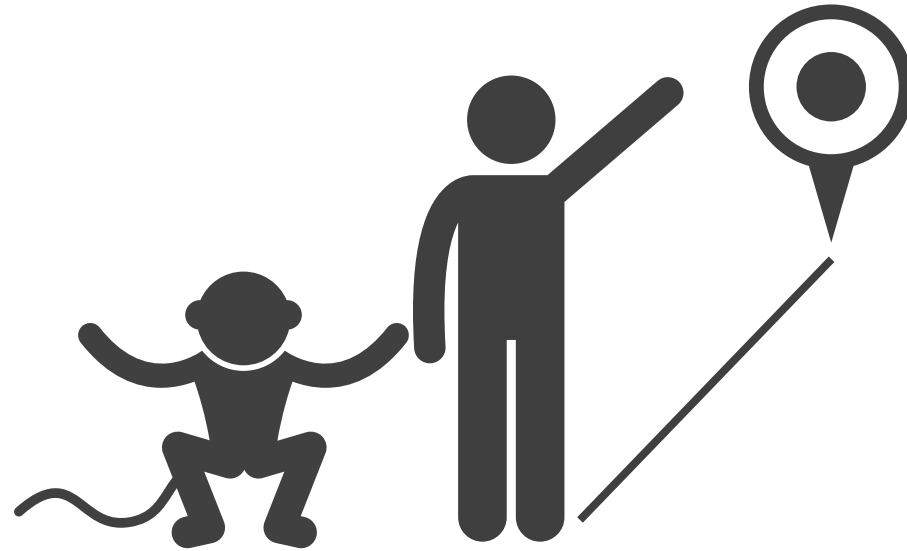


# ICMIF Advanced Management Course 2024

## 4. Activating Strategy in a Complex World



# Welcome Back

## 4. Activating Strategy in a Complex World

### Thursday morning groups

Group 1	Group 2	Group 3	Group 4	Group 5
<b>Liyoni</b> Muditha	<b>Johannes</b> Speicher	<b>Jamie</b> Vooght	<b>Ryosuke</b> Kachi	<b>James</b> Thomas
<b>Mats</b> Davidson	<b>Ruel</b> Arsua	<b>Kristof</b> Quintyn	<b>Sandra</b> Budé	<b>Christian</b> Simon
<b>Asbjørn</b> Christensen	<b>Robert</b> de Ruiter	<b>Benoît</b> Ballivet de Regloix	<b>Palanisamy</b> Muthusamy	<b>Lauren</b> Mazurkewich
<b>Rikke</b> Smidt Gellert	<b>Bill</b> Lagopoulos	<b>Charlotta</b> Carlberg	<b>Nathalie</b> Withofs	<b>Steve</b> Prentice
<b>Thebe</b> Ramanna	<b>Rowena</b> Casinillo	<b>Philipp</b> Streibel	<b>Åsa</b> Björklund	<b>Steve</b> Firko

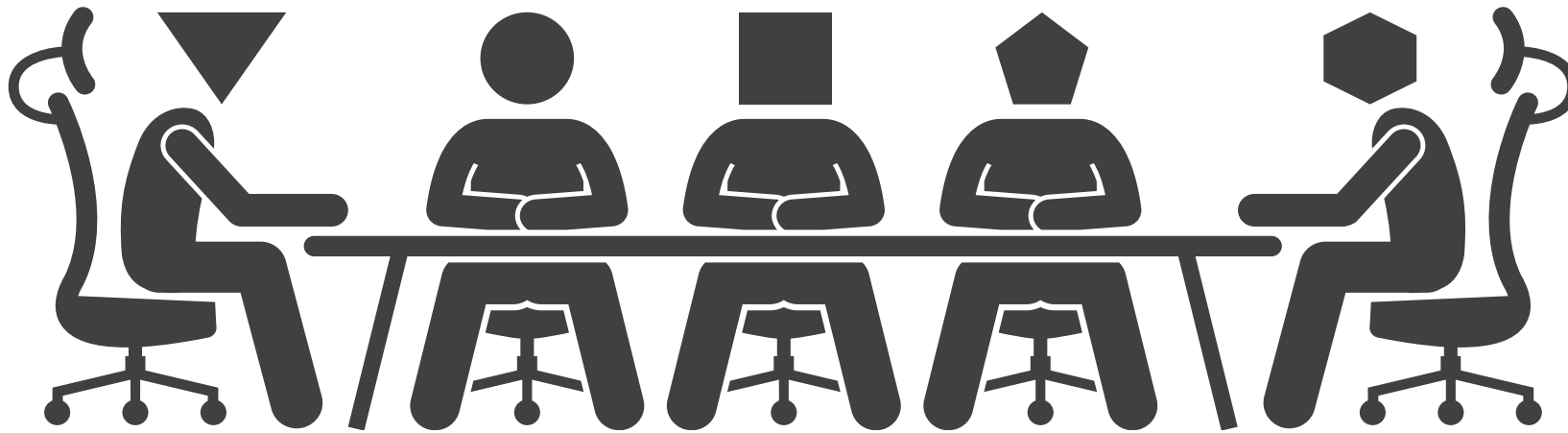
# Thursday

## Activating Strategy in a Complex World

Start	Part	
09:00	1	<b>Leading Across Cultures: Why Culture Eats Strategy for Breakfast</b>
09:50		Break (15)
10:05	2	<b>Leading across Cultures: Mapping Culture and Avoiding Traps</b>
11:15		Break (20)
11:35	3	<b>Activating Strategy part 1: Plays to Re-programme the Computer</b>
12:30		Lunch (45)
13:15	4	<b>Activating Strategy part 2: Plays to Lead the Chimp</b>
14:05		Break (15)
14:20	5	<b>Activating Strategy part 3: Plays to Manage the Human</b>
15:15		Break (15)
15:30	6	<b>Peer-to-peer Consultancy #2: Leading with Purpose and Activating Strategy</b>
17:00		End

# ICMIF Advanced Management Course 2024

## Leading Across Cultures: Why Culture Eats Strategy for Breakfast

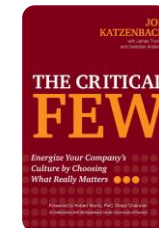


**Session 1 (of 6)**

Next break: **09:50**

# Cultures are Important and Powerful

Because they determine what your company is **capable** of doing



**Jon R. Katzenbach**  
Managing Director, PwC US

# The Output of the Strategy Framework is an **Action Plan**

**Strategy Canvas**

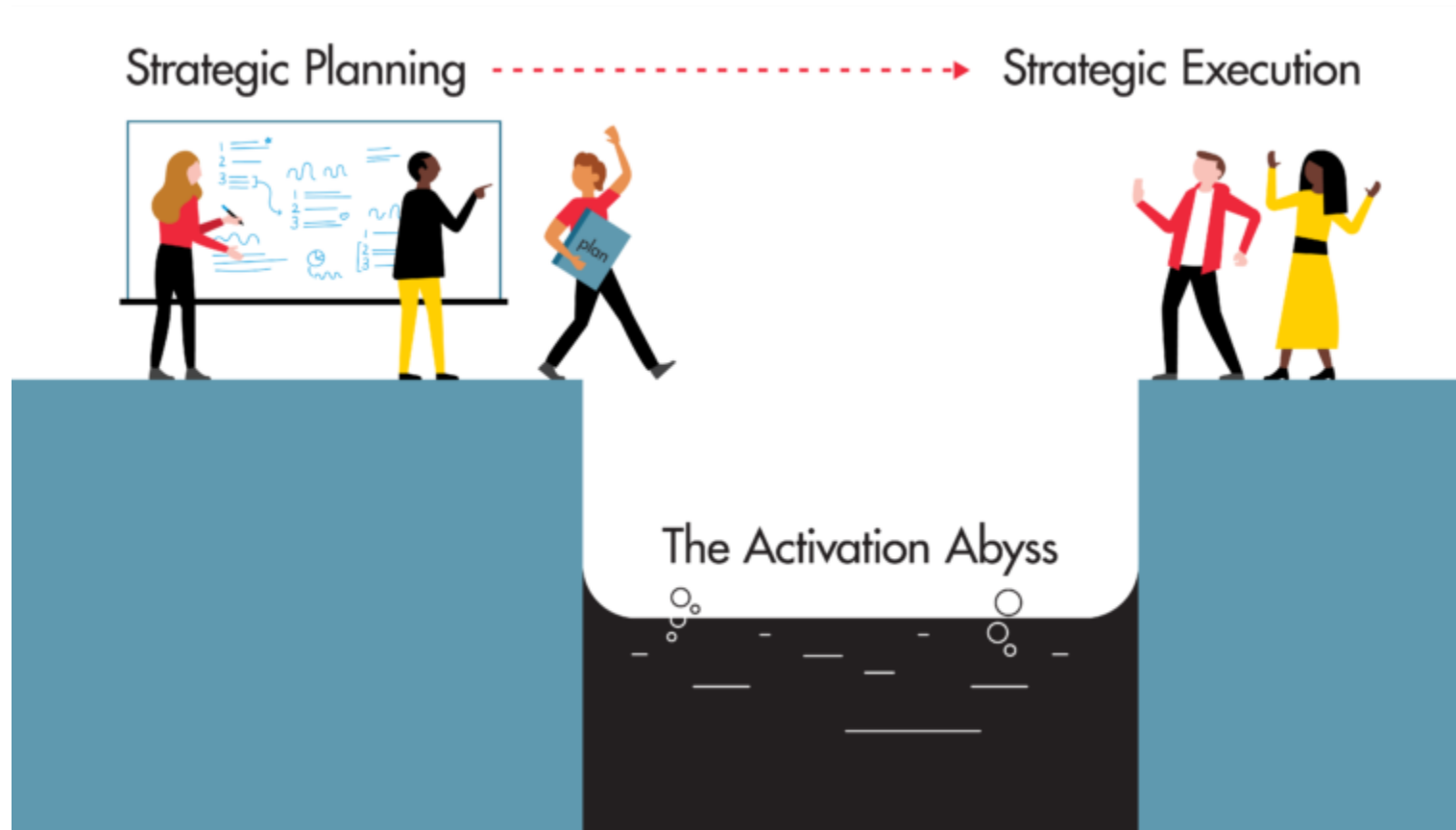
Purpose of discussion:

Judging what is true		
<b>1. Where are we?</b> <small>Perceive the critical factors in a complex situation</small>	<b>3. What stands in the way?</b> <small>Diagnose the biggest challenges to forward progress</small>	<b>2. Where do we want to be?</b> <small>Perceive the critical factors in a complex situation</small>
A	<b>The Crux</b> <small>Key challenge: <u>addressable</u> &amp; solvable by <u>coherent action</u></small>	B
Deciding what to do		
<b>4. How will we get there?</b> <small>Design a coherent <u>treatment</u></small>		
<small>As measured by (key results):</small>		

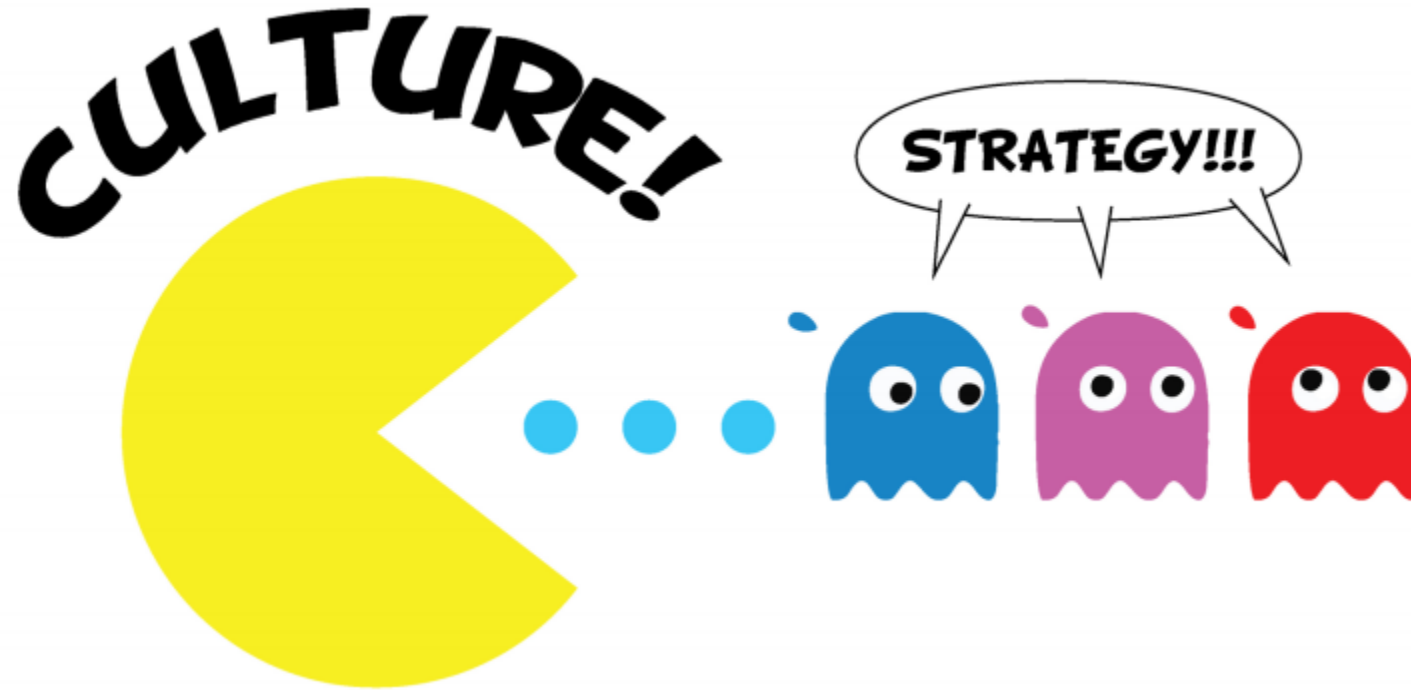
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**Ginger** INSIGHTS

# Which Requires Strategic Activation



# Why Does Culture Eat Strategy for Breakfast?





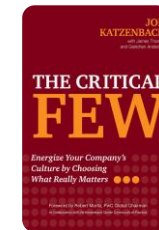
# What Do We Mean By “Our Culture”?

# **“The Way We Do Things Round Here”**

# “The Way We Do Things **Automatically** Round Here”

# An Organizational Culture Is

A collection of deeply held **attitudes**,  
entrenched **habits**, repeated **behaviors**,  
latent **emotions**, and **collective perceptions**  
of the world



**Jon R. Katzenbach**  
Managing Director, PwC US

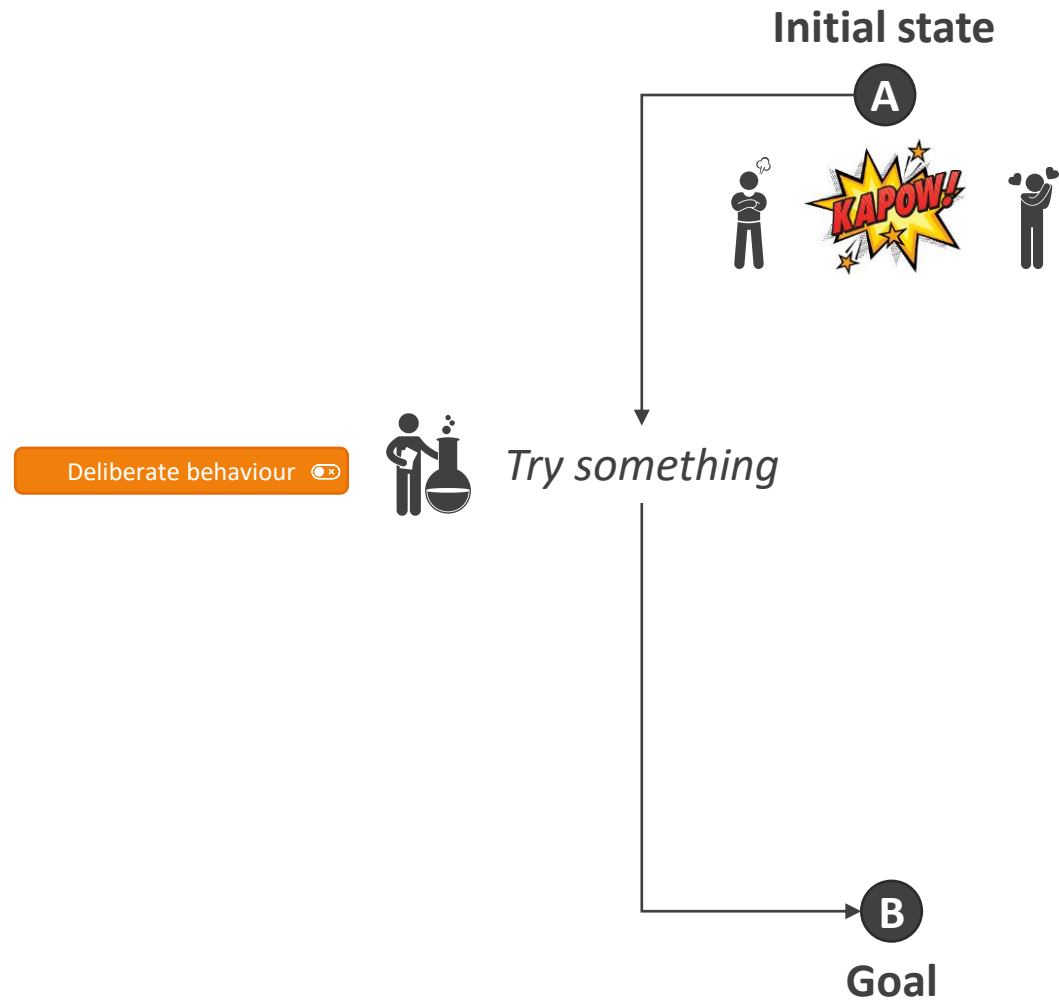
# How We Learn

Initial state

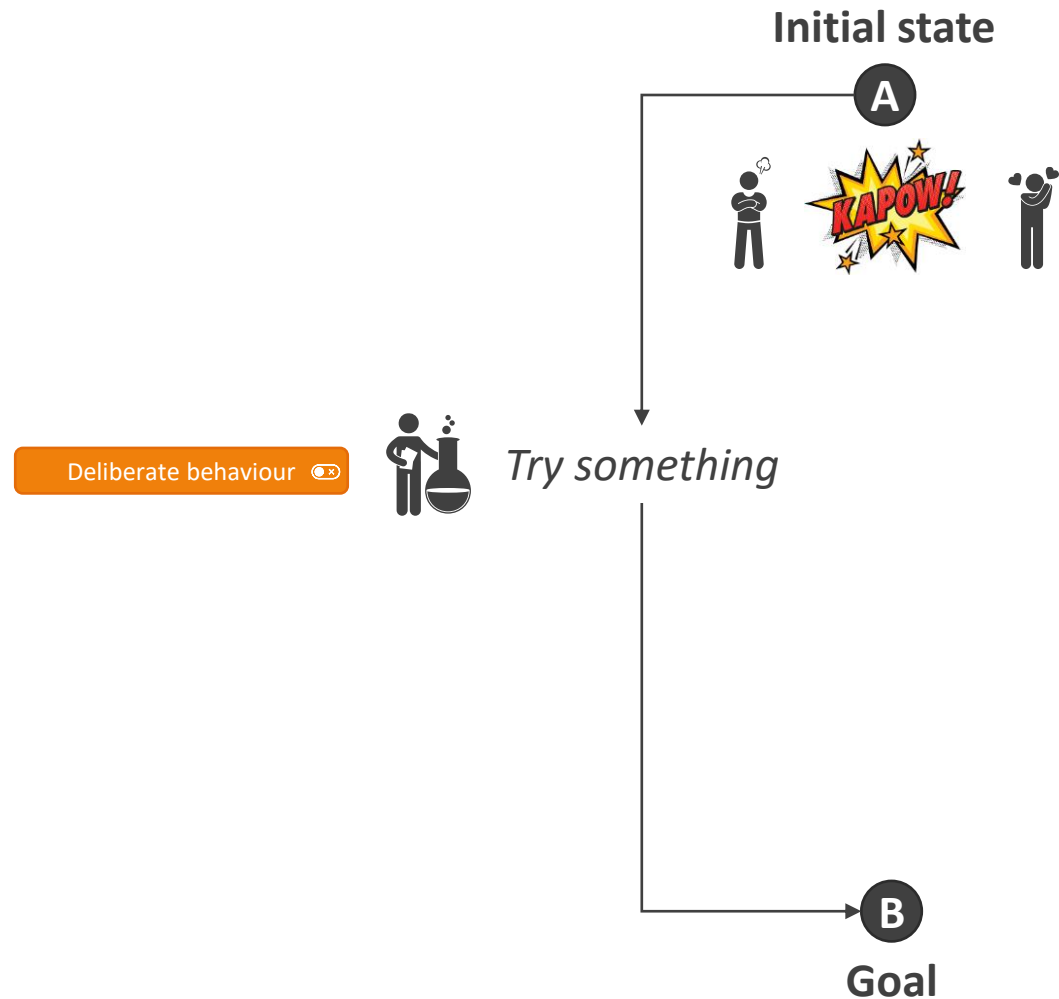
A



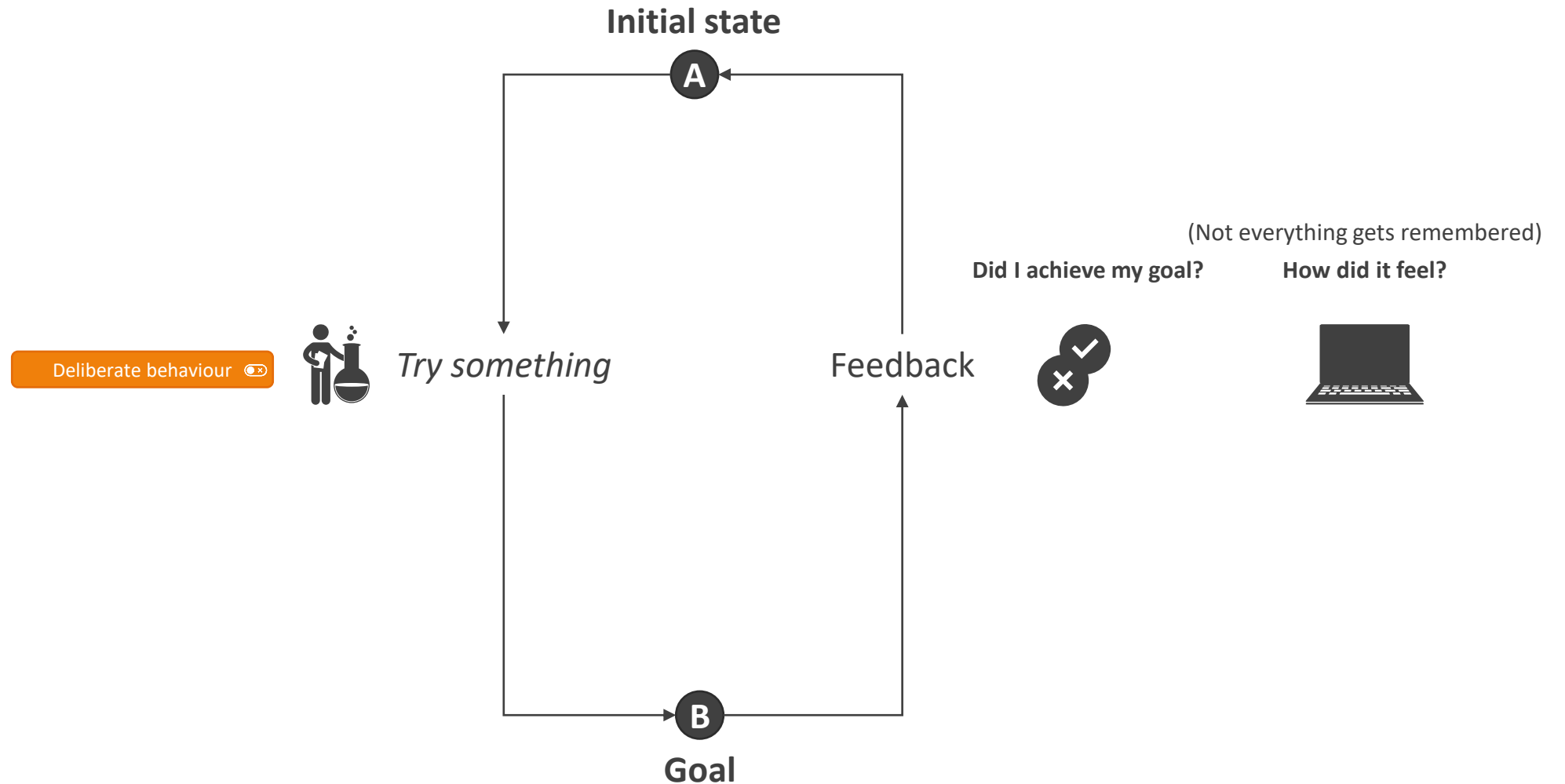
# Change Creates a Craving



# We Experiment to Satisfy Our Craving Using Deliberate Behaviour

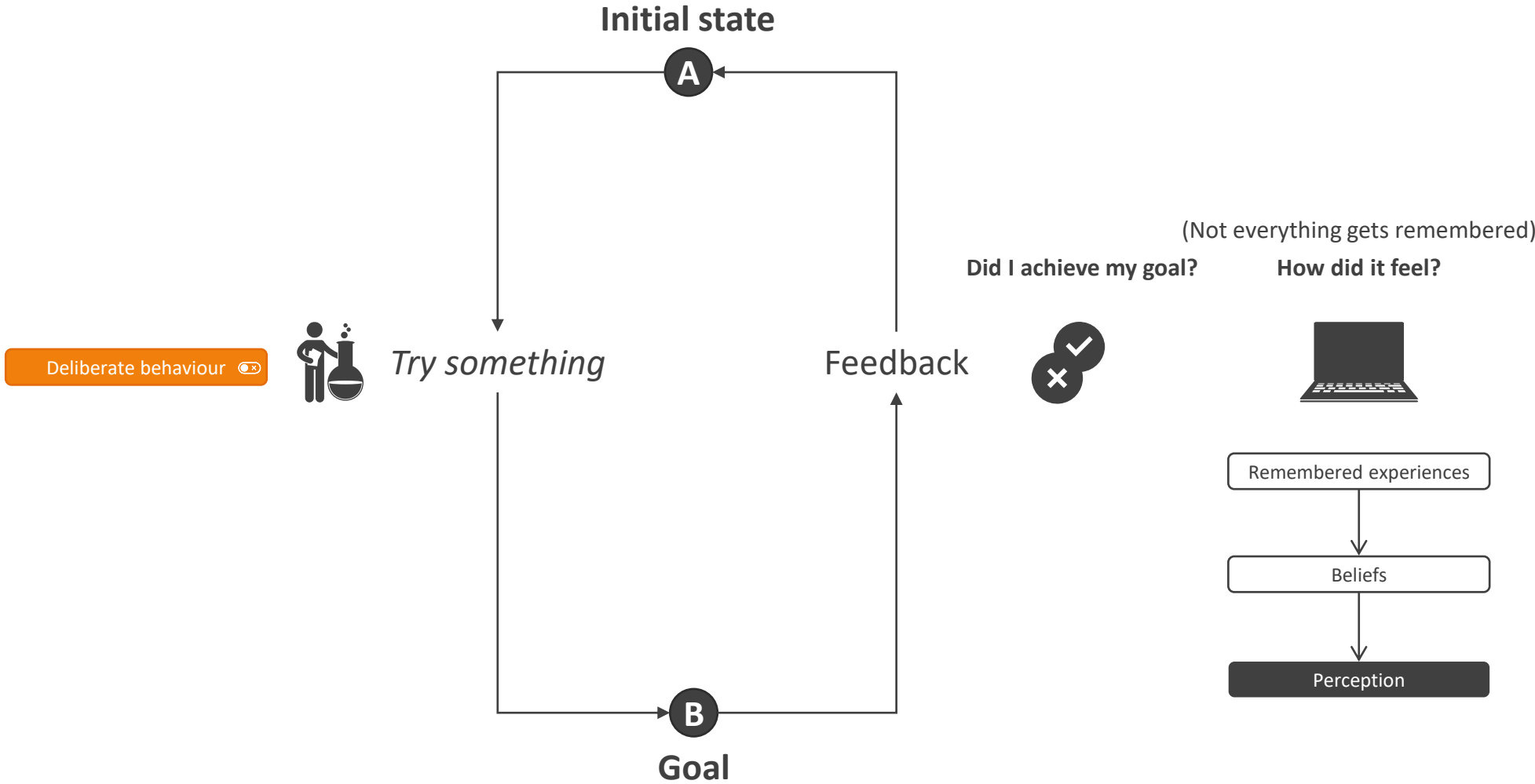


# We Experiment to Satisfy Our Craving Using Deliberate Behaviour

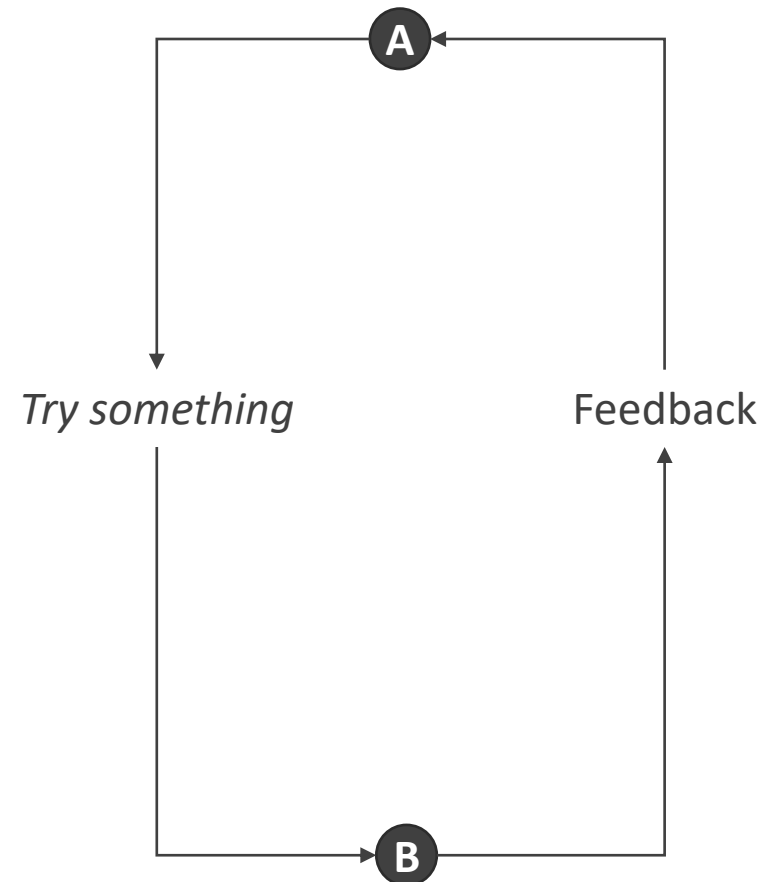




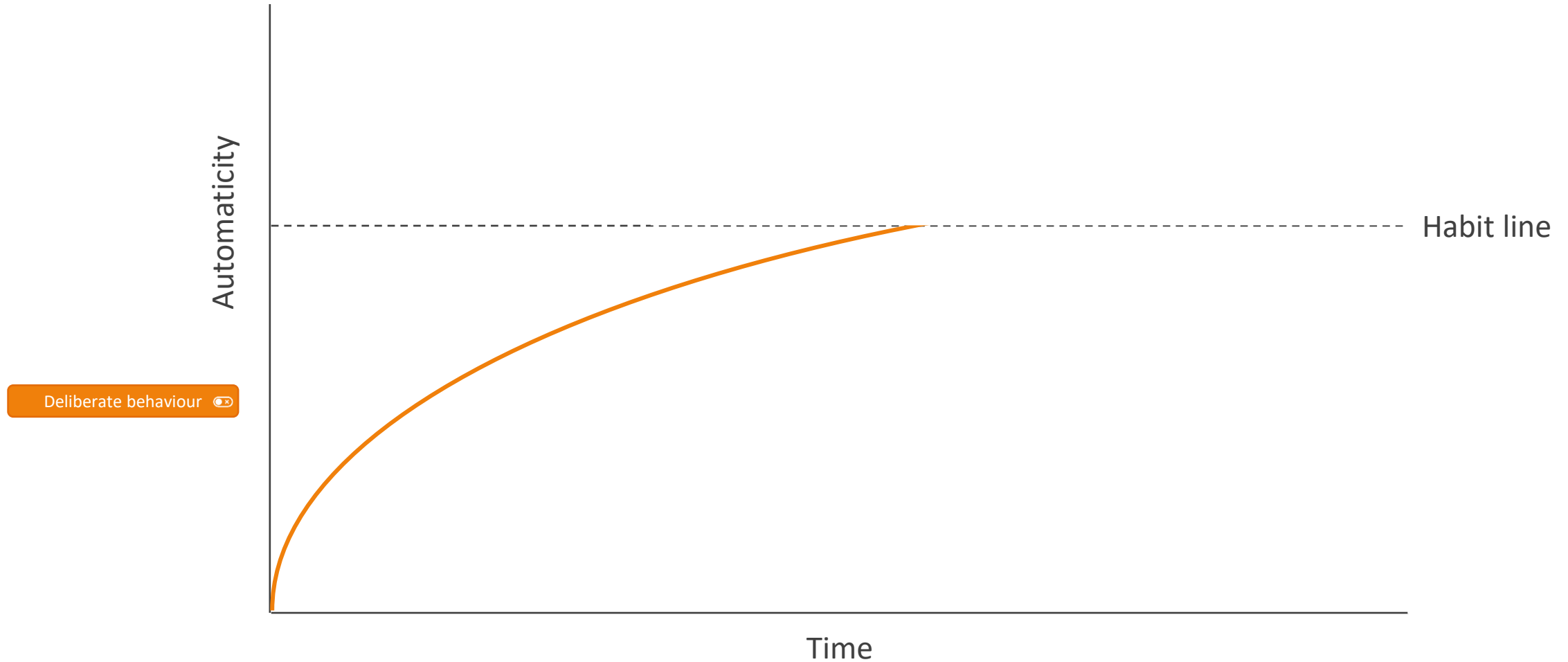
# Our Computer Stores How We Felt About Whether We Achieved Our Goal



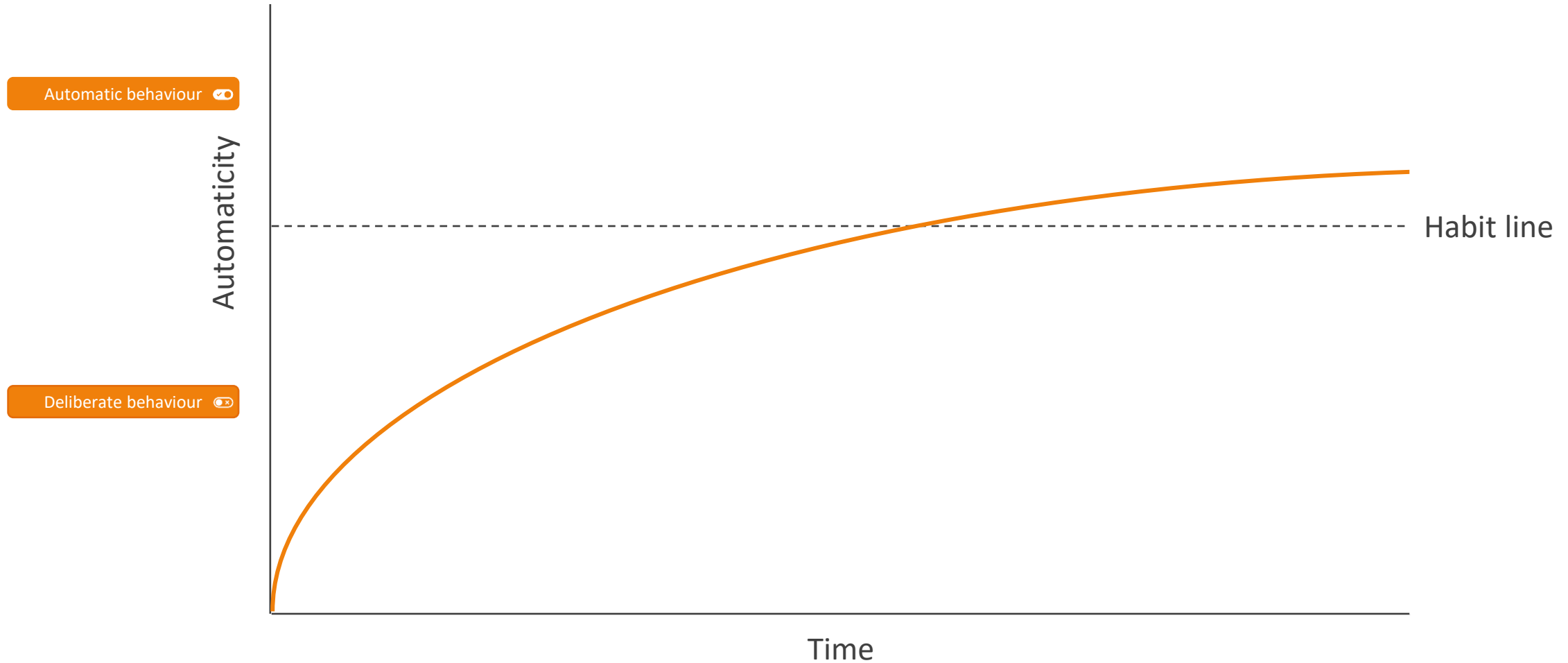
# Reinforcement Learning



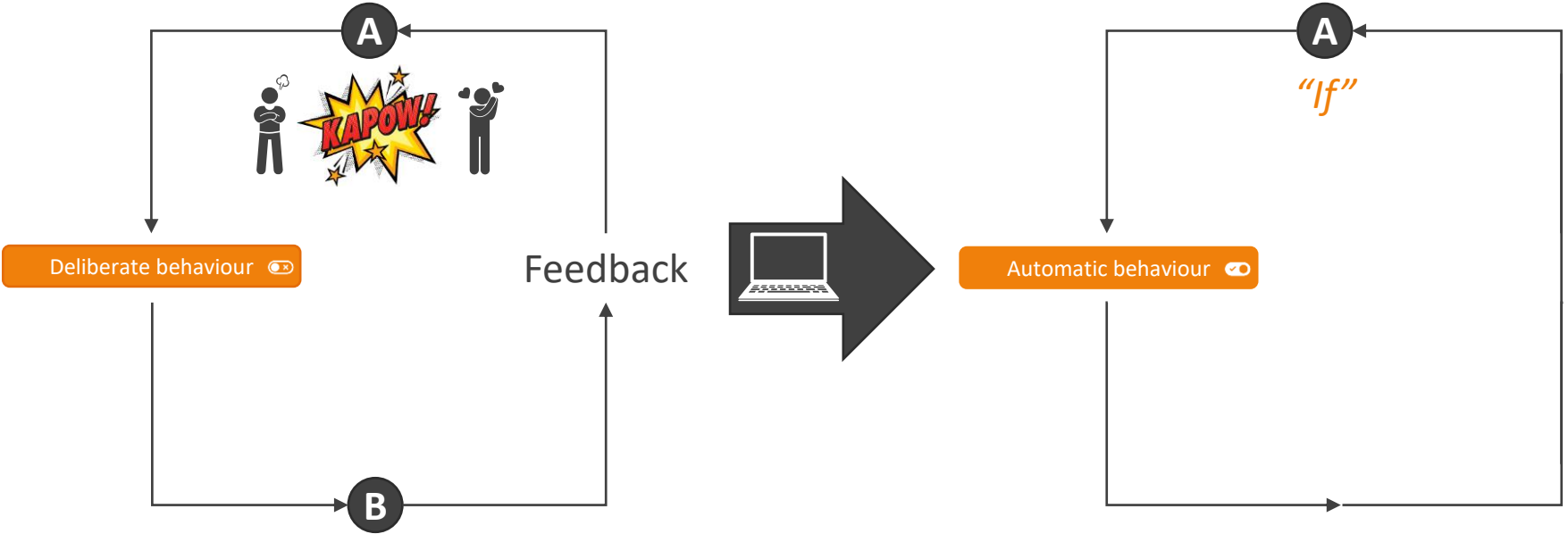
# The Behaviour Initially Requires Willpower



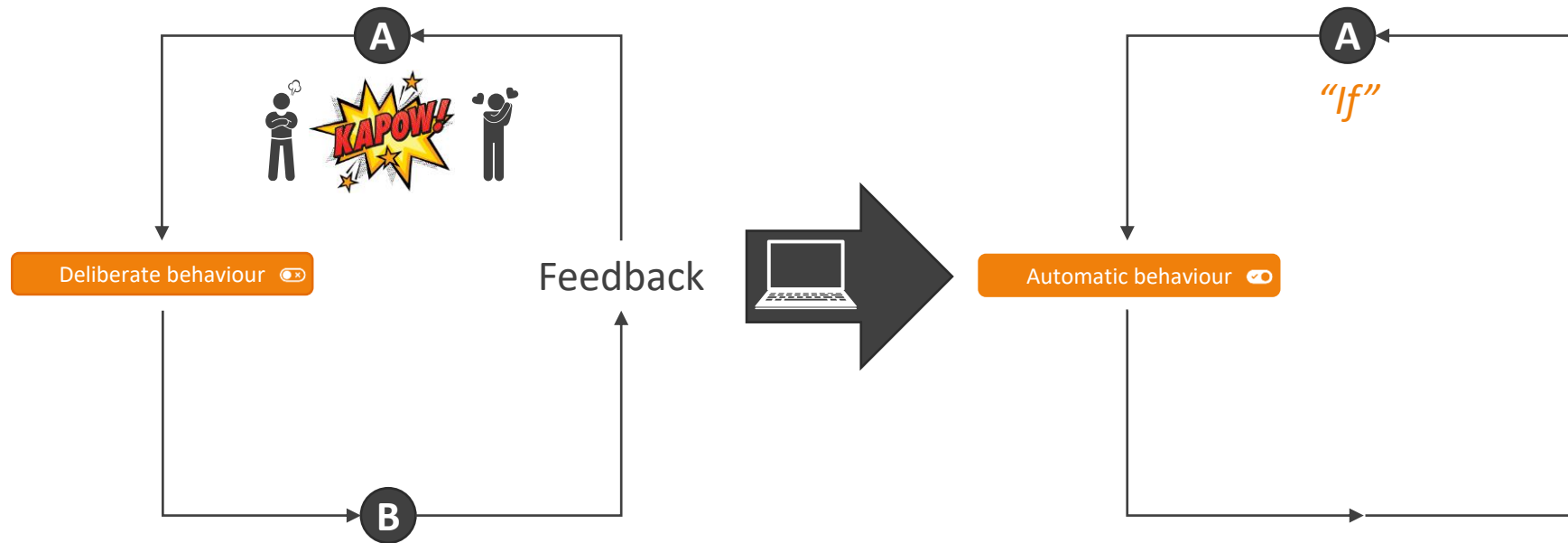
# With Sufficient Repetition The Behaviour Becomes Automatic: A Habit



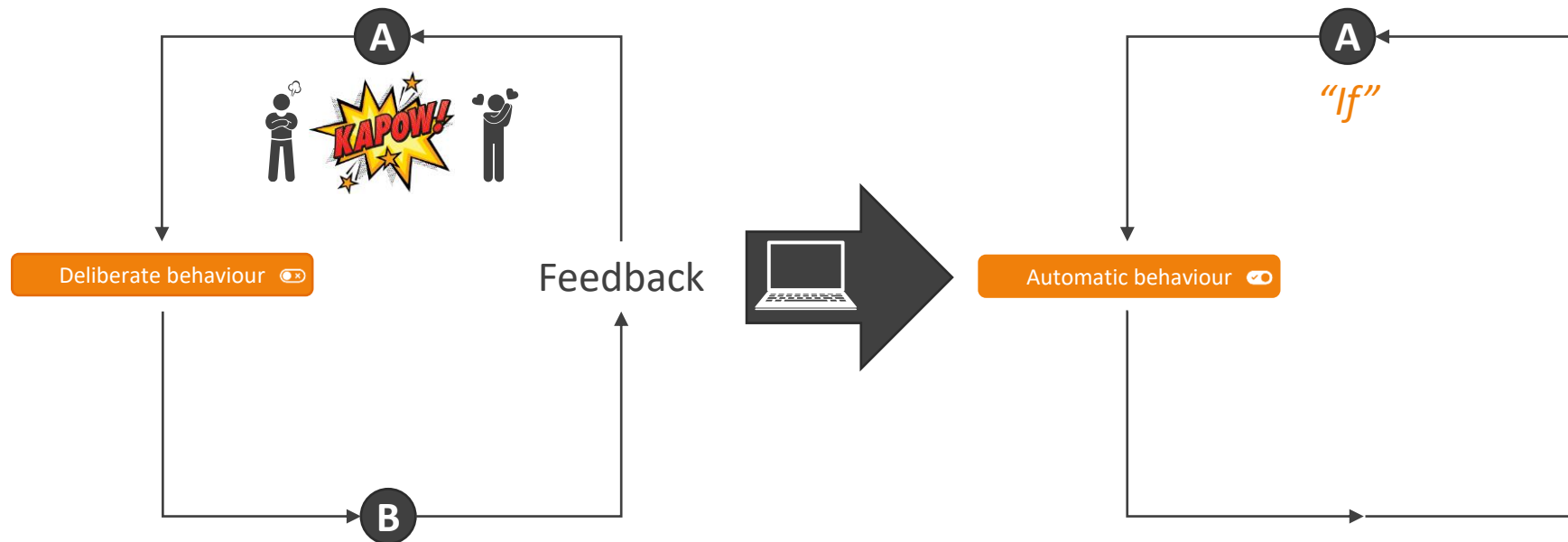
# How Habits Form



# Habits Are the Legacies of Prior Goals



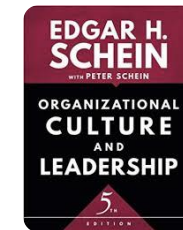
# Cultures Also Learn Via Reinforcement Learning



# How Cultures Learn

As the group acts, it gets **feedback** on whether it is accomplishing its **purpose**

If it **succeeds and continues to succeed**, the beliefs, values, and behaviour **patterns** that launched the group will become **taken as read**

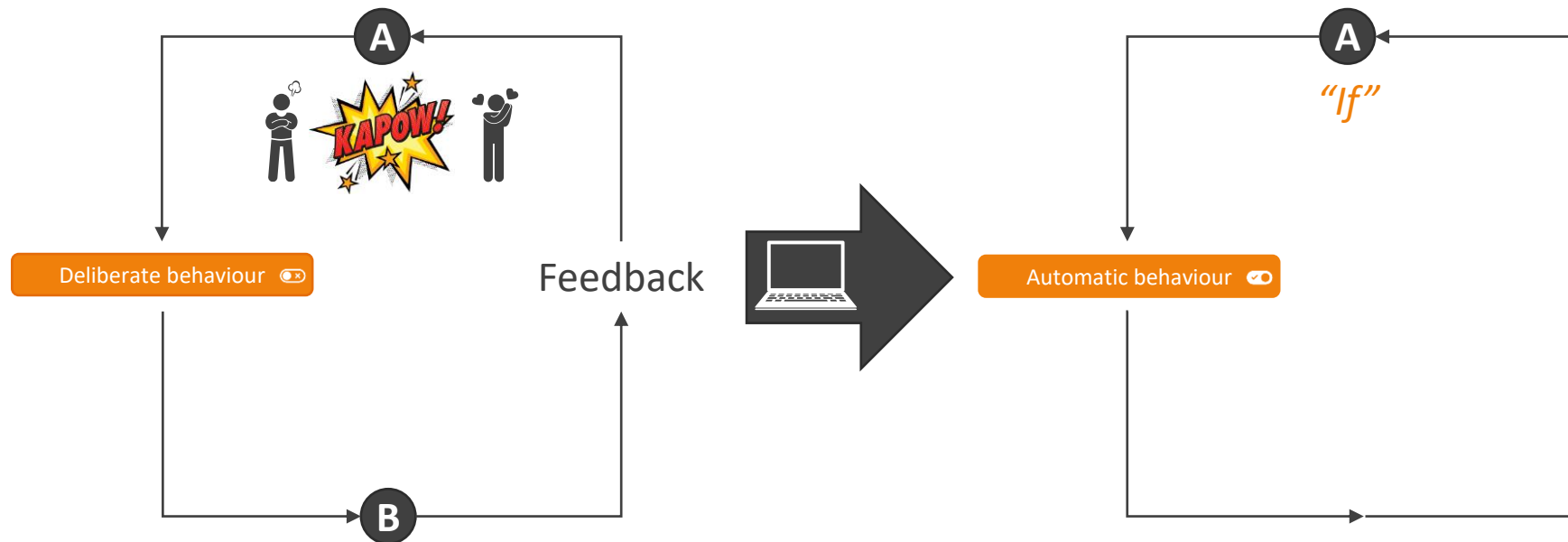


**Edgar Schein**

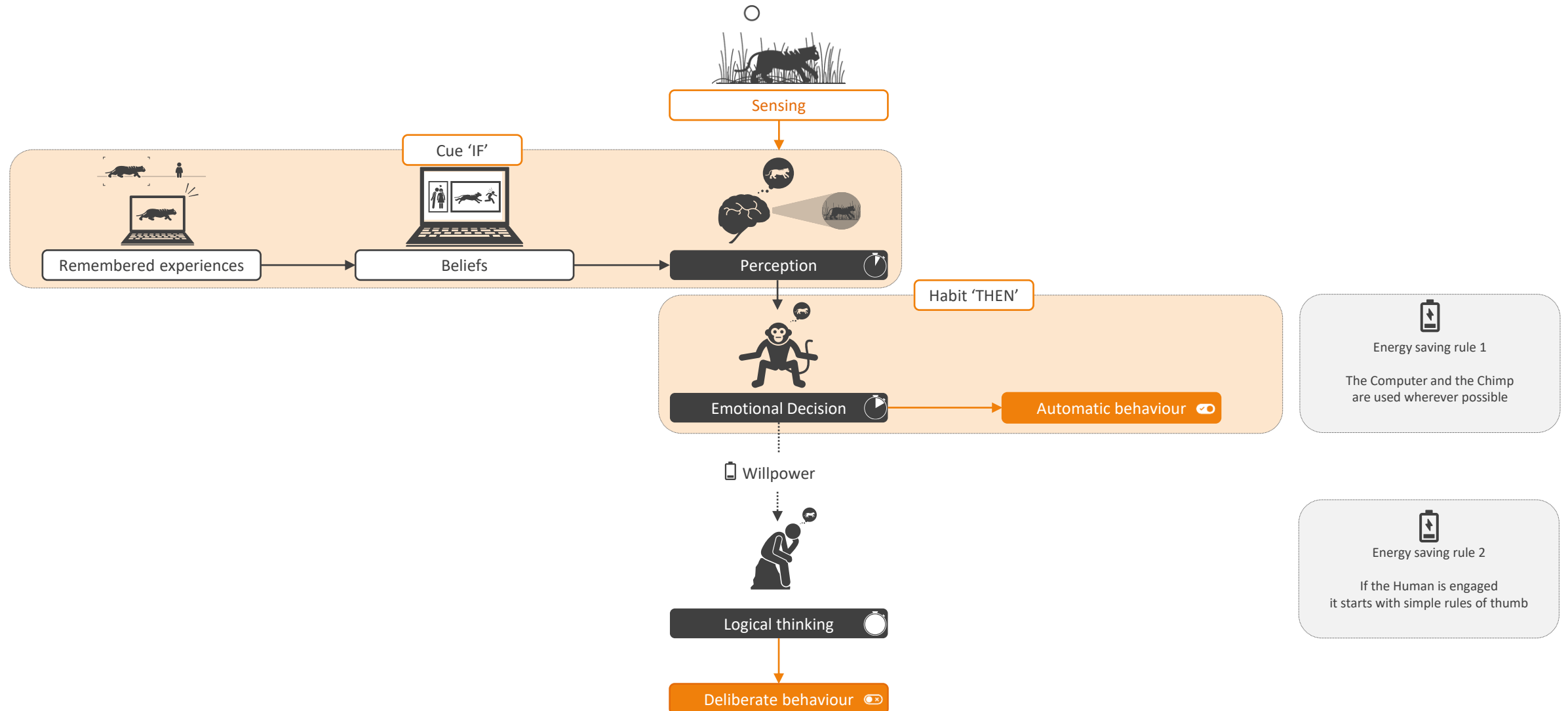
MIT Sloan School of Management



# “The Way We Do Things **Automatically** Round Here”

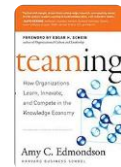


# Habits Are a Product of Reinforcement Learning



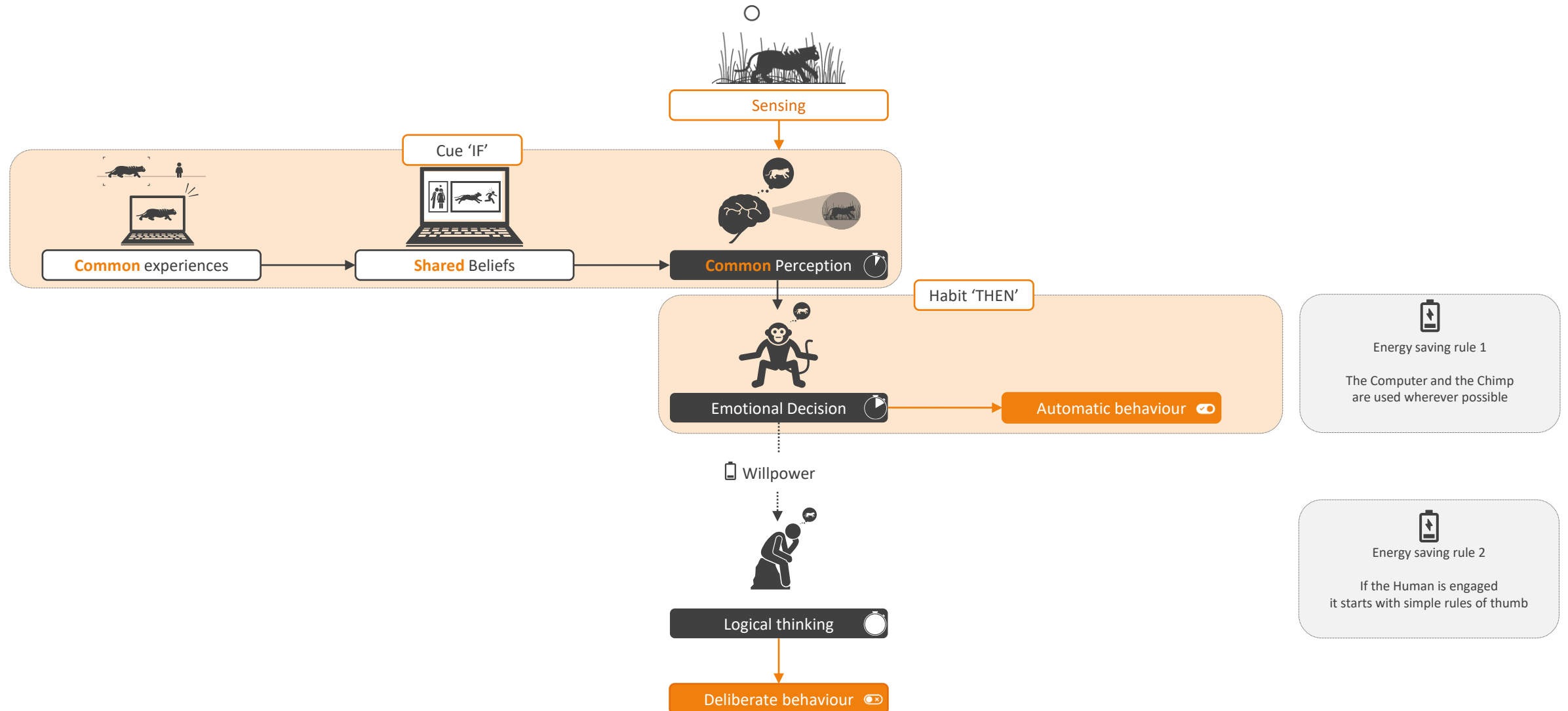
# Shared Learning

Culture is a **shared** product of **shared learning**

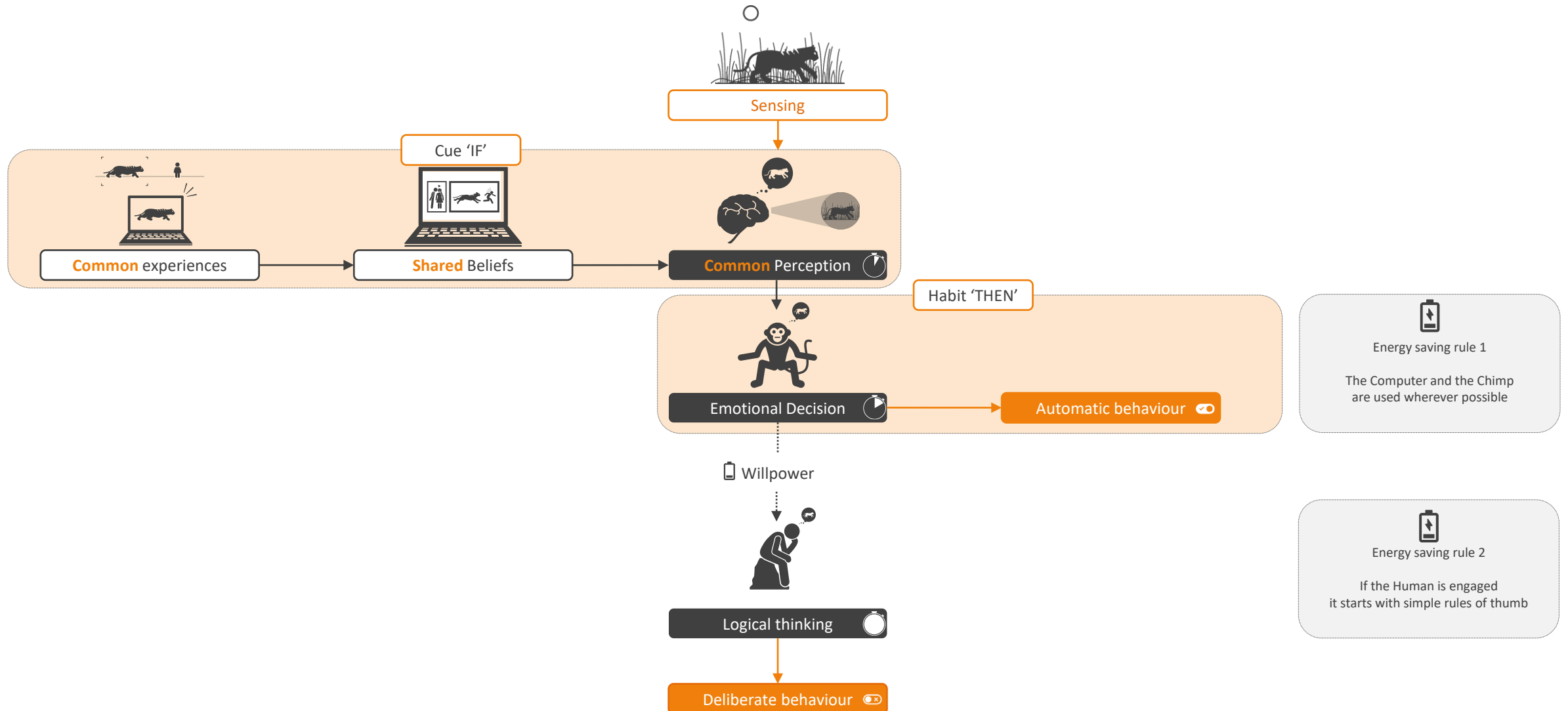


**Prof. Amy Edmondson**  
Harvard Business School

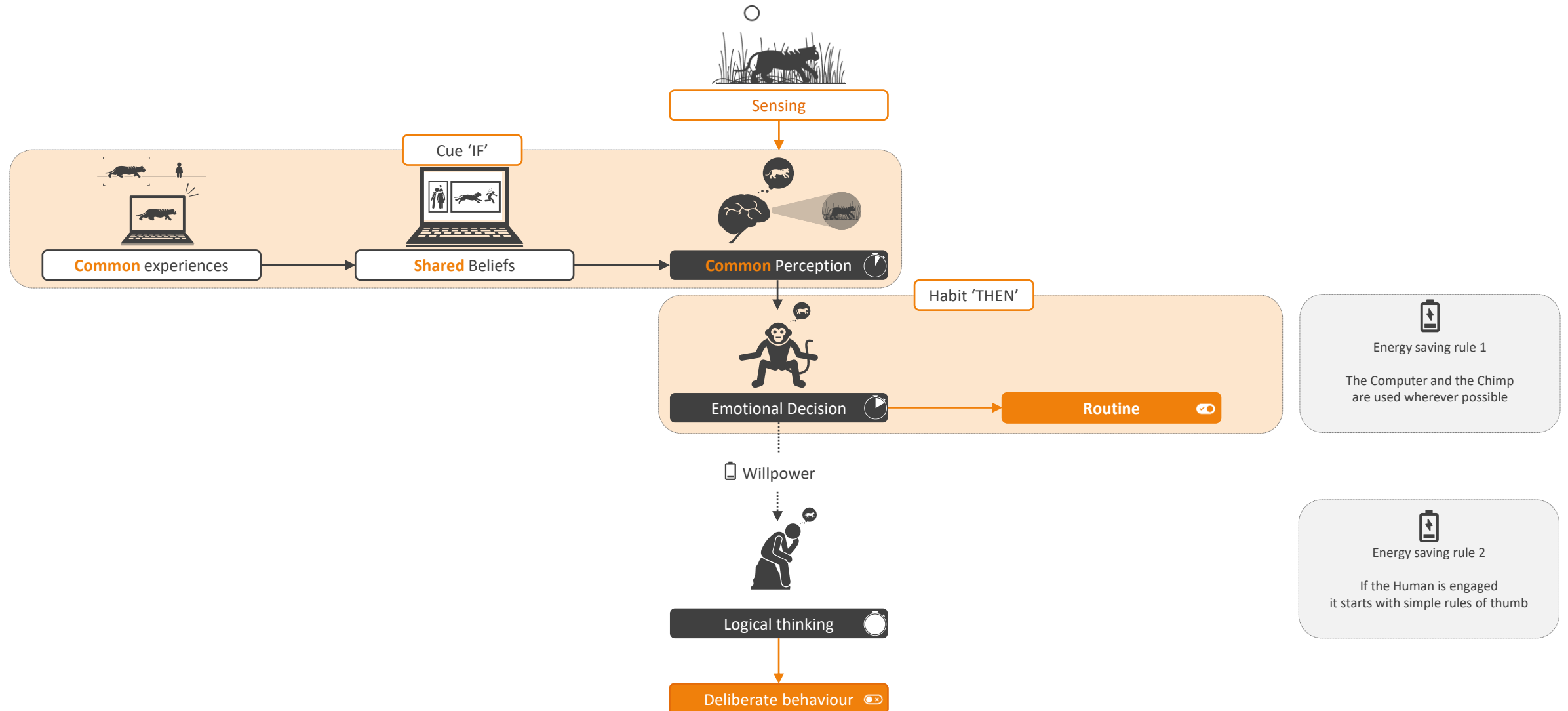
# Culture is a Product of Shared Learning



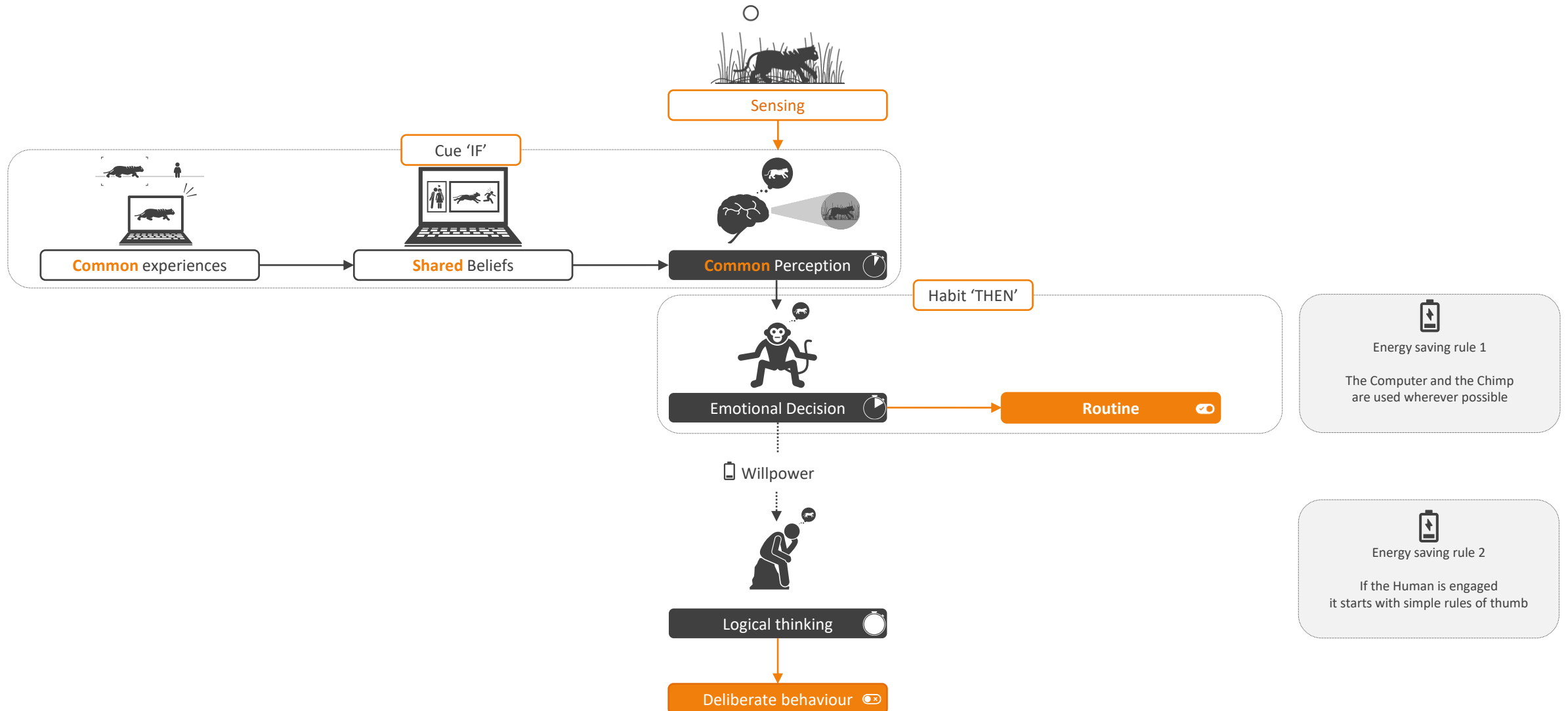
# Culture is the Sum of All Habits



# Individuals Have Habits; Groups Have Routines



# How Cultures Judge & Decide



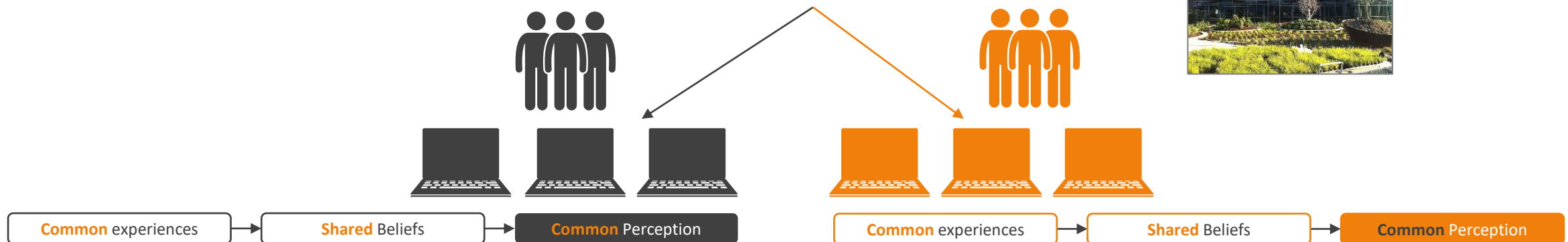
# How Different Cultures Form



1. Start-up with founder as leader  
Shared experiences = shared culture



2. As the company grows, specialisation creates value  
Different experiences = different cultures





# Group Cultures Develop to Fit the Environment

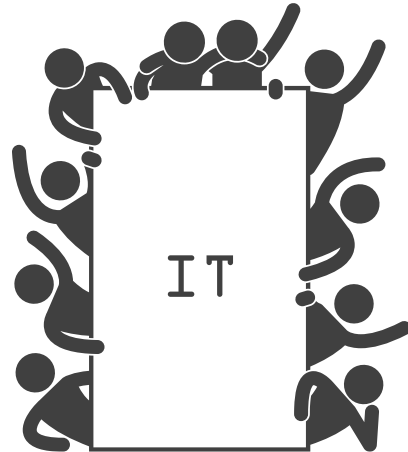
Architects



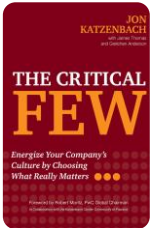
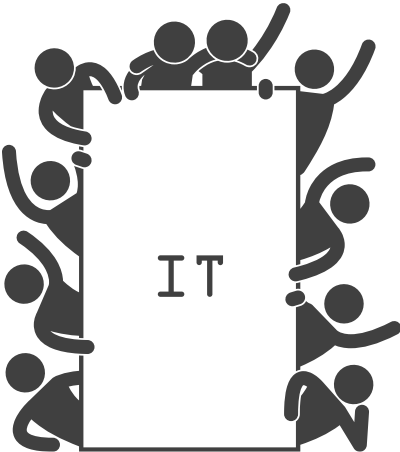
Hospital “crash” team



# Group Cultures Develop to Fit the Environment at Your Companies

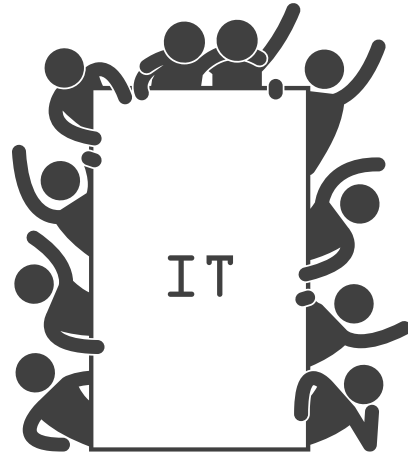


# Group Cultures are Neither Good Nor Bad



**Jon R. Katzenbach**  
Managing Director, PwC US

# When Working Across Cultures Be Humble



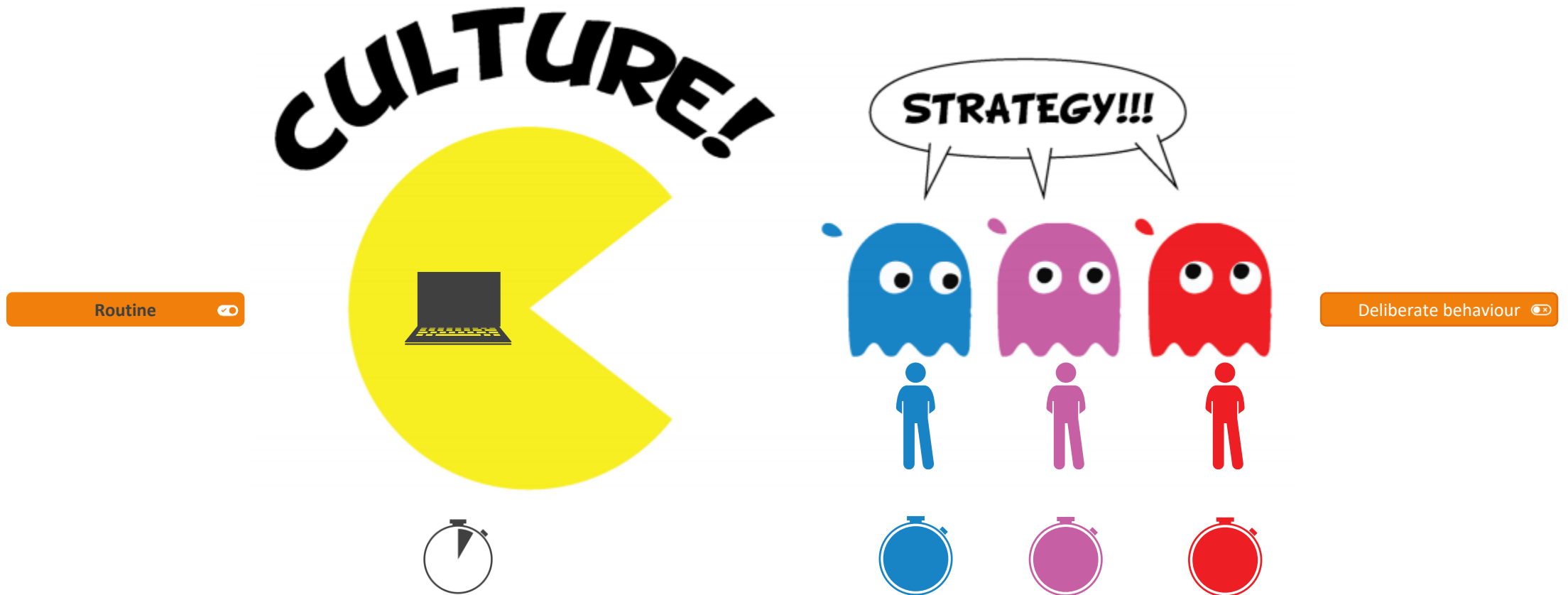
# When Working Across Cultures Be Humble

Be **curious** not judgemental



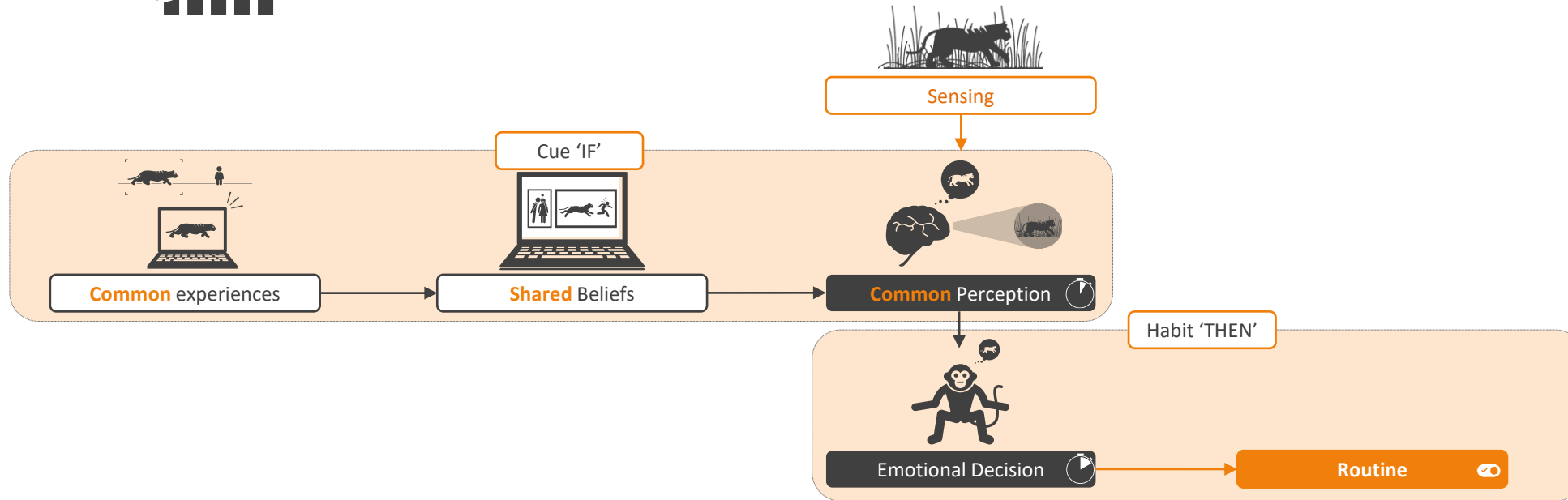
**“Ted Lasso”**  
Apple+

# Culture Eats Strategy for Breakfast Because the Computer Has the Power





# Your Return On Investment



- Culture is the sum of all habits in an organisation
- Group cultures develop to fit the environment and are neither good nor bad
- Culture eats strategy for breakfast because the Computer has the power

**17. How does the culture impact strategy activation where you work?**

# The Human Can Override The Chimp

The frontal cortex [Human] makes you **do the harder thing** when it's the right thing to do



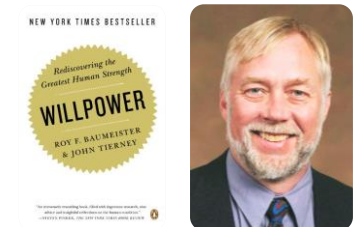
**Prof. Robert M. Sapolsky**

Stanford University



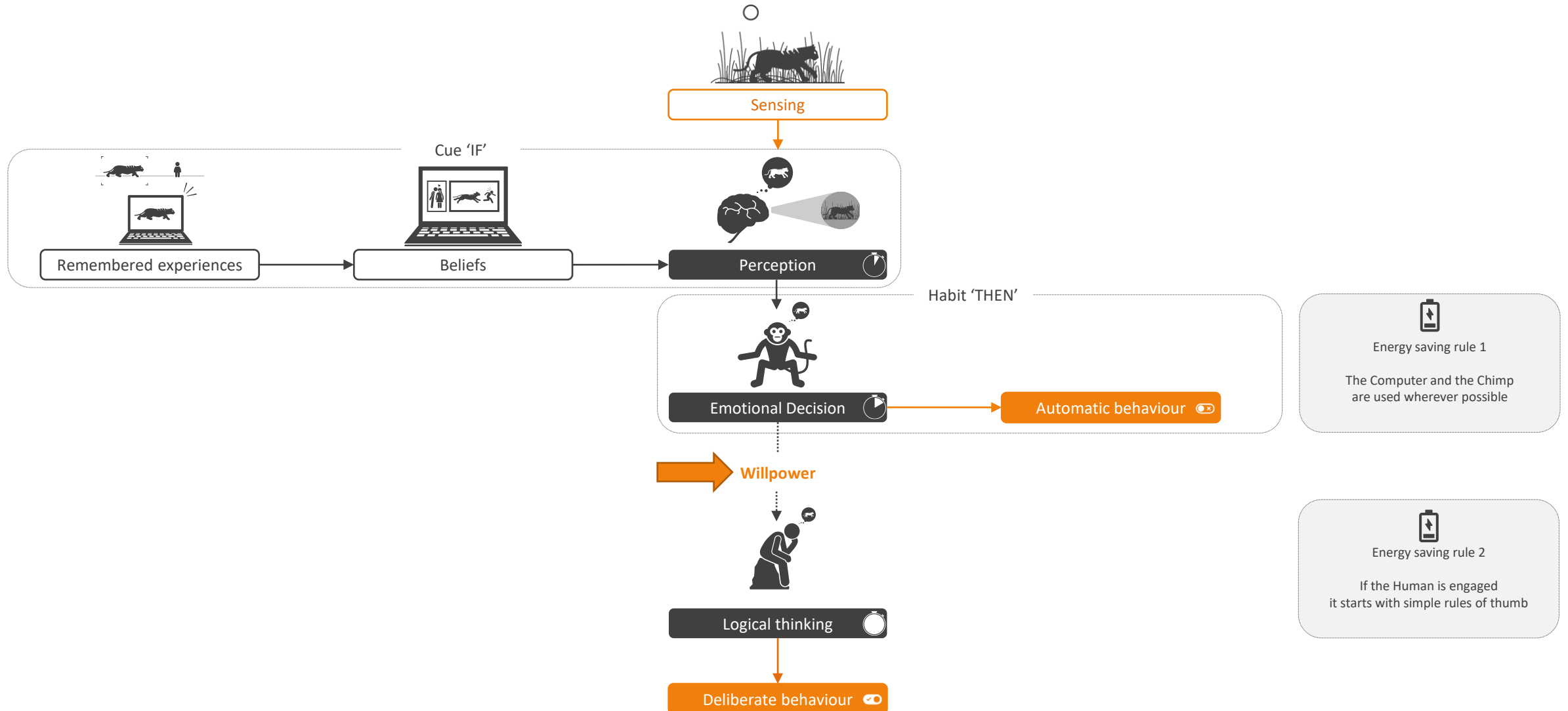
# Willpower is What Separates Us from the Animals

It's the capacity to restrain our impulses,  
resist temptation – do what's good for us in  
the long run, **not what we want to do right  
now**



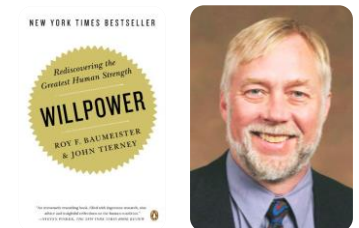
**Prof. Roy F. Baumeister**  
University of Queensland

# All Deliberate Behaviour Requires Willpower



# Universal Challenge: Willpower is a Scarce Resource

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



**Prof. Roy F. Baumeister**  
University of Queensland

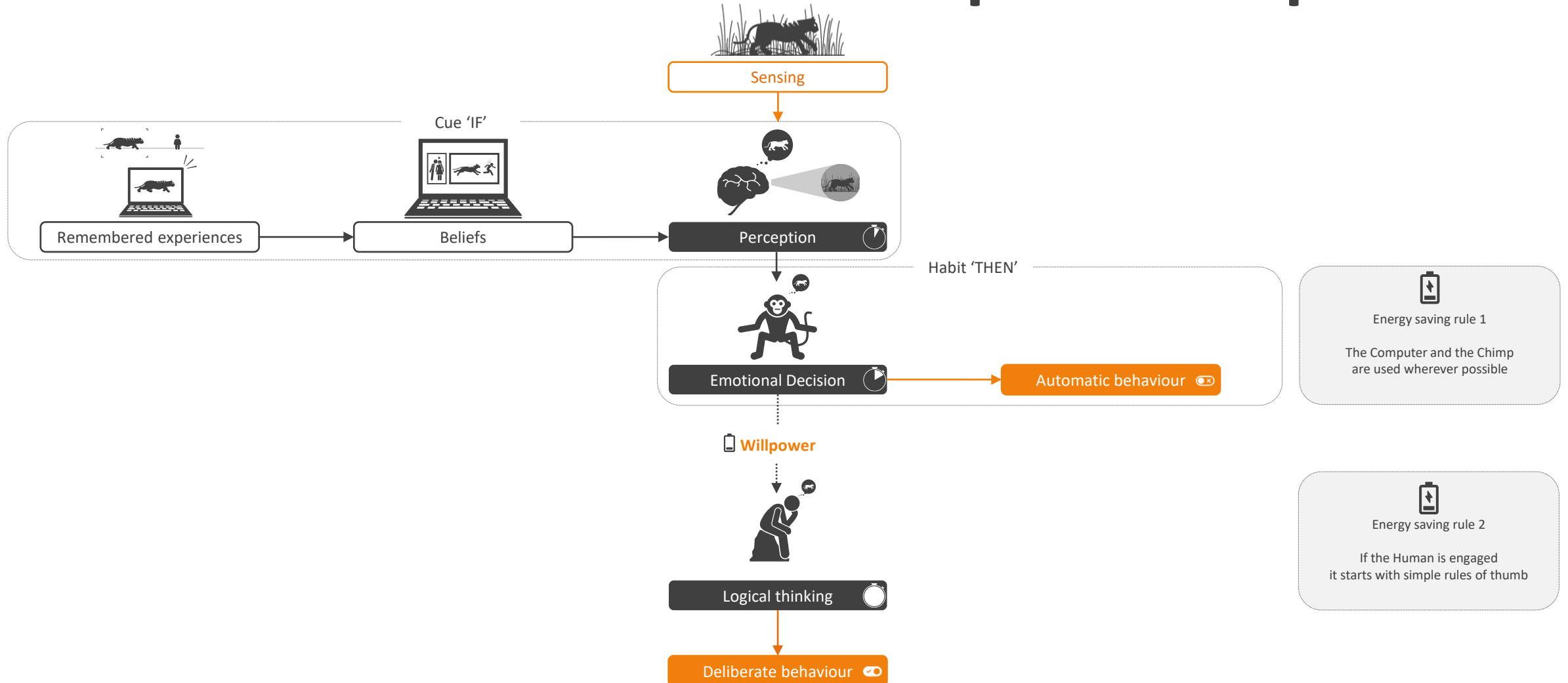
# Willpower Is Depleted By Our Busy Lives



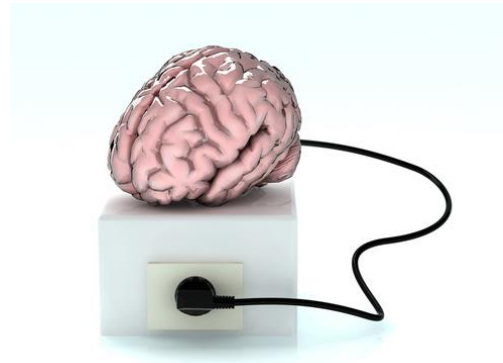
# Habits and Autopilots Are Powerful



# Universal Challenge: All Deliberate Behaviour Requires Willpower



# Break #1 (of 4 today)



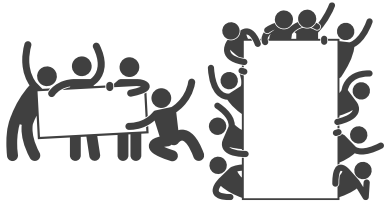
Next session starting at

**10:05**

## Summary of Universal Challenges & Tools #4: Thursday

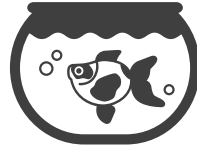
# Leading Across Cultures

### 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”

### Be Humble Across Cultures

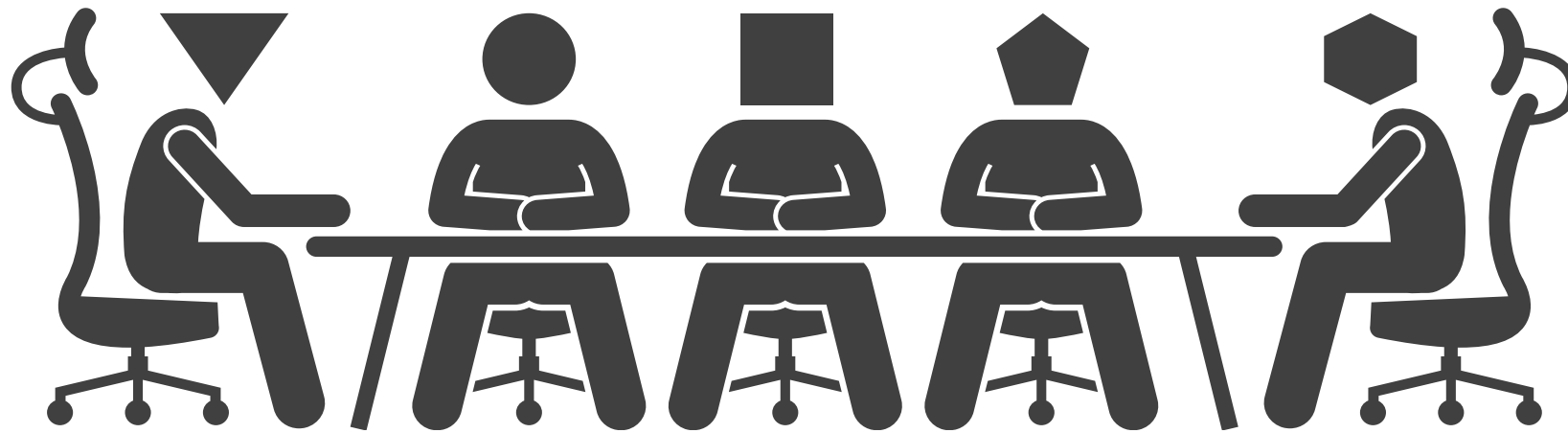


“Group cultures are neither good nor bad so be humble when working across cultures”



# ICMIF Advanced Management Course 2024

## Leading across Cultures: Mapping Culture and Avoiding Traps

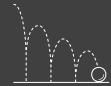


**Session 2 (of 6)**

Next break: **11:15**

# Our Strategies Increasingly Require Working Across Cultures

## Technical



Repeated patterns



Predict with confidence



Reliable learning



**Engage an expert**



**Apply rules**

## Complex



Hard to understand



Impossible to predict



Hard to learn from



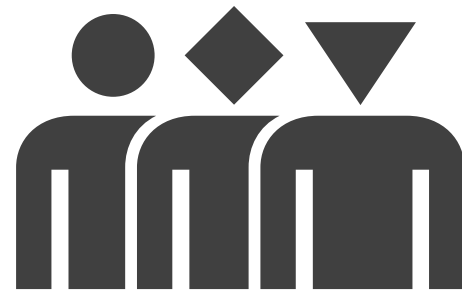
**Work as a team**



**Apply models and tools**

# Our Own Culture Is Obvious

The way we...see the world in our **own culture** seems so **obvious** that it is **difficult to imagine** that **another culture** might do things differently



**Prof. Erin Meyer**  
INSEAD

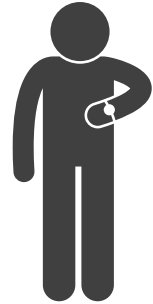
# Key Tool: Diagnose Before Treating



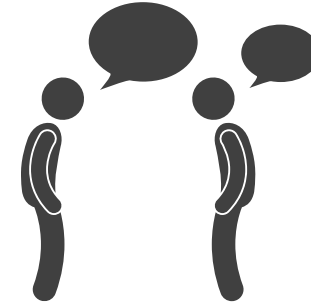
Because 90% of decision errors are  
are errors of perception

# Thank You For Your Pre-Work

## 1. Scheduling



## 2. Communicating



## 3. Evaluating

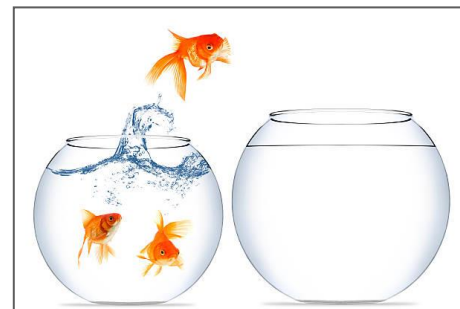


## 4. Deciding



# Diagnose One's Own Culture Before Working Across Cultures

Just as fish don't know they're in water, people often find it **difficult to see** and recognize **their own culture** until they start **comparing it with others**



**Prof. Erin Meyer**  
INSEAD

# We Will Produce Your Culture Maps

## 1. Scheduling

Linear time ..... Flexible time

## 2. Communicating

Low Context ..... High Context

## 3. Evaluating

Direct negative feedback ..... Indirect negative feedback

## 4. Deciding

Consensual ..... Top-down

Mike ———

Dave ———

*Adapted from: The Culture Map by Erin Meyer*

# 1. Scheduling

## Linear time

<b>Project steps approached in</b>	Sequential fashion, completing one task before the next	
<b>Attention on</b>	One thing at a time	
<b>Interruptions</b>	Denied	
<b>Winner of battle between schedule and adaptability</b>	The deadline and sticking to the schedule	
<b>Emphasis on</b>	Promptness and good organization	

*Adapted from The Culture Map, Meyer*



# 1. Scheduling

	Linear time	Flexible time
<b>Project steps approached in</b>	Sequential fashion, completing one task before the next	A fluid manner, changing tasks as opportunities arise
<b>Attention on</b>	One thing at a time	Many things at once
<b>Interruptions</b>	Denied	Accepted
<b>Winner of battle between schedule and adaptability</b>	The deadline and sticking to the schedule	Adaptability
<b>Emphasis on</b>	Promptness and good organization	Flexibility

*Adapted from The Culture Map, Meyer*

# Compare the Relative Positions on a Spectrum To Diagnose Potential Traps

## 1. Scheduling

Linear time .....X.....X..... Flexible time

# Potential Scheduling Culture Traps



## 1. Scheduling

Linear time .....X.....X..... Flexible time

*"Mike is disorganized"*

*"Dave is inflexible"*



# 2. Communicating

Low context

<b>Good communication is</b>	Precise, simple and clear	
<b>Messages</b>	Expressed and understood at face value	
<b>Style</b>	Repetition is appreciated if it helps clarify the situation	
<b>Who is responsible for ensuring understanding?</b>	The communicator	

*Adapted from The Culture Map, Meyer*

# 2. Communicating

	Low context	High context
<b>Good communication is</b>	Precise, simple and clear	Sophisticated, nuanced and layered
<b>Messages</b>	Expressed and understood at face value	Both spoken and read between the lines
<b>Style</b>	Repetition is appreciated if it helps clarify the situation	Messages are often implied but not plainly expressed
<b>Who is responsible for ensuring understanding?</b>	The communicator	The communicator and the recipient

*Adapted from The Culture Map, Meyer*

# Potential Communicating Culture Traps

## 2. Communicating

Low Context .....X.....X..... High Context

*“What did they mean?”*



*“I’m not stupid”*



# 3. Evaluating

## Direct

<b>Negative feedback to a colleague is provided</b>	Frankly, bluntly, honestly	
<b>Negative messages</b>	Stand alone	
<b>When criticizing, descriptors are</b>	Absolute (e.g. <i>totally</i> inappropriate, <i>completely</i> unprofessional)	
<b>Criticism may be given in front of a group</b>	Yes	

*Adapted from The Culture Map, Meyer*

# 3. Evaluating

	Direct	Indirect
<b>Negative feedback to a colleague is provided</b>	Frankly, bluntly, honestly	Softly, subtly, diplomatically
<b>Negative messages</b>	Stand alone	Wrapped in positive messages
<b>When criticizing, descriptors are</b>	Absolute (e.g. <i>totally</i> inappropriate, <i>completely</i> unprofessional)	Qualifying (e.g. <i>sort of</i> inappropriate, <i>somewhat</i> unprofessional)
<b>Criticism may be given in front of a group</b>	Yes	No

*Adapted from The Culture Map, Meyer*



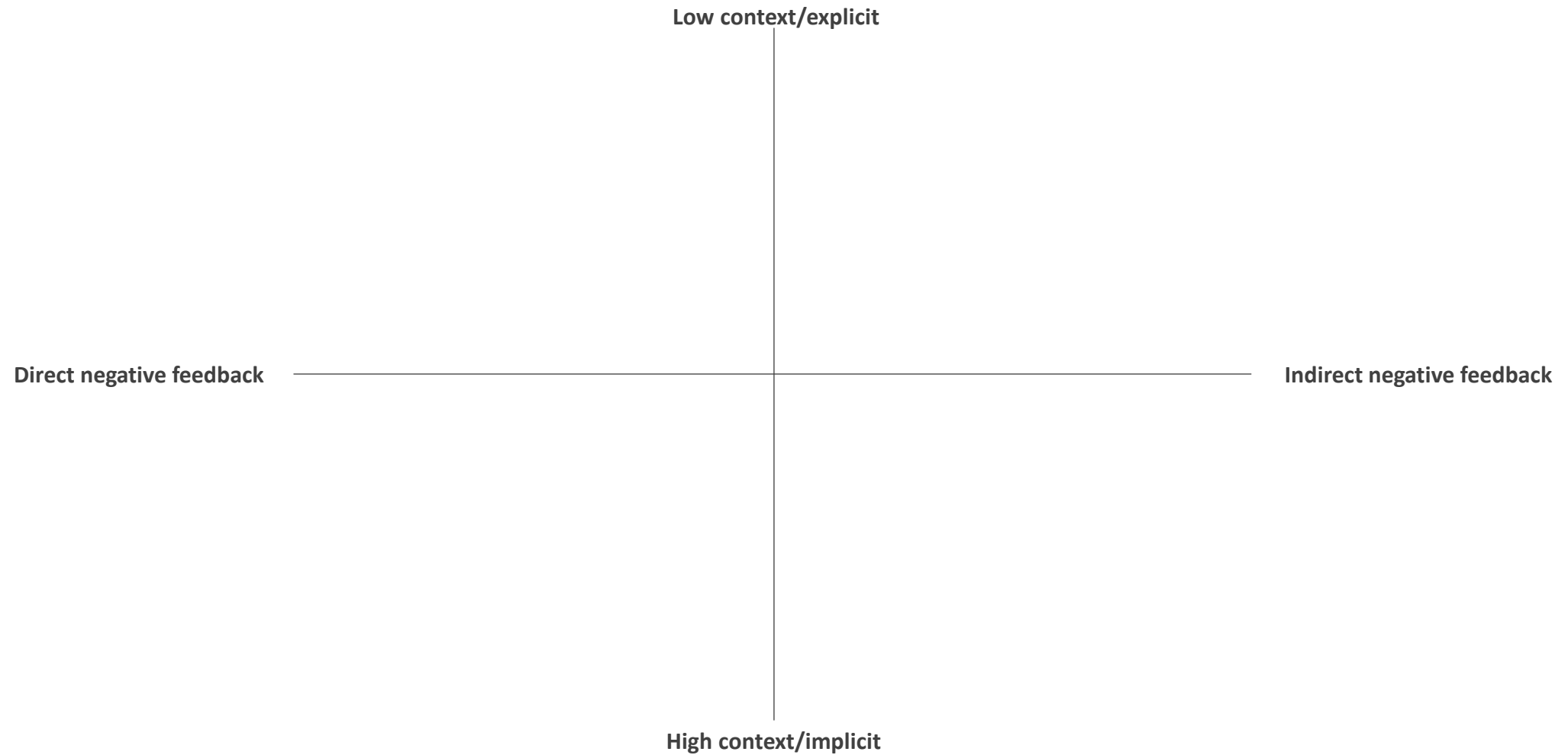
# Potential Evaluating Culture Traps

## 3. Evaluating

Direct ..... ~~X~~ ..... ~~X~~ ..... Indirect  
*“Honest feedback is a gift”*      *“That was a slap in the face”*



# An Evaluating Culture May Be Independent of the Communicating Culture



# 4. Deciding

## Consensual

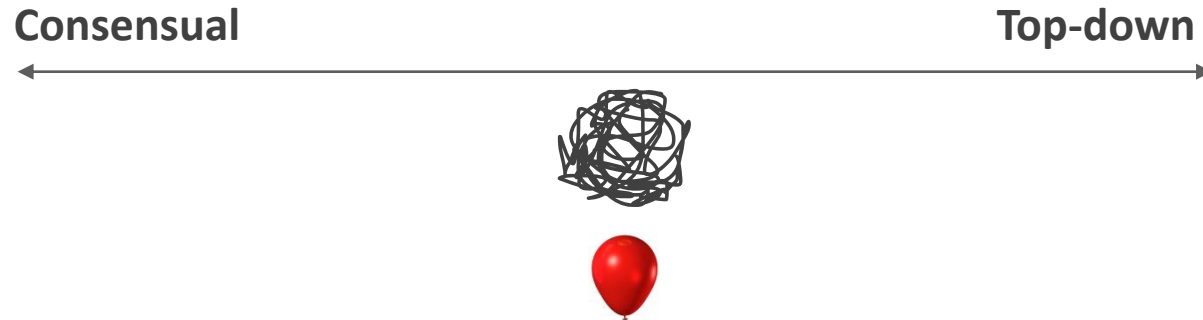


When decision making is **consensual** where decisions are made in groups through unanimous agreement

There is typically plenty of discussion then decisions tend to be **final**



# 4. Deciding



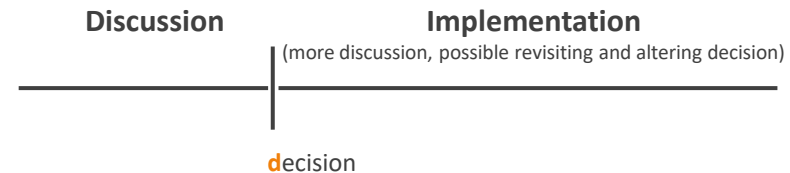
When decision making is **consensual** where decisions are made in groups through unanimous agreement

There is typically plenty of discussion then decisions tend to be **final**



When decision making is **top-down** where decisions are made by individuals (usually the boss)

Decisions are typically reached quickly then **revised** as understanding grows



# Potential Deciding Culture Traps

## 4. Deciding

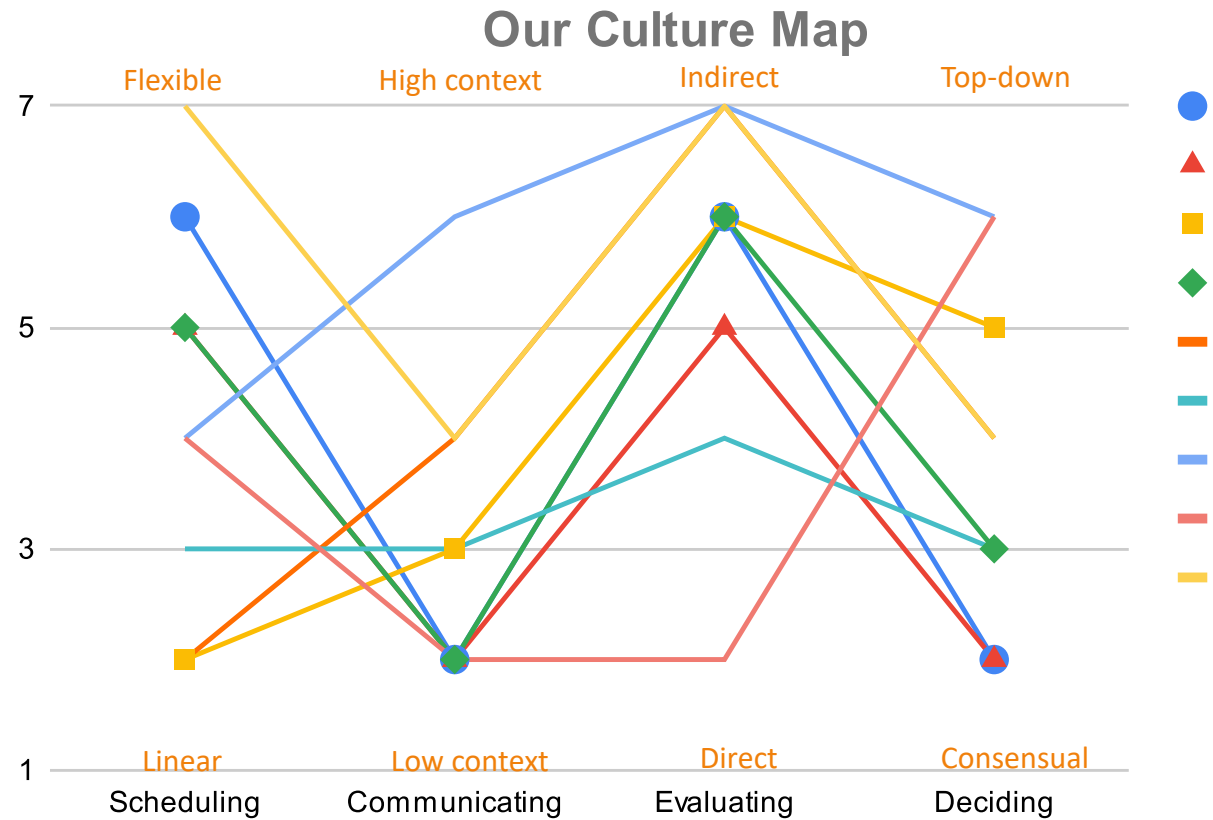
Consensual .....X..... Top-down

*"They keep changing their minds"*

*"It takes forever"*

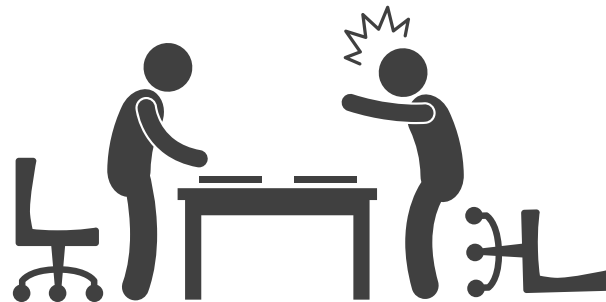


# Your Culture Map



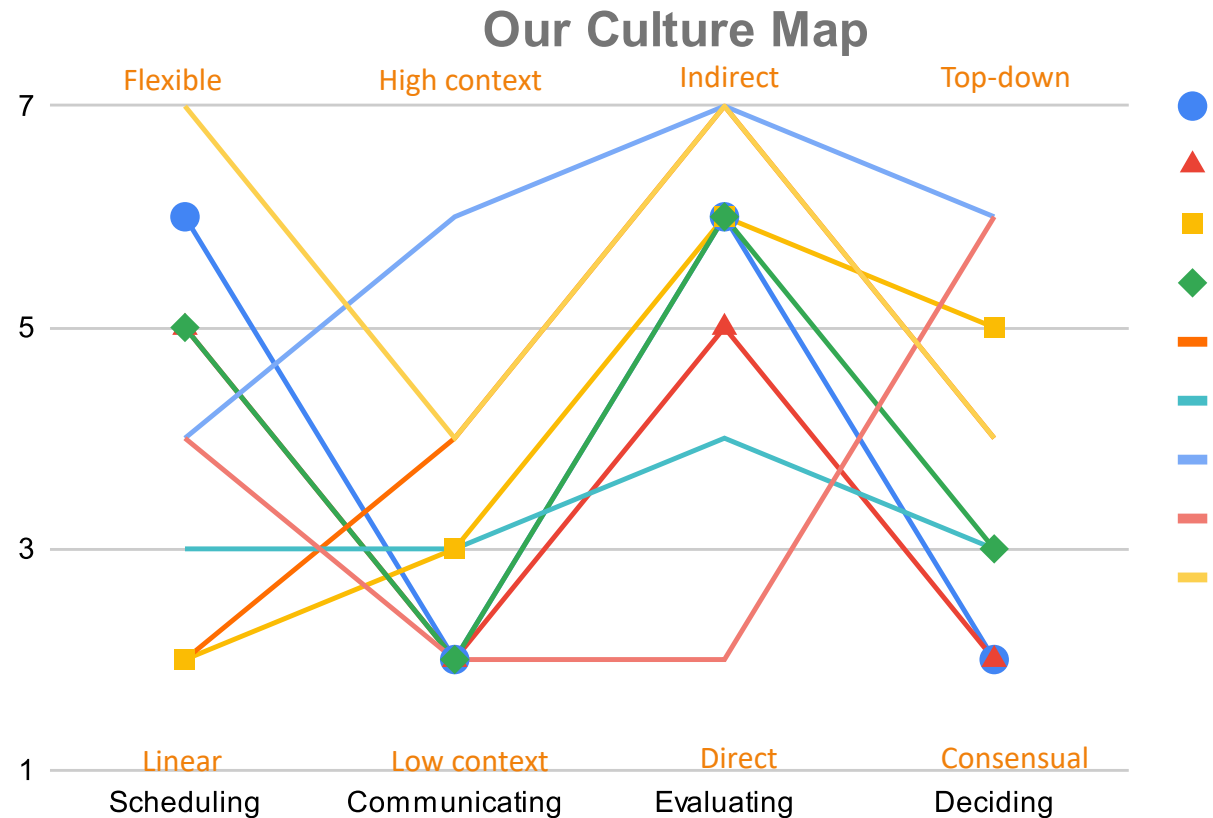
# Understand Common Cultural Traps Before Working Across Cultures

Unless we know how to... **avoid easy-to-fall-into cultural traps**, we are easy prey to misunderstanding, needless conflict and ultimate failure



**Prof. Erin Meyer**  
INSEAD

# Your Group is About to Work Together on a Project for the First Time







# Your Return On Investment



## 18. What cultural traps might affect our collaboration?

### 1. Scheduling

Linear time ..... X ..... Flexible time  
*"They are so disorganized"* *"They are so inflexible"*

### 2. Communicating

Low Context ..... X ..... High Context  
*"What did they mean?"* *"I'm not stupid"*

### 3. Evaluating

Direct ..... X ..... Indirect  
*"Honest feedback is a gift"* *"That was a slap in the face"*

### 4. Deciding

Consensual ..... X ..... Top-down  
*"They keep changing their minds "* *"It takes forever"*

# Our Potential Culture Traps

Trap #1

Trap #2

Trap #3

Trap #4

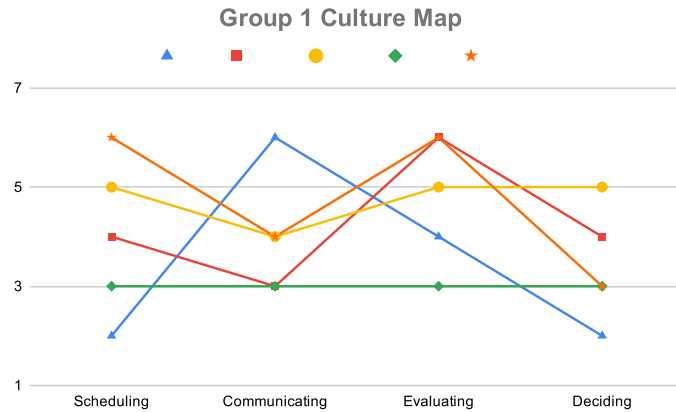
Trap #5



# Your Return On Investment



## 18. What culture traps might affect our collaboration?



### Our Potential Culture Traps

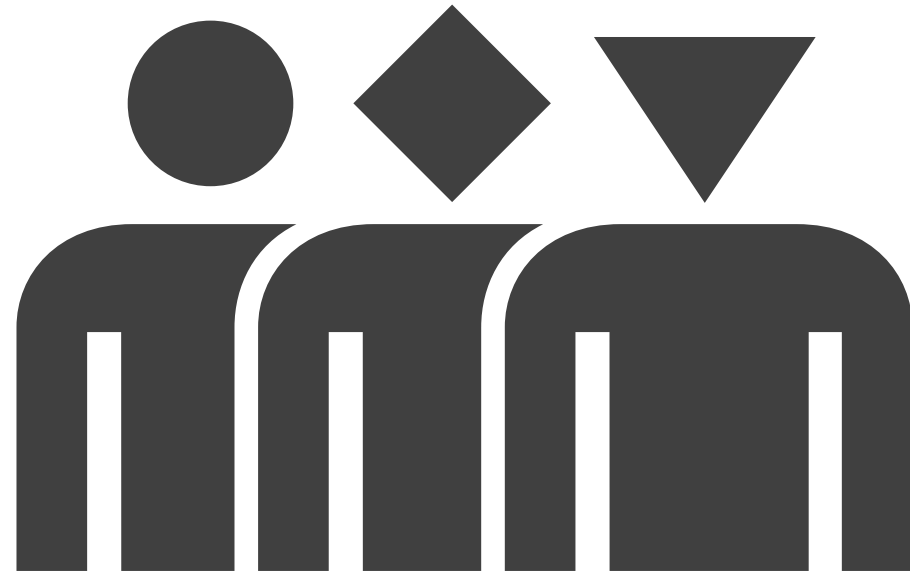


128

# Which Situation is Most Likely to Lead to Misunderstanding?

1. One **low context** person communicating with someone from another **low context** culture  
(e.g. a Dutch person communicating with a Canadian)
2. A **high context** person communicating with a **low context** person  
(e.g. a Japanese person communicating with a German)
3. A **low context** person communicating with a **high context** person  
(e.g. an Australian communicating with a South Korean)
4. One **high context** person communicating with someone from another **high context** culture  
(e.g. a person from China communicating with a Brazilian)

# Multicultural Teams Need Low Context Processes



# The Culture Map: Treatments

## 2. Communicating

Low Context ..... X ..... X ..... High Context



# Tool: Specify the Critical Few Behaviours

<b>Not us</b> (Undesired behaviours)
<b>Us</b> (Desired behaviours)
1. <i>Ask, "may I be direct?"</i>
2.
3.

# A Contract Between Team Members

<b>Not us</b> (Undesired behaviours)
<b>Us</b> (Desired behaviours)
1. <i>Ask, "may I be direct?"</i>
2.
3.





# Your Return On Investment

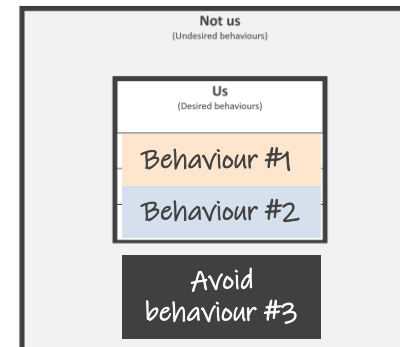


## 19. What does this mean for our collaboration?

### Diagnose Our Potential Culture Traps



### Tool: Critical Few Behaviours



129

137

# Diagnose Potential Cultural Traps Before Treating With Critical Few Behaviours

## Our potential cultural traps

1. Scheduling: A disconnect in working towards a timeframe and the decisions that are made, or not made at the back of that.

2. Communicating: Language Barrier. Loss of engagement and/or lack of understanding.

3. Evaluating: messages are not clearly understood.

4. Deciding: slowing down cadence towards outcomes

## Not us

(Undesired behaviours)

**Fixed Mindset**

## Us

(Desired behaviours)

1. Equal Opportunity

2. Active listening, inviting feedback

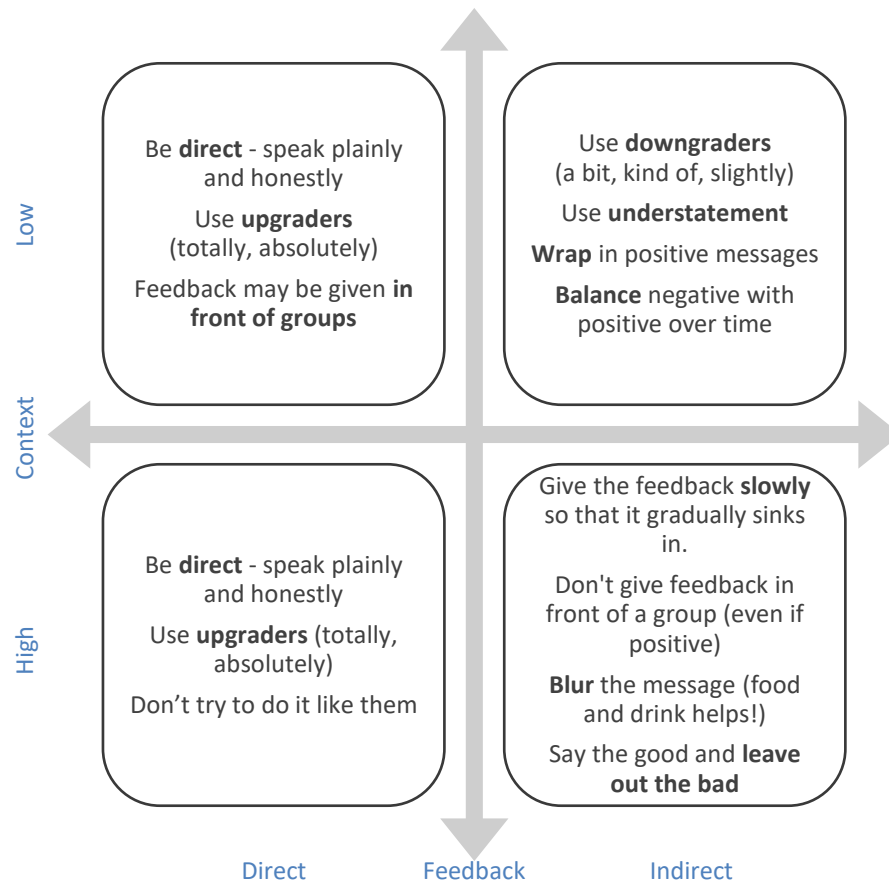
3. Growth Mindset

# The Culture Map: Treatments

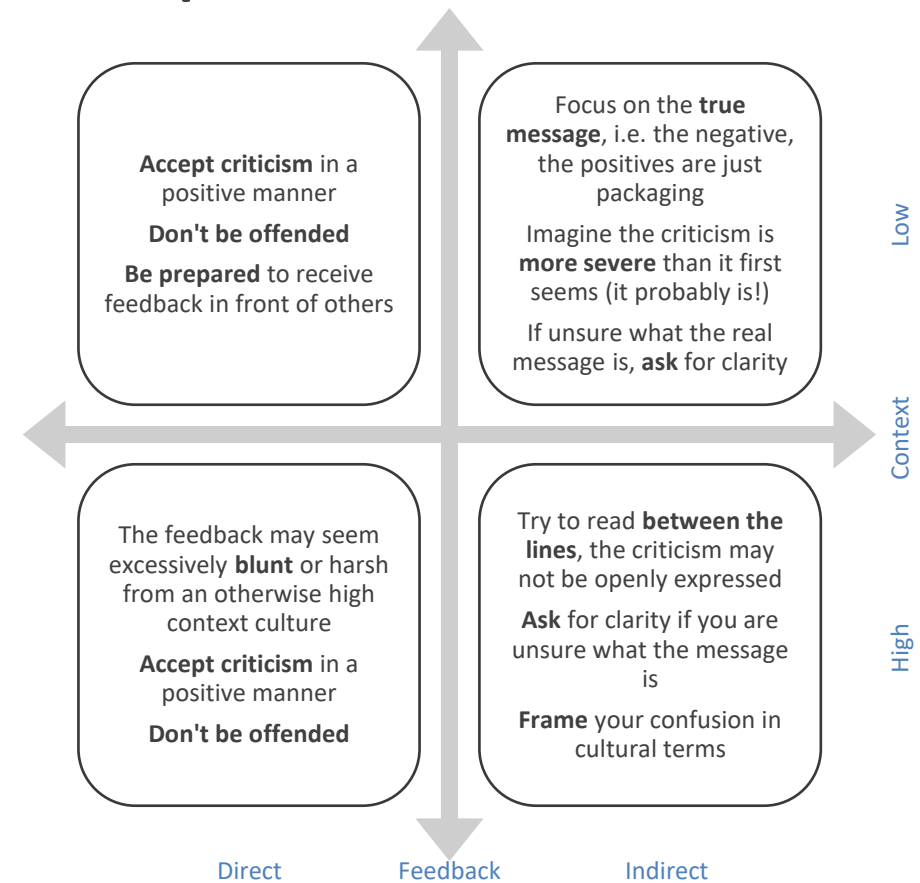
1. Scheduling		4. Deciding	
<b>If you are forming a cross-cultural team</b>	<ul style="list-style-type: none"> <li>• Agree scheduling up front as a team</li> <li>• Review and learn what works, where</li> </ul>	<b>If you are working with more top-down decision makers</b>	<ul style="list-style-type: none"> <li>• The boss may make decisions with minimal discussion or input</li> <li>• Decisions may be made before, during, or after a meeting</li> <li>• Be ready to follow the decision even if different to your view</li> <li>• Listen when in charge, but make timely decisions to avoid being indecisive</li> <li>• If a group is divided, vote: the vote will be respected</li> <li>• Remain flexible throughout the process: decisions are rarely set in stone</li> </ul>
<b>If you are visiting a different scheduling culture</b>	<ul style="list-style-type: none"> <li>• Respect the culture and embrace the opportunity to learn why it works</li> </ul>		
<b>If you are welcoming a visitor from a different scheduling culture</b>	<ul style="list-style-type: none"> <li>• Explain in advance the scheduling approach you have</li> </ul>		
2. Communicating		<b>If you are working with more consensual decision makers</b>	<ul style="list-style-type: none"> <li>• Expect a drawn out process with meetings and correspondence</li> <li>• Be patient and engaged during lengthy discussions and apparent indecision</li> <li>• Check in with teammates and be available to answer questions</li> <li>• Cultivate informal contacts to monitor and shape the emerging consensus</li> <li>• Focus on the quality of the diagnosis and reasoning, not on decision speed</li> <li>• A Decision will be difficult to try to change once it is made</li> </ul>
<b>The Golden Rule</b>	<ul style="list-style-type: none"> <li>• Multicultural teams need low context processes</li> <li>• Magic phrase, “may I be direct?”</li> </ul>		
<b>If you are communicating with people used to higher context communication</b>	<ul style="list-style-type: none"> <li>• Learn to listen to what is meant rather than said ... and what is not said</li> <li>• Gently ask for clarification</li> <li>• Before repeating yourself, stop talking. Listen. Did your message land safely?</li> <li>• Discuss over dinner in an informal setting</li> <li>• Be prepared to work more in verbal rather than written form</li> <li>• If frustrated by misunderstanding, be self-deprecating and laugh at yourself</li> </ul>		
<b>If you are communicating with people used to lower context communication</b>	<ul style="list-style-type: none"> <li>• Be clear, specific and repeat key points</li> <li>• Ask, “was that clear?”</li> <li>• Put it in writing</li> <li>• If you are ever not completely certain, state so and ask for clarification</li> <li>• It may feel a little impolite at first</li> </ul>	<b>If you are working with consensual and top-down cultures</b>	<ul style="list-style-type: none"> <li>• Agree decision rights, process, deadlines and scope for revision</li> </ul>

# The Culture Map: Evaluating Treatments

## When Giving Feedback to People from These Quadrants



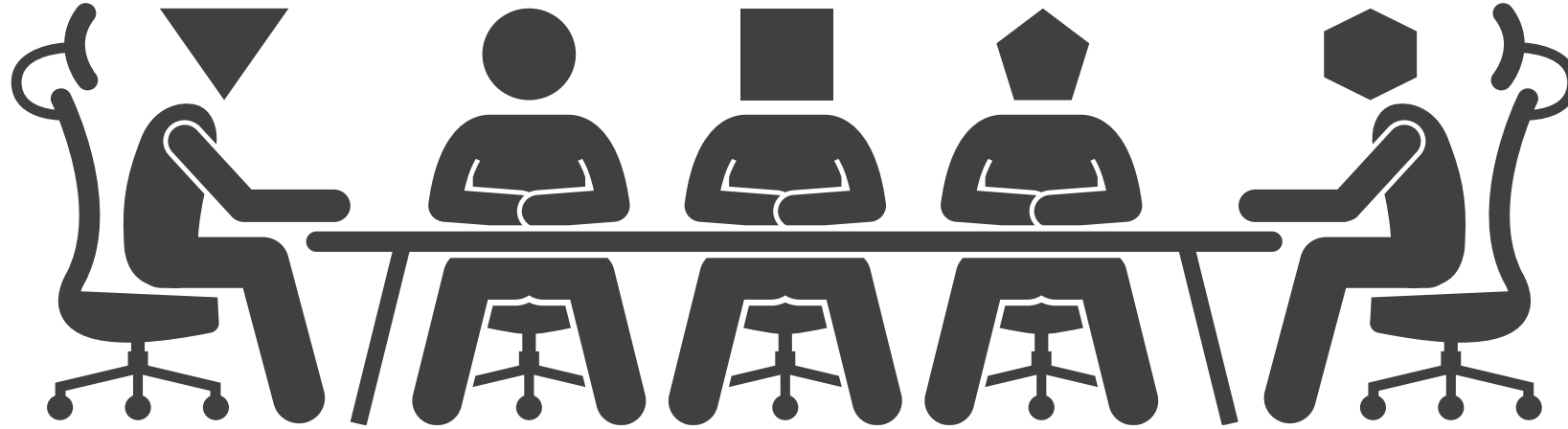
## When Receiving Feedback from People in These Quadrants



Adapted from: The Culture Map by Erin Meyer

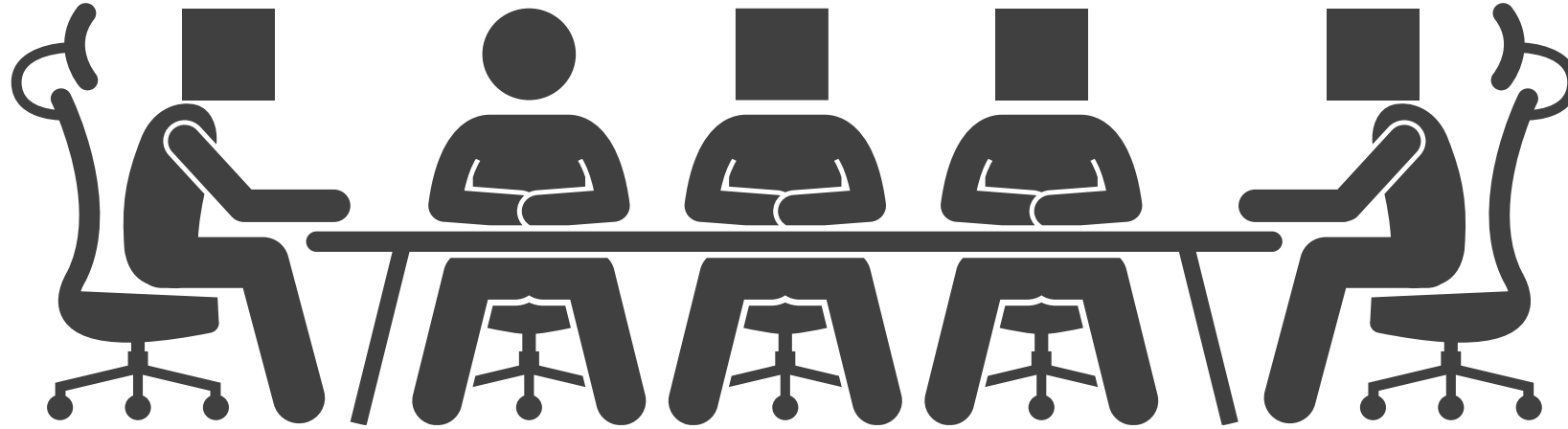
# Diagnosing and Acknowledging Cultural Differences Is Important When

## 1. Forming a new, cross-cultural team



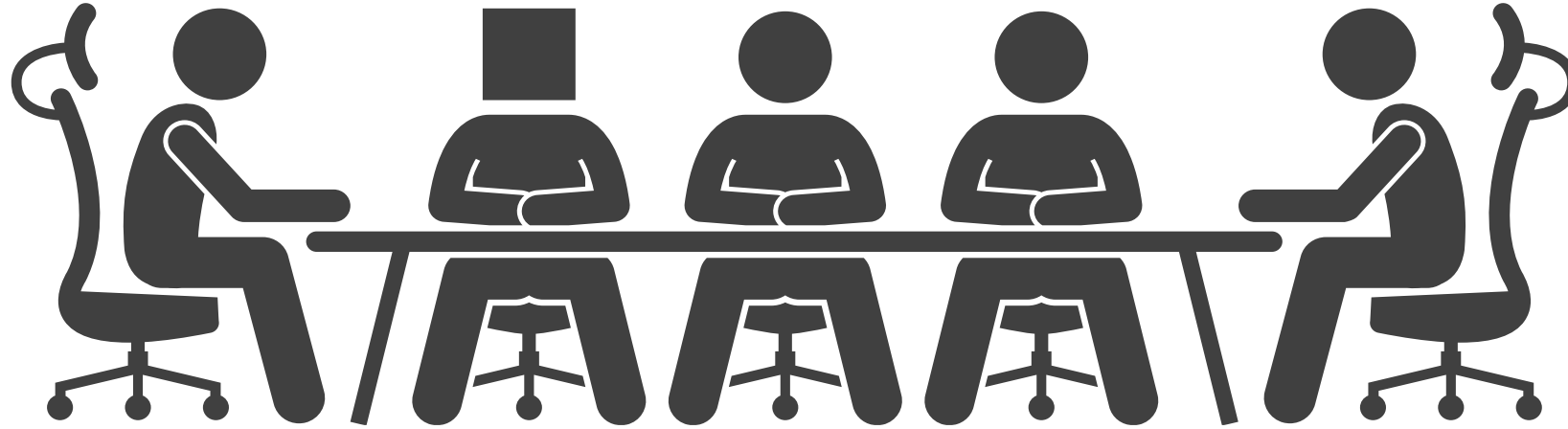
# Diagnosing and Acknowledging Cultural Differences Is Important When

2. You are visiting another culture



# Diagnosing and Acknowledging Cultural Differences Is Important When

3. You have a visitor from another culture




# When Leading Across Cultures

## 1. Unlock motivation

**Scenario 1**

- You are participating in an important meeting at your organisation.
- It is scheduled to finish at 11:00



On a scale of 1 to 10, how would your colleagues feel if it overrun by 30 minutes, if the discussion was viewed as valuable?

## 2. Develop understanding

**2. Communicating**

	Low context	High context
<b>Good communication is</b>	Precise, simple and clear	Sophisticated, nuanced and layered
<b>Messages</b>	Expressed and understood at face value	Both spoken and read between the lines
<b>Style</b>	Questions are appreciated if it helps clarify the situation	Messages are often implied but not plainly expressed
<b>Who is responsible for ensuring understanding?</b>	The communicator	The communicator and the recipients

Adapted from The Culture Map by Erin Meyer

## 3. Diagnose culture

**You Will Record What the Culture is Where You Work For Each of the Four Dimensions**

- Scheduling** ..... Flexible time
- Communicating** ..... High Context
- Evaluating** ..... Indirect negative feedback
- Deciding** ..... Top-down

Adapted from The Culture Map by Erin Meyer

## 4. Reveal differences

**Your Culture Maps**

Adapted from The Culture Map by Erin Meyer

## 5. Diagnose traps

**What Cultural Traps Might Affect Our Collaboration?**

## 6. Plan treatments

**Critical Few Behaviours**

Not us (Observed behaviours)

Us (Desired behaviours)

- 
- 
- 

### Important when you

#### A. Form a new team



#### B. Are visiting another culture



#### C. Have a visitor from another culture






# 80/20 Rule: Plan As A New Team Forms


## 1. Unlock motivation

**Scenario 1**

- You are participating in an important meeting at your organisation.
- It is scheduled to finish at 11:00



On a scale of 1 to 10, how would your colleagues feel if it overrun by 30 minutes, if the discussion was viewed as valuable?



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Adapted from The Culture Map by Erin Meyer

## 3. Diagnose culture

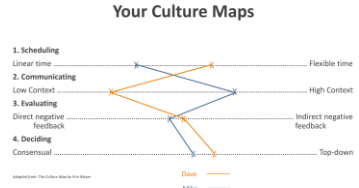
**You Will Record What the Culture is Where You Work For Each of the Four Dimensions**

- Scheduling**  
Linear time ..... Flexible time
- Communicating**  
Low Context ..... High Context
- Evaluating**  
Direct negative feedback ..... Indirect negative feedback
- Deciding**  
Consensual ..... Top-down

Adapted from The Culture Map by Erin Meyer

## 4. Reveal differences

**Your Culture Maps**



Adapted from The Culture Map by Erin Meyer

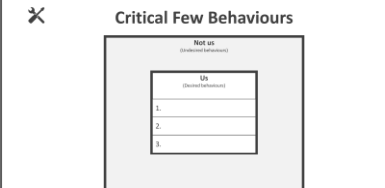
## 5. Diagnose traps

**What Cultural Traps Might Affect Our Collaboration?**



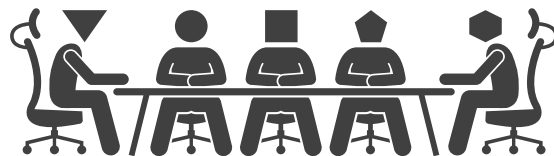
## 6. Plan treatments

**✕ Critical Few Behaviours**

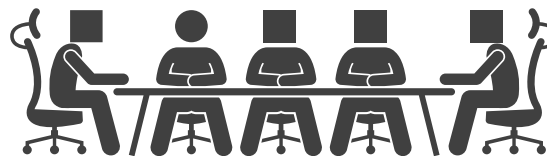


### Important when you

#### A. Form a new team



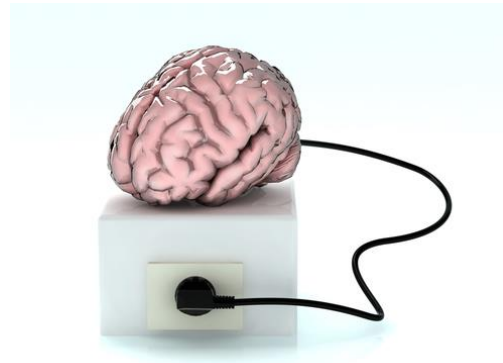
#### B. Are visiting another culture



#### C. Have a visitor from another culture



# Break #2 (of 4 today)



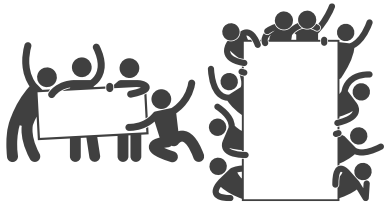
Next session starting at

**11:35**

# Summary of Universal Challenges & Tools #4: Thursday

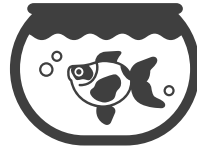
## Leading Across Cultures

### 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

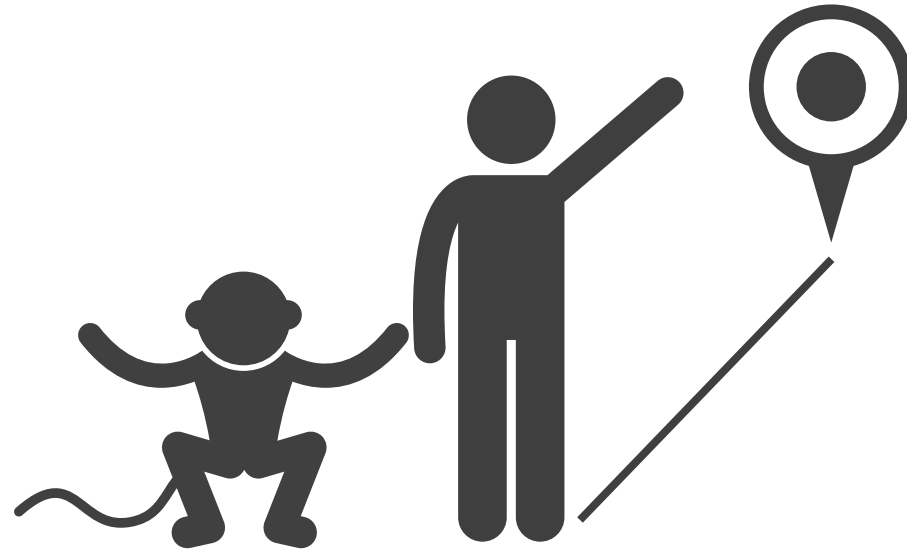
### Be Humble Across Cultures



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

# ICMIF Advanced Management Course 2024

## Activating Strategy part 1: Plays to Re-programme the Computer



**Session 3 (of 6)**

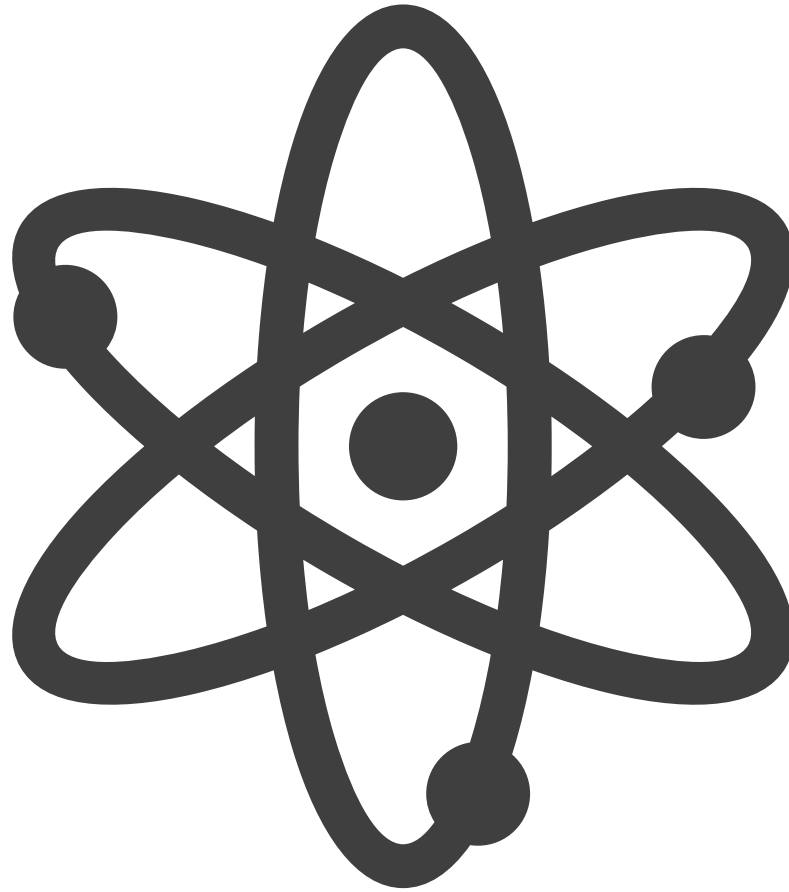
Next break (lunch): **12:30**

# Strategy Activation

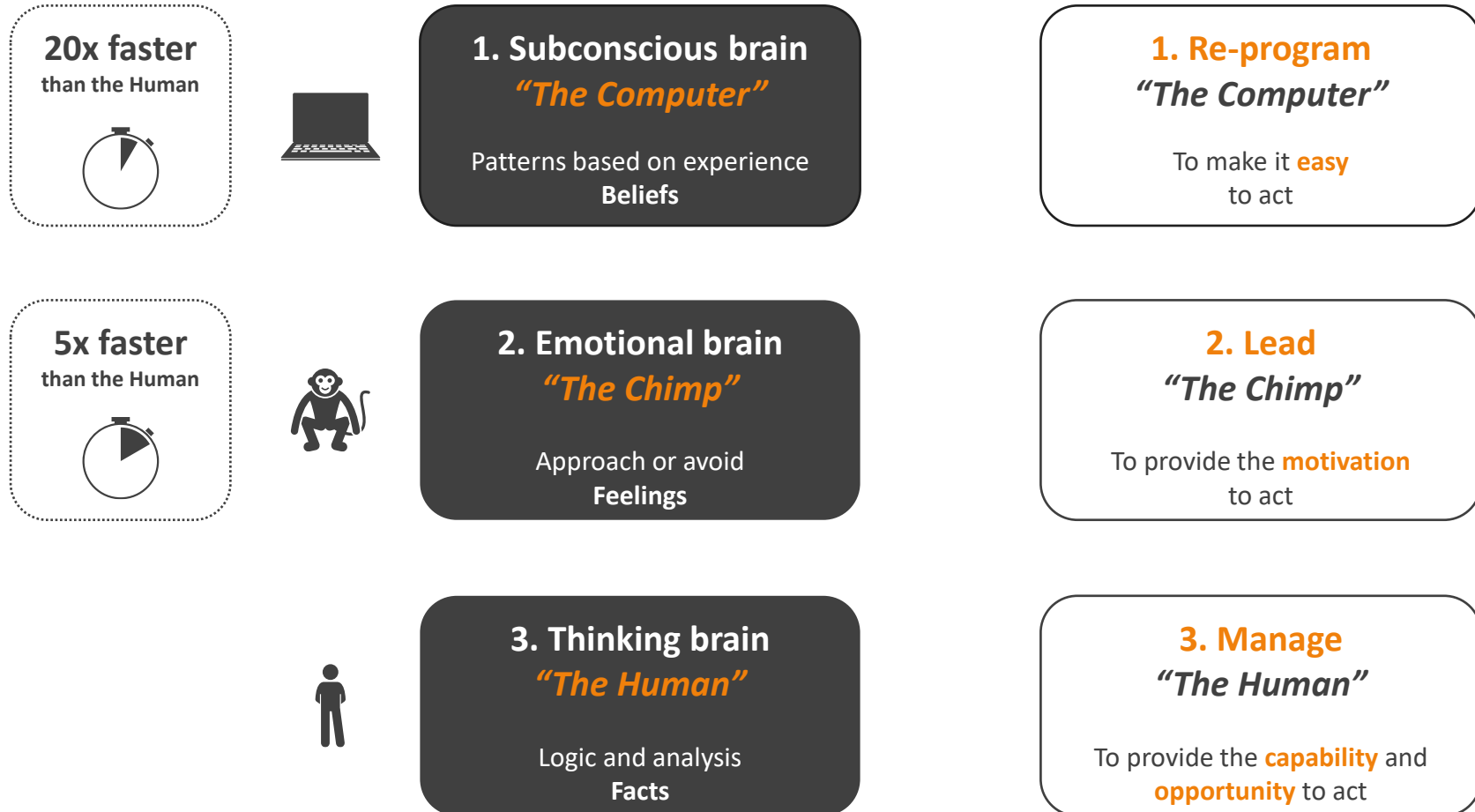
Seeks to **capture hearts and minds**, develop a **shared vision**, and **persuade** people to **work together** to co-create new futures



# Break Down a Complex Subject Into **Easy** to Understand **Atomic** Parts



# Three Behavioural Levers



# 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

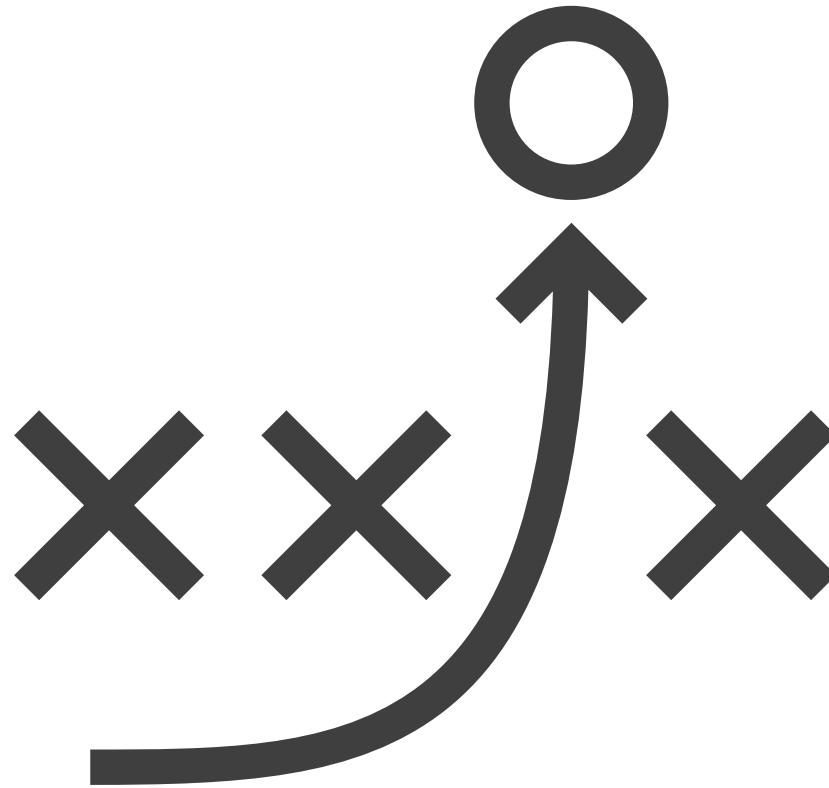
By helping each person  
**connect** their own  
purposes with the  
organization's

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

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



# Then Offer **Plays**



# Fifteen Sample Plays To Activate Strategy

From	Play	To
Limiting Beliefs	<p><b>Re-Program the Computer to make it <b>easy</b> to act</b></p> <ol style="list-style-type: none"> <li>1. Clarify your <b>vision</b>: maximize the contrast between the <b>better</b> and <b>bitter</b> places</li> <li>2. Diagnose the culture: <b>harness enabling beliefs</b>, but <b>re-programme limiting beliefs</b></li> <li>3. Diagnose the outcomes people want: Ask where's the <b>smile</b>?</li> <li>4. Use the higher purpose to <b>make choices clear</b></li> <li>5. <b>Close the circle</b> to emotionally reinforce how people's actions drive impact and purpose</li> </ol>	Enabling Beliefs
Won't	<p><b>Lead the Chimp to provide the <b>motivation</b> to act</b></p> <ol style="list-style-type: none"> <li>6. Be the <b>trusted wizard</b> not the hero to connect people to their purpose</li> <li>7. Deliver <b>unbroken line of sight</b> for the Chimp (and the Human)</li> <li>8. <b>Frame</b> situation to make it easier for Chimps to act in a complex world</li> <li>9. Harness <b>existing emotions</b> as sources of energy</li> <li>10. Inspire <b>emotional commitment</b> not rational compliance</li> </ol>	Will
Can't	<p><b>Manage the Human to provide <b>capability</b> and <b>opportunity</b></b></p> <ol style="list-style-type: none"> <li>11. Use different <b>time horizons</b> to focus on the actions to overcome the current crux</li> <li>12. Use <b>commander's intent</b> and <b>thinking out loud</b> to enable coherent action</li> <li>13. Script the <b>critical moves</b> ... using <b>mantras</b> and the <b>hand of change</b></li> <li>14. Nudge to make desired behaviours <b>easy</b> and <b>automatic</b></li> <li>15. Delegate finding the willpower for eternal renewal to a powerful <b>framework</b></li> </ol>	Can

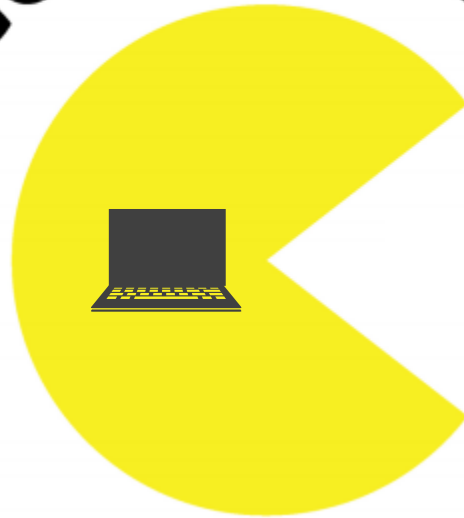
# “What Else Could It Be?”

## You Are the Experts

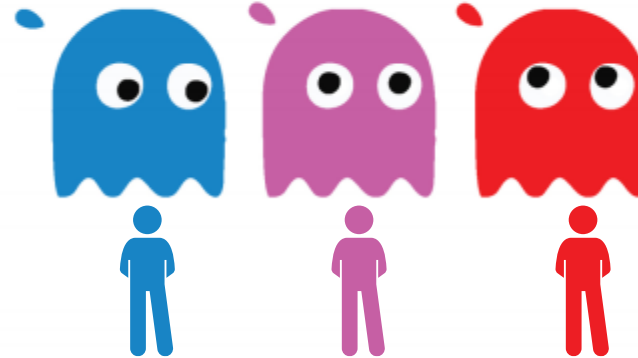
From	Play	To
Limiting Beliefs	<p><b>Re-Program the Computer to make it easy to act</b></p> <ol style="list-style-type: none"> <li>1. Clarify your <b>vision</b>: maximize the contrast between the <b>better</b> and <b>bitter</b> places</li> <li>2. Diagnose the culture: <b>harness enabling beliefs</b>, but <b>re-programme limiting beliefs</b></li> <li>3. Diagnose the outcomes people want: Ask where’s the <b>smile</b>?</li> <li>4. Use the higher purpose to <b>make choices clear</b></li> <li>5. <b>Close the circle</b> to emotionally reinforce how people’s actions drive impact and purpose</li> </ol>	Enabling Beliefs
Won’t	<p><b>Lead the Chimp to provide the motivation to act</b></p> <ol style="list-style-type: none"> <li>6. Be the <b>trusted wizard</b> not the hero to connect people to their purpose</li> <li>7. Deliver <b>unbroken line of sight</b> for the Chimp (and the Human)</li> <li>8. <b>Frame</b> situation to make it easier for Chimps to act in a complex world</li> <li>9. Harness <b>existing emotions</b> as sources of energy</li> <li>10. Inspire <b>emotional commitment</b> not rational compliance</li> </ol>	Will
Can’t	<p><b>Manage the Human to provide capability and opportunity</b></p> <ol style="list-style-type: none"> <li>11. Use different <b>time horizons</b> to focus on the actions to overcome the current crux</li> <li>12. Use <b>commander’s intent</b> and <b>thinking out loud</b> to enable coherent action</li> <li>13. Script the <b>critical moves</b> ... using <b>mantras</b> and the <b>hand of change</b></li> <li>14. Nudge to make desired behaviours <b>easy</b> and <b>automatic</b></li> <li>15. Delegate finding the willpower for eternal renewal to a powerful <b>framework</b></li> </ol>	Can

# Culture Eats Strategy for Breakfast Because the Computer Has the Power

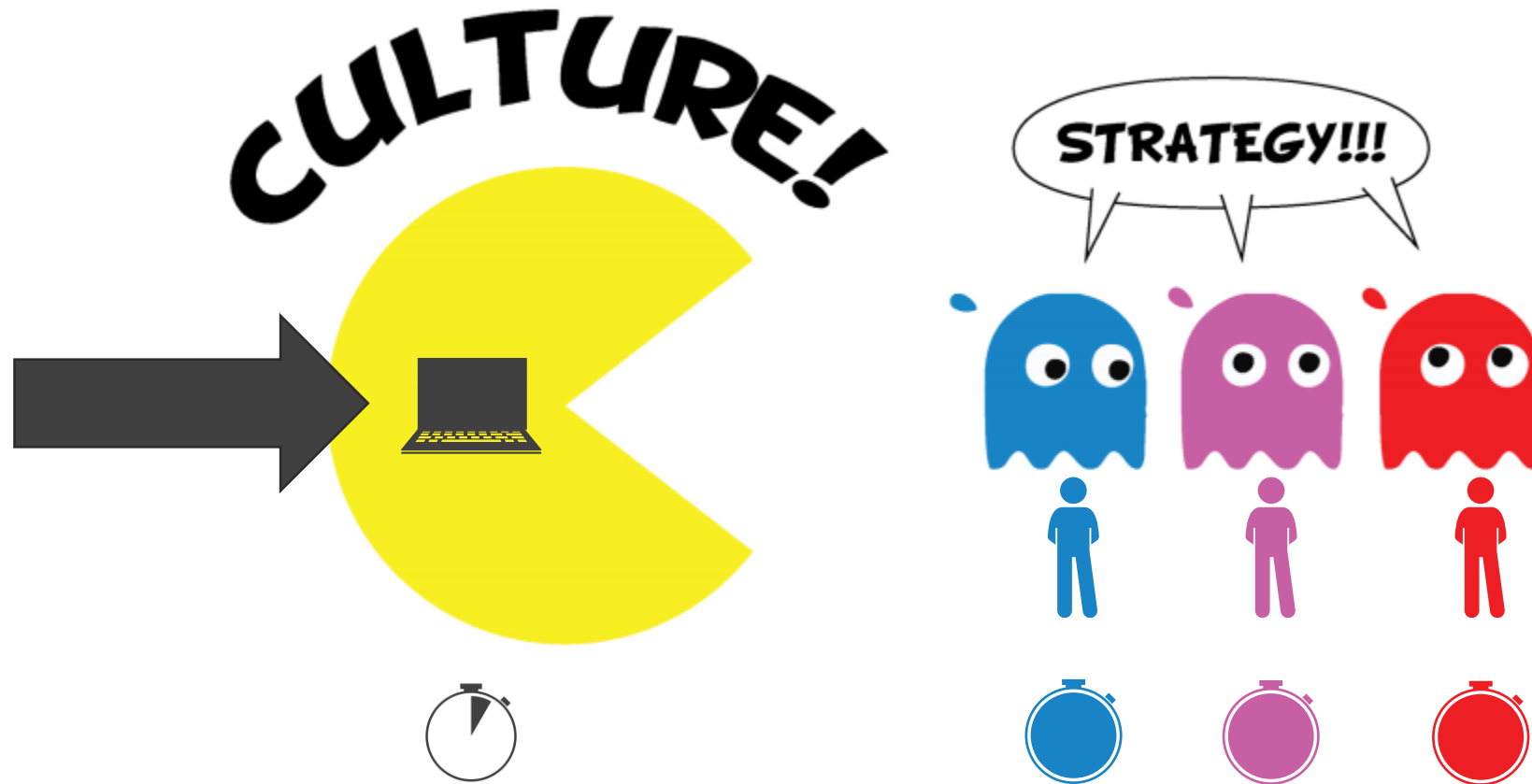
**CULTURE!**



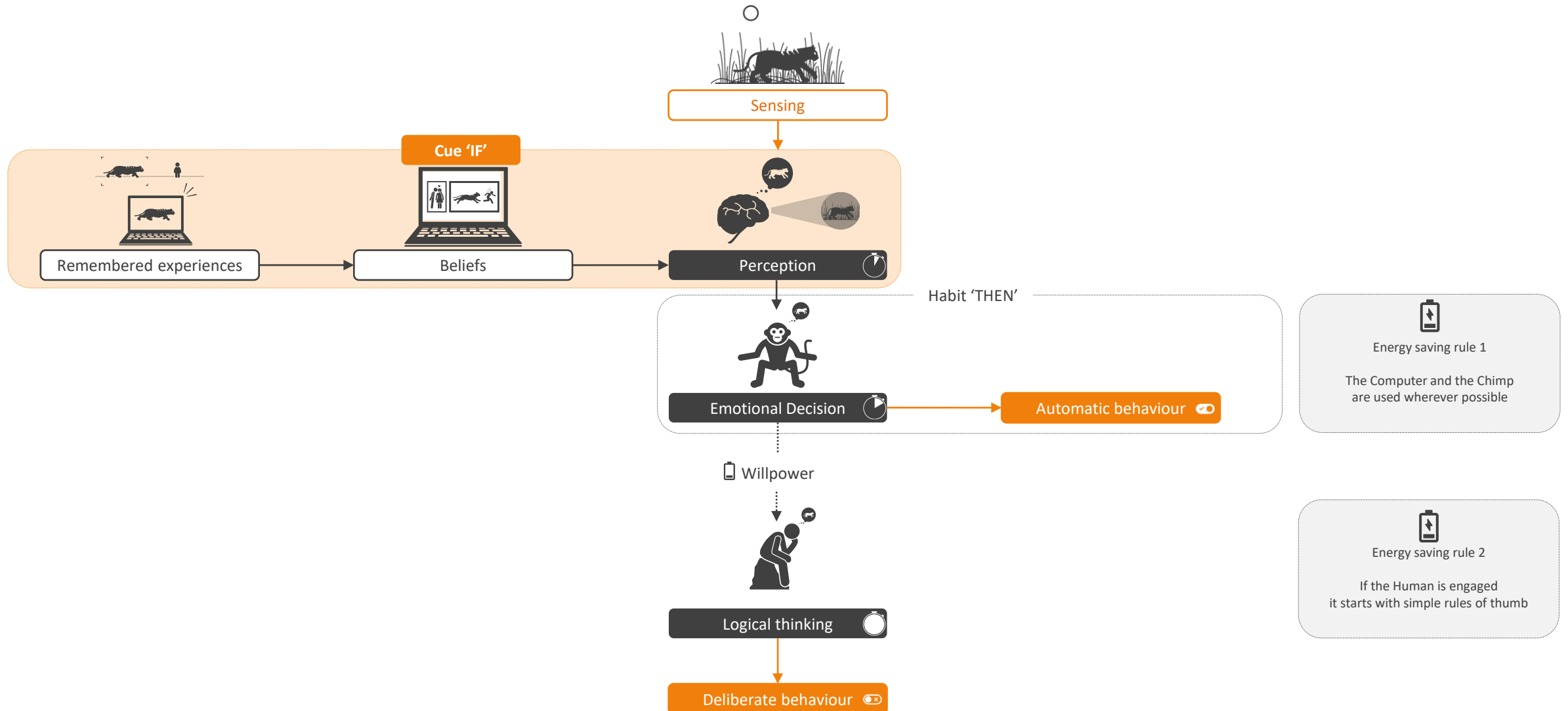
**STRATEGY!!!**



# So Seize Every Opportunity to Place the Entries You Need in Your People's Computers



# Start Here



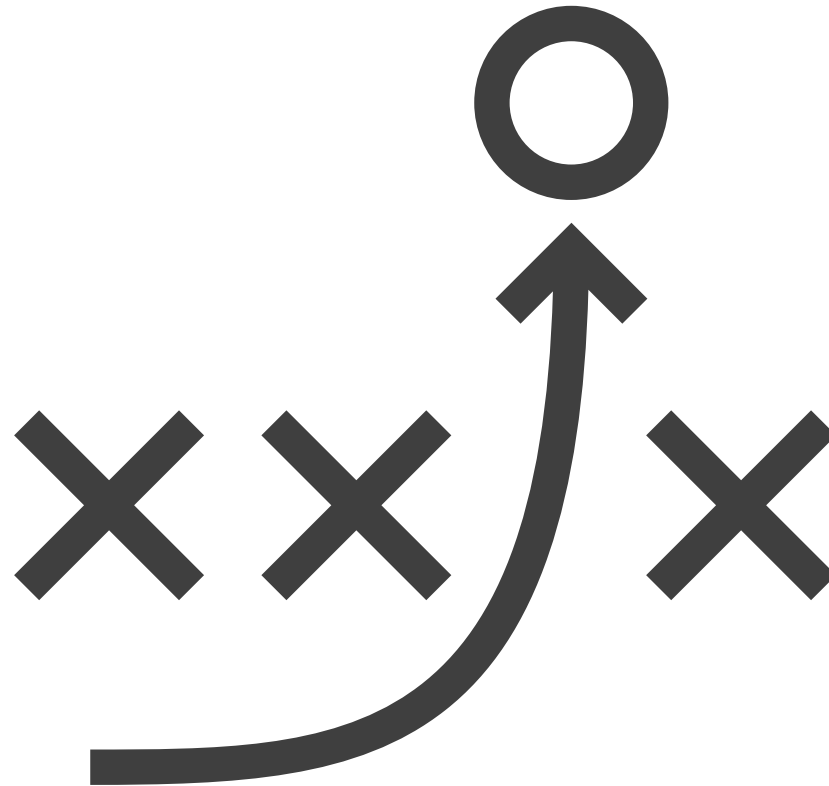
## Fifteen Sample Plays To Activate Strategy

# 1. Re-Program the Computer

From	Play	To
<b>Limiting Beliefs</b>	<p><b>Re-Program the Computer to make it <b>easy</b> to act</b></p> <ol style="list-style-type: none"><li><b>1. Clarify your vision:</b> maximize the contrast between the better and bitter places</li><li>Diagnose the culture: <b>harness enabling beliefs</b>, but <b>re-programme limiting beliefs</b></li><li>Diagnose the outcomes people want: Ask <b>where's the smile?</b></li><li>Use the higher purpose to <b>make choices clear</b></li><li><b>5. Close the circle</b> to emotionally reinforce how actions drive impact and purpose</li></ol>	<b>Enabling Beliefs</b>

## Re-program the Computer

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





# Activating Strategy

A

Vision



B

Clarify  
point B

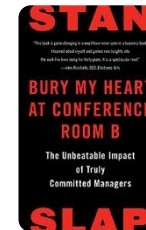
# Clarify the Better Place

Better Place



B

A



**Stan Slap**

Founder, Slap Company

# A Purpose Bigger Than Any One of Us

A

Better Place

B

# The Challenge: We Like The Status Quo



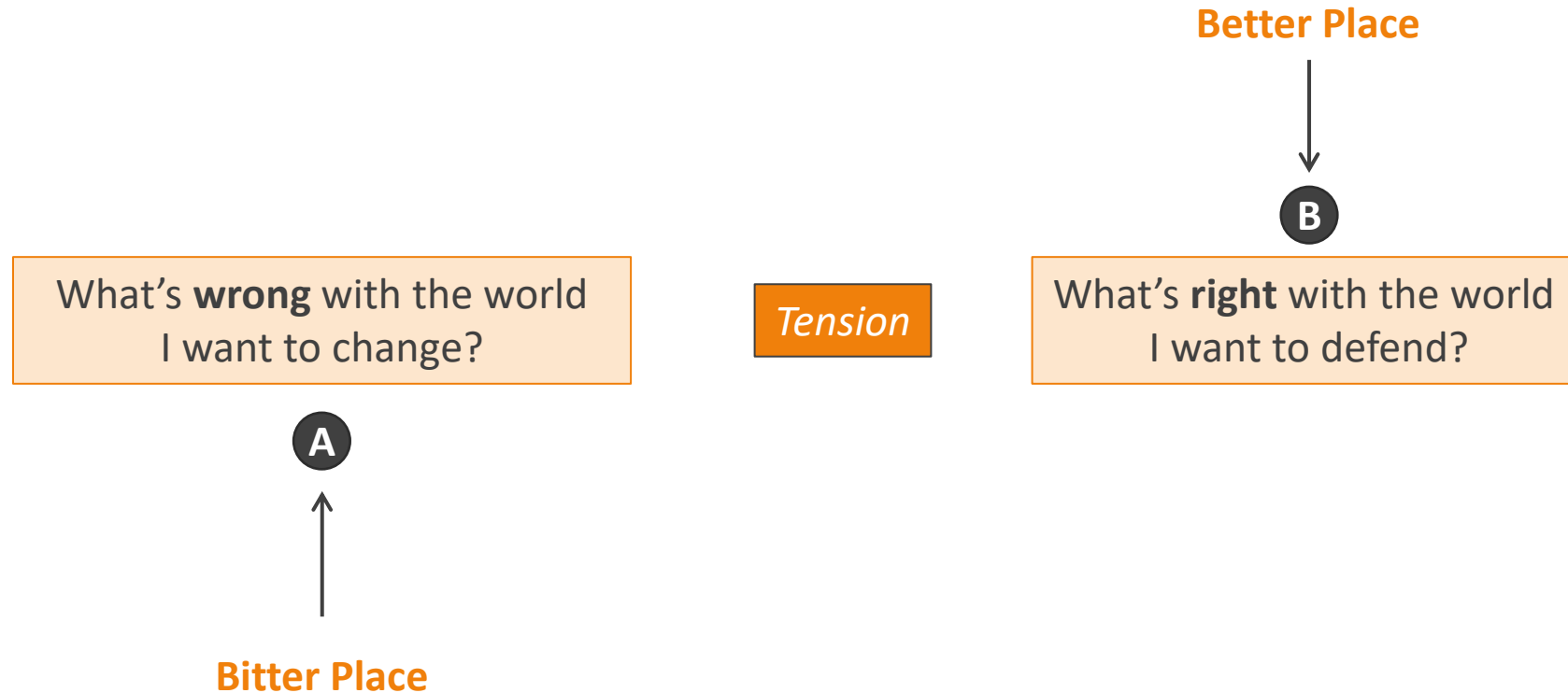
# Define the Bitter Place



# The Challenge: We Haven't Been There Before



# Maximize the Contrast Between the Bitter Place and the Better Place



# Maximize the Contrast Between the Bitter Place and the Better Place

I have a dream that my four little children  
will one day live in a nation where they will

**Better Place**



**B**

Not be judged by the  
colour of their skin

*Tension*

But by the content  
of their character

**A**



**Bitter Place**



**Dr. Martin Luther King**

March on Washington, August 28, 1963



# FMG



“They charge like wounded bulls  
and send profits offshore”

English insurers don't  
understand us and overcharge

A

Bitter Place

*Tension*

Better Place

B

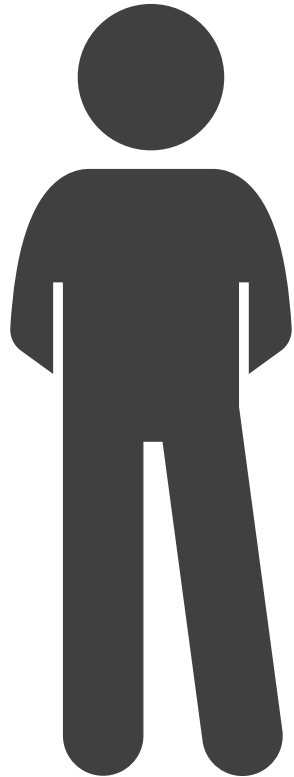
Our farmers can take  
the risks they need to take

“For the good of the country”

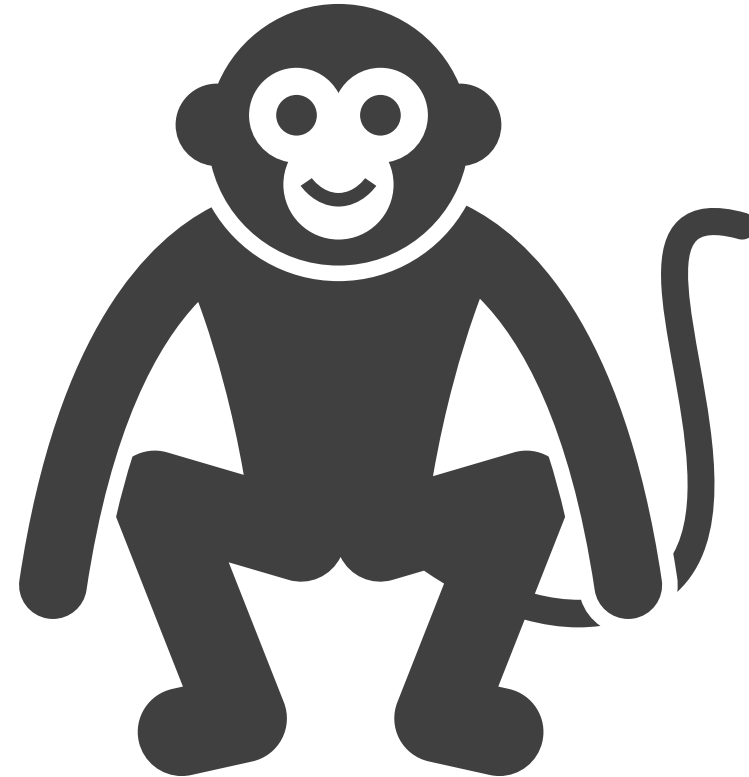
**FMG**  
Advice & Insurance

# Leaders Start With Why

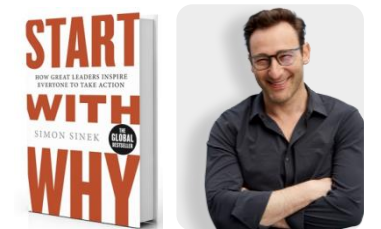
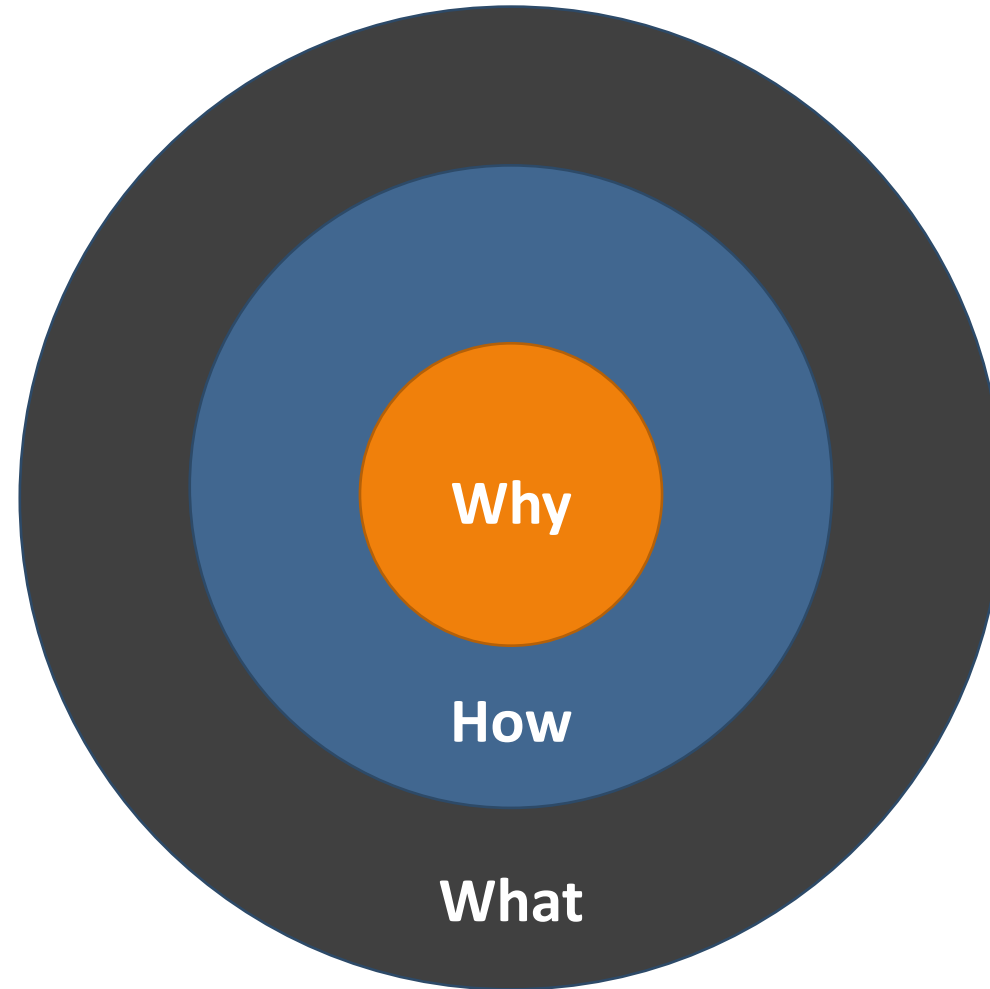
I have a **plan**



I have a **dream**



# Leaders Start With Why



**Simon Sinek**

Author

# People Need to Understand

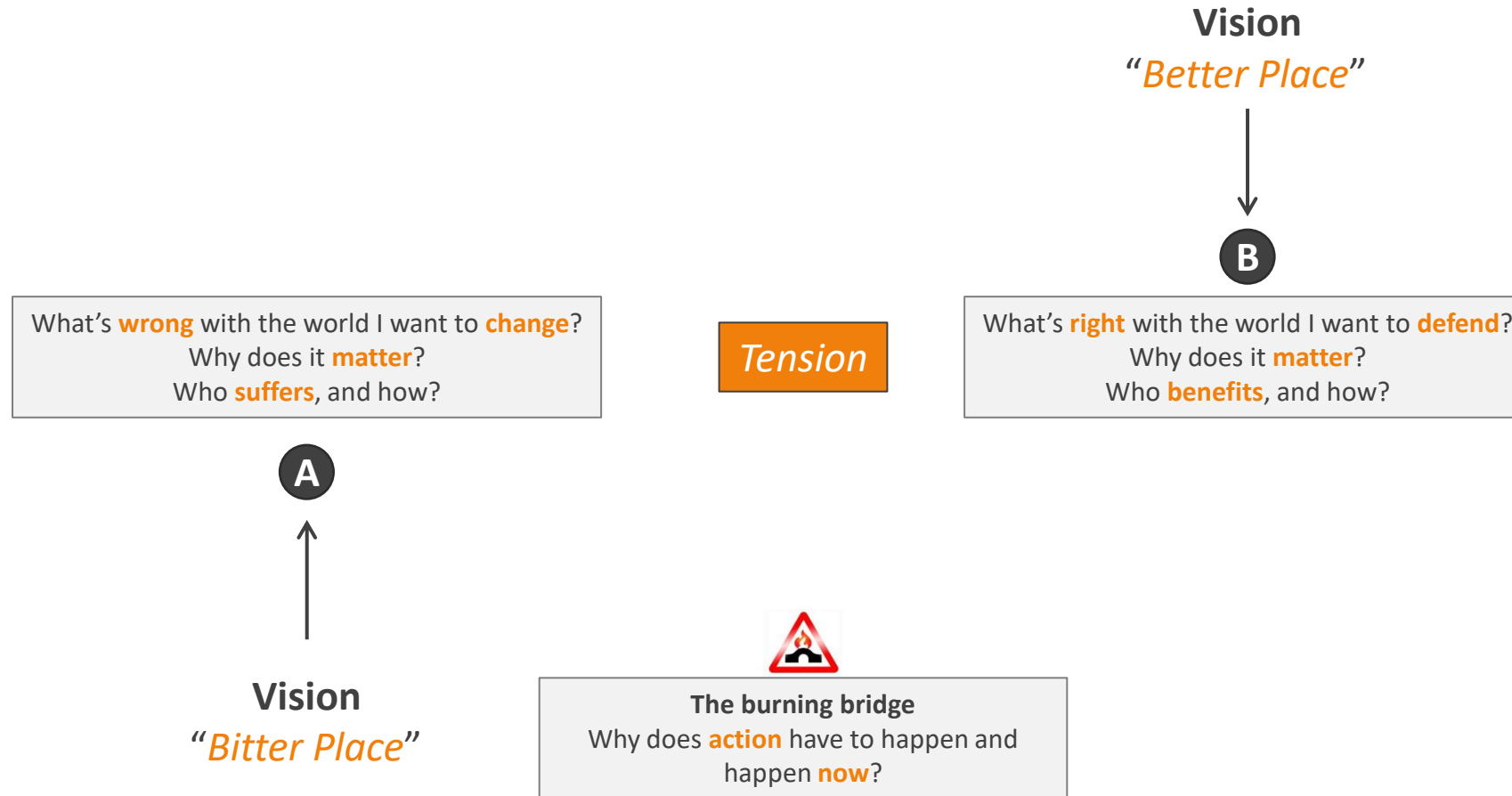
**Why** the whole transformation is taking place



**Diego Guaita**  
CEO, Grupo San Cristóbal (Argentina)

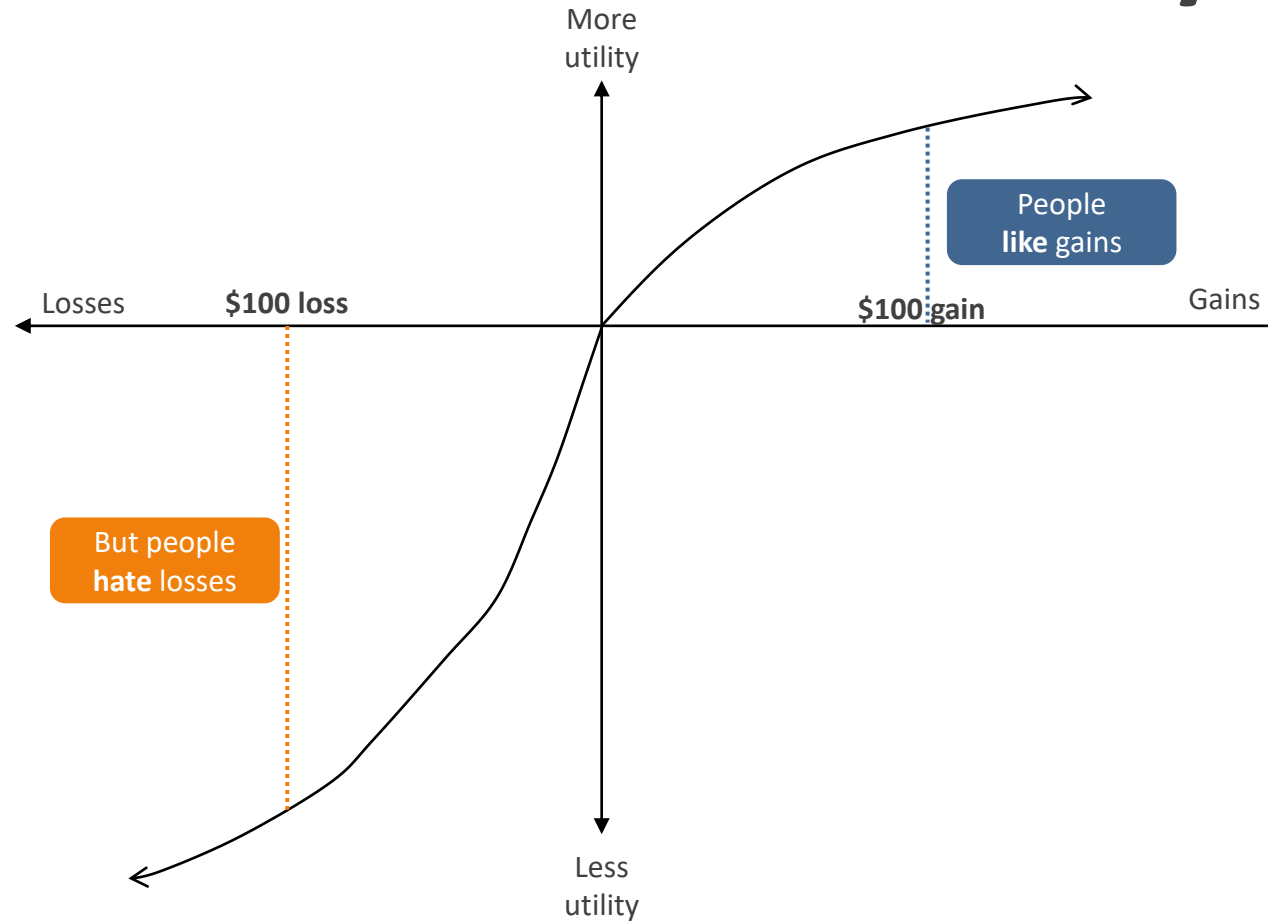
# My Vision: provocations.

Think big: this is a dream for those who want a reason to believe  
It is not a plan: I don't actually have to explain exactly how I'm going to get to this Better Place  
What purpose bigger than any one of us will overcome vested interests and self-interest?



# Loss Aversion

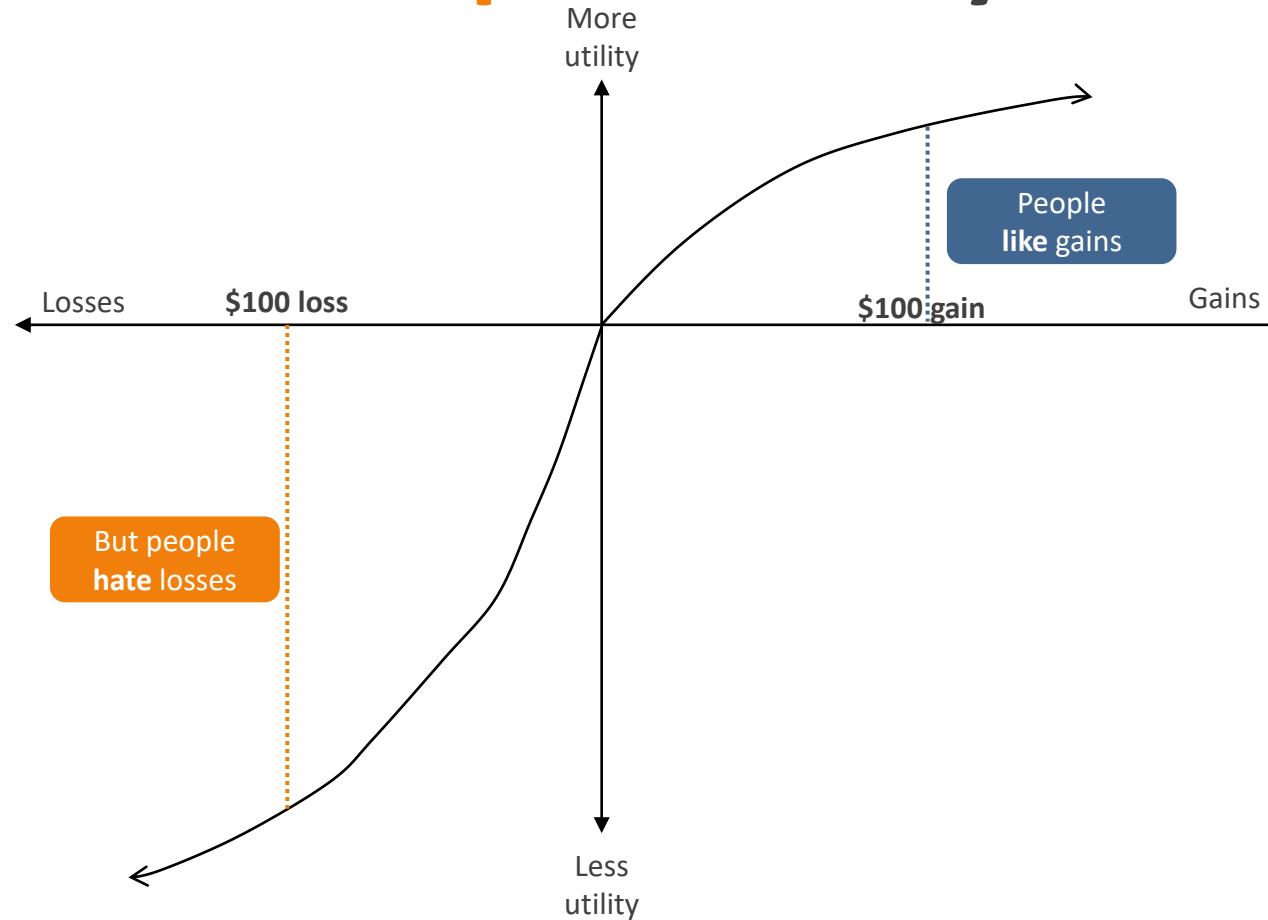
## People Hate Losses More Than They Like Gains



Source: Misbehaving, Thaler

# Loss Aversion

So Clarify **What People Lose** By Not Changing



Source: Misbehaving, Thaler

# Vision Canvas

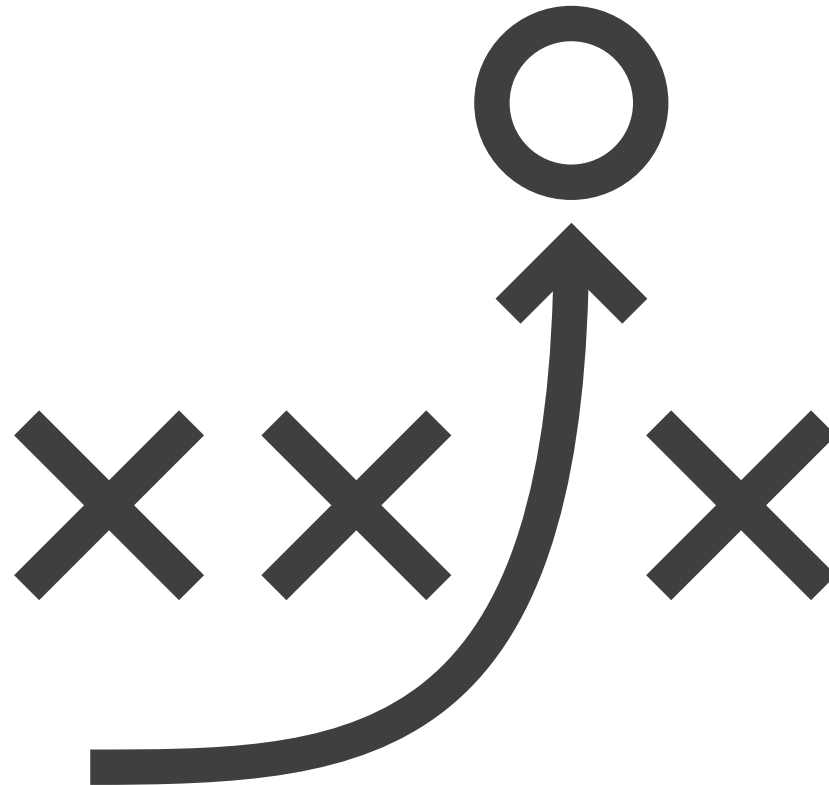
To catalyze a clear and shared vision

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?	



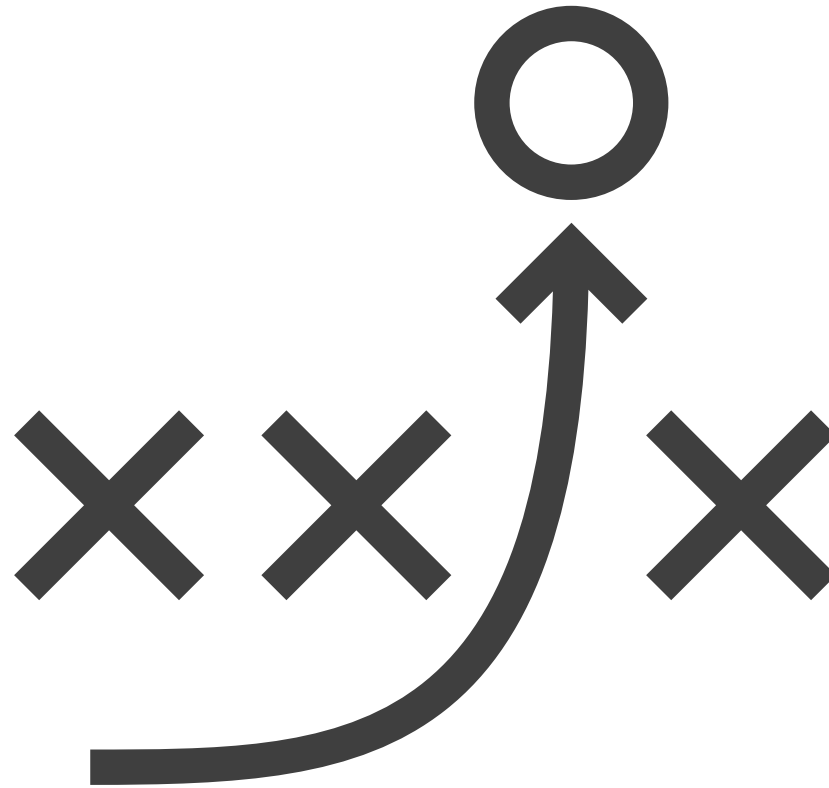
## 2. What's in the Computer? Diagnose the Culture:



Re-program the Computer

## 2. What's in the Computer? Diagnose the Culture:

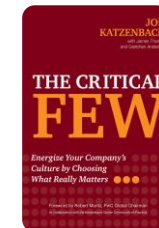
**Harness Enabling Beliefs**



# Each Organization's Culture Already Contains the Components it Needs

You don't need to replace your old culture

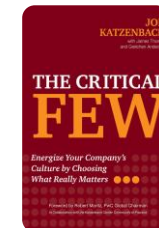
You need to find the **enablers** that can help  
you move forward



**Jon R. Katzenbach**  
Managing Director, PwC US

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

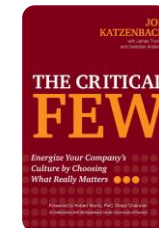
1. Ask people at all levels across the organization about **how they do their work every day**
2. **Find behaviors** that are already being performed today that represent the best of your company
3. Identify the **feelings** that are generated by these behaviors



**Jon R. Katzenbach**  
Managing Director, PwC US

# Treatment: Select and Connect the “Critical Few” Enabling Behaviors

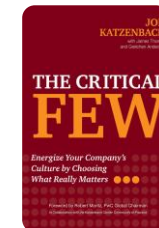
With those **feelings** that will provide  
balanced motivation over time



**Jon R. Katzenbach**  
Managing Director, PwC US

# We Facilitated Discussions with Frontline Employees Framed by Two Questions

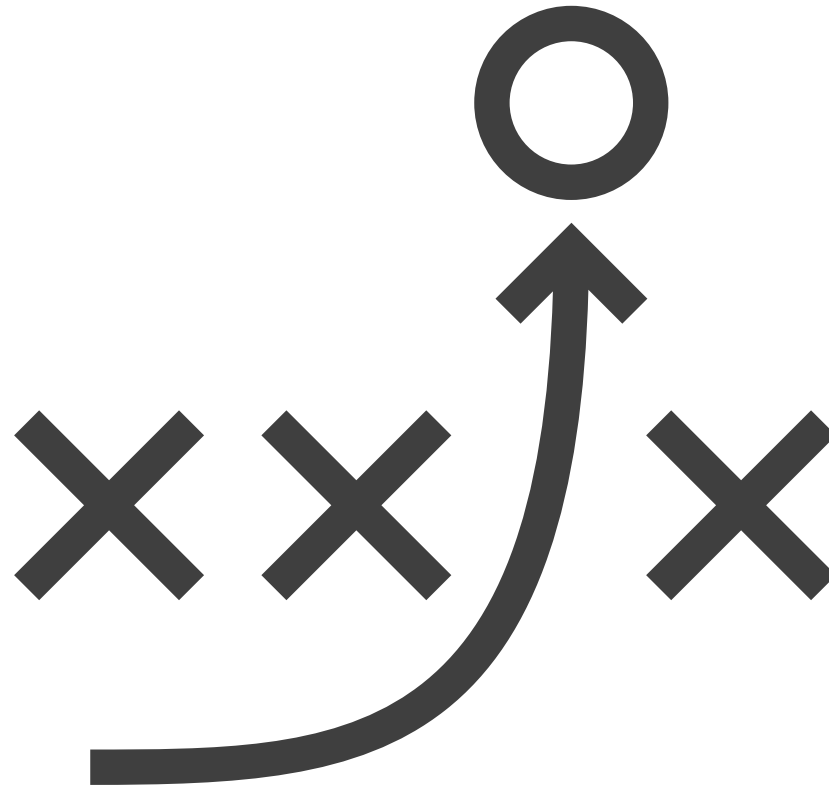
1. “What are the strengths to build on?”
2. “What is stopping us from being great?”



**Jon R. Katzenbach**  
Managing Director, PwC US

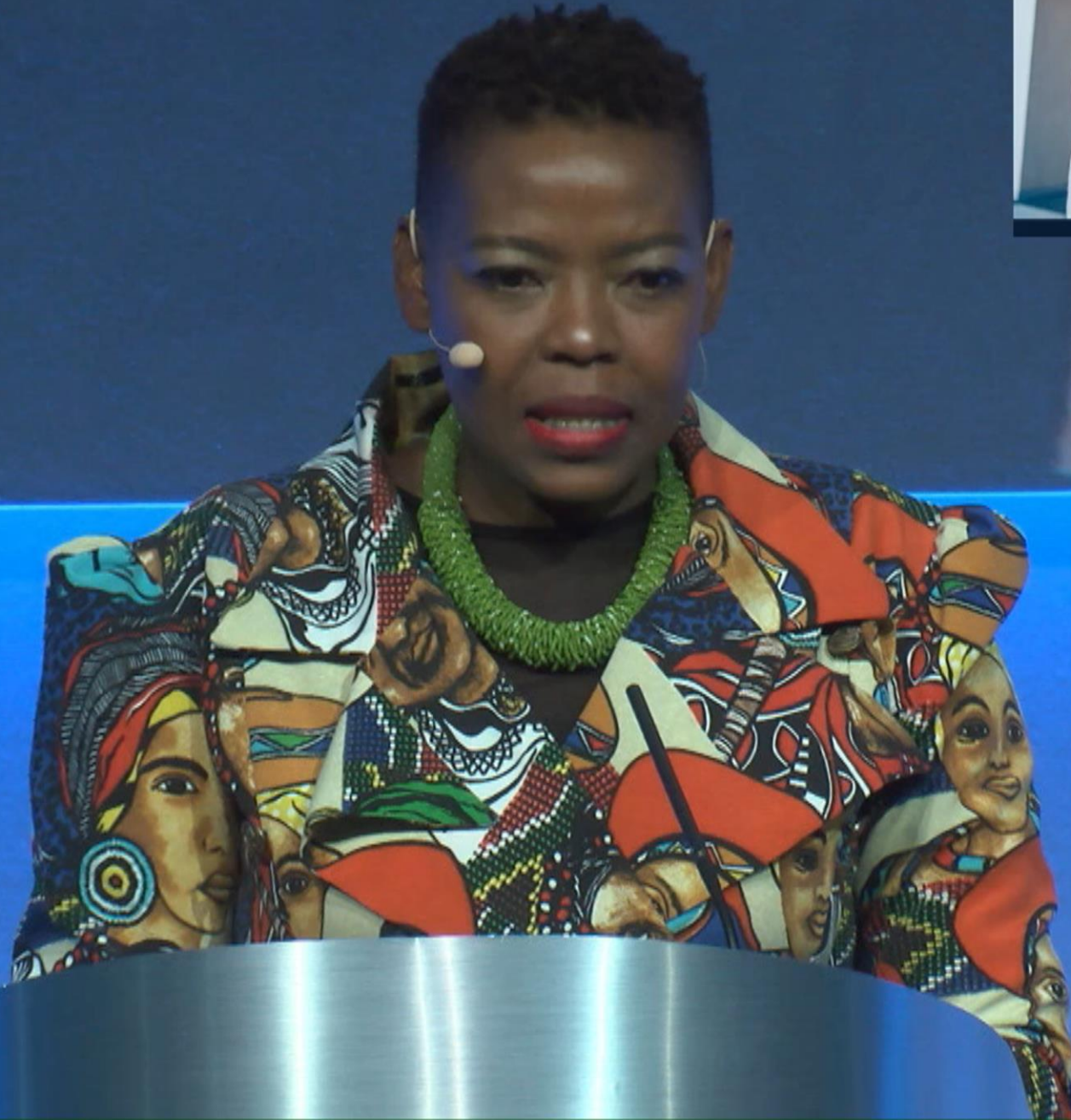
Re-program the Computer

## 2. What's in the Computer? Diagnose the Culture: Harness Enabling Beliefs; **Re-Programme Limiting Beliefs**



# Ayanda Seboni

Group Executive, PPS (South Africa)





# What's In the Computer?



**OLDMUTUAL**

# Limiting Belief

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



**Ayanda Seboni**

Group Executive: Communications, Brand and Marketing, PPS (South Africa)

# We Need to Do Things Differently

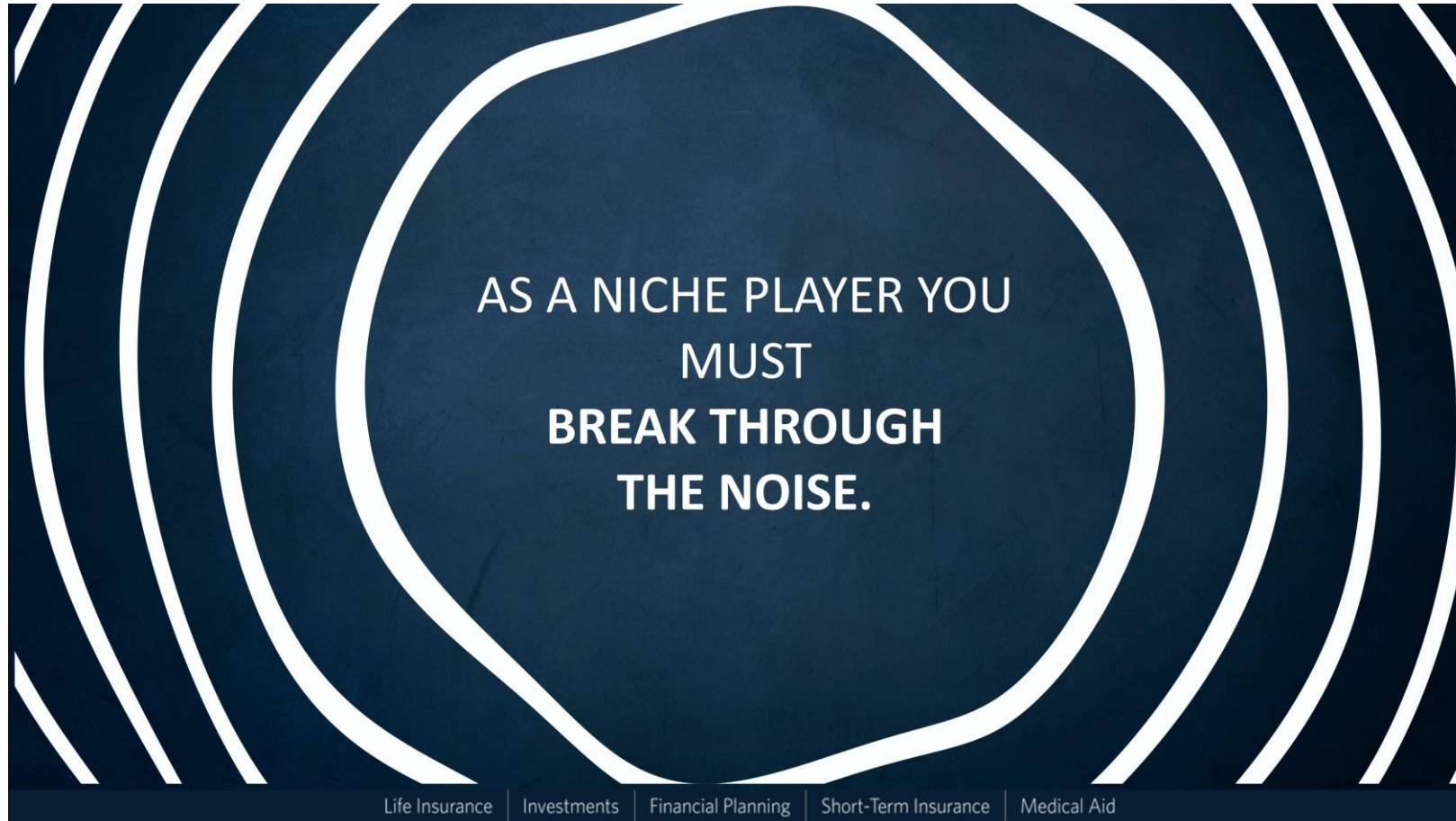
To **get the attention** of the people we are looking for



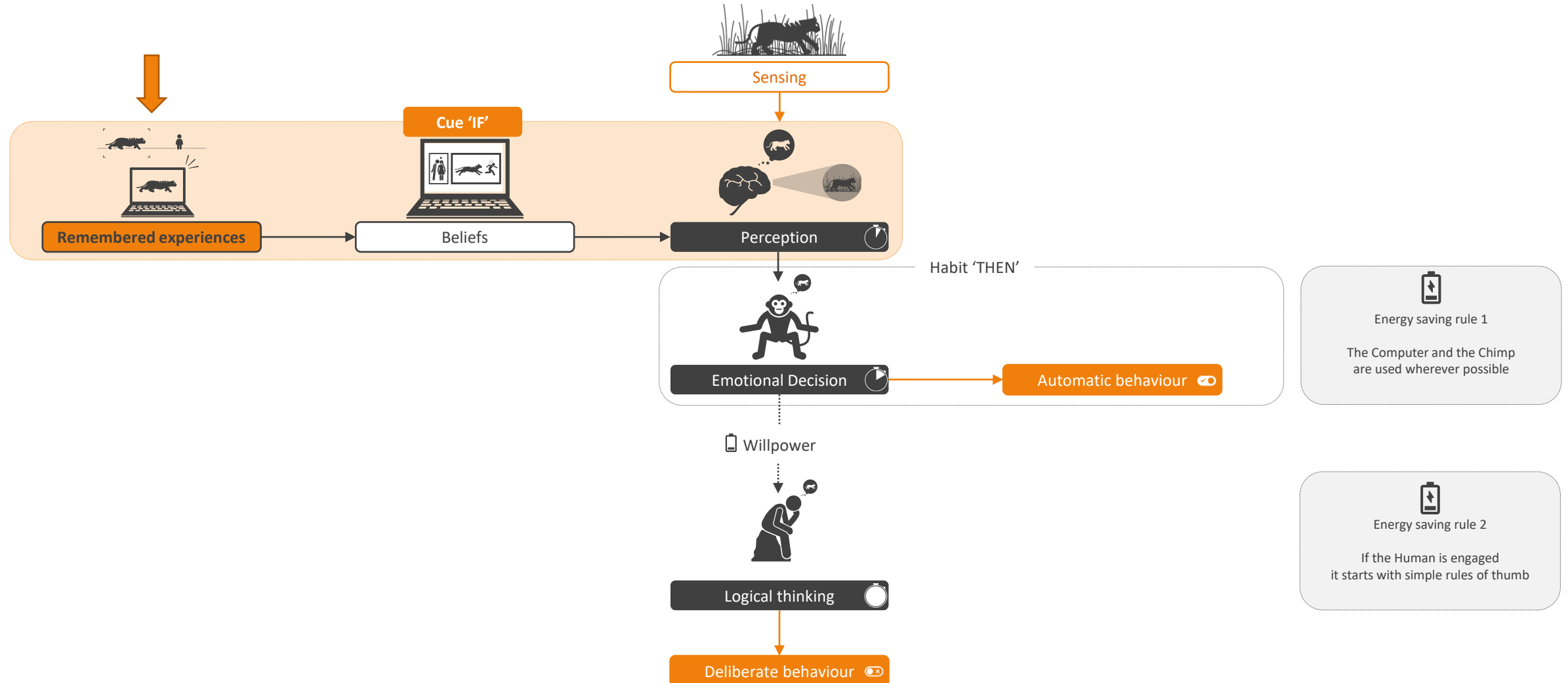
**Ayanda Seboni**

Group Executive: Communications, Brand and Marketing, PPS (South Africa)

# Re-Programme Limiting Beliefs



# Design **Positive** (Surprising) **Experiences** to Replace Limiting Beliefs With **Positive Feelings**



# Conkers



Source: <https://journeynorth.org/>

# “Health and Safety Gone Mad”



Source: <https://journeynorth.org/>

# Re-Programme Limiting Beliefs Break Through the Noise



Source: The Guardian, 14<sup>th</sup> October 2013



# Design **Positive** (Surprising) **Experiences** to Replace Limiting Beliefs With **Positive Feelings**

MARKETING  
A MUTUAL

THE POWER OF SHARED SUCCESS

- MUTUALITY
- SUCCESS IS BETTER SHARED
- PROFIT-SHARE

Life Insurance | Investments | Financial Planning | Short-Term Insurance | Medical Aid

# Glenn Croasdale

Chief Client Officer, FMG (New Zealand)



**STRATEGY** POSITIONED AROUND 'WINNING ON RELATIONSHIPS' AND PUTTING 'CLIENTS' AND COMMUNITY AT THE CENTRE OF WHAT WE DO

**CLIENT INTIMACY**  
(Relationship Management)



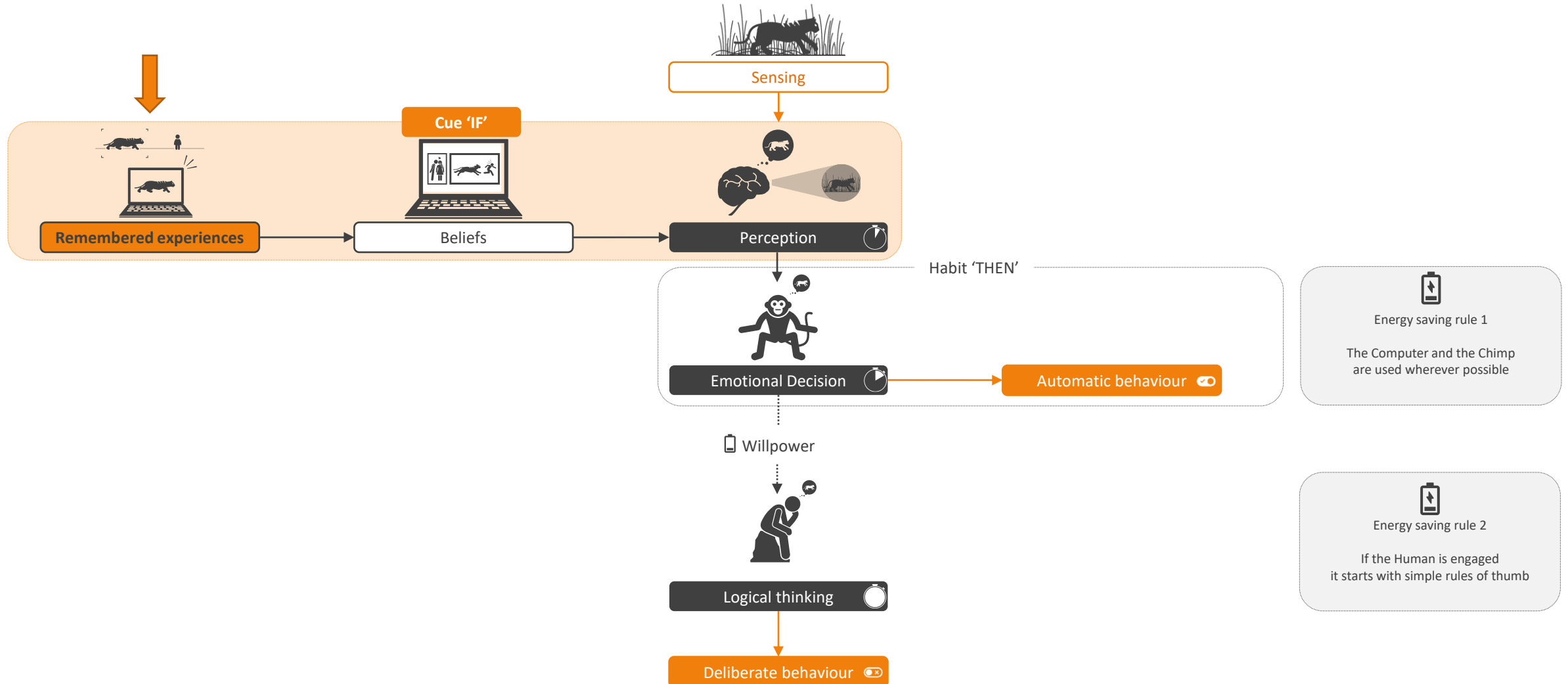
**EFFICIENCY**  
(Scale & Price)



**INNOVATION**  
(Products & Services)

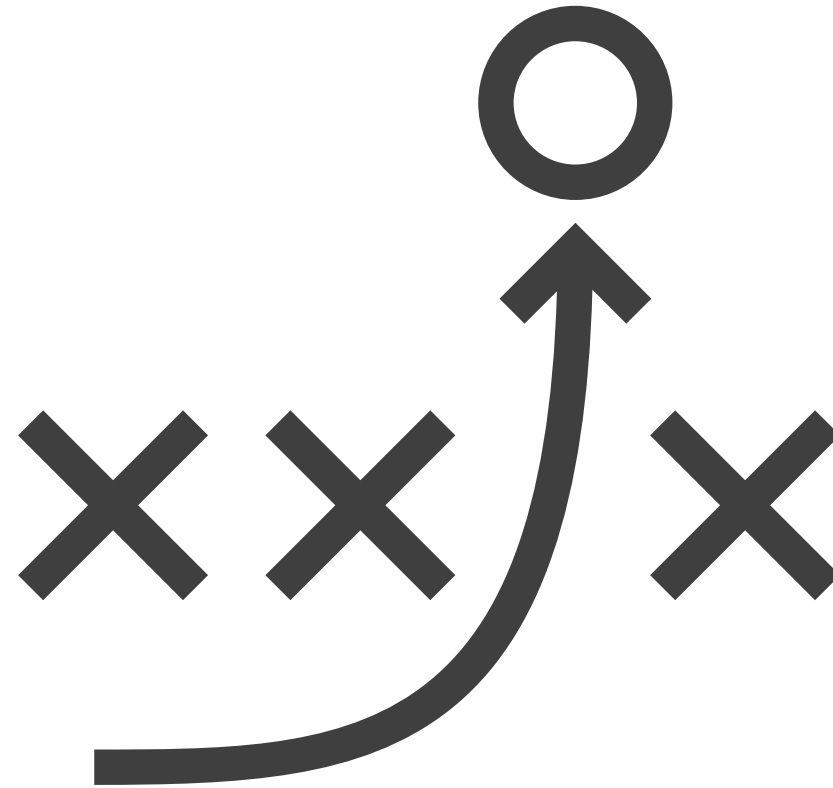


# Our Advice Is What Makes Us Different as an Insurer



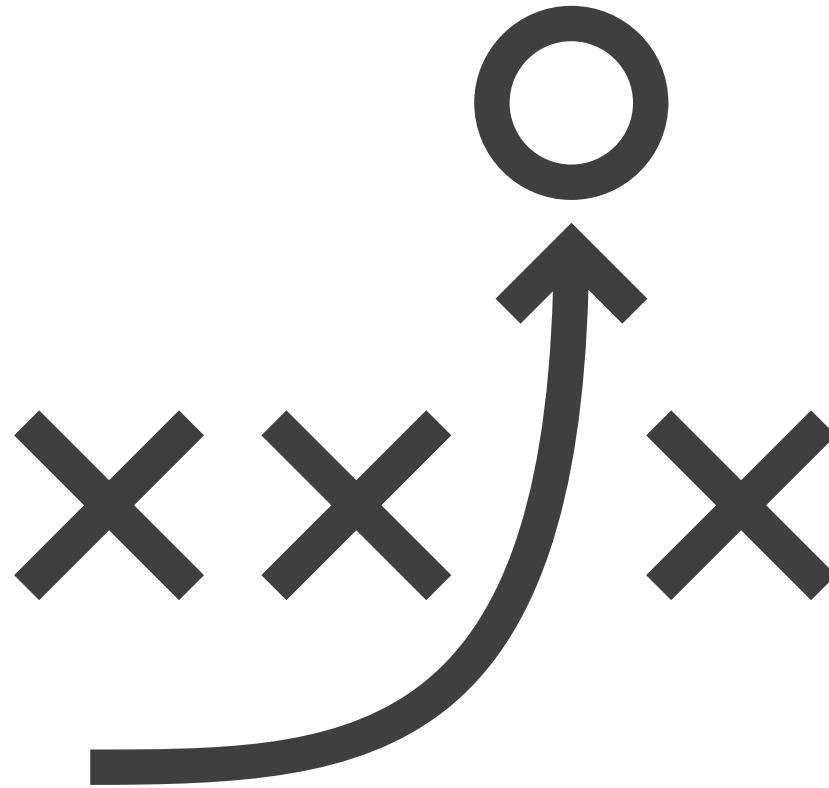
Re-program the Computer

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



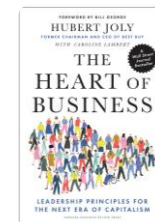
Re-program the Computer

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



# Although He Was Clear on His Own Purpose and His Organization's

He didn't know much about  
what **drove the people** around him

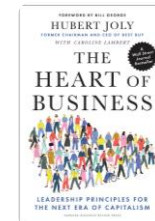


**Hubert Joly**

CEO, Best Buy

# Without That Knowledge It Would be Hard

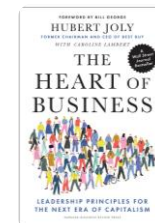
For him to **help** them **connect** their own purposes with the organization's



**Hubert Joly**  
CEO, Best Buy

# Without That Knowledge It Would be Hard

For him to **help** them **connect** their own purposes with the organization's, and provide a **common, overarching pull** for all team members



**Hubert Joly**

CEO, Best Buy



# Strategy Activation Is About Understanding the People in the System

Their **wants, needs,** and **barriers** to change



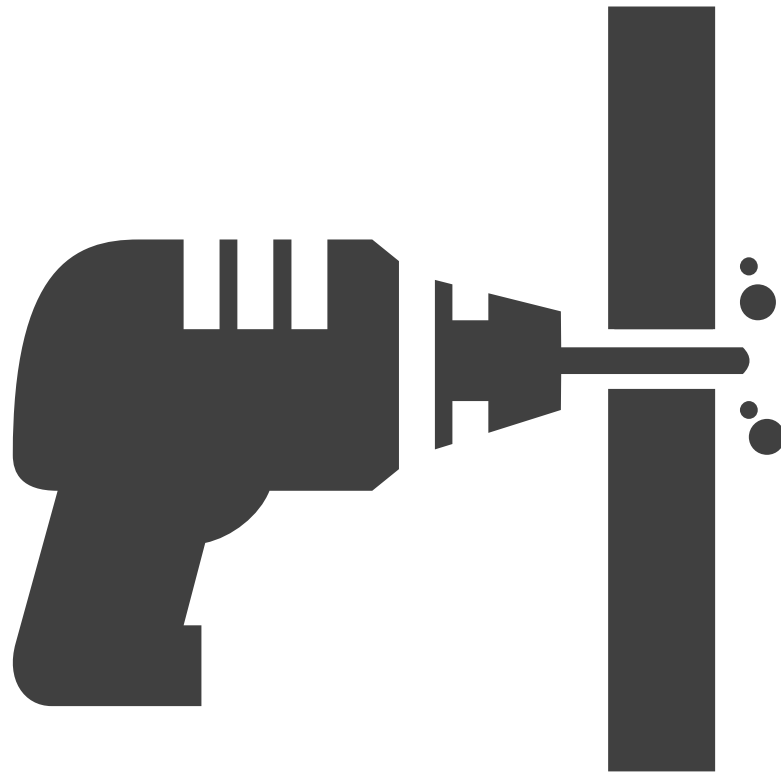
# Strategy Activation Is About Understanding the People in the System

Their **wants, needs, and barriers** to change  
And how to persuade them to **join your cause** and **move forward together**

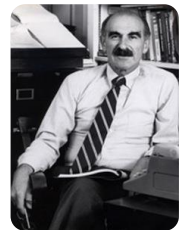


**Aric Wood**  
CEO, XPLANE

# People Don't Want A Quarter Inch Drill



# They Want A Quarter Inch Hole

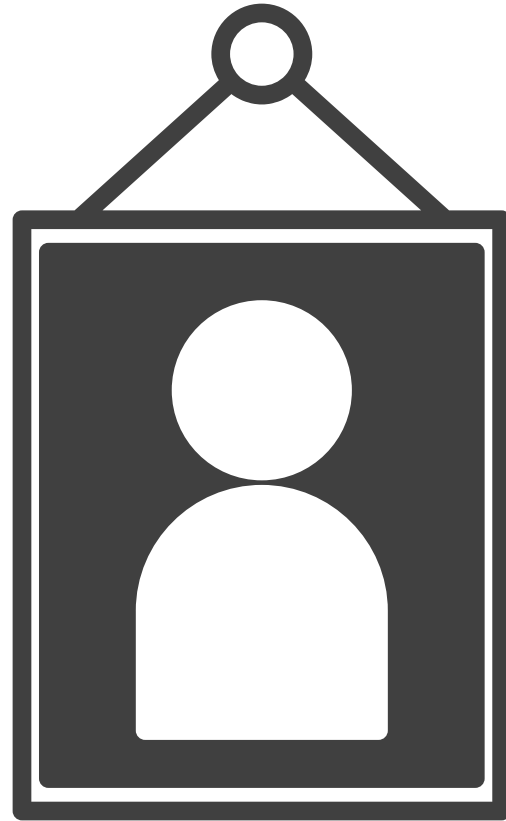


**Theodore Levitt**  
Marketing Myopia, HBR, 1960

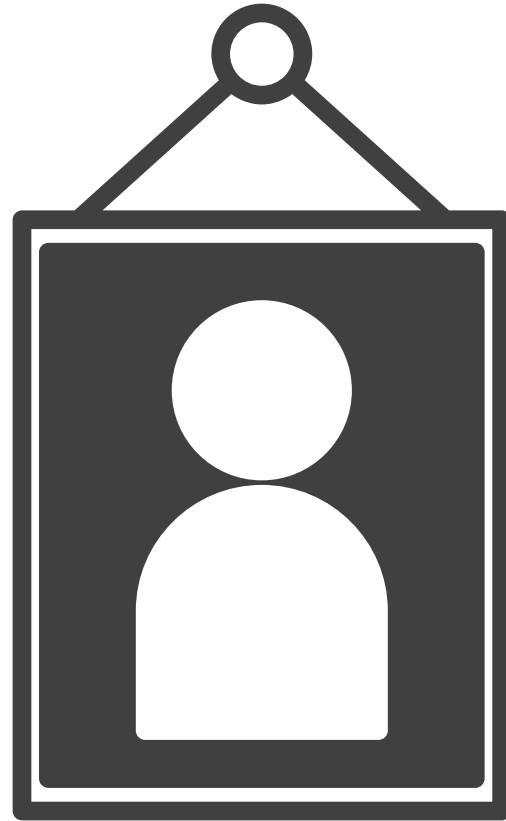
# They Don't Merely Want A Quarter Inch Hole



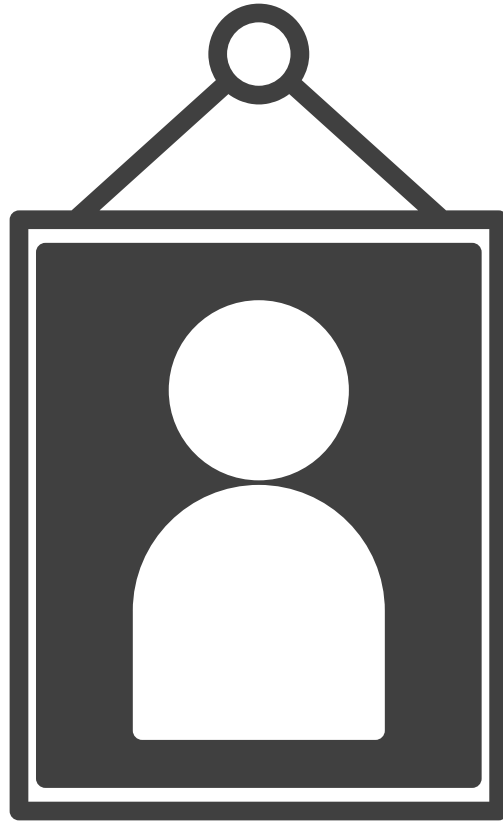
# They Want To Hang A Picture On The Wall



# They Don't Merely Want To Hang A Picture On The Wall

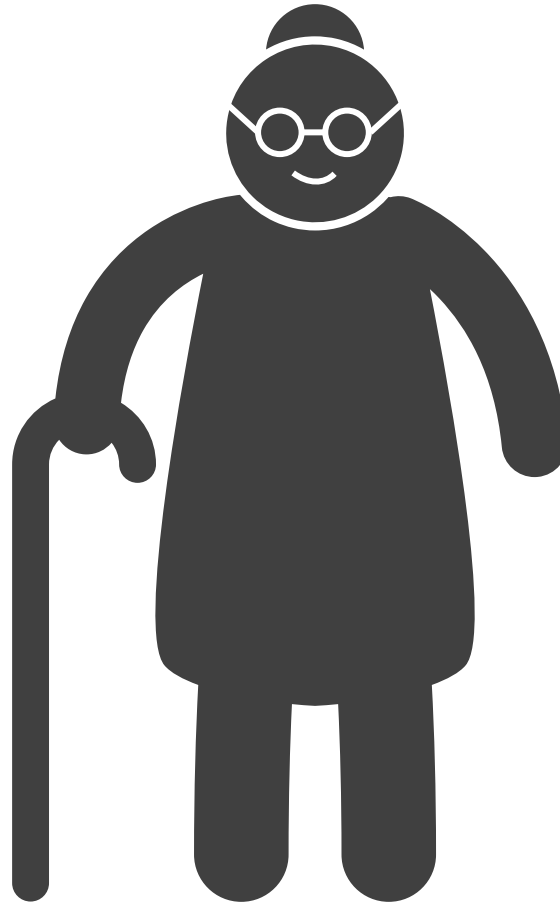


# What Outcomes Do People Really Want?

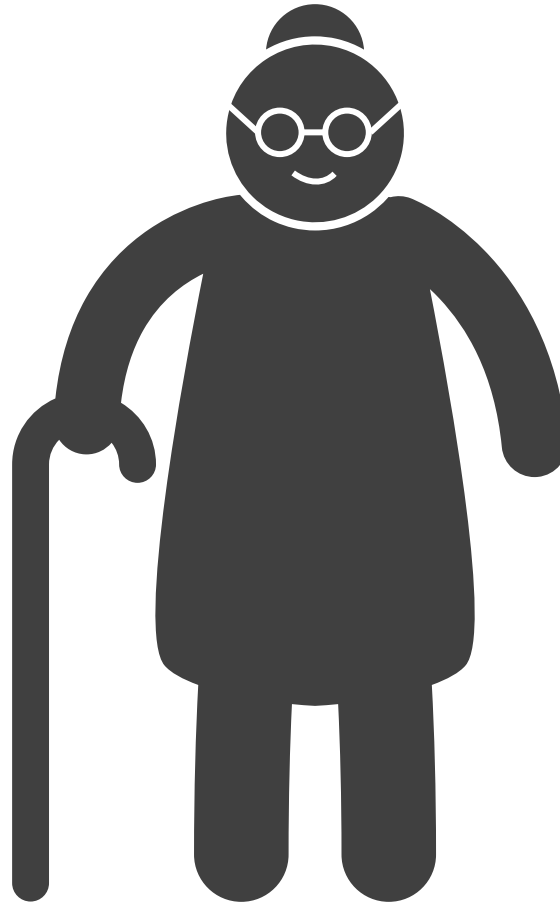




# They Want to Hang The Picture On The Wall To Put a Smile on Their Grandmother's Face



# Key Question: **Where's The Smile?**



# For Leaders To Lead With Purpose

Leaders must **listen** to understand what **drives** colleagues

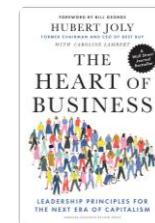


Leaders must make it easy to **connect** shared purpose to their tasks



# What Drives You?

What gives you **energy**?

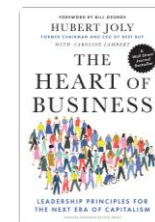


**Hubert Joly**  
CEO, Best Buy

# Connecting Dreams

What are your **dreams**?

Let's **make them happen**

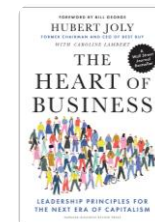


**Hubert Joly**  
CEO, Best Buy

# Hubert Joly Makes It Sound Easy It's A Lot Harder Than This

What are your **dreams**?

Let's **make them happen**



**Hubert Joly**  
CEO, Best Buy

# Listening to Understand What's In **Others' Computers**

Be **curious**



**“Ted Lasso”**  
Apple+

Source: Apple+

# Listening to Understand What's In **Others' Computers**

Be **curious** not judgemental



**"Ted Lasso"**  
Apple+



# #10 Practice the Art of **Persuasive Listening**

How can you show an interest in helping people crystallize their own views and uncover their own reasons for change?

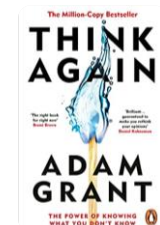


**Adam Grant**  
Professor of psychology, Wharton

# #10 Practice the Art of **Persuasive Listening**

How can you show an interest in helping people crystallize their own views and uncover their own reasons for change?

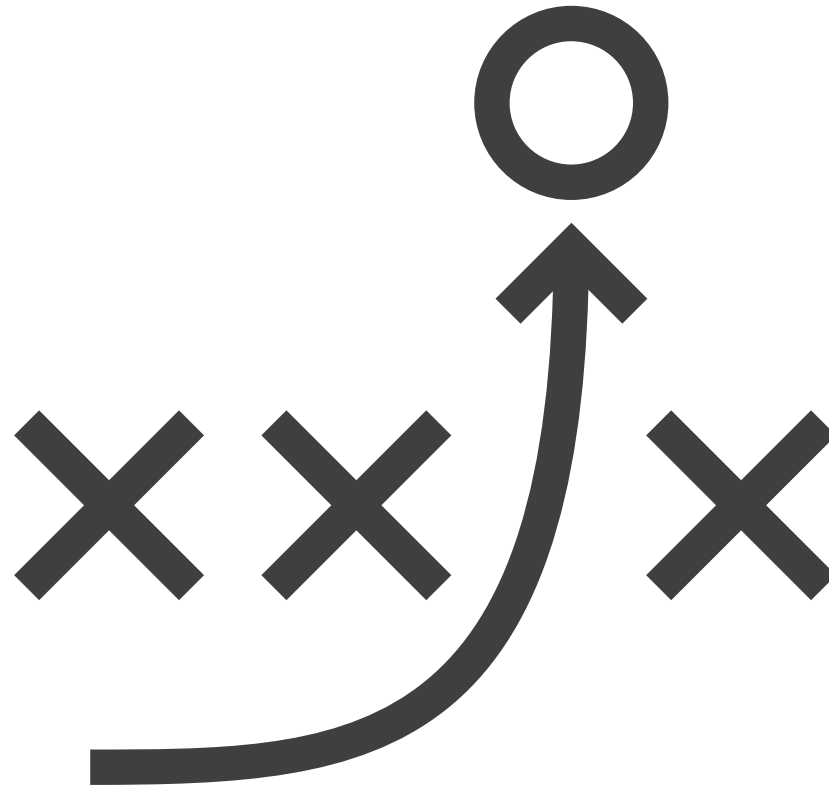
A good way is to **increase your question-to-statement ratio**



**Adam Grant**  
Professor of psychology, Wharton

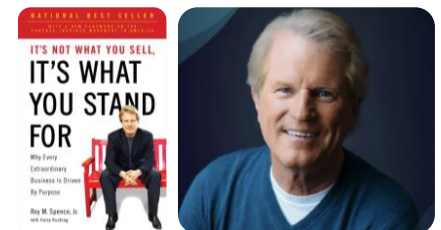
Re-program the Computer

## 4. Use the Higher Purpose To Make Choices Clear



# Purpose Doesn't Make Decisions Easy

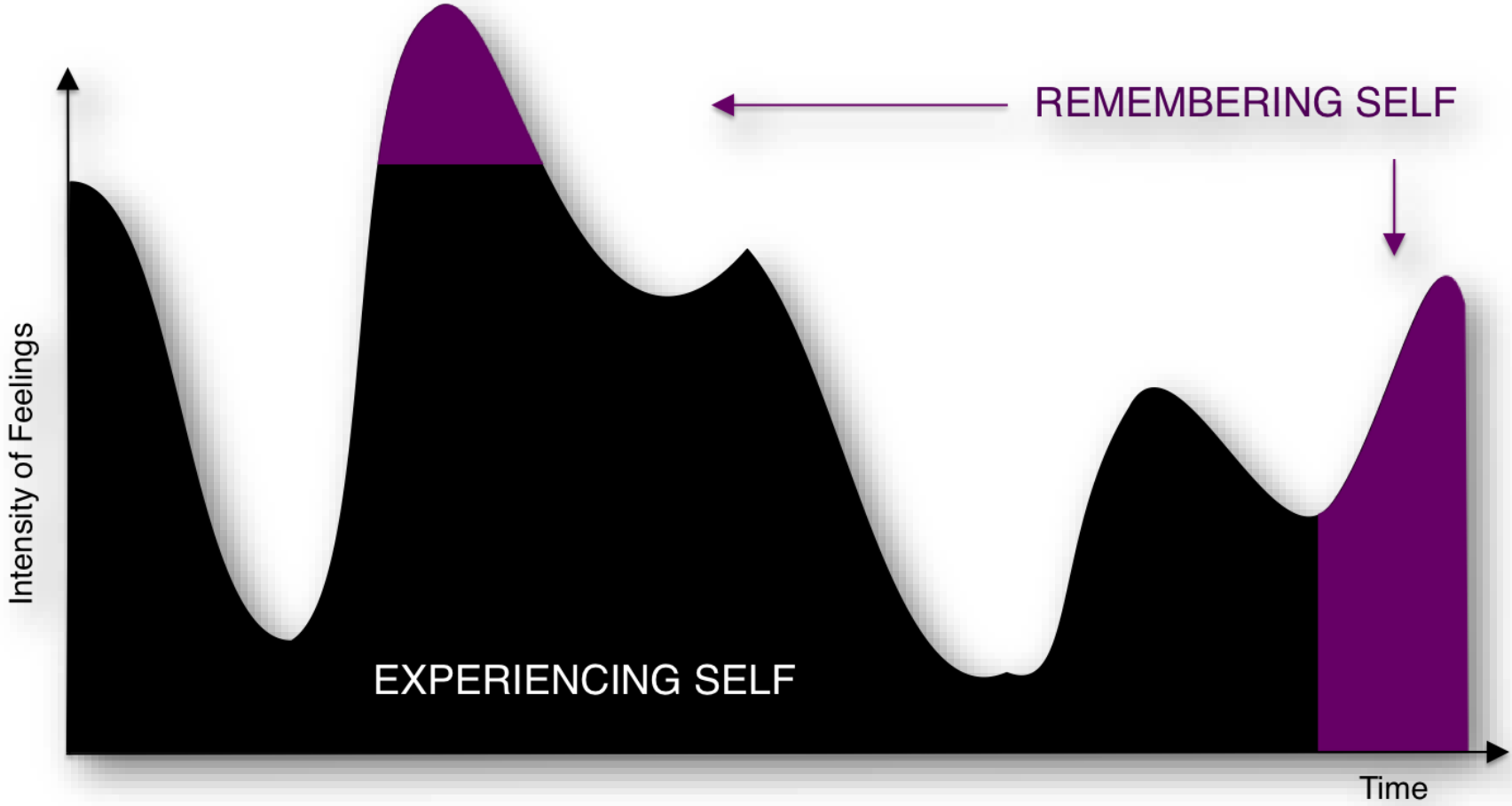
It makes them **clear**



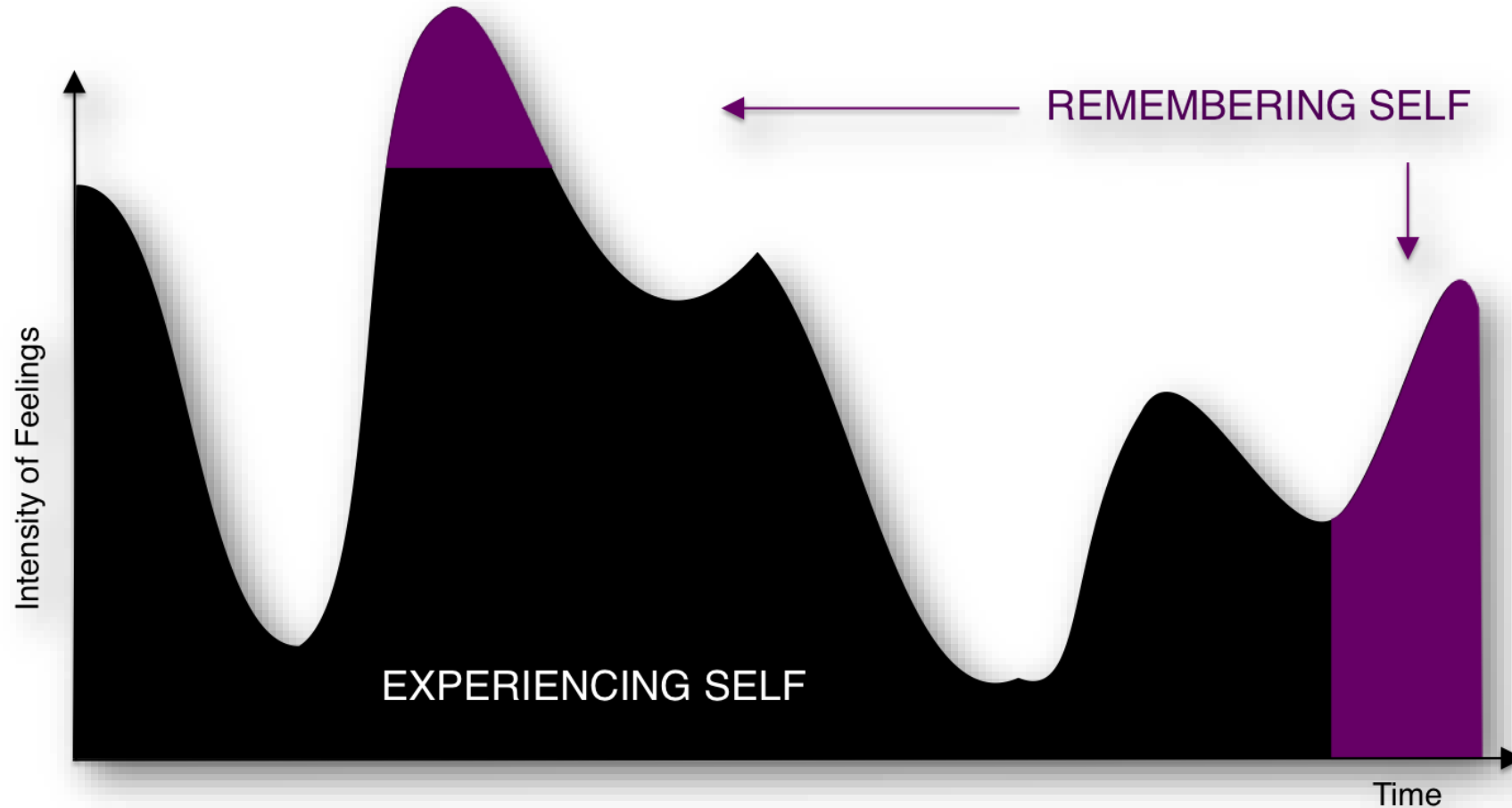
**Roy Spence**

Founder, The Purpose Institute

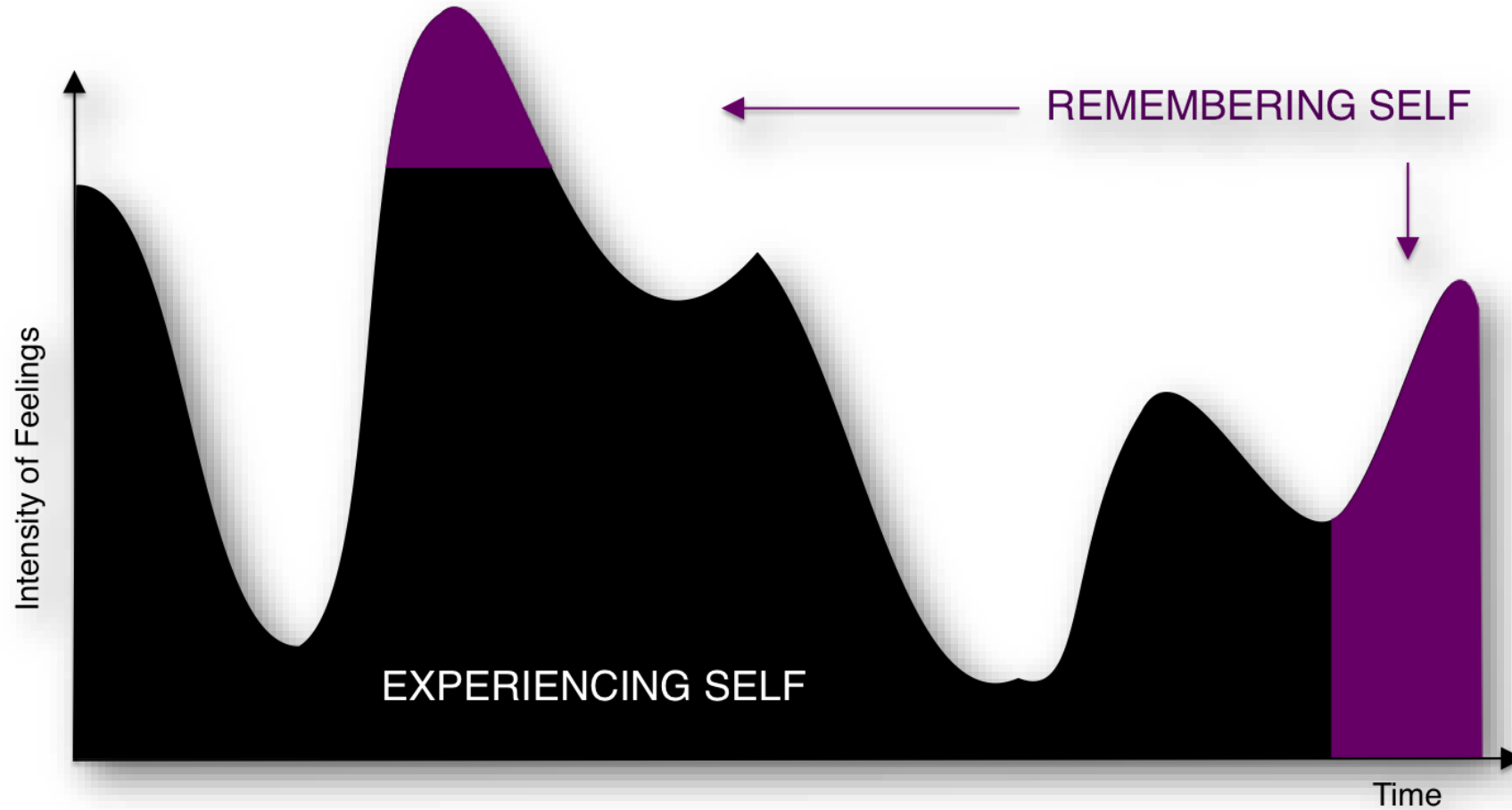
# The Remembering Self is the Story Teller



# The Remembering Self is the Story Teller Look For Things to Say **No** To... **Memorably**



# Re-program Computers By Saying No to Anything That Doesn't Align With Purpose



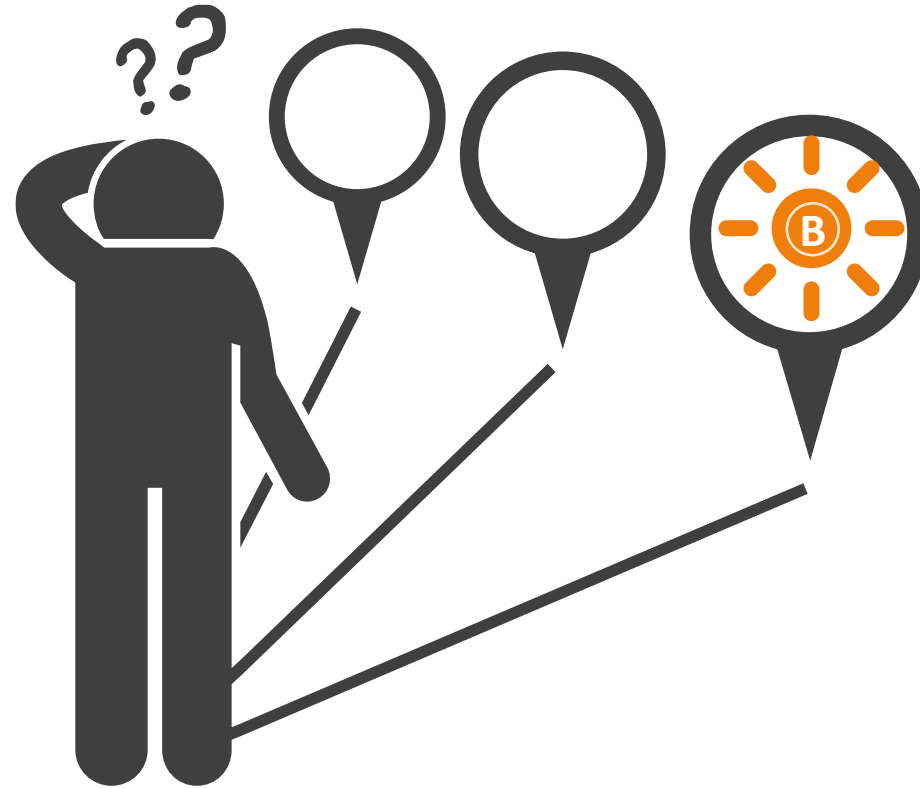
# Barry O'Dwyer

Group CEO, Royal London (UK)

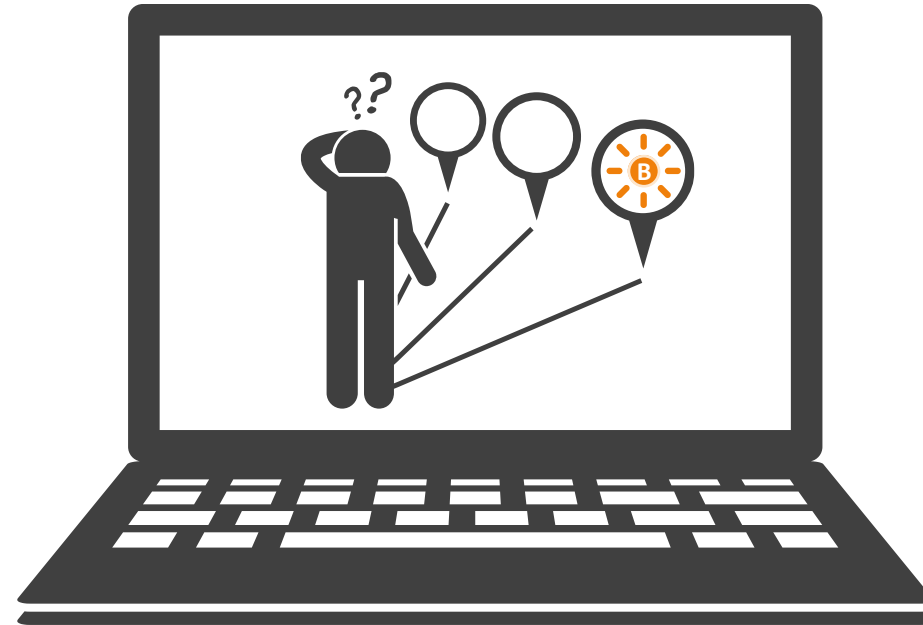




# Use the Higher Purpose To Make Choices Clear

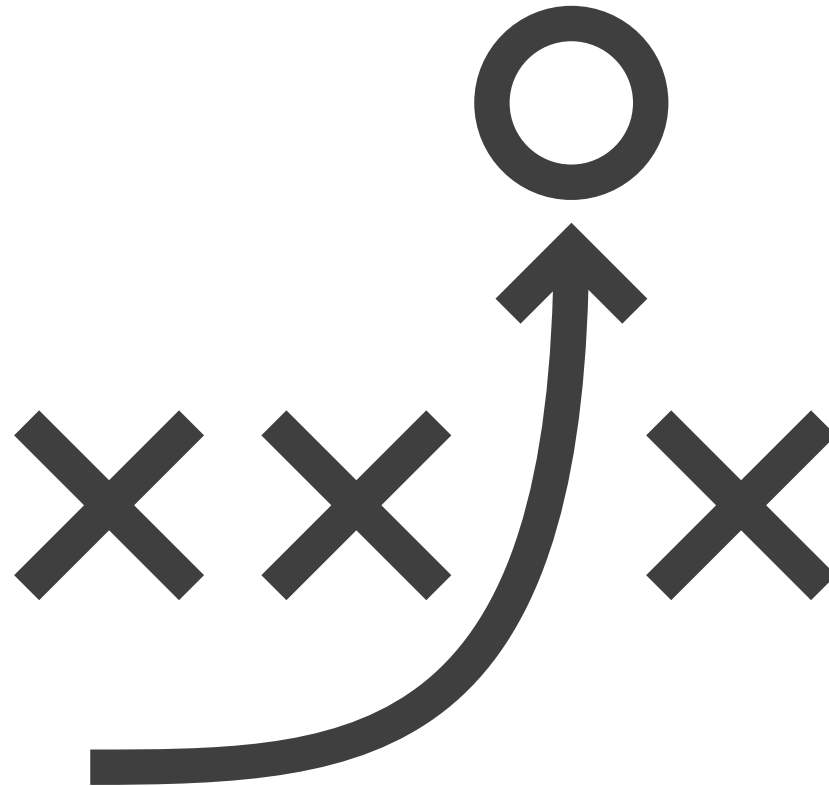


# Re-Programme Mental Computers By Using the Higher Purpose To Make Choices Clear




Re-program the Computer

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



# 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

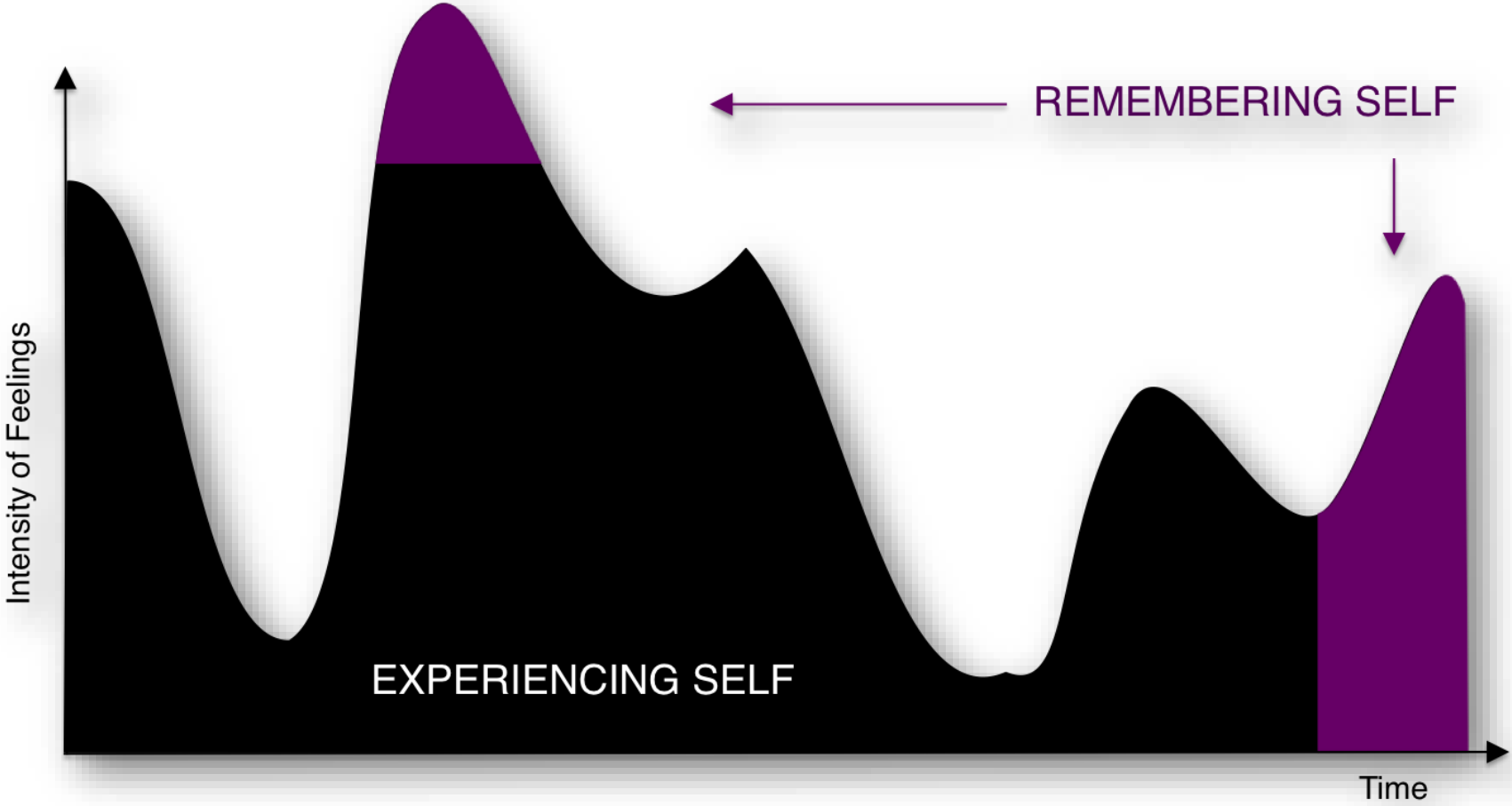
By providing the **capability** and **opportunity** each person requires to act



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

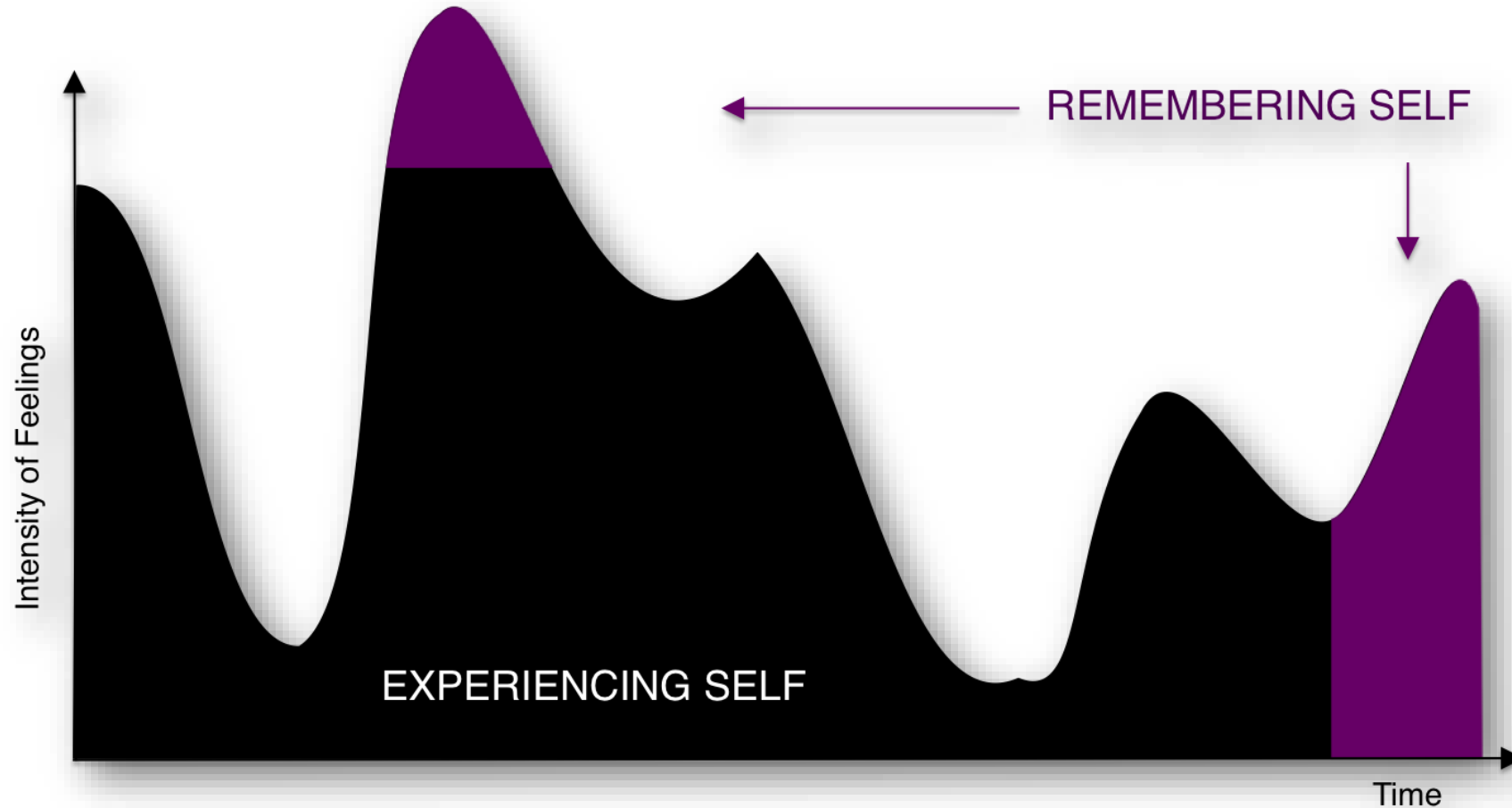


# The Remembering Self is the Story Teller



# The Remembering Self is the Story Teller

## Link Great Outcomes to Specific Historic Actions



# Trace Back to Clarify the **Historic Small Action** That Later Grew Into a Great Outcome



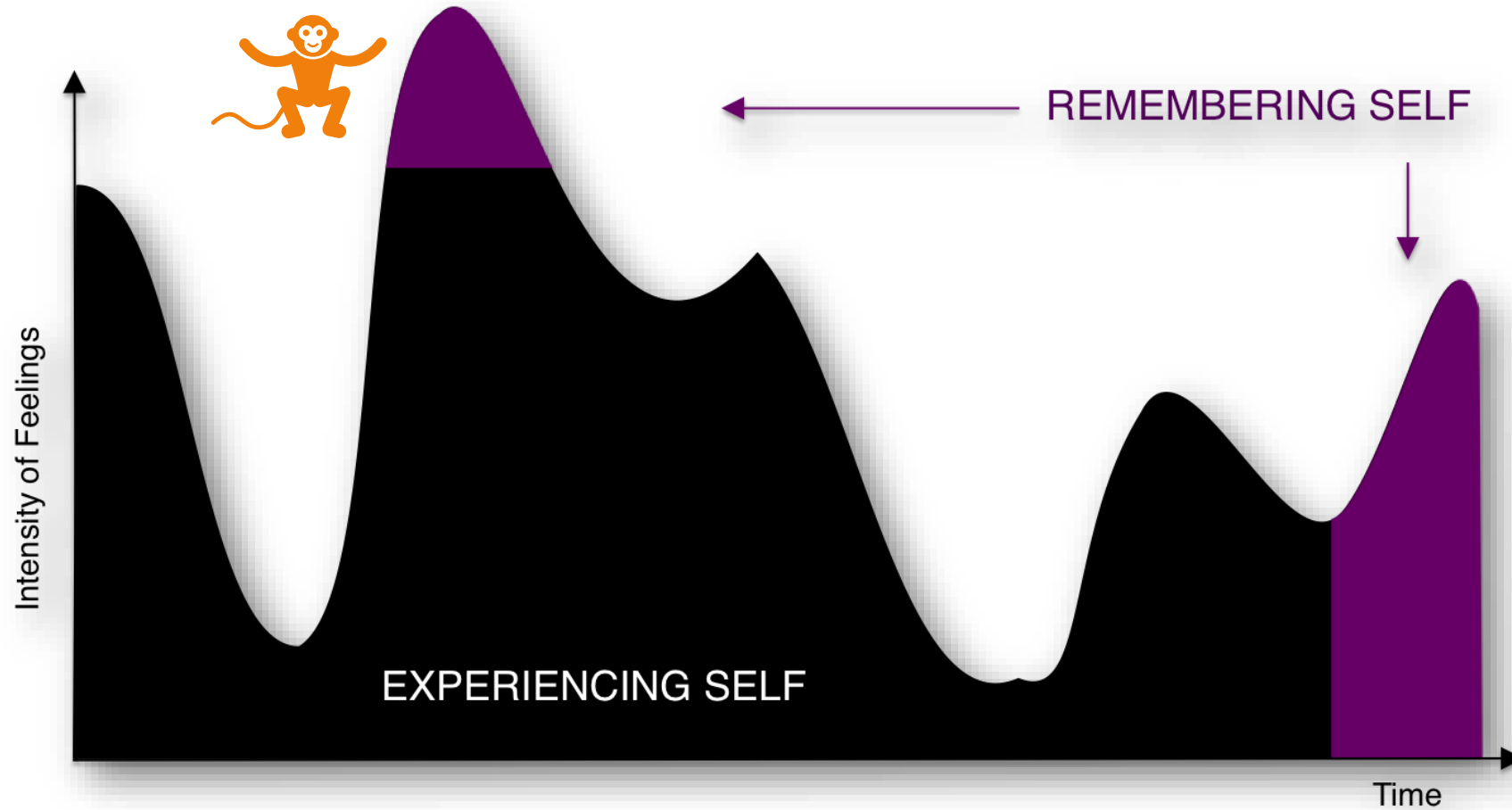


# Use **As Measured By** to Clearly Link Action To Driving Impact and Purpose

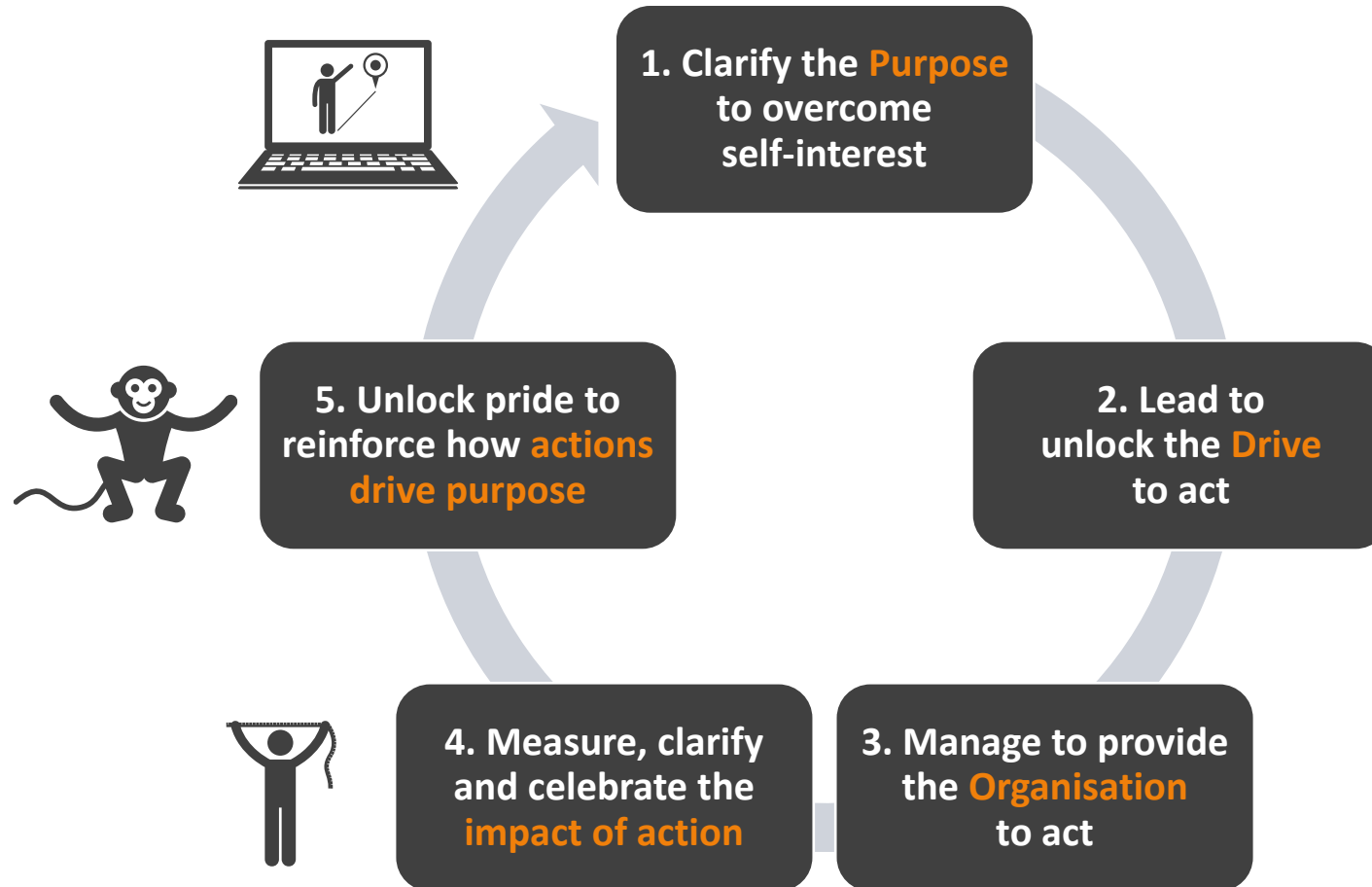


# The Remembering Self is the Story Teller

## Celebrate Progress and Achievement



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



# 1. Common Computer Entries (Part 1)

← Resistant to Influence	Entry	Open to Influence →
<b>1. Beliefs to catalyze a clear and shared vision for the company and to secure commitment to and vigorous pursuit of that vision</b>		
Do I default to self-interest in the absence of a clear, shared purpose?	<b>Purpose</b>	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?	<b>Our Values</b>	Do I associate specific behaviours with fulfilling our purpose?
Is our 'Point B' ill-defined, shifting or completely absent?	<b>Mission</b>	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?	<b>Strategy</b>	Do I know how we plan to overcome what stands between points A&B?
Is it opaque how this links into our strategy?	<b>Roadmap</b>	Is the strategy clear and broken down into achievable parts?
Am I unclear about roles and responsibilities?	<b>Rolemap</b>	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?	<b>Urgency</b>	Am I committed to acting now and concerned by the cost of delay?

# 1. Common Computer Entries (Part 2)

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

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.

# 2. Common Chimp Drives

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

# 3. Common Human Enablers

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



# Your Return On Investment

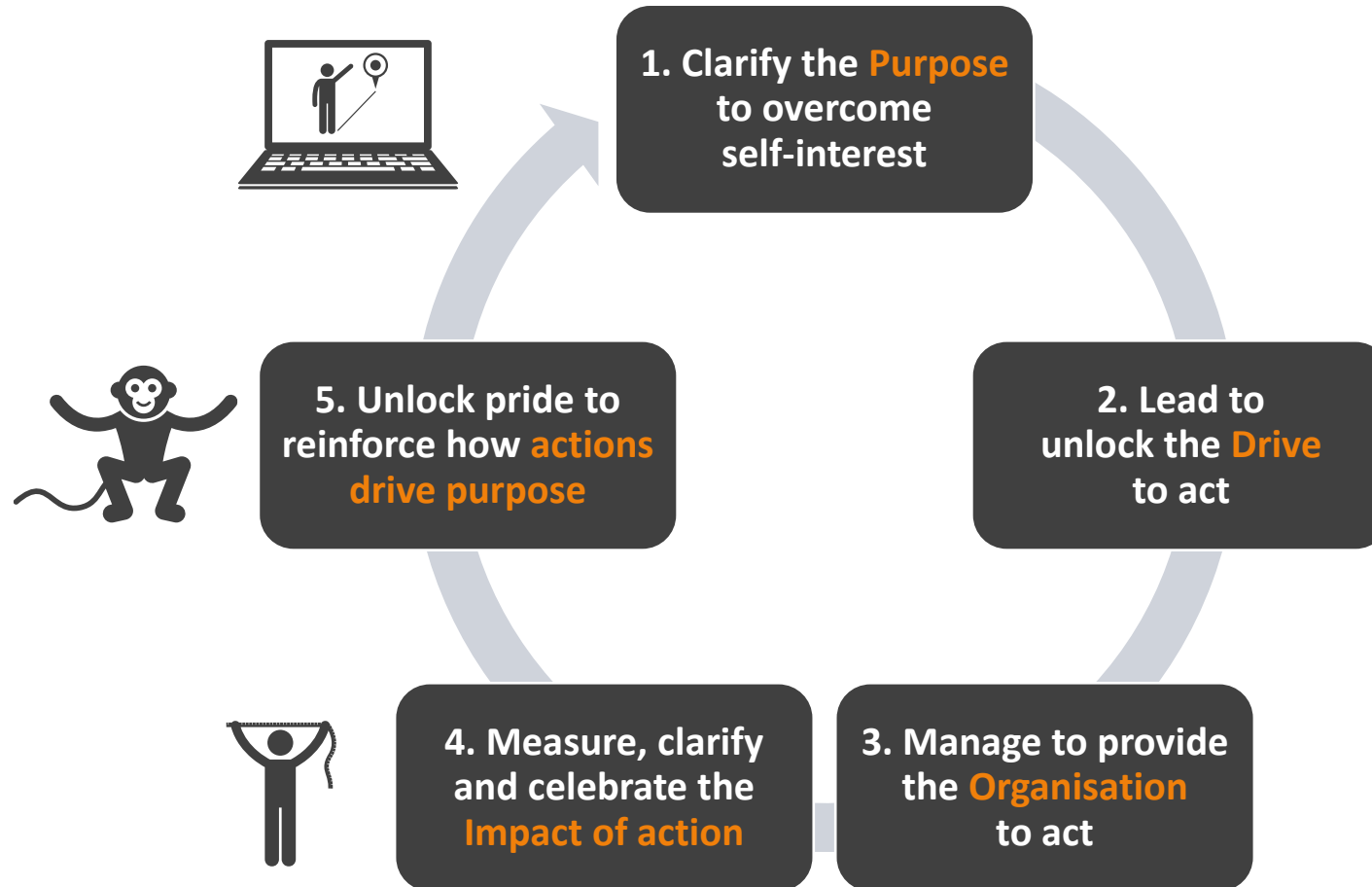


From	Play	To
<b>Limiting Beliefs</b>	<p><b>Re-Program the Computer to make it <b>easy</b> to act</b></p> <ol style="list-style-type: none"><li>1. <b>Clarify your vision:</b> maximize the contrast between the better and bitter places</li><li>2. Diagnose the culture: <b>harness enabling beliefs</b>, but <b>re-programme limiting beliefs</b></li><li>3. Diagnose the outcomes people want: Ask <b>where's the smile?</b></li><li>4. Use the higher purpose to <b>make choices clear</b></li><li>5. <b>Close the circle</b> to emotionally reinforce how actions drive impact and purpose</li></ol>	<b>Enabling Beliefs</b>

**20. Which re-programming the Computer play or plays may provide immediate impact and are within my control?**



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



# I've Discovered The **Perception** of Impact

Serves as a **buffer** against stress

Enabling employees to **avoid burnout** and maintain their **motivation** and **performance**



**Adam Grant**  
Professor of psychology, Wharton

# Lunch

## Thursday afternoon groups

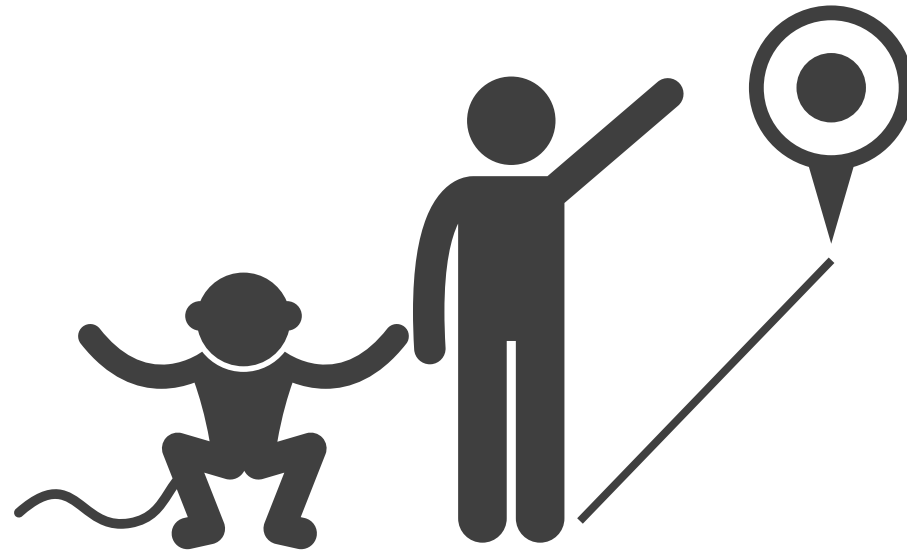
Group 1	Group 2	Group 3	Group 4	Group 5
<b>Mats</b> Davidson	<b>Palanisamy</b> Muthusamy	<b>Robert</b> de Ruiter	<b>Liyoni</b> Muditha	<b>Thebe</b> Ramanna
<b>Johannes</b> Speicher	<b>Bill</b> Lagopoulos	<b>Rowena</b> Casinillo	<b>Rikke</b> Smidt Gellert	<b>Benoît</b> Ballivet de Regloix
<b>Kristof</b> Quintyn	<b>Jamie</b> Vooght	<b>Charlotta</b> Carlberg	<b>Ruel</b> Arsua	<b>Ryosuke</b> Kachi
<b>Sandra</b> Budé	<b>Philipp</b> Streibel	<b>Asbjørn</b> Christensen	<b>Nathalie</b> Withofs	<b>Åsa</b> Björklund
<b>Christian</b> Simon	<b>Steve</b> Prentice	<b>James</b> Thomas	<b>Steve</b> Firko	<b>Lauren</b> Mazurkewich

Next session starting at

13:30

# ICMIF Advanced Management Course 2024

## Activating Strategy part 2: Plays to Lead the Chimp



**Session 4 (of 6)**

Next break: **14:05**

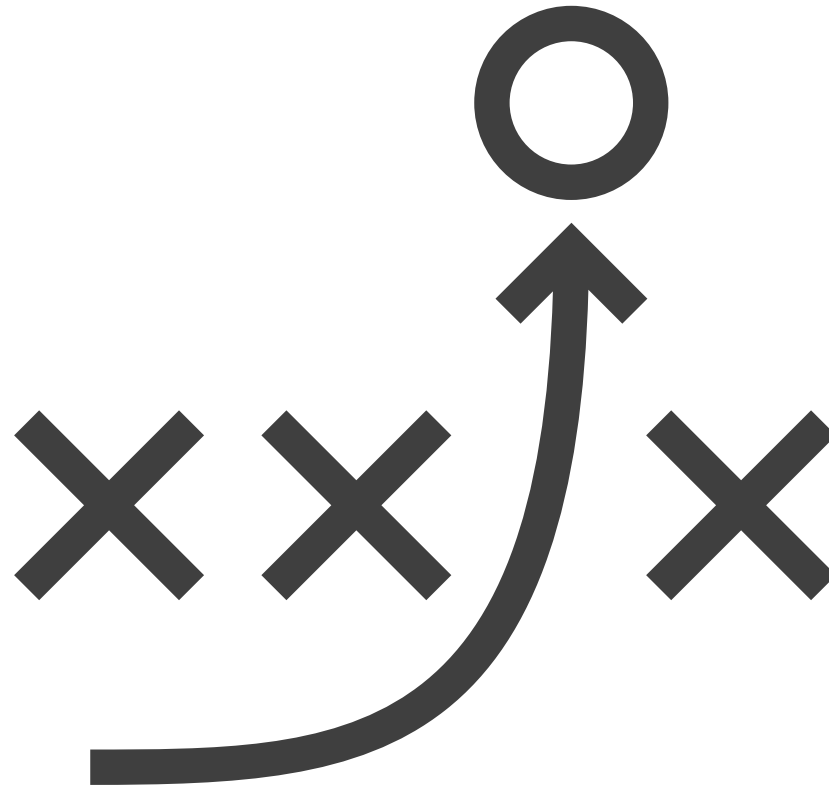
## Fifteen Sample Plays To Activate Strategy

# 2. Lead the Chimp

From	Play	To
<b>Won't</b>	<p><b>Lead the Chimp to provide the <b>motivation</b> to act</b></p> <ol style="list-style-type: none"><li>6. Be the <b>trusted wizard</b> not the hero to connect people to their purpose</li><li>7. Deliver <b>unbroken line of sight</b> for the Chimp (and the Human)</li><li>8. <b>Frame</b> situation to make it easier for Chimps to act in a complex world</li><li>9. Harness <b>existing emotions</b> as sources of energy</li><li>10. Inspire emotional <b>commitment</b> not rational compliance</li></ol>	<b>Will</b>

Re-Program the Computer & Lead the Chimp

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



# Leading as the Hero



**Objective:** change

**Hero:** **you**, the leader

**Antagonist:** the problem **you** wish to solve

*“To achieve my goal, what you need to do is...”*

# You Are Not the Hero





# People Are Their Own Heroes In The Stories They Tell Themselves



# Leading as the Wizard



**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

To connect people to their purpose

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? <u>Where's the "smile"?</u>
What is our common enemy?		

# People Are Ready to Do Their Very Best

When they know what the **advantages** are to

**Them**

The **company**

The **customers**

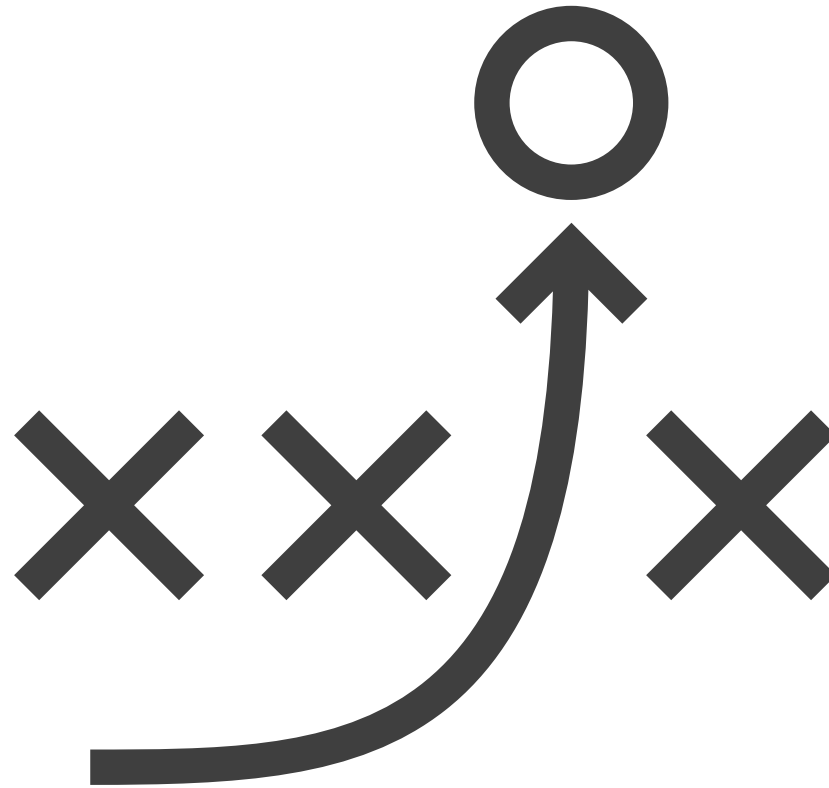


**Diego Guaita**

CEO, Grupo San Cristóbal (Argentina)

Lead the Chimp/Manage the Human

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



# Line of Sight

Seeing clearly how a person's role and responsibilities link to and support the larger strategy



# Deliver Line Of Sight



Adapted from The Strategy Activation Playbook

# Assumptions Fill Gaps



Adapted from The Strategy Activation Playbook



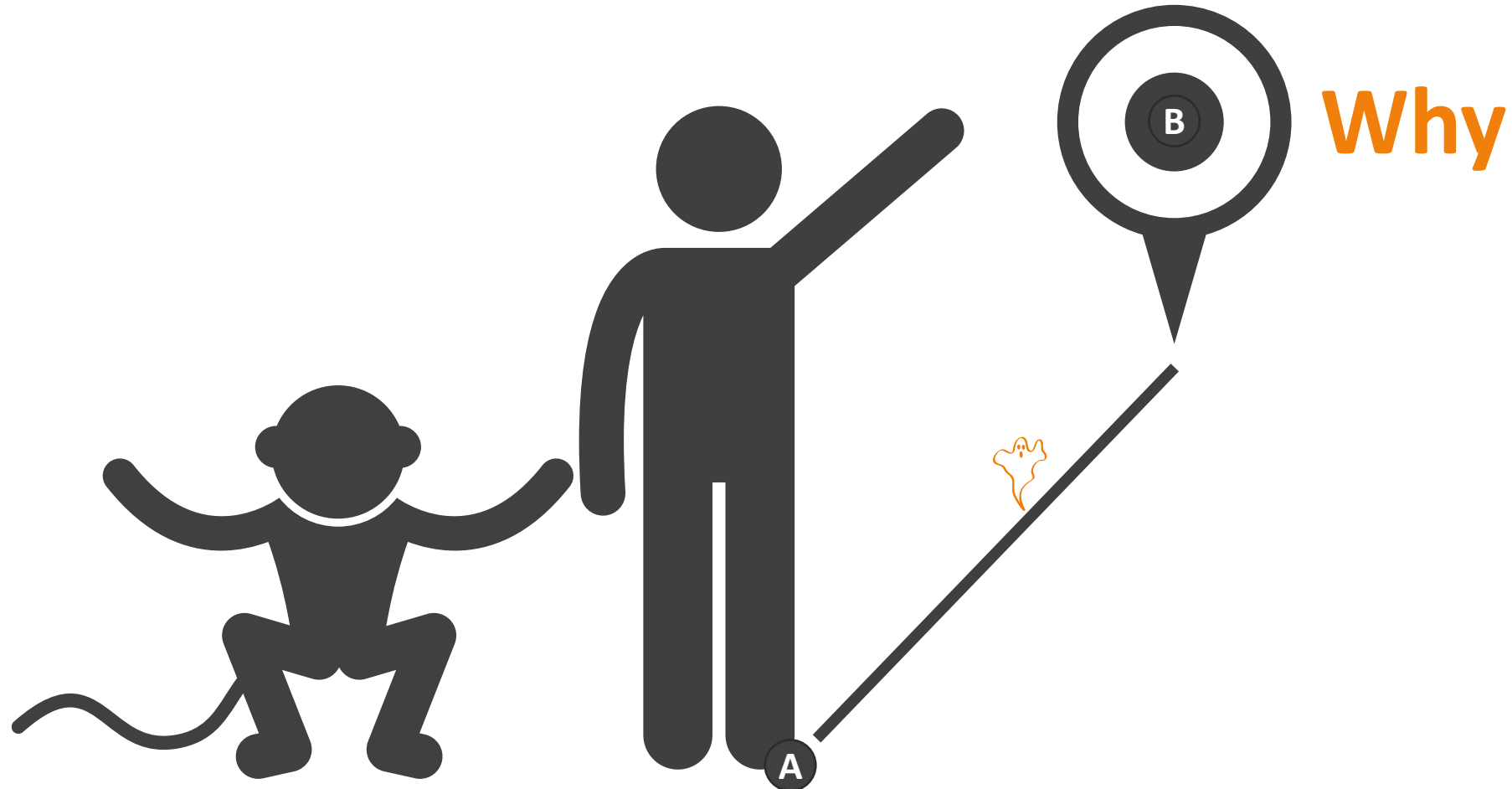
# Aided By Loss Aversion And the Familiarity Bias



Adapted from The Strategy Activation Playbook

# To Motivate the Chimp

## Necessities Must Exceed Concerns



Adapted from The Strategy Activation Playbook

# Unbroken **Chain of Why**

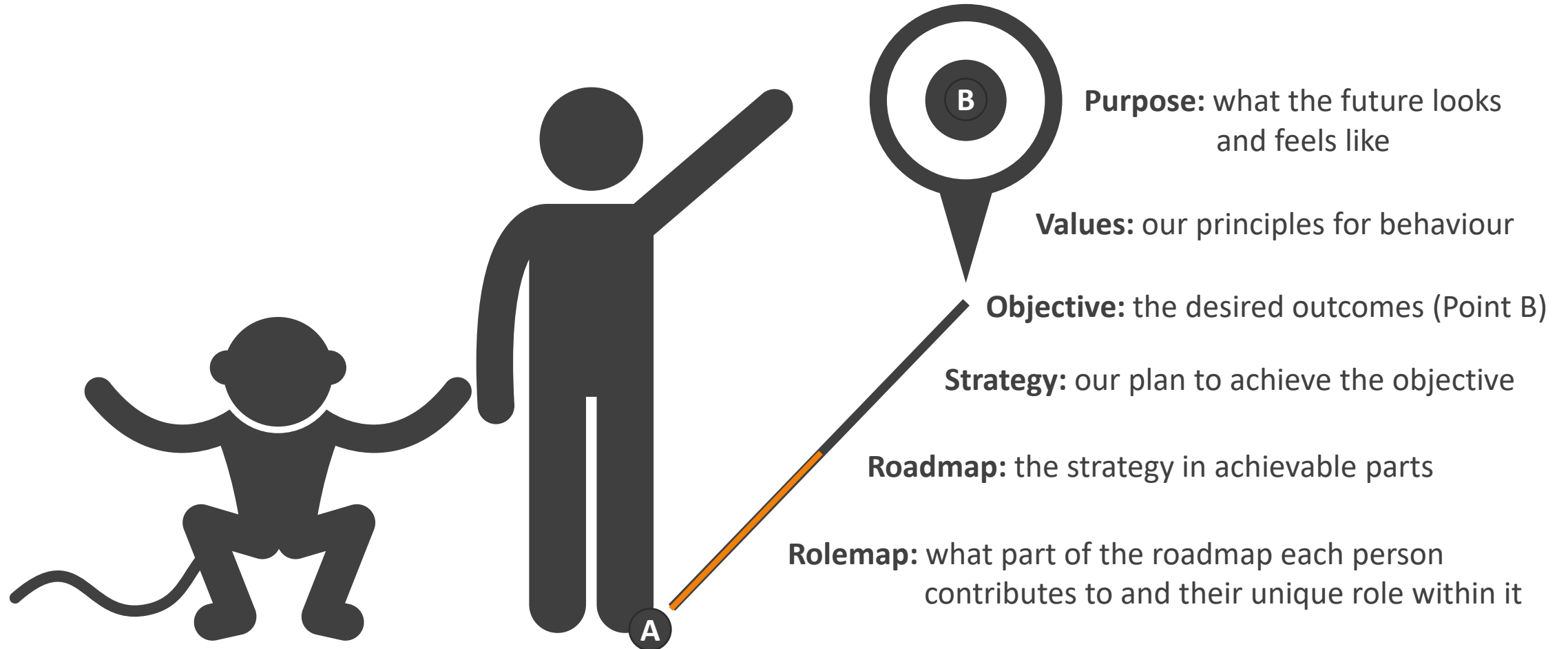
Leaders continuously reinforce the **linkages** between **purpose**, **outcomes** and **work**, establishing an **unbroken chain of why**



**David Ritter**

Partner and Director, Boston Consulting Group

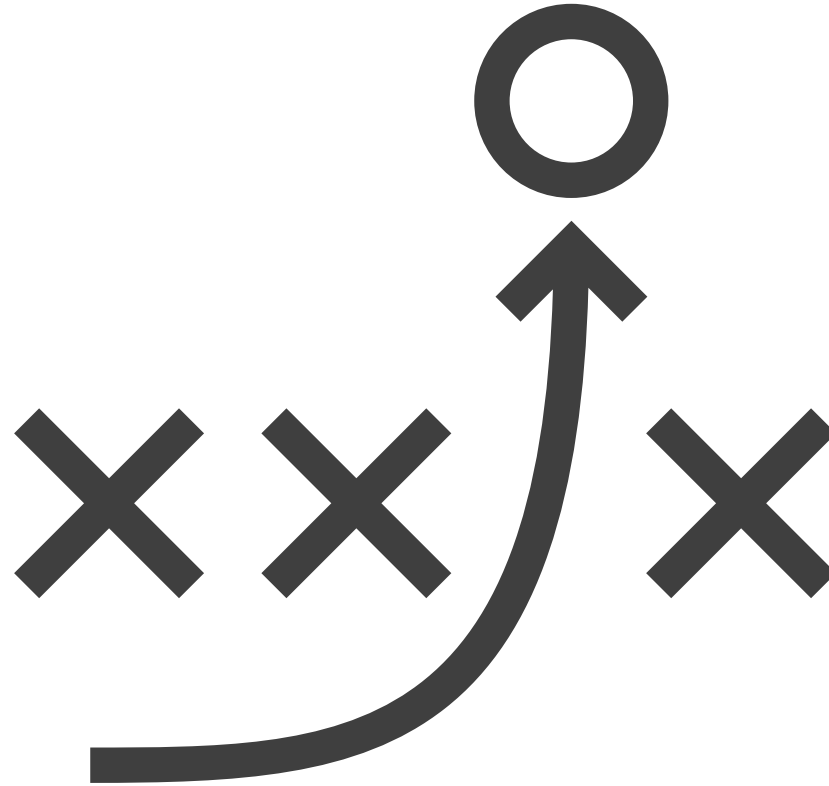
# Deliver **Unbroken** Line Of Sight



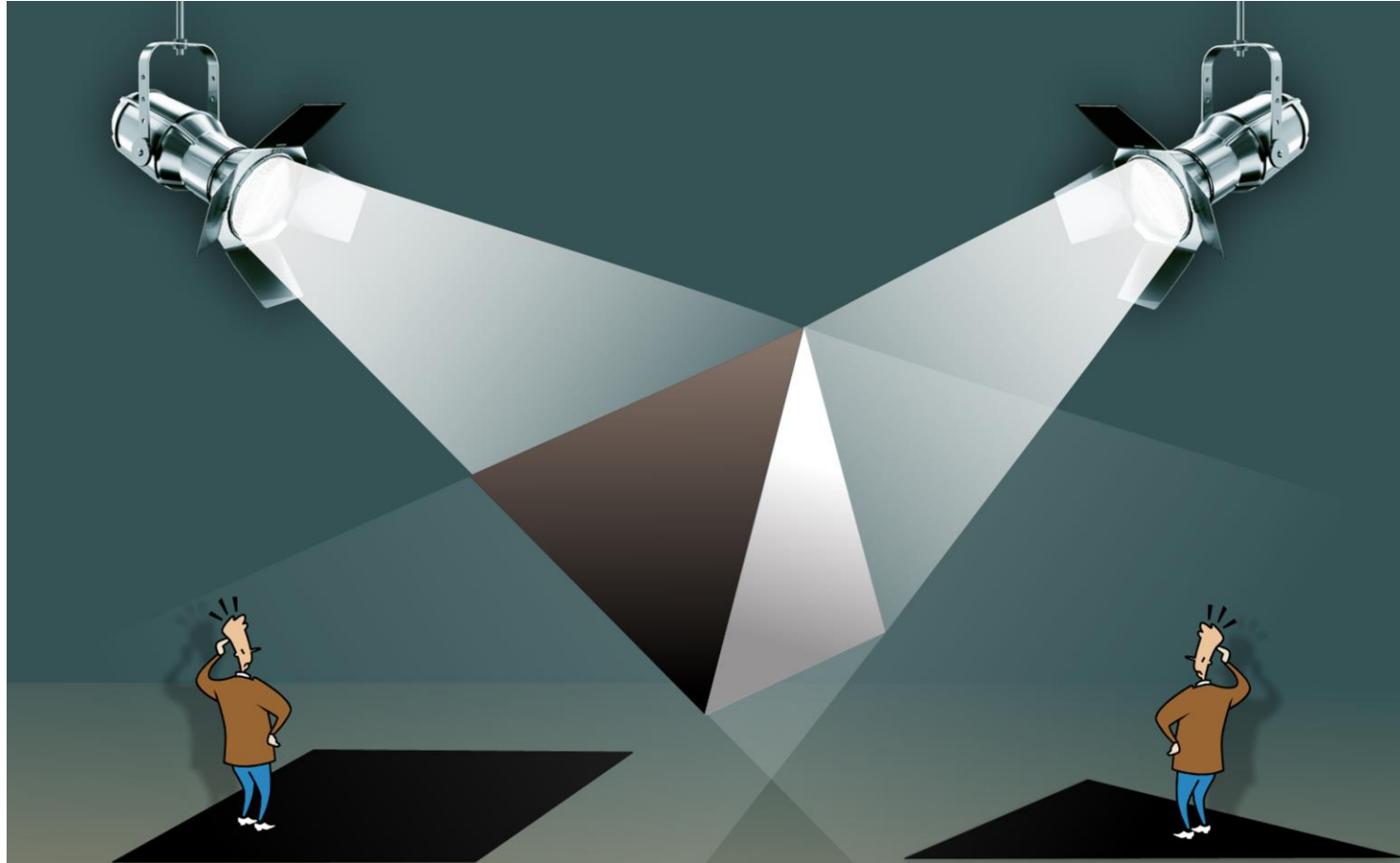
Adapted from The Strategy Activation Playbook

Lead the Chimp/Manage the Human

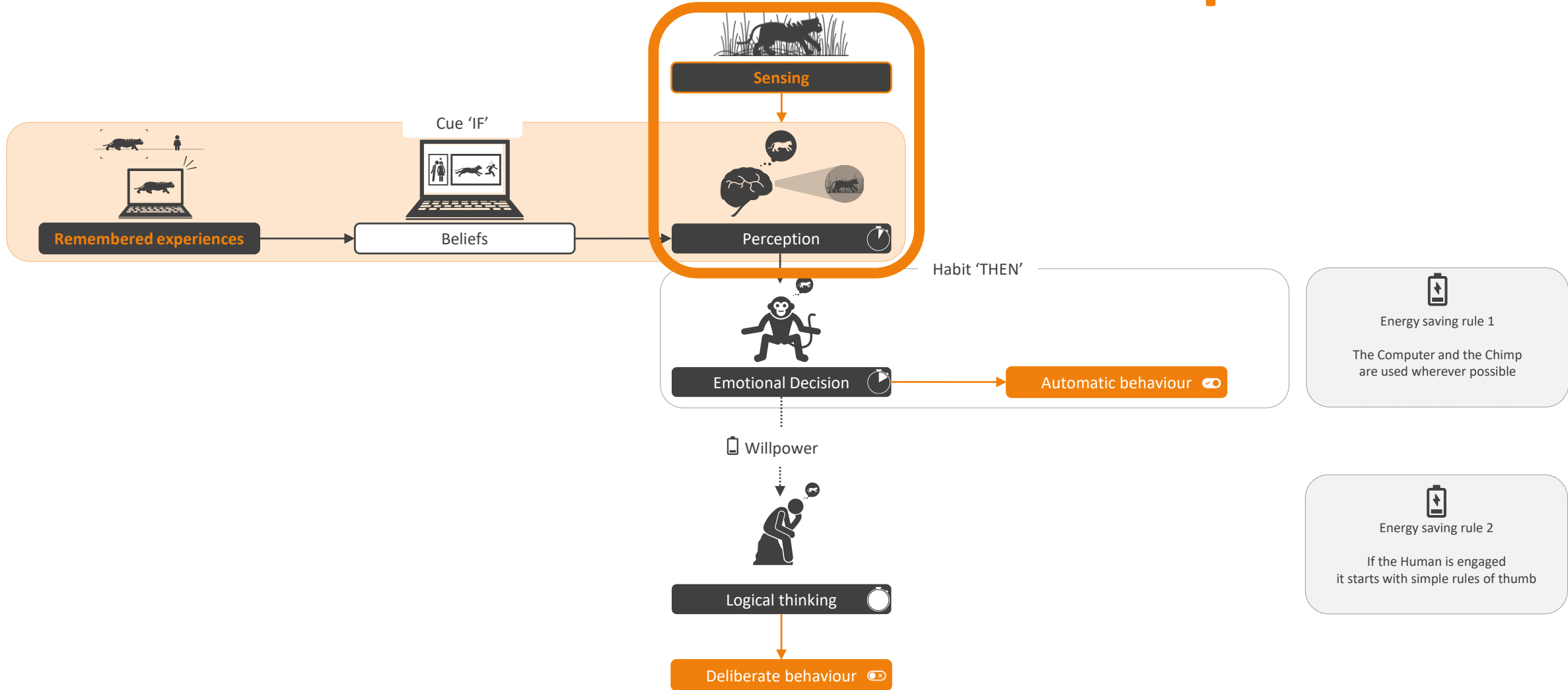
# 8. Frame Every Situation to Make it Easier for Chimps to Act in a Complex World



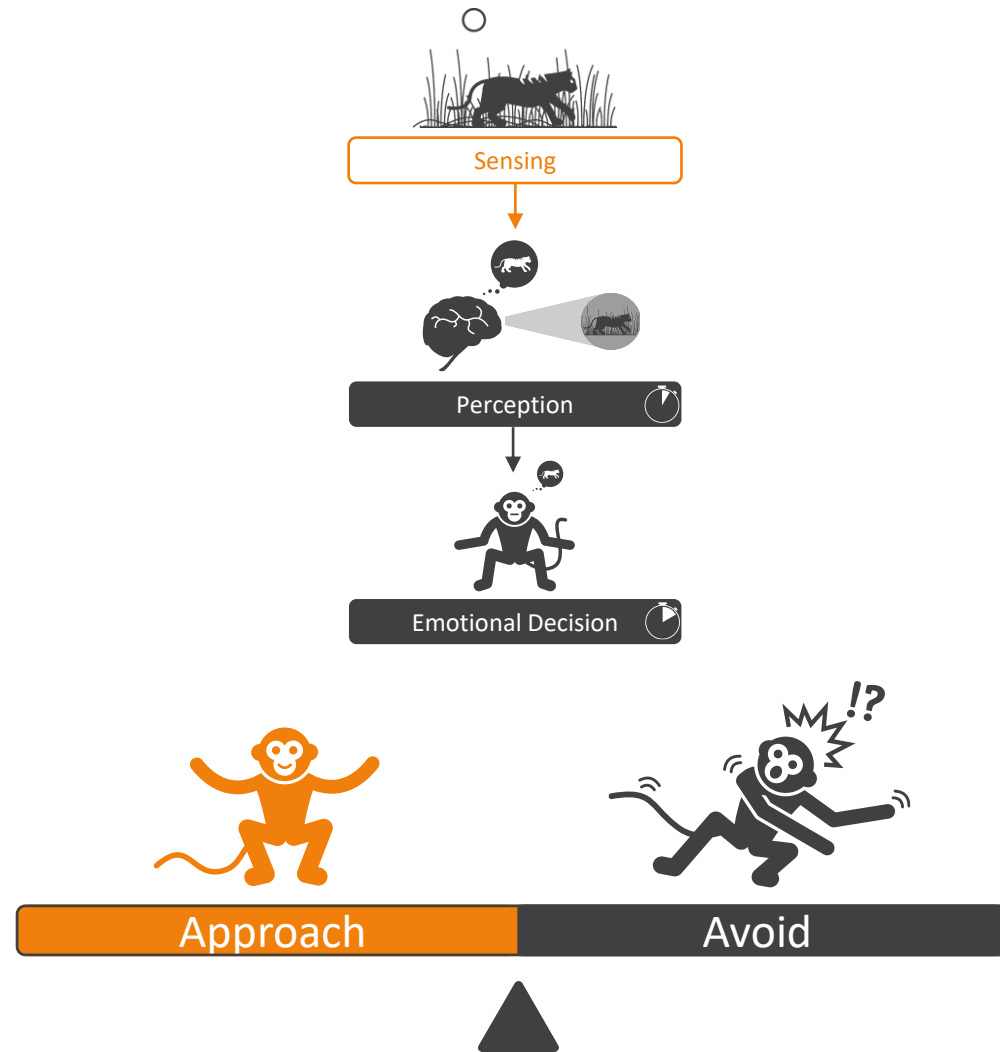
# No Two People See The Same Complex Situation The Same Way



# Our **Frame** Is Based on What We **Sense**, **Context** and What's In Our **Computer**

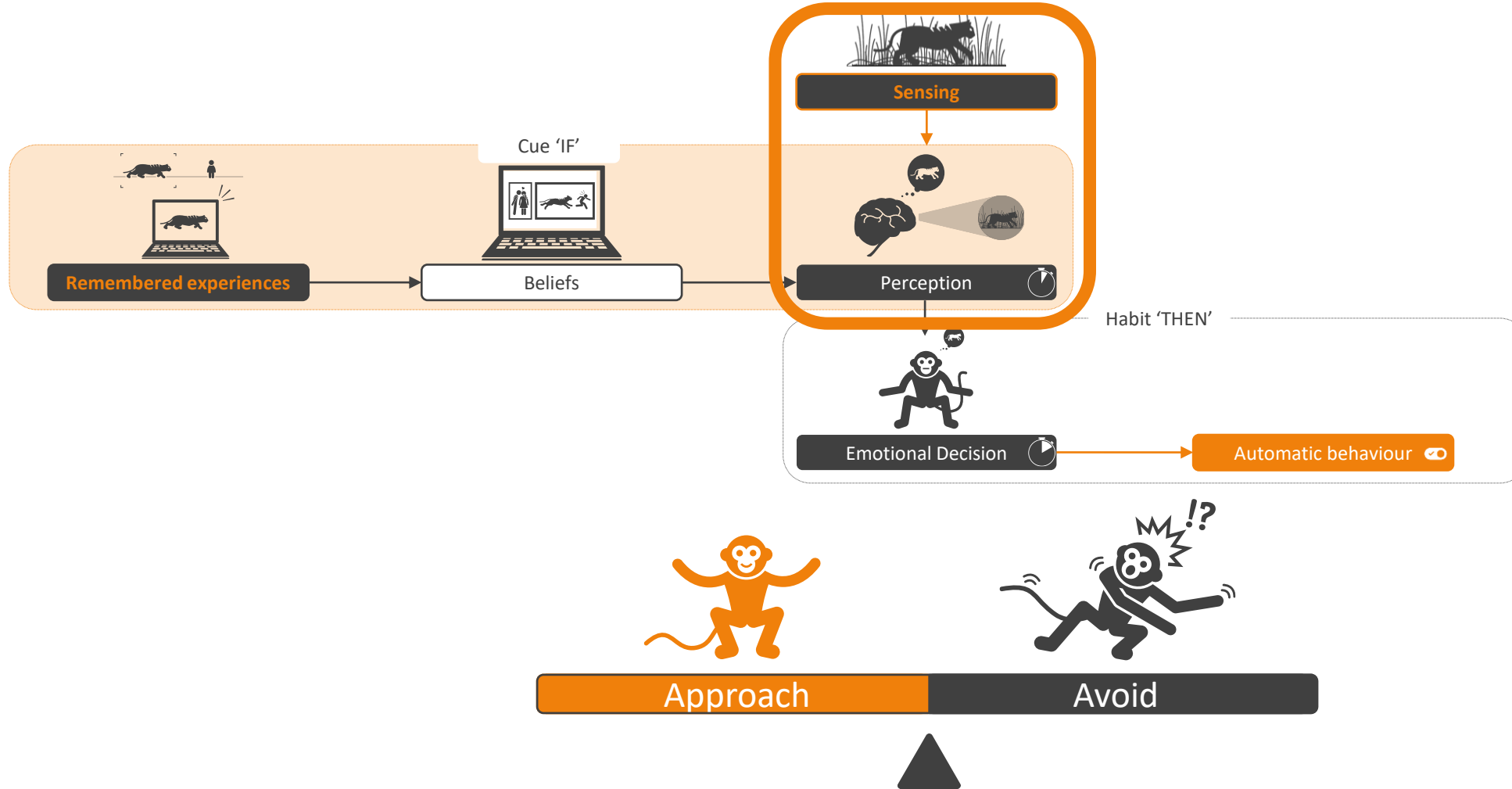


# Chimps Prompt Us to Approach or Avoid



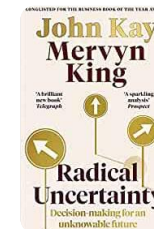


# Chimps Prompt Us to Approach or Avoid Based on Our Individual **Frame**



# Framing a Complex Problem Requires Skill and Judgement

That is one of the most important contributions that economists [**leaders**] can make

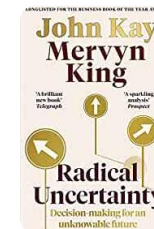


**Sir John Kay and Lord Mervyn King**

Former Dean of Oxford Said Business School and former Governor of the Bank of England

# A Mystery Must First be Framed

To aid people in reaching the decisions they have to make in conditions of radical uncertainty



**Sir John Kay and Lord Mervyn King**

Former Dean of Oxford Said Business School and former Governor of the Bank of England

# Three Box Framework

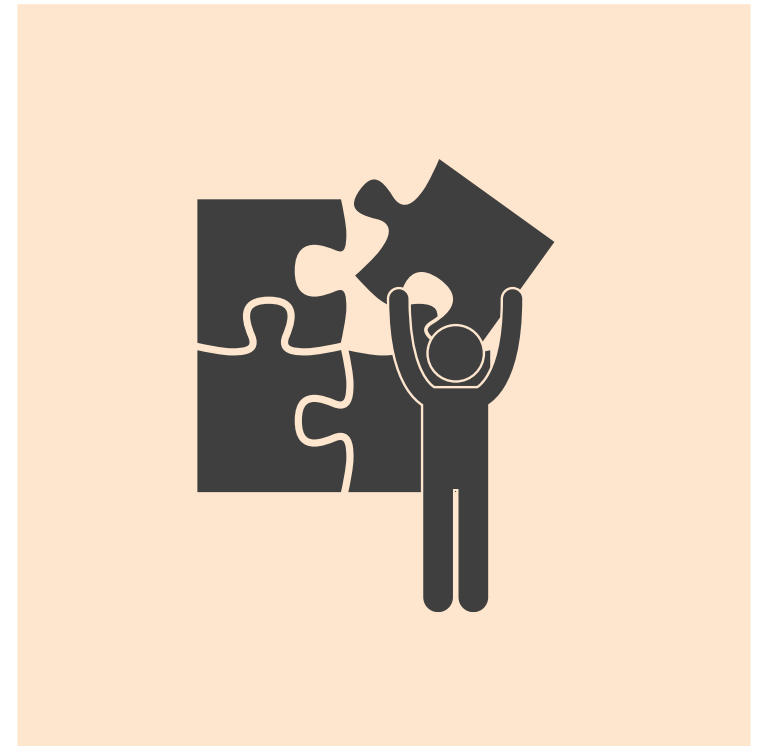
## Box 2: Selectively Forget the Past



## Box 1. Manage the Present



## Box 3. Create the Right Future



# Looking Into Boxes 1 and 3 Can Trigger Chimp Reactions

## Box 2: Selectively Forget the Past

Fear of **loss**



## Box 1. Manage the Present

## Box 3. Create the Right Future

# Losers

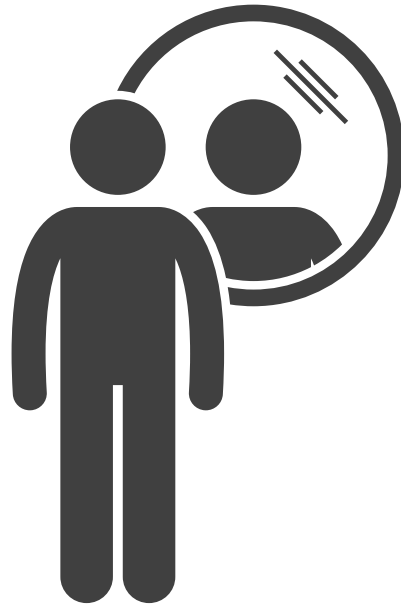
Scream louder than winners



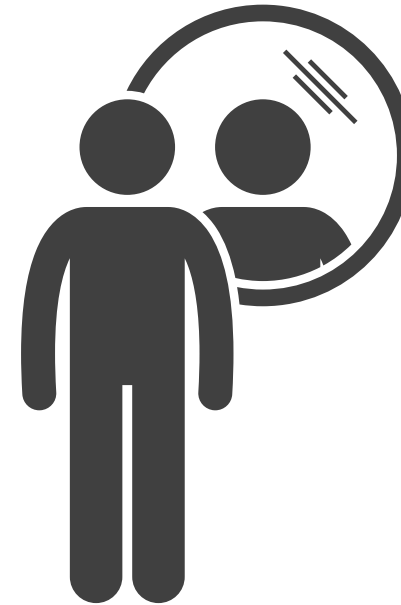
**Daniel Kahneman**  
Princeton University

# Framing Tip #1: State **What's Not Going to Change**

Before



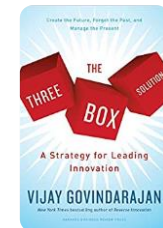
After



# The Work of Box 2 Often Comes Down to Making Key Distinctions Between

Values that are **timeless** (enduring for the long run) versus

those that are **timely** (ultimately perishable with the passing of time)

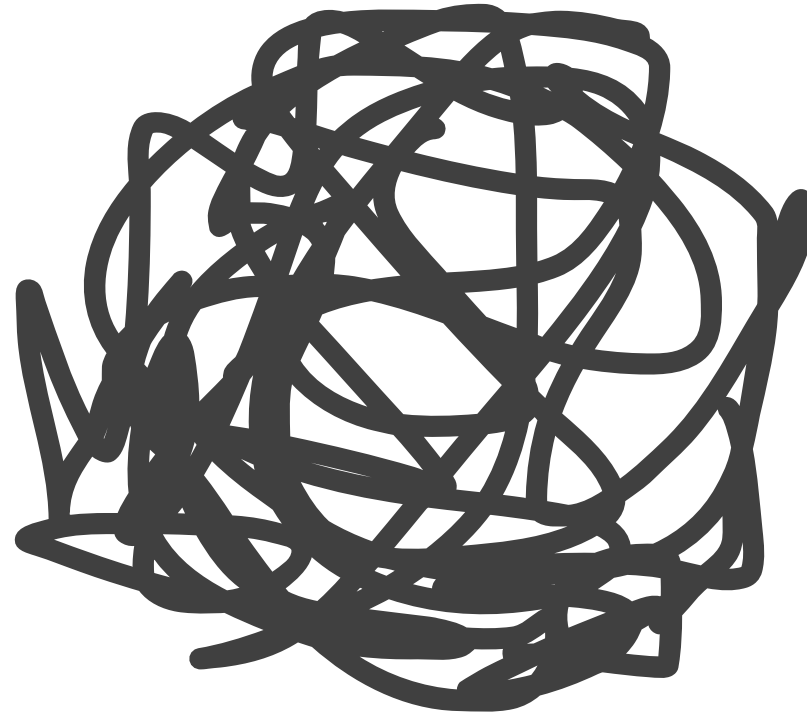


**Vijay Govindarajan**

Dartmouth College's Tuck School of Business



# Change Is Inevitable In a Complex World



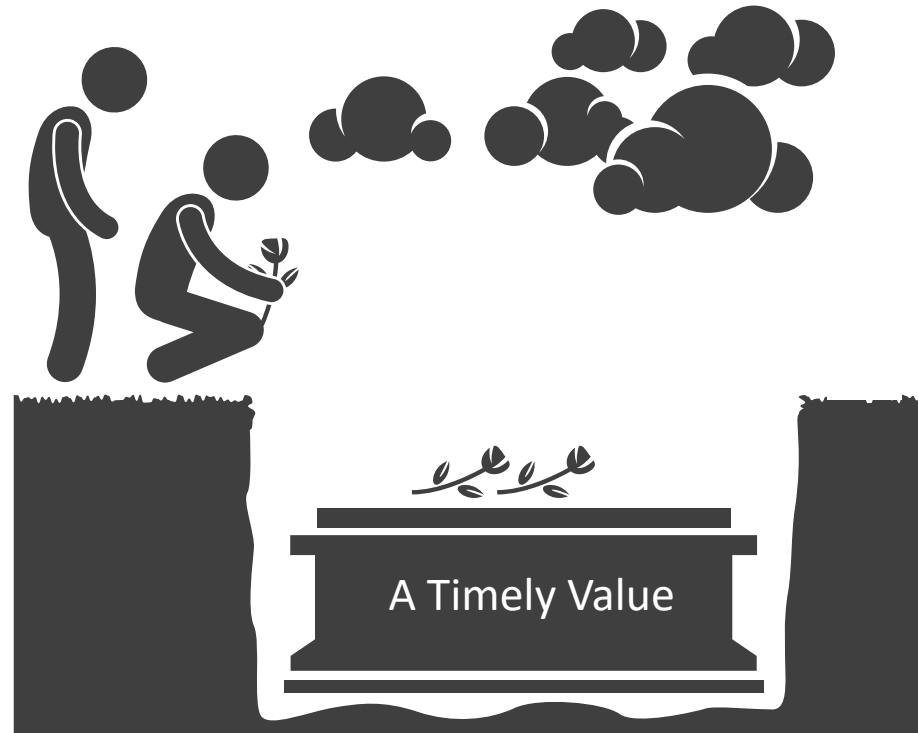
## Framing Tip #2: Distinguish In Advance Between

What is **timeless** (enduring for the long run)

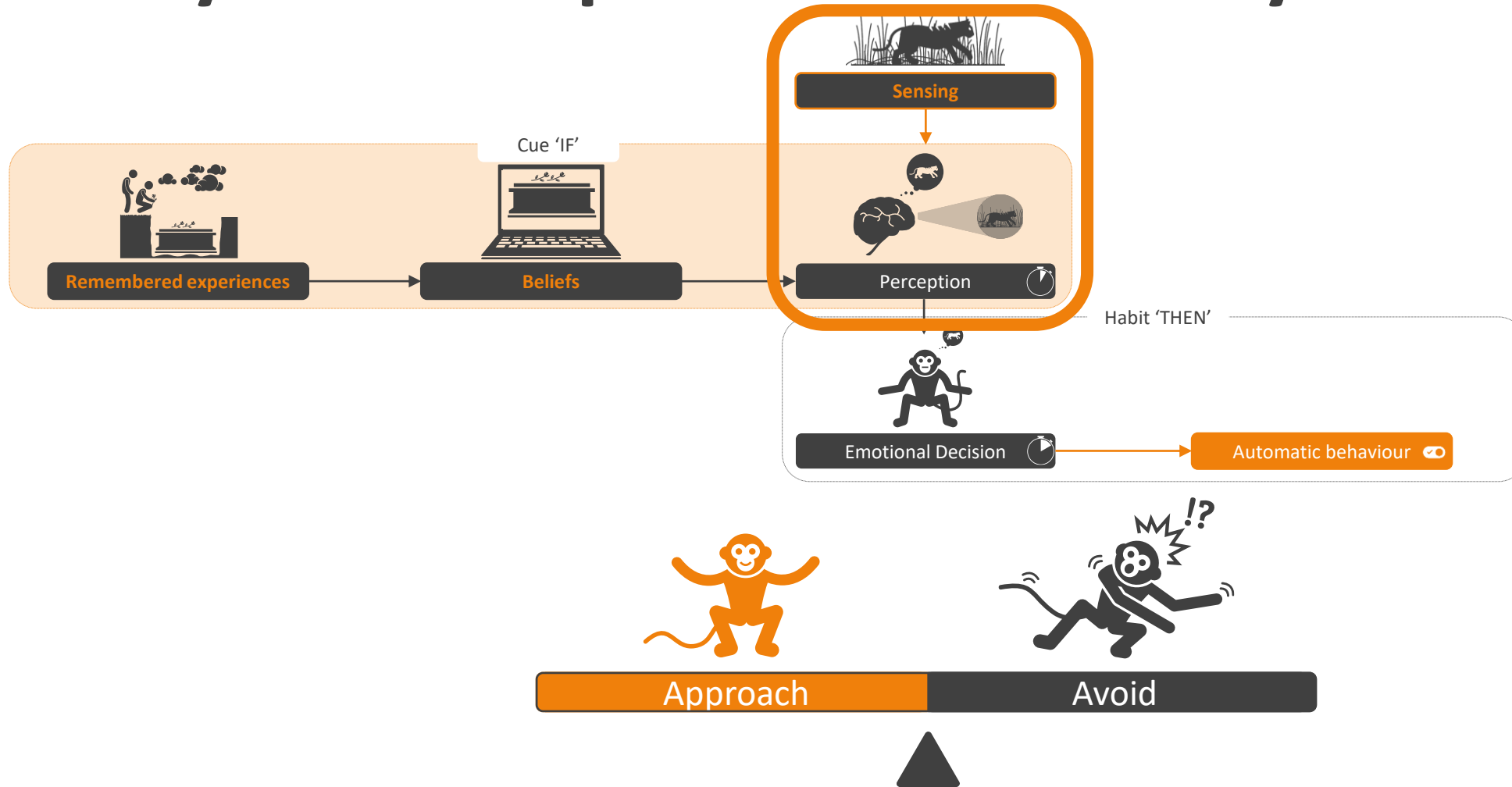
versus

what is **timely** (so Chimps expect it to be perishable with the passing of time)

# Framing Tip #3: Pay Your Respects When Timely Values Pass



# Framing Tip #3: Pay Your Respects When Timely Values Pass



# Looking Into Boxes 1 and 3 Can Trigger Chimp Reactions

## Box 2: Selectively Forget the Past

Fear of **loss**



## Box 1. Manage the Present

## Box 3. Create the Right Future

# Looking Into Boxes 1 and 3 Can Trigger Chimp Reactions

## Box 2: Selectively Forget the Past

Fear of **loss**



## Box 1. Manage the Present

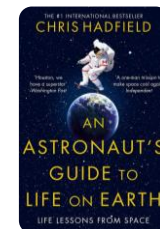
## Box 3. Create the Right Future

Fear of **losing control**



# In My Experience **Fear** Comes

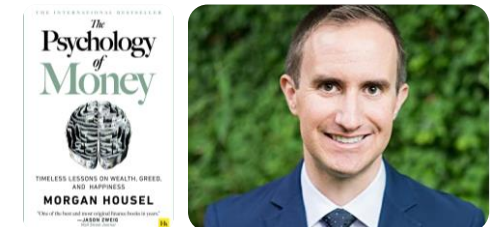
From not knowing what to expect  
and **not feeling** you have any **control**  
over what's about to happen



**Chris Hadfield**  
Astronaut

# Coming to Terms With How Much of What Happens in the World

Is **out of your control** can be hard

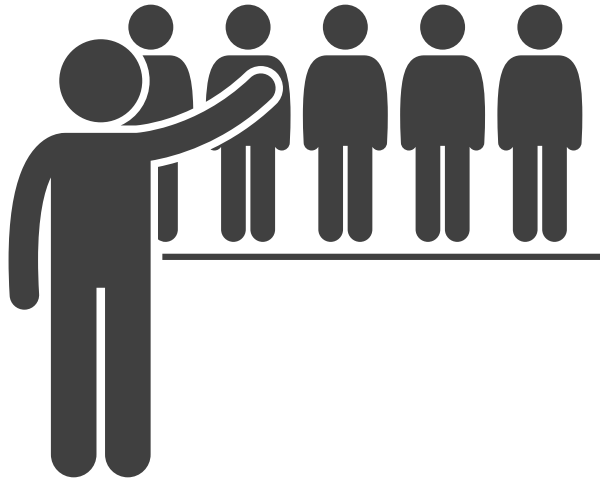


**Morgan Housel**  
The Psychology of Investing

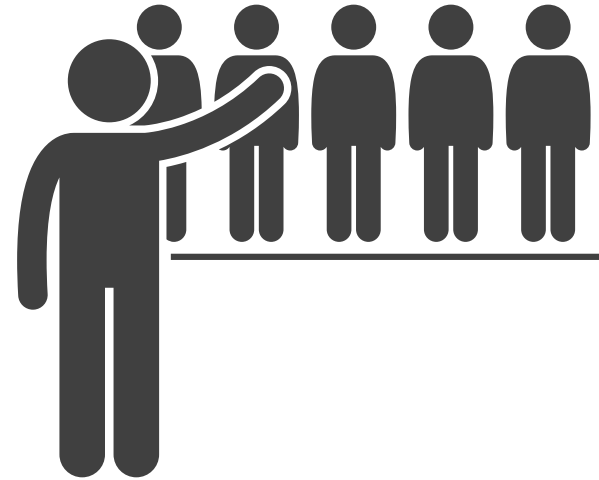


# Framing Tip: State **What A Person Still Controls**

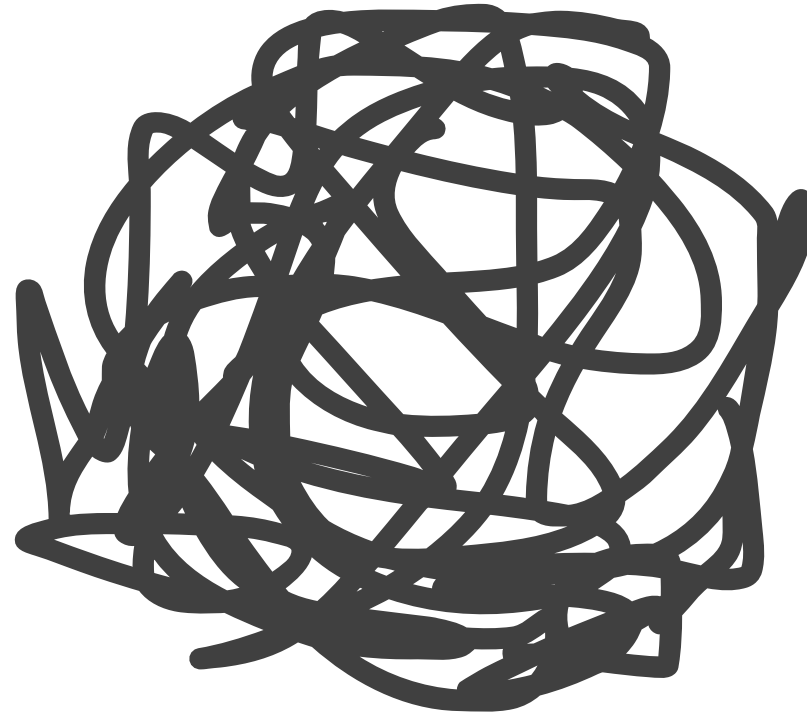
Before



After

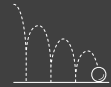


# Change Is Inevitable In a Complex World



# We Cannot Be Experts In Every Complex Situation

## Technical



Repeated patterns



Predict with confidence



Reliable learning



**Engage an expert**



**Apply rules**

## Complex



Hard to understand



Impossible to predict



Hard to learn from

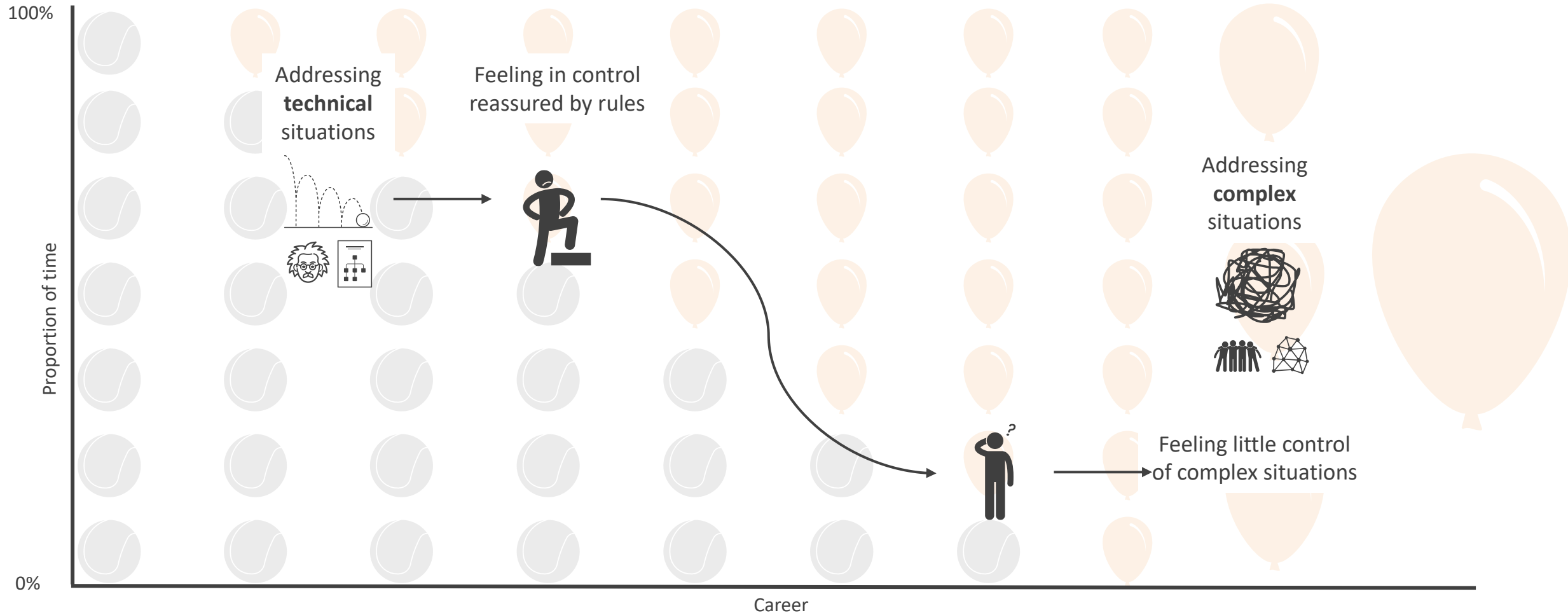


**Work as a team**

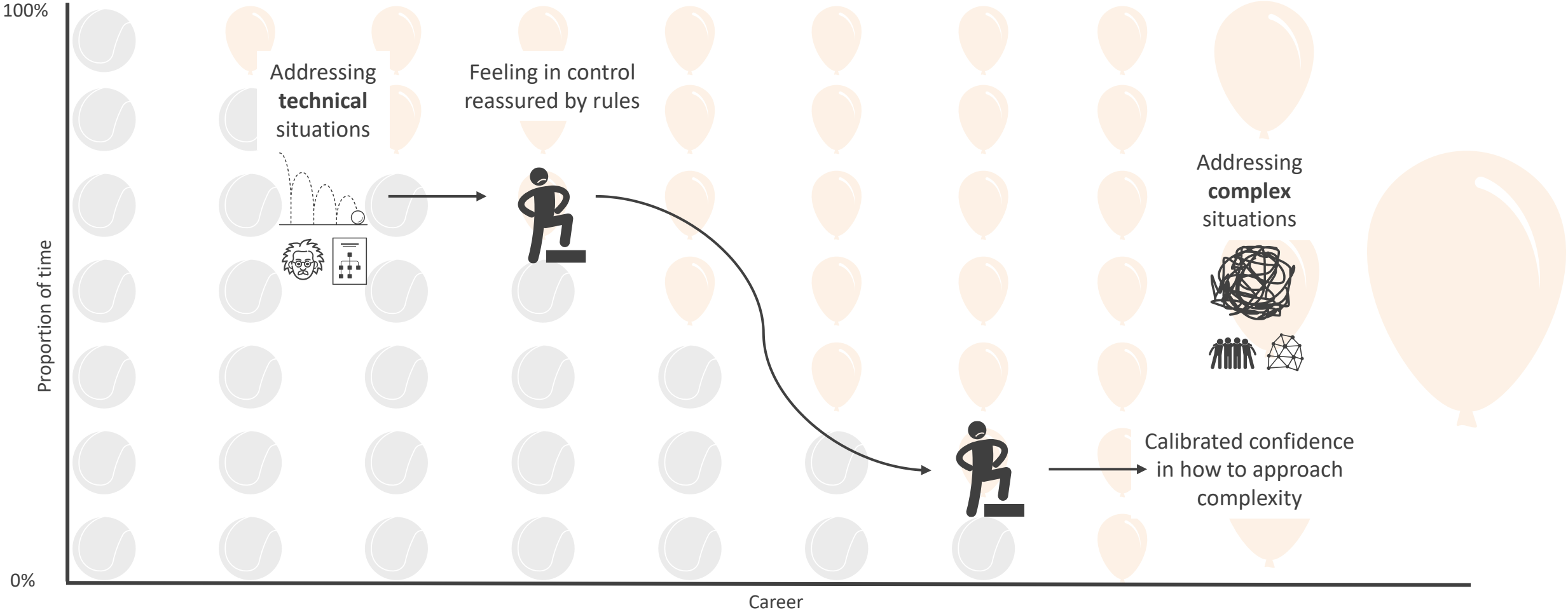


**Apply models and tools**

# We Also Feel Less In Control of Complex Situations




# Frame How People Maintain a **Sense of Control** Through Their **Approach** to Complex Situations




# Honour the Past and State What's Not Changing To Minimize Chimp Reactions

## Box 2: Selectively Forget the Past



Honour prior **values, beliefs** and **loyalties**



Honour how people previously **felt** and **who** they worked with



Honour what people **did, achieved** and the **control** they had

## Box 1. Manage the Present

## Box 3. Create the Right Future

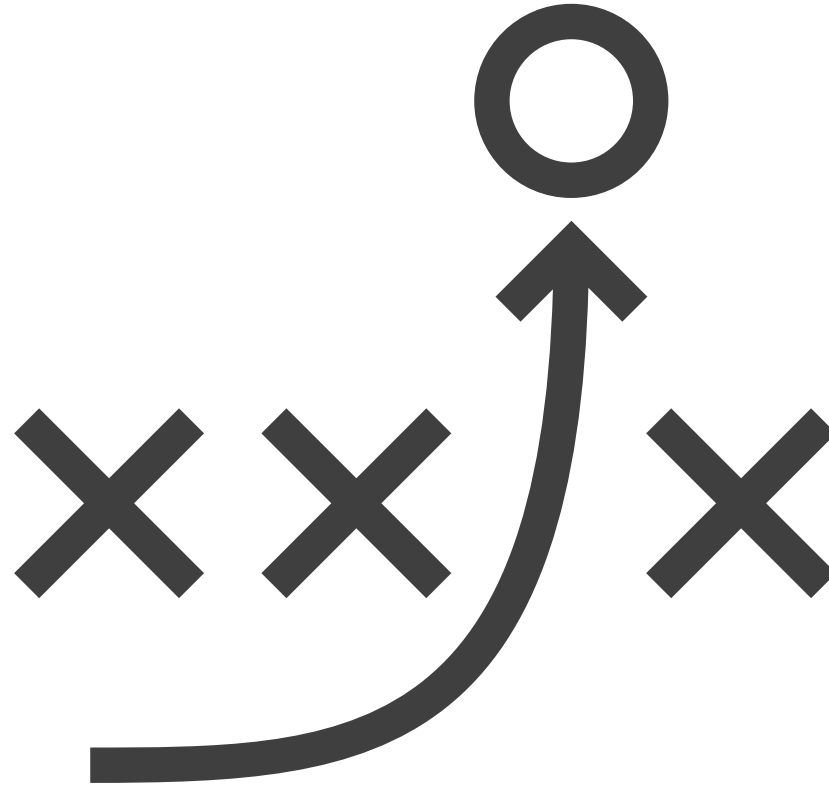
Show how people's **values, beliefs** and **loyalties** will be the same

Show how people will **feel** the same & **who** they'll still work with

Show the **core activities, control** and **outputs** that will be the same

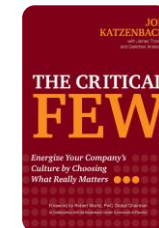
Lead the Chimp

## 9. Harness Existing Emotions As Sources of Energy



# People Must

**Feel good** about what is asked of them



**Jon R. Katzenbach**  
Managing Director, PwC US



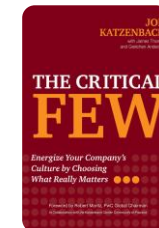
# 2. Common Chimp Drives

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

# An Effective Behaviour Should

Harness **existing sources of pride** or **emotional energy** to drive intrinsic motivation toward your aspirations



**Jon R. Katzenbach**  
Managing Director, PwC US

# 2. Common Chimp Drives

←	Avoid	The Drive	Approach →
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# 1. Common Computer Entries (Part 2)

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

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.

# Do Not Drop Litter



# In Texas: Up Against A Limiting Belief



# The Importance of Self-Identity



# 2. Common Chimp Drives

←	Avoid	The Drive	Approach →
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# Manchester United Fans Were Asked to Write Why They Supported United



# 33% of United Fans Helped The Plain Runner

**Man United** fans watched  
a runner in a plain t-shirt



... who then tripped over



# 92% of United Fans Helped Their Fellow United Supporting Runner

**Man United** fans watched  
a runner in a **United** t-shirt

... who then tripped over



# 30% of United Fans Helped Their Rival City Supporting Runner

**Man United** fans watched  
a runner in a **Man City** t-shirt

... who then tripped over



# Manchester United Fans Wrote Why They Were Soccer Fans And What Other Fans Meant to Them



# Now **20%** (33%) of United Fans Helped The Plain Runner

**Man United** fans watched  
a runner in a plain t-shirt



... who then tripped over



# Now **80%** (92%) of United Fans Helped Their Fellow United Supporting Runner

**Man United** fans watched  
a runner in a **United** t-shirt

... who then tripped over



# Now **70%** (30%) of United Fans Helped Their Rival City Supporting Runner

**Man United** fans watched  
a runner in a **Man City** t-shirt

... who then tripped over





# As A Leader Define the Right **Connections** To Inspire Collaboration



# As A Leader Define the Right **Connections** To Inspire Collaboration



# As A Leader Define the Right **Connections** To Inspire Collaboration



# Glenn Croasdale

Chief Client Officer, FMG (New Zealand)

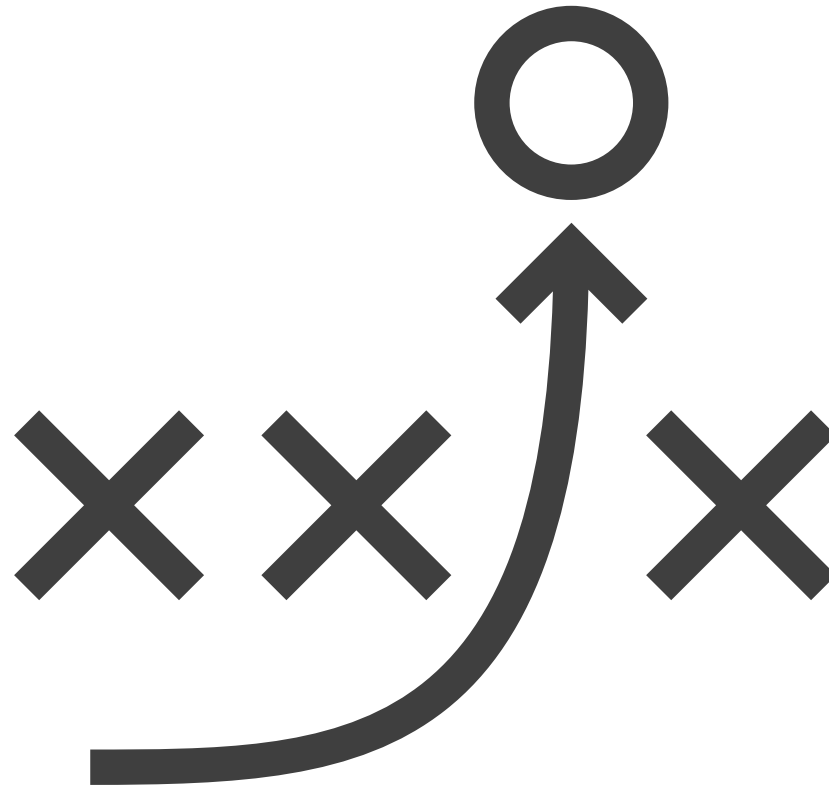


# As A Leader Define the **Right** Commonalities To Inspire Collaboration



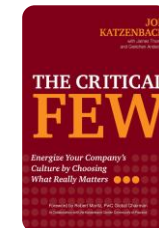
Lead the Chimp

# 10. Inspire Emotional Commitment Not Rational Compliance



# Resist the Urge to Drown Simple **Emotional** Truths

In **rational** argument and theoretical  
**complexity**



**Jon R. Katzenbach**  
Managing Director, PwC US

# Management vs. Leadership

Addresses **can't**

Overcomes **won't**

Managers have authority

Leaders have influence

Authority is the **right** to give orders and make decisions

Influence is the **ability** to affect ideas and actions

**Compliance**

**Commitment**



# Compliance v Commitment

## 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”*

# Barry O'Dwyer

Group CEO, Royal London (UK)



# There is No Evidence in the Large Scale Change Literature

That any healthcare system has ever  
delivered sustained transformational change  
through compliance, rather than  
**commitment**





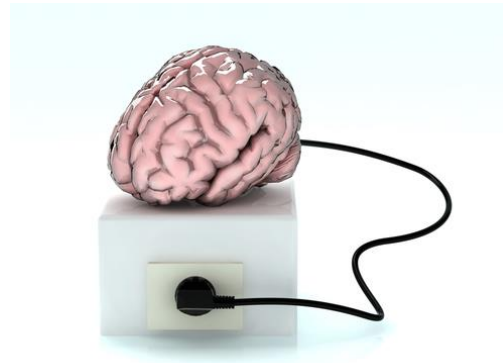
# Your Return On Investment



From	Play	To
<b>Won't</b>	<p><b>Lead the Chimp to provide the <b>motivation</b> to act</b></p> <ul style="list-style-type: none"><li>6. Be the <b>trusted wizard</b> not the hero to connect people to their purpose</li><li>7. Deliver <b>unbroken line of sight</b> for the Chimp (and the Human)</li><li>8. <b>Frame</b> situation to make it easier for Chimps to act in a complex world</li><li>9. Harness <b>existing emotions</b> as sources of energy</li><li>10. Inspire emotional <b>commitment</b> not rational compliance</li></ul>	<b>Will</b>

**21. Which leading the Chimp play or plays may provide immediate impact and are within my control?**

# Break #3 (of 4 today)

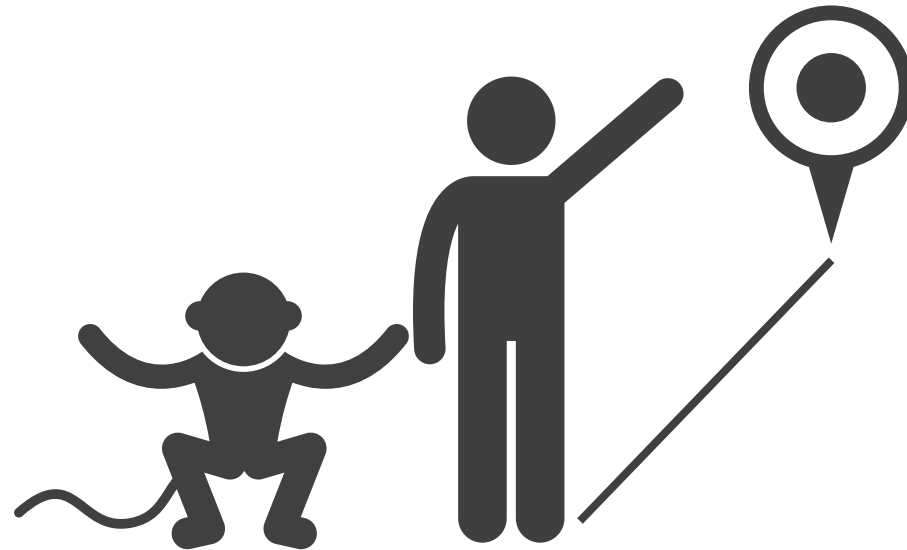


Next session starting at

14:20

# ICMIF Advanced Management Course 2024

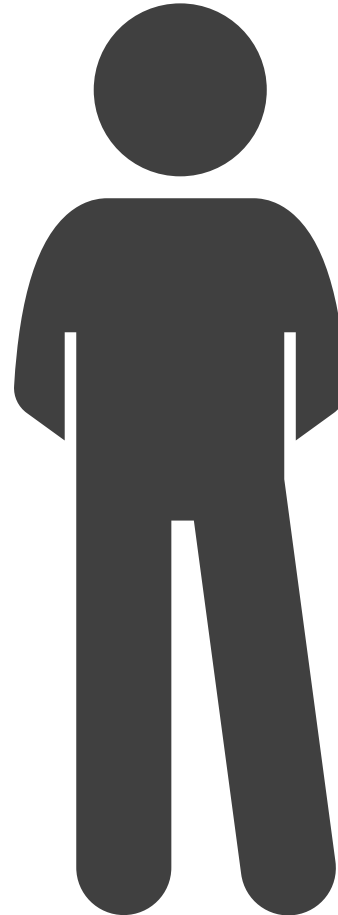
## Activating Strategy part 3: Plays to Manage the Human



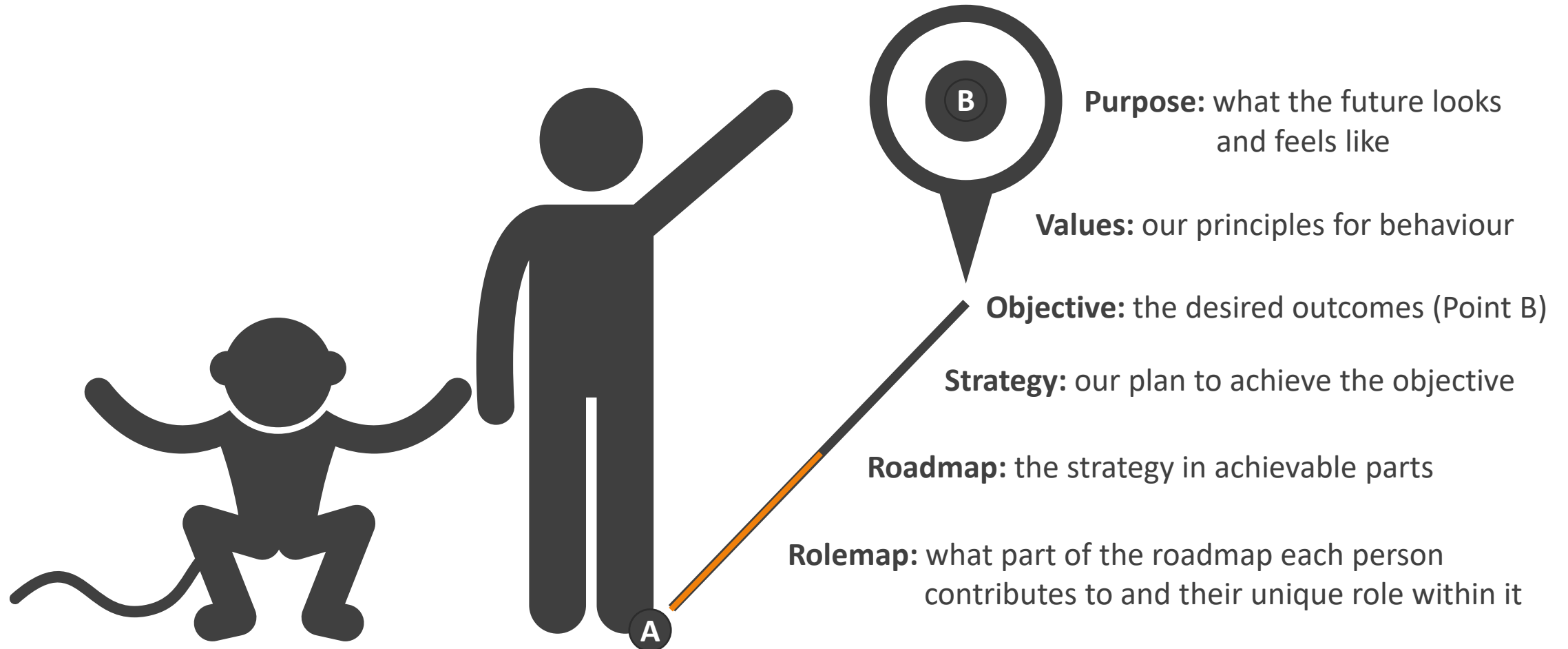
**Session 5 (of 6)**

Next break: **15:15**

# The Human Just Wants to Know **What to Do**



# Deliver **Unbroken** Line Of Sight



Adapted from The Strategy Activation Playbook



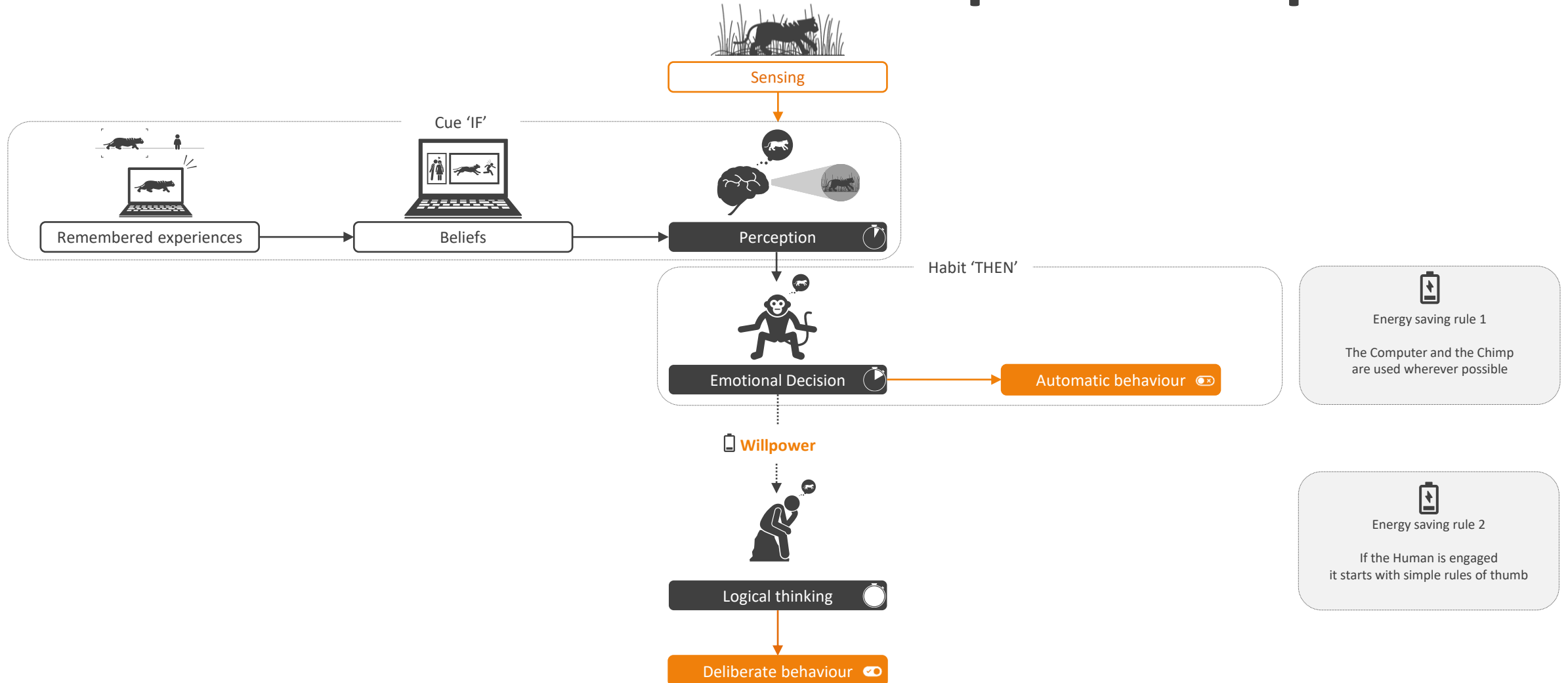
# Line of Sight

Seeing clearly how a person's role and responsibilities link to and support the larger strategy



# Universal Challenge

## All Deliberate Behaviour Requires Willpower

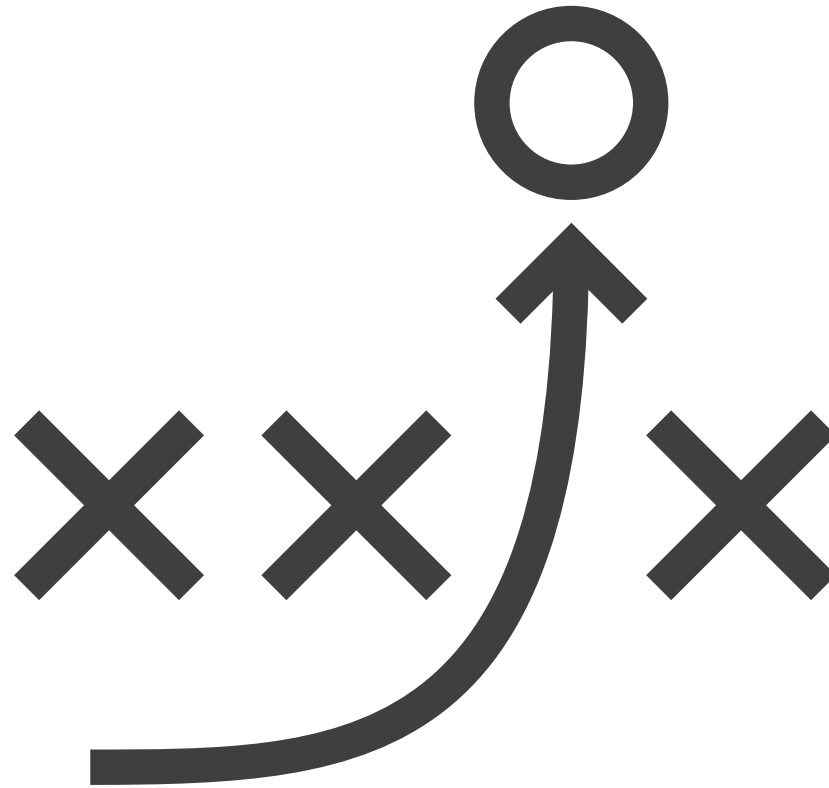


## Fifteen Sample Plays To Activate Strategy

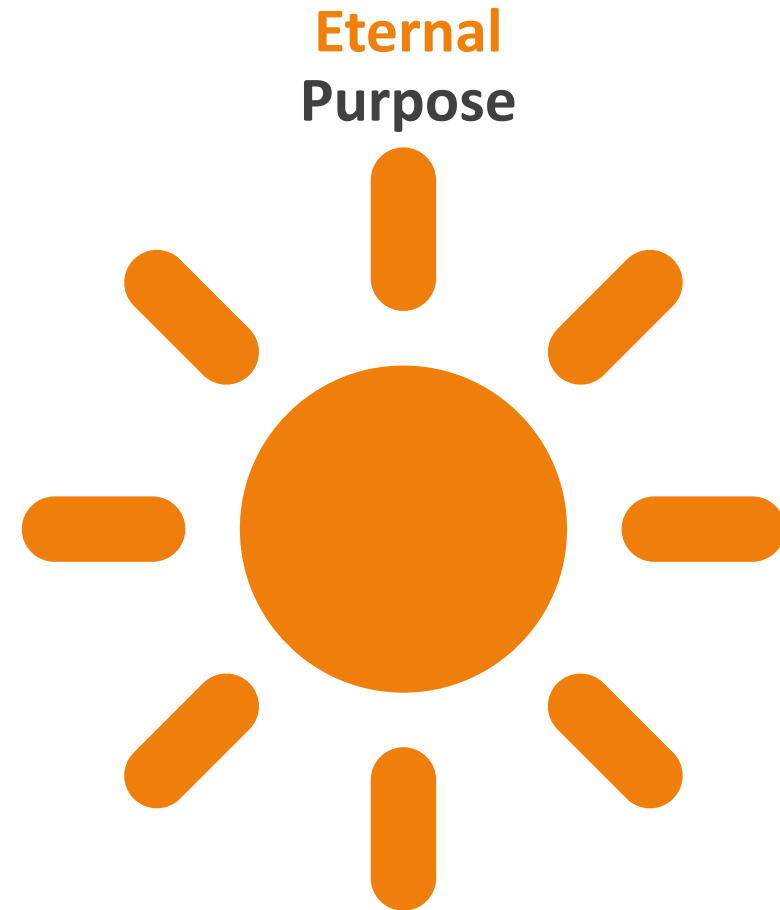
# 3. Manage the Human

From	Play	To
<b>Can't</b>	<p><b>Manage the Human to provide <b>capability</b> and <b>opportunity</b></b></p> <ol style="list-style-type: none"><li>11. Use different <b>time horizons</b> to focus on the actions to overcome the current crux</li><li>12. Use <b>commander's intent</b> and <b>thinking out loud</b> to enable coherent action</li><li>13. Script the <b>critical moves</b> ... using <b>mantras</b> and the <b>hand of change</b></li><li>14. Nudge to make desired behaviours <b>easy</b> and <b>automatic</b></li><li>15. Delegate finding the <b>willpower</b> for eternal renewal to a powerful <b>framework</b></li></ol>	<b>Can</b>

# 11. Use Different Time Horizons To Clarify and Focus

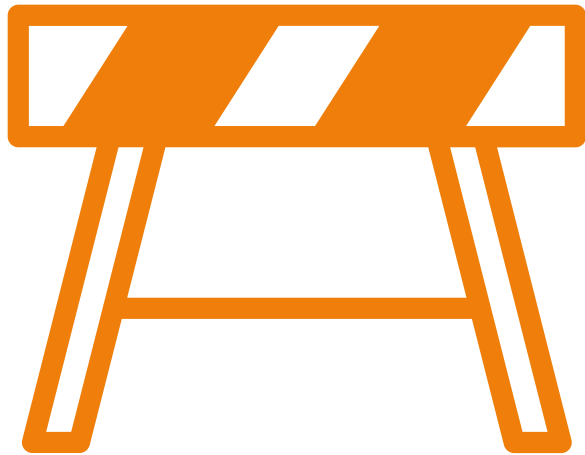


# Our Purpose May Be Eternal



# Our Purpose May Be Eternal But the Crux Changes Over and Over Again

**Current Crux**  
(Main Obstacle to **Currently** Overcome)



**Eternal  
Purpose**



# Our Purpose May Be Eternal But the Crux Changes Over and Over Again

**Current Crux**  
(Main Obstacle to **Currently** Overcome)



**Eternal  
Purpose**



# Our Purpose May Be Eternal But the Crux Changes Over and Over Again

**Current Crux**  
(Main Obstacle to **Currently** Overcome)



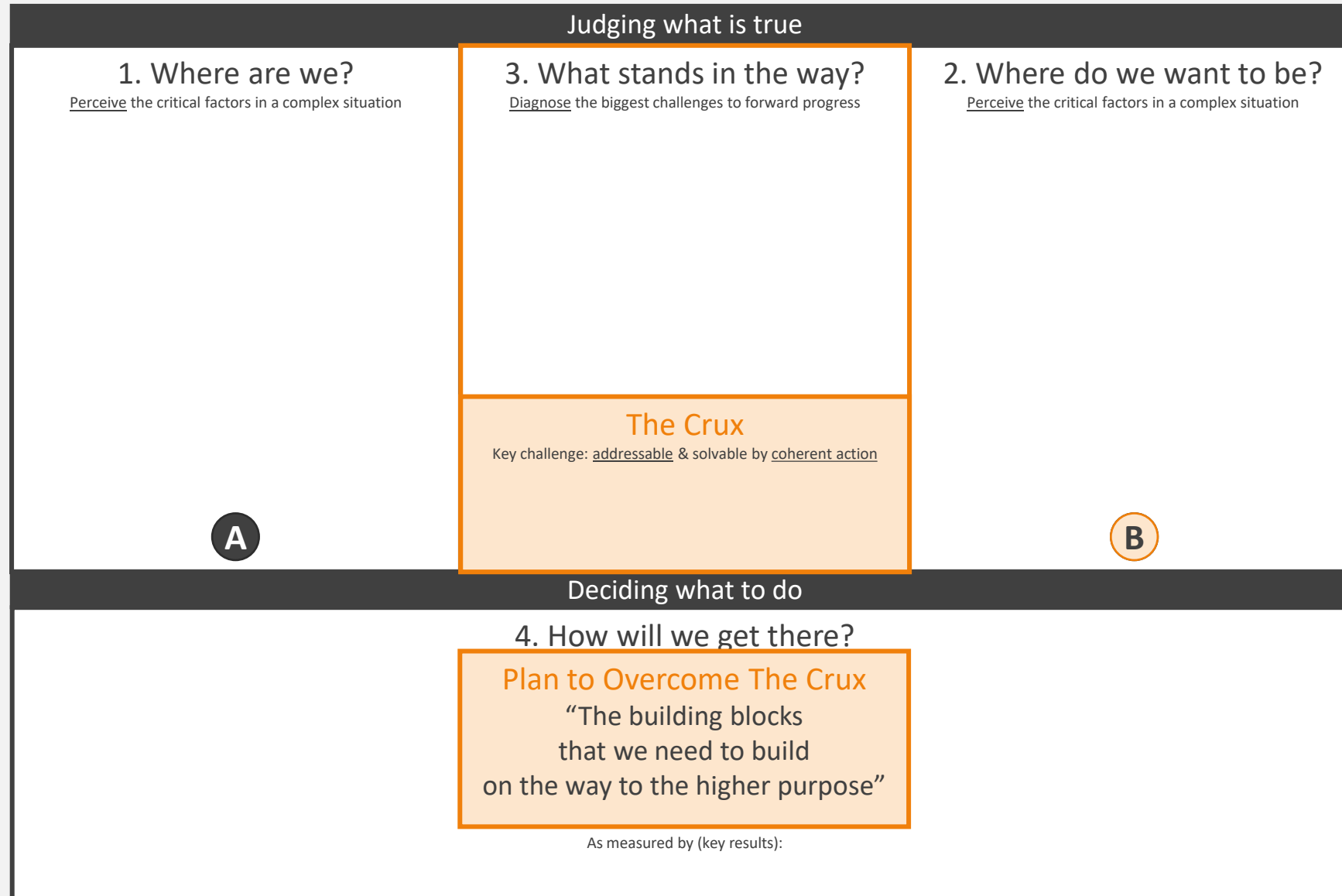
**Eternal  
Purpose**





# Strategy Canvas

Purpose of discussion:



# Barry O'Dwyer

Group CEO, Royal London (UK)



# Horizon 3

## Royal London's Three Purpose Outcomes

### Our Purpose outcomes

As a modern, purpose-driven mutual, we're clear on the positive impact we want to achieve. Our focus on customers allows us to broaden the definition of customer outcomes beyond just financial returns; we want to help people build financial resilience, and have a positive impact on the society and environment they live in by playing a role in moving fairly to a sustainable world.



#### The positive outcomes we want to achieve by using our mutuality for good

##### Helping build financial resilience



By providing great value investment solutions, we help customers to build the financial resilience they need in an ageing society. We want them to accumulate the wealth required to retire well. We protect families against life shocks along the way. We support those in wider society through our social impact activity.

##### Moving fairly to a sustainable world



Using our position as a responsible investor to imagine, invest, engage and influence progress on wider social priorities. We'll achieve net zero in our investments by 2050, be a leader on delivering a Just Transition, and build sustainability into our operations.

##### Strengthening the mutual choice for customers




We believe a well-run mutual can be a vastly superior option for customers, particularly those needing capital-light products. A mutual's focus on customers and ability to share our cost efficiency with them sets us apart. Royal London will continue to be the leading advocate of mutuality in our sector.

# Horizon 2: How Royal London's Strategy Outcomes Link to Its Purpose Outcomes

## Our strategy outcomes

Our strategy outcomes guide our prioritisation and activity across Royal London, to ensure we achieve our Purpose.




-   The breadth of our offering means our relationship with customers can last for the rest of their lives
-    Our investment performance and capabilities are recognised as best in class
-   We play an impactful role in ensuring a thriving impartial advice market that makes an impact on the advice gap
-   We offer high-quality components<sup>1</sup>, to deliver broader solutions which meet customers' needs
-    Our active engagement with external stakeholders benefits customers and wider society
-   People have access to guidance or support when they need it
-   We attract a strong inflow of new customers and clients
-   Customers share their data with us and we actively use it to improve our customer offer
-   We are clear on how we will reduce our CO2e emissions in our operations and investments
-    We are a 'Digital-First' organisation with a frictionless customer experience
-  We maximise operational efficiency without compromising on quality
-  Our continued profitability and balance sheet management ensures we are financially secure
-  We operate with modern infrastructure, capabilities and ways of working to maximise value for customers

There are **13 strategy outcomes** in total and each is sponsored by a Group Executive Committee (GEC) member.

[Watch our short video updates](#) from each GEC member to find out more about our strategy outcomes and the progress we're making.



### Alignment to our Purpose outcomes

-  Helping build financial resilience
-  Moving fairly to a sustainable world
-  Strengthening the mutual choice for customers

1. Components refers to Product, Service, Investment solution, tools etc. and modularised to fit into the existing customer experience

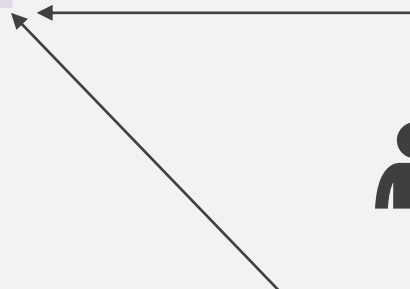
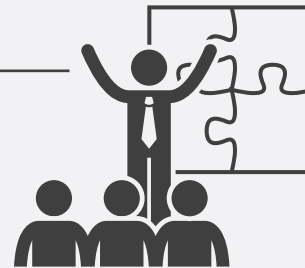
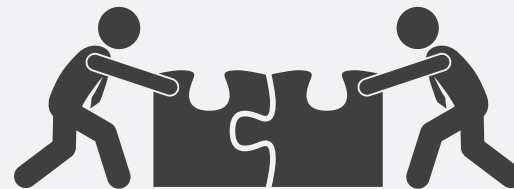
# Horizon 1: The Day to Day Actions to Deliver the Strategy Outcomes

## Our strategy outcomes

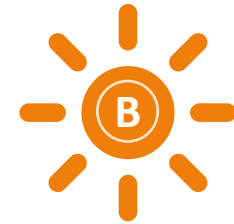
Our strategy outcomes guide our prioritisation and activity across Royal London, to ensure we achieve our Purpose.



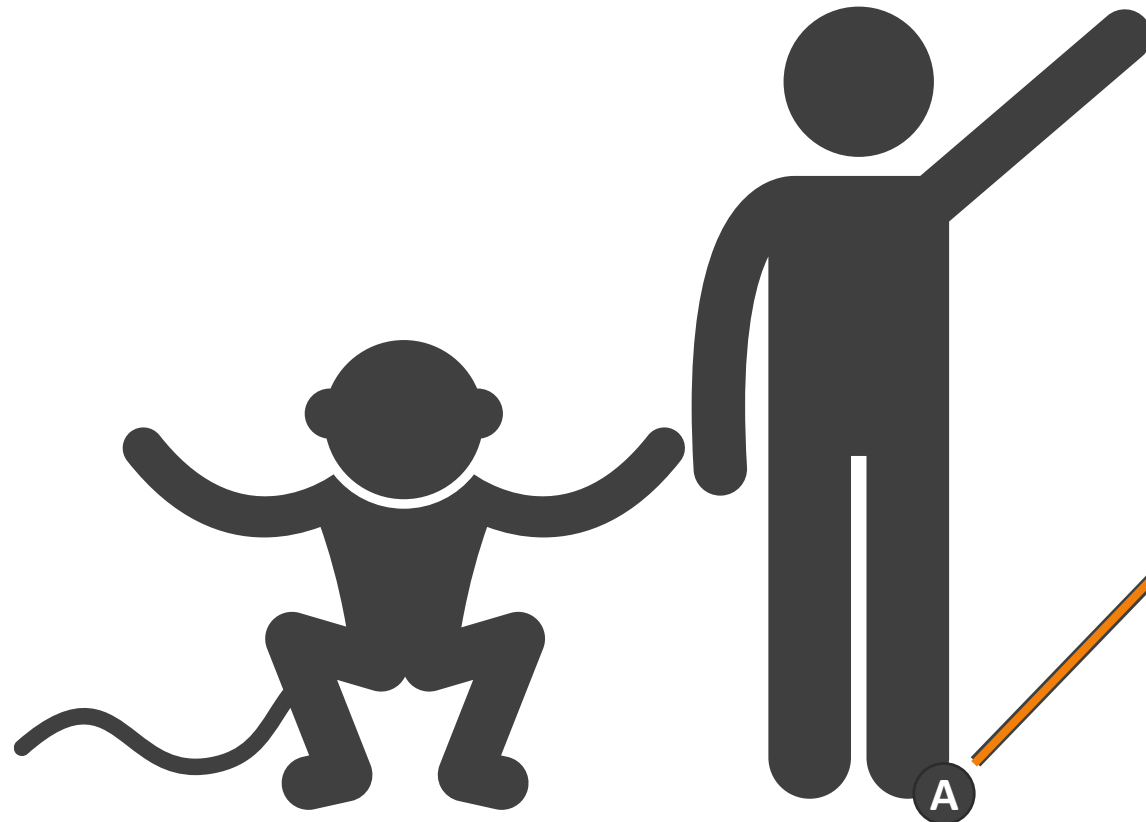
The breadth of our offering means our relationship with customers can last for the rest of their lives



# Use Different **Time Horizons** To Focus On the **Actions** to **Overcome the Current Crux**



Eternal Purpose



**Current Objective:** our current horizon

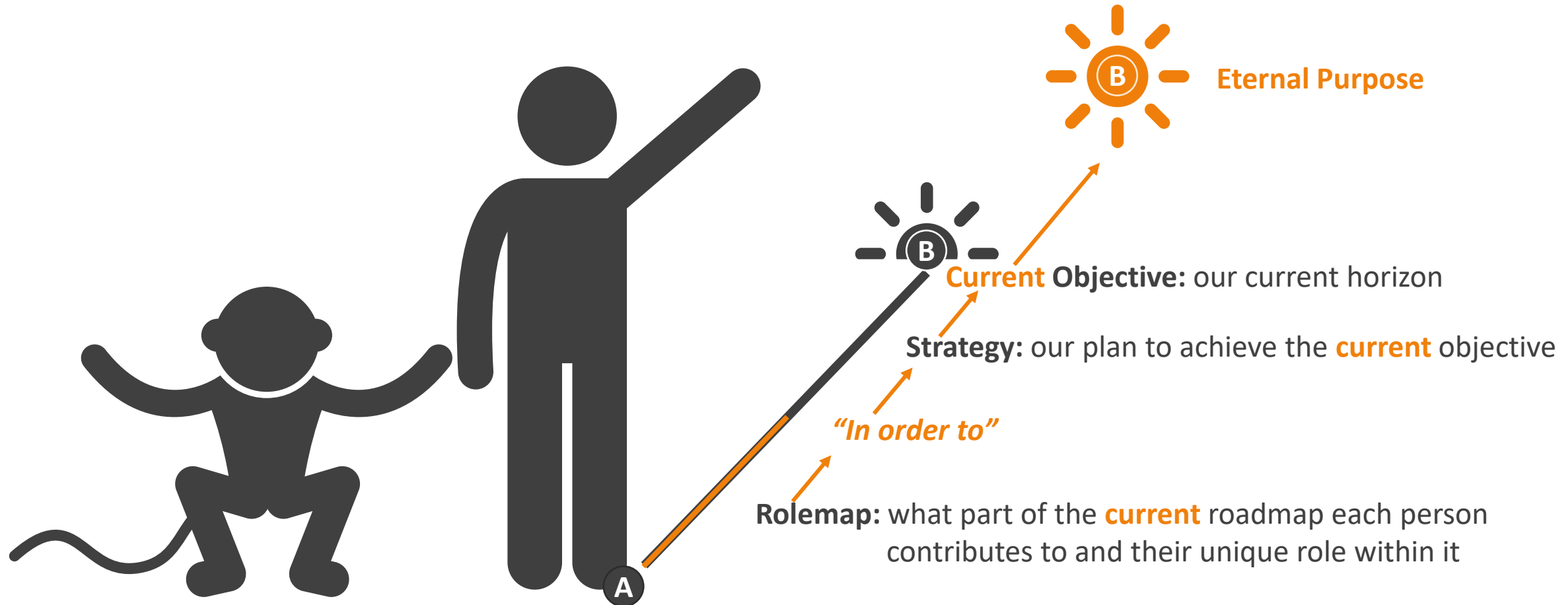
**Strategy:** our plan to achieve the **current** objective

**Roadmap:** the **current** strategy in achievable parts

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

# “In Order To”

## Helps Connect People to Their Purpose



Adapted from The Strategy Activation Playbook

# Seada van den Herik

CEO, Onderlinge 's-Gravenhage (Netherlands)





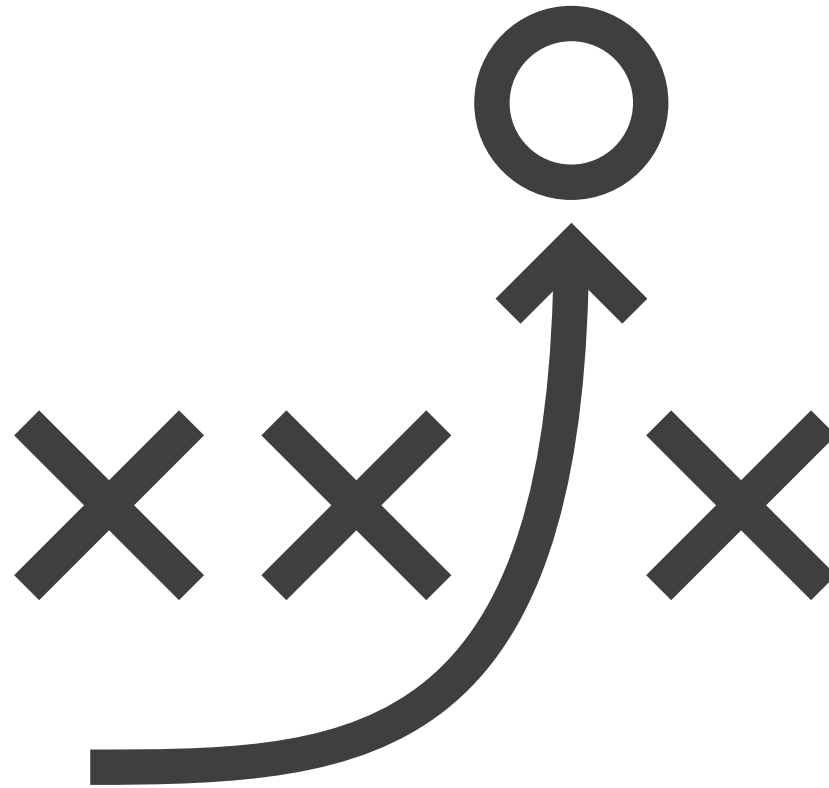
# Give People **Limited Freedom Spaces**

Where can they can really take **ownership**



**Seada van den Herik**  
CEO, Onderlinge 's-Gravenhage (Netherlands)

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





# No Plan Survives First Contact With ~~The~~ ~~Enemy~~ A Complex System



# Commander's Intent Saved the Day



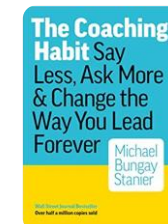
# Commander's Intent

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



# Commander's Intent

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



**Michael Bungay Stanier**

mbs.works

# People Are Ready to Do Their Very Best

When they **know what is expected of them**

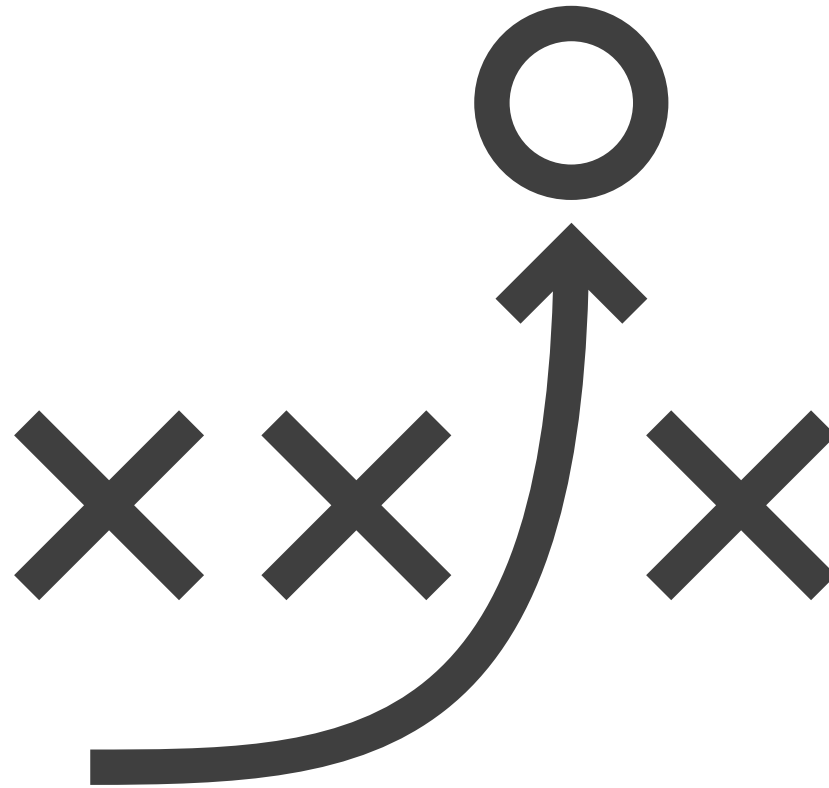


**Diego Guaita**  
CEO, Grupo San Cristóbal (Argentina)



Manage the Human

# 13. Script the Critical Moves Using Mantras



# Script the **Critical Moves**

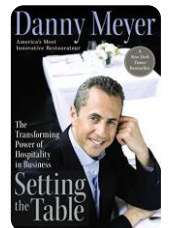


# Script the Critical Moves Using **Mantras**

Respond graciously, and do so at once

Err on the side of generosity

Always write a great last chapter

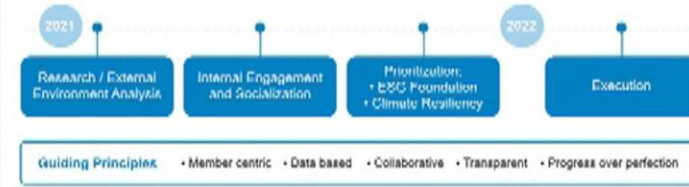


**Danny Meyer**  
Restaurateur

# Kimberly Palatnick

Vice President, Strategy & Sustainability,  
Wawanesa Mutual Insurance Company (Canada)

## Our Sustainability Journey



# Wawanesa's Leading With Mutuality Sustainability Journey: **Guiding Principles**

Member-centric

Data-based

Collaborative

Transparent

**Progress over perfection**



**Kimberly Palatnick**

Vice President, Strategy & Sustainability, Wawanesa Mutual Insurance Company (Canada)

# Script the Critical Moves Using **Mantras**

Member-centric

Data-based

Collaborative

Transparent

**Progress over perfection**



**Kimberly Palatnick**

Vice President, Strategy & Sustainability, Wawanesa Mutual Insurance Company (Canada)

A Critical Move Scripted Using A Mantra

# Key Tool: **Diagnose Before Treating**



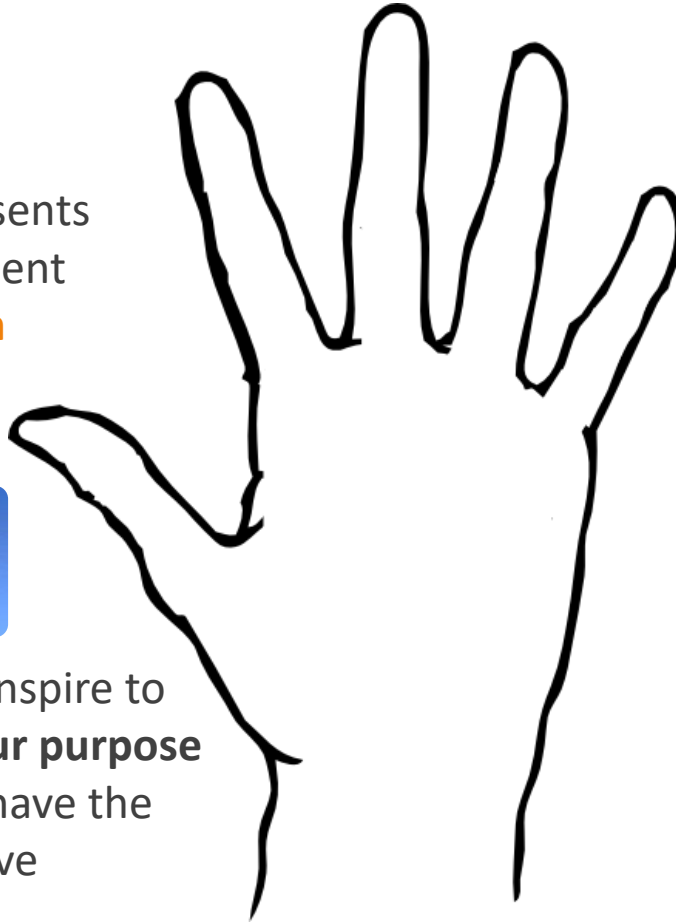
# Hand of Change

Part of using mantras to make change easy

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



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

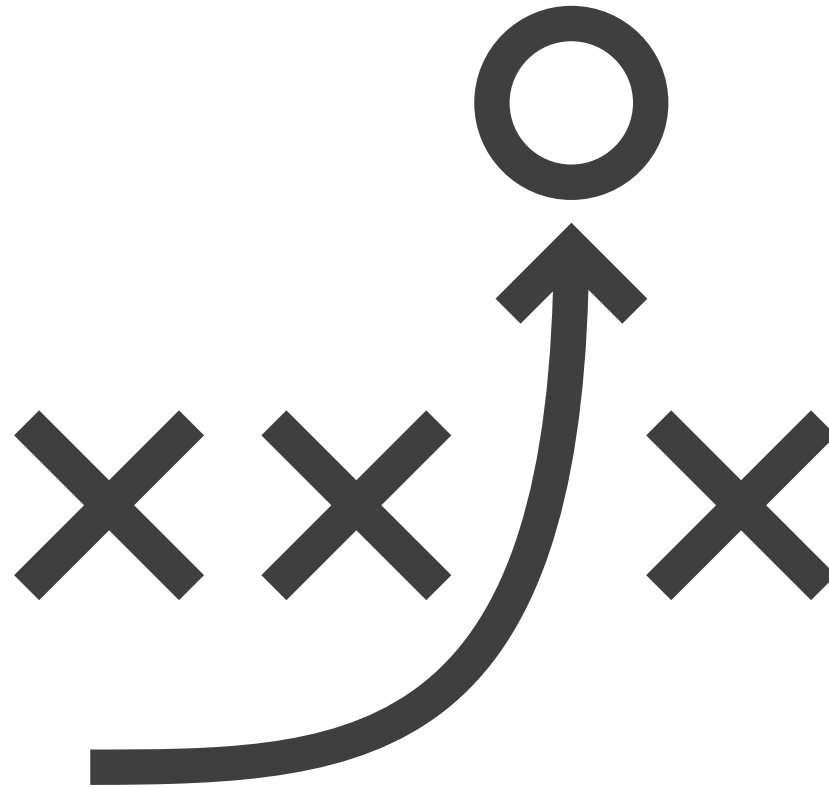
1. Diagnose before treating
2. Harness collective intelligence
3. Challenge before acting
4. Lead with purpose



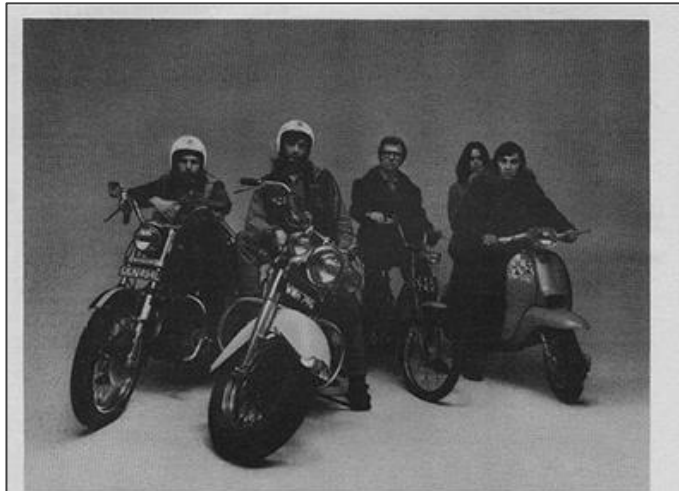
Manage the Human

# 14. Nudge to Make it Easy and Automatic

(lots more tomorrow re habit)



# How Can I Make the Critical Moves Easy to Do?



**The three on the right are now  
breaking the law**

From June 1st 1973 all riders— including pillion riders— of motorcycles, mopeds and scooters must wear safety helmets.\*

The new law means you must wear your helmet every time you get on your machine. Short spin or long journey.

Some 70% of all motorcycle fatalities involve head injuries. But wearing a helmet reduces the risk of death by about 40%.

So wear your helmet! If you don't you risk a fine of up to £50. You also risk your life. And that's what the new law is trying to prevent.

\*Only helmets marked as complying with a relevant British Standard or those affording a comparable degree of protection are permitted under the new regulations. When you are buying a new motorcycle helmet make sure it bears the British Standards Institution's Kitemark.



Sponsored by the Department of the Environment, the Scottish Development Department and the Welsh Office.

MOTORCYCLE MECHANICS

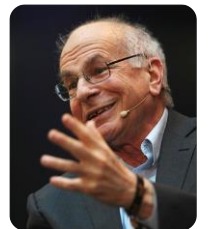
Crash helmets became  
Compulsory in the UK in 1973

**What happened to the frequency  
with which motorbikes were  
stolen?**

A **60% reduction** simply because  
**one extra step** was required

# The Best Psychological Idea Ever

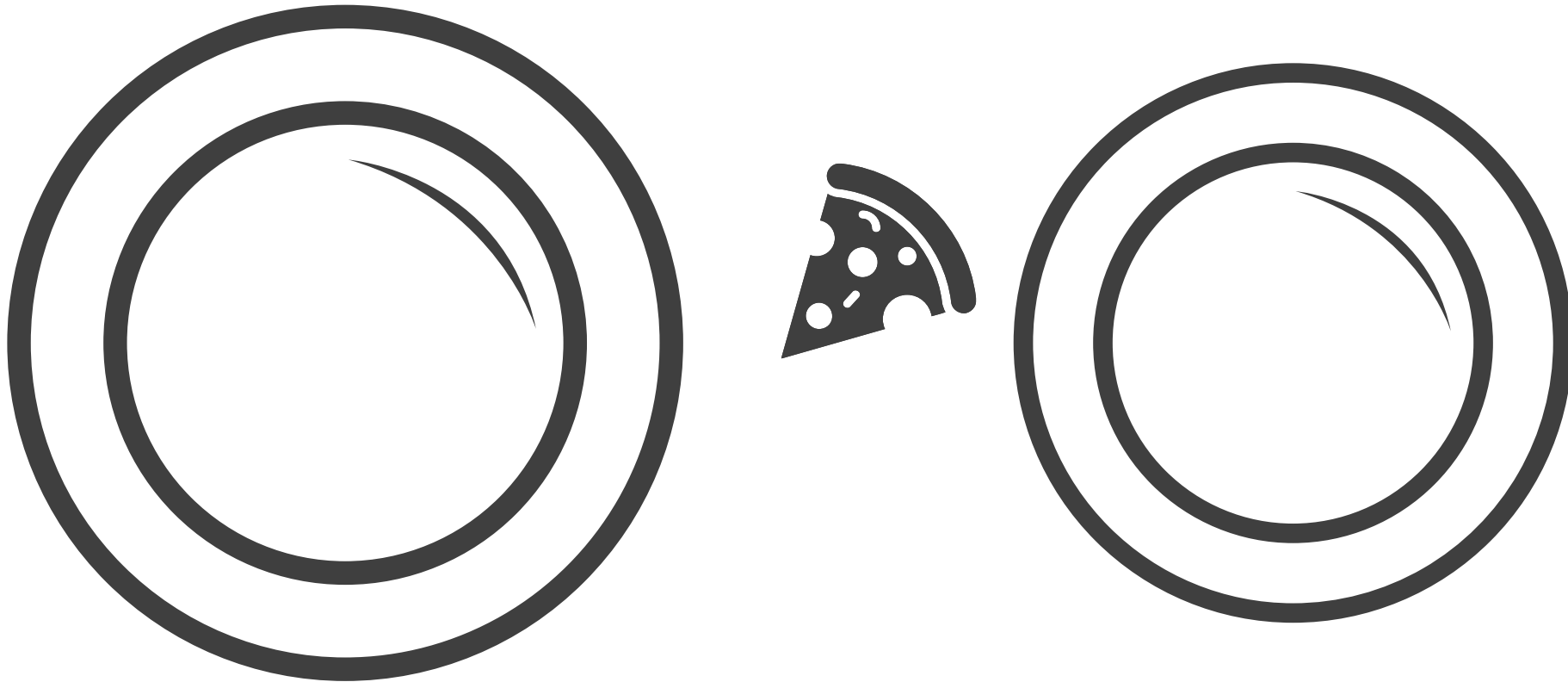
When you want to influence somebody's behavior, make **good behaviors easier** or **negative behaviors harder**



**Daniel Kahneman**

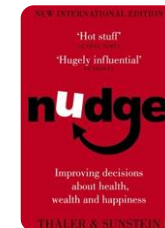
Princeton University

# Nudge to Make Desired Behaviours Easy and Automatic



# Nudge

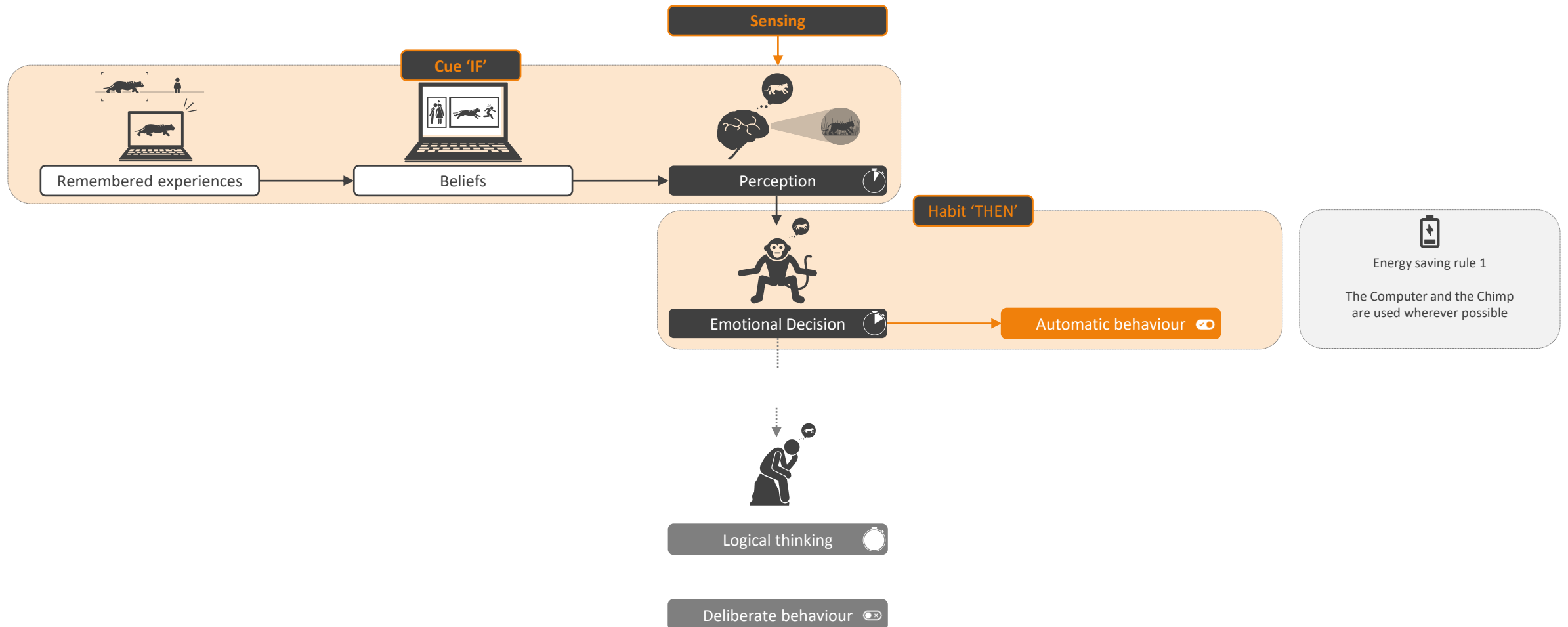
Any small and subtle change in the environment that encourages people to make better decisions for themselves, without limiting their freedom of choice



**Richard Thaler and Cass Sunstein**

University of Chicago and Harvard Law School

# Nudge



# Example Reference for Applying Behavioural Psychology



# EY Organizational Culture Presentation for ICMIF, April 2023

## Nudge

## Shove

**What is a Nudge?**

A **nudge** is a small and usually subtle intervention that influences an individual to change their behaviour. They are generally voluntary and non-intrusive to employees. Organizations can use nudges to influence behaviours of their people to align their people to their strategy. Below are examples of nudges that trigger employees to change their behaviour.

- Mentorship:** Guidance and advice provided by an experienced person.
- Rewards & Recognition:** Providing formal and / or informal recognition to another employee based on effort, performance, or achievement.
- Gamification:** Taking something that is typically not a game and applying game mechanics to increase engagement.
- Progress Monitoring:** The visual depiction of progress against a goal, typically in an easy-to-quantify graphic (E.g. fundraising thermometers).
- Priming:** Using powerful imaging and colours that subconsciously influences you towards an action path.
- Default Option:** An option that is automatically selected unless an alternative option is specified, using human inertia to influence them down a particular path.
- Messaging:** Alternative messaging, decision-tree messaging, loss aversion messaging and storytelling.

Page 8

**What is a Shove?**

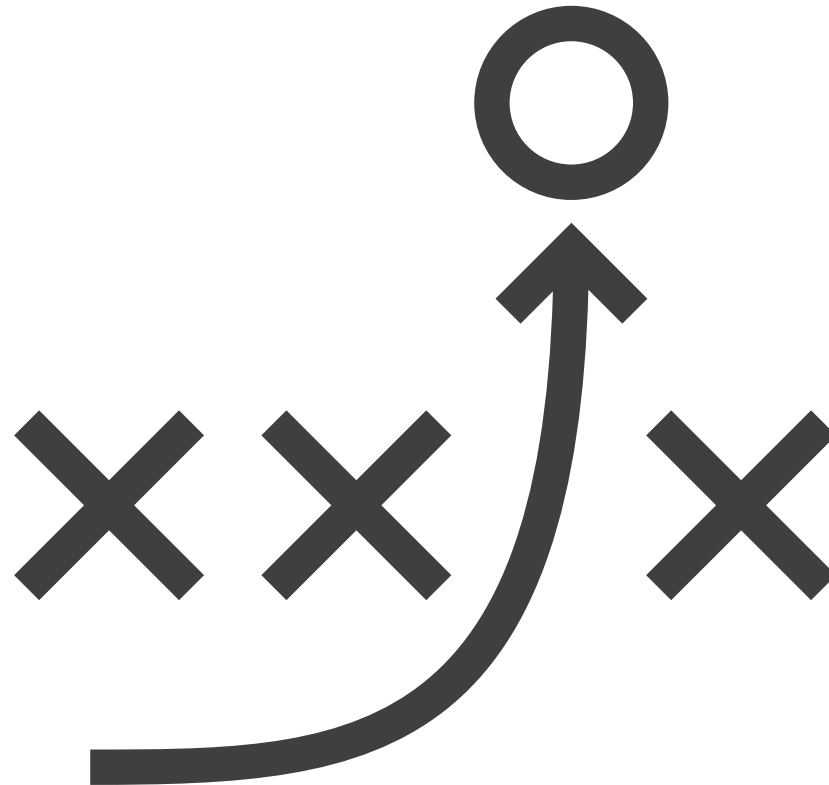
A **shove** is a significant and generally obvious intervention that pushes an individual to change their behaviour. These involve changes to the systems in the operating environment and are generally unilaterally forced onto employees. Organizations can use shoves to implement long term strategic changes. Below are examples of shoves that trigger employees to change behaviours.

- Compensation Structure:** The configuration of various compensation scheme elements, including base and variable pay, as well as short-term and long-term incentive plans.
- Policies:** The various organizational policies and procedures which guide how work is done (e.g. ethics and integrity, remote work, etc.).
- Mandatory Training:** The mandatory learning experiences that either specific individuals, groups, or the organization at large must complete (e.g. leadership styles, hiring without bias, etc.).
- Processes:** The standard processes that employees follow to execute work priorities.
- Workplace Technology:** The hardware and software that an organization uses, along with corresponding functionality and experiences.
- Physical Environment:** The physical work environment in which employees work and collaborate, including both WFH and in-office environments.
- Org Design:** The reporting structures, roles and responsibilities, and metrics in line with OKR and organizational strategy.
- Governance:** Decision-making forums and decision making rights granted to the leaders and employees in an organization.

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



# When Innovating In A Complex World

You have to ask “why?” dozens of times

You have to question your assumptions

You have to be open to being proven wrong

You have to be willing to hear uncomfortable  
new information



**Rita McGrath**  
Columbia Business School

# All Too Often

We rush through the “System 2” [Human]  
part of solving a problem



**Rita McGrath**  
Columbia Business School

# Take the Extra Time

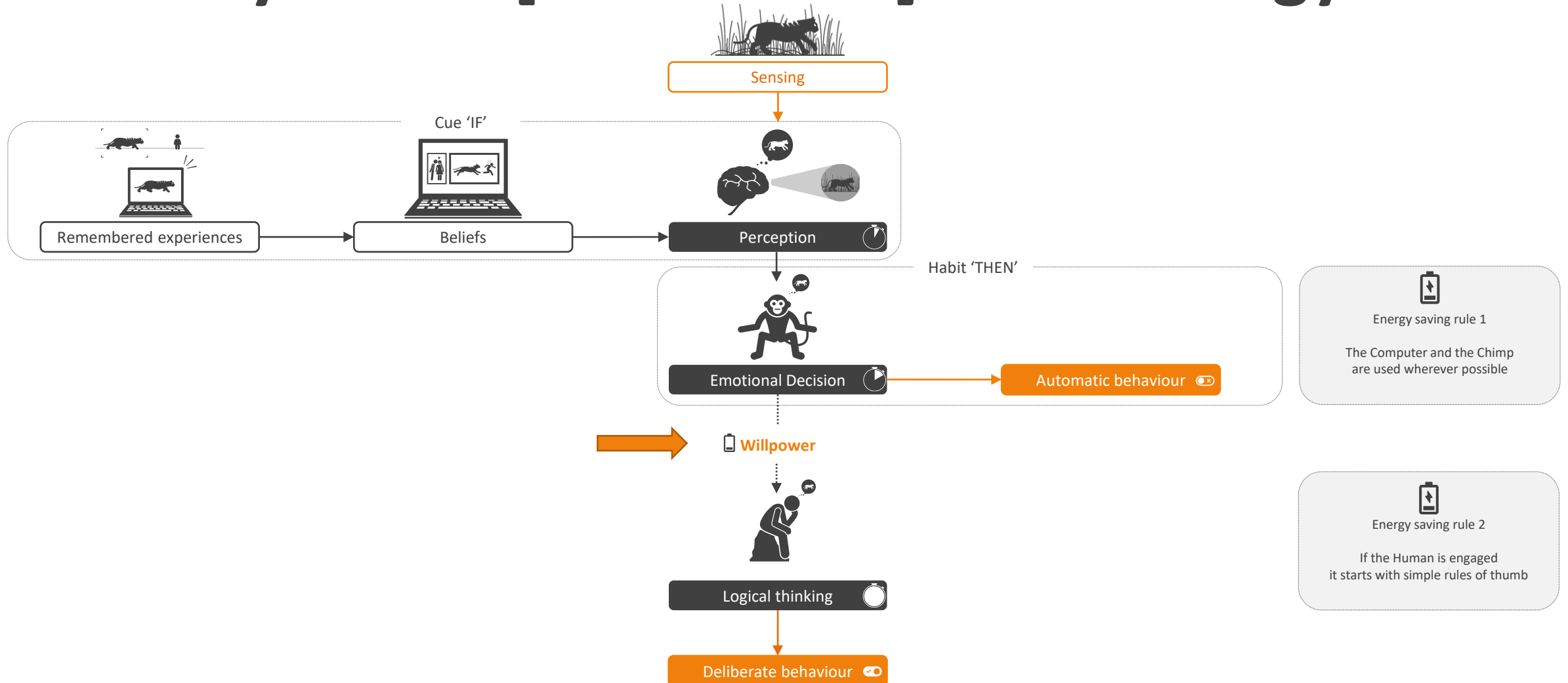
Do a lot of mental checking and engage  
System 2 [the Human]

It can save a boatload of heartache later



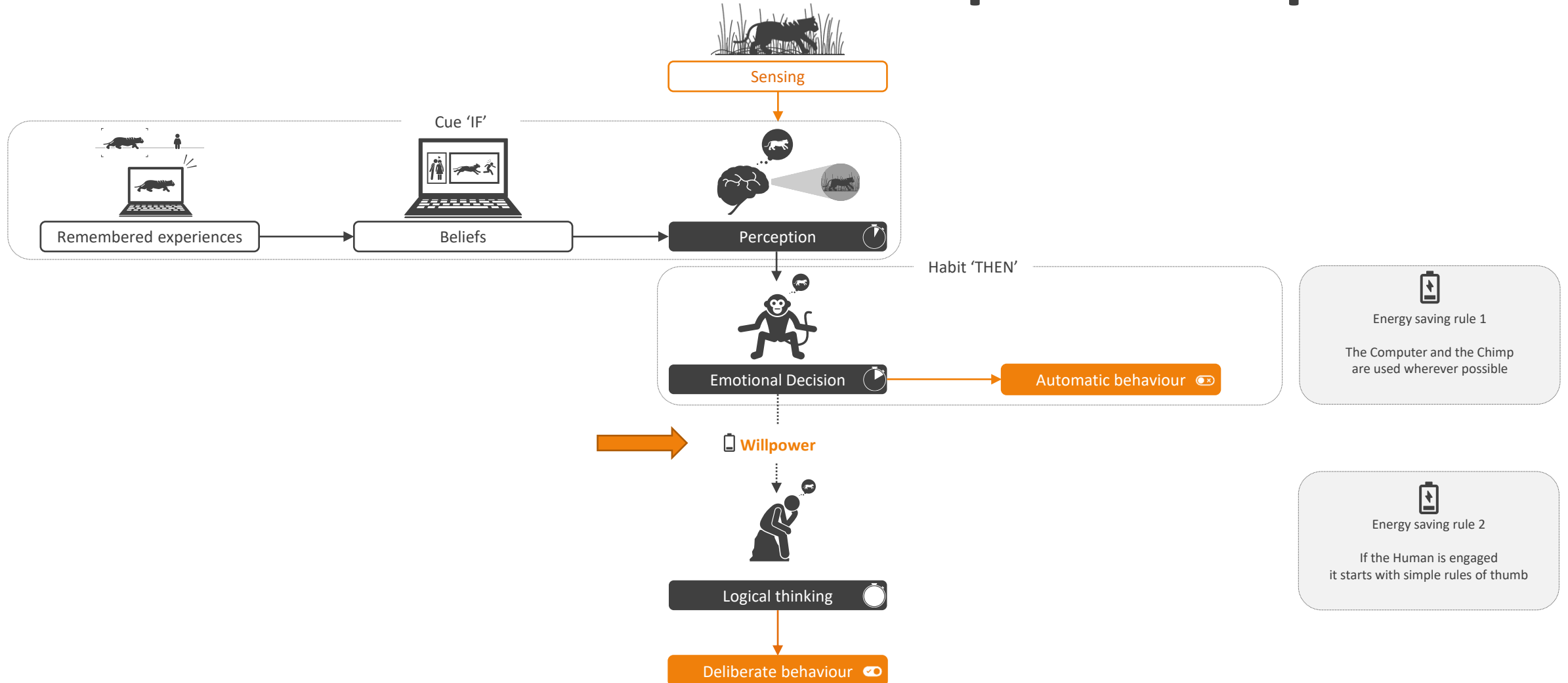
**Rita McGrath**  
Columbia Business School

# Doing Mental Checking and Using System 2 [the Human] Takes Energy



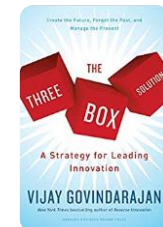
# Universal Challenge

## All Deliberate Behaviour Requires Willpower



# Look in the Mirror Every Day

Ask what have I done in Box 3 today?

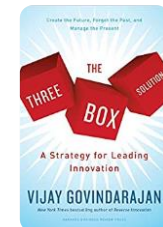


**Vijay Govindarajan**

Dartmouth College's Tuck School of Business

# Why is it So Difficult to Practice this Simple Lesson?

Because when you neglect the future today, you don't see the damage today



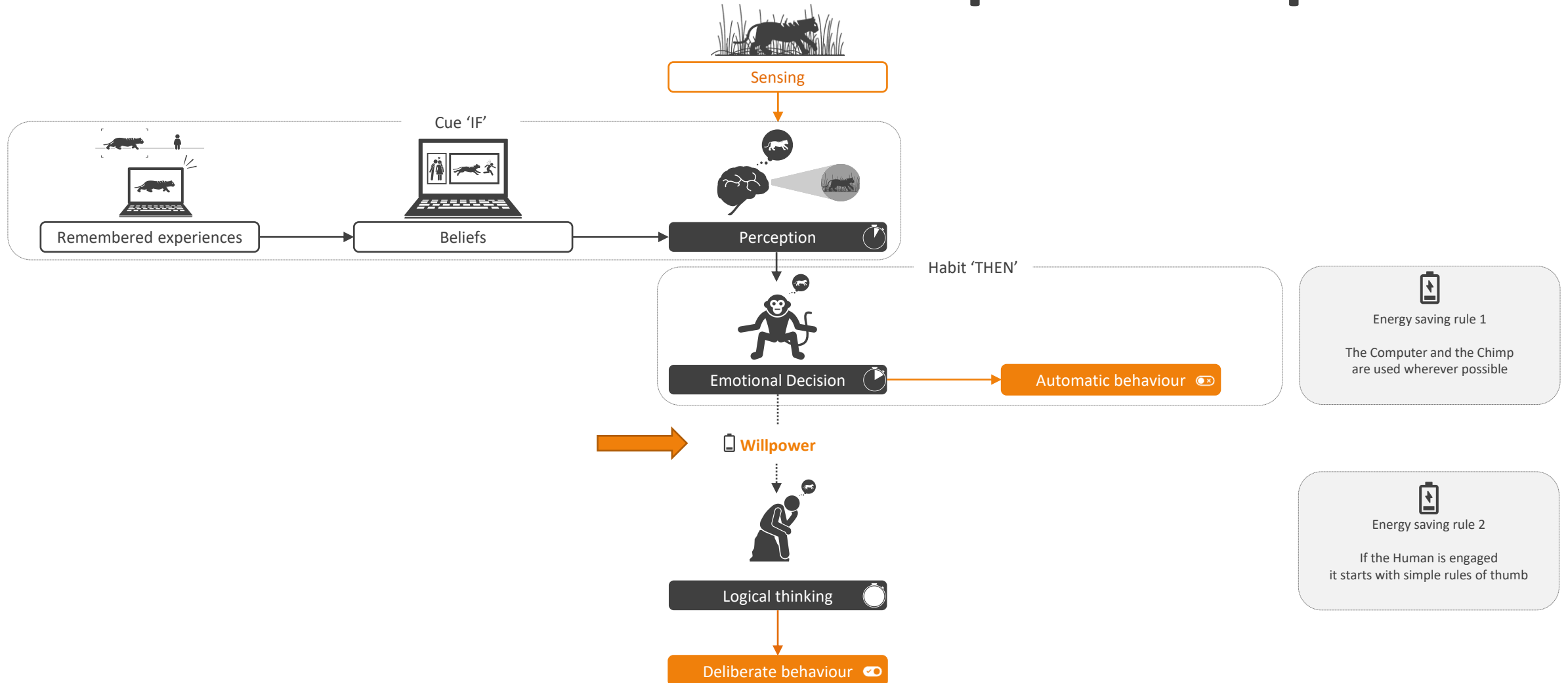
**Vijay Govindarajan**

Dartmouth College's Tuck School of Business

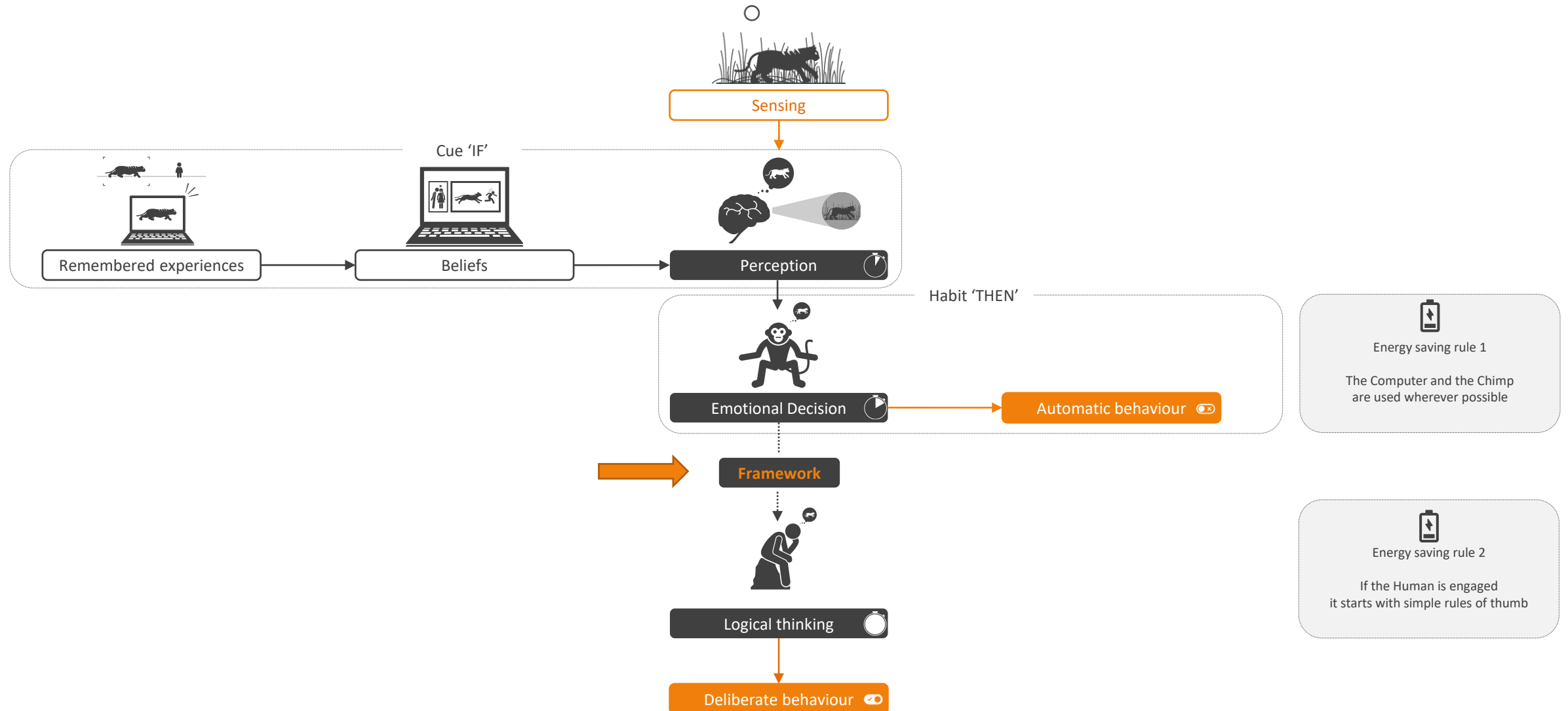


# It's Also Difficult Because ...

## All Deliberate Behaviour Requires Willpower



# Delegate Willpower to a Framework



# Three Box Framework

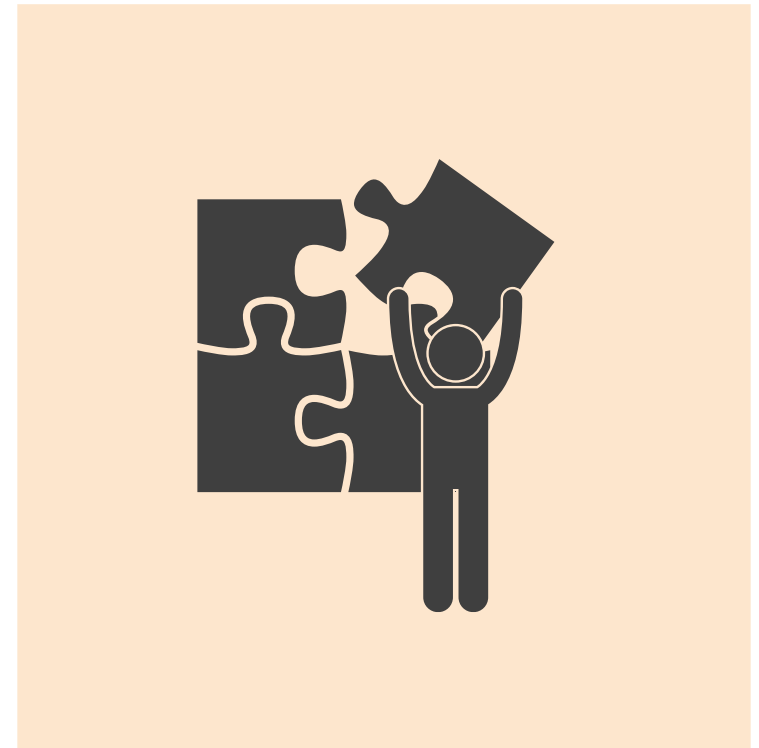
## Box 2: Selectively Forget the Past



## Box 1. Manage the Present



## Box 3. Create the Right Future

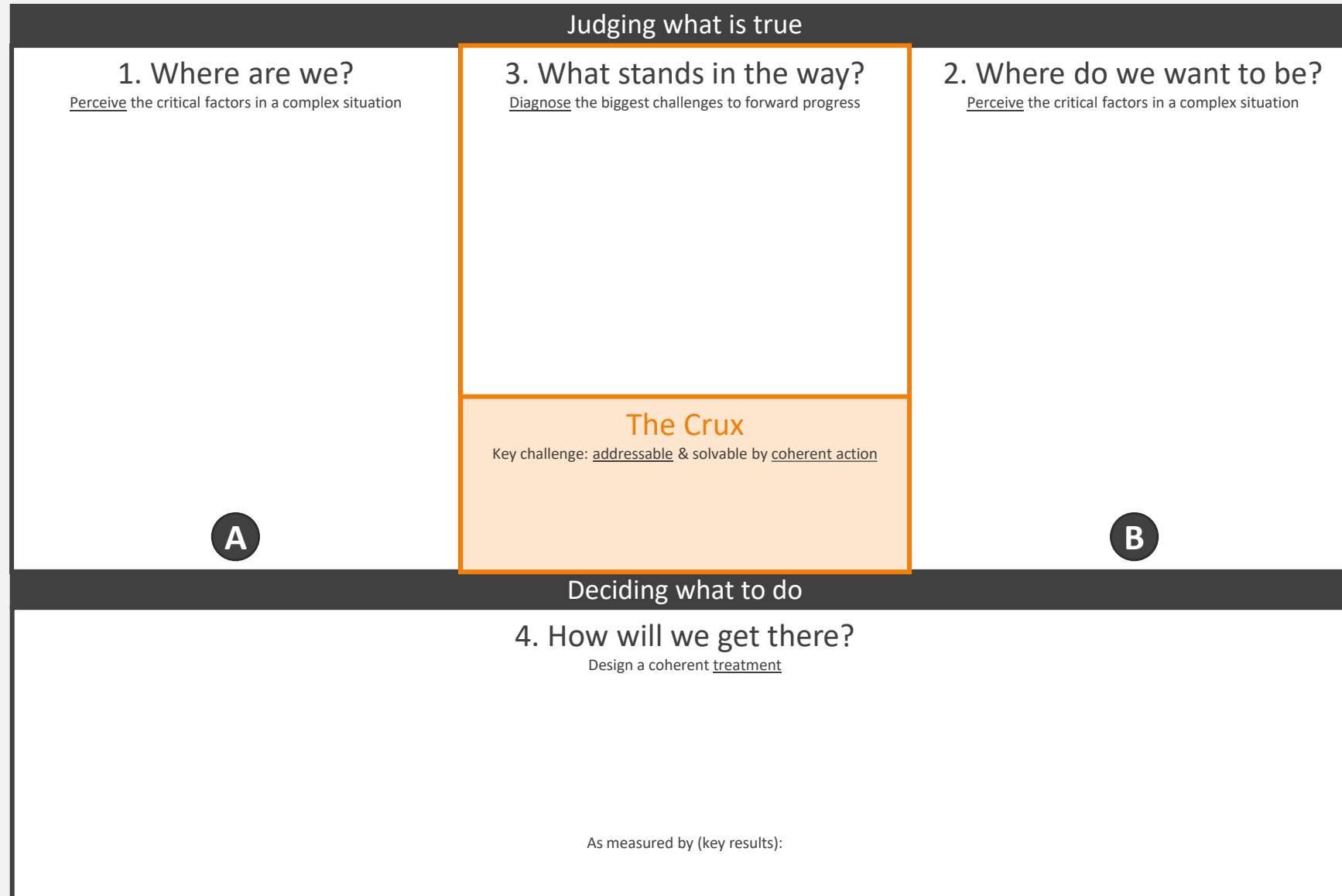


# Structure Your Agendas Using a Framework

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

# Strategy Canvas

Purpose of discussion:

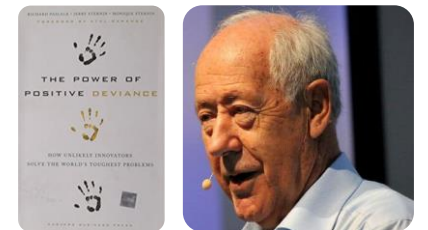


# Structure Your Agendas Using a Framework

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?

# People are Much More Likely To

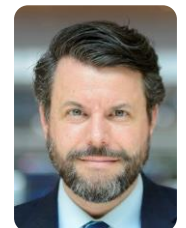
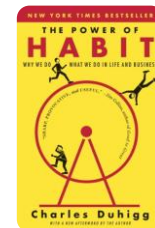
**Act their way into a new way of thinking**  
than to think their way into a new way of  
acting



**Richard Pascale**  
Stanford Business School

# Structuring Agendas This Way Is a **Keystone Habit**

A keystone habit is a pattern that has the power to start a **chain reaction**, changing other habits as it moves through an organization



**Charles Duhigg**  
Author



# Structuring Agendas This Way Is 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

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



# Your Return On Investment



From	Play	To
<b>Can't</b>	<p>Manage the Human to provide <b>capability</b> and <b>opportunity</b></p> <ol style="list-style-type: none"><li>11. Use different <b>time horizons</b> to focus on the actions to overcome the current crux</li><li>12. Use <b>commander's intent</b> and <b>thinking out loud</b> to enable coherent action</li><li>13. Script the <b>critical moves</b> ... using <b>mantras</b> and the <b>hand of change</b></li><li>14. Nudge to make desired behaviours <b>easy</b> and <b>automatic</b></li><li>15. Delegate finding the <b>willpower</b> for eternal renewal to a powerful <b>framework</b></li></ol>	<b>Can</b>

**22. Which managing the Human play or plays may provide immediate impact and are within my control?**

# Specific Exercises Enhance Lymph Flow to Increase the Effectiveness of the Immune System

**breast cancer care**

## Exercises

after breast cancer surgery

**Warm-up and cool-down**

Do exercises 1 and 2 to warm up before you do any other exercises on this leaflet. Repeat them at the end to cool down. You can do them standing up or sitting down.

**1 Shoulder shrugs**

- Keep your arms loose and relaxed by your sides.
- Shrug your shoulders up towards your ears and lower gently back down.

**2 Shoulder circling**

- Keep your arms loose and relaxed by your sides.
- Shrug your shoulders up towards your ears, then circle them back and down.

**Basic exercises**

Basic exercises can be done in the first week after surgery. You can do them sitting down or standing up. Remember to warm up first.

In these exercises, do not raise your arms above shoulder level (90 degrees).

**3 Bent arm**

- Raise both your arms forward so they are at right angles to your body.
- Bend your elbows and rest your hands lightly on your shoulders.
- Lower your elbows slowly, then raise them again.

Alternative

- Rest your hands on your shoulders but take your elbows out to the sides.
- Lower your elbows slowly, then raise them again.

**4 Back scratching**

- Hold your arms out to the sides and bend your arms from the elbow.
- Slowly reach up behind your back to just under your shoulder blades.

**5 Winging it**

- Place your hands behind your head with your elbows together in front of your face.
- Bring your elbows back so they're pointing out to the sides, then return to the starting position.

**6 Wall climbing**

- With your feet apart, stand close to and facing a wall.
- Put both hands on the wall at shoulder level.
- Looking straight ahead, gradually work your hands up the wall – sliding them or using your fingers to climb – as far as you can, feeling a stretch but not pain.
- Hold here and count to 10.
- Slide your hands back to shoulder level before repeating the exercise.
- Try to get higher each time.

**7 Arm lifts**

- Lie on the bed or floor with a cushion or pillow to support your head.
- While lying down take three or four really deep breaths and concentrate on relaxing your shoulders so they are not hunched up towards your ears.
- Cleap your hands together or hold onto a stick or broom handle. Keeping your elbows straight, lift your arms up and over your head as far as you feel comfortable.
- Hold them here and count to 10, then lower your arms slowly. You may find it useful to put a pillow behind you to support your arms until you're able to get them further back.
- Alternative
- If you have difficulty lying down – for example because of breathlessness – you can do this exercise in a sitting position, leaning back in your chair.

**8 Elbow push**

- Lie on your back with your hands behind your head and your elbows out to the sides.
- Gently push your elbows downwards into the bed or floor as far as is comfortable.
- Hold and count to 10, then relax.
- This exercise is particularly helpful if you go on to have radiotherapy as the treatment will often require you to be in a similar position.

**First week after surgery**

Do the warm-up, basic exercises and cool-down.

**Second week and beyond**

Do the warm-up, basic and more advanced exercises, and cool-down.

These timings are meant as a guide, and you should complete the exercises at your own pace.

- You can start the exercises the day after your surgery.
- Do each exercise 5 times before you move on to the next one.
- Try to do the exercises 3 times a day – in the morning, around midday and in the evening.

If you've had a breast reconstruction, talk to your surgeon or physiotherapist before you start or continue any exercises and follow their advice.

You shouldn't feel pain when doing the exercises. However, a stretching or pulling sensation is normal. If you have any concerns about your range of movement or level of discomfort while doing these exercises, speak to your surgeon, breast care nurse or physiotherapist.

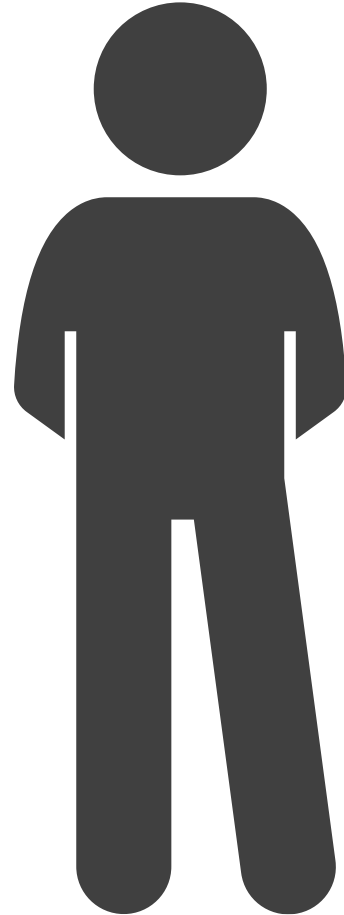
**More advanced exercises**

You can start these more advanced exercises in the second week after surgery (if you have removable stitches or a drain, wait until these have been removed). In these exercises, you should raise your arms above shoulder level.

Remember to do the warm-up and basic exercises first each time. If you're having problems with fluid collecting at your operation site, wound infection or ongoing or worsening pain, stop exercising and speak to your surgeon or breast care nurse.

**breast cancer care**  
the breast cancer support charity

# The Human Just Wants to Know **What to Do**



# Dr Don McKenzie Scripted the Critical Moves By Making Them **Routine** and **Socially Supportive**



## BREAST CANCER SURVIVORS DRAGON BOAT RACING TEAM

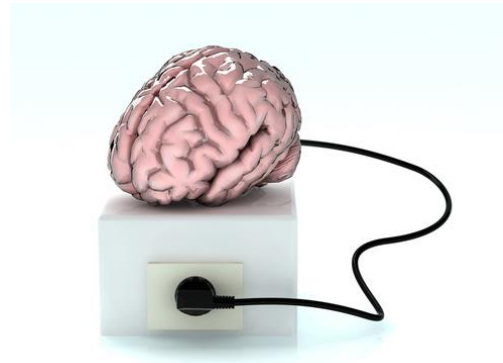
Pink Champagne Breast Cancer Survivors Dragon Boat Team was established in 2008 by a group of breast cancer patients, in collaboration with the breast cancer team at the Royal Bournemouth Hospital and a team of exercise therapists. Based in Dorset we are now one of 344

teams worldwide, hoping to inspire and encourage other breast cancer survivors.

Source: <https://pinkchampagne.org.uk/>

It all started in 1996 when a Canadian sports medical specialist, Dr Don McKenzie, embarked on a research project to explore the benefits of regular, repetitive, strenuous exercise following breast cancer surgery.

# Break #4 (of 4 today)



Next session starting at

**15:30**

# ICMIF Advanced Management Course 2024

## Peer-to-peer consultancy #2: Leading with Purpose



**Part 6 (of 6)**

Today's session ends: **17:00**



# The Best Leadership Mind Frame

## The Stockdale Paradox

Absolute faith that you can and **will prevail**

The discipline to **confront the most brutal facts** of your current reality



**Jim Collins**

McKinsey & Stanford University

# Groups

1. Leading with purpose
2. Leading continuous change
3. Influence & senior stakeholder management
4. Leading teams to embrace Agile
5. Leading in chaos
6. Culture
7. Prioritisation
8. Private reflection
9. \_\_\_\_\_
10. \_\_\_\_\_



# To Start Tomorrow's Session



**On reflection, what was most valuable regarding yesterday's session?**

# Friday: Making It Easy With a **Structured Approach**



# Habit Canvas

Making and re-making habits

Focus:

Make it <b>Obvious</b>	
Current behaviours	Desired behaviours
Make it <b>Attractive</b> : How life will be better when I consistently exhibit this behaviour	
For me	For "us"
Make it <b>Easy</b> : Use an implementation plan	
If	Then
Make it <b>Satisfying</b> : How I will work with my partner to maintain focus and celebrate achievement	

# 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



# Action: Review Your Notes Taken and Observations Made During This 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 09:50	Break 09:45
	10:05 Foundations of Leading with Purpose (With an Energy-Saving Brain)	10:35 Foundations for Leading Effective Collaboration: Collective Intelligence	10:05 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 11:15	Break 11:15	Break 10:55
	11:20 A Framework for Thinking About Thinking (part 1)	11:35 Foundations for Leading Effective Collaboration: Psychological Safety	11:35 Leading With Purpose (part 1)	11:10 Working Together to Collaborate for Eternal Renewal
	Lunch 12:30	Lunch 12:05	Lunch 12:30	Lunch 12:25
	13:30 A Framework for Thinking About Thinking (part 2)	12:50 Challenge-based strategy and Healthy Challenges	13:15 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 15:15	
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	

# Action: By Tomorrow Please Consider What One Behaviour Would You Like to Improve

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
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Focus:

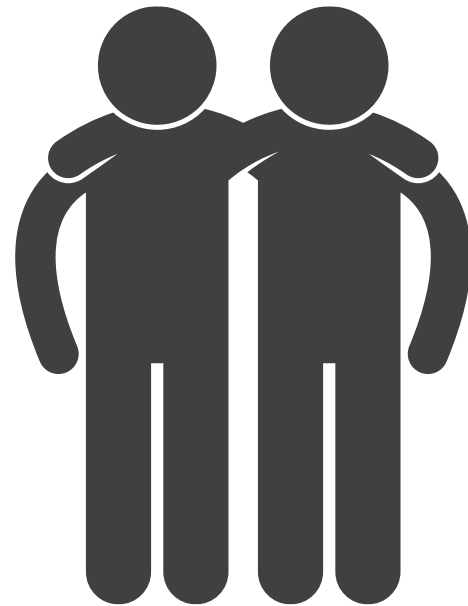
Make it <b>Obvious</b>	
Current behaviours	Desired behaviours

# Working With A Partner Correlates With Success



# Please 'Buddy Up' With a Partner

## Chat to Mike If You Haven't 'Buddied Up'

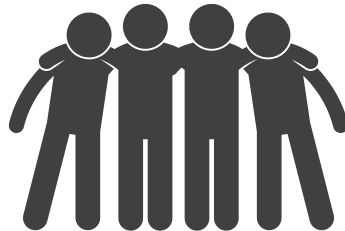


Reach out to each other today

# Thank You **09:00** Start Tomorrow

## With a Buddy and the Behaviour You Wish to Improve

Monday  
Welcome and  
introductions  
18.00 – 18.00



Tuesday  
Leading mutual insurers  
with purpose  
09.00 -17.00



Wednesday  
Leading teams  
in a complex world  
09.00 -17.00



Thursday  
Activating strategy  
in a complex world  
09.00 -17.00



Friday  
Translating learning  
into value  
09.00 – 15.00

