



21st Century Leadership

Learning Experience



SUBCULTURE
SYSTEMS

“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.”

Alvin Toffler, author of *Future Shock*



Twentieth century-style management that privileges efficiency, control, and predictability is an important foundation for business, but too much of this approach sets you and your organization up for stagnation, disruption, and demise. In this time of extreme uncertainty and disruption, companies are entrenching themselves in the comfort of deliberate strategies, pushing out emergent thinking.

It is incumbent on leadership and staff to learn and execute against 21st Century business practices. Working together, you can create a thriving ecosystem of **exploration, discovery, and innovation**, driven by a groundswell of people with a shared sense of urgency and purpose, with new ways of thinking, and with shared processes and culture.

We call this **Continuous Adaptation**.

Providing advanced learning opportunities that open the doors to pursue new, great work will energize and help retain top talent, and give you the resilience to thrive in any business environment.

21st Century Leadership Learning Pathway

Subculture Systems' 21st Century Leadership training walks staff and leadership through parallel tracks using Subculture Systems' framework for continuous adaptation and applied Human Centered Design.

Courses can be delivered in person, virtually, or in a hybrid model by expert facilitators. Sessions include video content, hands-on activities, resources and facilitator office hours.

Each course's **outputs and assignments are customized** to the needs of the organization and may include identification of potential opportunity areas for further exploration.



21st Century Leadership Learning Pathway Courses



21st Century Leadership 101

INTRO TO CONTINUOUS ADAPTATION

Our 21st Century Leadership training walks staff and leadership through parallel tracks on Subculture Systems' key concepts with a focus on creating the conditions for continuous adaptation.

Training takes place over 8-12 weeks in 1-2 hour lessons, and can be delivered in-person, virtually, or in a hybrid model with in-person kick-off and conclusion.



21st Century Leadership 201

APPLIED HUMAN CENTERED DESIGN FOR CONTINUOUS ADAPTATION

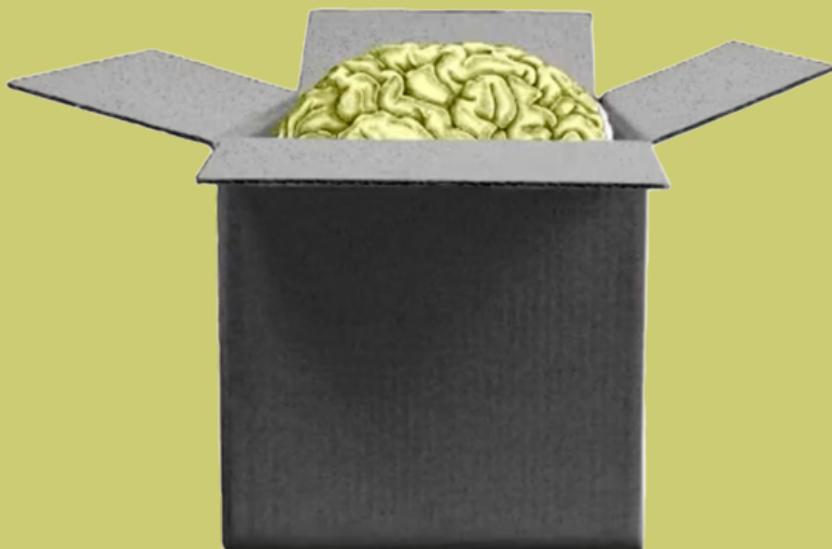
21st Century Leadership 201 deepens experiential learning for a subset of 101 participants. Small teams will explore real world business challenges. Through observation, interviews, synthesis, ideation and prototyping, teams generate opportunities and develop them into concrete concepts ready to pitch for internal support.

By the end of this experience, participants will be able to regularly practice Human Centered Design, and will also have moved their ideas to the next level. It is possible to structure this training as a stand alone multi-week intensive workshop.

21st Century Leadership 101

Intro to Continuous Adaptation

Syllabus



WEEK #

01

CONVERGENT AND DIVERGENT THINKING

As humans we fall into specific patterns. In this lesson we challenge participants to be more aware of their own modes of thinking, break free of key constraints, and exercise their brains to approach work in different ways.

02

COGNITIVE FLEXIBILITY

Have you ever been "hangry"? Or been told to "think outside the box"? In week two we look at what those states of mind actually are and where they come from. Emotional regulation and cognitive flexibility impact your ability to adjust to novel circumstances and participate in or lead change at your organization.

03

HISTORY OF WORK

In this lesson we break down the current perception of what work is and reveal that what we think of as "normal" was created not that long ago. We will challenge you to unpack "the way things are" in any given situation and we will give you a framework for how to learn from bad situations.

04

ENCOUNTERS & COLLISIONS: GENERATING NEW IDEAS

Encounters can be something novel or something other; they can be a person, a context, content, an experience, or even an idea. The key is to see them as opportunities. In this lesson we explore encounters and why they're vital for innovation.

05

THE ENGINEERED ENCOUNTER

You don't have to leave inspiration to chance. In this lesson we look at how we can engineer encounters that will allow us to diagnose unmet needs and generate solutions. We take a look at the foundations of Human-Centered Design.

06

EMERGENT & DELIBERATE

In this lesson we share a clear example that helps illustrate the often overused terms "innovation" and "disruption." We learn about emergent and deliberate strategies and the pitfalls of getting stuck in only one of the two modes.

07

UNINTENTIONAL INNOVATION

You know that humble little piece of yellow paper stuck to your desk or computer monitor? In this lesson we explore the story of the Post-It Note, and explain why the vast majority of breakthrough innovations are discovered, not made.

08

SUBCULTURES & SCENES

This lesson is about what happens when culture becomes stagnant. We learn how new things and new ways of being germinate, bloom and spread through organizations and societies via Subcultures and Scenes.

01

SHIFTING BASELINE SYNDROME

Your organization is more similar to the mafia than you might think. All organizations adopt unspoken codes of conduct that govern the way that it – and each employee – behaves. In this lesson we'll look at the most common and insidious organizational practices and how to combat them.

02

EMERGENT & DELIBERATE STRATEGY

Two opposing frameworks define and guide organizational outcomes: Emergent and Deliberate strategy. Both are necessary, but as a leader, guiding your team to use the right ones at the right times is the key to the sustained success of your organization.

03

THINKING IN PORTFOLIO

Death to monoculture. This lesson explores how business diversification and the dimension of time relate to innovation. You will be provided multiple frameworks that will help you analyze your portfolio to avoid organizational collapse.

04

HUMANS ARE SOURCES

The cubicle was designed to make the workplace better for humans but ended up creating dehumanizing cubicle farms. In this lesson we delve into the "TFW" virus that infects organizations and treats humans as resources versus the generative power of treating humans as sources instead.

05

THE ENGINEERED ENCOUNTER: CREATING TIME AND SPACE

In this lesson, we go deeper on Human-Centered Design and how it can impact the future of the organization. We then outline the actions a leader must take to set their HCD teams up for success.

06

LEVERAGING NETWORK EFFECTS

Dancing plagues in the Middle Ages, clown sightings in 2016, and the record-breaking release of Taylor Swift's album in 2022 all grew from network effects. Learn about the spread of complex social contagions that can alter behavior and your organization.

07

SUBCULTURES & SCENES: GENERATING MOMENTUM

We learn how new things and new ways of being germinate, bloom and spread through organizations and societies via Subcultures and Scenes and the crucial role leaders play in legitimizing and growing subcultures into scenes.

08

BUILDING A MOVEMENT

In this lesson we walk you through the 11 steps to building a successful social movement in your organization and beyond. You will learn about a groundbreaking movement that created gender parity at MIT – the first research institution to do so.

Elements of a Lesson



WATCH

Each lesson includes a 3-7 minute video.



DISCUSS

Guided discussions in breakout groups and with the cohort bring ideas close to home



TRY

Each lesson includes hands-on in-class exercises to reinforce concepts



PRACTICE

Learners hone their skills outside of class with additional assigned exercises



ACCESS

Lessons come with key concept guides and frameworks for participants



CONNECT

Cohort community tools and office hours help teams connect



Course outputs are customized based on the needs of the organization. For example, you may want to explore business challenge areas in the course and leave with some initial solution directions for further exploration through Subulture Systems' Applied Human-Centered Design program.

Example Hybrid Course Program

21st Century Leadership 101

INTRO TO CONTINUOUS ADAPTATION



Participation can be scaled up using a pilot and cohort rollout model

Executive Training

In-person or virtual live sessions with executive leadership to lay groundwork for experience

2 Day in-person kick-off

20 staff, 10 leadership participants kick off program together

Talks and activities from Subculture Systems' Co-Founder Michael Maness and program facilitator set students up for live virtual course.

8 week course

8 weeks of virtual live sessions led by Subculture Systems instructor, staff and leadership cohorts

1 hour/wk live instruction plus office hours and practice (3-4 hours/wk total) per cohort

1 Day in-person conclusion

Talks, workshops and share outs from pilot participants, facilitator and relevant organizational leadership.

21st Century Leadership 201

APPLIED HUMAN-CENTERED DESIGN

10 week course

Participants selected from 101 course participants

In-person or hybrid

In-person kick-off and conclusion if course is not in-person (see above structure)

3-4 person teams, up to 3 teams

Applied Human Centered Design

Business challenges from 101 cohorts selected, teams walked through HCD process to develop and test ideas

Other Experiences in our Learning Toolkit



Intro to Human-Centered Design

STANDALONE LEARNING EXPERIENCE

The concepts behind Human-Centered Design are central to Subculture Systems' approach. This 5-week course lays out the underlying principles behind the practice to help groups shift all elements of their work to be more customer centered.

We recommend this course as an addition to 21st Century Leadership 101 for groups who may not be familiar with the foundational concepts of Human Centered Design.



Speaking & Workshops

ONE-OFF AND SERIES FOR LEADERS AND STAFF

Delivered by Subculture co-founder Michael Maness, our talks are focused on the key concepts of our natural systems-based method of working and thinking. Our clients have found them impactful at the company-wide level, for executive leadership, and board development.



Hands On Consulting

LONGER-TERM BESPOKE PROJECTS

Work with Subculture in person through co-created engagements. Our consulting focus is on organizational transformation centered in natural systems and human centered design. We provide hands-on coaching, accelerators, workshops and human centered design based research and execution.

Testimonials

“ I can already see the new perspectives moving into the business. In a short period of time you and your team have had a powerful impact on the 12 of us and by extension the teams we lead.



Jill Anderson

Senior Vice President Strategic Planning and Power Supply
Edison

“ We had a high bar to cross. Our executives are very savvy with billions of dollars of investment experience. Subculture co-created the program with me, was always on call for guidance and supported me in creating an experience that became the gold standard of training in the industry.



Stephen Lyons

Former Head of Leadership, Talent and Culture
Macquarie Group

“ Michael [co-founder] has long been a deep student of the connections between ideas, individuals and culture. He understands what inhibits innovation and what unlocks it.”



Tim Brown

Author of *Change By Design*
Former CEO, current Chair
IDEO

Clients



Ogilvy & Mather

Google

Johnson & Johnson



MCKESSON



LANDMARK



S&P Global

Leadership



Michael Maness

Founder

Michael is a leading thinker on innovation, media and the transformational impact of the Internet. Michael was the first ever Innovator-in-Residence at the Harvard Business School. Michael investigates why innovation fails or thrives in business cultures. Prior to Subculture, Michael was the Vice-President of Journalism and Media Innovation at the Knight Foundation where he managed an active portfolio of over \$125 million. He was also the chair of the Knight Enterprise Fund whose value more than doubled under his leadership.



Mallory Mason

Partner

Mallory is a Human-Design Expert working with clients across the globe. Mallory comes from the world of Media and community organizing previously spearheading innovation work for PBS. Formerly a Success Coach for emerging employees, Mallory has partnered with various organizations across Connecticut including: Southern Connecticut State University, Eastern Connecticut State University, Urban League of Greater Hartford, Business Women's Forum, Females Center of Excellence & Leadership.



Stuart Kennedy

Partner

Stuart brings years of experience in program design and human centered innovation. As a master sprint trainer, he works across industries and organizations to help unearth and build out new ideas and products with inline teams. Prior to Subculture, Stuart led innovation initiatives with local and national foundations. He created strategies for policy, grantmaking and civic leadership towards better urban environments as the Director of Program Strategy and Innovation at The Miami Foundation and Program Associate at the John S. and James L. Knight Foundation.



SUBCULTURE SYSTEMS

We look forward to designing something great with you and your team.
For inquiries, contact Stuart Kennedy, stuart@subculture.systems