



ENTERPRISE
EVOLUTION

Program Introduction



The Enterprise Evolution program is designed to support municipalities in building the capabilities needed to adapt to accelerating change and increasingly complex conditions. Enterprise Evolution enables senior leadership teams to enhance their strategic management practices by applying systemic management methods and tools.

**The future emerging will not favour
those who wait to adapt.**

Are you ready to become
an **Evolutionary Enterprise?**

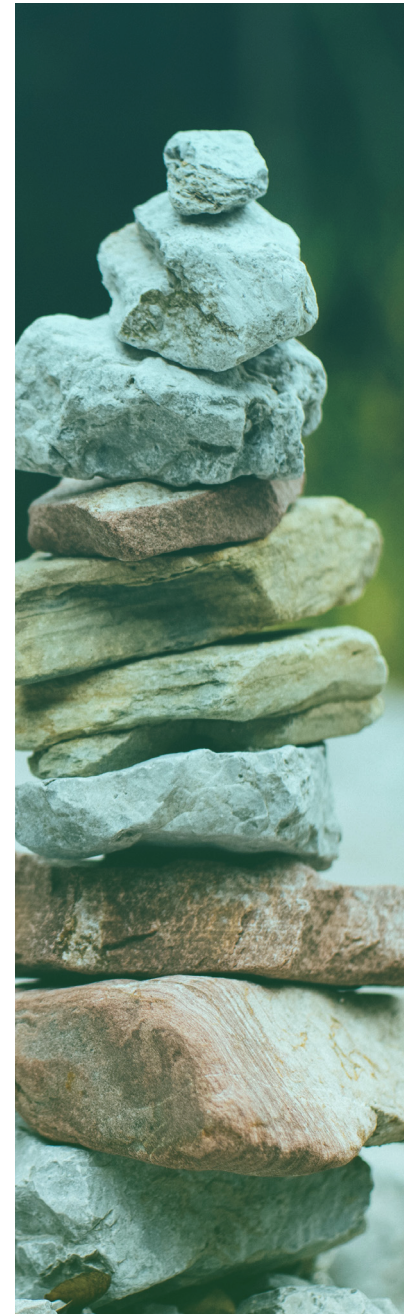
The Impact of Rapidly Changing Conditions

The Rise of Modern Management

Only 250 years ago when fewer than a billion people inhabited the planet, there was little concern for population growth, including the impacts of human activity. The most widely accepted economic theories developed during the rise of the industrial revolution ignored the limits of the planetary systems all life depends upon (e.g. systems that clean air, purify water, maintain arable land, etc.). These macro-economic theories contributed to the development of enterprise-level management methods and tools that encourage narrowly focused, short-term thinking, and the pursuit of unlimited economic growth.

Increasing Pressure to Adapt

Since 1970, humanity has further and further exceeded the carrying capacity of our planet, while failing to equitably maintain the well-being of a significant proportion of our population. From the COVID-19 pandemic to social justice issues and our climate emergency, senior leaders are now being forced to respond to a widening range of complex and interconnected challenges. The pandemic in particular has demonstrated conventional management practices are increasingly insufficient for the complex challenges emerging and that already marginalized communities are disproportionately suffering as a result. There is a greater need than ever for senior leaders to respond to the growing risk associated with maintaining the status quo.

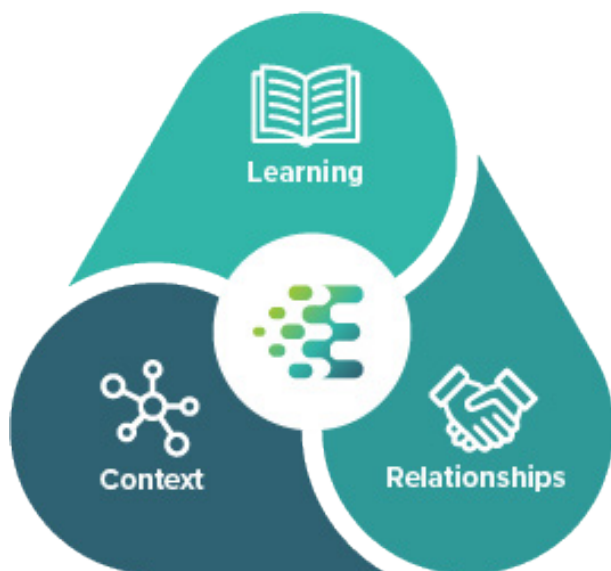


Have you anticipated the complex challenges emerging that may impact your organization? Are you prepared to respond?

Evolving Management Practices

Municipalities are finding it increasingly challenging to continue performing well while responding to accelerating change. When examined through the lens of systems theory, a municipality, like any enterprise or stakeholder, represents but one actor within a complex system. When a complex system is more stable, it is easier for any given stakeholder to take action and consistently generate desired outcomes. As a complex system becomes more dynamic and volatile, actions that have reliably produced desired outcomes in the past, may no longer be effective and increasingly produce unintended consequences.

Today's brand of financially-oriented, short-term-focused strategic management methods and tools were not designed to match the complexity of our rapidly changing world. To enable senior leaders to adapt, a forward-thinking, international community of innovators has been developing a new generation of management methods and tools that are informed by systems theory. Systemic methods and tools typically combine leading management expertise with the natural and social sciences, and emphasize the importance of the following:



Context: As change accelerates and complexity increases, more global and local factors become relevant to an enterprise's success and must be carefully considered.

Relationships: The well-being of an enterprise depends on the health of the complex systems it is nested within; this makes it necessary to more deeply engage and cooperate with all stakeholders.

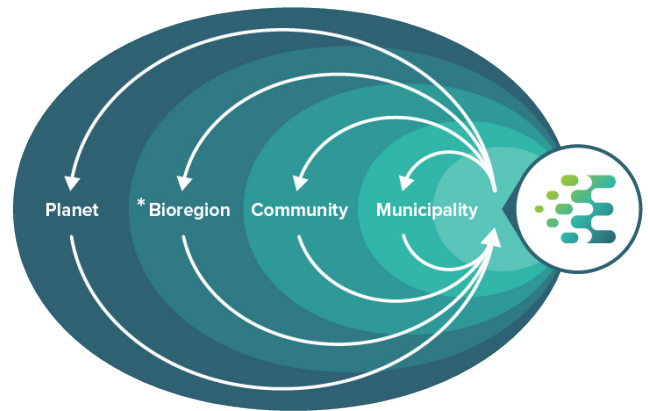
Learning: Responding well to accelerating change calls on enterprises to maintain a deeper understanding of how conditions are evolving, and to establish a culture of experimentation and innovation.

**As the impacts of humanity's unsustainable ways intensify,
will your team adapt before it's too late?**

Introducing the Enterprise Evolution

A Systemic Approach To Strategic Management

Enterprise Evolution is an organizational development program designed to enable senior leadership teams to transform strategic management practices. The program recognizes the municipality of the future must deeply engage with various stakeholders and be responsive to changing conditions across multiple contexts and sectors.



* A region defined by characteristics of the natural environment and cultural context, rather than by man-made divisions.

Adapting Strategic Management Strategies

By supporting the adoption of systemic management methods and tools the program helps enterprises become more **adaptive, effective and efficient**, and **resilient** as described within the table below:

Focus Area	CONVENTIONAL APPROACH	SYSTEMIC APPROACH	Expected Outcome
Strategy Development	Bounded process that produces a static deliverable based on conditions at a point in time	Continuous process generates a dynamic deliverable iteratively adapted in response to evolving conditions	Adaptive: Responsive to change and innovative
Performance Management	Led separately by each department and focused on financial considerations	Economic, social and environmental trade-offs are accurately valued across departments in an integrated fashion	Effective & Efficient: Available resources are optimally allocated
Stakeholder Engagement	Basic input is transactionally solicited from a sample of community members not proportionate to its diversity	Strong relationships are formed with community members who are meaningfully engaged in participatory processes	Resilient: Stakeholders needs are met & community is empowered

Through the Enterprise Evolution Program, municipal leadership teams select a combination of systemic management methods and tools that match their unique profile, challenges, needs, and priorities. The program employs a highly collaborative, hands-on approach that ensures leadership teams are supported through the process of applying new tools and methods in practice. This contributes to leaders learning experientially and developing both the capabilities and confidence needed to continue applying the innovations adopted on their own.

It's time for bold leadership and new solutions to our persistent, global and local challenges. With the right approach and tools for navigating the future emerging, what might your leadership team accomplish?

To learn more about how you can become an Evolutionary Enterprise:

[Contact us](#)



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