

When I first came to clay street 7 years ago, there was only one way to experience clay street and it took a lot of time and money. Today, we are working in diverse ways across a breadth of businesses — from a 2-year Ecosystem engagement with Fabric Care FEI to piloting 2-day Surprisingly Obvious sessions with Beauty. Through all our changes, our team at clay street remains a small, fully dedicated multi-functional mix of P&G-grown and external hires.

In 2015, the clay street project will begin our second decade serving the teams, leaders and organizations of P&G. As we reflect on our experiences this past decade we are reminded of, and inspired by, the brilliance of P&G people. We look forward to continuing to create the conditions for people to bring their best -- to their work and to others.

As I move into my new role as Studio Leader for clay street, I am honored and excited to guide the amazing clay street team into our future. I wish you a wonderful new year and look forward to our continued working relationship.

*Karen*

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## our evolution

Ten years ago, we began serving P&G through 3-month Transformation sessions. For the past five years we have been stretching ourselves to create new offerings while holding onto that core that makes clay street unique. Our [Enduring Truths](#) at the end of this document capture this human-centered approach.

Today, we are customizing a variety of offerings to best serve teams and leaders. Throughout all our work, we:

### Create the conditions

- We illuminate the dynamics across the work, team and system
- Assess what's needed across the ecosystem
- Curate integrated experiences

### Reveal the Genius

- We guide teams and leaders to self-discover and learn together in the context of their own work

### Lasting Impact

- Whether we work with teams for 2 weeks or an organization for 2 years, the results are remarkably consistent – people and work that are more connected, compassionate and creative.

This past year, we've been working with wonderful partners across several businesses — read on to learn more.



## co-creating new ways to work in Fabric Care FEI

### our work

- Year 2 of the Ecosystem pilot working with both leaders and teams
- 6-month Innovation Leaders Network training & development
- Quarterly immersive sessions for Big Bet teams

### what we're learning together

Building capability at the “fulcrum” Band-4 level ensures foundational knowledge and alignment across the work and teams; and stabilizes the organization through transition

A regular cadence of immersive sessions accelerates teams, increases capability and comfort in innovation, and creates stronger, more resilient teams.



## immersing Beauty teams in new experiences

### our work

- Hair Care SHIFT session
- Skin Care Accelerator session
- Organizational vision sessions for Beauty DMI and Innovation Studio

### what we're learning together

Aligning on a common vision is more than a paper exercise. Teams must create a common story, understand how it might come to life and how they uniquely bring that vision to life.

Teams need help to see what they have – time to reflect, outside eyes to harvest insights and deep listening to draw out the human connection that is often missed.



## accelerating teams and work across P&G

### our work

- Baby Care SHIFT session
- Home Care Accelerator upcoming in JFM
- Deconstructing our process to build others capability

### what we're learning together

Guiding teams through a creative process is different than leading an action plan – it takes self-awareness and courage to live in ambiguity.

*"Sometimes it's tempting to be technology-led, but this work allowed us to define what we want to BE to consumers, not just what we want to provide them."*

Dan Hill, Baby Care



## helping the transformative platform technologies (TPT) innovate how to innovate

### our work

- Culture assessment to illuminate what is enabling or hindering performance
- Core Team sessions to define how to best enable the people and the portfolio of the TPTs

### what we're learning together

Clay street's focus is on mindsets and behaviors – how people work. The business brings the best tools and methods. Together, we can develop engagements that meet the unique vision and needs of that organization.



## looking forward

Many of our practices that, in the past, were seen as “fluffy bunny” have been adopted across P&G -- including displayed thinking, story, white elephant, consumer conversations, ‘Yes And’ and gathering in a circle. Many in the organization have built on these and improved them along the way.

As we look forward into our next ten years, we are committed to staying on the edge of leadership and creativity. For this, we will continue to build and nurture our extensive community of external scholars, leaders and artists that bring so much to us and our teams. We look forward to sharing them with you in new ways.

Though *what we do* has changed over the years, *how we work* remains constant, grounded in our mission to create the conditions to reveal the genius of people and work for lasting impact. Our Enduring Truths are woven into all that we do. We share these on the next page and invite you to consider how you might reveal the genius in your organization.

### RELEVANT RESEARCH

We're seeing a considerable amount of business and cognitive science / neuroscience research that validates how we work. Here are some examples with links to the source:

#### **on human potential:**

[HBR: the Human Economy](#)

#### **on seeing systems:**

[Stanford Social Innovation Review: Peter Senge on Systems leadership](#)

#### **on applied creativity:**

[FastCompany: Meditate your Way to a More Creative Mind](#)

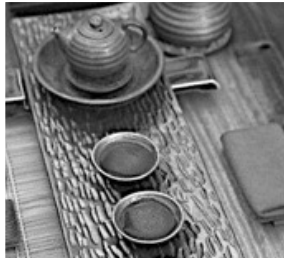
## Enduring Truths of creative teams and integrative leaders

We've learned several lessons over time about how to help teams to be, see and solve differently. Our Enduring Truths describe the experiential aspects of what we take teams through. Teams and leaders who embody these truths are inevitably more productive and innovative because they practice *intention* to clarify and orient, *compassion* to be fully human, and *connection* to bring people and ideas together.

These truths are grounded in our beliefs:

- We believe in the power of teams - they are more powerful than the sum of their parts
- We believe that people thrive in relationship
- We believe that creativity isn't the domain of chosen few - it is simply part of being human
- We believe in playful spirit
- We believe that genius lies in everyone - it only needs to be revealed

INTENTION



Set Initial Conditions



Slow Down to Go Fast



Make the Invisible Visible

COMPASSION



Hear all Voices



See with New Eyes



Fall in Love

CONNECTION



Nurture Self-Discovery



Jump into Ambiguity



Share Stories



# T H A N K Y O U

Victor Aguilar, Murat Akyildiz, Lourdes Albacarys, Henry Aldridge, Miguel Alemany, Janet Allgaier, Lisa Allgood, Wendy Allinsmith, Yousef Aouad, Dave Archer, Keri Arinsmier, Susan Arnold, Gerard Bailley, Jody Arthur, Janis Arychuk, John Ashcraft, Mohammed Ashour, Stuart Askew, Christine Assmus, Judith Azoulay, John Baer, Margarita Bahri-Keeton, Karen Balda, Andy Bales, Matt Bantly, Sergio Barbarino, Molly Barber, Julian Baretta, Freddy Barnabas, Mark Barngrover, Dominique Barral, Ashley Battle, Marisela Becerra-Castillo, Veronica Becerril, Giselle Beeker, Pete Beerse, Angela Belcher, Helene Bellamy, Rocio Beltran, Alan Bennett, Chuck Berg, Blice Berquam, Michael Berry, Tysson Betts, Frantz Beznik, Freddy Bharucha, Sumit Bhasin, Corey Bischoff, Steve Bishop, Don Bissett, Dale Bittner, Devon Black, Vic Black, Alan Blake, Alex Blanco, Horst Blessing, Pam Bloodgood, Antonio Boadas, Joe Bohache, Jason Born, Michael Bosbach, Nicole Bosley, Catherine Bourdouxhe, Marc Bourgeois, Marianne 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McNeil, John Meckey, Shane Meeker, Adil Mehboubkhan, Jen Merchant, John Metselaar, Daniel Meyer, Suzette Middleton, Barbara Miller, Scott Miller, Sue Mills, Kirsten Mills, Elizabeth Ming, Sharon Mitchell, Shekhar Mitra, Jenny Moe, Melissa Monich, Maureen Montgomery, Richard Moore, Brad Moreschi, Chris Morrissey, Paul Mort, John Mulcahy, Daniel Myers, Yuko Nakamura, Emmanuel Narinx, Kenyatte Nelson, Sara Nelson, Rossella Nocerino, Sally Northcutt, Robin Nowlin, Tom O'Brien, Elizabeth Olson, Karin O'Neill, Alessandra Onofri, Charlotte Otto, Emily Overton, Nick Owen, Virginie Oziol, Marielle Pacalet, Edwin Padilla, Amy Pangburn, Tiffanie Papp, Marco Parsiegla, Duncan Paul, Monica Penagos, Jerome Pengloan, Robert Pettifer, Dorinda Phillips, Guido Pieroth, Heidi Piper, Lisa Planet, Paola Pucci, Sana Polat, Baptiste Pommiers, James Pooley, Blaire Porter, Ashwini Porwal, Michelle Jean Potorski, Kerin Powell, Karen Powers, Marc Pritchard, Carlos Quintero, Thomas Rabe, Leigh Radford, Christian Rahmig, Leena Rajan, Dan Rajczak, Joyce Rallanka, Hillia Ram, Ramya Raman, Sundar Raman, Daniel Ramos, Hugh Rathbone, Michela Ratti, David Reitz, Amy Remley, Martin Riant, Daniela Riccardi, Lesia Riddick, Kimberly Riddle, Mary Riffe, Matt Ritter, Michelle Robbins, Frances Roberts, Rusty Roberts, Muir Robertson, Amy Robertson-Smith, Yamilca Rodriguez, Karl Ronn, Todd Ruberg, Dion Ruff, Ken Rushton, Karl Russ, Katy Saintignan, Jean Baptiste Salvado, Gilberto Sanchez, Michael Sanders, Edgar Sandoval, Vicente Santamarina, Emma Sartini, Jennifer Sasse, Dnise Savas, Julie Schavenko, Folke Schlueter, Steve Schoembs, Alexis Schrimpf, Steve Schroeck, Lynn Schuetz, Anne Schulte, Krista Schwartz, Paul Scott, Simon Scott, Walter Scott, Mike Seitz, Christina Shah, Nilima Shenai, Joshua Sherman, Ed Shirley, Steve Sikra, Olav Silden, Karen Silvis, Laura Simpson, Kirti Singh, Mark Sivik, Mark Smerznak, Alizha Smith, Nicole Smith, Phil Souter, Maria Sparks, Scott Stanley, Tim Steffen, Steve 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**We are practitioners, not academics, so we continue to learn and grow through our work with teams, leaders and organizations.**

**With gratitude for everything you've given us over the past 10 years.**

Jennifer, Karen, Lisa, Mary Pat, RJ and Wanda