

# *What's Going On Out There?--Developing Your Scouting System*

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## *Session Outcomes:*

**An Intelligence of the Idea of Scouting.**

**Ideas and Food for Imagining and Creating a  
Scouting System.**

**Ideas for Scouting Applications For but Beyond  
the Conference, Redesign and Your Team.**

## *Task: Participant Outcomes and Expectations*

### **Purpose:**

To characterize participant expectations, desired outcomes and ways of contributing to session success.

One reason I came to this session is-

One outcome I desire is-

One expectation I have is-

The best way I learn is-

One way I can contribute to the success of this session is-

One way I can secure my desired outcome is-

One way I can secure my desired expectation is-

One reason my team came to this session is-  
One outcome my team desires is-  
One expectation my team has is-  
The best way my team learn is-  
One way my team can contribute to the success of this session is-  
One way my team can secure our desired outcome is-  
One way my team can secure our desired expectation is-

### *Session Outline*

#### **Why Scouting**

- \* **Scouting: Some Historical Images**
- \* **Present Day Scouting Illustrations**
- Potential Applications**
- \* **Vision, Mission and Appreciative Assessment**
  - \* **Directive and Nondirective Scouting**
    - \* **Scouting Requisites**
    - \* **Scouting Structures or Forms**
    - \* **Scouting Information Sources**
    - \* **After Action Reviews**
- \* **Session Assessment and Action Planning**

### *Why Scouting?*

#### **Organizational Change**

#### **Direct and Sensuous Information is Motivating**

"Nothing is more compelling than hearing it from the customers mouth."

"We decided that we had to get out and see firsthand what our best competitors were doing...We sent hundreds of people to Japan-a mixture of salaried and hourly employees...Before his trip to Japan, Bill Hayden...was certain he ran the world's most efficient production operation. But he came back and openly admitted that the Japanese were far ahead of us...When someone like Hayden says that thing get done...The value of the visits, however, lay in Ford's people's discovery that the real secret was

how people worked together-how the Japanese companies organized their people into teams, trained their workers in the skills they needed, and gave them the power they needed to do their job properly. Somehow or another, they had managed to hold on to a fundamental simplicity of human enterprise, while we built layers of bureaucracy."

"A tale that once got out: Mercedes engineers, lobbying for zippier engines, disappeared, a Benz sedan for a few days. It returned with its hood chained shut, belly pan below and its engine sounding stout. A few corporate fat cats raced it up the autobahn and Alps, and then rushed back to see what great advance was in there. The engineers unshackled the hood to reveal a BMW engine. Mercedes revamped its motors."  
Tom Peters, The Tom Peters Seminar.

### **Change Agents Love Sensuous Information**

"Change leaders also hunger for information from the marketplace. They want the facts, and they don't get them through the organization. Bypassing the system, they go out and get direct feedback from customers and competitors. They have to see things for themselves, feel the merchandise with their own hands."  
Jon Katzenbach, Director, McKinsey, "Wanted: Company Change Leaders"

### **Seeing and Being Influenced by is Believing**

"I spent two hours there, super store. I walked up to a man and almost attacked him for reading a newspaper. It turned out that it was a statue of someone sitting in a chair reading a newspaper. And I thought to myself, 'This store is actually encouraging people to loiter by putting out this statue. There must be something to this sitting down stuff that works.'  
Schwartz, owner, Schwartz Bookshops.

"The best place to start is with disenchanted customers...we thought we were making some good cars. Unfortunately, too many customers disagreed with us...we video taped these group meetings and brought them back to Detroit. Hearing people tear us apart was extremely sobering. We also brought in a number of dealers and asked them, 'What do customers think of our products? What don't they like about them? Why?'."

# **The Environ Has Changed! The Environ Has Changed!**

## **Businesses, Teams and Individuals Need Situational Awareness in a Turbulent and Crazy Marketplace**

### **Competitors**

If you know the enemy & know yourself,  
You need not fear the results of hundreds of battles.  
Sun Tzu

"In the fighter business astute knowledge of this kind is called 'situational awareness.' The phrase, 'check six', became situational awareness because the enemy could be anywhere and you were threatened from everywhere...when I started seeing deeply inside various companies, to my considerable surprise, I found a marked lack of competitive situational awareness. Most companies do not understand their competitor as well as they should--as weighted against their strengths and weaknesses."  
Bill Creech, The Five Pillars of TQM.

"The visible competitor is a known quantity...Invisible competitors, on the other hand, are unfamiliar and unknown. They are companies from outside the industry that possess a technological capability that could be threatening if turned to new markets."  
Fumio Kodama, "Technological Fusion and the New R&D."

### **Customers**

"We used to say that we know what the customer wants and he will pay for it. But with our emphasis on comfort, safety and longevity, we became like Rolls-Royce. We didn't realize that the world had changed."  
Dieter Zetsche, Sales Director, Mercedes.

"Marketing has long been broadcast discipline, rooted in practices developed for selling mass produced goods to a broad, homogeneous market. For nearly half a century, companies have targeted products at customers. The most important role of marketing in the process has been to create and broadcast messages about those products through the mass media...The environment has changed but the marketing model hasn't...Marketing's traditional connections to customers are no longer sufficient in a real-time world."

"For marketing managers to shift the focus of their efforts from broadcasting to dialogue they need to consider in particular how to initiate dialogue and sustain it. Companies must initiate dialogue by opening themselves to consumer

access; they sustain it by involving consumers as partners in development and production. "

"But ultimately, marketing should involve the customer as partner in development and production. It won't be easy to do, because most companies have focused their processes on improving their time to market and, by inclination and culture, see the customer as an end target rather than a partner...But the concept of time to acceptance includes the customer as an integral, contributing partner."

Regis McKenna, "Real-Time Marketing."

### **Noncustomers**

"Major changes also start outside an organization. A retailer may know a great deal about the people who shop at his store. ...no retailer ever has more than a small fraction of the market...the great majority are noncustomers."

Peter Drucker, *Managing In a Time of Great Change*.

### **Farmers (Predictability) and Hunters-Gatherers (Turbulence and Uncertainty)**

"First, the environment: Is it stable or chaotic? 'The whole thrust of the agricultural revolution was to make the environment predictable. The fight was against the hazards of relying on the fluctuating supply...of wild animals...True, there would be good and bad crops, but with foresight, technology and storage of food, difficulties would be overcome...the hunter-gatherer...is unpredictable.' Hunter don't waste time making predictions; they know they have minimal control over their environ." "What does this have to do with corporate strategy? 'The idea that you can know what is around the corner of time is the foundation of most planning system. Even though the track record of forecasts is dismal, the firms continue to work as if prediction were possible.'"

"...to strategy counterpoising 'harvesting a location' with 'search for locomotion.'...'builds on locomotion.' 'It is critical to be able to move, to search for new opportunities, to use the good years, not to board, but to go over to new mountains, to try another type of fishing net.'"

Tom Peters, *Liberation Management*.

## **The Game of R&D Has Changed**

### **Business, Team and Individual Intelligence Gathering for Developing Fusion Technologies and Enterprise Knowledge**

"When it comes to gathering intelligence on technological innovations, most companies do a poor job. They typically focus on the immediate competition and rely on a limited number of channels for collecting information...By analogy, a company might have a very sophisticated instrument for picking up and analyzing light waves, but if the instrument can't read radio waves or microwaves, the company is at a distinct disadvantage. What most companies need is an instrument that collects information across the entire spectrum of both visible and invisible competitors."

Fumio Kodama, "Technological Fusion and the New R&D."

"Up until ten years ago, the United States was ahead in virtually all technologies. When a corporation needed something, they just task the lab. We still have that attitude. Other countries don't do it that way. Their attitude is that the whole world is their laboratory so they sit back and decide what to develop and what to acquire, whatever."

Michael Sekora, former chief, U.S. Defense Intelligence Agency's project Socrates

### **The Business Game Has Changed to Knowledge and Intellectual Capital**

"The accounting system doesn't capture anything real."  
Judy Lewent, Merck & CO.'s CFO

"These days it's the value of the fixed assets that can vanish overnight."

Rob Patterson, Canadian Imperial Bank of Commerce vice president

"Charles Handy estimates that the intellectual assets of a corporation are usually worth three or four times tangible book value."

Thomas Stewart, "Your Company's Most Valuable Asset: Intellectual Capital."

"...if CEOs are asked how much of their firm's knowledge is used, they typically say, 'About 20.'"

Thomas Stewart, "Your Company's Most Valuable Asset: Intellectual

Capital."

"Your firms are built on the Taylor model. Even worse so are your heads. With your bosses doing the thinking while workers wield the screwdriver...For you the essence of good management is getting the ideas out of the heads of the bosses and into the hands of labor. We are beyond the Taylor model. Business we know now is so complex and difficult ...that continued existence depends upon the day-to-day mobilization of every ounce of intelligence."

Konosuke Matsushita. Richard Florida & Martin Kenney. The Break-Through Illusion.

"...collective entrepreneurship...entrepreneurship isn't the sole province of the company's founder or its top managers. Rather it is a capability and attitude that is diffused the company. Experimentation and development go on all the time as company searches for new ways to capture and build on knowledge already accumulated by the workers."

Robert Reich. "Entrepreneurship Reconsidered: The Team as Hero."

## **The U.S. Maybe Losing its Entrepreneurial and Innovation Edge**

"Inc: Do you agree that we in the U.S. are the best practitioners of entrepreneurship, that we're way ahead of other countries?"

Drucker: Absolutely not! It's a delusion, and a dangerous one...What bothers me more than the fact that the common belief in our entrepreneurial superiority simply isn't true is that it's lulling us into a dangerous complacency -not unlike our complacency about management in the 1970s."

Drucker: "Innovation requires us to systematically identify changes...and then look at them as opportunities. It also requires...abandon rather than defending yesterday."

*Task: Discovering How Scouting Can Improve Team and/or Organizational Effectiveness*

**Purpose:**

To discover and explore how scouting might be used in and/or by your team and/or organization to support change and/or improve effectiveness.

Describe a situation you, your team and/or organization is presently facing that relates to one or more of the scouting whys.

Is your organization and/or team dialoguing with customers?  
Or, is your team and/or organization broadcasting?  
What about noncustomers?  
How might scouting be deployed to support customer dialoguing?  
How might scouting be deployed to support contributing customer partnering?

What's the nature of your enterprise's and/or team's environ?  
Is it stable?  
Or, is it uncertain and turbulent?  
How would you characterize yourself, team and/or enterprise?  
Are you farmers or hunter-gatherers?  
Does this characterization fit with the environ?  
How might scouting benefit you, your team and/or organization in an uncertain and turbulent environ?  
What about a stable one?  
How might scouting be used to improve the fit between you, your team and/or your organization?

How much of your organizational and/or team intelligence is your organization and/or team using to improve, quality, productivity, innovation and profitability?  
Does your organization and/or team measure organizational intelligence and/or intellectual capital?  
Is your organization and/or team harvesting customer, and noncustomer knowledge?  
Does harvesting led to quality, product and productivity improvements?  
Is your team and/or organization obsessed with harvesting ever

ounce of everyone's intelligence daily?

Is knowledge acquisition, creation, development and application a strategic priority?

Is it a tactical priority?

Why might your organization and/or team be leaving up to 80% of it's intelligence unutilized?

Is your organization and/or team developing knowledge data bases and networks?

Is your team and/or organization still dominated by Taylorism?

Or, is it designed to support shared creative intelligence?

Does the organizational culture, design, rewards systems, managerial philosophy and images express everyone as a smart worker?

Does your team and/or organization foster both individual and collective entrepreneurship?

How might scouting improve knowledge creation, development and application?

How might scouting improve harvesting from customers and noncustomers?

### *Scouting: Some Historical Example*

Prince Henry the Navigator of Portugal used Scouting to explore the uncharted waters off Africa during the 14th century to discover a route to the east.

Thomas Jefferson used Scouting to open up the Louisiana Territory. The Lewis and Clark mission was to map unknown territory and report their findings to the President, so the President and Congress could decide how to utilize it.

Scouts helped the U.S. Army explore the Western frontier. They often ranging 50 to 100 miles ahead of the main troop and brought back information about travel conditions and hostile Indians.

The Japanese have a long tradition of Scouting dating back to the 16th century. The Japanese have consistently demonstrated an aggressive willingness to scout, to learn, and to apply discoveries.

### **Present Day Scouting Illustrations**

Northern Telecom used Scouting to create its vision. Teams of

scouts are sent on tour to learn from other organizations.

Manco, Inc. uses Scouting to enhance organizational effectiveness. Scouting activities involves learning from other firms, scanning written materials and using salespersons to learn about customer needs.

Rubbermaid uses Scouting for developing new products. Rubbermaid scouts customer trade shows and use focus groups to discover unmet customer needs.

Monsanto sent Scouting teams to conferences to learn how to improve the effectiveness of its work design process. It also scouts other firms by participation in networks which focus on work design and organizational effectiveness issues.

Apple Computer has used Scouting to discover new technologies for new product development and to learn how customers are using their technology in unexpected ways.

Ford employed Scouting to enhance executive awareness and commitment to support the firm's transformation. Groups of executives and labor leaders scouting their environs. They listened to people who have not purchased Ford vehicles. They scouted innovative production and development facilities. They also met with the firm executive group to discuss strategic issues.

Chaparral Steel employs Scouting to support their factory floor R&D efforts. First-line supervisors serves as scouts. They have regular sabbaticals for the purpose of Scouting other firms, customers, and other sources for learning about new technologies.

General Electric is using a form of Scouting to support its transformation. The Business Management Course requires a team of managers to act as consultants on a major business issue. The learning activities involve spending a week or more in-the-field Scouting customers, managers, and competitors.

Raychem uses Scouting to energize the process of continuous innovation. Raychem's management seeks to discover and supports technologists who enjoy visiting customers and possess the imagination to envision new products.

Sewell Village Cadillac employs Scouting to discover new ideas for improving the firm's operation. Scouting at Sewell Village Cadillac began with the firm's founder and CEO Carl Sewell who went on his own search for excellence in the form of touring the best car dealerships. This practice has continued.

### *Potential Applications*

- \* **New Product Development**
- \* **Strategic Visioning**
- \* **Self-Organizing Work Teams**
- \* **Customer Assessments**
- \* **Market and Environmental Assessments**
- \* **Businessing and Supporting Responsibility**
- \* **Organizational Learning and Imagining**
- \* **Discovering Discontinuous Improvements**
- \* **Discovering Continuous**

### *Developing the Scouting System*

*Task: Characterizing your Vision, Mission, Story and Purpose*

#### **Purpose**

To begin characterizing your team and/organizational mission, story, purpose and/or vision to provide a focus for scouting.

Write your team and/or organizational story.

Write your team and/or organizational vision.

Write your team and/or organizational purpose.

List five team/or organizational strengths and/or opportunities.

## *Directive and Nondirective Scouting*

### **Directive Scouting**

#### **What is Directive Scouting?**

Clearly characterized purpose and mission.

#### **Directive Scouting Illustration**

"Bachco teamed up with the Ergonomic Design Group to make a revolution....designers went out and talked with and worked with 20 master craftsmen who used screwdrivers...the designers discovered that these craftsmen placed both hands on the tools 70 percent of the time. The new screwdriver-handle design, in a radical departure from tradition, offered space for two hands! Another innovation... 'was a standard-size handle for both large and small screwdrivers, because the user's hand doesn't change in size."

Tom Peters, Liberation Management.

### **Nondirective**

#### **What is nondirective scouting?**

#### **Why is nondirective scouting important?**

"Society has become unmanageable as a result of management'... writes research Henry Mintzberg...'Professional management is...an invention that produced gains in organizational efficiency so great that it eventually destroyed organizational effectiveness.' Managing by accident, making friends with happenstance and enemies of dreary plans, is a useful antidote to professional management run amok."

"Ah, if only the stuff bastards in the boardroom wouldn't think so much! If only they'd get out and actually meet a customer. If only they would let the crazies loose."

Tom Peters, Liberation Management.

"Either a firm can invest in R&D that replaces an older generation of technology- the 'breakthrough' approach' or it can focus on combining hybrid technologies- the 'technology fusion' approach. The former is linear, step-by-step strategy of technology substitution...Technology fusion , on the other hand, is nonlinear, complementary and cooperative. It blends incremental technical improvements from several previously separate fields of technologies to create products that revolutionize markets."

Fumio Kodama, "Technological Fusion and the New R&D."

*Task: Focusing Scouting*

**Purpose:**

To create a scouting focusing statement, picture and/or idea.

Perform one of the following:

Write a scouting purposing statement.

Write a scouting visioning statement.

Write a scouting metaphor.

Write a scouting goal.

Next, explore whether directive, nondirective and/or both would be most effective for your scouting focus.

*Scouting Requisites*

- \* **Supportive Management**
- \* **Support for Boundary Spanning**
- \* **Recognizing the Importance of the Spirit of Innovation**
- \* **Support for Information Sharing**
- \* **Support for Curiosity**
- \* **The Creation of Time-Space for Scouting**
- \* **Sharing the Rewards**
- \* **An Applied Idea Mindset**

**Supportive Management**

"Corporate legend include the story of Gates and CEO Wolfgang Schmitt visiting a London museum, where a display of ancient Egyptian tools gave the pair ammunition to fire 11 new utensils into the marketplace."

## **An Image of Curiosity in Action, Supportive Management and Support for Boundary Spanning**

Or, Curiosity Didn't kill the Sam Walton.  
Curiosity Create Wal-Mart.

"Scouting for new business was a major lesson Sam Walton taught his people by example...He constantly looking...wherever he goes. He's doing it today. He's a close observer of people, that's all-what they are talking about, looking at, wearing...He's always looking for a quality item and things that people would be interested in buying and would be pleased to purchase."

### **Supportive Management & Support for Boundary Spanning**

"Rational can boast of 12 full time chefs, who in turn claim experience in some of the world's leading kitchens...Other competitors, Stempel said, might have 'one or twos , but usually none.'"

"The chefs are constantly out and about, cooking at food far around the world, training chefs who've just brought the Rational product...And listening, listening, listening."

"The chefs are 'not like salespeople,'...They speak the language of our customers."

"And all the sales and marketing people serve a stint in the kitchen--a week in a hospital kitchen, another week in a hotel kitchen, another in a restaurant. The objective, Stempel said, is feeling life in the kitchen, the daily problems of the customer."

Tom Peters, Liberation Management.

### **Attributes of Curiosity**

Creating a curiosity culture involves supporting:

- \* an inquiring, questioning, attitude
- \* a non-directive exploratory mode (curiosity for the sake of curiosity)
- \* a desire, yearning and craving to learn.

\* a self-directed learning attitude.

\* the ability to transcend the human tendency to fit reality into existing mental maps (closed mindedness through the process of rubicizing, categorizing and stereotyping)

\* a willingness to explore both phenomenon which are not necessarily stimulating and those which are very stimulating. For example, two common reactions to the novel are to ignore or fear it. Both responses inhibit curiosity.

### **Creative Intelligence**

"...intelligence...its original force can be found in the Latin root, intelligere, which carries the sense "to gather in between...'to read between the lines.'...intelligence is the minds ability to perceive what lies 'in between' and to create new categories...The past participle of intelligere is in fact, intellect which can be thought of 'what has been gathered.' Intellect, therefore, is relatively fixed...based on existing categories."

David Bohm and F. David Peat. Science, Order & Creativity.

### **Unlearning**

"Our own perceptions sometimes keep us from paying attention to ideas that challenge conventional wisdom. We need to break through these preconceptions without opening ourselves completely to new ideas."

Peter Schwartz, The Art of the Long View.

### **Support for Information Sharing**

"The easy, open relationship the chefs maintain with R&D and the shop floor is almost as important as the dialogue with customers. Head chef Josef Meringer describes 'cooking with engineers,' leading them to better understand the world of the kitchen....According to chief Stempel, the firm doesn't rely on market research surveys of its clients....'It's a matter of constant feedback, sitting down and discussing thing.'...there's monthly jour dxe, an established day when chefs, production managers, and R&D people meet."

"...R&D chief Peter Huber made it clear, for example, that all Rational's staff chefs feel perfectly comfortable 'calling me directly or the software engineer who's working in the area, when they have a problem. And the service trainer-when he comes back from a trip around the world, he always stops by, gives R&D feedback."

Tom Peters, Liberation Management.

## **Shared Meaning and Common Language**

"Most organizations genuinely believe that their people all speak the same language when, in reality, the enterprise is a Tower of Babel where marketing can't talk to accounting can't talk to research can't talk to manufacturing with a translator. This sad states shades into pathos as managers after manager, employee after employee, professional after professional start whining that 'people don't understand what I am saying...They just don't get it.'"

Michael Schrage. Shared Minds.

## **Shared Space**

"...In most conversations, people take turns exchanging information, not sharing it. In most conversations, the absence of memory means a useful phrase or expression can be distorted or lost...Shared space literally adds a new dimension to conversation, a dimension embracing symbolic representation, manipulation memory."

Michael Schrage. Shared Minds.

## **Creating Scouting Time-Space**

"Designing for collaboration means that the emphasis shifts from networks of information distribution and transmission to networks of shared space. The question no longer is 'What do I do with this?' but 'Who else should see this so I can understand and use this better?' The issue isn't processing information- it's creating information."

Michael Schrage. Shared Minds.

## **Quick Intelligence Approach**

Bob Turko, GE's Industrial Systems "It's a simple idea...managers get together once a week to share whatever they have learned about competitors or customers...The Information they share is neither scientific nor statically valid, but it is current and it is motivating. At one point they were able to determine that a competitor's product was giving customers problems and were able to come up with a solution before the competitor."

Jon Katzenbach, Director, McKinsey, "Wanted: Company Change Leaders"

## **An Applied Idea Mindset**

"As if things weren't original enough at the company (Rubbermaid), it also handles test marketing in a unique way: It doesn't do any. Products are run past a focus groups, but that's the only commercial test before the open market."

Randall Johnson, "Innovating for the Future: Pacesetters Bet on Fostering Far-flung Creativity for Success."

## *Task: Assessing and Characterizing Scouting Requisite*

### **Purpose:**

To assess your team and/or organization and develop action plans for developing and/or improving scouting requisites.

Who are your Sam Waltons?

Are any of your executives and managers scouting?

Does your team possess a Sam Walton psyche?

Does your team look for quality stuff?

Does your management encourage boundary spanning?

Does your team encourage boundary spanning?

Does your management encourage intelligence gathering and dialoguing with customers and noncustomers?

Does your organization have a system for gathering intelligence from front line personnels and salespersons?

What are your team and organizational supporting information sharing values and norms?

Are people comfortable with candid discourse amongst departments and/or teams?

If not, why?

Are people comfortable with candid discourse with management?

Does budgeting support information sharing?

What about the evaluation system?

Are people rewarded for sharing information?

Does your organizational spatial design support information sharing?

Does your team and/or organizational possess a hospitable environ?

If not, why?

Do you question your perception?

Are you aware of your perceptions?

Are you aware of what personal, team, social, cultural and/or organizational beliefs, images and assumptions effect your perceptions?

Does your team express and question assumptions, stories, images and beliefs?

What values and norms engage expression and questioning?

What values and norms discourage expressing and questioning?

Does your team and/or organization have processes and rituals for expressing and questioning?  
Does your team have After Action Reviews?  
Does your organization and/or team seek to identify, correct and learn from error?

Is your firm and/or team continuously sensuously scouting customers?  
Do they speak the customer's language?  
What is your firm's scouting investment compared to competitors?  
What is your firm's scouting investment compared to Rational?  
Will your redesign including spending time in the kitchen?

Does your team and/or organization norms and values supporting a "Just do it" mind-set?  
What are the barriers to "just do it" and/or aggressive application of scouting ideas and knowledge?  
Does your team and/or organization support experimentation?

## **Force Field Assessment**

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### Scouting Requisites

Forces & Relationships Supporting Requisites

Forces & RelationshipsHindering Requisites

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## **Action Plan**

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What	Who	Resources	Milestone	Expectations
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## **Scouting Structures**

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**Individual Scouts**  
**Team Scouting**  
**Whole Organization/Scouting Enterprises**  
**Part Time and Whole Organization**  
**Full Time**  
**Scouting Outposts**  
**Networks**  
**Internal and External Scouts**

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**The Images, Tasks and Work of Scouting to Be Performed**

"Although the popular picture is of a single creative person...in fact two are needed, male and female and mother and father...there is no creative monogamy in industry...there certainly are creative stallions including some of the best creative managers, who play the male role more than the female. The trouble is that since the mare's part in producing the offspring is obvious to all in the company, the stallion's role may not be properly understood or appreciated by those in charge...In my experience the stallions of industry are undervalued-- look at the comparative prices fetched by stallions and mares through bred sales.

Anthony Jay, Management & Machiavelli

"The new-look coordinator/expert's activities might include: (a) perpetually surveying the field, reading the literature, attending appropriate seminars and courses; (b) calling in a consultant, for a lengthy analytic engagement or to give a short course, say, to quality coordinators, selected work teams or the unit/plant/division as a whole; (c) taking sabbaticals to update or expand skills...(d) becoming a "rover" for three to nine months, teaching others...some particular or generic skill he or she has mastered; and/or (d) forming special teams to accomplish a one-off expert project."

Tom Peters, Liberation Management.

"Every good magazine editor is a clarifier- someone who wades into a muck of new ideas and fringe suggestions and reshapes it in a coherent form, filtered for readers to use... In the best magazines, the material is somewhat raw and unpolished, but digested enough not to waste my time."

Peter Schwartz, The Art of the Long View.

## **Scouting Information Sources**

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**Publications**  
**Seminars**  
**Customers**  
**Trade Shows**  
**Customers of Customers**  
**Suppliers**  
**Industry Peers**  
**Touring Exceptional Firms**  
**Competitors**  
**External Critics & Internal Renegades**  
**Intuition and Hunches**  
**Media: TV Show and News Programs**  
**Organizational Members**  
**Street Smart Elders in the Industry**  
**Business Experiments**  
**Noncustomers**  
**Traveling**

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## **Scouting Information Questions**

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**What information do we as a team need to do  
perform our work?  
When do we need it?  
In what form?  
From whom do we get it?**

**What new task can we perform when we possess  
this information?**

**What existing tasks can we abandon?  
What tasks can we do differently?  
What information do we owe?  
To whom?  
When?  
In what form?**

**What information do I need to do my job?  
When do I need it?  
In what form?  
From whom do I get it?  
What new task can I perform when I possess this  
information?  
What existing tasks can I abandon?  
What tasks can I do differently?  
What information do I owe?  
To whom?  
When?  
In what form?**

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**Source: Peter Drucker. Managing in A Time of  
Great Change.**

*Task: Assessing and Characterizing Personal and Team  
Traveling*

### **Purpose**

To Characterize, Assess and Improve Personal and/or Team  
Traveling Practices

"For most people today, travel consists of being a spectator, and a hurried one  
at that. They go to look at something instead of to 'live' someplace, to look at  
culture rather than to experience it."

Abe Maslow, "Developing Friendship and Intimacy."

"Travel is the single best way to immerse yourself in unfamiliarity --to force  
yourself to adopt an alien point of view, albeit temporarily. It forces you to ask  
questions about why people live the way they do. What created their  
relationships, goals and values? What are they trying to accomplish? When  
traveling, I make a conscious effort to encounter differences. I take local  
transportation and walk accustomed streets and routes. Because I usually have  
to work in urban offices, I deliberately visit factories or villages. I seek out friends  
of friends, or other nonbusiness contacts, and provoke conversations with  
shopkeepers and cab drivers" Peter Schwartz, The Art of the Long View.

What are your travel practices?

What are your team's travel practices?  
When you travel, are you living in the place?  
Are you "experiencing the culture"?  
Have you and/or your team talked to any cab drivers or visited any villages while in and at the conference?  
Have you scouted the unfamiliar?  
If not, why?  
Do you and/or your team consciously seek out differences? If not, why?  
Did you and/or your team ask Schwartz's questions during the site visit and/or during a case session?  
If not why?  
Does the team travel as a herd?  
Or, does the team split up and come back together to share and work with information and ideas discovered?

### *After Action Reviews*

"The most fruitful lesson is the conquest of one's own errors. Whoever refuses to admit error may be a great scholar but he is not a great learner. Whoever is ashamed of error will struggle against recognizing and admitting it, which means that he struggles against the greatest inward gain."

Johan von Goethe

#### **Purpose:**

To engage in Discovery Learning to Improve Scouting Performance.

#### **Themes:**

\* **"The problem is no problem."**

**"Every event or experience we have provides data and creates information and knowledge that can be used to improve effectiveness and performance."**

#### **Assumptions:**

\* **Each person is responsible for his or her learning and contributing to team learning.**

- \* **Productive learning takes place when maximum participation takes place.**
- \* **Productive learning takes place when the emphasis is on improving performance and effectiveness; not assigning blame or punishing.**
- \* **Effectiveness is improve through Learning II; that is discovering the source of why errors took place."**
- \* **Effectiveness is improved when inquiry involves everyone; that is, learning takes place in a circle, not a hierarchy.**

### **Process:**

Establish a AAR Covenant. The covenant ought to specify: (1) agreed upon or shared objectives, (2) the AAR's purpose, (3) the frame of reference (beliefs) and (4) guidelines (norms) for operations.

Create Time-Space for the Team to Gather to Explore Scouting and/or A Scouting Event.

Deeply Review the Process and/or Event. The image is that of a sports team reviewing game videos.

Deeply Explore such Questions as:

- What went on?
- What actions took place?
- What ought to have taken place?
- What was effective?
- What was not effective?
- Who did what?
- What have we learned that will improve effectiveness and/or performance later?

Create an Action Plan for Improving Performance.

## Action Plan

What	Who	Resources	Milestone	Expectations
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*Task: Session Assessment Action Planning*

### **Purpose:**

To support participants in applying Scouting Ideas here and now and/or when they return to their organization.

One idea I learned from the session was-

The way I will apply this idea is-

The people I need to collaborate with about this idea are-

One way this idea could improve team and/or organizational performance is-

What I really disagree with was-

One reason I disagreed is-

One assumption, belief and/or image behind this disagreement is-

What really excited I about scouting is-

What really excites I about scouting for my team and/or organization is-

What I am going to do with this excitement is-

One benefit I would receive by scouting is-

Scouting would benefit my team and/or organization by-

What I need to do to support scouting is-

What my team and/or organization needs to do to support scouting is-

One personal barrier to scouting is-

One team barrier to scouting is-

One organizational barrier to scouting is-

The session changed I by-  
This change will change I by-

One thing I am confused about is-  
One way I can gain clarity is-

What I am learning about myself is-  
What I am learning about scouting is-  
What I am learning about my team and scouting is-  
What I am learning about my organization and scouting is-