



MAVERICK WISDOM

BUSINESS MAVERICKS

WHY WE STARTED



KHOURY (2013)

"Today's business world is not just changing, it's transforming; and those that think differently may be the ones to lead businesses to market domination."

TAYLOR & LABARRE (2006)

"Businesses are increasing their reliance on the skills of internal Mavericks to remain competitive in the global market place."

HAQUE (2011)

"The free thinkers who will shake up the world are desperately needed."

BASED ON SAMUEL MAVERICK

BEING A MAVERICK

DEFINITION OF MAVERICK

- Key commonality: Non-conforming

Maverick [mav-er-ik, mav-rik] *n.* Someone who willfully takes an independent, and often unorthodox stand against prevailing modes of thoughts and actions.

ex: "Elon Musk and Richard Branson are Mavericks".

Syn: Outliers, Purple Cow, Crazy Ones, innovator, free spirit, misfit, unorthodox person, original, eccentric.

"Someone who paves their own path and looks at big ideas... big opportunities, not in terms of barriers but as opportunities to tackle... as opposed to the blockades"

PERCEPTION OF SELF

- People tell me I'm a Maverick
- I have a knack for getting things right when least expected
- I have a way of solving problems which is different from other people
- I am much more productive than other people
- I have very unusual talents
- I am generally underestimated by people
- I do things differently and better than other people when I work

LSE GARDINER AND JACKSON'S MAVERICKISM SCALE

The maverickism scale is made up of seven questions. Each question is allocated 0 - 2 points, thus the maximum score would be 14. 22 SCORED 10 OR > 10

REASONS FOR BEING A MAVERICK

- Childhood and upbringing [21]
- Solutions / ideas / discovering new things [20]
- Character / personality [16]
- Legacy [16]
- Give back [16]

"... is a result of a perfect storm of experiences and exposures as you grow up."

SKILLS & TALENTS

- Doing things differently / being different [19]
- Problem solving [10]
- Making Connections / repurposing [10]
- Effective team building / team working [7]

"Analytical thinking or critical thinking is the ability to process things in your mind without having to actually go through them, arrive at conclusions and then go test them. That ability is a rare thing, I think."

MAVERICK DEVELOPMENT

- Understanding / acceptance of self [6]
- Less optimistic or reckless / more realistic [5]
- Process changed [3]
- More confidence [3]
- More refined / matured [3]
- Take less personal risks [3]

"So, now I'm in phase 3, which is... OK, how do I find the right balance between being a Maverick so that business works, and behaving in a normal enough way that I can have good relations with my business partners? Those experiences have brought me to trying to find a middle ground between two extremes."

MAVERICK OR MAINSTREAM

- Have always been mavericks [28]
- Now choose to be sometimes [16]
- Conscious choice [14]
- Not a conscious choice [14]

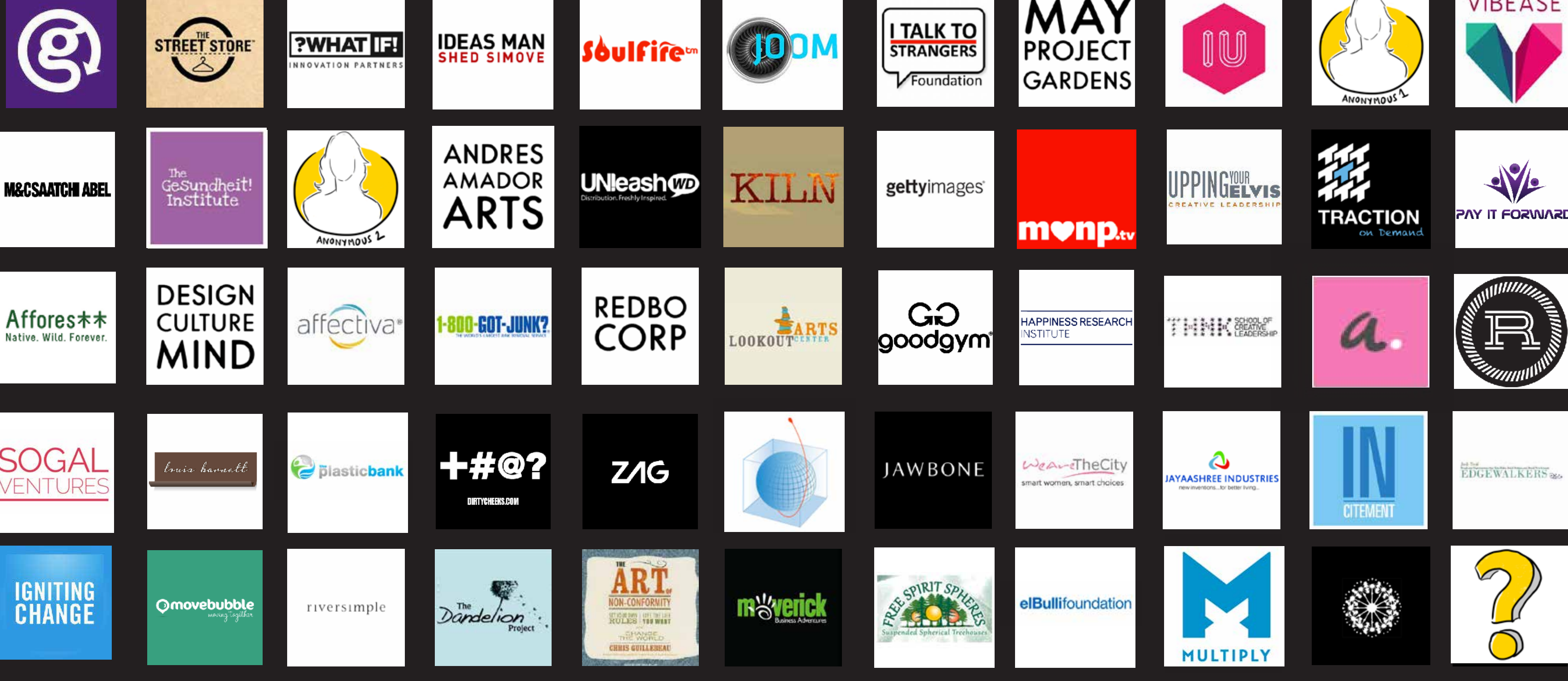
"Absolutely choose to be so at times... there are certain environments that call for that, and there are certain environments that call for rallying troops on different perimeters... and alienating people through maverick thinking is not a good way to go about that latter stage."

CHALLENGES TO BEING A MAVERICK

No literature retrieved placed into context how Maverick development, or the challenges a Maverick faces, is crucial to organizations and teams that want to work most effectively and gain the greatest benefit and value from the Mavericks they support.

- Not fitting in [12]
- Having to prove self [8]
- Neglect of self or responsibilities [6]
- Non-Mavericks [6]

"They were telling me every day of my life, towards the end, 'you don't fit in, you're not giving us what we need, you need to do more of this...' And I was going: 'I can't help this, this is who I am, I'm always going to be this way.' Eventually I left... It is very difficult being a Maverick in a risk-averse environment."



CONCLUSION

Established and contemporary business and leadership practices must evolve to meet the demands of today's emerging economies and fiscal challenges.

Globally businesses are beginning to appreciate the value and contribution of mavericks who push the boundaries and challenge the status quo.

Better understanding the Mavericks will enable businesses to work more effectively with them. The findings of this research project may well be a good place to start.

HOW WE DID IT

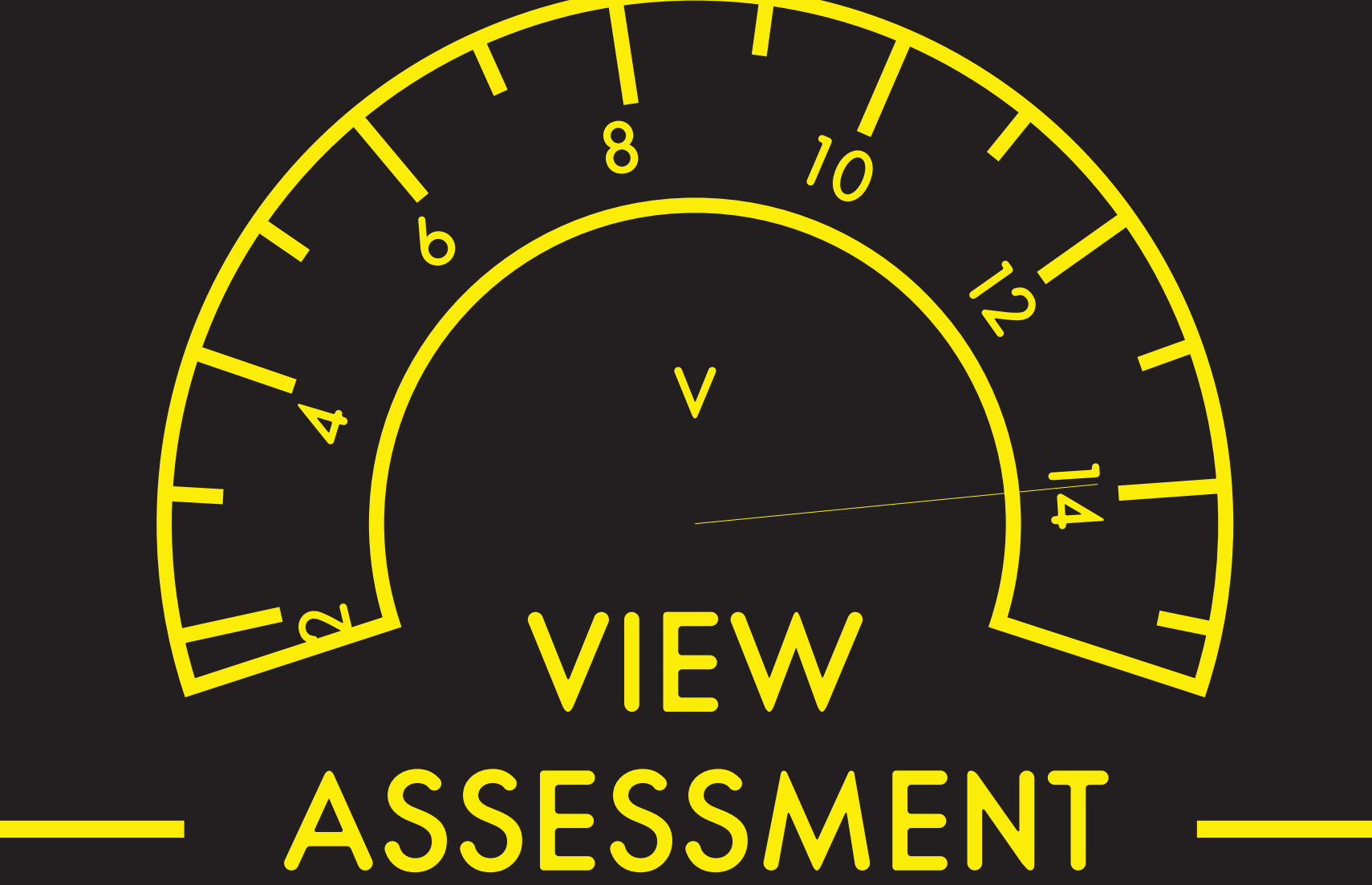
29 INTERVIEWS

Qualitative research approach using grounded theory was the most appropriate methodology for the research question:

WHAT, HOW AND WHY DO MAVERICKS OPERATE THE WAY THEY DO IN BUSINESS?



WHAT WE FOUND



Explorers prefer to break new ground; so they have closer links to radical innovation, which is discontinuous and non-linear and results in fundamental changes to practice and markets. No extreme developers scores.

Failure: Timing [6], Market shift [5], Lack of management support / organizational culture [4], Over optimistic / ambitious [4]

Leadership: Connected to being a Maverick [14], Communicating a vision [7], Not connected to being a Maverick [5]

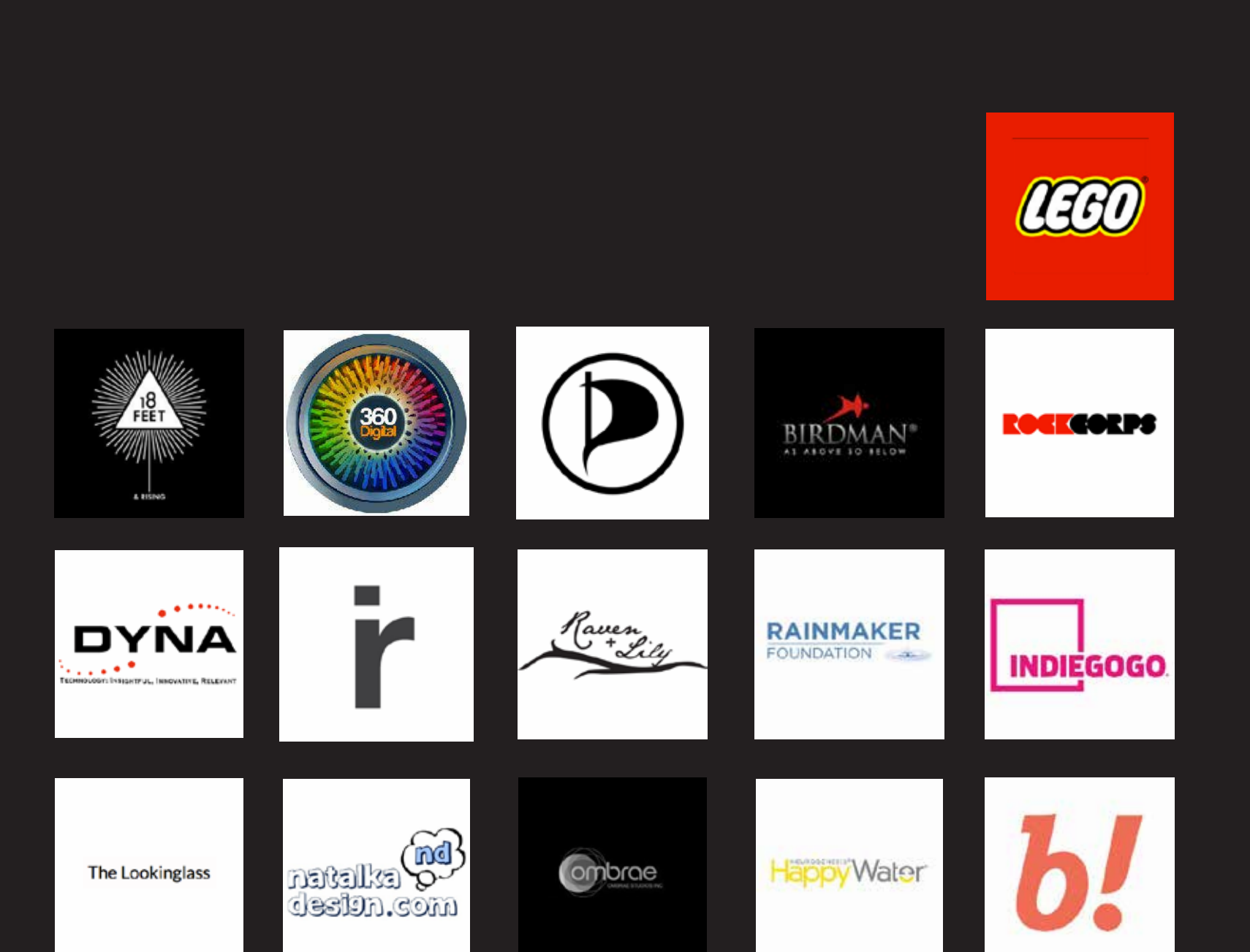
Team: Team is crucial [21], Team executes vision [11], Solid / right team [7], Can't do it alone [7]

Creativity: Mentioned creativity [27], Linked to Mavericks [17], Exploring / thinking differently [12]

Innovation: Mentioned innovation [16], Results from thinking outside the box / risk-taking / disruptive [11], Innovation is a Maverick [5]



AS A RESEARCHER KNEW 29 INTERVIEWS WERE NOT STATISTICALLY SIGNIFICANT, OUR MISSION WAS TO INTERVIEW 100 FROM DIVERSE INDUSTRIES. HERE'S WHO WE HAVE SO FAR:



BEING A BUSINESS MAVERICK

RULES

- To be broken / bent / not accepted blindly [10]
- Suggestions / guidelines / framework [7]
- Stifle and encourage creativity / innovation [5]

"Being a Maverick is just a way, a way to live life. I was watching Star Trek... where the admiral pulls him in the office and he's like, 'you know you're going to get your ship taken away. You think the rules don't apply to you.' And that's exactly what Mavericks need to think, otherwise we'll do things exactly the way everyone else does."

TAKING RISKS

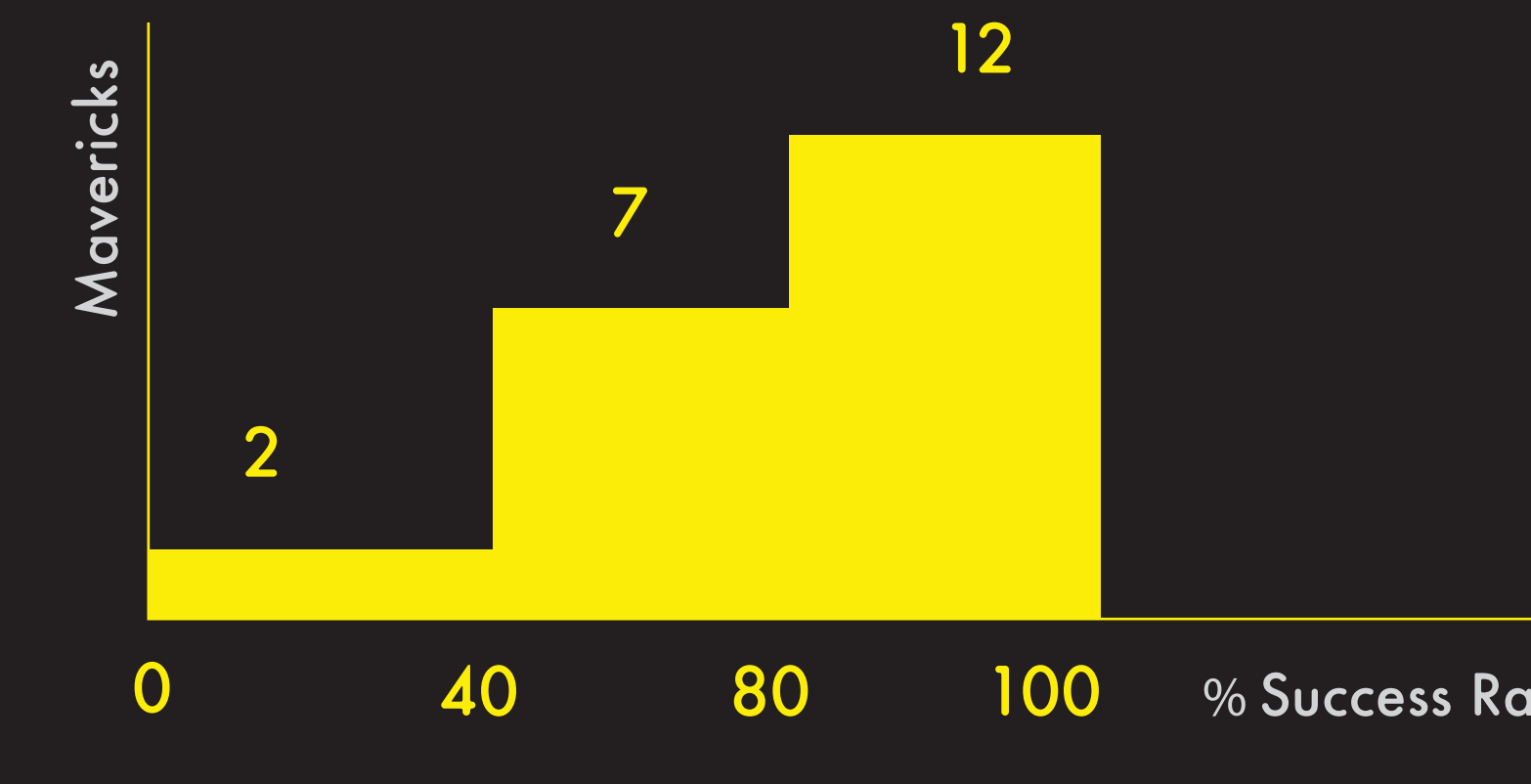
- Risk takers [29]
- Some saw risk differently [5]
- Enjoyed taking risks [4]

"In terms of actual business... I don't see them as risks. I see them as absolutely smart moves."

DEFINITIONS OF SUCCESS

- Learned / developed [13]
- Team [10]
- Failures led to future success [9]
- Fun / happy / love what they do [9]
- Customer satisfaction / acquisition [9]

Based on these definitions, this chart illustrates the success rate of ventures undertaken [1 - 9] in the past 5 years.



FAILURE

- Timing [6]
- Market shift [5]
- Lack of management support / organizational culture [4]
- Over optimistic / ambitious [4]

"Each one of my ventures has been a fantastic bit of information that I have then used and added, and each venture goes a little bit further and becomes a little bit bigger and a little bit riskier."

LEADERSHIP

- Connected to being a Maverick [14]
- Communicating a vision [7]
- Not connected to being a Maverick [5]

"I definitely draw on being a Maverick to be a better leader. And people are attracted to someone that has a vision and bigger thinking, but you also need to be able to relate to them again, flip on the Maverick switch when you need to champion things in the Buzz-Light Year way, you know, go where no man has gone before."

TEAM

- Team is crucial [21]
- Team executes vision [11]
- Solid / right team [7]
- Can't do it alone [7]

"Behind most Mavericks is a team of executors. It takes people to take the first step and put ideas together but to me it's all about the team that you can assemble to accomplish those things..."

CREATIVITY

- Mentioned creativity [27]
- Linked to Mavericks [17]
- Exploring / thinking differently [12]

"A Maverick has simply really embraced creativity, that's what a Maverick is. It's somebody who rejects the notion of chaos and... is brave enough to think of new ways of approaching old problems and creating solutions in ways that maybe others didn't think about. That is in essence the very definition of creativity... because creativity without bravery is nothing. Creativity with bravery is Maverick!"

INNOVATION

- Mentioned innovation [16]
- Results from thinking outside the box / risk-taking / disruptive [11]
- Innovation is a Maverick [5]

"As a Maverick I'd say it's linked to creativity, but more closely to a sense of innovation or even to the idea of disruption and, you know, trailblazing, pioneering, because I think creativity is probably the spark, but innovation becomes the output and disruption is that manifestation of Maverickism."

PRESS HERE

CALL TO ACTION

