

# I learned

XEROX  
Corporation


digital

 **Basler**  
Versicherungen

**MIGROS**

*winterthur*

**ptt**

 **ABN·AMRO**

**KPMG**

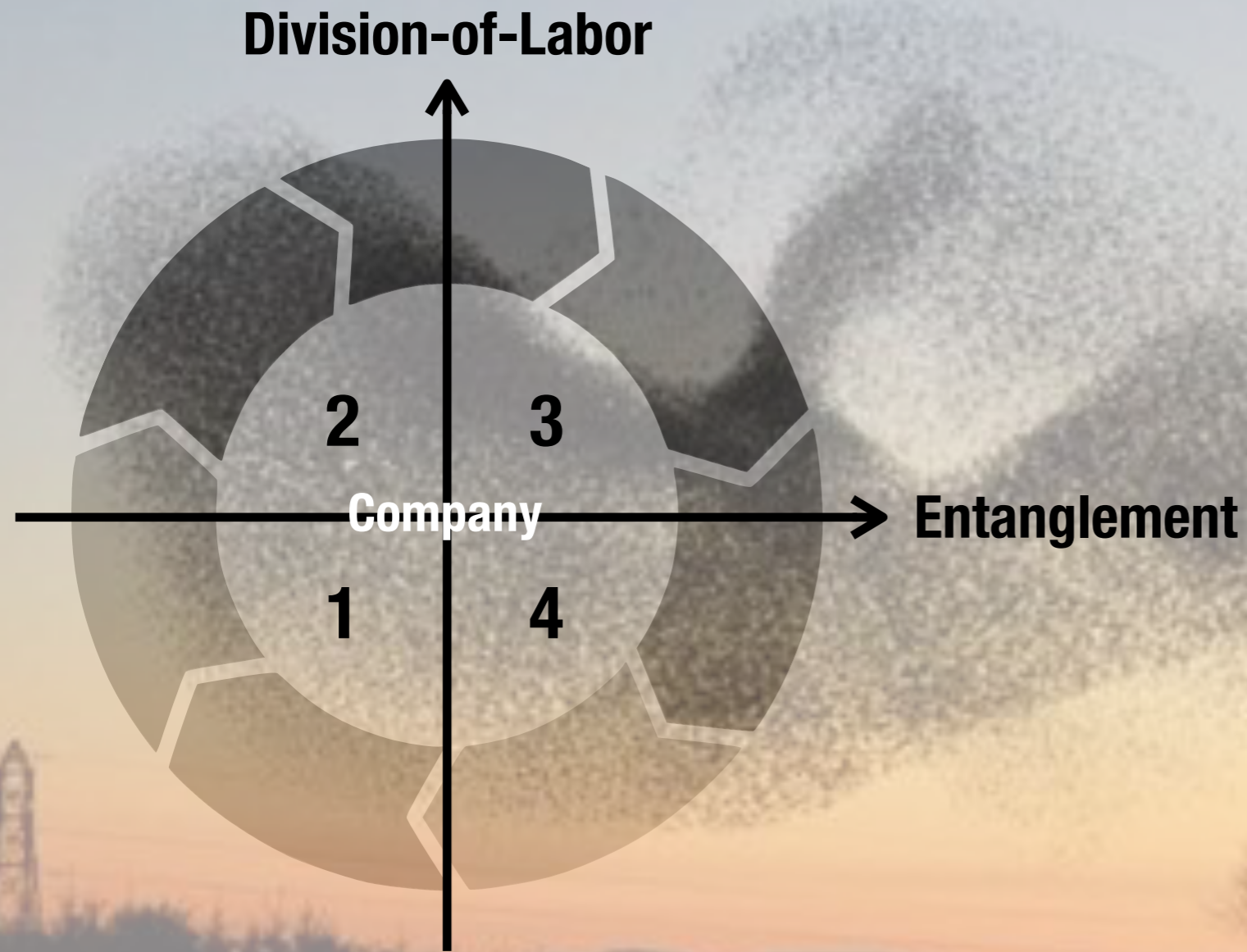
 **van Gansewinkel**

Company

**What worked in  
the past no longer  
did... somehow**

**Often, redesign of a  
business produced  
same old ideas**

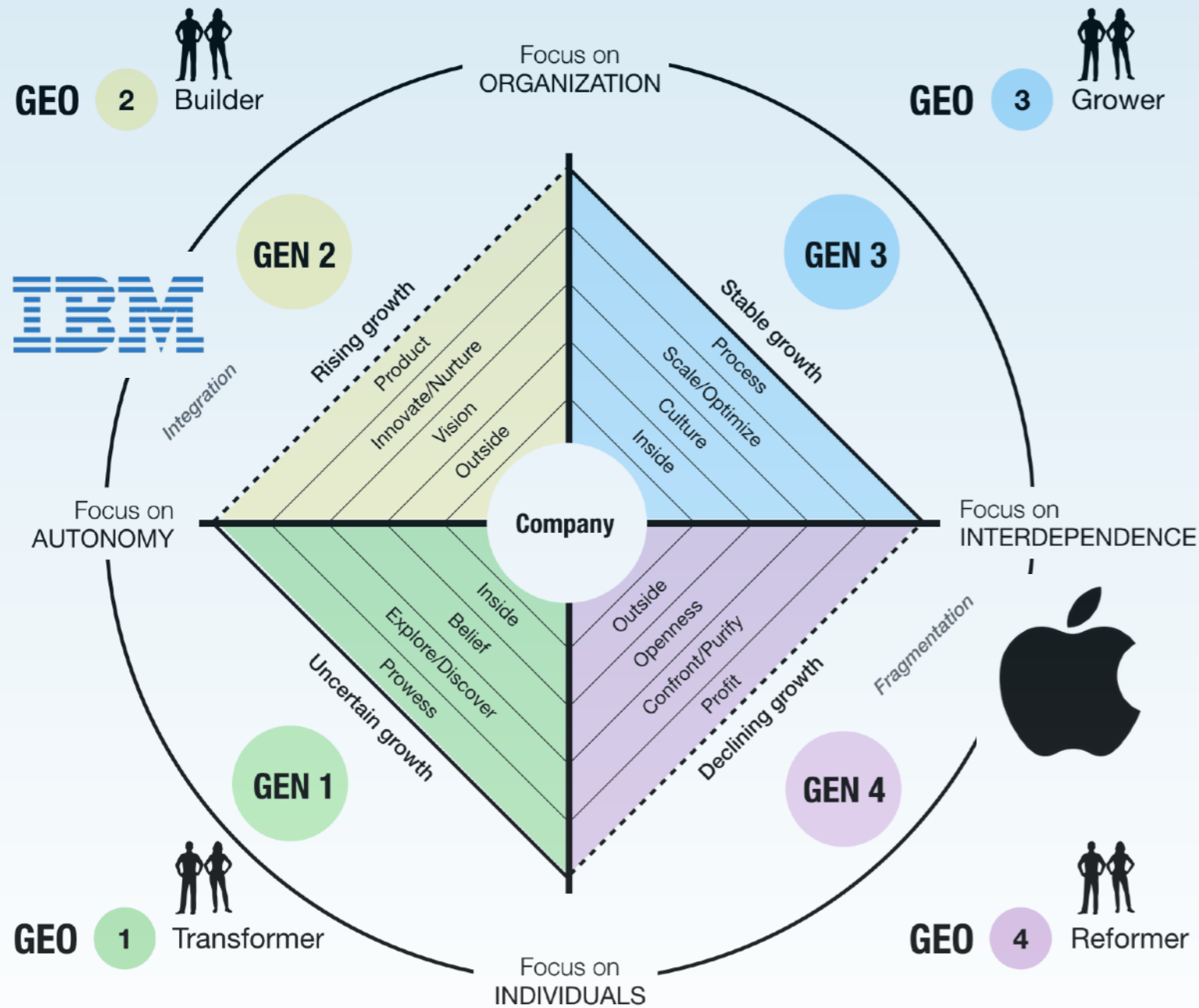
# I discovered



**Growth in X-hairs  
of division-of-labor  
and entanglement**

**Our inert tendency  
is to associate with  
one stage most**

# Then today



**GEN/GEO-rating  
now helps predict  
candidate success**

**GEN ratings now  
predict company &  
societal evolution**

# GEN/GEO Matrix



	GEN = 1 Play to Discover	GEN = 2 Try to Disrupt	GEN = 3 Repeat to Learn	GEN = 4 Watch to Improve
GEN = 1 Transformer	<p>Key individual when searching for breakthrough ideas that may eventually shape a platform for a new cycle of business.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Driven by belief, hard to stop</li> <li>- Not product focused enough</li> </ul>	<p>Offers new ideas when an organization is forced to go back to the drawing board after its product development gets stuck.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Loses sight of customers</li> <li>- Gets carried away</li> </ul>	<p>Offers relief by new operational insights and ideas once process and quality issues get in the way of the ability to deliver.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Favors process over people</li> <li>- Turns things upside down</li> </ul>	<p>Paints the world of tomorrow and offers new paths of research and development when the company is in need of being reformed.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Ideas are ahead of their time</li> <li>- Forgets immediate priorities</li> </ul>
GEN = 2 Builder	<p>Brings the perspective of internal or external customers to the table when an organization or company is being transformed</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Digs but not deep enough</li> <li>- Too eager to get to the market</li> </ul>	<p>Key individual with a keen eye for customers and markets who helps turn novel ideas into new products through innovation.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Inclined to overcommit</li> <li>- Driven by vision, less by reality</li> </ul>	<p>Keeps operations and decision makers aware of market- and customer expectations when it comes to matters of delivery.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Favors desirable over doable</li> <li>- Impatient with progress made</li> </ul>	<p>Supports the organizational reform process by quick-win initiatives such as by copying what competitors do.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Favors revenue over reform</li> <li>- Hooked by entrenched world</li> </ul>
GEN = 3 Grower	<p>Brings in the operational perspective by pointing out the company's distinguishing competencies and capabilities.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Turned off by far-out ideas</li> <li>- Identifying true novelty</li> </ul>	<p>Keeps an eye on the feasibility of operational plans when turning ideas into new products and services through innovation.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- May value plan over vision</li> <li>- Fails to imagine possibilities</li> </ul>	<p>Key individual who helps develop and sustain a network of internal and external capabilities needed to deliver products predictably.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Favors doable over desirable</li> <li>- Addicted to achieving growth</li> </ul>	<p>Helps revisit and simplify operational processes hoping to prevent growth and profits from slip sliding away.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Sustains old practices</li> <li>- Offers too-complex solutions</li> </ul>
GEN = 4 Reformer	<p>Makes sure that new ideas are evaluated in the light of the present market and in the light of what works for competitors.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Not open to out of the blue</li> <li>- Insisting on proof of concept</li> </ul>	<p>Contributes a hands-on view on the profit potential of ideas and helps evaluate how ideas differ from competitor offerings.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Not disruptive enough</li> <li>- Favors profit over novelty</li> </ul>	<p>Makes sure the organization is constantly doing things as simple as possible when it grows its capacity to deliver.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Denies benefit of complexity</li> <li>- Questions too much</li> </ul>	<p>Key individual who simplifies and purifies the organization and finds stop-gap opportunities in what successful competitors do.</p> <p><b>Pitfalls</b></p> <ul style="list-style-type: none"> <li>- Clings onto bygone world</li> <li>- Not bold enough</li> </ul>

**GEO** = Growth Environment Orientation, **GEN** = Growth Environment