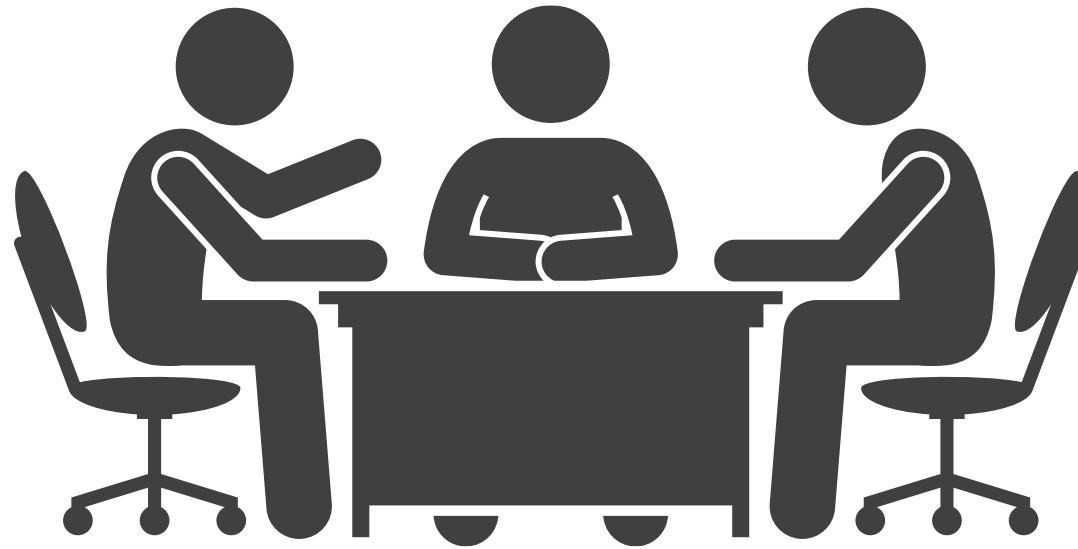


ICMIF Advanced Management Cours

Wednesday

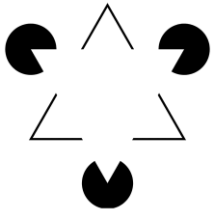
Leading Teams in a Complex World



# Summary of Universal Challenges & Tools #3: Wednesday

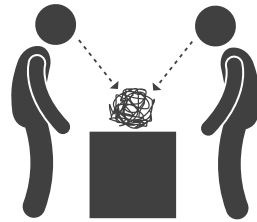
## Leading Teams in a Complex World

### 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**

Attention is on:  
**yourself**

Seeking to:  
**problem solve**

How can I immediately:  
**use my expertise**  
to make your problem go away?

*“Have you tried [my approach]”?*

## Listening to **Win**

Attention is on:  
**yourself**

Seeking to:  
**influence behaviour**

How can I immediately:  
**change your Chimp’s perception**  
to make your problem go away?

*“Don’t [be so sad]”*

## Listening to **Understand**

Attention is on:  
**the speaker**

Seeking to:  
**see through their eyes**

Humbly acknowledge we may  
**not currently know enough**  
to make the problem go away

*“Please help me to understand  
what led you to  
[draw that conclusion]”*

# 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. Perceive the critical factors in your complex situation
2. Diagnose the crux (the main obstacle to overcome)



## Before deciding what to do

3. Design a treatment of coherent actions

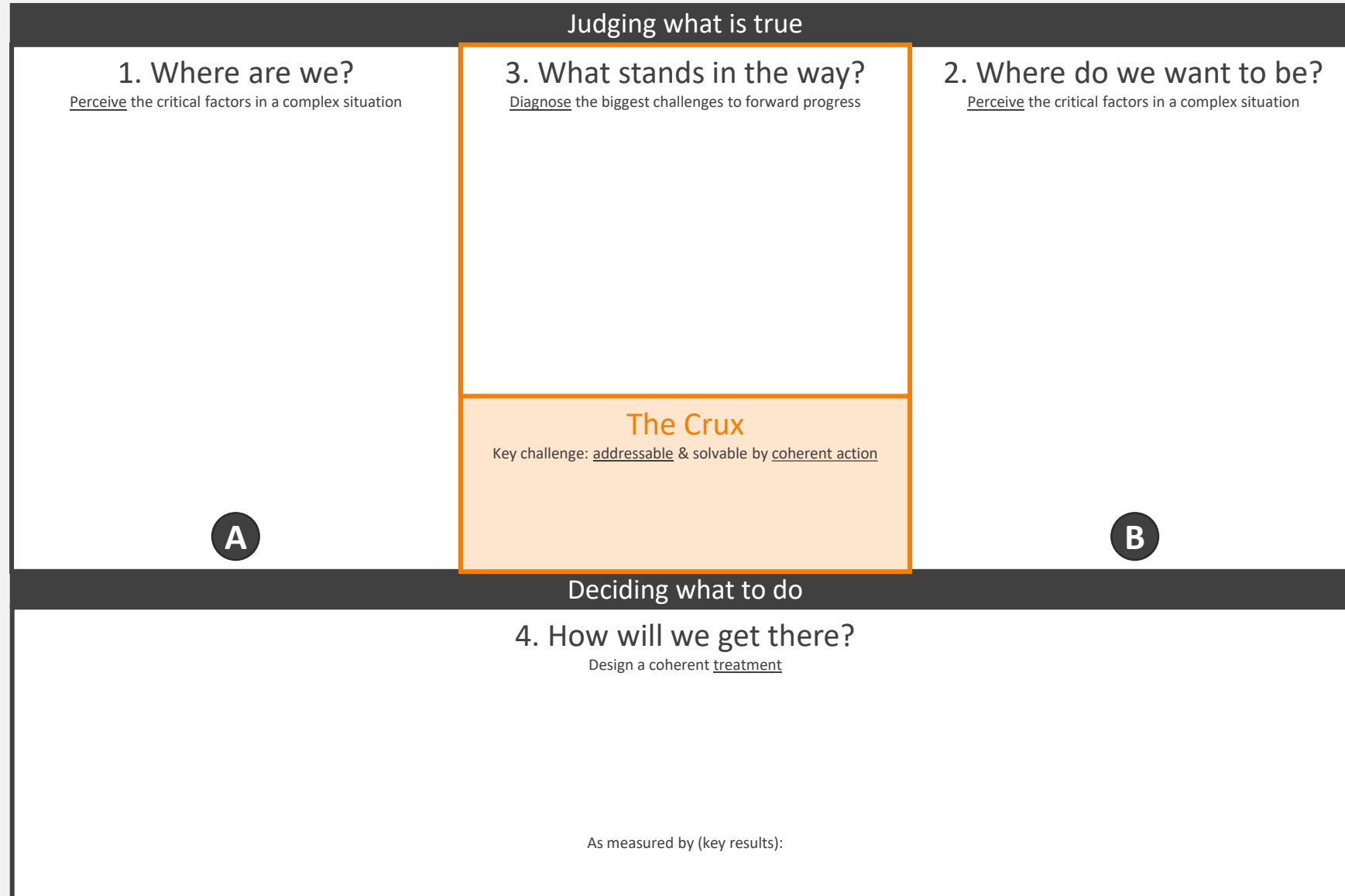


## “Review”



# Strategy Canvas

Purpose of discussion:



# 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





# 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



2. **Share** via healthy conversations



3. **Discuss** your perspectives



**Why did we fail catastrophically?**

**Be specific**

**Pursue root causes**



1. **Speaker** shares perspective without interruption



2. **Listener** summarizes back

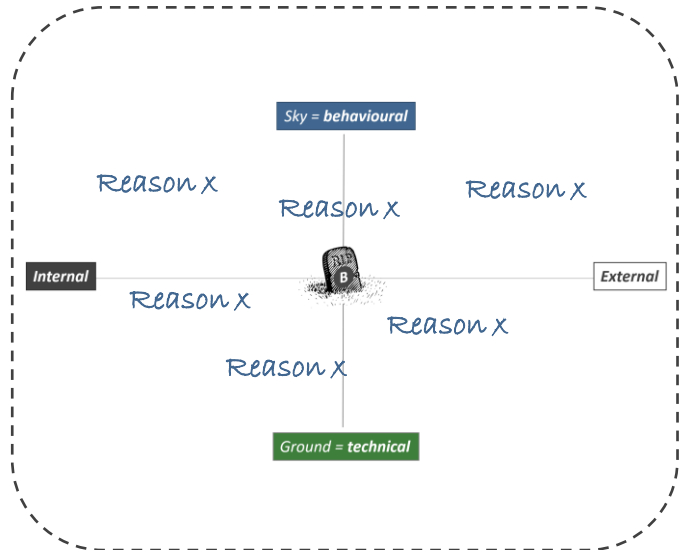


3. **Speaker** corrects and confirms



4. **Listener** records

Reason 1  
\* Reason 2  
Reason 3



# Pre-mortem: Selection Phase

Where should we focus our attention?



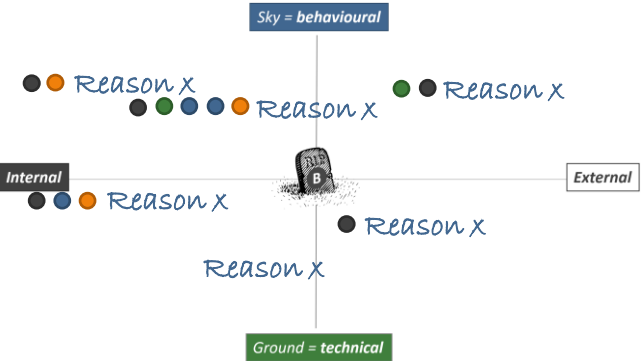
4. Capture your perspective

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

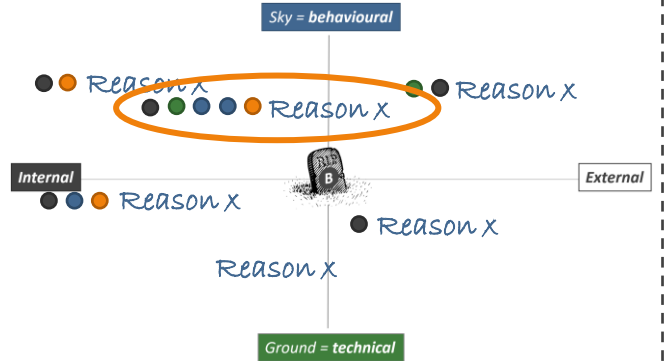
Independently prepare to spend 3 dots to indicate your perspective



5. Simultaneously dot vote



6. Select the critical reason





# Innovation Matrix (Behavioural)

Who Else Has Solved A Problem Like This?

Problem:

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

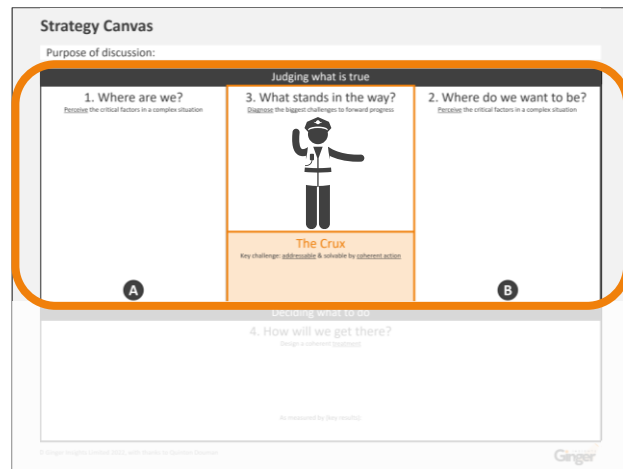
# Innovation Matrix for Purpose Driven Organisations

Problem:

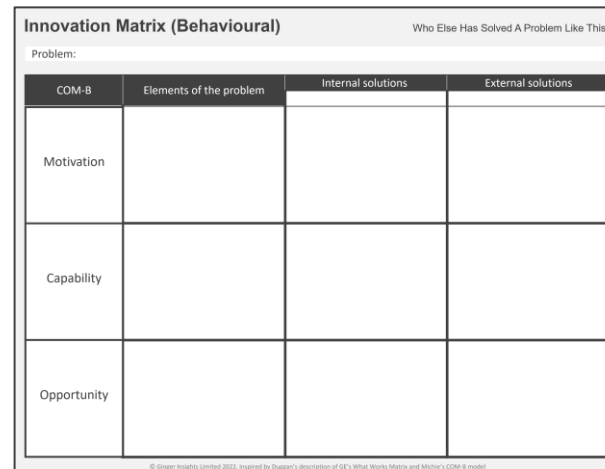
	Elements of the problem	Internal solutions	External solutions
Purpose			
Drive			
Organisation			

# Use This Simple Brain and Challenge-Based Process To Work As A Team To Activate Strategy

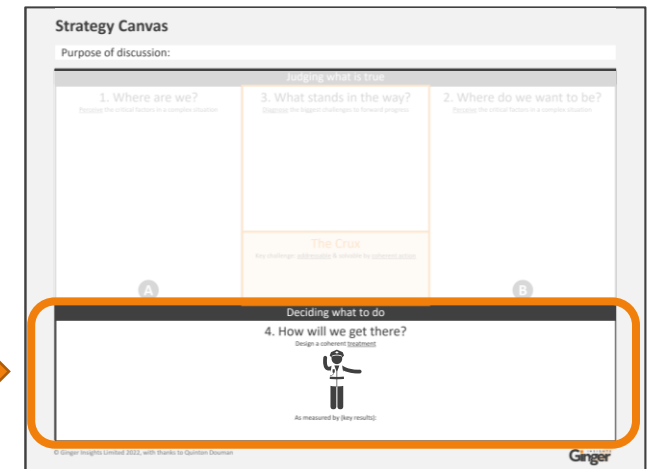
## 1. Judge What Is True



## 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