



## ***Management of Meaning***

***25 June 2009***

# **Opening thoughts**

Frank discussion

Diversity

Contact list

Introductions

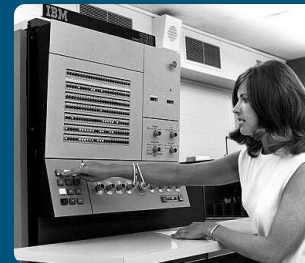
# The Management of Meaning

## 30s – early 60s: Tradition and evolution

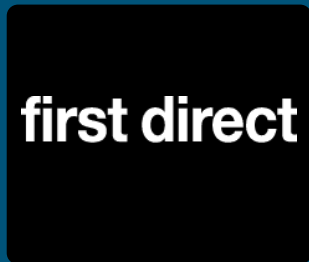
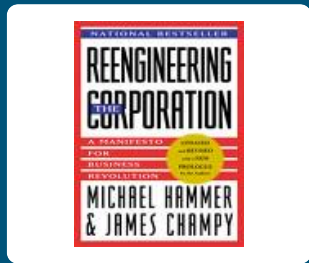


## Mid 60s – early 80s: Change

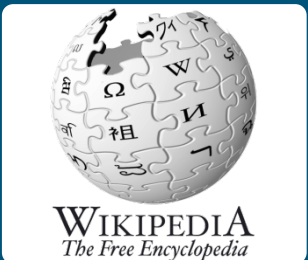
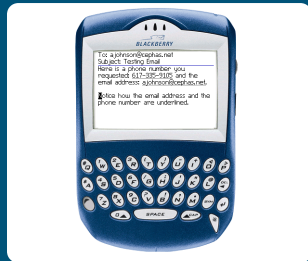
<b>product</b> market	<b>present</b>	<b>new</b>
<b>present</b>	market penetration	product development
<b>new</b>	market development	diversification



# Mid 80s – early 00s: Acceleration



## Early 00s – now: Discontinuity



## Key Drivers:

Globalisation

Information Technology

Business Model Innovation

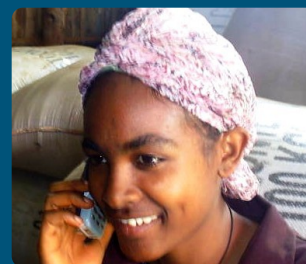
Human Capital Growth

Infrastructure Development

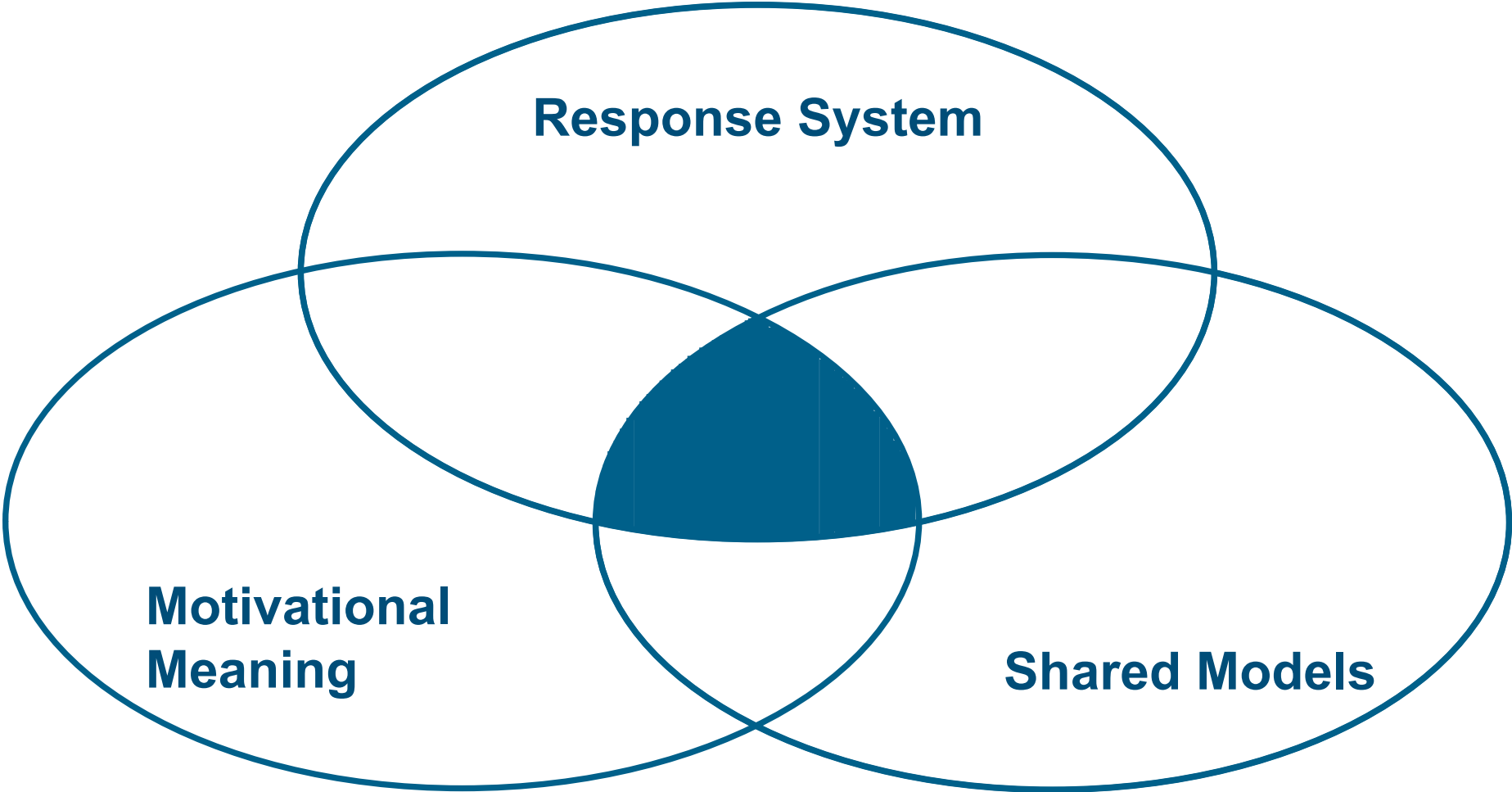




# The future: Chaos or Retrenchment?







**Response System**

**Motivational  
Meaning**

**Shared Models**

# Motivational Meaning

**Us<sup>+</sup>**

Purpose, campaign, outcomes  
Alliance, alignment

**Us**

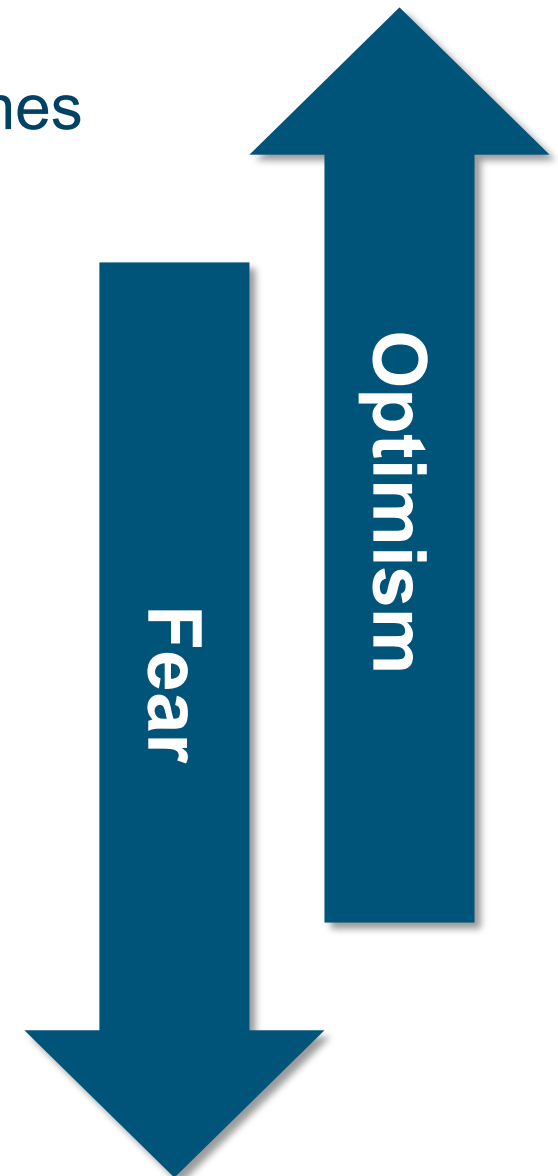
Priorities, boundaries  
Optimisation, improvement

**You**

Value, exchange, delivery  
Negotiation, selection

**Me**

Tasks, results, expression  
Reward, survival



# Tools for Managing Meaning

**Us<sup>+</sup>**

Corporate Mission Statement?

Manifesto

Joint Discovery Sessions

**Us**

Strategic / Business Plan

Org Chart / RACI chart

Process Flow Diagram

Vision: Us in Us<sup>+</sup>

Strategic Roadmap

Action to Results Plan

**You**

Annual Performance Review

Comp / Incentive Plan

Monthly KPI report

High Frequency Feedback

Supplier Self-Assessment

**Me**

Job Description

SOPs

To Do list

Key Outcome Description  
(*Magic Moments*)

Commitment Management  
System

# Does It Have to Hurt? M&S Plan A

Five years. Five commitments. 100 things to change. Because we've only got one world. And time is running out.



Incremental cost:

£0

## What is Plan A?

Plan A is our five-year, 100-point plan to tackle some of the biggest challenges facing our business and our world. It will see us working with our customers and our suppliers to combat climate change, reduce waste, safeguard natural resources, trade ethically and build a healthier nation.

We're doing this because it's what you want us to do. It's also the right thing to do. We're calling it Plan A because we believe it's now the only way to do business. There is no Plan B.

## Related links

- » [The Carbon Trust](#)
- » [Energy Saving Trust](#)
- » [Environment and Greener Living](#)
- » [Forum for the Future](#)
- » [Greenpeace](#)
- » [WWF UK](#)



### Climate change

We want to become carbon neutral and help customers, and our suppliers, cut carbon emissions too.



### Waste

We plan to stop sending waste to landfill and ensure customers don't need to throw any of our products away.



### Raw materials

From fish to forests, we want to make sure our key raw materials come from the most sustainable sources possible.



### Fair partner

By trading fairly, we want to improve the lives of hundreds of thousands of people in our supply chain and our local communities.



### Healthy eating

We aim to continue to set good food standards, helping customers and employees across the country live a healthier lifestyle.

**“...to take part in ‘a severe contest between intelligence, which presses forward, and an unworthy, timid ignorance obstructing our progress’”**

The logo for The Economist, featuring the words "The Economist" in a white serif font centered within a solid red rectangular background.

**The  
Economist**

**“a package of content...which exists to attract eyeballs to advertisements”**

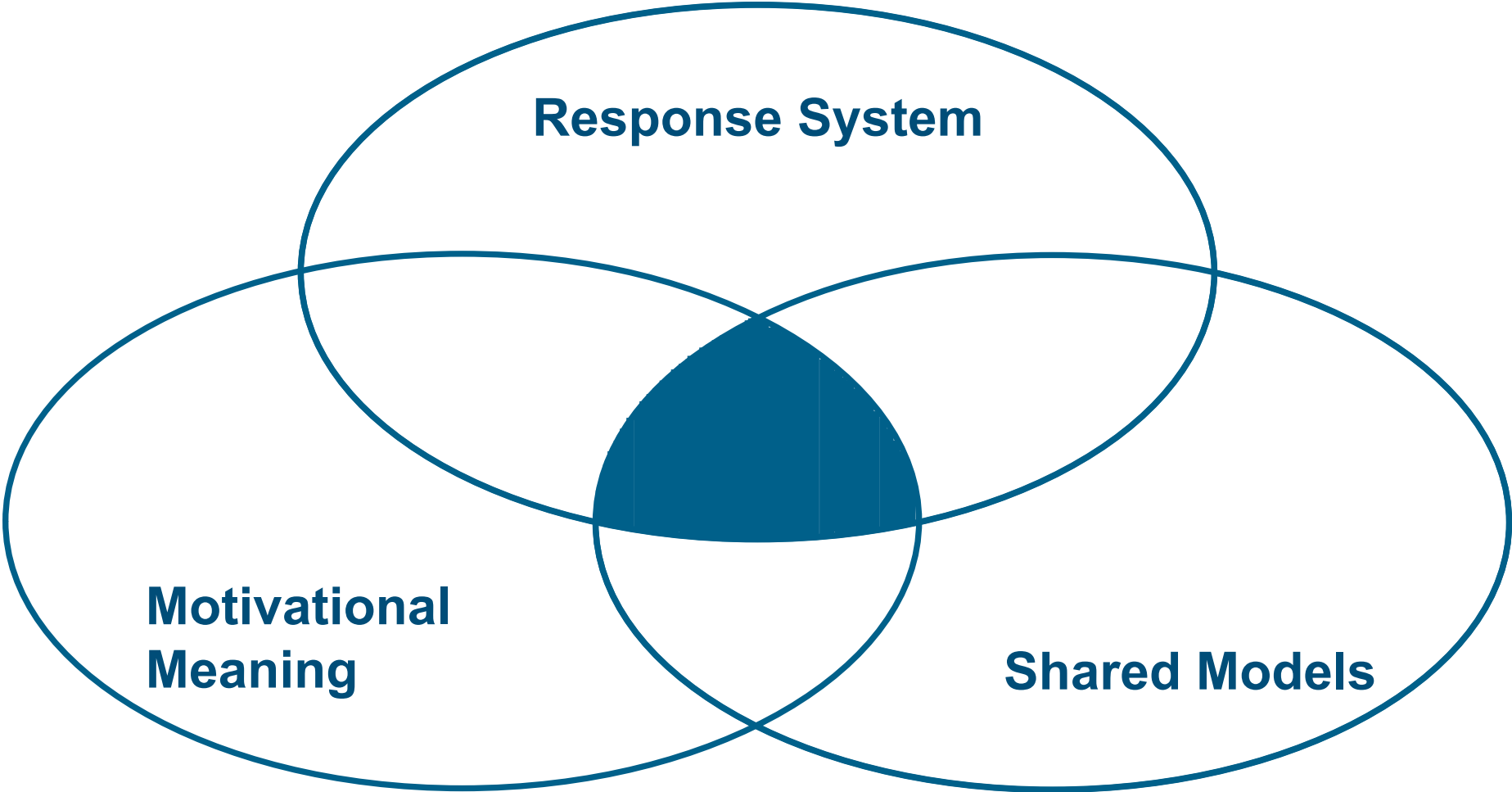
**To organize the world's  
information and make it  
universally accessible and useful.**



- 1. Focus on the user and all else will follow.**
- 2. It's best to do one thing really, really well.**
- 10. Great just isn't good enough.**





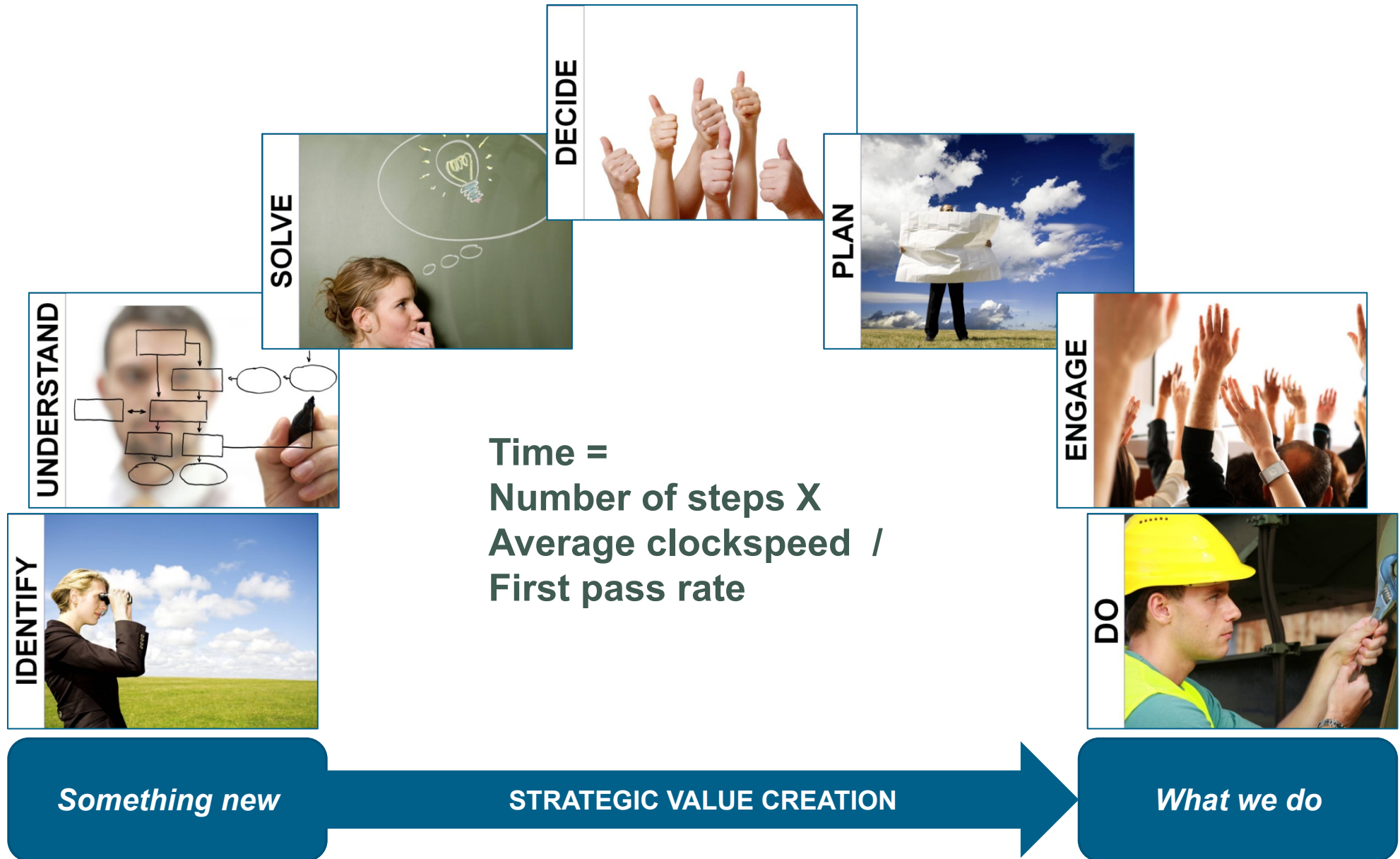


**Response System**

**Motivational  
Meaning**

**Shared Models**

# Strategic Response System



# Meaning-Based Response System

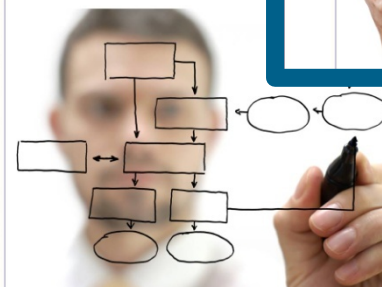
Earlier than SRS

Earlier than SRS

Later than SRS

Later than SRS

**UNDERSTAND**




A person is shown from the chest up, holding a black marker and drawing a flowchart on a whiteboard. The flowchart consists of several rectangular boxes connected by arrows, with some boxes containing ovals. The person's face is partially visible in the background.

**IDENTIFY**



A person is shown in profile, wearing a dark jacket and looking through binoculars. They are standing in a green field under a blue sky with white clouds.

**DECIDE**



A group of people's hands are shown giving thumbs up. The hands are of various skin tones and are raised in a gesture of approval or agreement.

**ENGAGE**



A group of people in a meeting room have their hands raised, indicating active participation or agreement. The focus is on the hands and forearms.

**SOLVE**



A woman is shown in profile, looking thoughtful with her hand on her chin. A thought bubble above her head contains a glowing lightbulb, symbolizing an idea or solution.

**PLAN**



A person is shown from behind, holding a large sheet of white paper or a blueprint. They are standing in an open field under a blue sky with white clouds.

**DO**



A worker wearing a yellow hard hat and a green safety vest is shown in profile, using a blue tool (possibly a wrench) on a piece of machinery.

Situation  
Identity  
Outcome

*Something new*

STRATEGIC VALUE CREATION

*What we do*



- What meaning management tools are you using in your organisation to create alignment and improve performance?
- How effective are these tools? Where could they be better?
- What is working in today's discontinuous environment?

