SaMa Transformation

Transforming great ideas into great business

SELF-DISRUPTION JOURNEY



Sustainable development through self-disruption

Your business is exposed to the risk of technological, regulatory, human disruption… Your responsibility as a leader is to anticipate these profound changes and turn them into strategic opportunities. The Self-Disruption™ Journey is the first structured process to identify courses of action by leveraging your teams' collective intelligence and company's assets for sustainable development.

Classical defensive strategies are no more effective in a world of brutal and unforeseen changes

Fear is a bad counsellor. As a leader, your problem is not to know whether « *The Barbarians are attacking…* » as the French start-up studio TheFamily said, or whether « *Everybody is afraid of being uberised* » as Maurice Lévy, the chairman of Publicis, once claimed. Your challenge is to lead the development of your company in an environment which is subject to radical and unforeseeable changes. You are responsible for making the right decisions to anticipate and cushion these disruptions and for taking advantage of these to create lasting value.

However, beyond these slogans there are the leaders' legitimate fears in the face of profound changes in societies and markets. The digital revolution is largely responsible for this. But the arrival of generation X, Y then Z - with aspirations and behaviours so different from those of the baby boomers - also poses formidable challenges for the business manager that you are.

Proactive management teams want to project the company into its future in a positive way and replace fears with hopes

How do business managers handle this? They traditionally adopt a number of approaches to defend themselves against major changes in their customers, businesses, business models or technologies. But you can no longer simply improve what already exists to be more efficient, in particular through cost reduction actions. The use of sectoral or functional experts, the training of managers, the involvement of private and public investors, the acquisition of start-ups, innovation initiatives such as hackathons are some of the tools used to prepare for an uncertain future.

To these means is now added a different approach, based on **self-disruption**, which invites participants to:

- Co-construct with the driving forces of the company and make full use of the buried knowledge;
- Change mindset, shift from negative to positive, allow managers to play a different role;
- Dramatise the issues by taking height in a secure environment;
- Dare to leave their sector, job, territory;
- Decompartmentalise and facilitate the circulation of ideas and energies throughout the organisation;
- Be frugal and agile;
- Take permission to fail and learn fast, progressing step by step.

With self-disruption, leaders allow themselves to envision the future of the business with their teams from a different perspective

Self-disruption completes and strengthens strategic and operational systems. It promotes co-creation and collaboration in a positive way and integrates it into the context of the business.

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The **Self-Disruption Journey™** (SDJ) is a collaborative innovation process in which members of the management team act as **« disruptors » to their own business**.

The participants in the SDJ imagine how - with appropriate technical, financial and human resources - they would act **to penetrate this market and disrupt it** by taking advantage of undue rents, technological discontinuities, new uses, regulatory changes, low needs or poorly addressed demands through any legal means at their disposal to fundamentally change the situation and **create a sustainable business they can dominate**.

The SDJ differs from the business-as-usual incremental performance improvement process by

- setting the company in motion through a positive approach and helps break down organizational silos by fostering long-term sharing and exchange;
- leading the management team to look toward by identifying courses of action, strategic options, and forward-looking scenarios.



The key to the success of the SDJ lies in the participants taking ownership of the process and its long-term implementation.

By adopting a positive stance towards the risks of disruption, the leadership team comes together to leverage its collective intelligence and uncover innovative development opportunities.

The SDJ is a "journey." It evolves, morphs and develops over the long term, enabling the company to reap the full benefits, transform its corporate culture, and deliver lasting results.

The PAD is a collective engagement initiative comprising six modules, designed to meet the specific needs of each company. The duration and agenda are tailored to the company's needs and requirements.

A typical programme is structured around a core consisting of:

1. **Two half-day working sessions** held outside the traditional corporate setting—typically during an executive leadership seminar or a kick-off meeting at the start of the year.
2. **Scoping** and **debriefing** sessions with the executive leader, held before and after the main working session.
3. A pre-seminar **kick-off meeting** (via webinar or in-person) to explain the process and facilitate preparation, followed by a **wrap-up session** with all participants (via webinar or in-person).

Participants are organized into **working groups** (4–6 people) tasked with envisioning—initially in broad strokes—how they would act as "**barbarians**" disrupting their own business: where they would take the fight and what tools they would use. The two half-day sessions include "checkpoint-restart" moments.

The PAD is highly customisable, offering:

- Preliminary work to educate participants on the dynamics of disruption, using **data from other sectors and countries**.
- Support to surface both the underlying beliefs and the "**hidden knowledge**" (tacit knowledge) of employees.
- An assessment of the company's **vulnerability** to an attack by a potential disruptor.
- Collaboration with company staff to **develop identified opportunities,** potentially extending to support for their **implementation**.
- Guidance for the **projects** and organisational **changes** triggered by the Self-Disruption Journey.
- Work with **startups** identified to accelerate the process.
- Any other initiative to help the company and its leaders envision a **positive, sustainable transformation**.

The SDJ is led and facilitated by our senior operational consultants. They contribute their experience of the corporate world and of disruption, whether voluntary or not, to guide participants throughout the innovation process.

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