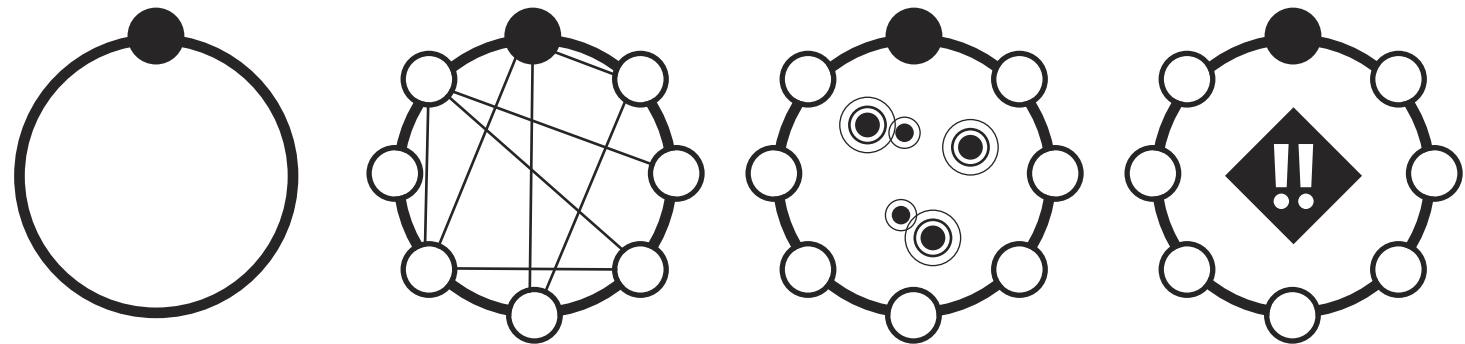




Our Core Practice



THE **nowhere** PRACTICE



Since the mid nineties, **nowhere** has been working behind the scenes and at the highest levels, with multi-national companies all over the world, tuning the creative frequency at which their cultures operate.

Our ‘practice’ is born from a unique blend of insight traditions, creative and organisational disciplines and doctoral research, and has over twenty years of development and refinement with some of the biggest brands and most inspiring leaders.

It enables us to work in creative partnership with our clients & partners to:

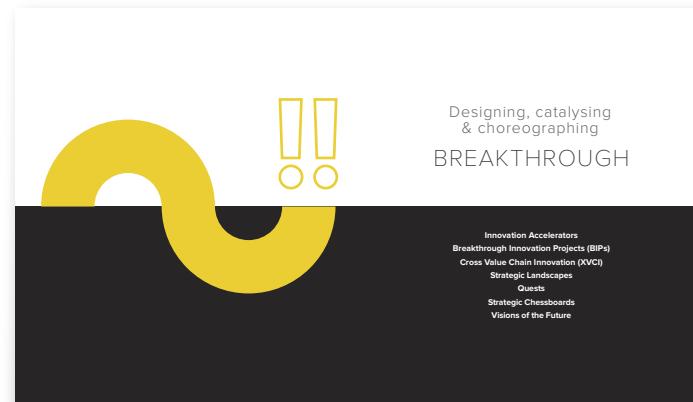
1. **Design, catalyse and choreograph business breakthroughs**
ie. breakthrough strategies, innovations, projects, teams, meetings and cultures.
2. **Transform the way they meet and work** ie. the way they think, relate, lead and organise, so they can move into states of peak performance and collective flow.



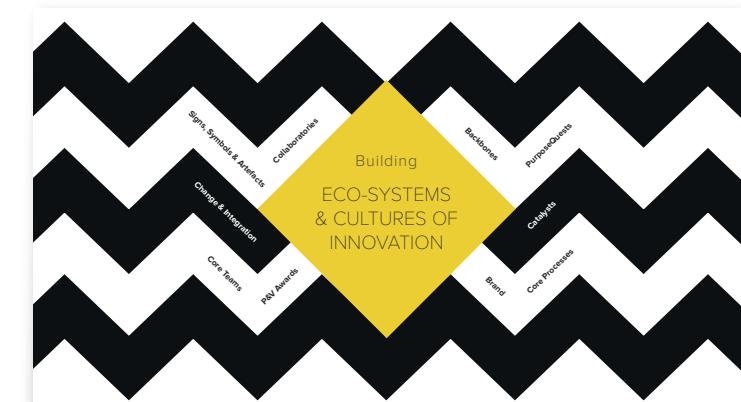
Our Core Practice



Tuning Teams



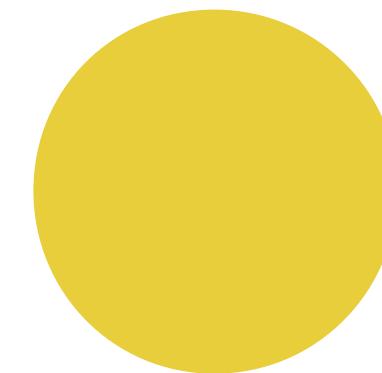
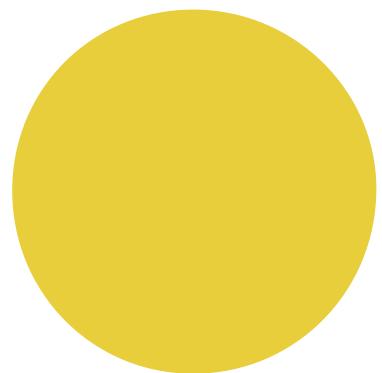
Designing, Catalysing &
Choreographing Breakthrough



Building Eco-Systems
& Cultures of Innovation

nowhere

‘We broke-down, broke-free
and then broke-through,
and were transformed
by the process.’



nowhere

THE NEED FOR A DIFFERENT APPROACH

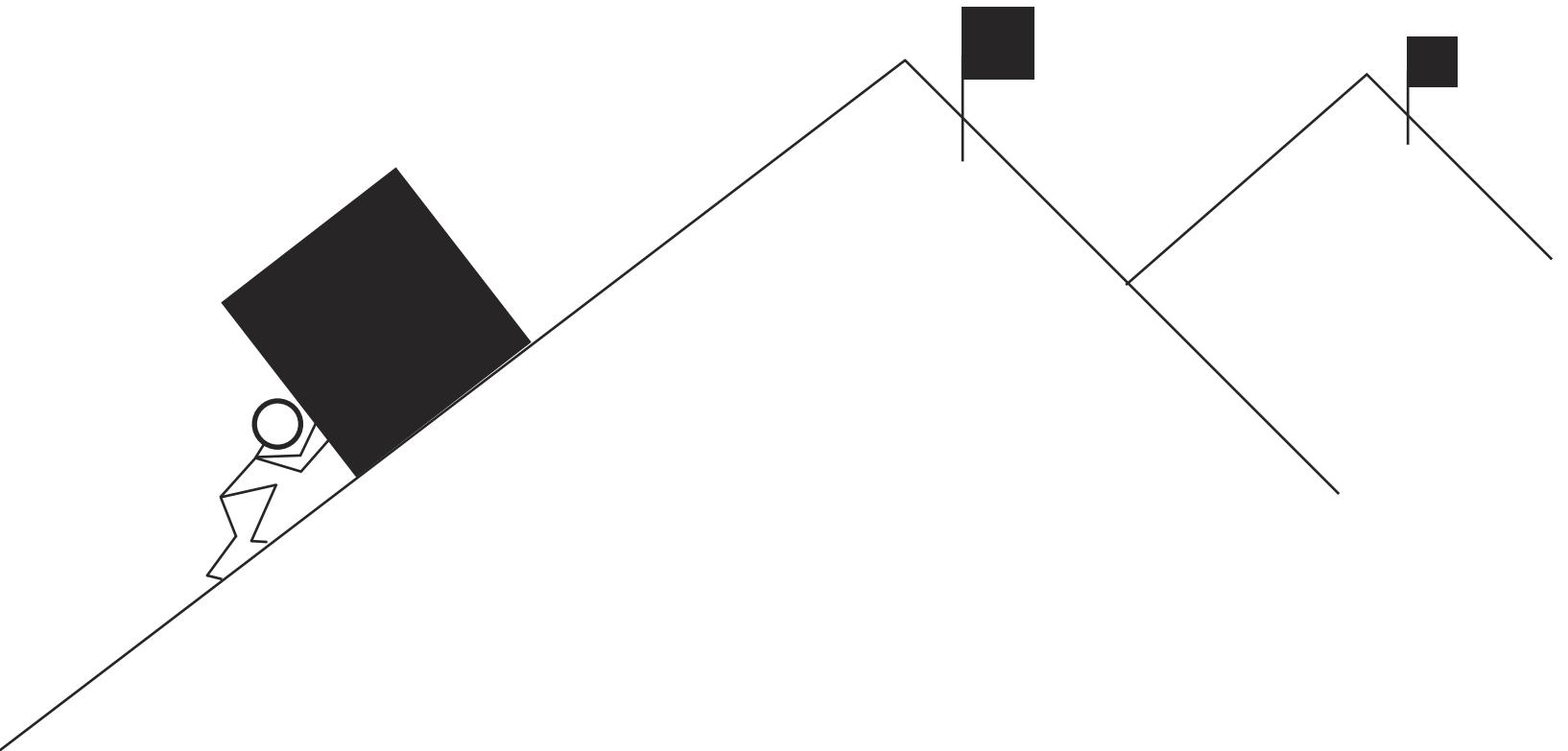
In a world that is evolving at an exponential rate, doing more of the same, or even chasing excellence (just the high-end of a norm), is no longer good enough. If we are not shaping the future we are vulnerable to it; and in our volatile, uncertain, complex and ambiguous (VUCA) world it is our capacity to continually innovate and transform ourselves that enables us to stand up, stand out and grow.

Innovation and transformation arise from a series and sequence of breakthroughs – those sudden moments of insight, that in turn lead to the gradual emergence of new patterns of thought and action. They require us, individually, and more importantly collectively, to leverage what we know, and then go beyond what we know. In short, we need to break free to break through at each and every stage of an innovation process and a transformational journey.

Designing, catalysing and choreographing breakthrough is a learned capacity, based on a teachable practice. It is a vital capacity for teams (and their leaders) who are tasked to generate and deliver breakthrough strategies, innovations and transformations. It is also a critical capacity for executive and senior teams who need to help their people continually break through their own organisational dogmas, orthodoxies and engrained habits, so they can shape peak performing cultures.

‘We stand on the brink of a technological revolution that will fundamentally alter the way we live, work and relate to one another. In its scale, scope and complexity, the transformation will be unlike anything humankind has experienced before.’

Klaus Schwab
Founder and Executive Chairman,
World Economic Forum, Dec 2015



nowhere

SO HOW CAN WE MOVE BEYOND...

- An impatient push, push, push energy, that rushes to action and crowds out new thinking – so we're stuck working harder not smarter?
- Incremental and copycat approaches to strategy and innovation, that keep us trapped doing more of the same but a little bit different?
- Teams of very bright people, who don't know how to tune into each other, let alone into the higher states and qualities of collective consciousness, necessary for catalysing innovation and transformation, ie. presencing, collective intelligence, pattern recognition and flow?

It's time to recognise that the rate and quality of innovation and transformation needed in a VUCA world can only come from teams (and ultimately organisations) that know how to ride the highs and lows of the creative process and generate moments of breakthrough, time and time again.

A DIFFERENT APPROACH

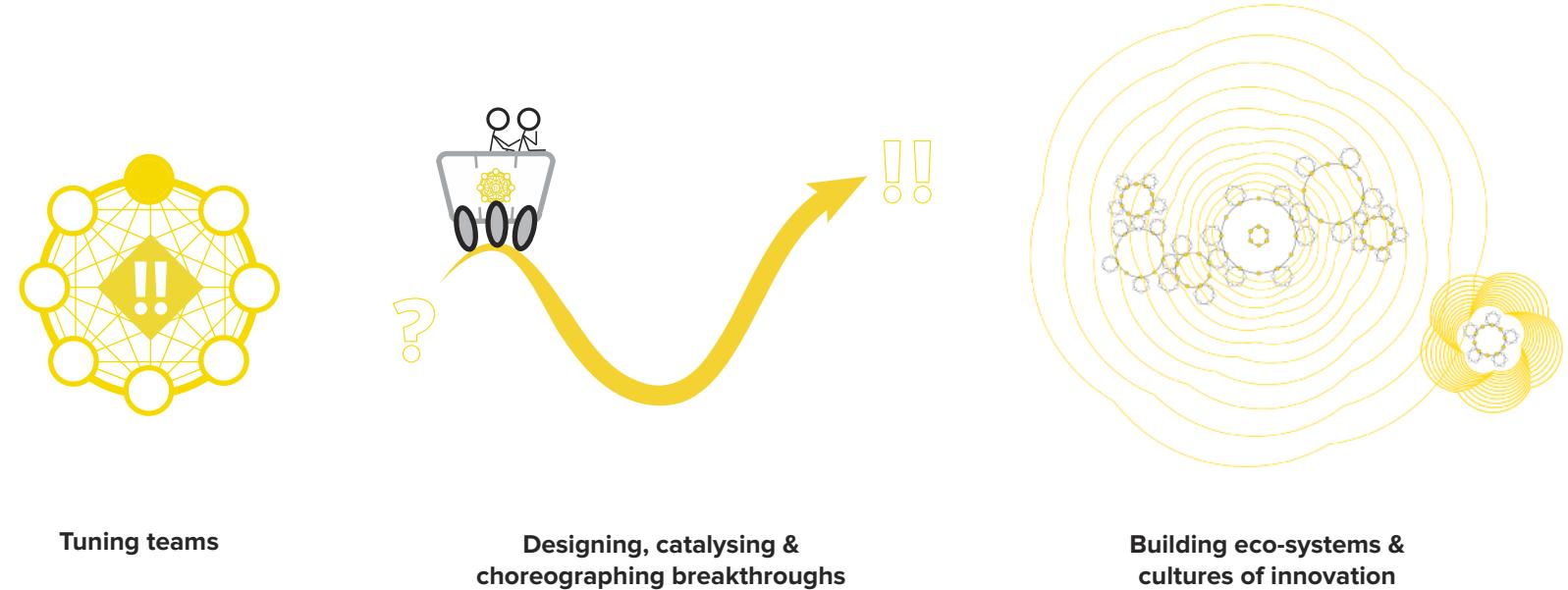
Working as a team at our creative edge, in search of moments of breakthrough, is tough. It requires skill, energy and a diverse set of quality relationships to enable each and every one of us to stand powerfully and proudly in our differences, break free of what we know, step into the unknown, and hold the tension of not-knowing. This tension is natural. It is also a necessary part of the creative process. And, if harnessed, it is the rocket fuel for insight and breakthrough.

The problem is that most teams have not learnt how to hold this creative tension. In fact, they often avoid it, minimise it and deflect it at all costs. This is because they have never been taught how to break free to break through, so they just work harder and longer, with good intent, doing more of the same.

They also don't know how to 'organise' themselves for innovation and transformation, so they fall back on habitual ways of working and leading that are simply out of date, and wholly inadequate for navigating the VUCA world.

This is why the **nowhere** practice focuses on three levers:

- **Tuning teams** into higher, co-creative frequencies
- **Designing, catalysing and choreographing breakthrough** strategies and innovations
- **Building eco-systems and cultures of innovation** that make these capacities, skills, tools and mindsets replicable, scalable and self-sustaining



BREAKING FREE
to break through

MARSHALLING THE
ENERGY
for breakthrough

What's different?

TUNING TEAMS

to be greater than the sum of their parts

DESIGNING, CATALYSING
and choreographing breakthrough

BUILDING ECOSYSTEMS
and cultures of innovation

nowhere



Tuning Teams Summary PDF

TUNING TEAMS

Breakthrough is fundamentally a human activity, born from putting our differences into creative relationship, in order to create a plethora of new and novel intersections, and a myriad of empty spaces – all full of latent potential.

For this reason, our capacity for breakthrough is dependent on the quality of contact and relationships we build in a team.

Much research has been done on what makes a team highly productive, peak performing and creative. Is it the right mix of introverts and extroverts, of followers and leaders, or of personality types? Or is it more about group norms, unwritten rules, conversational turn-taking and social sensitivities?

Latest research would posit that the key to breakthrough teams and productive meetings is '**psychological safety**', ie. it is safe to speak up, voice differences of opinion, think out loud, take risks, disclose, fail fast etc.

Psychological safety and the trust that ensues is, from our experience, one of the four allied states of mind that enable breakthrough teams to work at their creative edge and make the unmade future.

The other states of mind are:

- having a **shared passion, belief in and commitment to something larger than ourselves**

- the willingness and resilience to **wander with wonder into the unknown** together
- the ability to **see and work with pattern** so we can move like a flock of birds

The beauty is that when we move into these allied states of mind together, breakthrough teams begin to manifest like flames.

Unfortunately, if one or more of the team lack the self-awareness, interpersonal skills or behaviours needed to work in this way, these allied states of mind become undermined or distorted. The team then struggles to establish and maintain their creative relationships, and become unable to marshal the energy needed for breakthrough. The team and the work simply fragment and collapse back to being less than the sum of the parts.

The first challenge, therefore, is for teams to raise their awareness to those states and qualities of mind that take them out of creative relationship with each other, and those that put them into creative relationship. Then they need to learn how to interrupt those that distort them, individually and communally, and amplify those that ally them. Finally, they need to master their allies so they can call them forward in various sequences and forms, at will and with skill, to catalyse breakthrough and move to new levels of peak performance.

DESIGNING, CATALYSING & CHOREOGRAPHING BREAKTHROUGH



Designing, Catalysing & Choreographing Breakthrough Summary PDF

Building shared intent and deepening the quality of relationships within a team are prerequisites for being able to work with the highs and lows of the creative process and undertake breakthrough work.

To generate breakthrough, the team must also have the capability to tune into what they already know (their collective experience and expertise), and then move beyond it into the unknown, lingering there long enough for moments of insight and breakthrough to emerge. We call this 'riding the creative rollercoaster'.

Our practice helps business-critical teams learn to ride this creative rollercoaster ... moving beyond their assumptions and beliefs, priming them with new information and experience, tapping into a wider collective intelligence, and noticing and capturing the subtle moments that make the difference.

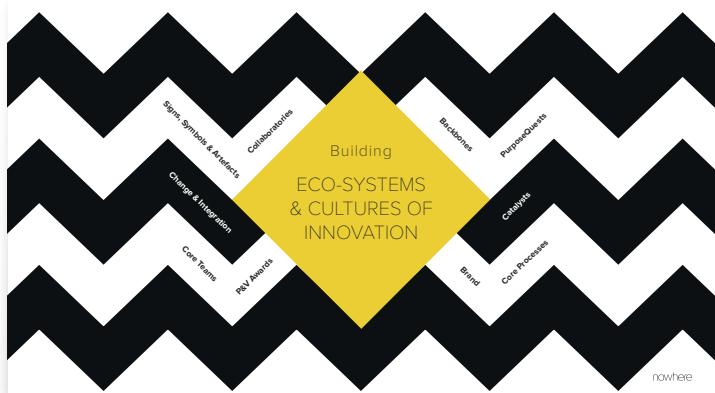
By developing the mindset, skills, tools and human processes to ride the creative rollercoaster, the **nowhere** practice enables teams to generate the discontinuous leaps of thought that allow new order to emerge from chaos, and new patterns to emerge from complexity.

For us, these breakthroughs have two vital characteristics:

- **an innovative output:** something new that we can bring to our work and the world, ie. a breakthrough strategy, product, service, business model, process, systems...
- **a transformational outcome** ie. we have been transformed by the process because something has repatterned in us as well as the work. This means we can no longer go back to thinking what we thought before, and are compelled to move forward through insight-driven action

Working in this way binds the team, creating the alignment and energy needed to fuel powerful leaps forward. As the team learns to ride the creative rollercoaster more often, more powerfully, and for longer periods of time, so their capacity to reach new levels of productivity, creativity and innovation also increase.

BUILDING ECO-SYSTEMS & CULTURES OF INNOVATION



**Building Eco-Systems &
Cultures of Innovation Summary PDF**

As problems and opportunities become more complex, blurred, hyper-dependent, digital and diverse, so our established ways of working and leading hit up against a cultural ceiling that limits the creativity, productivity and agility of our response.

Gone, therefore, are those linear days when you could come up with a strategy and then implement it. Instead our dynamic context requires us to work much more with emergent strategy and agile and iterative implementation.

The challenge is to think, relate, learn and organise differently.

Having learned how to tune into higher co-creative frequencies, and master riding the highs and lows of the creative rollercoaster, the next challenge is to learn how to design and choreograph breakthrough on a larger scale, ie. across communities of teams and with bigger challenges, in self-sustaining ways.

This is where we share more about the 'how' of breakthrough:

- **an organising 'blueprint' for building eco-systems of innovation**
- **the phases and stages of building cultures of innovation**

These new ways of working can be up to 5x more productive and 40% more time efficient, while enabling quicker, better and more integrated decision-making, and dramatically increasing your capacity to innovate within and beyond your organisational boundaries.

To tap into this way of working organisations need to:

- Build '**core energy**' around a breakthrough insight, idea, problem or opportunity, that has the power to **attract and excite a diverse community of talent** around it. It may require a large number of interconnected and interdependent teams to work in concert with one another, so this energy needs to be proportionate to the scale of the breakthrough endeavour
- Move **beyond pyramidal** leadership and governance, which is just too slow, too agenda-driven and unable to creatively keep up with the dynamic context
- Introduce **new organising and meeting forms** that enable communities of teams to re-order, re-shape and move like a flock of birds, in real-time, around emerging insights and adaptive challenges
- Have the willingness, confidence and capacity to **allow breakthrough strategies to emerge** and continually evolve through a series of discontinuous leaps
- **Activate and harness the collective intelligence** of the whole at each and every stage of the work

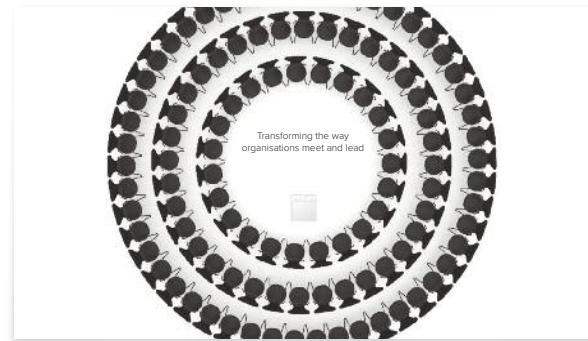


The Hum

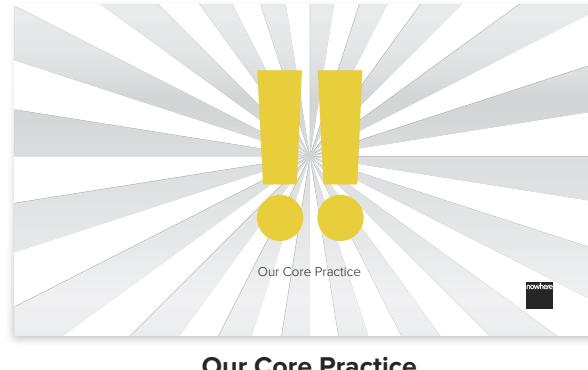
Celebrating 20 years of **nowhere**



Catalyst Training



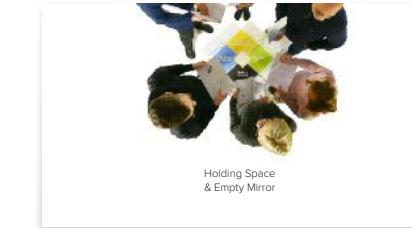
Transforming the way organisations meet and lead



Our Core Practice



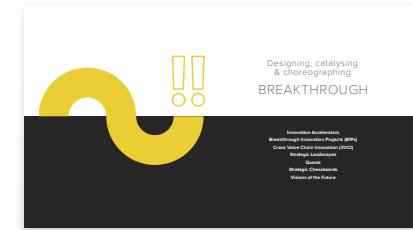
nMaps



Holding Space & Empty Mirror



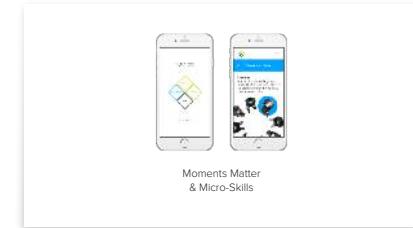
Tuning Teams



Designing, Catalysing & Choreographing Breakthrough



Building Eco-Systems & Cultures of Innovation



Moments Matter & Micro-Skills

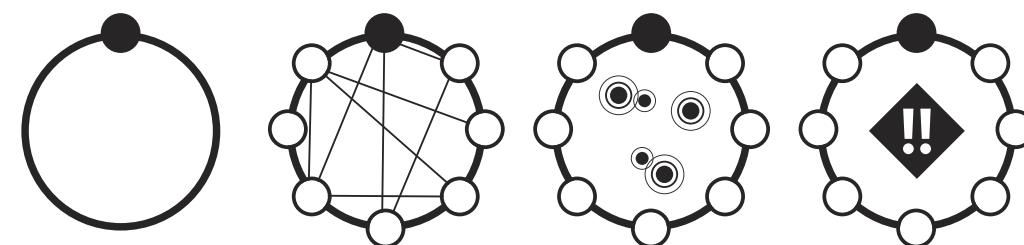


Meeting Forms & Circles

nowhere

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Catalysing Breakthrough



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