ICMIF Advanced Management Course

Thursday
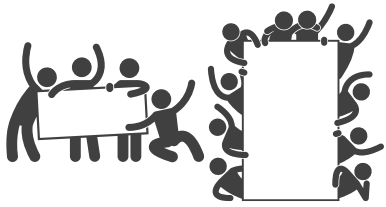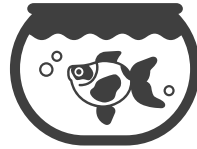## Activating Strategy in a Complex World

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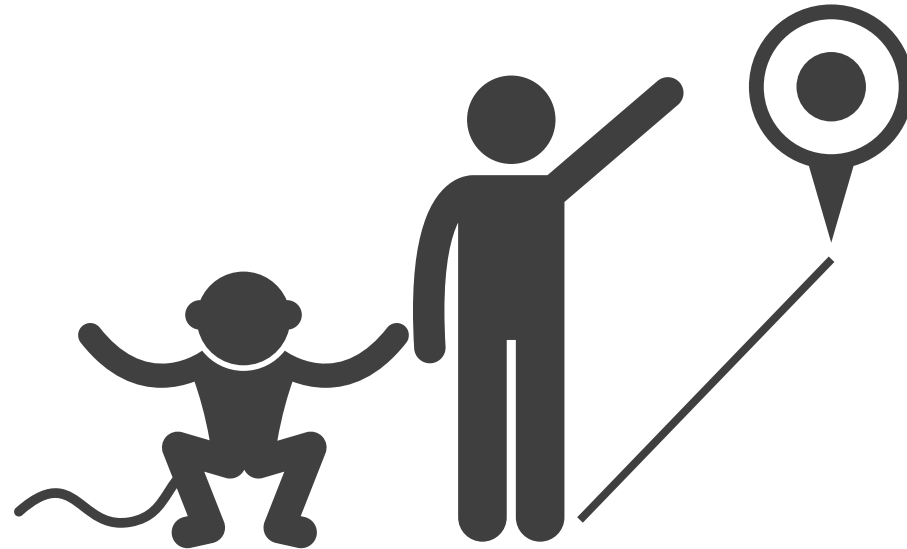
Leading Across Cultures

13. Cultures Fit their Environment

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

14. Our Own Culture Is Invisible

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

15. Culture Defeats Strategy

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

16. Willpower is a Scarce Resource

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

Unlock Curiosity and Motivation

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

Culture Maps Diagnose Traps

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

Agree Your Critical Few Behaviours

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

Be Humble Across Cultures

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

How Cultures Judge & Decide

Sensing

Cue 'IF'

Common experiences → **Shared** Beliefs → **Common** Perception

Habit 'THEN'

Emotional Decision → **Routine**

Willpower

Logical thinking

Deliberate behaviour

Energy saving rule 1

The Computer and the Chimp
are used wherever possible

Energy saving rule 2

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

3
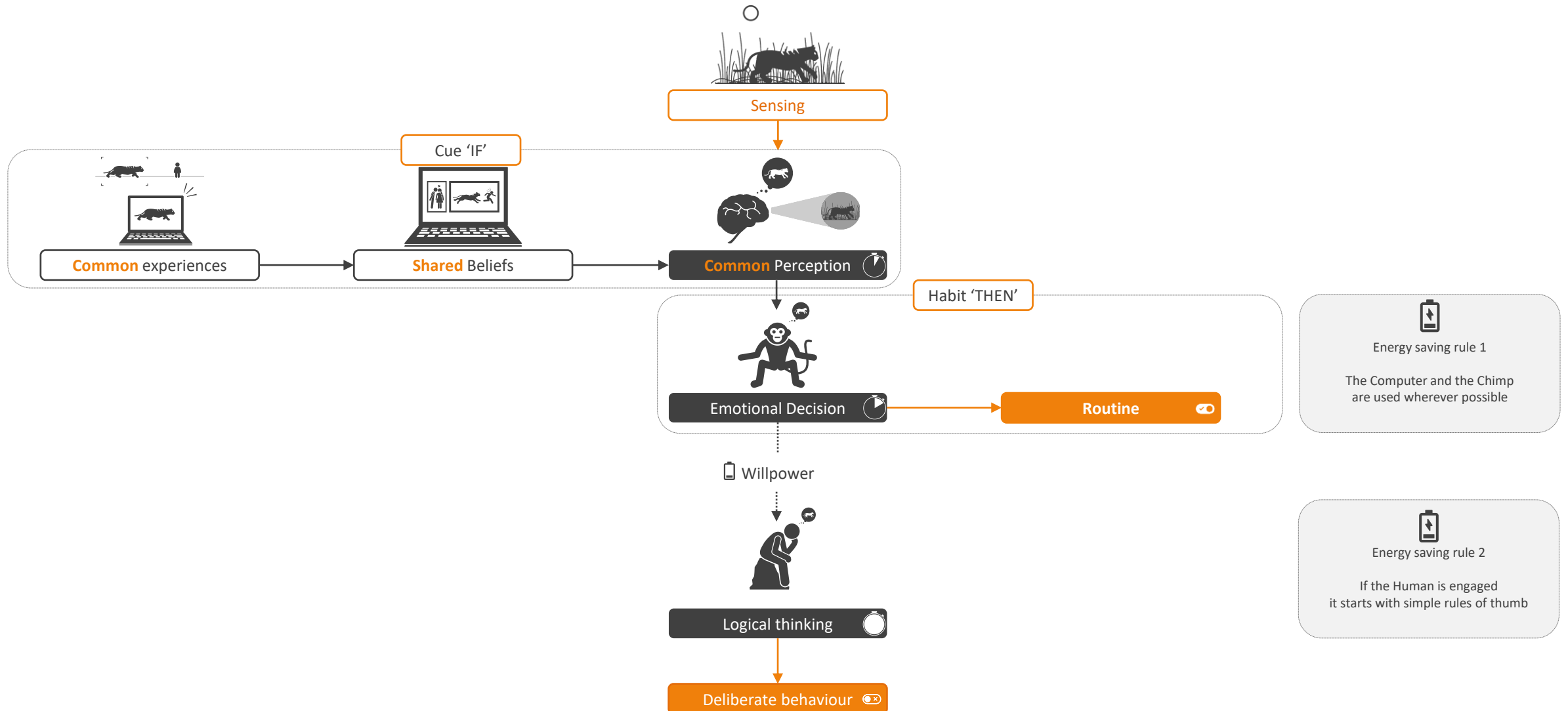
When Leading Across Cultures

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 overran by 30 minutes, if the discussion was viewed as valuable?

1	2	3	4	5	6	7	8	9	10
Very uncomfortable		Uncomfortable		Neutral		Comfortable			Very comfortable

2. Develop understanding

2. Communicating

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

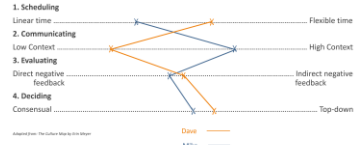*Adapted from: The Culture Map, Meyer*

3. Diagnose culture

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

1. Scheduling
Linear time .... Flexible time
2. Communicating
Low Context .... High Context
3. Evaluating
Direct negative .... Indirect negative feedback
4. Deciding
Consensual .... Top-down

Adapted from: The Culture Map by Erin Meyer

4. Reveal differences

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

Adapted from: The Culture Map by Erin Meyer

Dave
Mike
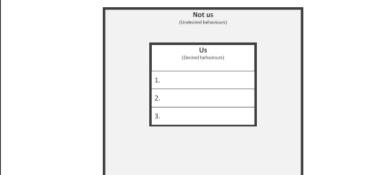
5. Diagnose traps

What Cultural Traps Might Affect Our Collaboration?

1. Scheduling
Linear time .... Flexible time
"They are so disorganised"   "They are so effective"
2. Communicating
Low Context .... High Context
"What did they mean?"   "I'm not stupid"
3. Evaluating
Direct .... Indirect
"Honest feedback is a gift"   "That was a slap in the face"
4. Deciding
Consensual .... Top-down
"They keep changing their minds"   "It takes forever"

6. Plan treatments

Critical Few Behaviours

Not us
(Undesired behaviours)

Us
(Desired behaviours)
1.
2.
3.

Important when you

A. Form a new team

B. Are visiting another culture

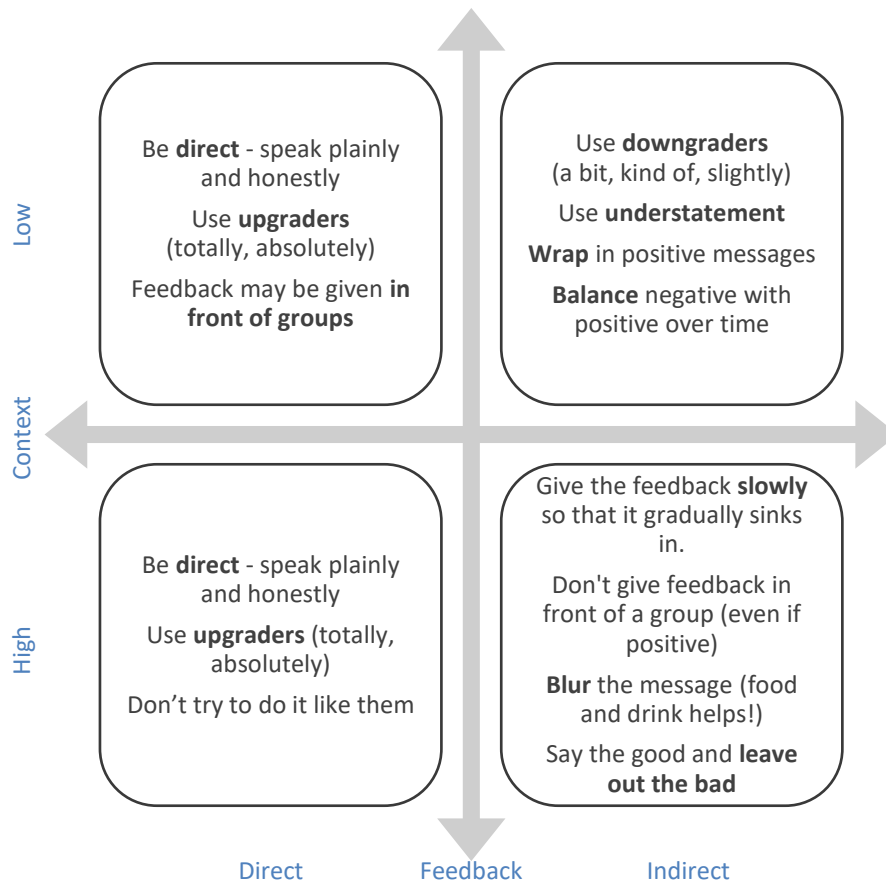### C. Have a visitor from another culture
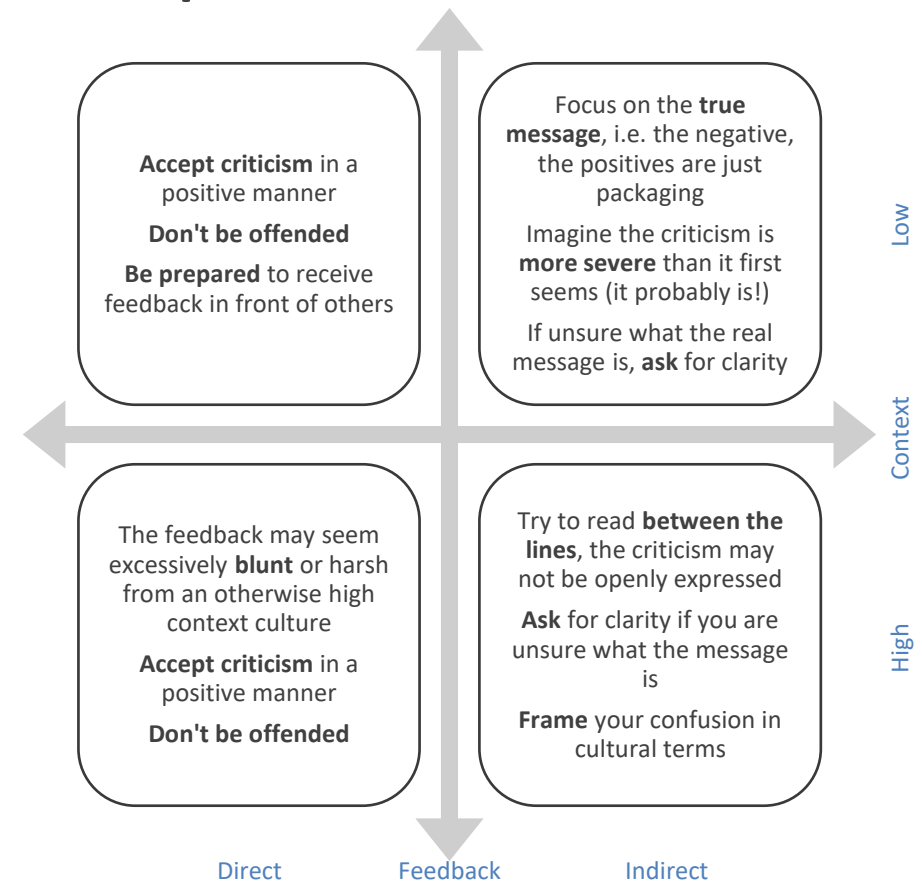
The Culture Map: Treatments

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

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

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

Adapted from: The Culture Map by Erin Meyer

The Culture Map: Evaluating Treatments

When Giving Feedback to People from These Quadrants

Low / **Context** / **High** (vertical axis, left)

Direct   Feedback   Indirect (horizontal axis)

Top-left (Low / Direct):
Be **direct** - speak plainly and honestly

Use **upgraders** (totally, absolutely)

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

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

Use **understatement**

Wrap in positive messages

Balance negative with positive over time

Bottom-left (High / Direct):
Be **direct** - speak plainly and honestly

Use **upgraders** (totally, absolutely)

Don't try to do it like them

Bottom-right (High / Indirect):
Give the feedback **slowly** so that it gradually sinks in.

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

Blur the message (food and drink helps!)

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

When Receiving Feedback from People in These Quadrants

Low / **Context** / **High** (vertical axis, right)

Direct   Feedback   Indirect (horizontal axis)

Top-left (Low / Direct):
Accept criticism in a positive manner

Don't be offended

Be prepared to receive feedback in front of others

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

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

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

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

Accept criticism in a positive manner

Don't be offended

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

Ask for clarity if you are unsure what the message is

Frame your confusion in cultural terms

Adapted from: The Culture Map by Erin Meyer

Fifteen Sample Plays To Activate Strategy

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

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

Vision
"Better Place"

B

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

Tension

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

A

Vision
"Bitter Place"

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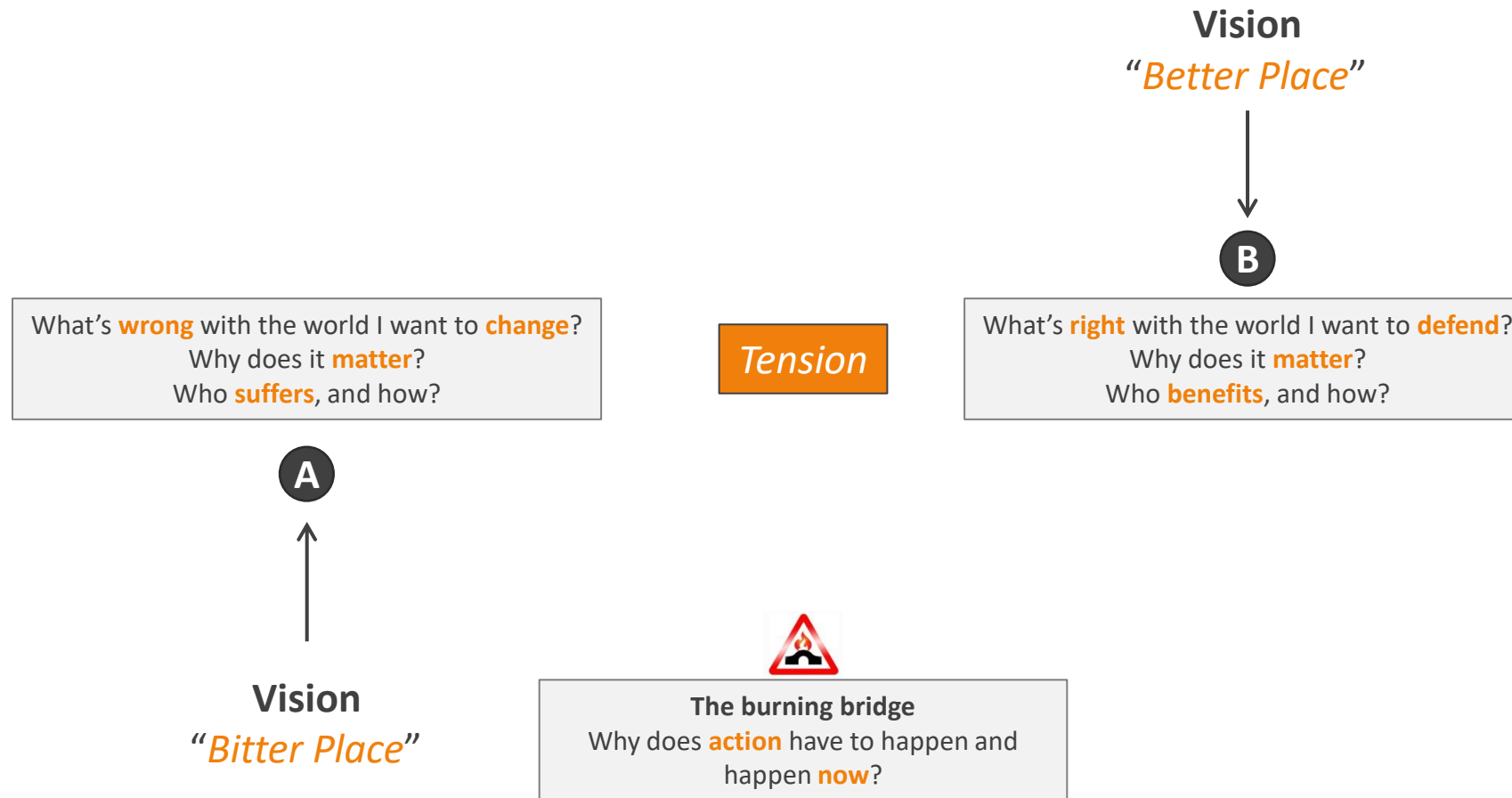
Vision Canvas

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?

Ginger INSIGHTS

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

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

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

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

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

Treatment (part 1)
Select and Connect the "Critical Few" **Enabling** Behaviours …

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

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

Treatment (part 2)
Break Through the Noise to Re-program **Limiting** Beliefs …

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

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

Common Computer Entries (Part 1)

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

Common Computer Entries (Part 2)

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

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

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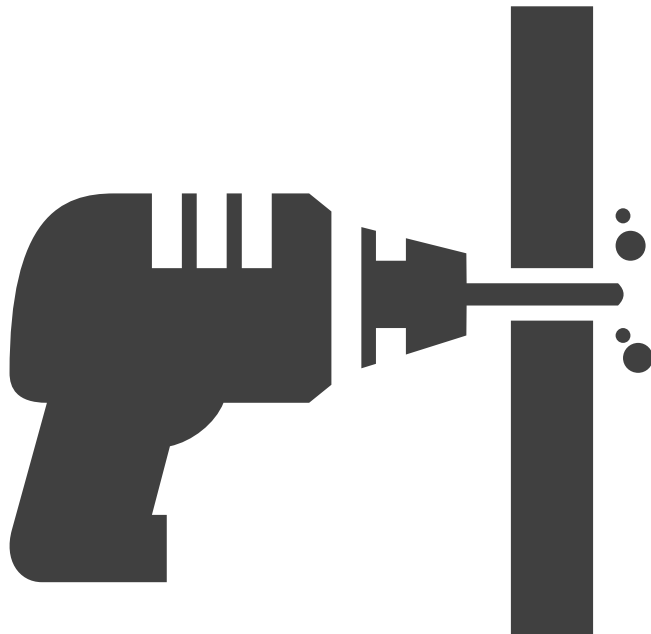
Useful prompts include: who, how, what, where, when and why.

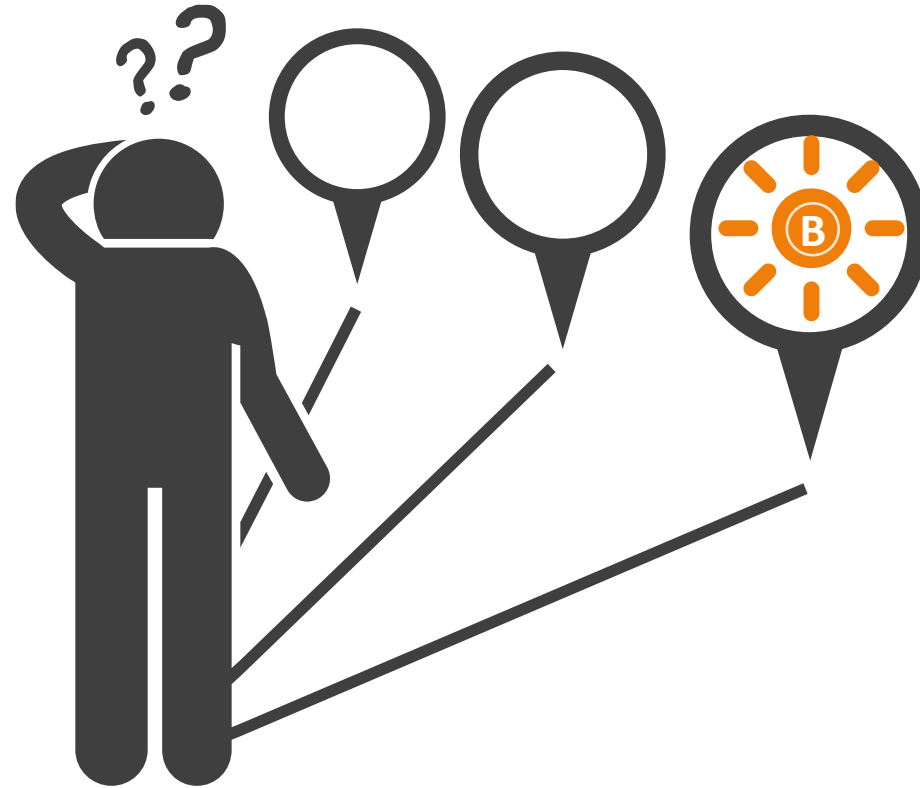# 3. What's In the Computer? Diagnose the Outcomes People Want "Where's the Smile?"

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

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

To Put a Smile on Their Grandmother's Face
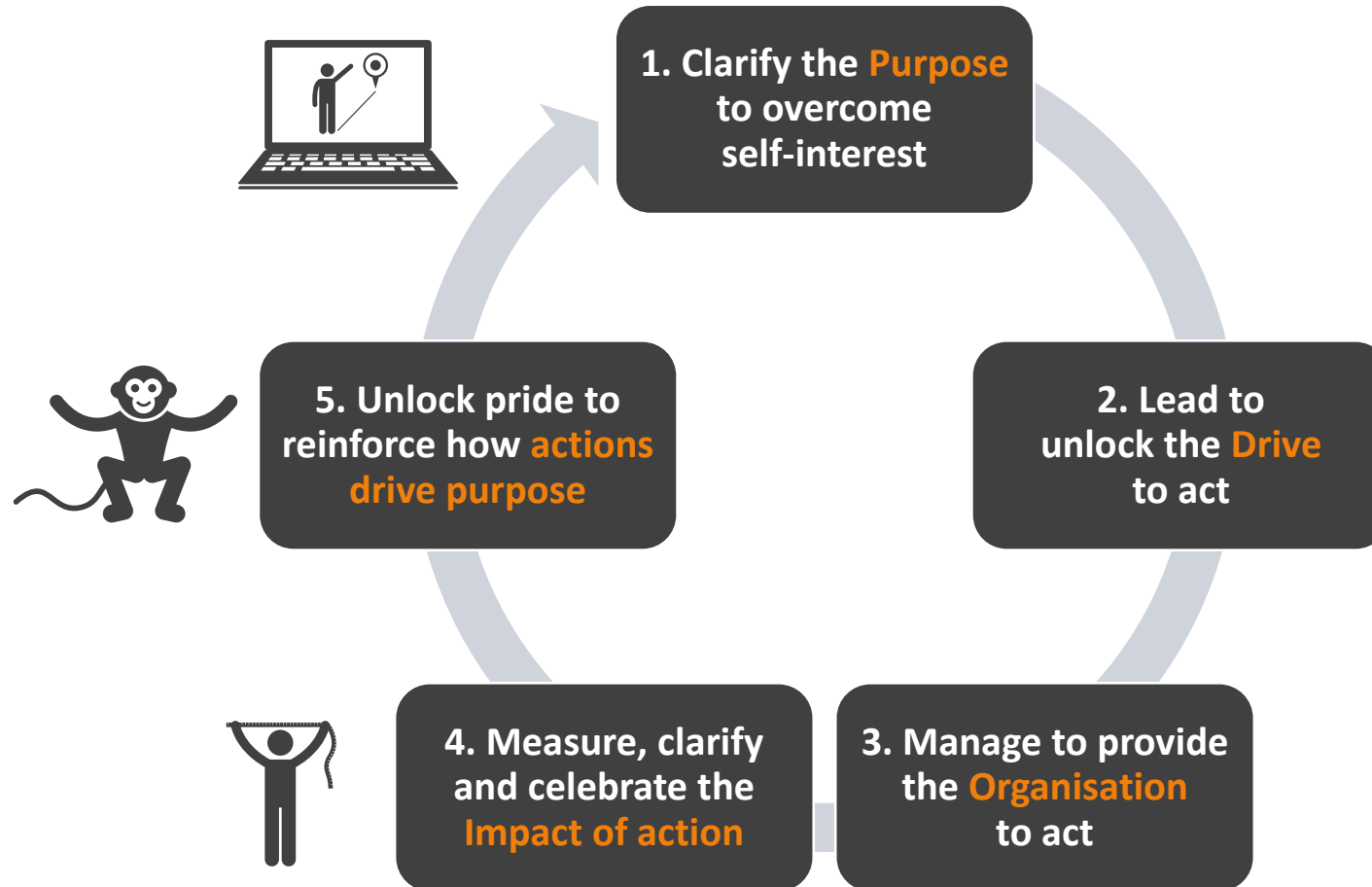
Ask yourself, "Where's the Smile?"

4. Use the Higher Purpose
To Make Choices Clear

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

1. Clarify the Purpose to overcome self-interest

2. Lead to unlock the Drive to act

3. Manage to provide the Organisation to act

4. Measure, clarify and celebrate the Impact of action

5. Unlock pride to reinforce how actions drive purpose

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

Hero: **your colleague**

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

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

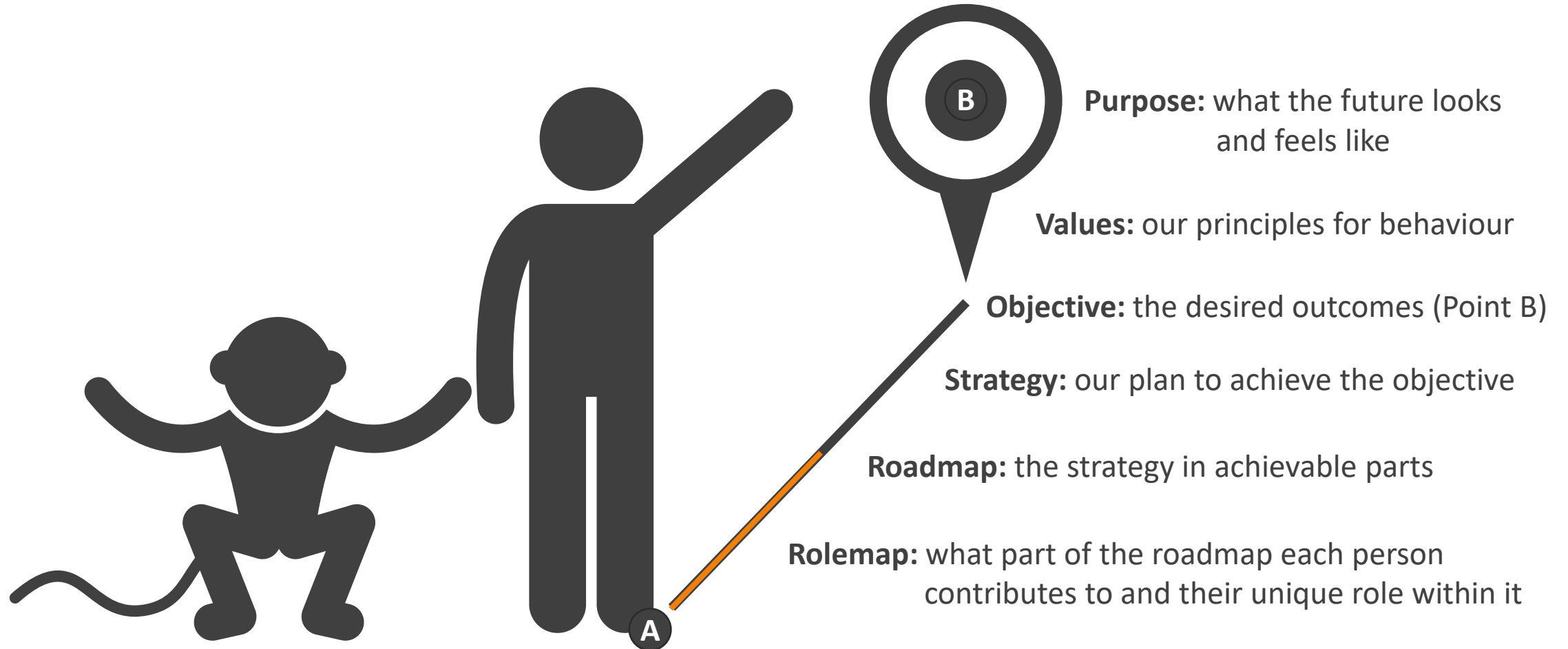*"What's your real problem here?
How might we find a solution?"*

Hero Empathy Canvas

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

Diagnose the hero's perception of their problem

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

What is our common enemy?

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

Purpose: what the future looks and feels like

Values: our principles for behaviour

Objective: the desired outcomes (Point B)

Strategy: our plan to achieve the objective

Roadmap: the strategy in achievable parts

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

Adapted from The Strategy Activation Playbook

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

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

Adapted from: The Three Box Solution by Vijay Govindarajan

9. Harness Existing Emotions As Sources of Energy

As a leader define the right connections
to inspire collaboration

~~Man United fan~~

Football fan

Common Chimp Drives

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

The Chimp is **5x stronger** than the Human and has **all the energy** to embrace or resist change

Any sense of **loss** in the feelings of avoidance will be magnified at **2.5x the power** of any sense of **gain** in the act of approaching

10. Inspire Emotional Commitment Not Rational Compliance

Compliance goals

- States a minimum performance standard that everyone must achieve

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

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

Commitment goals

- States a collective improvement goal that everyone can aspire to

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

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

Management vs. Leadership

Addresses can't   Overcomes won't

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

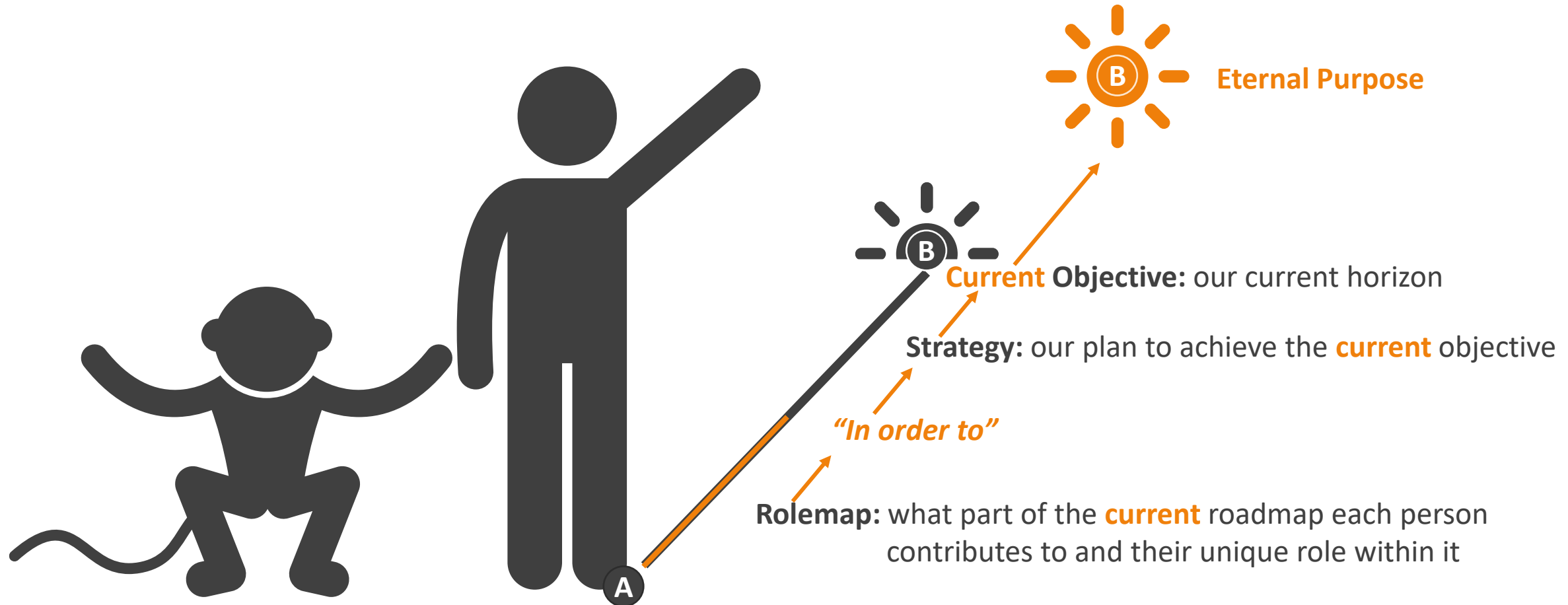Authority is the **right** to give orders and make decisions   Influence is the **ability** to affect ideas and actions

Compliance   **Commitment**

11. Use Different Time Horizons To Clarify and Focus

Eternal Purpose

Current Objective: our current horizon

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

"In order to"

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

Adapted from The Strategy Activation Playbook

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

Commander's Intent

Example from Wawanesa

Progress over perfection

Thinking Out Loud

"I would summarize what I'd heard, describe how I processed the information, and outline my first thoughts on what we should consider doing about it.

It allowed the entire command To **follow my logic trail** and **correct** where appropriate, and to **understand** how I was thinking

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

Sources: The Coaching Habit by Bungay Stanier & Team of Teams by MacChrytsal et al

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

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

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

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

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

Inspired by Founders Mentality, Bain and Company

14. Nudge to Make Desired Behaviours Easy and Automatic

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

Sources: Interview with Daniel Kahneman
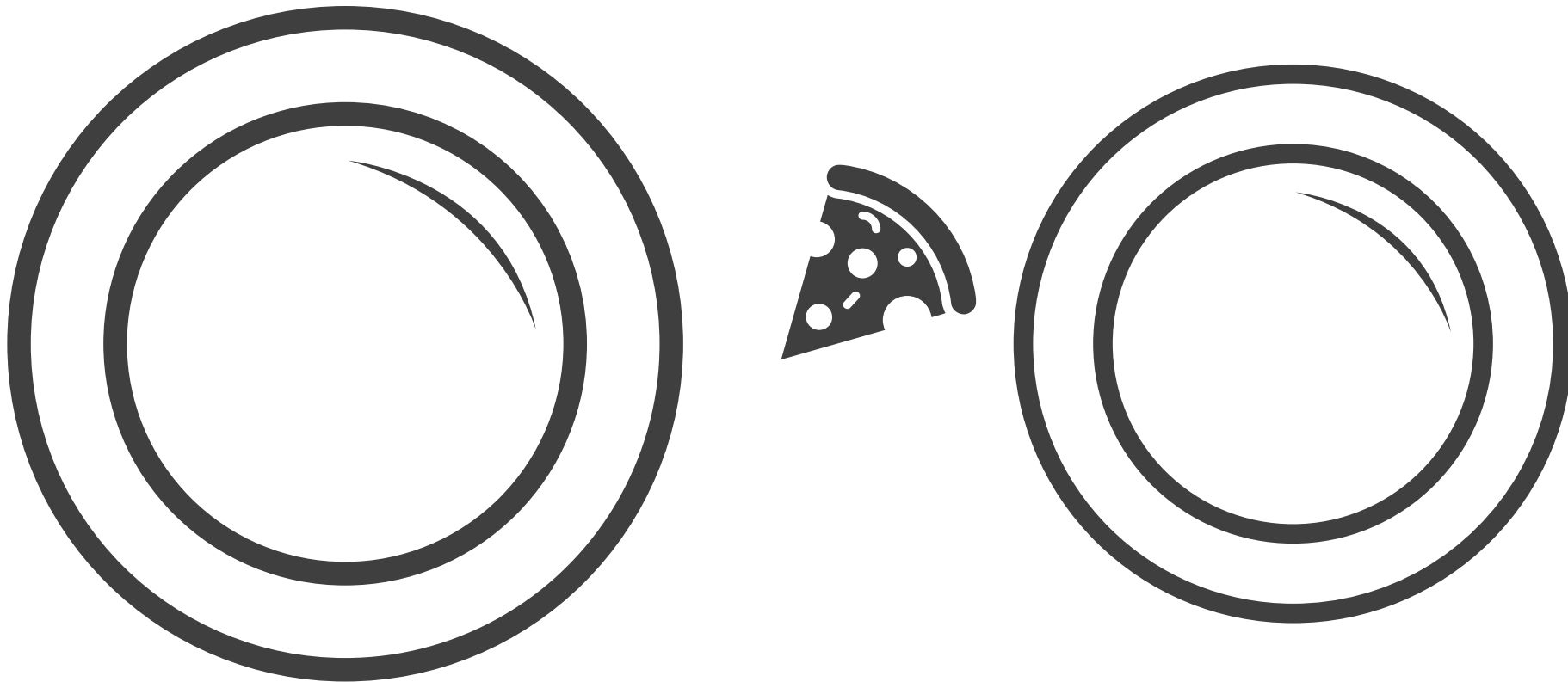
Common Human Enablers

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

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

Structure Your Agendas Using the Three Box Framework

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

Structure Your Agendas Using the Challenge-Based Strategic Framework

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

Strategy Activation Canvas for Purpose Driven Organisations

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

Judging what to do

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

Deciding what to do

Re-Program the Computer to make it easy to act
Clarify the Purpose to overcome self-interest by providing a vision of a purpose bigger than any of us

Lead the Chimp to provide the motivation to act
Unlock the Drive to act by helping each person connect their own purposes with the organization's

Manage the Human
Provide the Organisation to deliver the capability and opportunity each person requires to act

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

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