

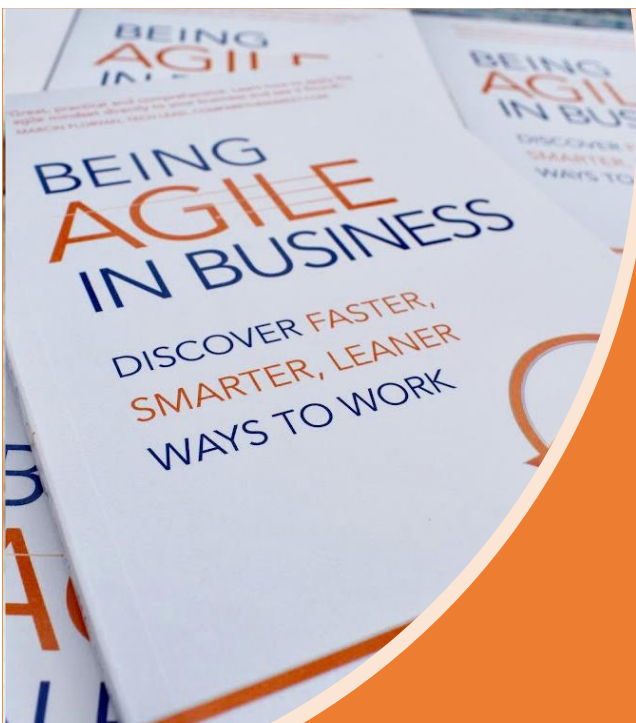


Belinda Waldock  
SEACON 2018

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Belinda Waldock

Contact me directly to talk  
more about improving  
innovation, growth and  
well-being in your team

[belinda@beingagile.co.uk](mailto:belinda@beingagile.co.uk)



# finance

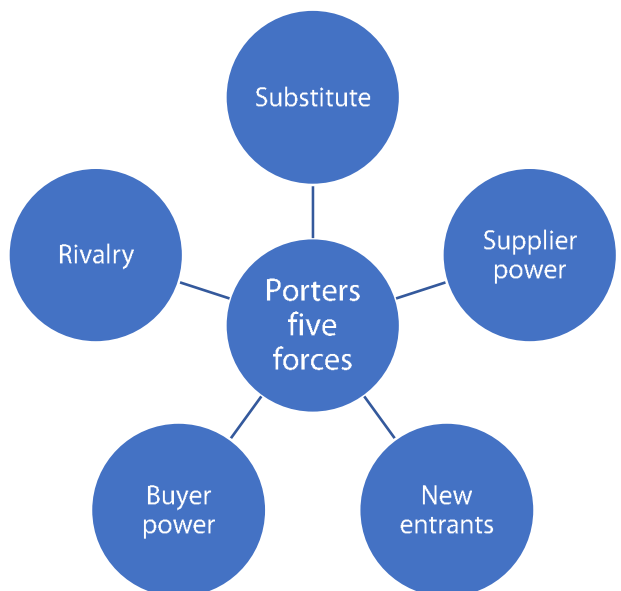
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# technology



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Choice  
Alternatives  
Personalised  
Knowledge

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supports innovation,  
value generation,  
growth & well-being

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doing agile



 being agile®

I have never...

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- (b) Managers and Supervisors
- (1) Demand written orders.
  - (2) "Misunderstand" orders. Ask endless questions or engage in long correspondence about such orders. Quibble over them when you can.
  - (3) Do everything possible to delay the delivery of orders. Even though parts of an order may be ready beforehand, don't deliver it until it is completely ready.
  - (4) Don't order new working materials until your current stocks have been virtually exhausted, so that the slightest delay in filling your order will mean a shutdown.
  - (5) Order high-quality materials which are hard to get. If you don't get them argue about it. Warn that inferior materials will mean inferior work.
  - (6) In making work assignments, always sign out the unimportant jobs first. See that the important jobs are assigned to inefficient workers or poor machines.
  - (7) Insist on perfect work in relatively unimportant products; send back for refinishing those which have the least flaw. Approve other defective parts whose flaws are not visible to the naked eye.
  - (8) Make mistakes in routing so that parts and materials will be sent to the wrong place in the plant.
  - (9) When training new workers, give incomplete or misleading instructions.
  - (10) To lower morale and with it, production, be pleasant to inefficient workers; give them undeserved promotions. Discriminate against efficient workers; complain unjustly about their work.
  - (11) Hold conferences when there is more critical work to be done.

29

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Delay delivery until completely ready

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Insist on written orders

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tors to cause power leakage. It will be quite easy, too, for them to tie a piece of very heavy string several times back and forth between two parallel transmission lines, winding it several turns around the wire each time. Beforehand, the string should be heavily saturated with salt and then dried. When it rains, the string becomes a conductor, and a short-circuit will result.

## (11) General Interference with Organizations and Production

## (a) Organizations and Conferences

(1) Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.

(2) Make "speeches." Talk as frequently as possible and at great length. Illustrate your "points" by long anecdotes and accounts of personal experiences. Never hesitate to make a few appropriate "patriotic" comments.

(3) When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large as possible — never less than five.

(4) Bring up irrelevant issues as frequently as possible.

(5) Haggle over precise wordings of communications, minutes, resolutions.

(6) Refer back to matters decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.

(7) Advocate "caution." Be "reasonable" and urge your fellow-conferes to be "reasonable" and avoid haste which might result in embarrassments or difficulties later on.

(8) Be worried about the propriety of any decision — raise the question of whether such action as is contemplated lies within the jurisdiction of the group or whether it might conflict with the policy of some higher echelon.

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Haggle over precise wordings

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complete  
unimportant jobs  
first

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Insist on perfect  
work

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Insist on doing  
everything through  
channels

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Never permit  
shortcuts to expedite  
decisions

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tors to cause power leakage. It will be quite easy, too, for them to tie a piece of very heavy string several times back and forth between two parallel transmission lines, winding it several turns around the wire each time. Beforehand, the string should be heavily saturated with salt and then dried. When it rains, the string becomes a conductor, and a short-circuit will result.

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Refer all matters to  
committee for further  
study and  
consideration

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Make the team as large  
as possible,  
never less than 5

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(11) *General Interference with Organizations and Education*

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# limiting agility

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- Delay delivery until completely ready
- Insist on perfection
- Haggle over precise wordings
- Insist on written orders
- Insist on doing everything through channels
- Never permit shortcuts to expedite decisions
- Refer all matters to committee
- Make teams as large as possible, +5



## SIMPLE SABOTAGE FIELD MANUAL

Strategic Services  
(Provisional)

STRATEGIC SERVICES FIELD MANUAL No. 3

[https://www.cia.gov/news-information/featured-story-archive/2012-featured-story-archive/CleanedUOSSSimpleSabotage\\_sm.pdf](https://www.cia.gov/news-information/featured-story-archive/2012-featured-story-archive/CleanedUOSSSimpleSabotage_sm.pdf)

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# doing agile



# business agility

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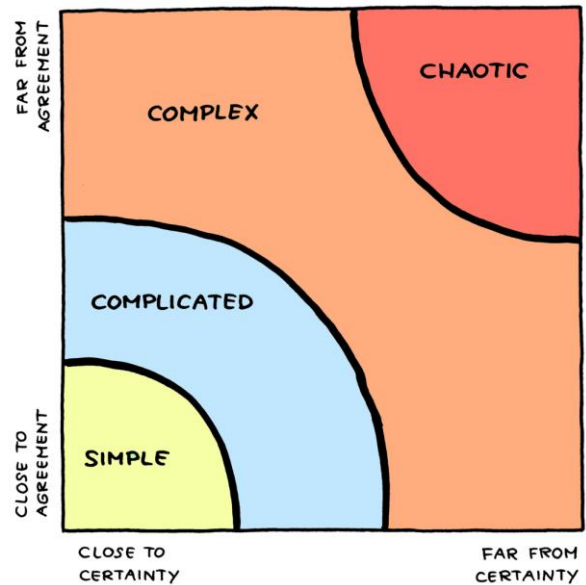




There is chaos  
under the heavens  
and the situation is  
excellent

Chinese proverb

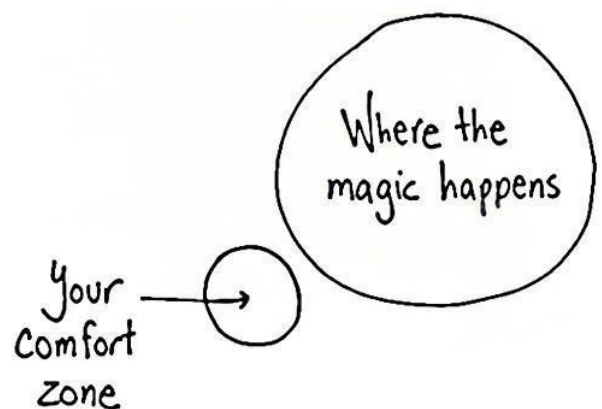
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well-being

Healthy  
Safe  
Open  
Positive

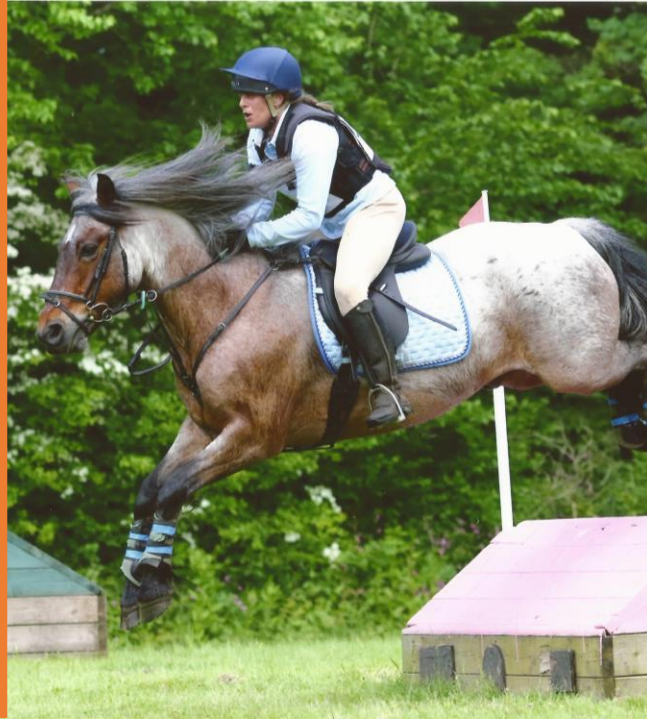
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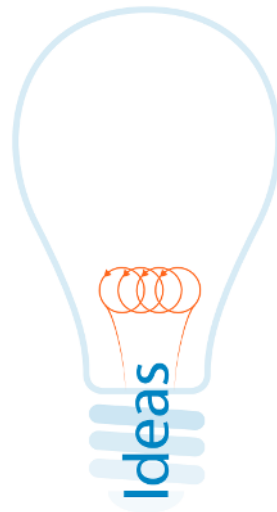
courage  
trust  
belief  
respect  
empathy  
compromise

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Ideation  
Innovation  
Creativity  
Experimentation  
Learning

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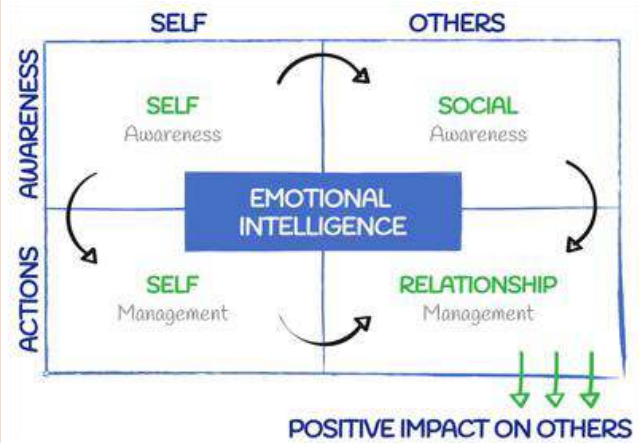




## open & inclusive

Encourage connectivity  
Foster diversity  
Challenge habits  
Support initiative  
Reduce differentials

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## Journey not a destination

traction  
transition  
transformation

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approach to  
improving  
agility

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create your own  
style of agile



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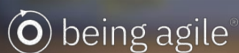


values  
beliefs  
attitudes  
behaviour

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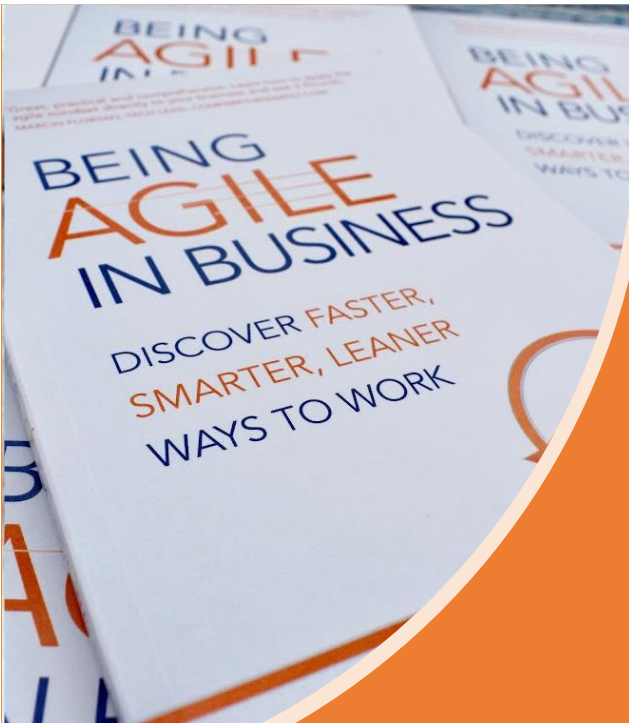


Connect  
Communicate  
Collaborate  
Co-produce



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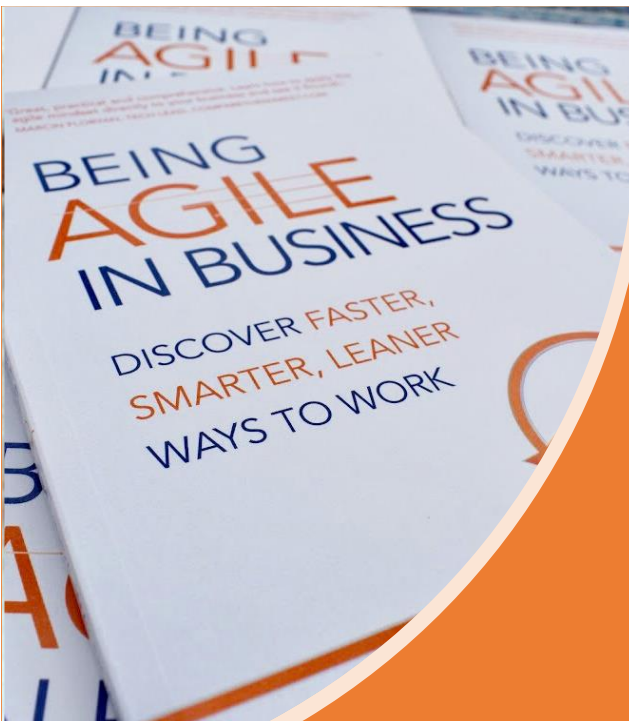




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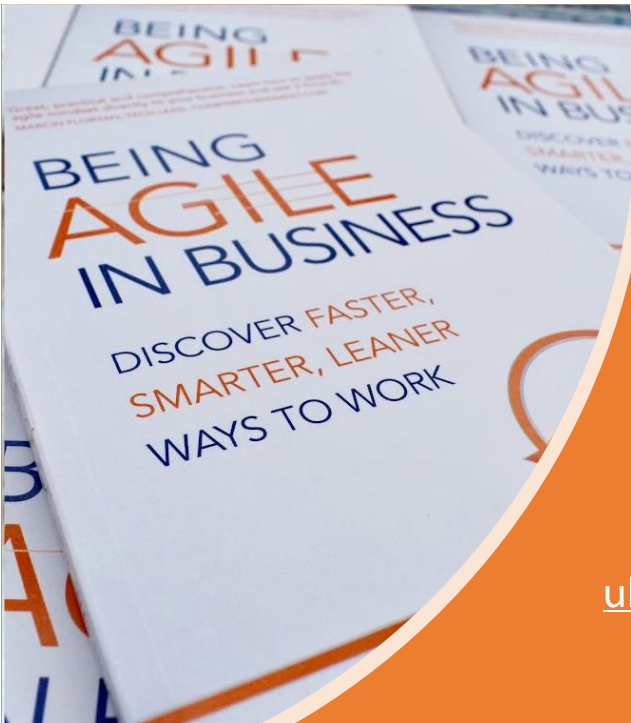
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