



The everyday ADAPTING book



ADAPT
BY DESIGN

Welcome to the ADAPT by Design values book.

This book contains the essence of what we value, what motivates us and how we work together as a purpose-driven tribe.

We believe that connecting with all our stakeholders is essential to our success and that fairness and integrity are critical to our stakeholder relationships.

Our Partners



*Our purpose is to help
founders and leaders
build resilient businesses.*





We have identified many challenges faced by businesses today. Our ADAPT coaches guide and support you to build the capability within your business to tackle these.

We integrate what you are currently doing with a systems thinking and succession mindset and everything we do is supported by our platform embedADAPT.

We offer the **how** - not just the why.



Our values are a reflection of who we are and guide our work and the decisions we make.

We aim to engage with people that are culturally aligned and fit into our community driven by values and a career, not skills and a job.

Our values complement each other and are all equally important.

Build Resilience

The purpose of ADAPT is to help our customers build resilience within their organisations. This starts at home. The irony of ADAPT not being able to adapt could result in us being lampooned in a Ricky Gervais comedy sketch.

What is Resilience?

- The ability to overcome setbacks and absorb any learnings offered by those setbacks, quickly, and at the minimum cost.
- Coping well with high levels of ongoing disruptive change.
- Sustaining energy when under constant pressure.
- Bouncing back easily from setbacks.
- Overcoming adversity.
- Changing ways of working to incorporate learning when old ways are no longer possible.
- Doing all of this without acting in dysfunctional or harmful ways.

ADAPT is based on the principle of moving from 'prediction and control' to 'anticipate and adapt'. This principle is at the core of building resilience. If people honestly believe they can accurately predict outcomes in business, they are most likely going to create environments predicated on anxiety and fear.

Moving to an anticipate mindset is very liberating and drives the idea that creativity is at the core of resolving the challenges of life for individuals and organisations.

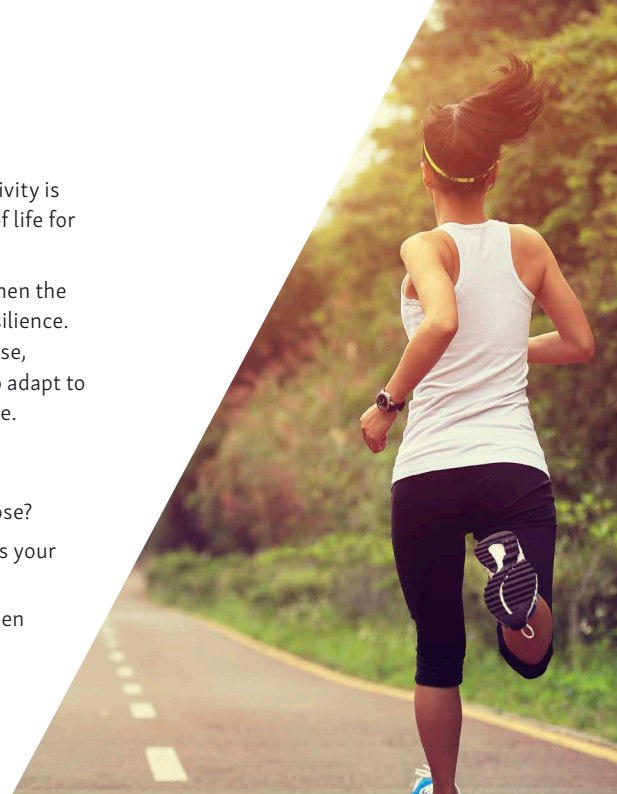
Consciousness about our behaviours when the challenges hit are critical to building resilience. The development of our personal purpose, clarity of our value set and a capacity to adapt to change are key to our personal resilience.

Ask Yourself

Do you assess and re-assess your purpose?

Do you consciously assess and re-assess your values?

Do you challenge your belief system when presented with new evidence?



Be Brutally Honest

Everyone at ADAPT is actively encouraged to bring about change and improvement.

- Feel free to express an opinion to anyone in the company.
- If you have an issue, go to the heart of the problem and be prepared to offer a solution to get it resolved.
- There is nothing gained in complaining without trying to participate in finding the solution.

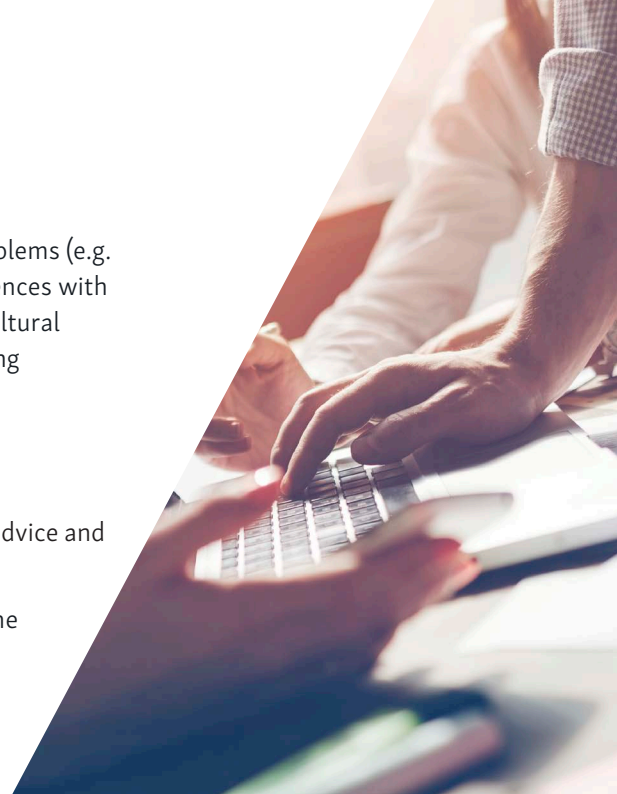
Ask Yourself

Have you contributed ideas?

Have you ever discussed your problems (e.g. work-load, responsibilities, differences with your hiring manager) with your Cultural Leader? If so, which of the following happened?

- The problem was resolved.
- The problem was reduced.
- You were provided with useful advice and offered acceptable alternatives.

Do you feel confident to discuss the problems you are facing at work?



Be Authentic

There is a tsunami of corporate communication and people are being washed away in waves of bullshit. If we do not 'walk the talk', 'eat our own dog food', 'practice what we preach', then let's close it down. In addition to being Brutally Honest, we need to challenge all forms of communication with our stakeholders.

Ken Wilber referenced the I, WE, IT. We have borrowed his model to say:

“ *If I innovate myself (I), I can innovate my relationships (WE) so that I can innovate what I do (IT).*

By being open to personal innovation, I optimise organisation innovation. This openness to personal innovation is at the core of authenticity.

Ask Yourself

Do you challenge our communication and challenge its authenticity?

Are you genuine in your actions and communications?

Are you true to your values and purpose?

Do you accept feedback if you are displaying 'knower' behaviours?

Do you distil and share your left column?

Do you challenge your own inferences and assumptions?



Be Accountable and Promote Equality

At ADAPT we understand that we are all equal but have different levels of accountability and responsibility. We are all on the same team, but someone has to make the call on the next move.

Equality

Anyone at any time should feel free to discuss an issue, or an idea, with any person in the company.

- If you have a leadership role within ADAPT, you are responsible for mentoring and encouraging others in your team. You are expected to arrive at decisions while considering your teams opinions. A dictatorial style implies a total breakdown. Be prepared to listen.
- If you report to someone, understand that they have the final word on what direction will be taken in decision making. Your ideas will be considered, but based on many factors, a decision must be made.
- If you are dissatisfied with an issue, declare this.

Accountability

The common goal for all roles within ADAPT is to deliver the best service possible to customers, be they internal or external. To achieve this goal as a team, it is important to be aware that different team members have different levels of accountability. This awareness of varied accountability should guide us in all our actions and discussions.

Ask Yourself

Equality

Do you treat all people in the company as a peer?

Do you actively assist people in your team to learn, regardless of their organisational relationship to you?

Do you fully disclose information or do you hoard it? If you hoard information, what is your motivation for this?

Are you aware of the impact of disclosing full information so that the correct priority can be assigned to a task?

Accountability

Are you focused on delivering the best service to your customer?

Are you aware of the priority of the service you provide for your customer and the need to deliver to an agreed time frame?

Are you aware of your level of accountability within your team? Do you take this into account in your actions and discussions?

Vent, but Don't Slander: Be Respectful

At times we can all be frustrated with a colleague, customer, partner or supplier.

Everyone should feel free to find someone to vent to (within ADAPT) so that they can deal with their frustration.

Communication (verbal or written) should always be directed at the problem, not the person. Treat all people (customer or colleague) with respect, and adopt an awareness and cultural sensitivity to all.

In both verbal and written communication you should be respectful at all times. Never use invective or aggressive terms. This applies to everyone, regardless of their position within ADAPT.

For e-mail communications (specifically external to the company):

- Use salutations and valedictions. Say “Hello” and “Goodbye”.
- Try not to truncate your English. It should not become a text message; it should be more like a letter.

Ask Yourself

Are you happy with your style of communication with all stakeholders?

Does your style of communication comply with our values?

Do you have a venting buddy?

If not, what do you do when faced with a highly frustrating situation?



Empathise

At times your colleagues may be under more stress than you. Have empathy for their situation and investigate with openness and curiosity.

- Try to understand the demands of other roles within the company.
- Put yourself in other people's shoes.
- Acknowledge that it is the sum of all the skill sets (not a few individuals) that makes a company like ADAPT.

In a culture of personal responsibility, you will be asked to own and execute your tasks. However, you need to be empathetic and support others in their tasks when required.

Many see the role that they are executing as "theirs". This ownership can lead to good outcomes. However, it can also make it difficult for a person to see their role objectively and realise that they may not necessarily perform the same role forever during their career with ADAPT; they are merely caretakers of their current role.

With a culture that is predicated on the principle of the "Habit of Handover", it is important to have empathy for your successor. Therefore, wherever possible, use the knowledge systems available at ADAPT to transfer tacit knowledge and make it explicit. This will help your successor to build on what you have learnt and explore new avenues.

Ask Yourself

Have you pitched in and helped a colleague who was under stress?

Have you had a situation where you were frustrated with a colleague and then discovered the reason behind their behaviour by investigating their world?

With the people you interact most, do you ask yourself what it would be like to do their role?

Have you taken the time to understand the issue of priority for other roles?

Have you thought about the successor to your role when you are assessing your roadmap?



Be Flexible

ADAPT's culture is built upon the fundamental philosophy of personal responsibility. Therefore, we will always support a flexible attitude to work. We believe that work is one of the many integral aspects of life. So, when you are faced with challenges in other parts of your life (family, health etc.), we would like to support you through them. We recognise that it is difficult to apply oneself to work when challenged with stressful events.

A sense of humour is also appreciated in the workplace, as long as you comply with the other values stated.

Companies often make the work environment too sterile by letting it being driven by unnecessary political correctness.

This political correctness often leads to the implementation of superfluous policies which could lead to a lethargic, inflexible culture. The total opposite of the culture we are trying to build at ADAPT.

- Recognise the flexibility that ADAPT will provide you, but also review your attitude to flexibility.
- Be wary of the establishment of additional policies.
 - What is the purpose of the policy being formulated?
 - Who is going to draft the legislation of the policy?
 - Will this legislation lead to the reduction in the application of common sense?

Ask Yourself

Have you made use of the flexible attitude to work at ADAPT?

Have you taken the time to understand the issue of priority with the tasks you are performing, and acted with the appropriate flexibility?

Have you been flexible to help out with an issue of critical priority that ADAPT or your team were facing?

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