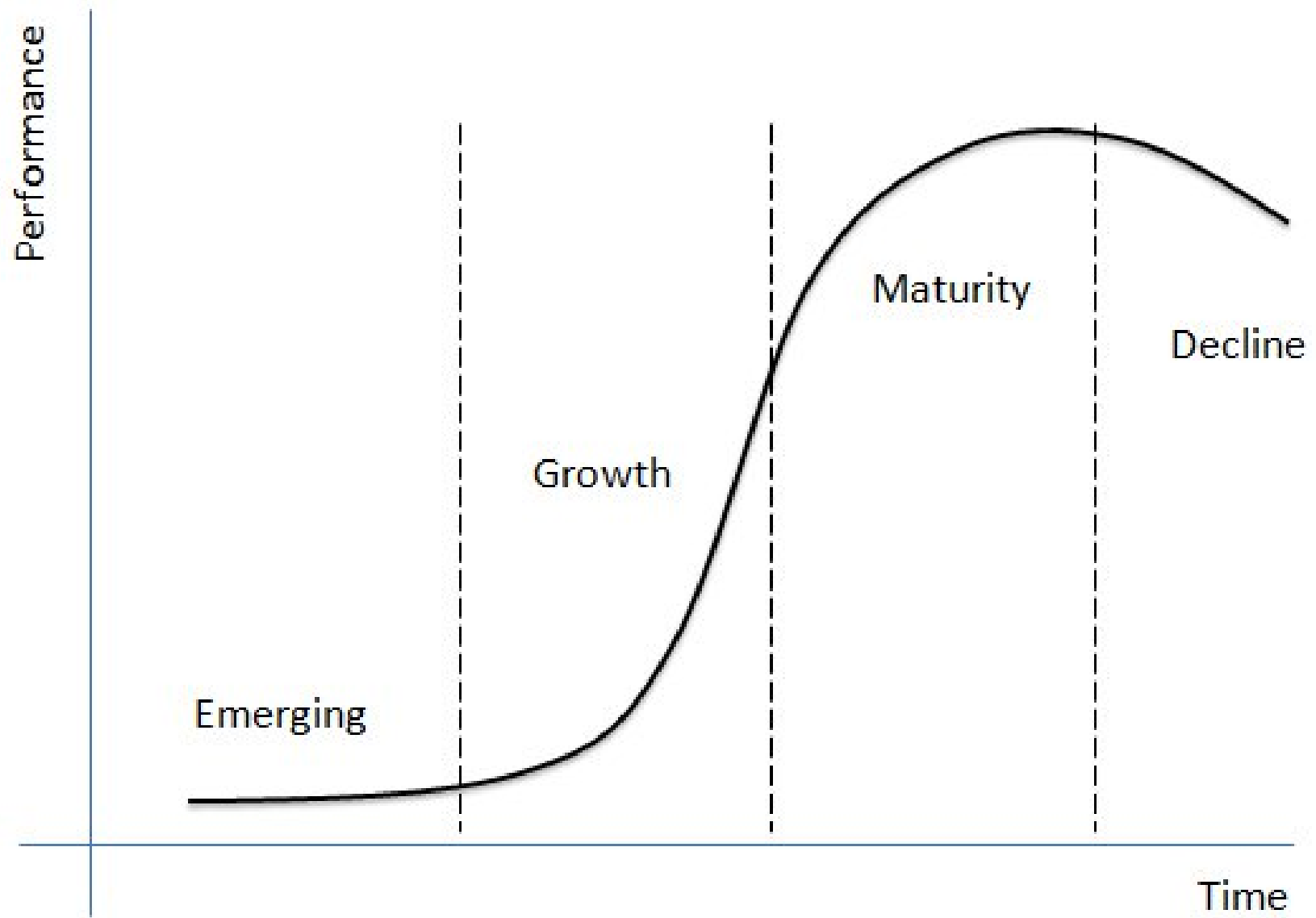
mindshift

\$1.00 = \$500

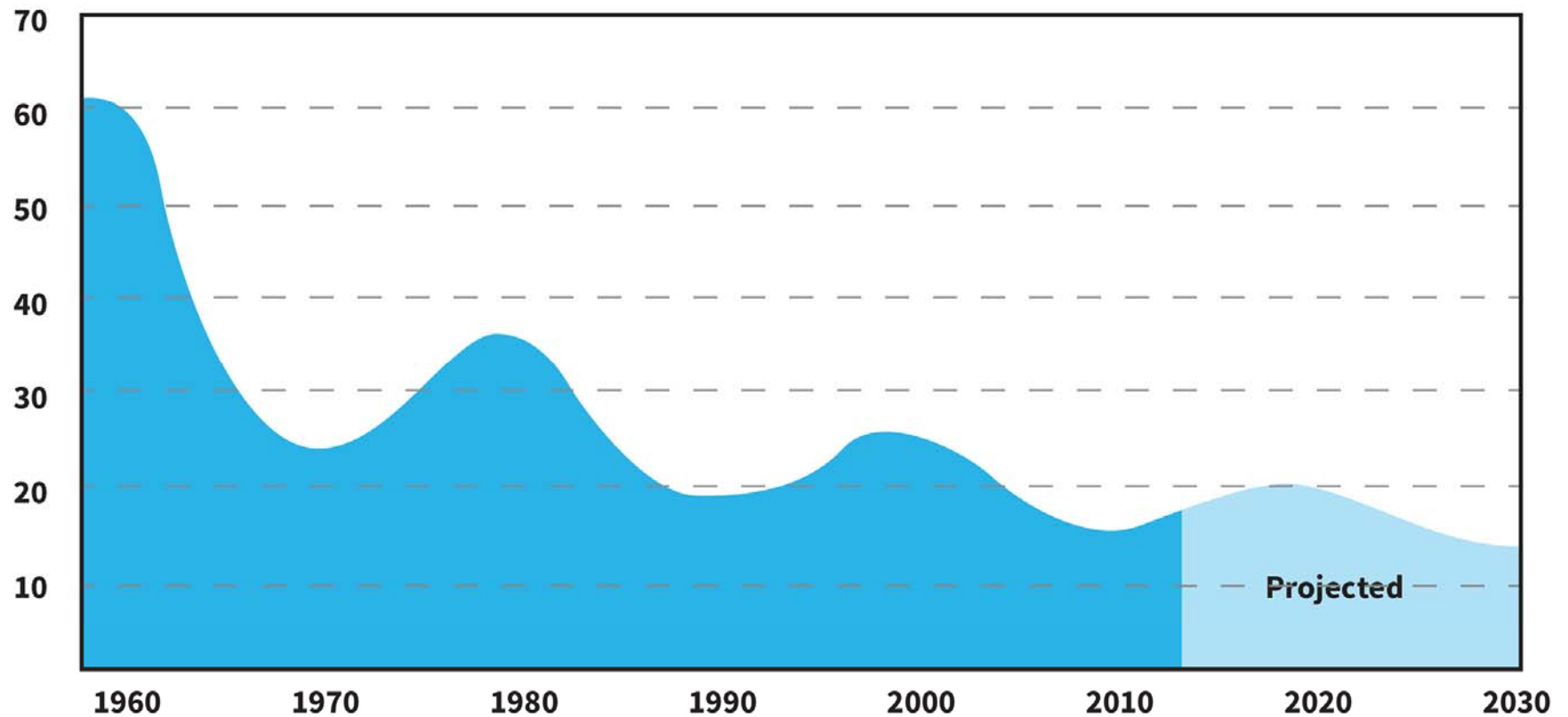
\$1.00 = \$.50



mindshift



Average company lifespan - S&P 500 Index



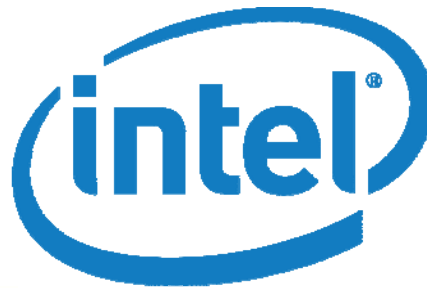
Source: Creative Destruction by Foster and Kaplan



sears



MOTOROLA



SONY



RadioShack®

mindshift



TARGET®

Disintermediation = No One in the Middle

1. iTunes
2. Amazon
3. Wikipedia
4. Reddit
5. AirBnB
6. Uber
7. Liquid Space
8. Ebay
9. Netflix
10. Yelp
11. Simple
12. Pandora/Spotify
13. Youtube
14. LinkedIn
15. Kickstarter
16. Kindle

Time for a Poll

How many have experienced any of these? (mark yes besides any that apply)

- A new job
- A new boss
- A merger or acquisition
- A new career
- Your company closed its doors
- A health crisis for yourself or family member

An Era of Smooth Sailing



VUCA

Volatility
Uncertainty
Complexity
Ambiguity

Now More Like the North Seas



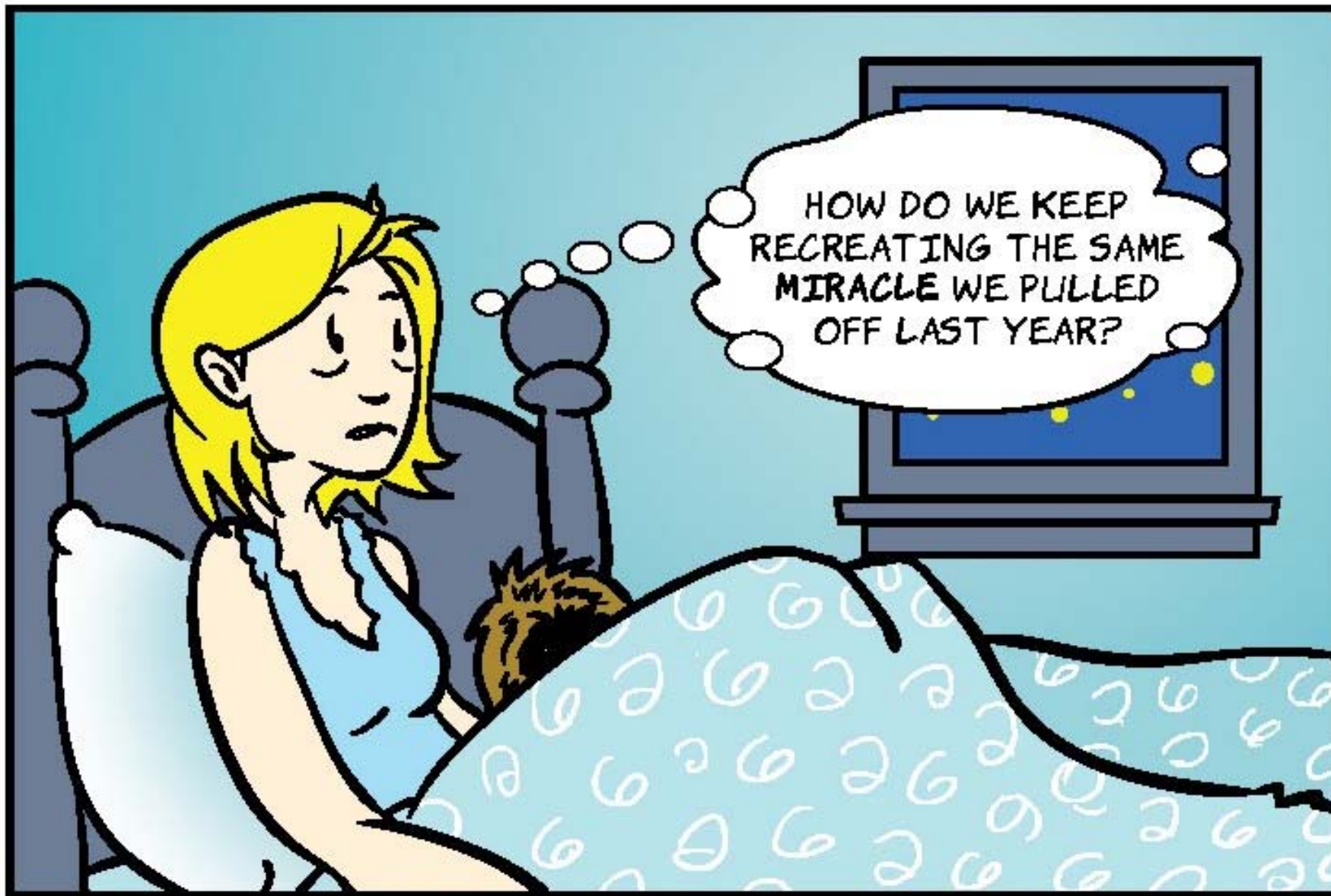
mindshift

Time for a Poll

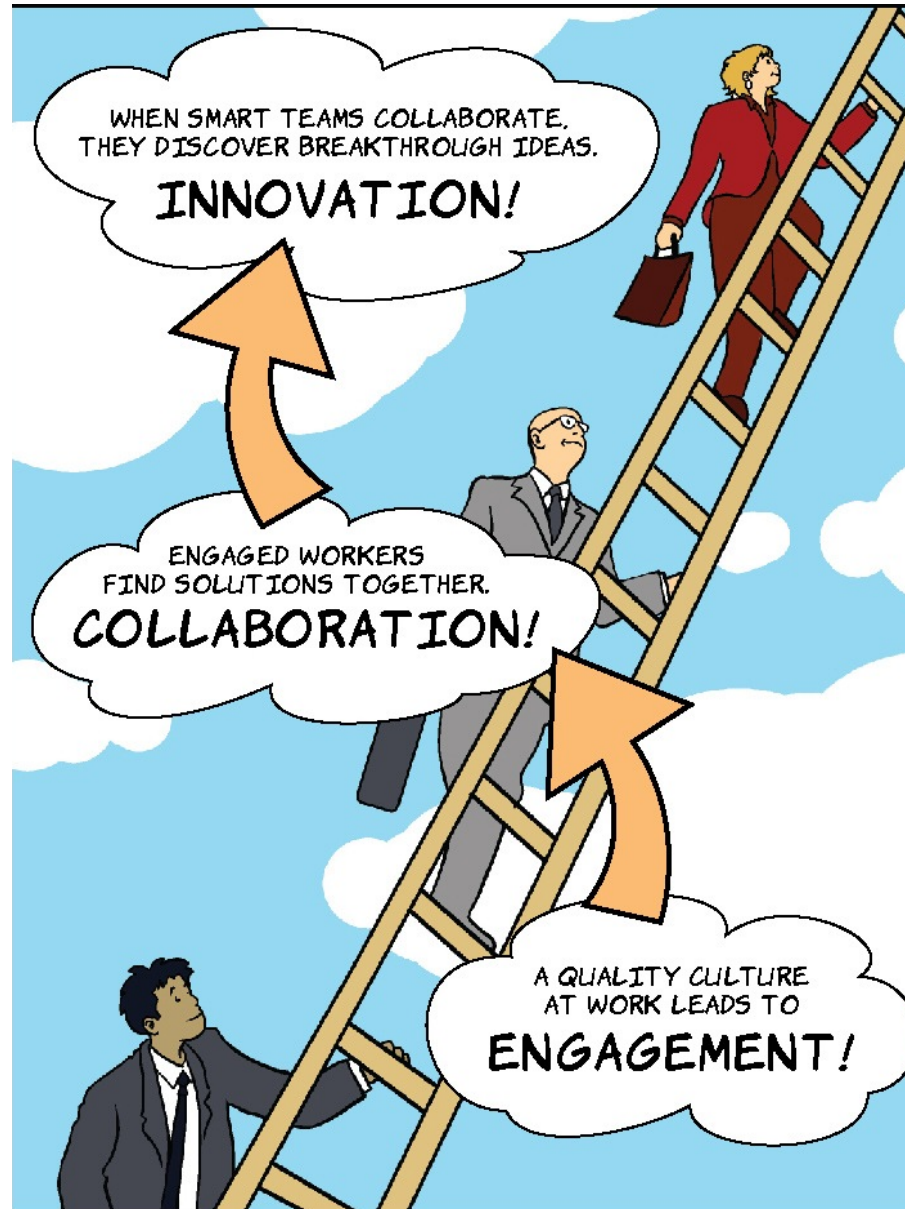
- When do you think the next major national crisis will happen?
 - 2015
 - 2016
 - 2017
 - 2018
 - 2019
 - 2020
 - No time soon

Follow Up **Poll** Question

- What will the nature of the crisis be?
 - Economic
 - Terrorism
 - Global crisis and war
 - Environmental
 - Security/Privacy



mindshift



Engagement

OMG FACTOR

70% Of the workforce
is disengaged

Source: Gallup 2013

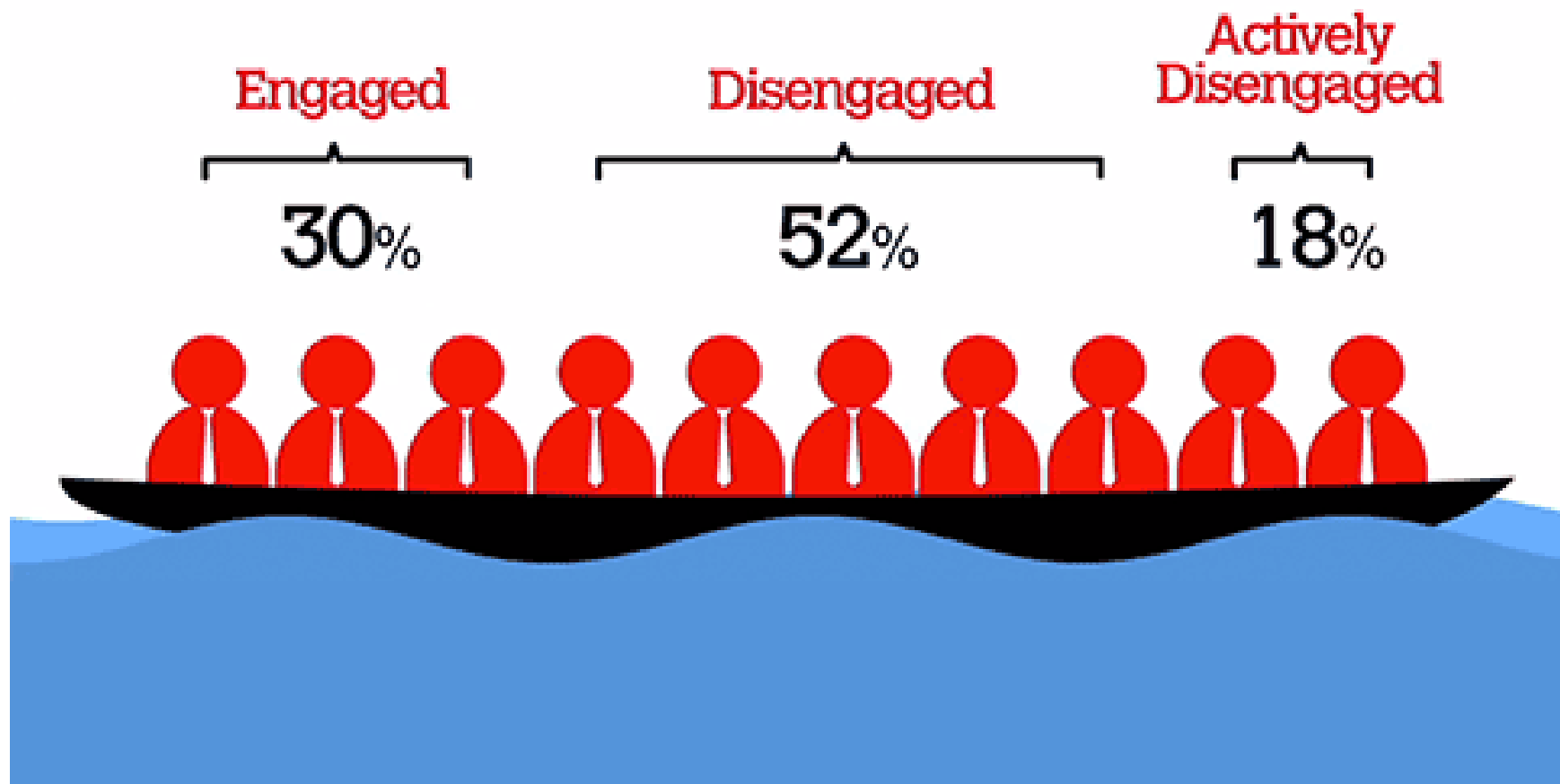
50% of the space is
underutilized

Productivity
Lost

\$1.6
Trillion

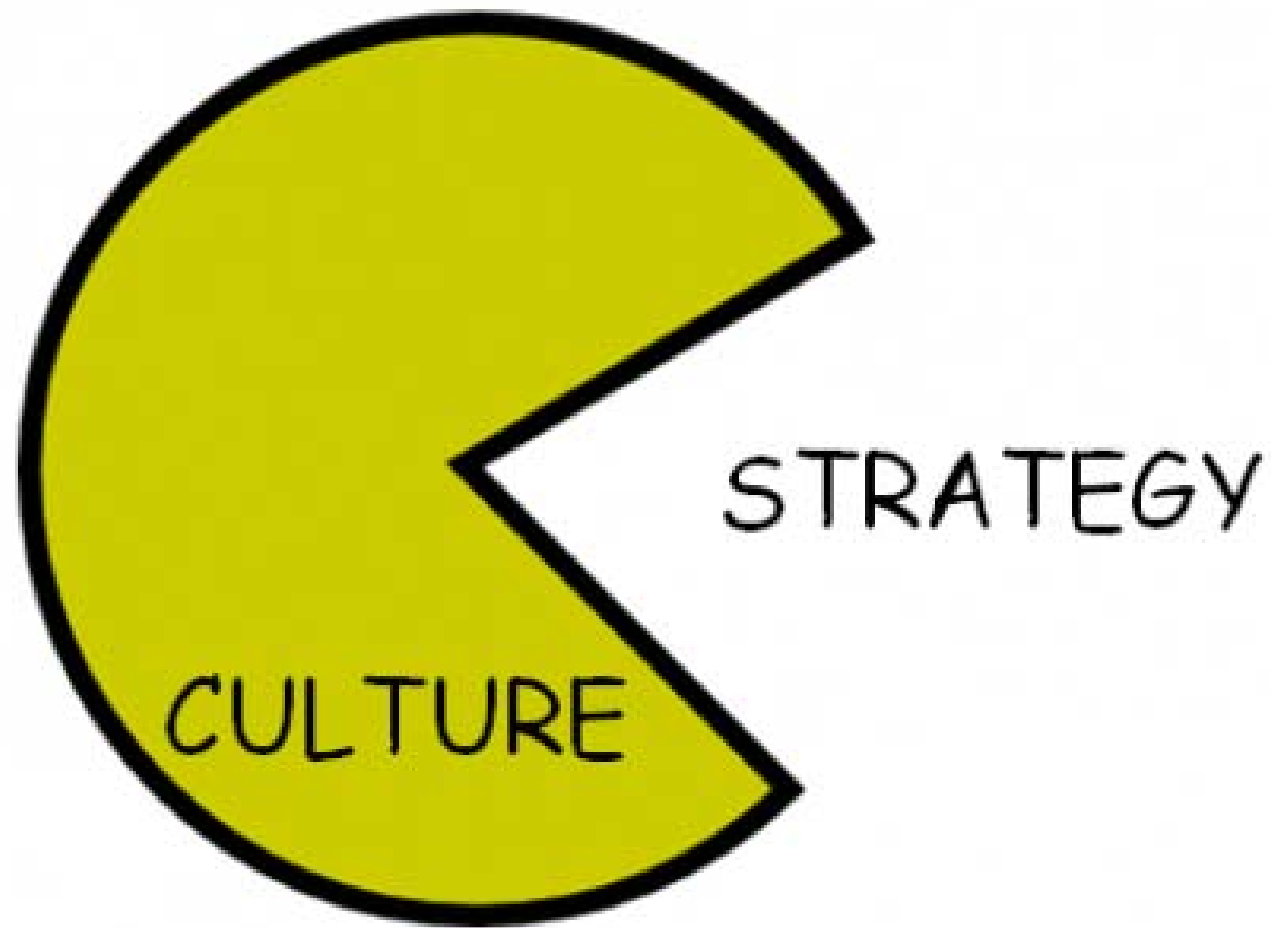
The discretionary effort
you give beyond your job
and beyond what your
boss tells you to do.

Boat to the shore of **Innovation**



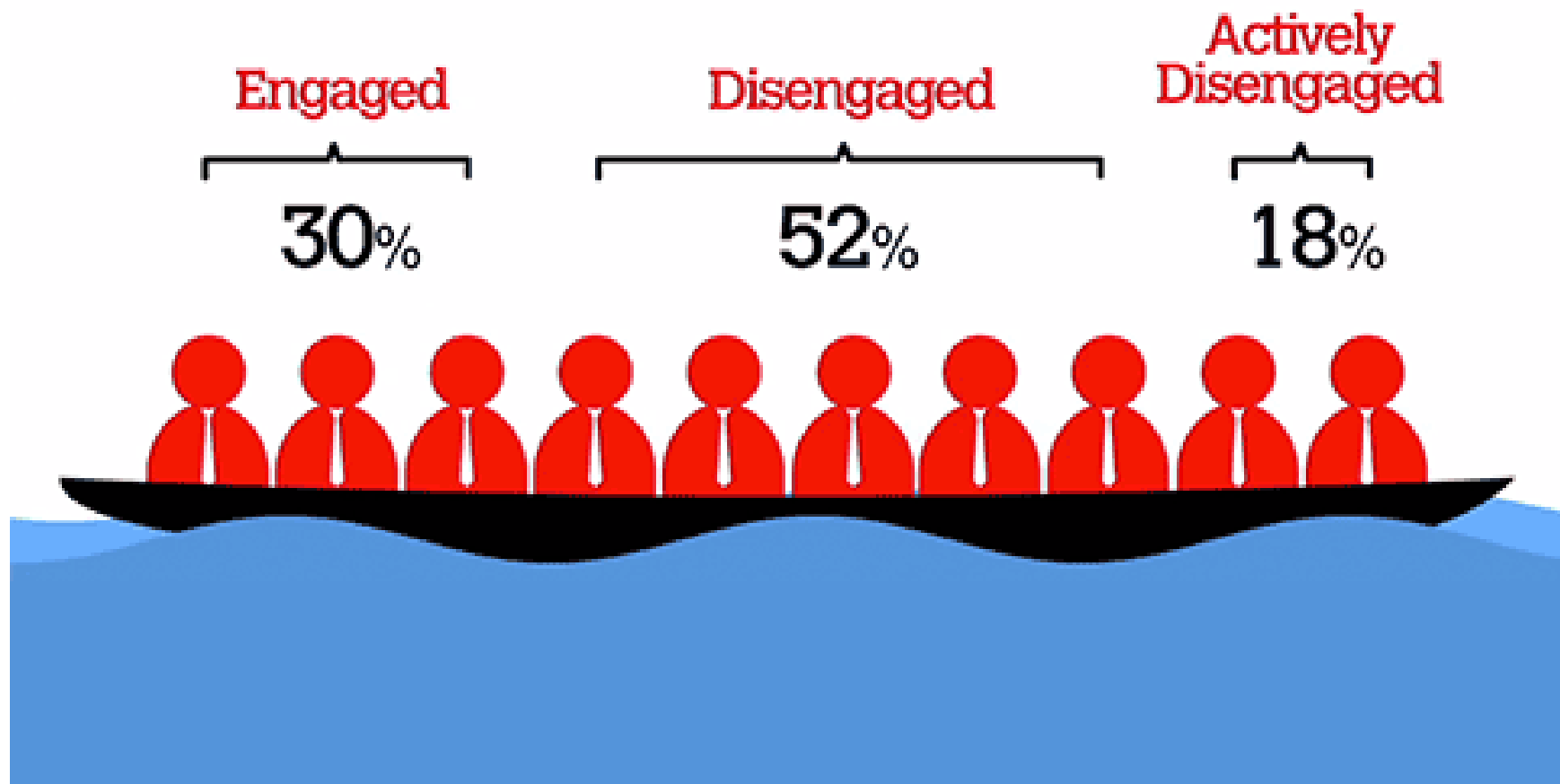
C.A.V.E. Dweller





The invisible attitudes,
values, behaviors and
habits that run the place
when you're not there.

Boat to the shore of **Innovation**



96% **Burnout**

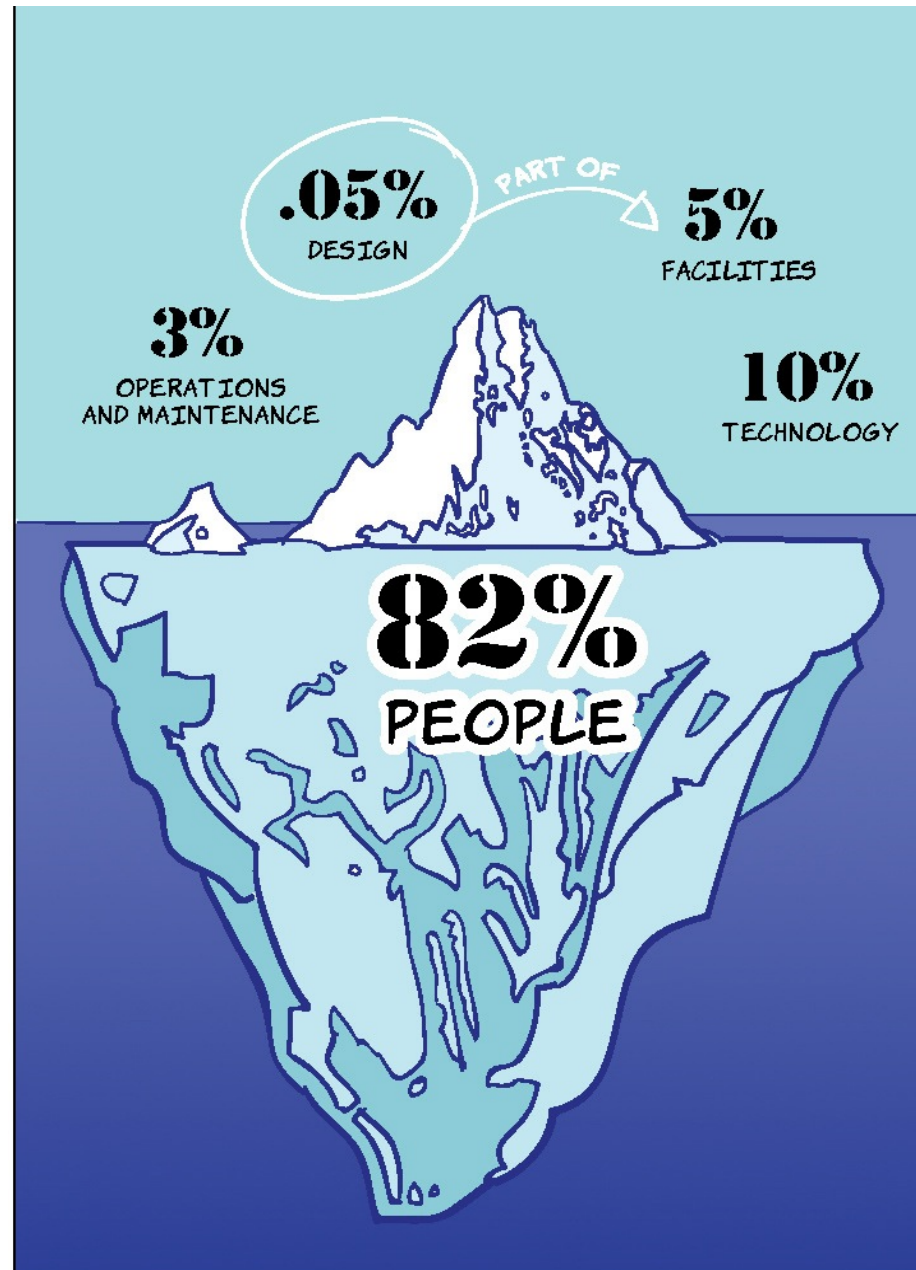


Harvard Medical School

mindshift

Why Companies Fail

- Not because of
 - Poor strategy
 - Poor execution
 - Poor communication
 - New competition
- Because the culture that got us here no longer works... **AND it is invisible**
- We are good at fixing the visible



Reinvent or Die

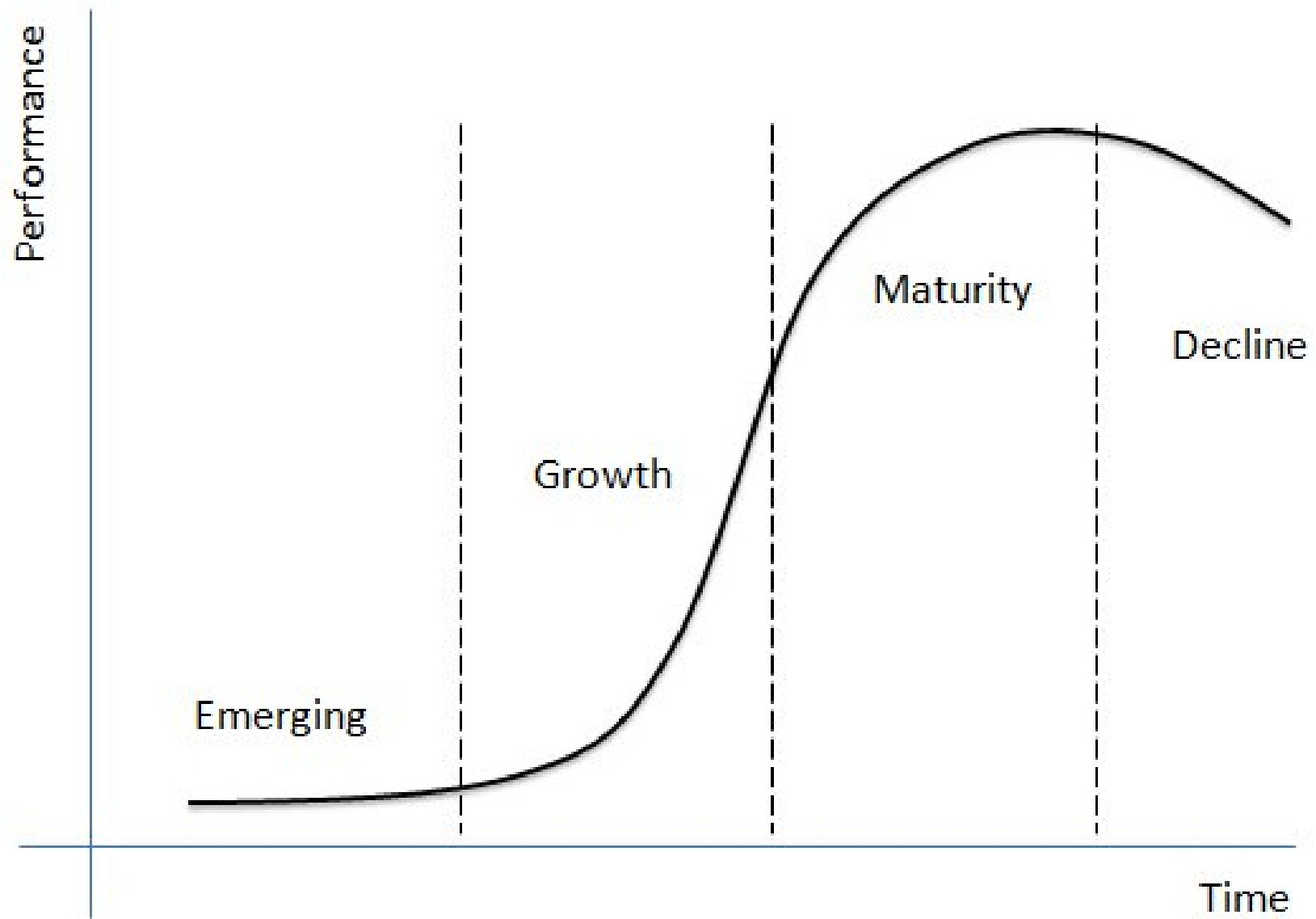
1985

2000

2007

2010

2013



Big Mistakes

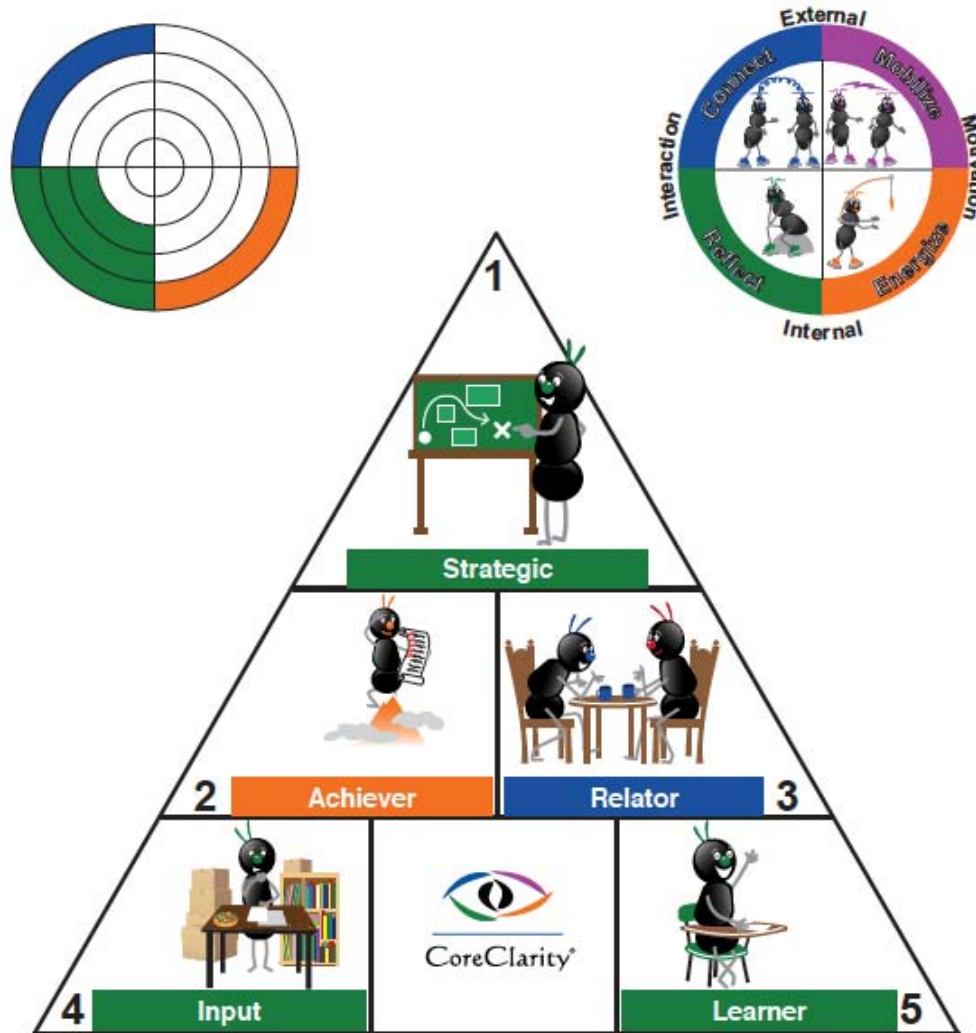
1. **Wait too long**, hoping IT turns around
2. Hunker down and work harder
3. Over confidence and ego
4. Blame external factors or others
5. **Confuse busy with productive**
6. Neglect your health and well-being
7. **Looking for a silver bullet**

Personal Strategies

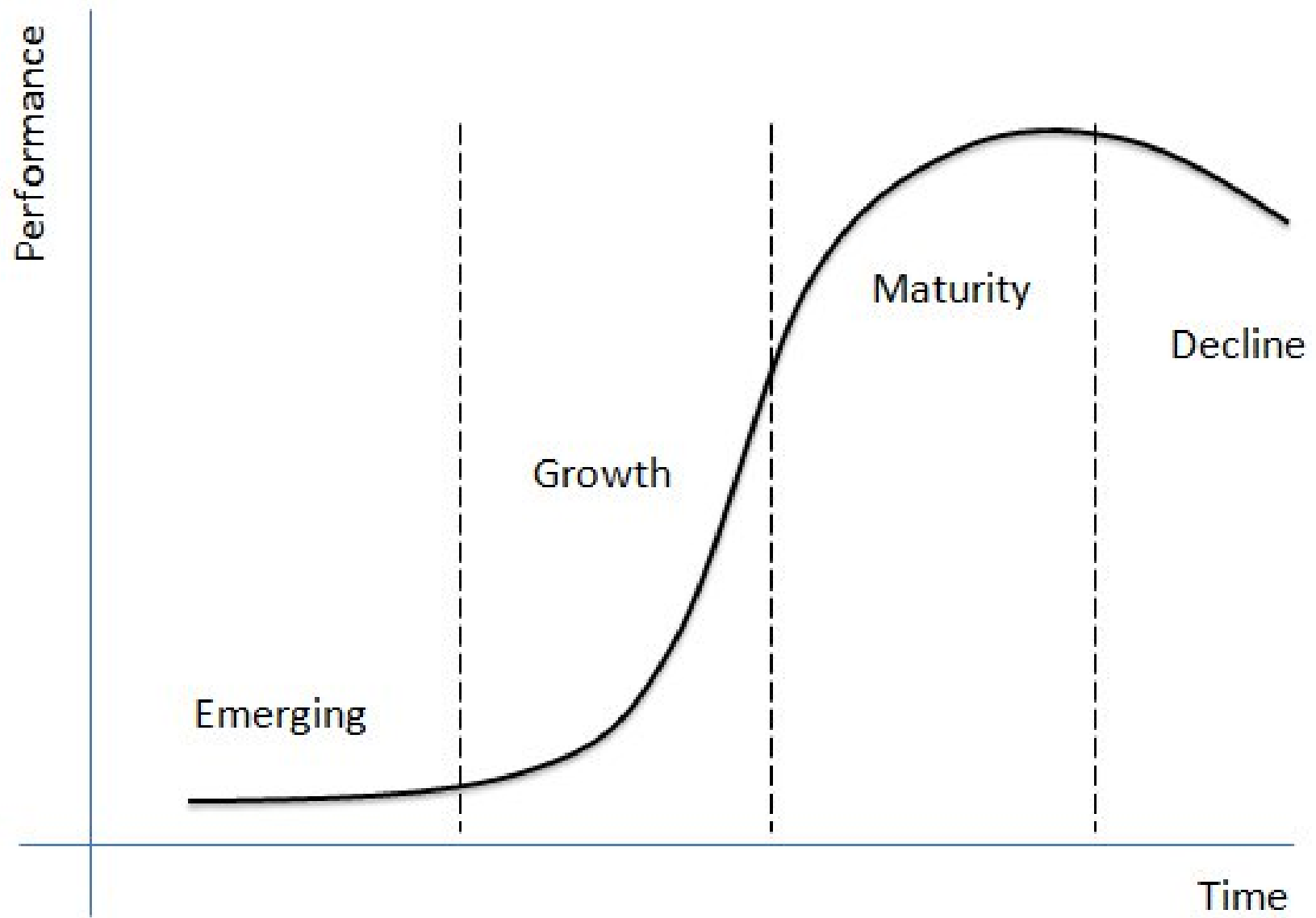
1. Your U Factor – 10,000 Hours

1. Find your sweet spot
 2. A philosophy of life and success
 3. Emotional intelligence
 4. Health and well-being
 5. Digital as a second Language
2. Get out to see and hear what is going on
 3. Keep your network fresh and pay it forward
 4. Buy time (stabilize), build bridges and diversify
 5. Move up the value chain – solve a bigger problem
 6. Find a mentor & create your own board of advisors
 7. Be real with your family

Rex Miller



Transformational Leadership



www.change.YOU



mindshift

What's the Problem?



What's the Problem?



mindshift

The Problem of Business as Usual

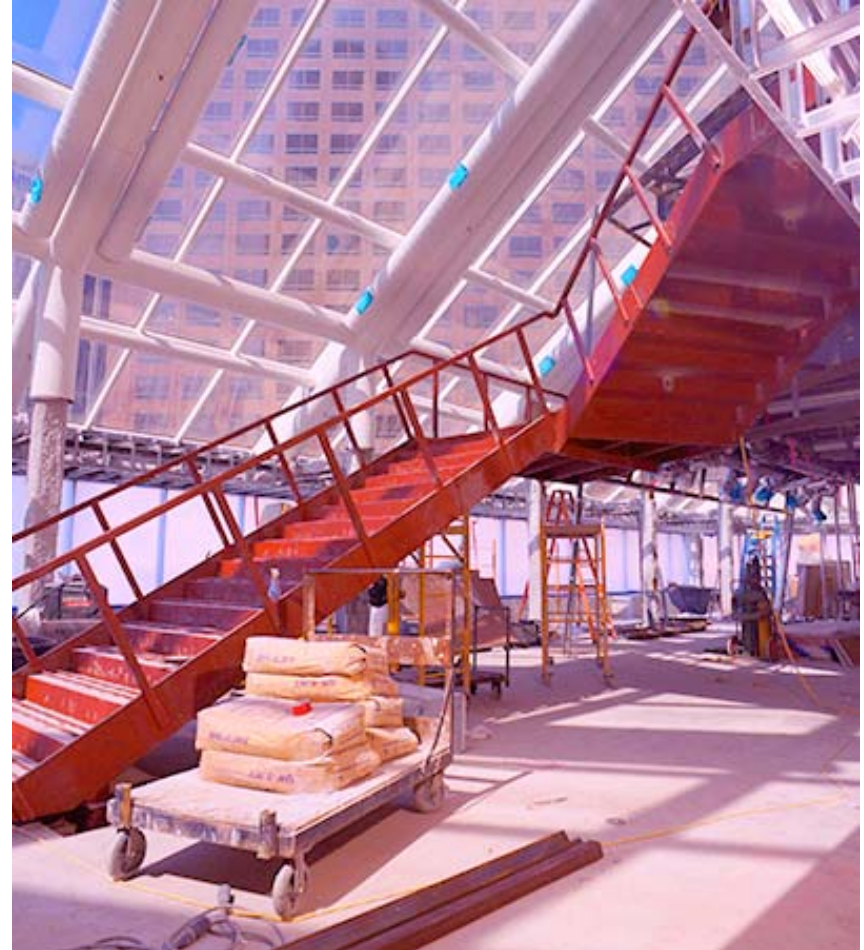
- Business as usual
 - Tactical – Execution
 - Strategic – Where are we going & why

Discovering, “What’s the Problem” is the 1st step to Transformation.

Welcome to **Kubler-Ross**

1. Denial
2. Anger & Acting Out
3. Bargaining
4. Despair
5. Acceptance

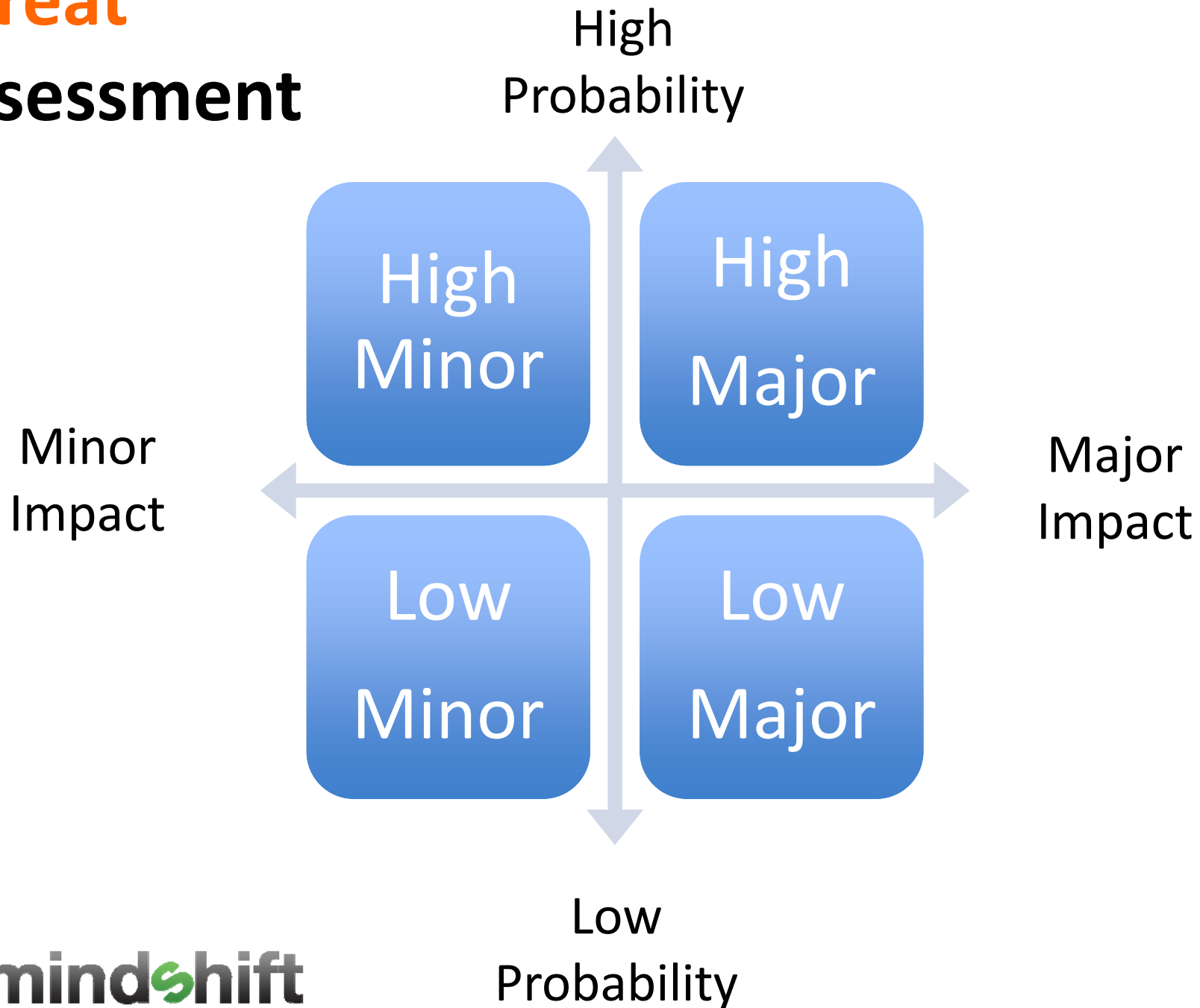
Lew Horne – CBRE, LA



Organizational Strategies

1. Be the change - the **from-to** journey
2. Recruit a cohort of the committed to join you
3. Go and see positive deviants
4. Recruit champions and eliminate CAVE Dwellers
5. Involve and engage stakeholders
6. Experiment and test
7. Complete and open transparency

Threat Assessment



What Could **Swamp** Your Boat?

| | Impact | Probability |
|----------------------|--------|-------------|
| Merger | | |
| New CEO | | |
| Client loss | | |
| Global ripple effect | | |
| New legislation | | |
| Security threat | | |
| Competition | | |
| Economic down-turn | | |

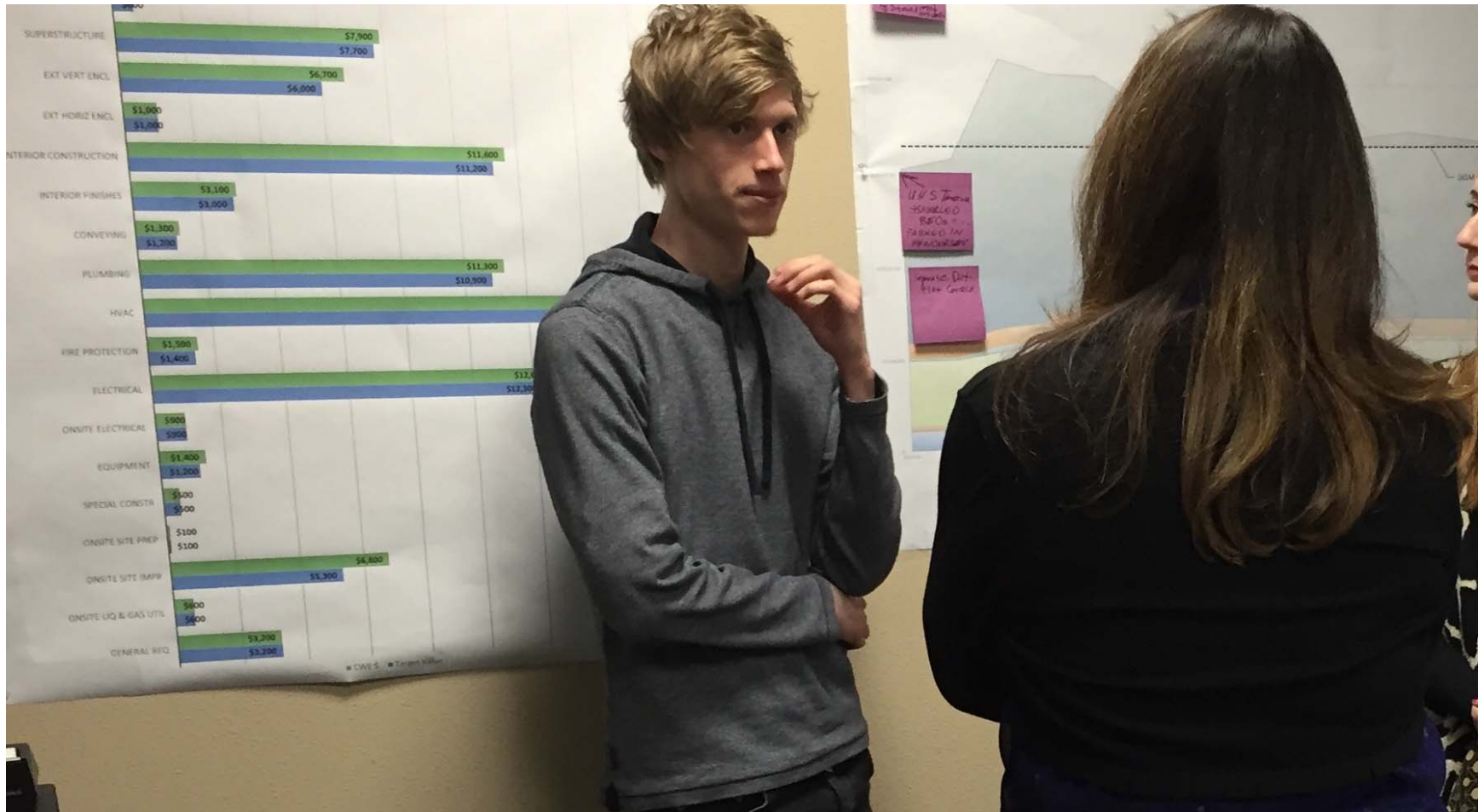
Personal Inventory Poll

- ☐ Aware and prepared for what may happen
- ☐ Network is strong and active
- ☐ Consistently growing and refining my life
 - ☐ Clear set of values and direction to keep me steady
 - ☐ I know my sweet spot and consistently play to my strengths
 - ☐ I exercise, eat well and get regular sleep
 - ☐ I make full use of my digital tools for communication, collaboration and work flow
- ☐ I have several bridges I could cross if necessary
- ☐ I can explain my ROI to those I work with and for
- ☐ I have a close group of advisors
- ☐ My family is included and integral to my work success

2015 Habit

Being present, in the moment

McDonald's or In & Out Burger





Name:

Email:

Company:

Please send me information on the following:

- How do I order the comic: *How Engaging Workplaces Lead to Transformation and Growth*
- Please send me a free chapter from: *The Commercial Real Estate Revolution, Nine Transforming Keys to Lowering Costs, Cutting Waste, and Driving Change in a Broken Industry*
- Please send me a free chapter from: *Change Your Space, Change Your Culture: How Engaging Workplaces Lead to Transformation and Growth*
- I'd like to know more about finding and developing my sweet spot
- I am interested in learning more about your team and leadership workshops
- I am interested in learning more about your topics as a keynote speaker



How Engaging Workspaces Lead to Transformation and Growth

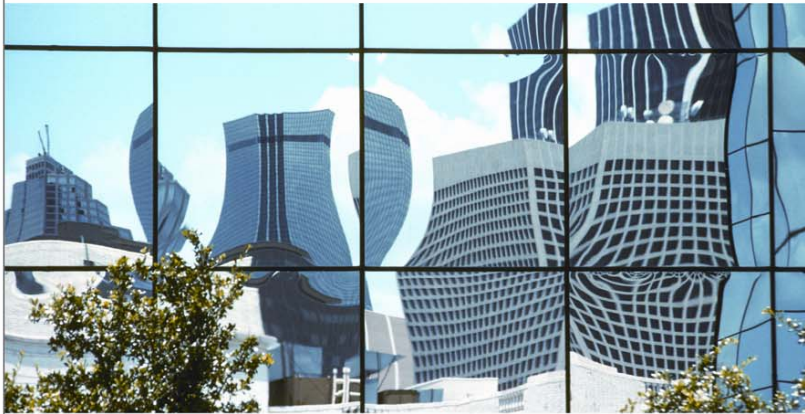


research by
Rex Miller & Co.

illustrations by
Michael Lagocki

THE COMMERCIAL REAL ESTATE REVOLUTION

Nine Transforming Keys to Lowering Costs,
Cutting Waste, and Driving Change in a Broken Industry



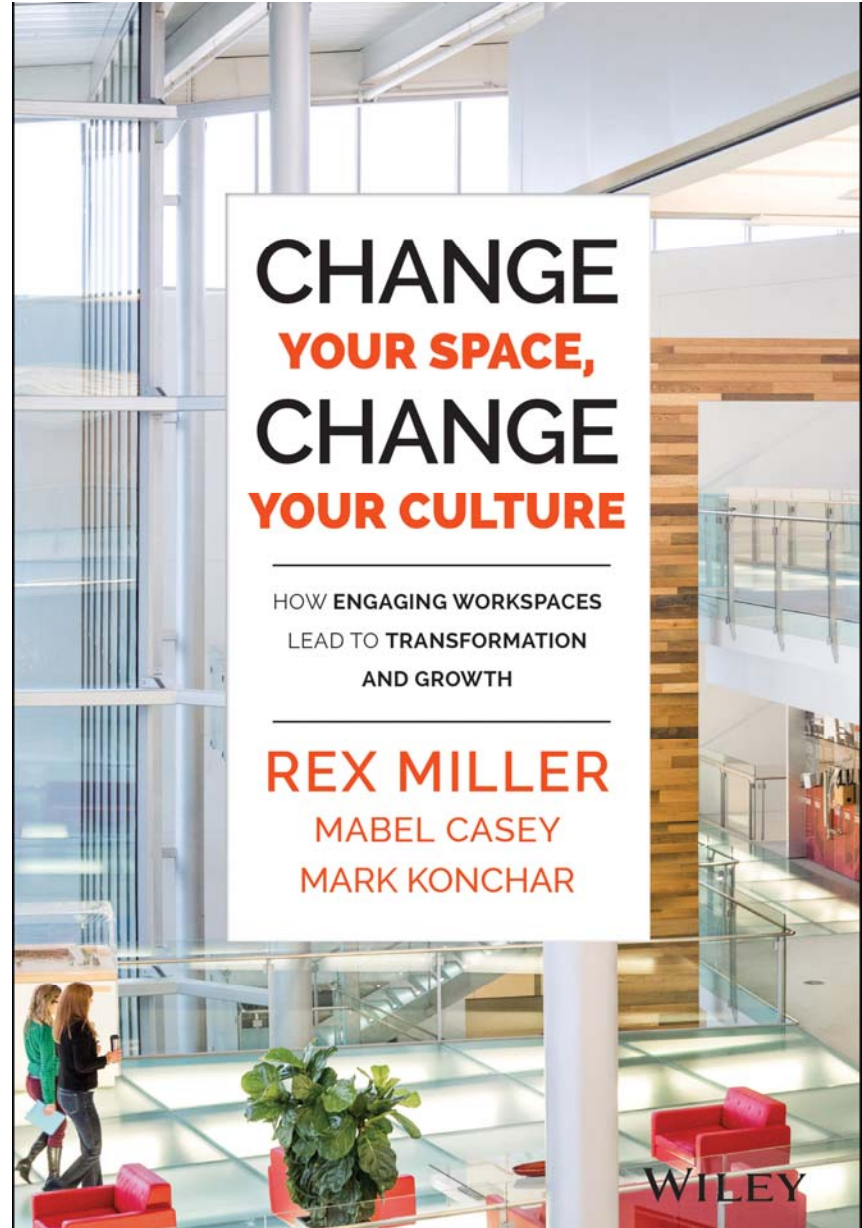
REX MILLER, DEAN STROMBOM,
MARK IAMMARINO, AND BILL BLACK

mindshift

CHANGE **YOUR SPACE,** CHANGE **YOUR CULTURE**

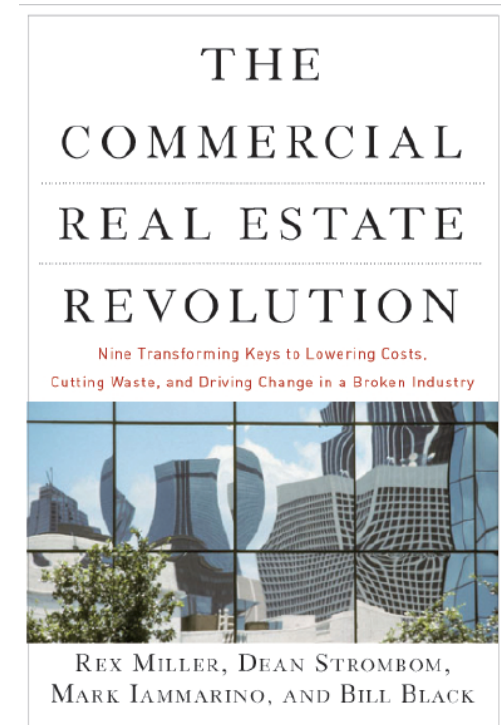
HOW **ENGAGING WORKSPACES**
LEAD TO **TRANSFORMATION**
AND **GROWTH**

REX MILLER
MABEL CASEY
MARK KONCHAR



WILEY

rex@gomindshift.com



mindshift

