ICMIF Advanced Management Course

Course Summary

| Monday	Tuesday	Wednesday	Thursday	Friday
Welcome and introductions	**Leading mutual insurers with purpose**	**Leading teams in a complex world**	**Activating strategy in a complex world**	**Translating learning into value**
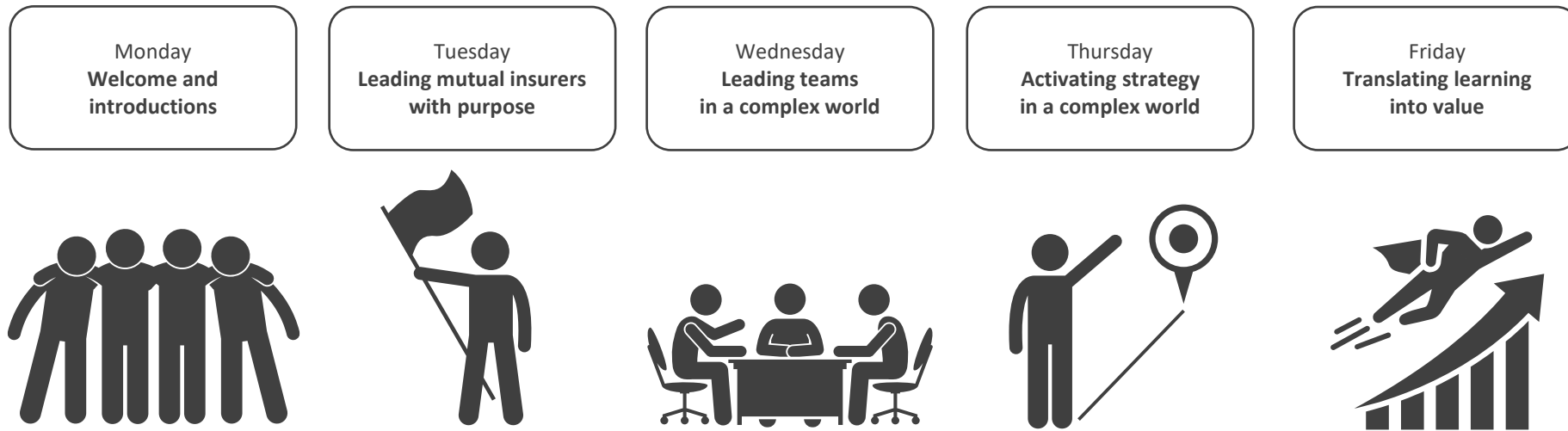
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ICMIF Advanced Management Course

Day 1: Welcome and introductions Monday 18:00-21:00	Day 2: Leading mutual insurers with purpose Tuesday 9:00-17:00	Day 3: Leading teams in a complex world Wednesday 9:00-17:00	Day 4: Activating strategy in a complex world Thursday 9:00-17:00	Day 5: Translating learning into value Friday 9:00-15:00
	09:00 Universal challenges: Leading with Purpose In a Complex World	**09:00** Universal Challenges when Leading Collaboration in a Complex World	**09:00** Universal Challenges: Why Culture Eats Strategy for Breakfast	**09:00** Building a Purpose-driven Learning System
	Break 09:45	Break 10:15	Break 09:45	Break 09:45
	10:05 Foundations of Leading with Purpose (With an Energy-Saving Brain)	**10:35** Foundations for Leading Effective Collaboration: Collective Intelligence	**10:00** Leading across Cultures: Mapping Culture and Avoiding Traps	**10:10** Using the Psychology of Habit to Activate Your Personal Development Plan
	Break 11:00	Break 11:10	Break 11:10	Break 10:55
	11:20 A Framework for Thinking About Thinking (part 1)	**11:25** Foundations for Leading Effective Collaboration: Psychological Safety	**11:30** Leading With Purpose (part 1)	**11:10** Working Together to Collaborate for Eternal Renewal
	Lunch 12:30	Lunch 12:05	Lunch 12:20	Lunch 12:25
	13:30 A Framework for Thinking About Thinking (part 2)	**12:50** Challenge-based strategy and Healthy Challenges	**13:10** Leading With Purpose (part 2)	**13:15** Peer-to-peer Consultancy #3: Spreading Your Learning
	Break 14:35	Break 14:10	Break 14:05	
	14:50 A Framework for Thinking About Thinking (part 3)	**14:25** The Pre-mortem and the Innovation Matrix	**14:20** Leading With Purpose (part 3)	
	Break 15:40	Break 15:25	Break 15:10	
18:00 Welcome and Introducing the course	**15:55** Three Behavioural Levers of Purpose-driven Leadership	**15:40** Peer-to-peer Consultancy #1: Tackling Your Current Challenges	**15:30** Peer-to-peer Consultancy #2: Leading with Purpose	

2

ICMIF Advanced Management Course

Monday
Welcome and Introductions
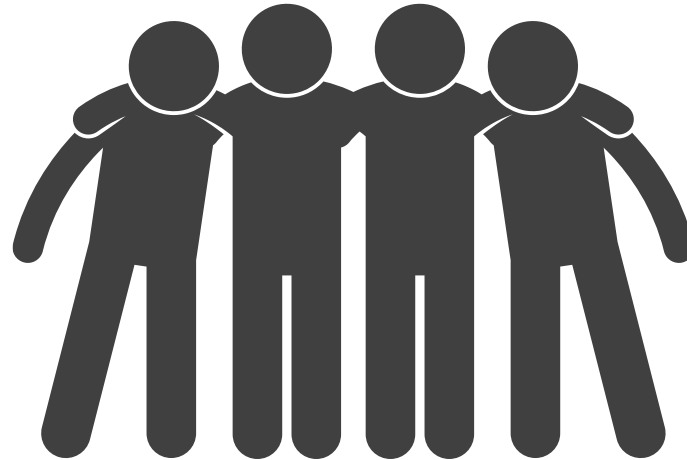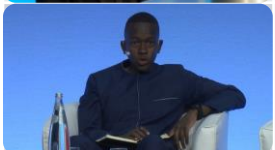
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Your Work Is Vital
ICMIF Will Help You to Achieve Your Purpose

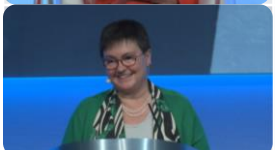**Your work is more important now** than at any point in history

The world needs you to lead the whole industry with purpose

Your members need you to solve the problems they have

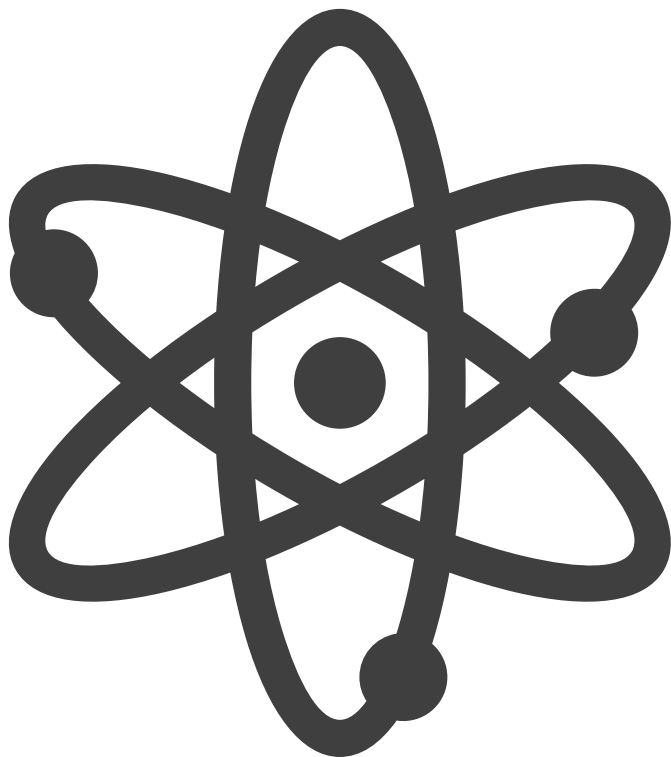**We eternally add value** by looking for new solutions to new problems in society

We need each other because peer-to-peer consultancy is cheaper and better than McKinsey
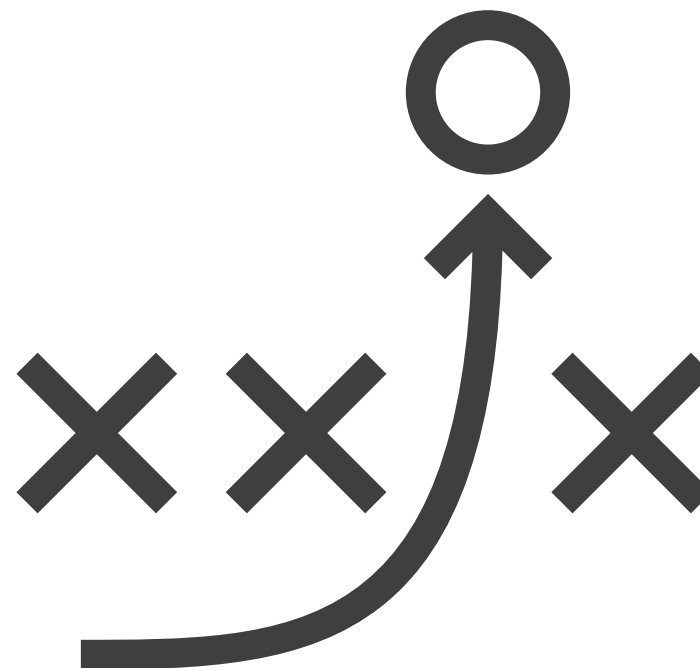
ICMIF will assist and inspire to help you
to **achieve your purpose** and the **impact** you have the ambition to have

ICMIF Makes it Easier For Members to Help Each Other

Diagnose Universal Challenges

Co-develop Specific Solutions

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Tuesday
Leading Mutual Insurers with Purpose

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Leading in A Complex World
With an Energy-Saving, Predicting Brain
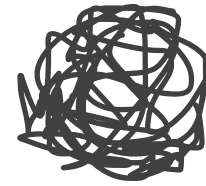
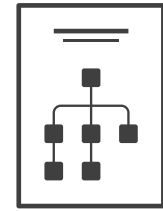| 1. People Aren't Rational	2. Energy-Saving, Predicting Brains	3. The Real World is Complex	4. Rules Fail In Complex Worlds
"When we think we think less than we think we think"	"Your brain's most important job is predicting energy needs so you can efficiently move and survive"	"The most common leadership failure stems from applying technical solutions to adaptive challenges"	"For every complex problem, there is an answer that is clear, simple and wrong"

Diagnose Before Treating	Work As A Team	Use Models And Tools Not Rules	Lead Eternal Renewal
Because 90% of decision errors are are errors of perception	Complex situations require multiple perspectives because each is unique and no-one can see the whole system	Single rules fail in complex worlds, but a combination of many models makes complex problems tractable	"There's no end. There's no goal. It's infinite". Lead eternal renewal via new solutions to new challenges

Complex Situations Require Teams Using Models and Tools

Technical
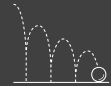
- Repeated patterns
- Predict with confidence
- Reliable learning
- **Engage an expert**
- **Apply rules**

Complex

- Hard to understand
- Impossible to predict
- Hard to learn from
- **Work as a team**
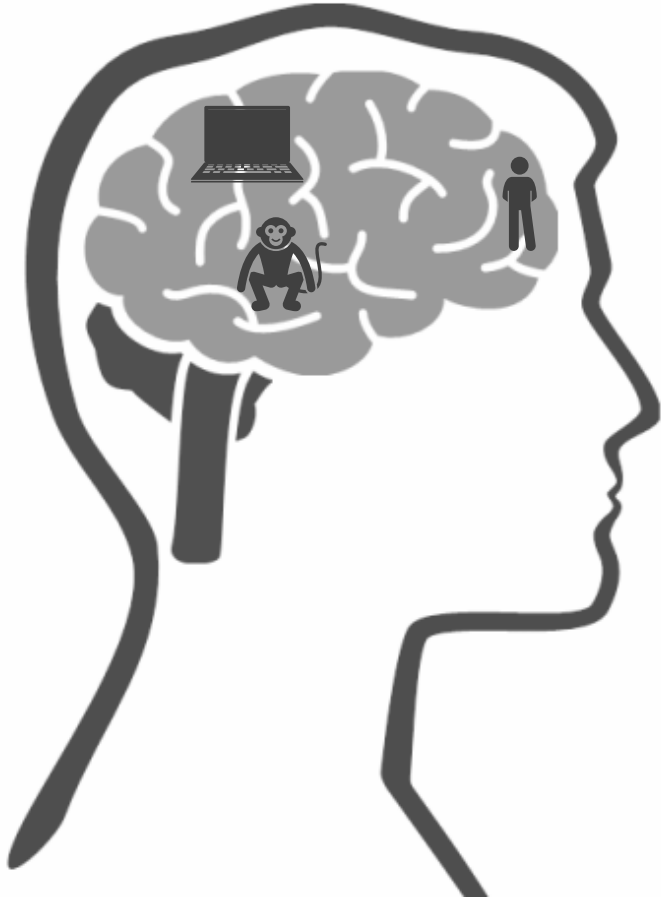- **Apply models and tools**

Three Interconnected Teams

1. Subconscious brain
"The Computer"

Patterns based on experience
Beliefs

20x faster
than the Human

2. Emotional brain
"The Chimp"

Approach or avoid
Feelings

5x faster
than the Human

3. Thinking brain
"The Human"

Logic and analysis
Facts

A Framework for Thinking About Thinking With an Energy-Saving, Predicting Brain

Sensing

Cue 'IF'

Remembered experiences

Beliefs

Perception

Habit 'THEN'

Emotional Decision

Automatic behaviour

Energy saving rule 1

The Computer and the Chimp
are used wherever possible

Willpower

Logical thinking

Energy saving rule 2

If the Human is engaged
it starts with simple rules of thumb

Deliberate behaviour

Key Tool: Diagnose Before Treating

Where are we? (A)

(B) **Where do we want to be?**

From | **To**

Quick version, "where are we moving from and to?" is highly effective when coaching

Leading Mutual Insurers With Purpose in A Complex World

5. The Principal-Agent Problem

"[Without shared purpose], self-interest causes the goals of the principal and agent to diverge"

6. Overlooking Motivating People

"80% of strategies fail, because we forget the most important factor in executing strategy: people"

7. Ignoring What Drives People

"Without knowing what drives the people around them, leaders struggle to connect people to the purpose"

8. Defaulting To A Finite Mindset

"It's easier to focus on a fixed, finite goal, but the real-world is complex, with no rules and no finish line"

Lead With a Clear, Shared Purpose

"An authentic purpose delivered with clarity has a positive impact on performance"

Listen, Learn Then Lead

Listen to understand what drives colleagues before seeking to connect what you ask of them to the purpose

Connect People to the Purpose

Clarify how the shared purpose also delivers your people's goals and how it translates to their day-to-day tasks

Lead With An Infinite Mindset

"To succeed long-term, leaders need an Infinite Mindset which sustains trust, cooperation & innovation"

An Economic Theory of Higher Purpose

Vicious circle

"People are self-interested and effort-averse"

Boss perceives they need systems of control

Employees resent control and circumvent it

Boss perceives their assumptions were correct and exerts more control

Employees become disengaged; boss becomes frustrated
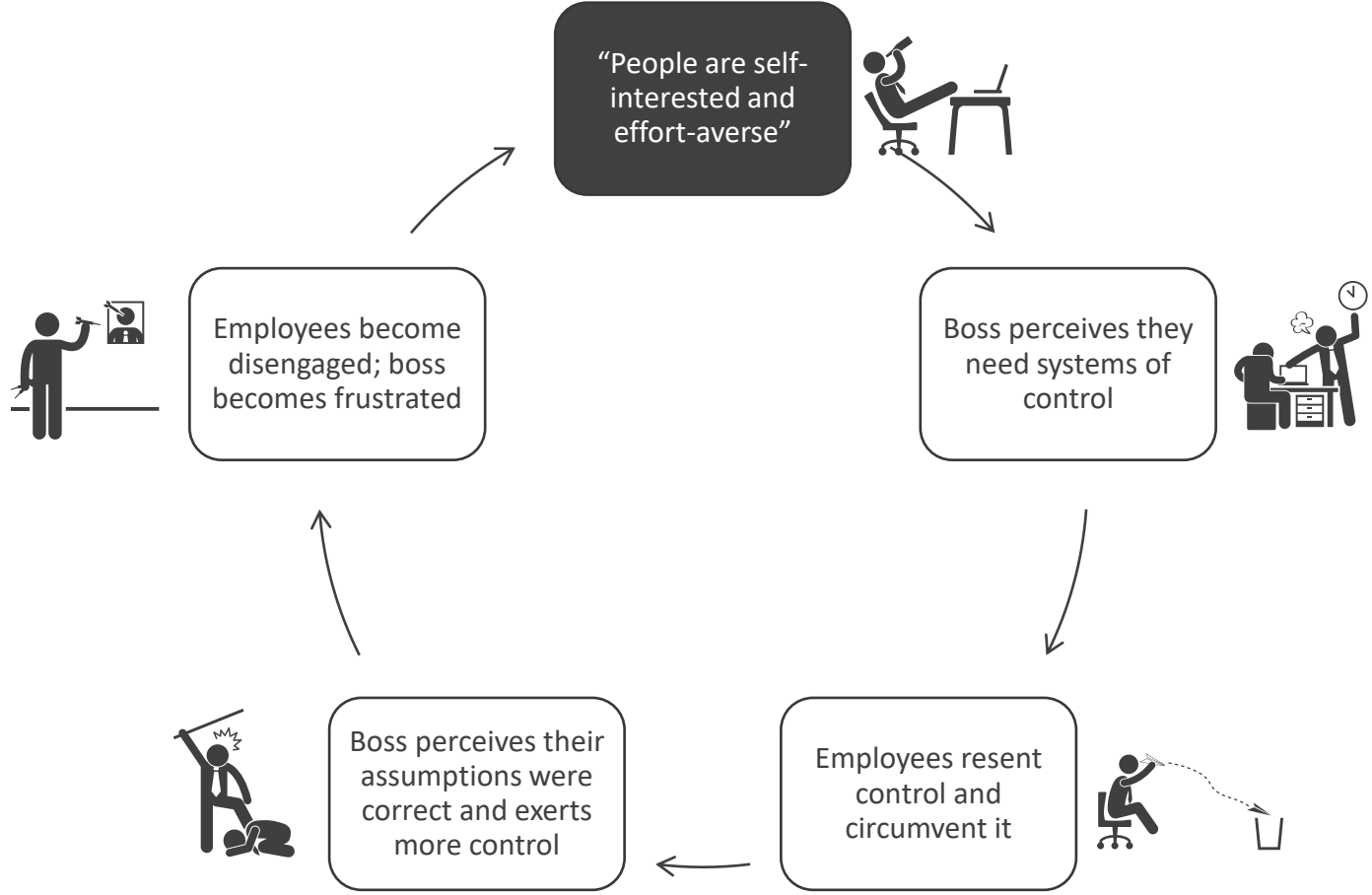
An Economic Theory of Higher Purpose

Virtuous circle

An authentic shared higher purpose

Motivates employees to contribute their discretionary effort

Because it contributes to their economic well-being and greater good

Increasing the value they perceive in their work … so they act like entrepreneurial owners

So the interests of the workers, owners and customers of the business are aligned
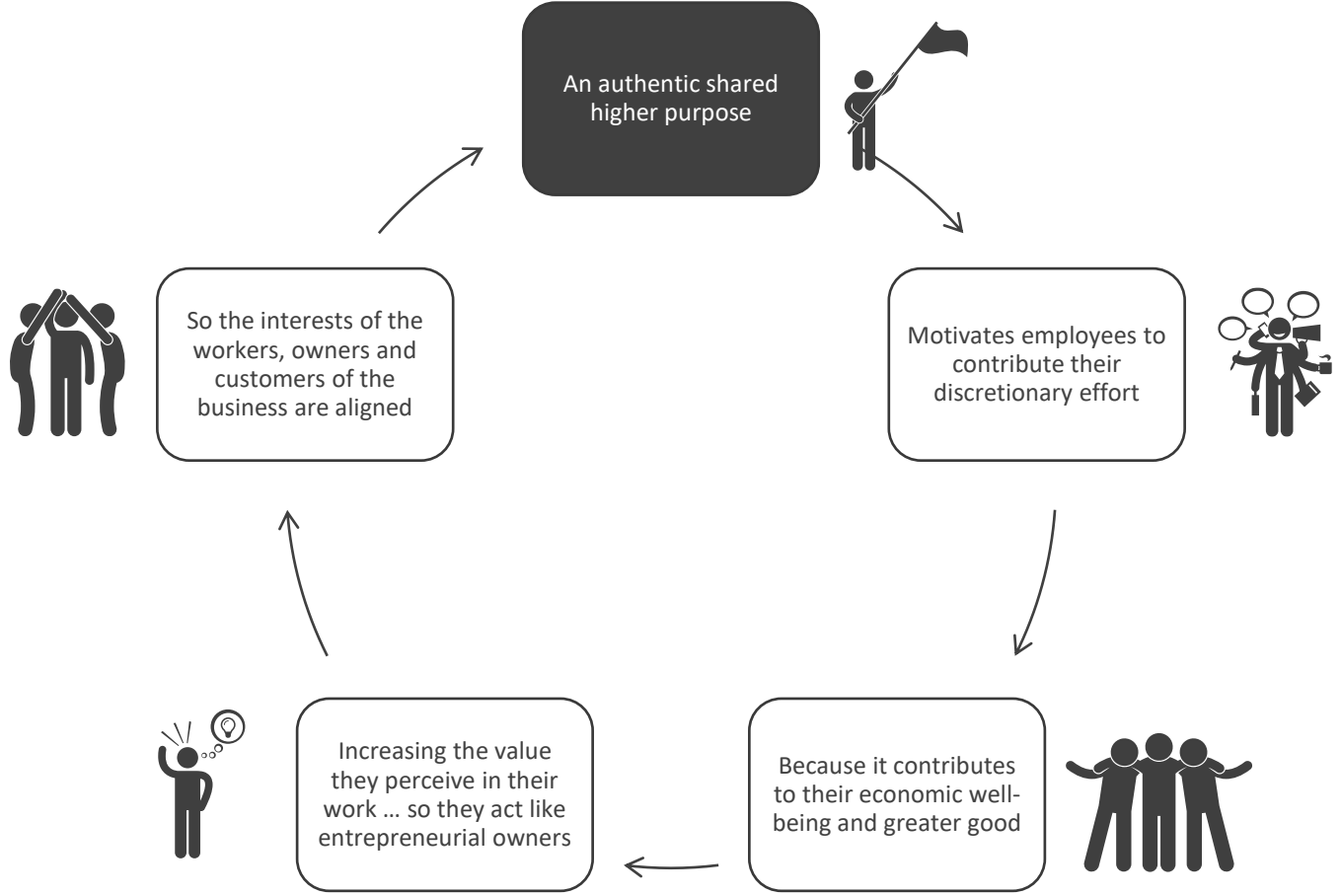
Management vs. Leadership

Addresses can't   Overcomes won't

Management controls performance   **Leadership creates performance**

because it impacts skill   because it impacts willingness

It's a matter of monitoring, analysing and directing   It's a matter of modelling, inspiring and reinforcing
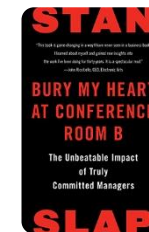
Stan Slap
Founder, Slap Company

Three Behavioural Levers

20x faster
than the Human

1. Subconscious brain
"The Computer"

Patterns based on experience
Beliefs

1. Re-program
"The Computer"

To make it **easy**
to change

5x faster
than the Human

2. Emotional brain
"The Chimp"

Approach or avoid
Feelings

2. Lead
"The Chimp"

To provide the **motivation**
to change

3. Thinking brain
"The Human"

Logic and analysis
Facts

3. Manage
"The Human"

To provide the **capability** and
opportunity to change
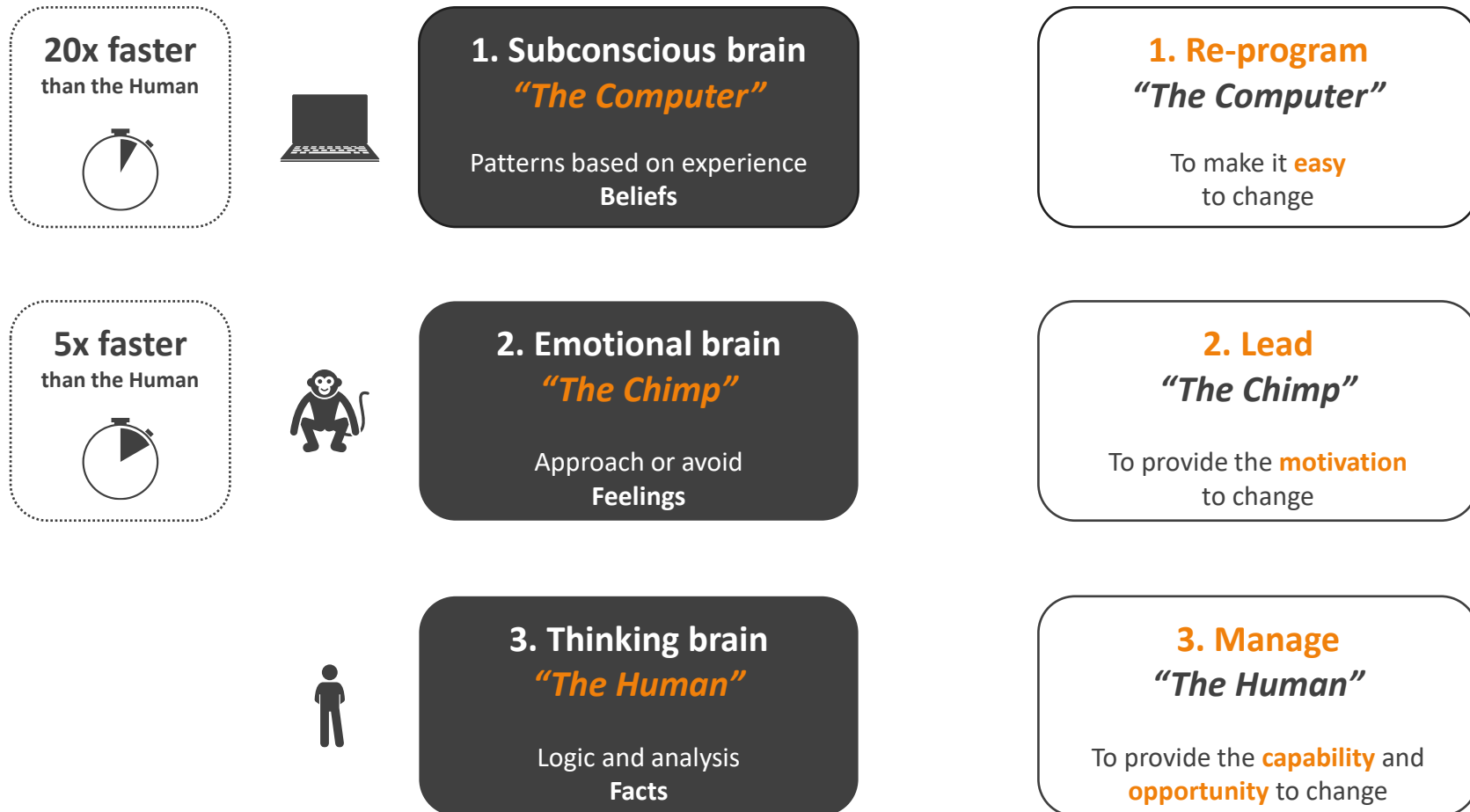
For Leaders to Activate the Strategy of Purpose-Driven Organisations

1. Clarify the Purpose to overcome self-interest

By providing a vision of a **purpose** bigger than any one of us

2. Lead to unlock the Drive to act

By helping each person **connect** their own purposes with the organization's

3. Manage to provide the Organisation to act

By providing the **capability** and **opportunity** each person requires to act

Three **Purpose-Driven** Behavioural Levers

From	Lever	To
Limiting Beliefs	**1. Re-Program the Computer to make it easy to act** Clarify the **Purpose** to overcome self-interest by providing a vision of a purpose bigger than any of us	**Enabling Beliefs**
Won't	**2. Lead the Chimp to provide the motivation to act** Unlock the **Drive** to act by helping each person connect their own purposes with the organization's	**Will**
Can't	**3. Manage the Human** Provide the **Organisation** to deliver the capability and opportunity each person requires to act	**Can**

Three Behavioural Levers For Leaders to Activate the Strategy of Purpose-Driven Organisations

20x faster than the Human

5x faster than the Human

1. Subconscious brain *"The Computer"*
Patterns based on experience
Beliefs

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To make it **easy** to act

1. Clarify the **Purpose**
Overcome self-interest by providing a vision of a purpose bigger than any of us

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3. Thinking brain *"The Human"*
Logic and analysis
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3. Manage *"The Human"*
To provide the **capability** and **opportunity** to act

3. Manage to provide the **Organisation**
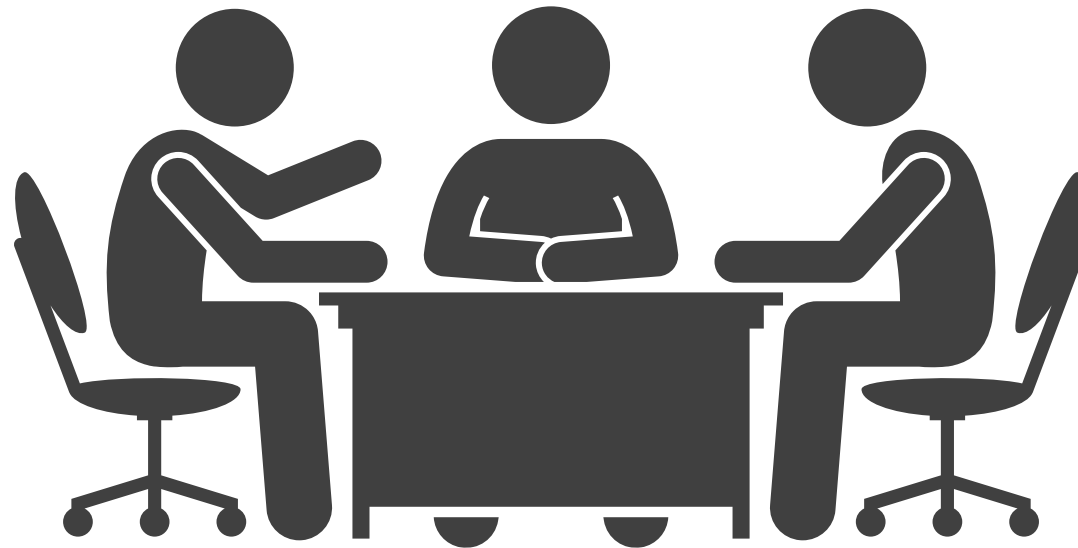By providing the capability and opportunity each person requires
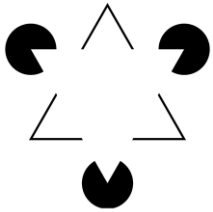
ICMIF Advanced Management Course

Wednesday
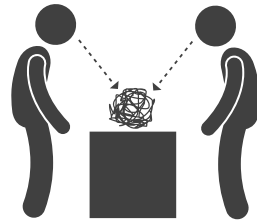## Leading Teams in a Complex World

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Leading Teams in a Complex World

9. We Do Not Perceive Reality

"The universe is odourless, colourless and silent. The brain generates its own reality"

10. No Two People See Alike

"Reality is constructed differently in different heads"

11. People Avoid Interpersonal Risk

"The workplace must be one where people feel able to share their knowledge"

12. We Snap and Stick

We look for all the reasons why our first conclusion is right and filter out disconfirming evidence

Harness Collective Intelligence

Independently capture perspectives; take turns to share; only then collectively decide what is true

Psychological Safety

Establish norms so Chimps feel safe to take interpersonal risks and confident to share concerns & ideas

Challenge Before Acting

Ask "what must be true?", "what else could it be?", seek outside views, look away and conduct a Pre-mortem

Challenge-Based Strategic Thinking

Diagnose where you are and want to be, identify the crux (main obstacle); design coherent actions then review

Harness Collective Intelligence

Because we do not perceive reality and people constantly manage interpersonal risk at work …

Establish norms that lead the Chimp to feel psychological safety		**Direct the Human to apply the 3 Steps to Collective Intelligence**	
	Role model inviting participation		Capture your private perspective
	Demonstrate humility		Take turns to share perspectives without interruption
	Listen to understand		Engage in dialogue to synthesise what your combined perspectives mean

So people feel psychologically **safe** to **take interpersonal risks** and **confident** to share concerns & ideas

To independently **judge** what you perceive to be **true**, share perspectives to surface **all information** and collectively **decide** what is probably true

Which Is Your Default Listening Style?

Listening to **Fix**	Listening to **Win**	Listening to **Understand**
Attention is on: **yourself**	Attention is on: **yourself**	Attention is on: **the speaker**
Seeking to: **problem solve**	Seeking to: **influence behaviour**	Seeking to: **see through their eyes**
How can I immediately: **use my expertise** to make your problem go away?	How can I immediately: **change your Chimp's perception** to make your problem go away?	Humbly acknowledge we may **not currently know enough** to make the problem go away

"Have you tried [my approach]"?

"Don't [be so sad]"

"Please help me to understand what led you to [draw that conclusion]"

23

Advanced Listening to Understand

Situation:

Understanding My Response

1. How does my Chimp feel?

2. What does my Human know?

What Do They See?

3. What's in the other person's Computer?

4. What can they see that I can't?

Use Challenge-Based Strategy
To Sustain Eternal Renewal Again and Again

(A)   **(B)**

Judge what is true

1. <u>Perceive</u> the critical factors in your complex situation

2. <u>Diagnose</u> the crux (the main obstacle to overcome)

Before deciding what to do
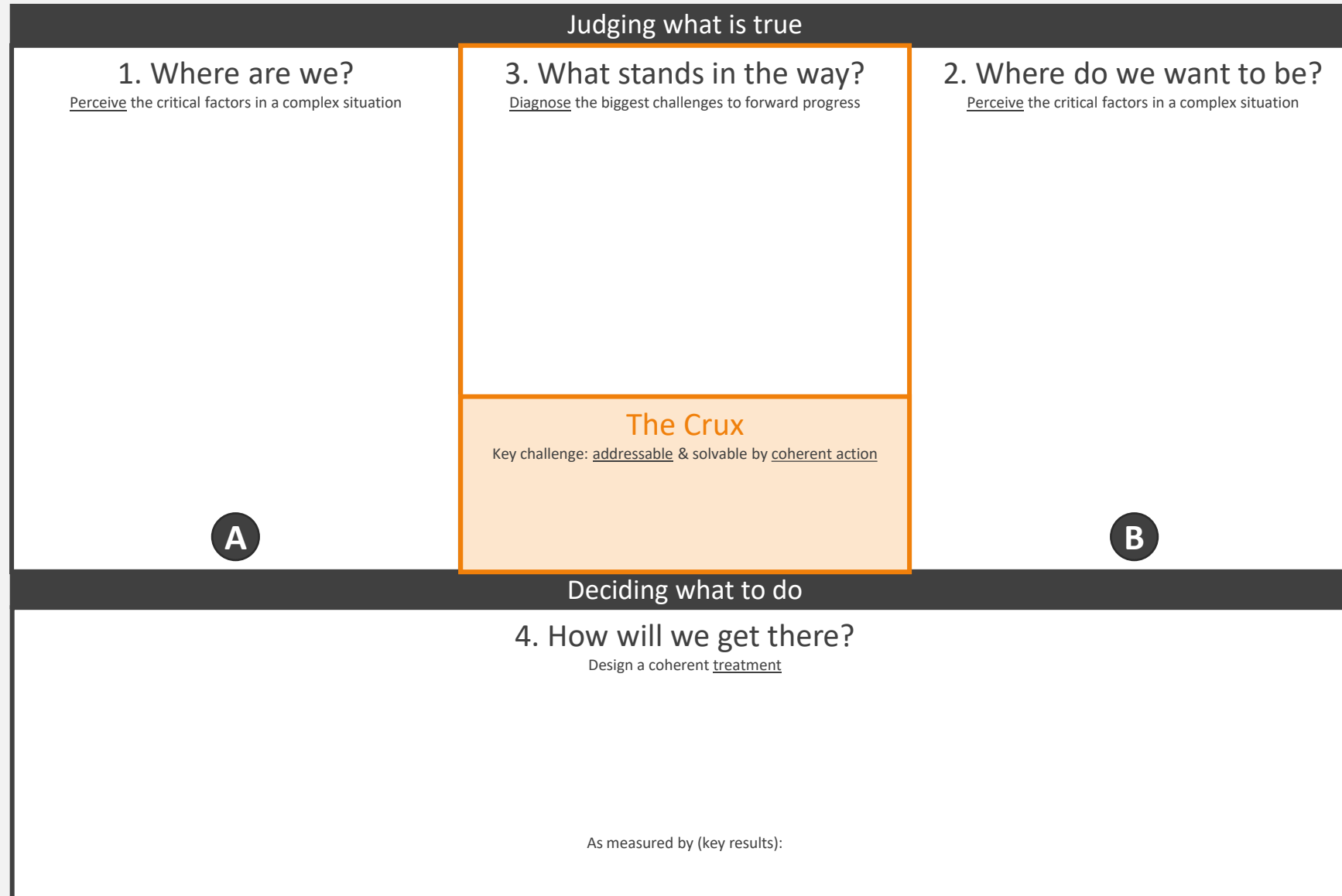
3. Design a <u>treatment</u> of coherent actions

"Review"

Strategy Canvas

Purpose of discussion:

Judging what is true

1. Where are we?
Perceive the critical factors in a complex situation

3. What stands in the way?
Diagnose the biggest challenges to forward progress

2. Where do we want to be?
Perceive the critical factors in a complex situation

The Crux
Key challenge: addressable & solvable by coherent action

A

B

Deciding what to do

4. How will we get there?
Design a coherent treatment

As measured by (key results):

Eternal Renewal
Requires Three Box Strategic Thinking

Selectively Forget the Past

Create space and a supporting culture for eternal renewal by letting go of past practices, habits, activities and attitudes

Manage the Present

Optimize the current business to run at peak efficiency

Create the Right Future

Design the next generation of actions through experimentation and change in a complex world

Adapted from: The Three Box Solution by Vijay Govindarajan

Key Tool: Challenge Before Acting

Because we snap & stick

1. What must be true …?

2. What else could it be?

3. Access an outside view

4. Look away

Highly effective when coaching

Pre-mortem: Diagnosis Phase

It the end of the project. Looking back, why did we fail catastrophically?

1. Capture your perspective

Why did we fail catastrophically?
Be specific
Pursue root causes

Reason 1
* Reason 2
Reason 3

2. Share via healthy conversations

1. **Speaker** shares perspective without interruption

2. **Listener** summarizes back

3. **Speaker** corrects and confirms

4. **Listener** records

3. Discuss your perspectives

Sky = behavioural

Reason X
Reason X
Reason X

Internal

Reason X
Reason X

External

Reason X
Reason X

Ground = technical
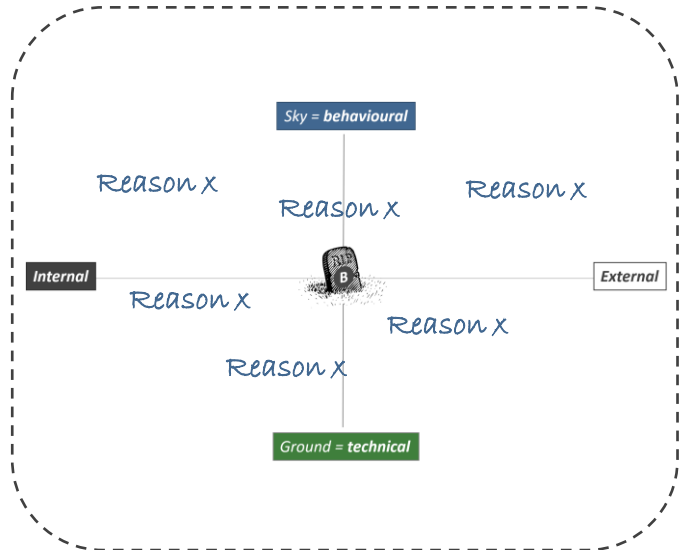
Pre-mortem: Selection Phase

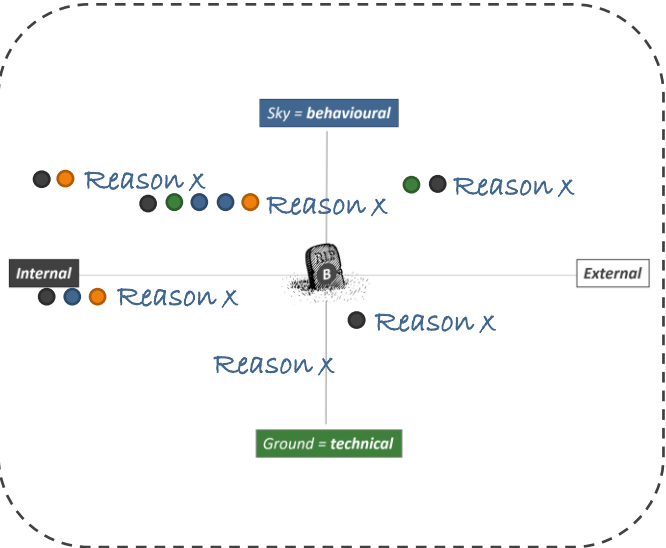## Where should we focus our attention?

4. Capture your perspective

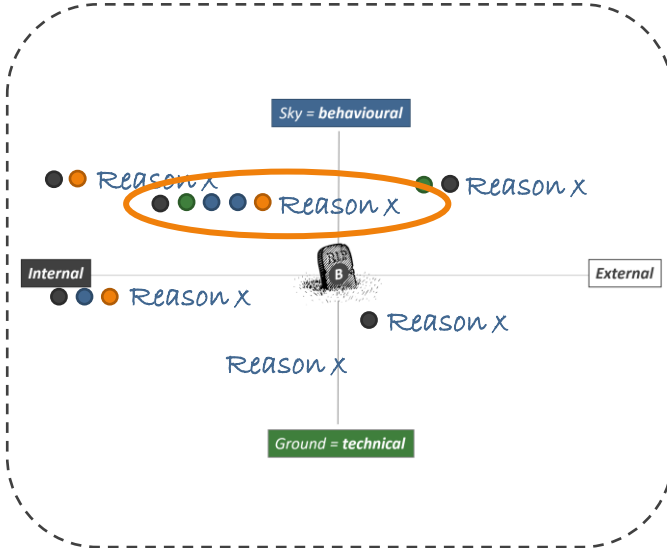What's the crux: the one big thing that stands between us and success?

Independently prepare to spend 3 dots to indicate your perspective

5. Simultaneously dot vote

Sky = behavioural

Reason X   Reason X
        Reason X

Internal   External
        Reason X

Reason X
Reason X

Ground = technical

6. Select the critical reason

Sky = behavioural

Reason X   Reason X
        Reason X

Internal   External
        Reason X

Reason X
Reason X

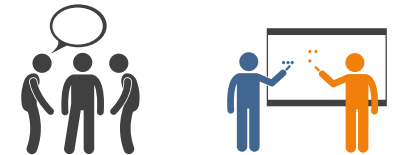Ground = technical

Pre-mortem: Treatment Phase

Generate, share and select actions to prevent failure

7. Capture your perspective

8. Share via healthy conversations

9. Discuss then dot vote

What action could we have taken to avoid failing for the principal reason we identified?

Reason 1
* Reason 2
Reason 3

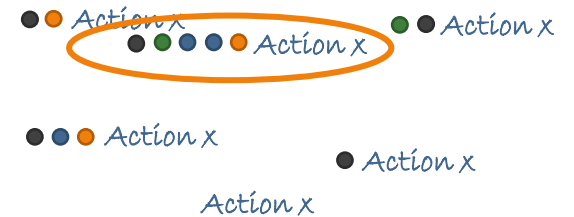1. **Speaker** shares perspective without interruption

2. **Listener** summarizes back

3. **Speaker** corrects and confirms

4. **Listener** records

Action X
Action X
Action X
Action X
Action X
Action X

Innovation Matrix (Behavioural)

Problem:

| COM-B	Elements of the problem	Internal solutions	External solutions
Motivation			
Capability			
Opportunity			

Innovation Matrix for **Purpose Driven Organisations**

Problem:

	Elements of the problem	Internal solutions	External solutions
Purpose			
Drive			
Organisation			

Use This Simple Brain and Challenge-Based Process To Work As A Team To Activate Strategy
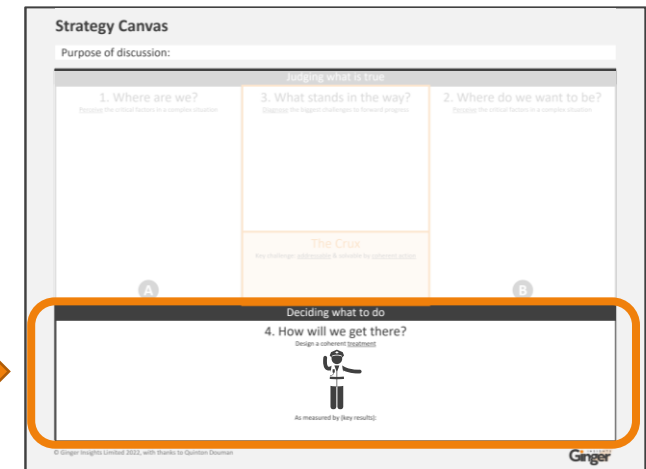
1. Judge What Is True
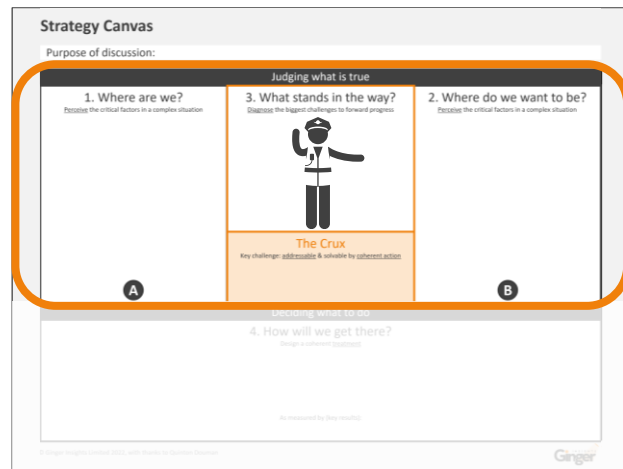
2. Generate Options
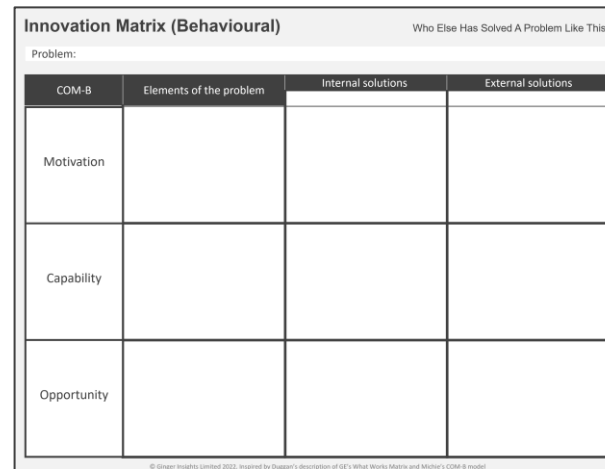
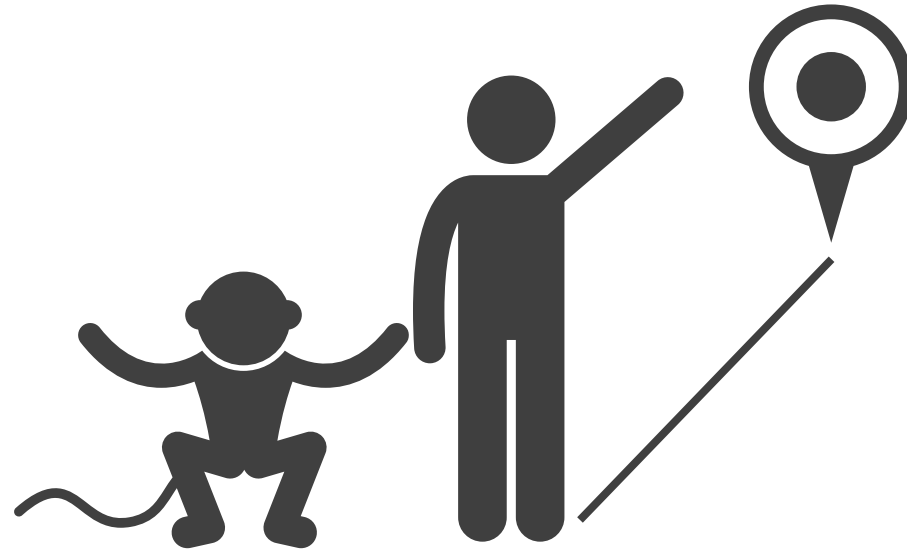**3. Decide What To Do**

Optionally, **Pre-mortem at**
What stands in the way? To break down the problem into its core elements
How will we get there: To check your plan just before you deploy your resources
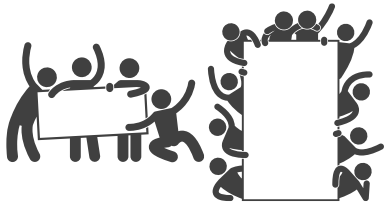
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Thursday
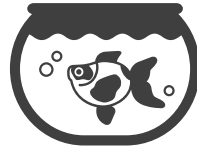## Activating Strategy in a Complex World

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Leading Across Cultures

13. Cultures Fit their Environment

"Groups get feedback: if beliefs, values and actions accomplish its purpose, they become taken as read"

14. Our Own Culture Is Invisible

"Just as fish don't know they're in water, we find it hard to see our own culture until we compare it to others"

15. Culture Defeats Strategy

Culture, the sum of all habits, is driven by the Computer; strategy requires deliberate Human behaviour

16. Willpower is a Scarce Resource

"You have a finite amount of willpower that becomes depleted as you use it"

Unlock Curiosity and Motivation

Unless we want to avoid cultural traps, we are easy prey to conflict, misunderstanding and failure

Culture Maps Diagnose Traps

Diagnose potential culture traps with the Culture Map before treating by specifying critical few key behaviours

Agree Your Critical Few Behaviours

Agree the critical few team behaviours for the desired culture and to avoid potential cultural traps

Be Humble Across Cultures

"Group cultures are neither good nor bad so be humble when working across cultures"

How Cultures Judge & Decide

Sensing

Cue 'IF'

Common experiences → Shared Beliefs → Common Perception

Habit 'THEN'

Emotional Decision → Routine

Energy saving rule 1

The Computer and the Chimp
are used wherever possible

Willpower

Logical thinking

Deliberate behaviour

Energy saving rule 2

If the Human is engaged
it starts with simple rules of thumb

37
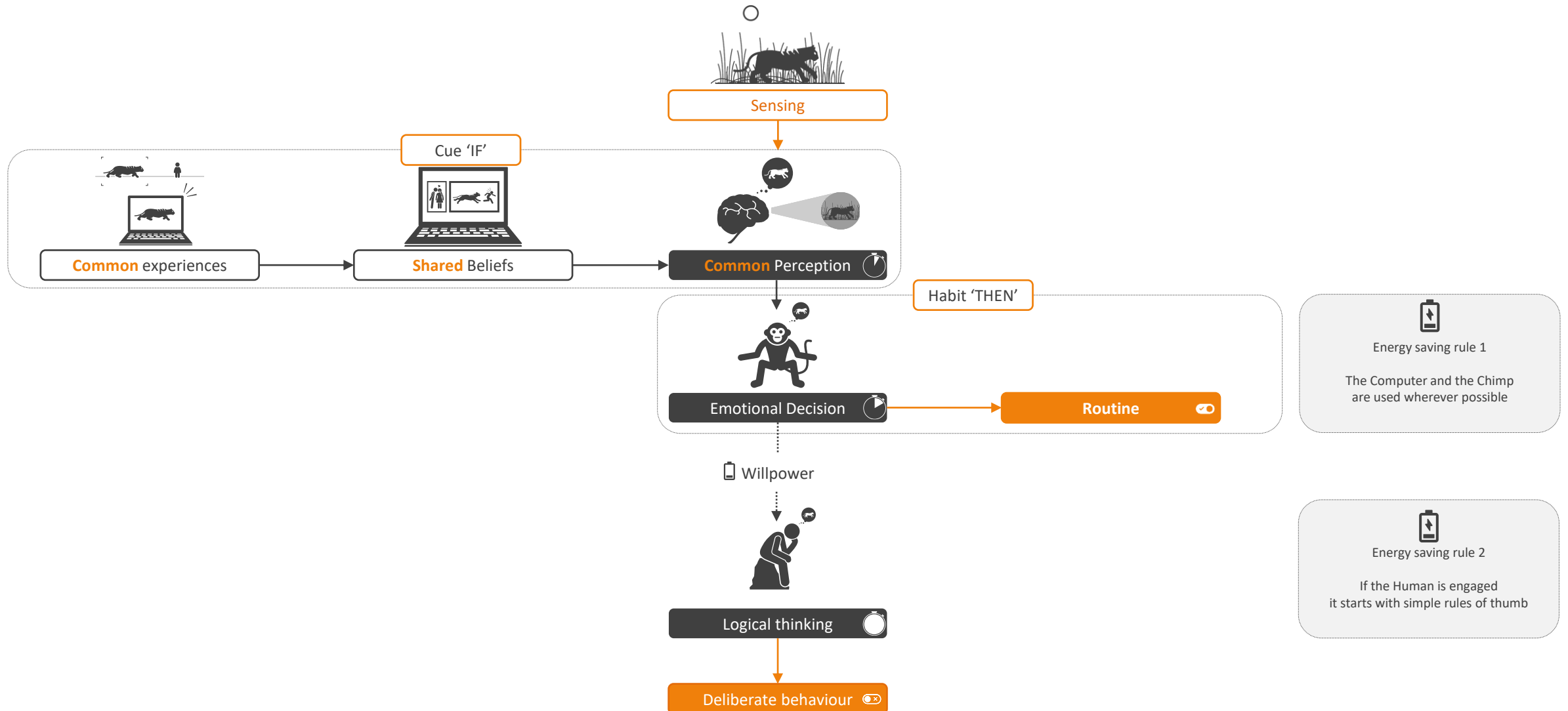
When Leading Across Cultures

1. Unlock motivation

2. Develop understanding

3. Diagnose culture

4. Reveal differences

5. Diagnose traps

6. Plan treatments

Important when you

A. Form a new team

B. Are visiting another culture

C. Have a visitor from another culture

The Culture Map: Treatments

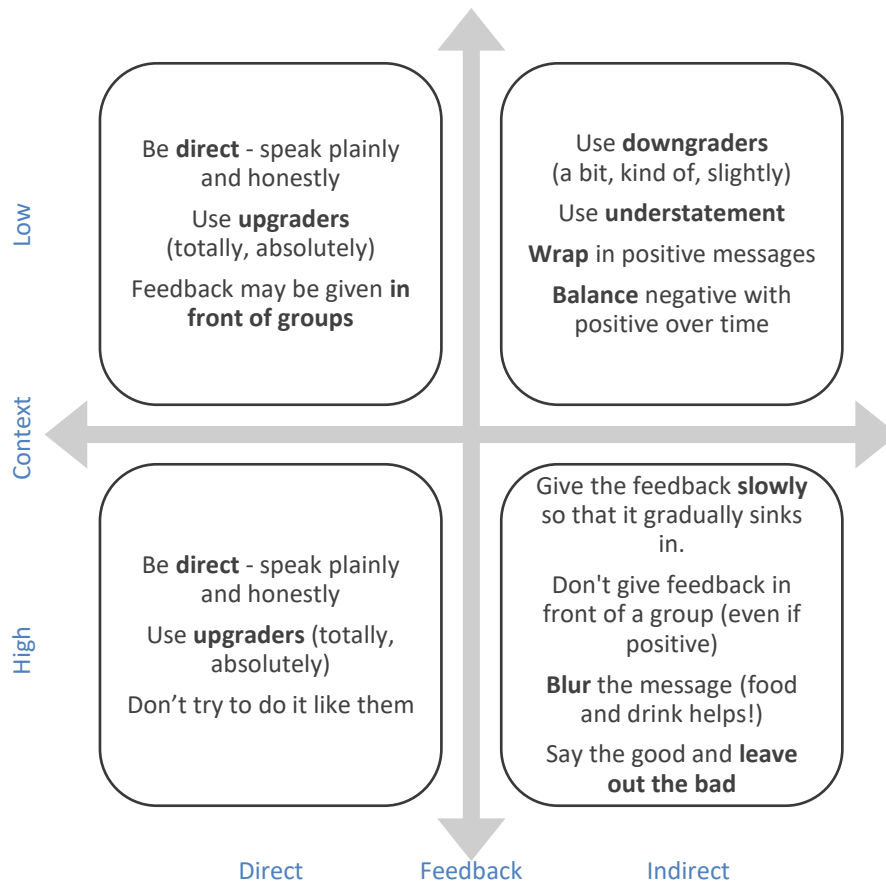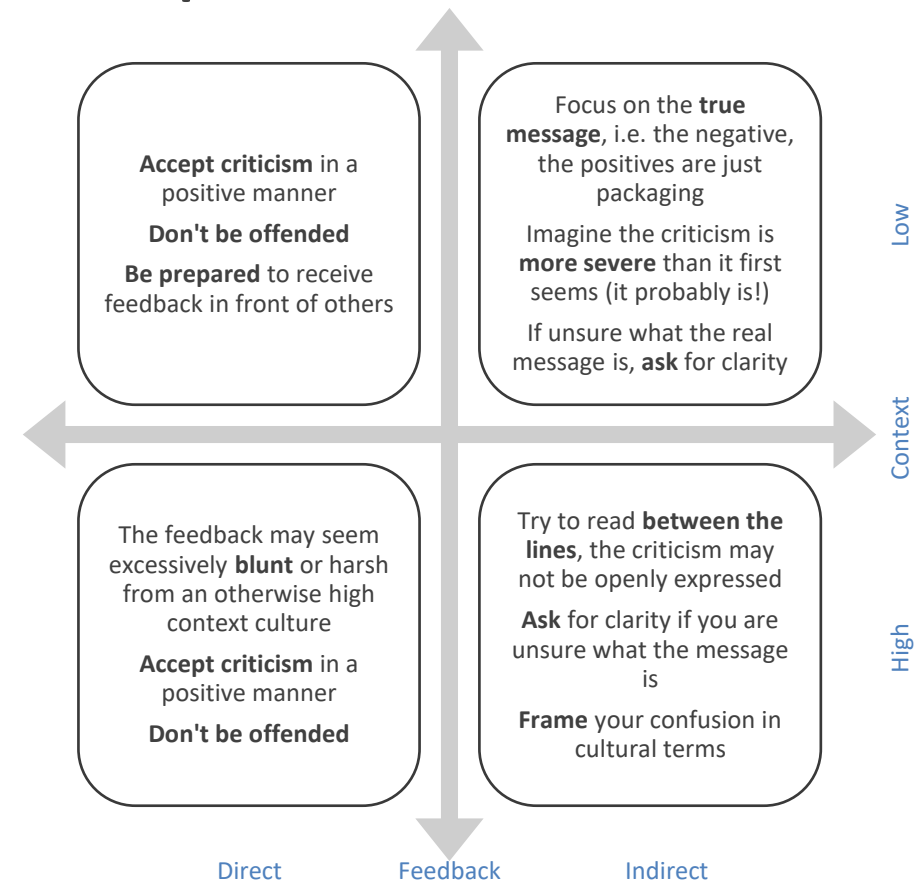| 1. Scheduling	
If you are forming a cross-cultural team	• Agree scheduling up front as a team • Review and learn what works, where
If you are visiting a different scheduling culture	• Respect the culture and embrace the opportunity to learn why it works
If you are welcoming a visitor from a different scheduling culture	• Explain in advance the scheduling approach you have

2. Communicating	
The Golden Rule	• Multicultural teams need low context processes • Magic phrase, "may I be direct?"
If you are communicating with people used to higher context communication	• Learn to listen to what is meant rather than said … and what is not said • Gently ask for clarification • Before repeating yourself, stop talking. Listen. Did your message land safely? • Discuss over dinner in an informal setting • Be prepared to work more in verbal rather than written form • If frustrated by misunderstanding, be self-deprecating and laugh at yourself
If you are communicating with people used to lower context communication	• Be clear, specific and repeat key points • Ask, "was that clear?" • Put it in writing • If you are ever not completely certain, state so and ask for clarification • It may feel a little impolite at first

4. Deciding	
If you are working with more top-down decision makers	• The boss may make decisions with minimal discussion or input • Decisions may be made before, during, or after a meeting • Be ready to follow the decision even if different to your view • Listen when in charge, but make timely decisions to avoid being indecisive • If a group is divided, vote: the vote will be respected • Remain flexible throughout the process: decisions are rarely set in stone
If you are working with more consensual decision makers	• Expect a drawn out process with meetings and correspondence • Be patient and engaged during lengthy discussions and apparent indecision • Check in with teammates and be available to answer questions • Cultivate informal contacts to monitor and shape the emerging consensus • Focus on the quality of the diagnosis and reasoning, not on decision speed • A Decision will be difficult to try to change once it is made
If you are working with consensual and top-down cultures	• Agree decision rights, process, deadlines and scope for revision

Adapted from: The Culture Map by Erin Meyer

The Culture Map: Evaluating Treatments

When Giving Feedback to People from These Quadrants

Low / High (Context) · Direct / Indirect (Feedback)

Upper-left (Low Context, Direct):
Be **direct** - speak plainly and honestly

Use **upgraders** (totally, absolutely)

Feedback may be given **in front of groups**

Upper-right (Low Context, Indirect):
Use **downgraders** (a bit, kind of, slightly)

Use **understatement**

Wrap in positive messages

Balance negative with positive over time

Lower-left (High Context, Direct):
Be **direct** - speak plainly and honestly

Use **upgraders** (totally, absolutely)

Don't try to do it like them

Lower-right (High Context, Indirect):
Give the feedback **slowly** so that it gradually sinks in.

Don't give feedback in front of a group (even if positive)

Blur the message (food and drink helps!)

Say the good and **leave out the bad**

When Receiving Feedback from People in These Quadrants

Low / High (Context) · Direct / Indirect (Feedback)

Upper-left (Low Context, Direct):
Accept criticism in a positive manner

Don't be offended

Be prepared to receive feedback in front of others

Upper-right (Low Context, Indirect):
Focus on the **true message**, i.e. the negative, the positives are just packaging

Imagine the criticism is **more severe** than it first seems (it probably is!)

If unsure what the real message is, **ask** for clarity

Lower-left (High Context, Direct):
The feedback may seem excessively **blunt** or harsh from an otherwise high context culture

Accept criticism in a positive manner

Don't be offended

Lower-right (High Context, Indirect):
Try to read **between the lines**, the criticism may not be openly expressed

Ask for clarity if you are unsure what the message is

Frame your confusion in cultural terms

Adapted from: The Culture Map by Erin Meyer

40

Fifteen Sample Plays To Activate Strategy

From	Play	To
Limiting Beliefs	**Re-Program the Computer to make it easy to act** 1. Clarify your **vision**: maximize the contrast between the **better** and **bitter places** 2. Diagnose the culture: **harness enabling beliefs**, but **re-program limiting beliefs** 3. Diagnose the outcomes people want: Ask where's the **smile**? 4. Use the higher purpose to **make choices clear** 5. **Close the circle to emotionally reinforce how people's actions drive impact and purpose**	**Enabling Beliefs**
Won't	**Lead the Chimp to provide the motivation to act** 6. Be the **trusted wizard** not the hero to connect people to their purpose 7. Deliver **unbroken line of sight** for the Chimp (and the Human) 8. **Frame** situation to make it easier for Chimps to act in a complex world 9. Harness **existing emotions** as sources of energy 10. Inspire **emotional commitment** not rational compliance	**Will**
Can't	**Manage the Human to provide capability and opportunity** 11. Use different **time horizons** to focus on the actions to overcome the current crux 12. Use **commander's intent** and **thinking out loud** to enable coherent action 13. Script the **critical moves** … using **mantras** and the **hand of change** 14. Nudge to make desired behaviours **easy** and **automatic** 15. Delegate finding the willpower for eternal renewal to a powerful **framework**	**Can**

1. Clarify Your Vision: Maximize the Contrast Between the Bitter Place and the Better Place

Vision
"*Better Place*"

B

What's **wrong** with the world I want to **change**?
Why does it **matter**?
Who **suffers**, and how?

Tension

What's **right** with the world I want to **defend**?
Why does it **matter**?
Who **benefits**, and how?

A

Vision
"*Bitter Place*"

The burning bridge
Why does **action** have to happen and happen **now**?
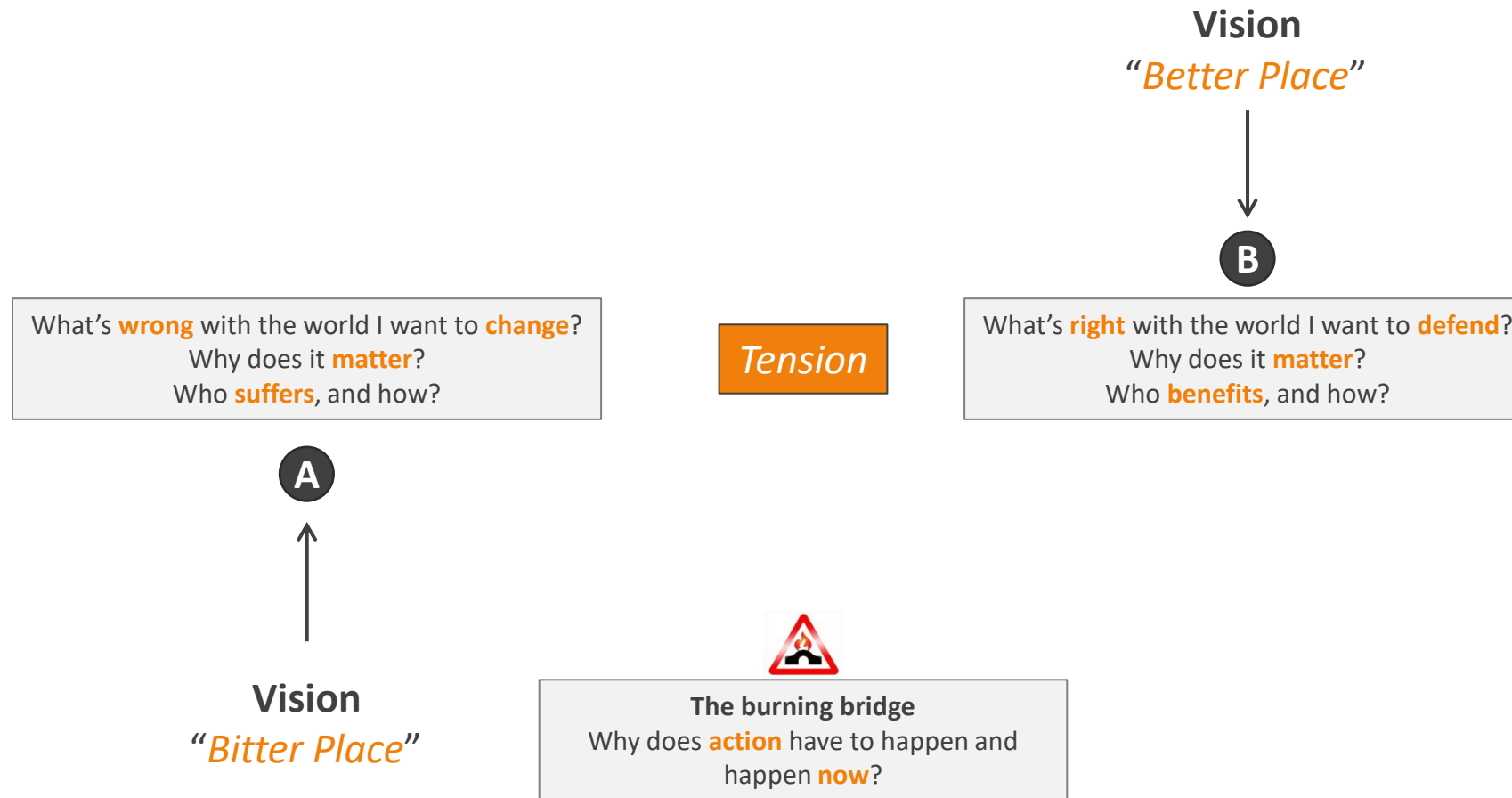
Vision Canvas

Context:

A - The Bitter Place	B - The Better Place
What's wrong with the world I want to change?	What's right with the world I want to defend?

Why is that important?

Why does it matter?	Why does it matter?

How will people be affected?

Who suffers, and how?	Who benefits, and how

The burning bridge: why does change have to happen, and happen now?

Ginger INSIGHTS

2. What's in the Computer? Diagnose the Culture: Part 1 - Harness Enabling Beliefs

Diagnosis

What's Best, Strongest and Generates Positive Emotional Responses From Your People

1. Ask people at all levels across the organization about **how they do their work every day**

2. Then **find behaviours** that are already being performed today that represent the best of your company

3. Identify the **feelings** that are generated by these behaviours

Diagnosis: **what are the strengths to build on?**

Treatment (part 1)

Select and Connect the "Critical Few" Enabling Behaviours …

… With those **feelings** that will provide balanced **motivation** over time

Source: The Critical Few, Katzenbach et al

2. What's in the Computer? Diagnose the Culture: Part 2 - Re-program Limiting Beliefs

Diagnosis
Limiting Beliefs

Diagnosis: **what's holding us back?**

Example from PPS:

People generally **don't trust** that businesses
can be **purpose-driven** as well
as being a successful business

Treatment
Re-Program the Computer

1. **Break through the noise** to get the attention of people

2. **Design positive (surprising) experiences** to replace limiting beliefs with positive feelings

Example from FMG:

Our mutuality is what makes us different as a brand

Our **advice is what makes us different** as an insurer

Source: The Critical Few, Katzenbach et al

Common Computer Entries (Part 1)

Resistant to Influence	Entry	Open to Influence
1. Beliefs to catalyze a clear and shared vision for the company and to secure commitment to and vigorous pursuit of that vision		
Do I default to self-interest in the absence of a clear, shared purpose?	**Purpose**	Do I see a higher purpose where people who matter to me will benefit?
Am I uncertain what behaviours are expected to live our values?	**Our Values**	Do I associate specific behaviours with fulfilling our purpose?
Is our 'Point B' ill-defined, shifting or completely absent?	**Mission**	Is there a clear, specific objective that I will know when we reach it?
Do I only know our goals and not the frank plan to achieve them?	**Strategy**	Do I know how we plan to overcome what stands between points A&B?
Is it opaque how this links into our strategy?	**Roadmap**	Is the strategy clear and broken down into achievable parts?
Am I unclear about roles and responsibilities?	**Rolemap**	Do I understand my part of the roadmap and each person's role?
Do I lack any association between my tasks and a pressing need to act?	**Urgency**	Am I committed to acting now and concerned by the cost of delay?

Common Computer Entries (Part 2)

Resistant to Influence	Entry	Open to Influence
2. Beliefs About Me (the "Hero" being led)		
Is there nothing in this that reflects my self-identity?	**Self-identity**	Do I see myself in this behaviour?
Is this inconsistent with what I've done before?	**Consistency**	Is this consistent with how I've behaved previously?
Do my loyalties lie elsewhere?	**Loyalties**	Will this behaviour avoid breaching my loyalties?
Does this behaviour contravene my values?	**My Values**	Is this behaviour consistent with my values?
3. Beliefs About You (the leader)		
Do I owe this person nothing?	**Reciprocity**	Do I owe this person a favour?
Has this person violated my expectations?	**Trust**	Has this person made my life better?
Have I never warmed to this person?	**Liking**	Has this person made me feel good?
Has this person failed to earn my respect?	**Authority**	Has this person earned my respect?
Has this person failed to walk the talk?	**Integrity**	Does this person clearly walk the talk?
Has this person contravened my values?	**Your Values**	Does this person live my values?
Has this person been unable to step inside my world?	**Empathy**	Has this person shown that they deeply understand me?
4. Beliefs About What is True and What to Do		

In addition to the above common Computer entries which specifically relate to beliefs the "Hero" holds about themselves and about you, it may be valuable to also consider other beliefs the "Hero" holds about what is true and what to do.

For example, what beliefs does the "Hero" hold regarding the importance and urgency of the behaviour, about how to perform it?
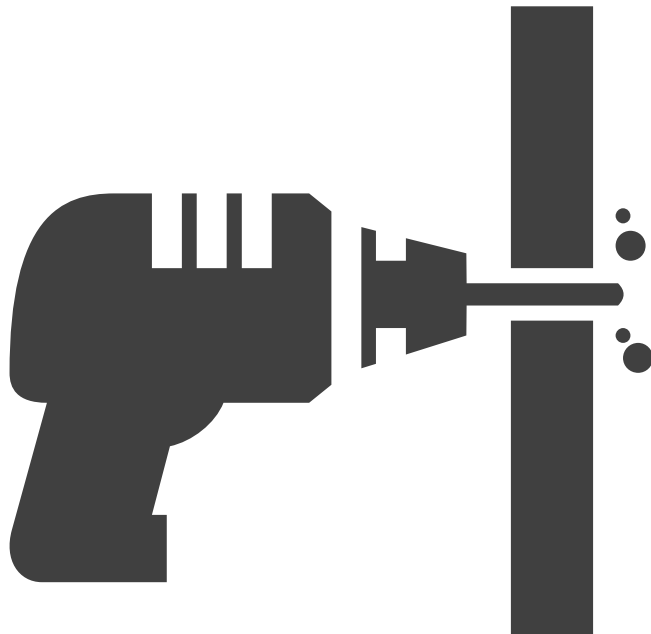
Useful prompts include: who, how, what, where, when and why.

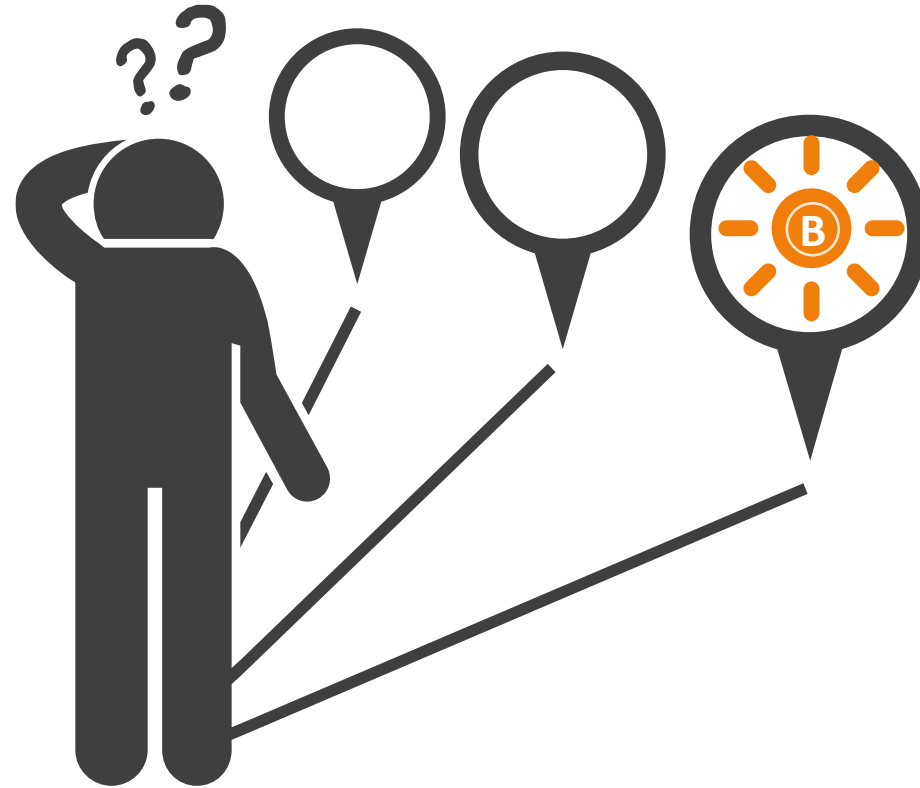# 3. What's In the Computer? Diagnose the Outcomes People Want "Where's the Smile?"

**People Don't Want A Quarter Inch Drill
They Want A Quarter Inch Hole**

**People Don't Merely Want The Hole
They Want The Picture On The Wall**

To Put a Smile on Their Grandmother's Face

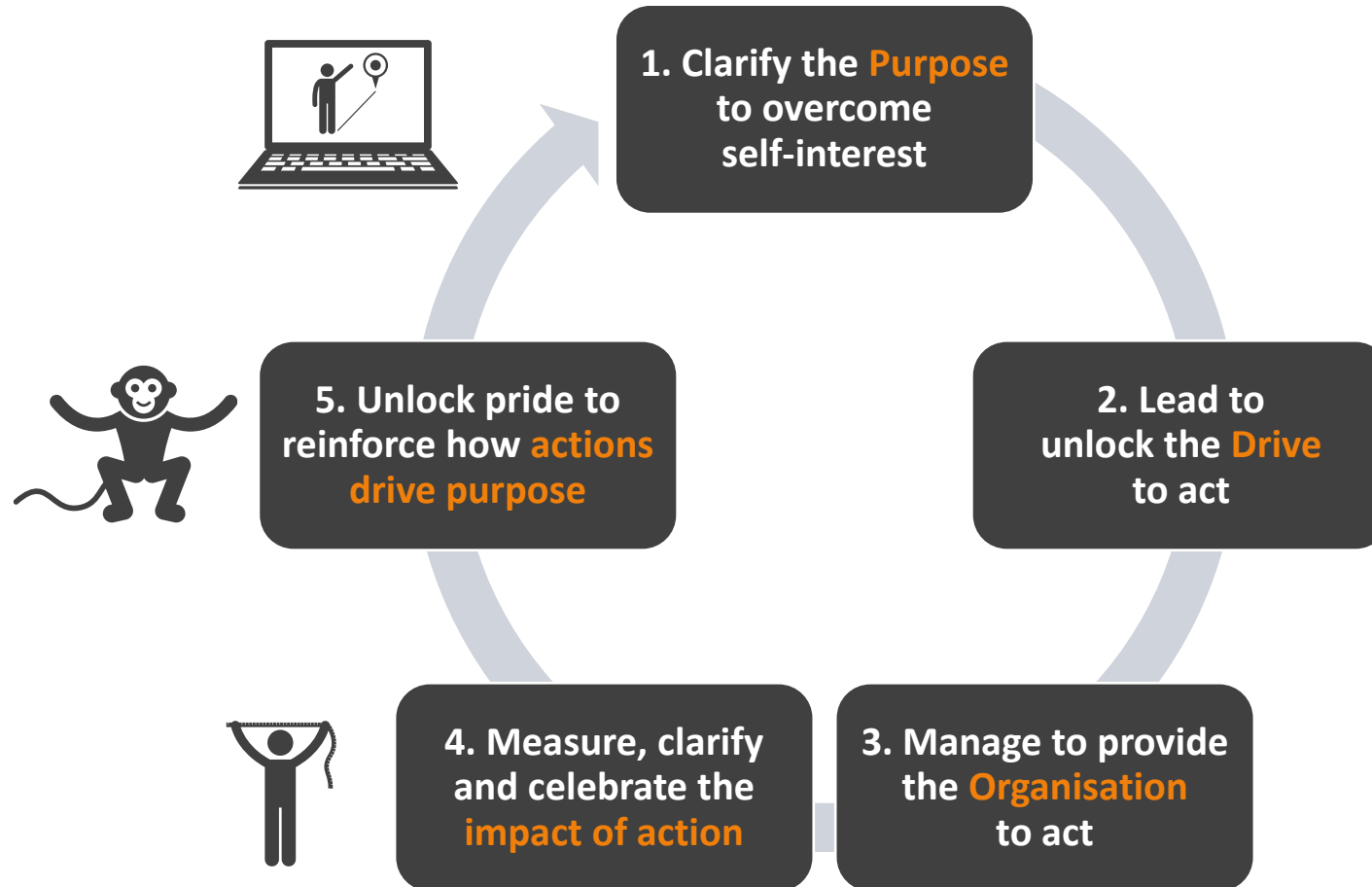**Ask yourself, "Where's the Smile?"**

4. Use the Higher Purpose To Make Choices Clear

5. Close the Circle to Emotionally Reinforce How People's Actions Drive Impact and Purpose

1. Clarify the **Purpose** to overcome self-interest

2. Lead to unlock the **Drive** to act

3. Manage to provide the **Organisation** to act

4. Measure, clarify and celebrate the **impact of action**

5. Unlock pride to reinforce how **actions drive purpose**

6. Be the Trusted Wizard Not the Hero
To Connect People to their Purpose

Hero: **your colleague**

Antagonist: the problem **your colleague** wishes to solve

Objective: overcome **their** challenge
and the enemy we have **in common**

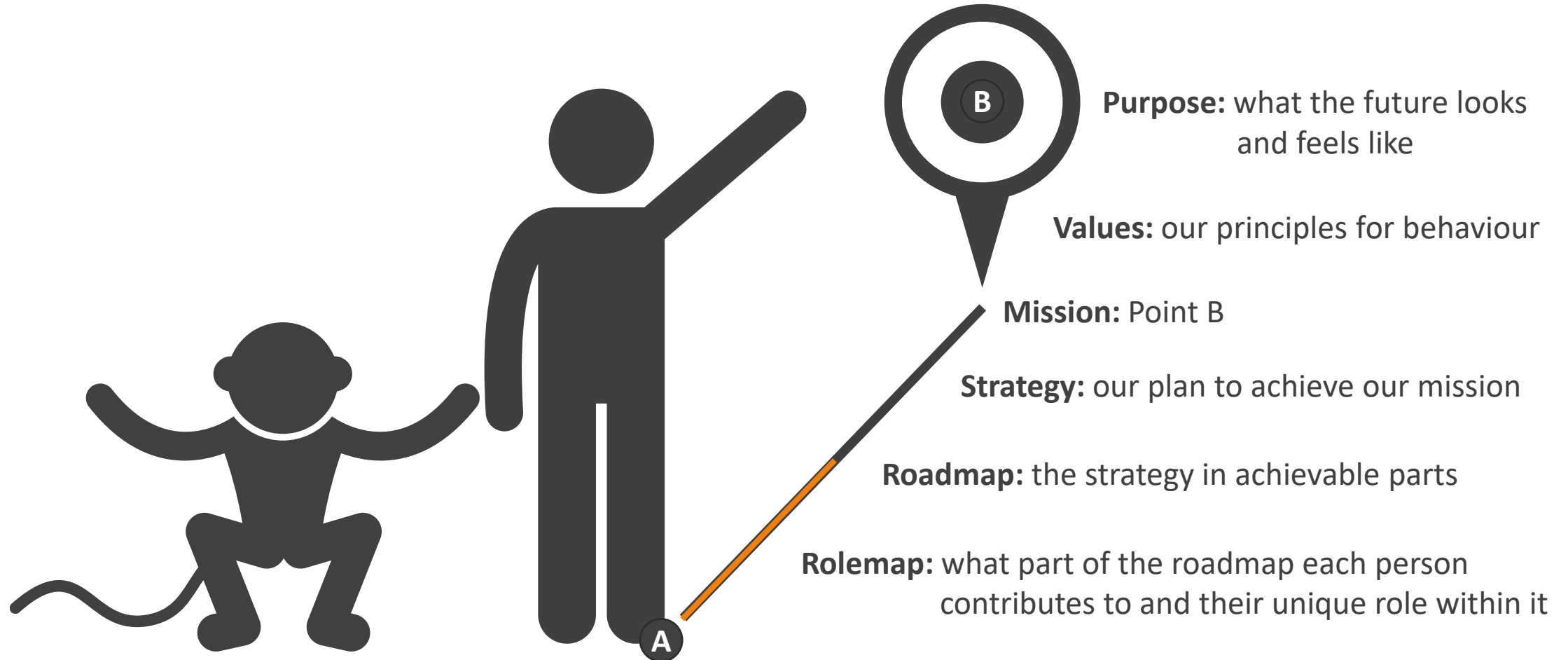*"What's your real problem here?*
How might we find a solution?"

Hero Empathy Canvas

Who should do what differently ("the hero"):

Diagnose the hero's perception of their problem

1. Current outcomes	3. What's holding them back?	2. Desired outcomes
		What's their job to be done?
		Where's the "smile"?

What is our common enemy?

7. Deliver Unbroken Line of Sight
For the Chimp (and the Human)

Purpose: what the future looks and feels like

Values: our principles for behaviour

Mission: Point B

Strategy: our plan to achieve our mission

Roadmap: the strategy in achievable parts

Rolemap: what part of the roadmap each person contributes to and their unique role within it

Adapted from The Strategy Activation Playbook

8. Frame Every Situation to Make it Easier for Chimps to Act in a Complex World

Box 2: Selectively Forget the Past	Box 1. Manage the Present	Box 3. Create the Right Future
Honour prior **values, beliefs** and **loyalties**		Show how people's **values, beliefs** and **loyalties** will be the same
Honour how people previously **felt** and **who** they worked with		Show how people will **feel** the same & **who** they'll still work with
Honour what people **did, achieved** and the **control** they had		Show the **core activities**, **control** and **outputs** that will be the same

Adapted from: The Three Box Solution by Vijay Govindarajan

9. Harness Existing Emotions As Sources of Energy

As a leader define the right connections to inspire collaboration

Man United fan

Football fan

Common Chimp Drives

Avoid	The Drive	Approach
Getting started		
Is this behaviour devoid of any meaning for me?	**Purpose**	Does this clearly align with our plan to reach our Better Place?
Is my control and authority over others being decreased?	**Power**	Is my control and authority over others being increased?
Am I at risk here doing this?	**Security**	Is it safe for me here doing this?
Does this make me an outsider here?	**Belonging**	Does this strengthen my bonds with 'the troop?'
Does this involve someone straying into my 'turf?'	**Territory**	Does this protect and enhance my 'turf?'
Can I just ignore this?	**Curiosity**	Does this affect my chances of surviving and prospering?
Am I being told what to do and how to do it?	**Autonomy**	Am I allowed to find my own way of achieving the goal?
Will this diminish my standing in other people's eyes?	**Status**	Will this enhance my standing in other people's eyes?
How foolish will I look if I try this and fail?	**Competence**	How good might I look if I try this and excel?
Is this all about someone else?	**Ego**	Is there something in this for me?
For the journey (because the Chimp provides all the energy)		
Is this boringly easy?	**Mastery**	Is this continually developing my competence?
Am I spinning my wheels with this?	**Progress**	Am I moving forward with this every day?
Is the progress I am making here meaningless?	**Achievement**	Am I hitting milestones?
Is my/our progress going unnoticed by significant others?	**Recognition**	Is my/our progress being celebrated by significant others?
Why is no one else doing this?	**Social proof**	Can I see other people thriving by doing this?

The Chimp is **5x stronger** than the Human and has **all the energy** to embrace or resist change
Any sense of **loss** in the feelings of avoidance will be magnified at **2.5x the power** of any sense of **gain** in the act of approaching

10. Inspire Emotional Commitment Not Rational Compliance

Compliance goals

- States a minimum performance standard that everyone must achieve

- Uses hierarchy, standard procedures and threats or sanctions to create momentum for delivery

"If I don't deliver this,
I fail to meet my performance objectives*"*

Commitment goals

- States a collective improvement goal that everyone can aspire to

- Uses shared goals, values and purpose for voluntary co-ordination and control

"If I don't deliver this,
I let down the group and our shared purpose*"*

Management vs. Leadership

Addresses can't   Overcomes won't

Managers have <u>authority</u>   **Leaders have <u>influence</u>**

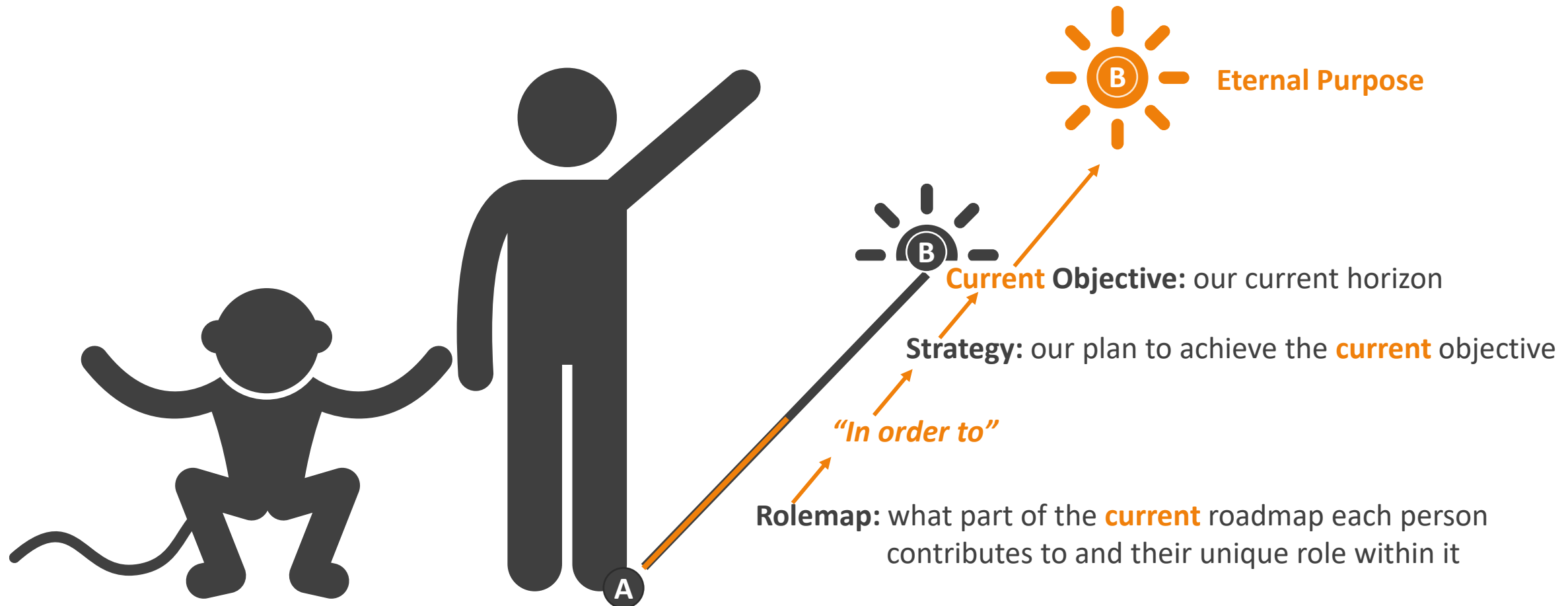Authority is the **right** to give orders and make decisions   Influence is the **ability** to affect ideas and actions

Compliance   **Commitment**

11. Use Different Time Horizons
To Clarify and Focus

Eternal Purpose

Current Objective: our current horizon

Strategy: our plan to achieve the **current** objective

"In order to"

Rolemap: what part of the **current** roadmap each person contributes to and their unique role within it

Adapted from The Strategy Activation Playbook

12. Use Commander's Intent and Thinking Out Loud to Enable Coherent Action

Commander's Intent

Example from D-Day

No matter where you land, form into units and seize the bridges and key terrain

"What would my **boss** want me to do if they were **here now** and **knew what I know**?"

Thinking Out Loud

"I would summarize what I'd heard, describe how I processed the information, and outline my first thoughts on what we should consider doing about it.
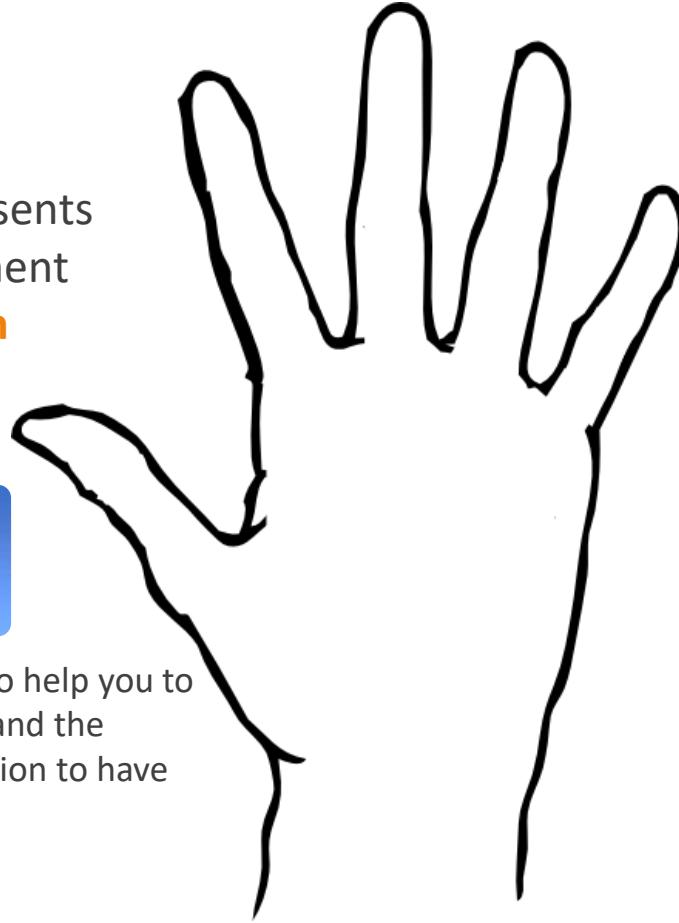
It allowed the entire command To **follow my logic trail** and **correct** where appropriate, and to **understand** how I was thinking

13. Script the Critical Moves
# Using Mantras and the Hand of Change

Fingers sum up the **key moves** required to deliver the mission

1. Diagnose before treating
2. Harness collective intelligence
3. Challenge before acting
4. Lead with purpose

Your **thumb** represents a succinct statement of the **mission**

ICMIF will assist and inspire to help you to **achieve your purpose** and the **impact** you have the ambition to have

Inspired by Founders Mentality, Bain and Company

14. Nudge to Make Desired Behaviours Easy and Automatic

"Any small and subtle change in the environment that encourages people to make better decisions for themselves, without limiting their freedom of choice"

"When you want to influence somebody's behavior,
make **good behaviors easier** or **negative behaviors harder**"

Sources: Nudge by Thaler and Sunstein; interview with Daniel Kahneman
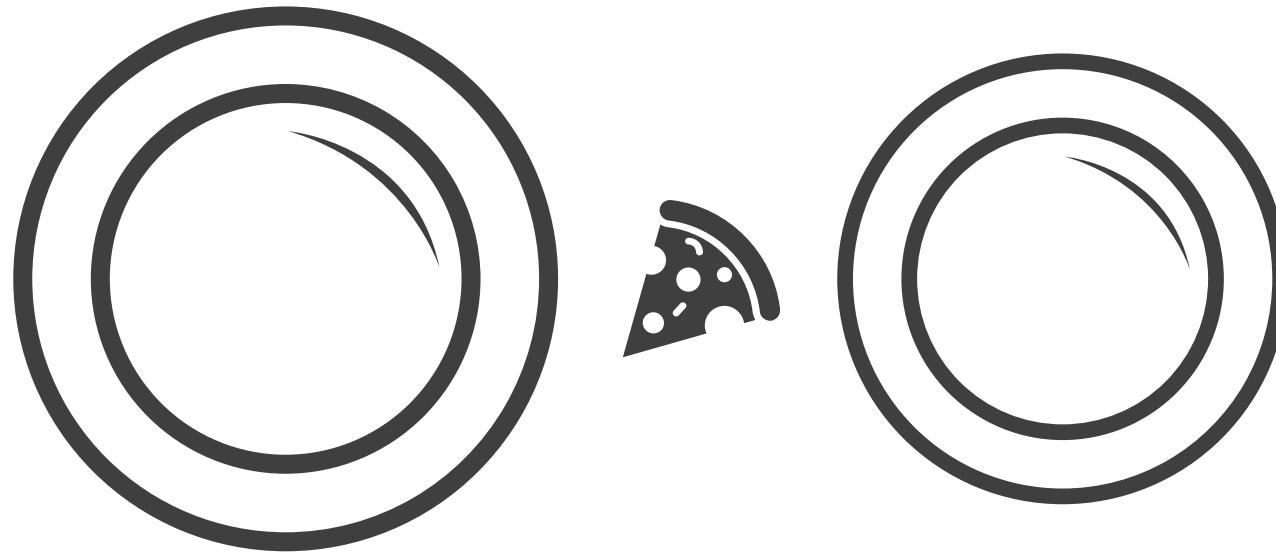
Common Human Enablers

Harder	Enabler	Easier
Capability		
Will it be hard and feel like a giant leap?	Ease	Will it be easy and feel like a small step?
Will it appear trivial?	Importance	Will it appear important?
Am I uncertain what to stop doing in order to do this?	Trade Off	Am I clear what to stop doing in order to do this?
Do I lack access to the necessary knowledge to do this?	Knowledge	Do I have access to the necessary knowledge to do this?
Do I lack the training to do this?	Skills	Do I have the skills to do this?
Am I uncertain about exactly what to do in this case?	Scripting	Do I know exactly what to do in this case?
Do I not know where we are going with this?	Mapping	Is our destination crystal clear?
Opportunity		
Do I have too many other demands to do this?	Time	Can I defend the time to do this?
Is my focus being drawn elsewhere?	Attention	Am I able to focus on this without distraction?
Are my resources (money, people, etc) insufficient?	Resources	Do I have access to the necessary resources?
Am I unable to access the necessary materials?	Materials	Do I have access to the necessary materials (inc. data)?
Are there cues that trigger alternatives behaviours?	Cues	Are there cues that trigger the desired behaviour?

15. Delegate Finding The Willpower for Eternal Renewal to a Powerful Framework

Structure Your Agendas Using the Three Box Framework

1. Manage the present
2. Selectively forget the past
3. Create the right future

Structure Your Agendas Using the Challenge-Based Strategic Framework

1. Where are we?
2. Where do we want to be?
3. What stands in the way?
4. What's the Crux?
5. How will we get there?

Strategy Activation Canvas for Purpose Driven Organisations

Who should do what differently ("the hero"):

Judging what to do		
1. What story is the hero living in?	3. What stands in the way of	2. What new story will work?
Limiting beliefs	Making it easy to act	Enabling beliefs
Won't	The motivation to act	Will
Can't	The capability and opportunity to act	Can

Deciding what to do
Re-Program the Computer to make it easy to act Clarify the Purpose to overcome self-interest by providing a vision of a purpose bigger than any of us
Lead the Chimp to provide the motivation to act Unlock the Drive to act by helping each person connect their own purposes with the organization's
Manage the Human Provide the Organisation to deliver the capability and opportunity each person requires to act

Won't and Can't adapted from Michie S. et al Implement Sci 2011;6:42

Ginger INSIGHTS

ICMIF Advanced Management Course
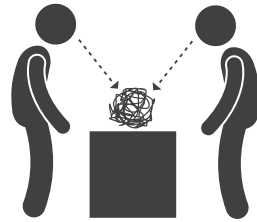## Friday
Translating Learning into Value

icmif

Building a Purpose-driven Learning System

17. Can't Forecast Complex Systems

"Every strategy is an intervention in a complex system which inevitably delivers unintended consequences

18. We Confuse Failure With Fault

We can confuse the preventable deviation from agreed processes with the inevitable failure when innovating

19. Chimps Grow to Fear Debriefs

Chimps fear debriefs if Computer entries include prior blame for the inevitable failure from innovation

20. Resilience Has Too Clear a Cost

Resilience comes from diversity and redundancy. These carry clear costs, but uncertain and distant returns.
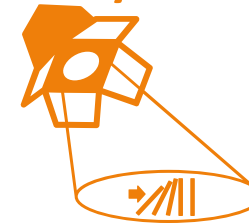
Lead a Portfolio of Experiments

"Think of strategy as a portfolio of experiments, rather than a single plan built on predictions of the future"

Psychologically Safe Experiments

Build psychological safety by approaching failure differently for innovative versus repetitive tasks

Lead Chimp Friendly Debriefs

Make debriefing routine, hold nameless & rankless debriefs for active participants only
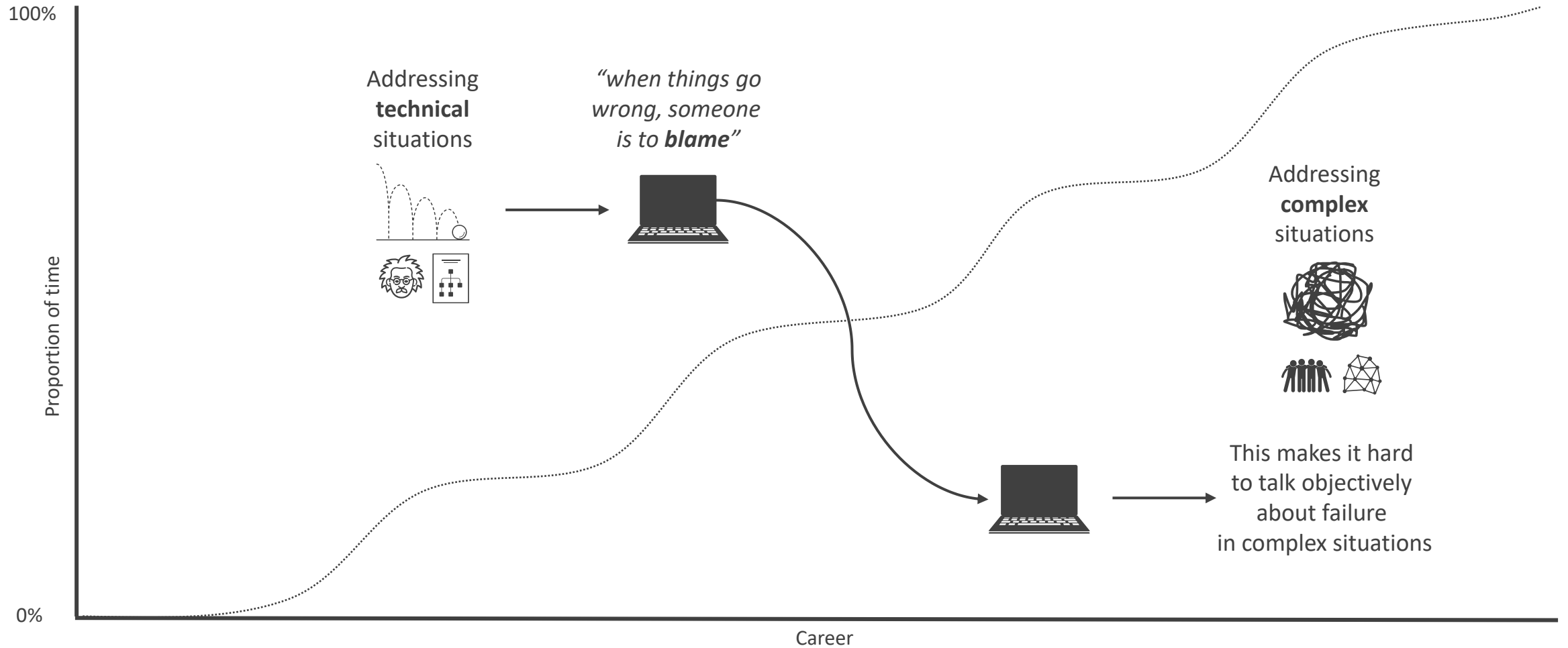
Resilience Drives Eternal Renewal

To lead with an Infinite Mindset prioritize resilience in your strategy just as much as cost and efficiency

Developing a Learning Culture

	Repetitive	Innovative
Diagnosis: identify failure archetype		
The correct action is	Known	Discovered
Failures are	Preventable process deviations	Inevitable consequence of uncertainty and complexity
Common causes	Behaviour, skill and attention deficiencies	Novel factors in familiar situations; experimentation
Treatment: build psychological safety		
Re-program the Computer	The mantra "good catch" embeds that "voice" is welcome	The mantra "good learning" uncouples fear and failure
Lead the Chimp	Link vigilance to good teamwork and the higher purpose	Destigmatize failure: blame the plan and not the people
Manage the Human	Praise reporting deviations; sanction clear violations	Run small tests and measure the metrics that matter

Beliefs About Failure
Form Early in One's Career

100%

Proportion of time

Addressing **technical** situations

*"when things go wrong, someone is to **blame**"*

Addressing **complex** situations

This makes it hard to talk objectively about failure in complex situations

0%

Career

Four Ways to Reduce Risk
When Intervening in a Complex System

For the Human

Run small tests

Measure the metrics that matter

Plan the governance for course corrections

For the Chimp

Accept all changes are speculative

The Purpose of Debriefs

Enable learning from a complex system

Unlock the root causes of success and failure

Reveal bright spots and improvement opportunities

Share lessons learned

To build a learning organisation with a learning mindset

Four Plays for Chimp-Friendly Debriefs

Start by debriefing successes

Active participants only

Nameless, rankless debriefs (leave your P-E-S-T at the door)
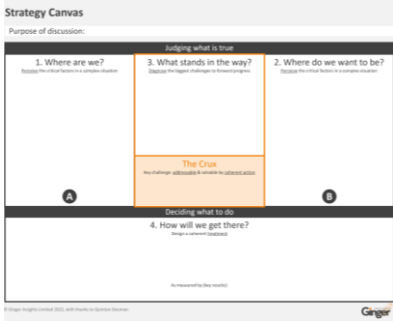
Make debriefing routine

Debrief Canvas

Action to debrief:

Reveal bright spots and improvement opportunities

1. What did we plan to do? **A**	3. What did we learn? Diagnose the root causes	2. How did we do? **B**

Share lessons learned

4. How will we do better next time?

An Interlocking Framework To Build a Purpose-driven Learning System

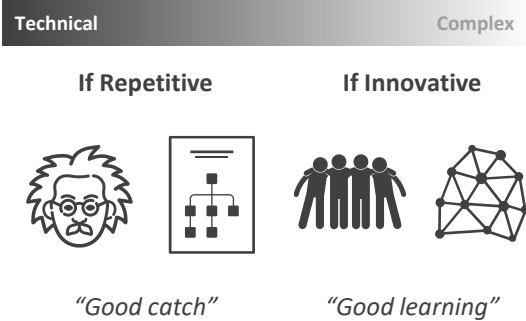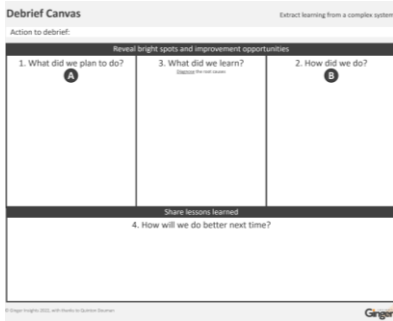### Plan
Do the right things

Do
Do things right

Technical	Complex

If Repetitive   **If Innovative**

"Good catch"   *"Good learning"*

Review
Discover what works (and where)

To Build A **Purpose-Driven** Learning System And a **Resilient** Organization

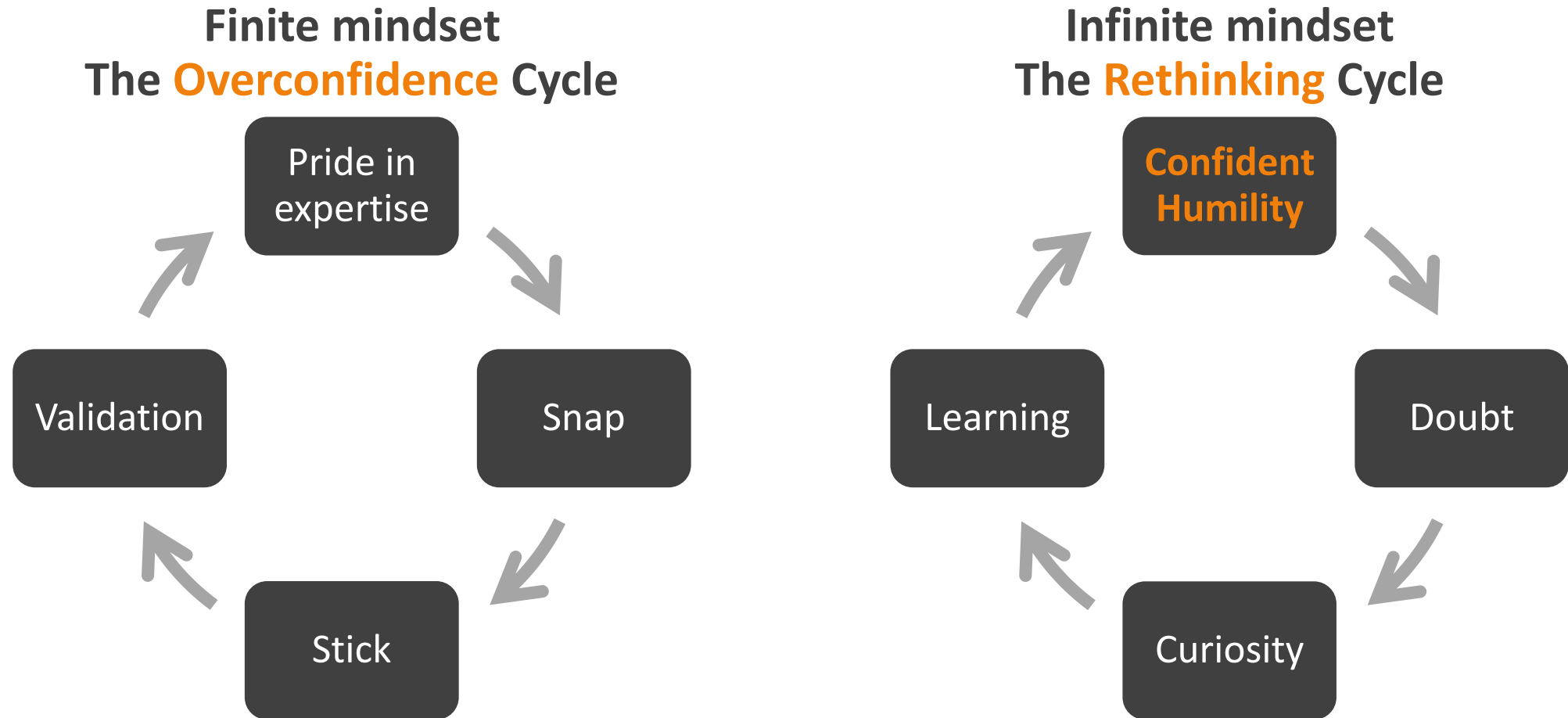For every case your approach should have **three** goals:
1. move you closer to your goal
2. **train and test your machine** (i.e., your people and your design)
3. **reinforce your purpose**

The second and third steps are more important than the first

They build a resilient organization focused on eternal renewal

Most people focus more on the first purpose, which is a big mistake

Adapted from Principles by Ray Dalio

As a Leader, Role Model Confident Humility

**Finite mindset
The Overconfidence Cycle**

Pride in expertise → Snap → Stick → Validation → Pride in expertise

**Infinite mindset
The Rethinking Cycle**

Confident Humility → Doubt → Curiosity → Learning → Confident Humility

Adapted from: Think Again by Adam Grant

Add Resilience to Agendas
To Make Increasing Resilience a Keystone Habit

Structure Your Agendas Using the
Three Box Framework

1. Manage the present

2. Selectively forget the past

3. Create the right future **and increasing resilience**

Structure Your Agendas Using the
Challenge-Based Strategic Framework

1. Where are we?

2. Where do we want to be?

3. What stands in the way?

4. What's the Crux?

5. How will we get there?
   Including increasing resilience

Using Habit to Make Behavioural Change Easier

21. Habit Loop Drives Our Lives

Craving for tingling sensation

Habits follow a habit loop: a cue triggers a craving which triggers a routine response in pursuit of a goal

22. Habits Arise From Prior Goals
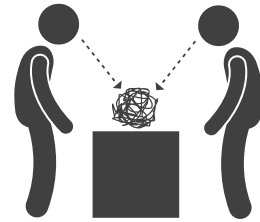
"Habits are the legacies of prior goals which were once useful, but may persist until they are unhelpful."

23. Willpower Is Not Sufficient

Change requires willpower, which is a scarce resource and typically insufficient to override existing habits

24. We Focus On Dreams Not Steps

"Winners and losers have the same goals." You don't rise to your goals' level, you fall to your systems' level."

Make it Obvious

Clearly identify the cues, routines and rewards of the current behaviour to avoid & new one you wish to adopt

Make it Attractive

Motivate your Chimp by making explicit the contrast between life before and after the change

Make it Easy

Plan: if [cue] then [desired behaviour] Stack: after [current habit] I will [new habit]. Shrink the change.

Make it Satisfying

Work with a partner. Together celebrate progress and success for your Chimp; mastery for your Human

To Change a Habit

	Make the **current** behaviour	Make the **desired** behaviour
1. Cue	Invisible	Obvious
2. Craving	Unattractive	Attractive
3. Response	Difficult	Easy
4. Reward	Unsatisfying	Satisfying

Adapted from Atomic Habits, Clear

Make it Easy By

A. Shrinking the Change

If I aim to read before bed each night   **Start by aiming to read just one page**

B. Using a Habit Implementation Plan

If   **Then**

Cue   **Desired response**

C. Habit Stacking

After Current Habit   **… I Will Desired Habit**

Habit Canvas

Focus:

Make it **Obvious**

Current behaviours	Desired behaviours

Make it **Attractive**: How life will be better when I consistently exhibit this behaviour

For me	For "us"

Make it **Easy**: Shrink the change, use an implementation plan and use habit stacking

If	Then

Make it **Satisfying**: How I will work with my partner to maintain focus and celebrate achievement

*"Stepladders isn't a formula for accomplishing dreams. It's a formula for keeping you on path.
To change behaviour focus on the day to day process, rather than the outcome."*
Sean Young, Stick With It

Ginger INSIGHTS

Hands of Purpose

Purpose

Your **fist** represents the eternal **purpose**

Reprogram the Computer
to make it **easy**
to act

Drive

Your **thumb links**
the **current objective**
to the eternal **purpose**

Lead the Chimp
to provide the **motivation**
to act

Organisation

Fingers describe the
key moves required
to deliver the objective

Direct the Human
to provide the
capability and opportunity
to act