

5. Translating Learning into Value



Welcome Back

5. Translating Learning into Value

Friday morning groups

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

Friday

Translating Learning Into Value

| Start | Part | |
|-------|------|--|
| 09:00 | 1 | Building a Purpose-driven Learning System to Survive and Thrive in a Changing World |
| 09:45 | | Break (final opportunity to check-out) |
| 10:10 | 2 | Using Habit to Make Behavioural Change Easier and Activate Your Development Plan |
| 10:55 | | Break |
| 11:10 | 3 | Working Together to Activate Your Development Plan and Collaborate for Eternal Renewal |
| 12:25 | | Lunch |
| 13:15 | 4 | Peer-to-peer Consultancy #3: Scaling Value by Spreading Your Learning At Your Organisation |
| 15:00 | | End |

Mike Will Email You a Link For Exclusive Access to All the Course Materials

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

You'll Also Receive Exclusive Access to Videos to Spread Your Learning

Existing Videos

1. Universal challenges in a complex world
2. How to approach complex versus technical situations
3. Your energy-saving brain
4. A framework for thinking about thinking
5. Your mental Computer, including how we do not perceive reality
6. Your mental Chimp
7. Your mental Human
8. Three steps to a team that harnesses collective intelligence
9. Helping your team to operate with psychological safety
10. How to participate in a discussion using the Strategy Framework
11. Four ways to improve your outcomes through healthy challenge
12. How to participate in a discussion using the Pre-mortem
13. How to participate in a discussion using the Innovation Framework
14. Building your team's Culture Map
15. How to build and re-build habits

New for 2024

16. Foundations of leading with purpose with an energy-saving brain
17. Three behavioural levers of purpose-driven Leadership
18. Activating strategy part 1: plays to re-program the Computer
19. Activating strategy part 2: plays to lead the Chimp
20. Activating strategy part 3: plays to manage the Human
21. Building a Purpose-driven Learning System
22. Working with ICMIF to fulfil our purpose through eternal resilience

ICMIF Advanced Management Course 2024

Building a Purpose-driven Learning System



Session 1 (of 4)

Next break: **09:45**

In a Race to Tackle Complex Challenges

Organisations will increasingly **differentiate** themselves on the **rate of learning** as well as the way they **rethink how to learn**



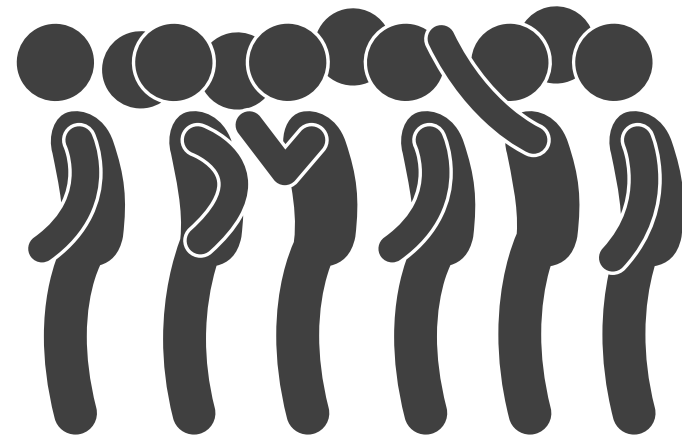
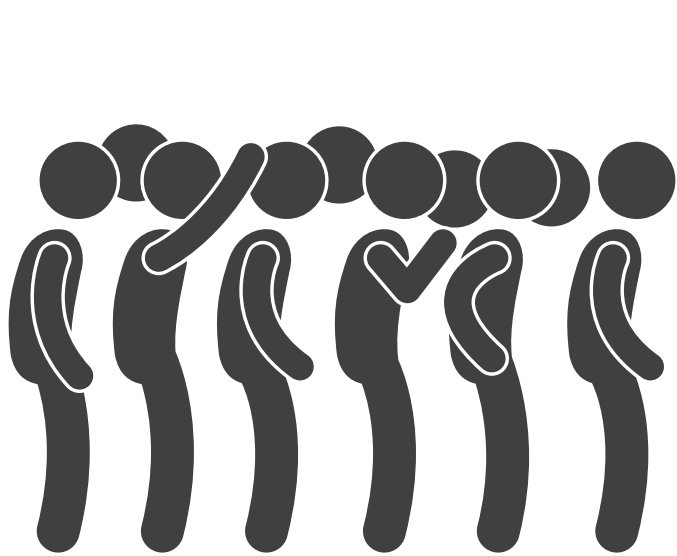
**Diastika Rahwidiati and
Giulio Quaggiotto**

UNDP

We All Work For Purpose-Driven Organisations

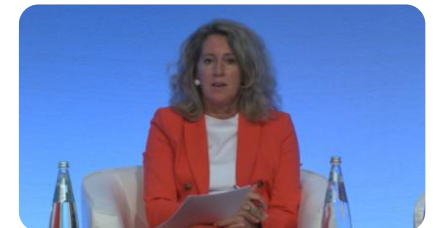


Engaged In an **Eternal Struggle** to Benefit People



Achmea Has Existed for More Than 210 Years

I feel it is my responsibility to keep on
adding value for customers



Bianca Tetteroo

Chair of the Executive Board, Achmea (Netherlands)

The Only Way Forward

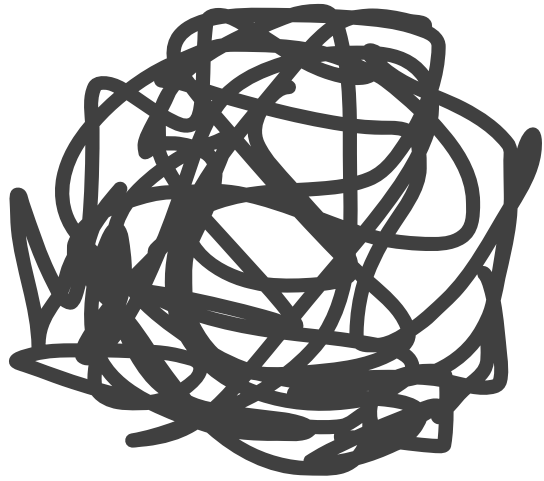
Is finding new business models and looking for **solutions for new problems in society**



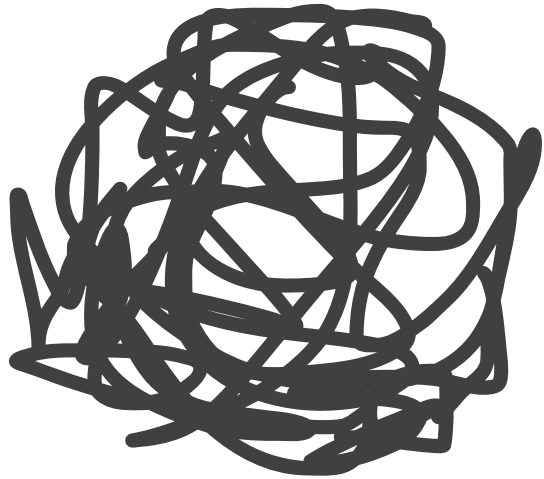
Bianca Tetteroo

Chair of the Executive Board, Achmea (Netherlands)

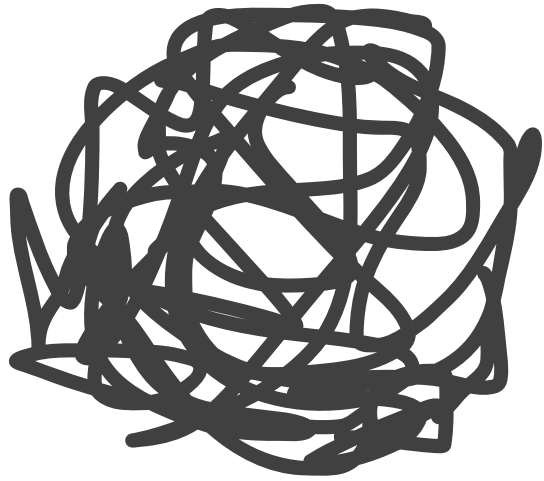
Eternally Renewing Strategy is a Complex Problem



Universal Challenge: We Can't Forecast Accurately in a Complex System

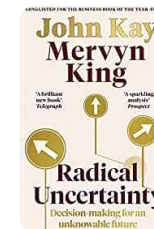


Complex Systems Feature Uncertainty



Good Strategies for a Radically Uncertain World

Acknowledge that we do not know what the
future will hold

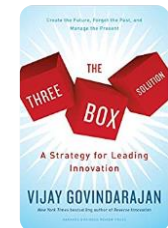


Sir John Kay and Lord Mervyn King

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

Experiment

To **grow knowledge** and **shrink uncertainty**

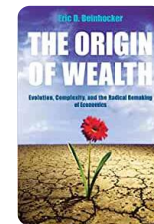


Vijay Govindarajan

Dartmouth College's Tuck School of Business

Think of Strategy as a Portfolio of Experiments

Rather than a single plan built on predictions
of the future



Eric Beinhocker
University of Oxford

Universal Challenges & Tools

Building a Purpose-driven Learning System

17. Can't Forecast Complex Systems



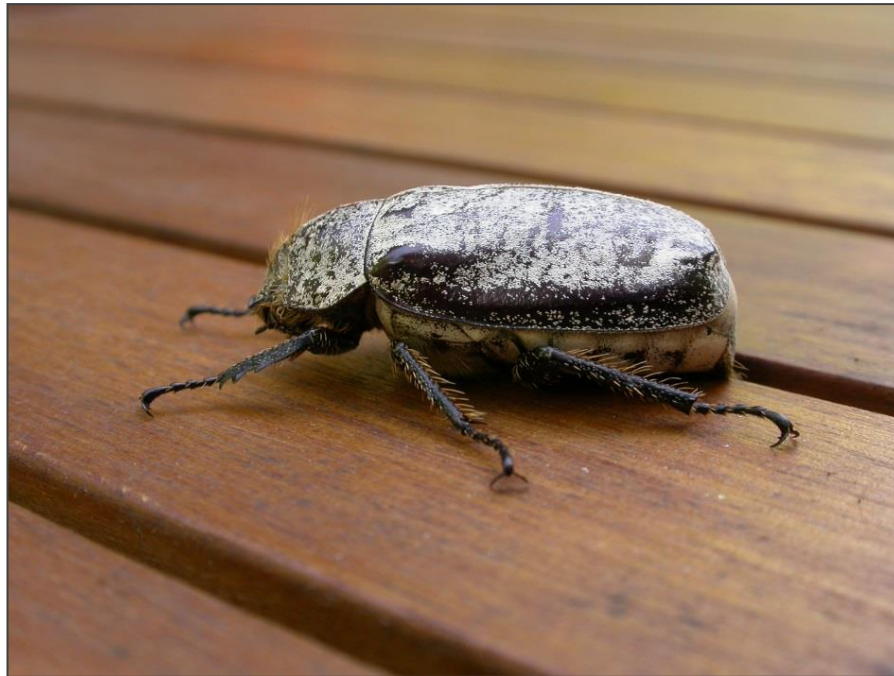
“Every strategy is an intervention in a complex system which inevitably delivers unintended consequences”

Lead a Portfolio of Experiments



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

Challenge of Intervening In Complex Systems



Images: Wikipedia, Alamy.com

Challenge of Intervening In Complex Systems



Cane toad. Photo © R Dawson



By Froggydarb at the English language Wikipedia, CC BY-SA 3.0
<https://commons.wikimedia.org/w/index.php?curid=1056070>

“The biggest reason for leadership failure is that leaders try to pretend that a complex challenge can be dealt with in a technical manner.”

Ronald Heifetz and Marty Linsky
Leadership on the Line, Harvard Business School Press

Challenge of Intervening In Complex Systems

Check your load for a cane toad

Cane toads are great stowaways and can be easily transported in your goods and luggage. When you are packing up to leave from an area where cane toads are present, it is important to thoroughly check that you are not accidentally carrying a cane toad.

Cane toads can hide in many places, such as:

- boxes, crates and pallets
- building materials
- camping equipment (such as folded tarps, tents, swags and chairs)
- vehicles, trailers and caravans
- boats (under the floor, bait boxes, tackle boxes, eskies or engine wells)
- pipes (such as rod holders) and conduit
- potted plants and empty pots.

For more information call **1800 44WILD (9453)**
or visit www.dpaw.wa.gov.au/canetoads



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Develop Humility When Intervening in a Complex System

“I am about to intervene in a complex system”



“There will be unintended consequences”

Plan. Do. Review.



Use Stepping Stones to Reduce Risk in a Complex System

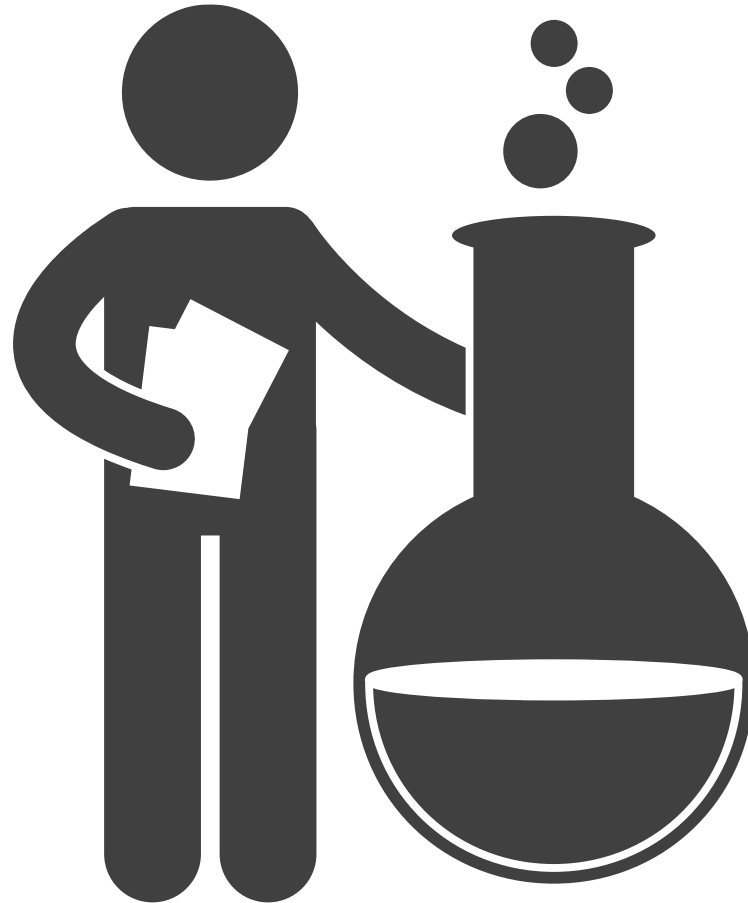


4 Simple Ways to Reduce Risk in a Complex System





Run Small Tests



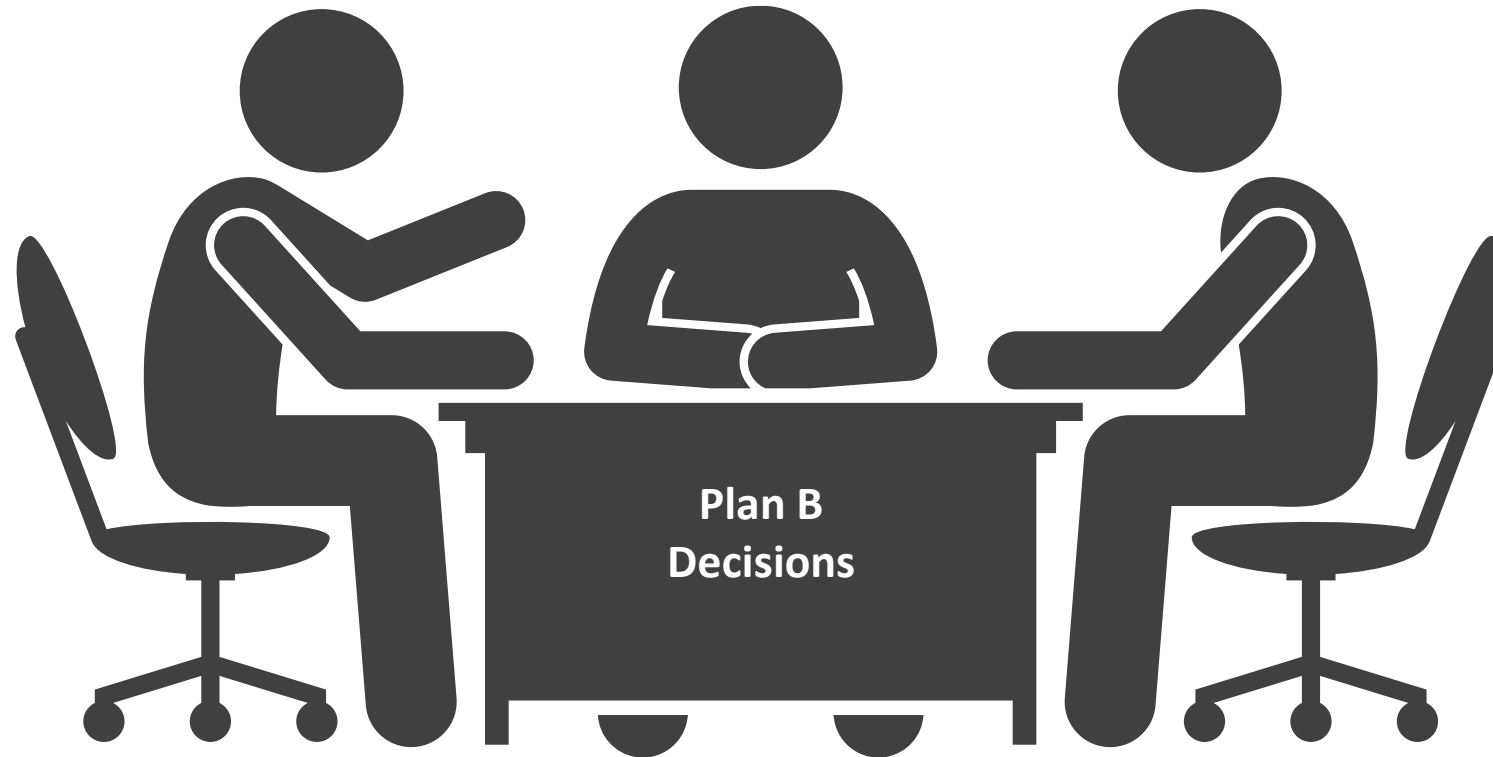


Measure the Metrics That Matter





Plan the Governance For Course Corrections





Accept All Changes Are Speculative



Four Ways to Reduce Risk When Intervening in a Complex System



For the Human



Run small tests



Measure the metrics that matter



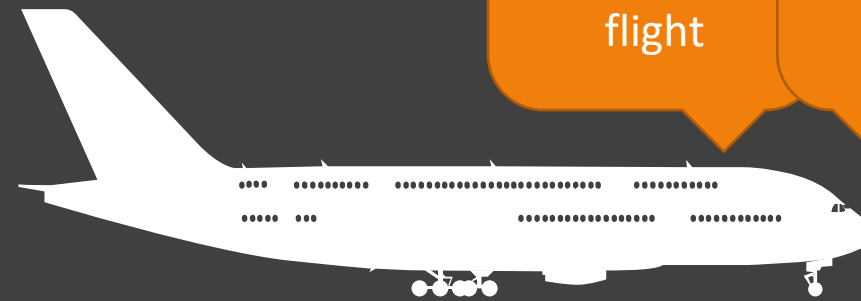
Plan the governance for course corrections



For the Chimp



Accept all changes are speculative



Welcome to
this
adapatable
flight

We will be
innovating
new ways of
landing
today



USE TOGETHER WITH THE "MENTOUR AVIATION" APP - FULL SETUP PLAYLIST

NORMAL

Fight Crews must complete both Safety Inspected
Engineering have performed any maintenance of
the aircraft during a turnarc

SAFETY INSPECTION

SURFACES & CHOCKS.....CHECKED
 MAINTENANCE STATUS.....CHECKED
 BATTERY.....ON
 ELECTRIC HYDRAULIC PUMPS.....ON
 LANDING GEAR LEVER.....DOWN
 SHPS LIBRARY.....CHECKED

BEFORE START

IRS MODE SELECTORS.....NAV
 *GEAR PINS.....REMOVED
 LIGHT TEST.....CHECKED
 *OXYGEN.....TESTED, 100%
 *YAW DAMPER.....ON
 NAV TRANSFER & DISPLAY SWITCHES.....NORMAL AUTO
 FUEL.....REQ'D. ONBOARD. PUMPS ON
 CAB/UTIL. IFE/GALLEY POWER (as installed).....ON
 EMERGENCY EXIT LIGHTS.....ARMED
 *FASTEN BELTS.....ON
 *WINDOW HEAT.....ON
 *AIR COND & PRESS.....PACKS. BLEEDS ON. SET
 *PRESSURIZATION MODE SELECTOR.....AUTO
 *INSTRUMENTS.....X-CHECKED
 *AUTOBRAKE.....RTO
 *HYDRAULICS.....NORMAL
 *SPEDBRAKE.....DOWN DETENT
 *PARKING BRAKE.....SET
 *STAB TRIM CUTOUT SWITCHES.....NORMAL
 WHEEL WELL FIRE WARNING.....CHECKED
 *RADIOS, RADAR & TSPDR.....SET & STBY
 *RUDDER & AILERON TRIMS.....FREE & ZERO
 *TAKEOFF BRIEFING.....DISCUSSED
 *PA.....COMPLETE
 *FMC/CDU.....SET
 *NT & IAS BUGS.....AUTO / SET
 *STAB TRIM.....SET
 *EPR AND PHONES.....AIRPLANE MODE. STOWED
 *FLIGHT DECK WINDOWS & COCKPIT DOOR.....LOCKED
 *DOORS.....CLOSED
 *PASSENGERS.....SEATED
 *AIR COND PACKS.....OFF
 *ANTICOLLISION LIGHT.....ON
 *PARKING BRAKE.....SET
 *TRANSPONDER.....ALT OFF

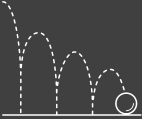

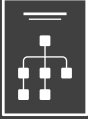



Organisations Require Both Repetitive and Innovative Processes



James Allen

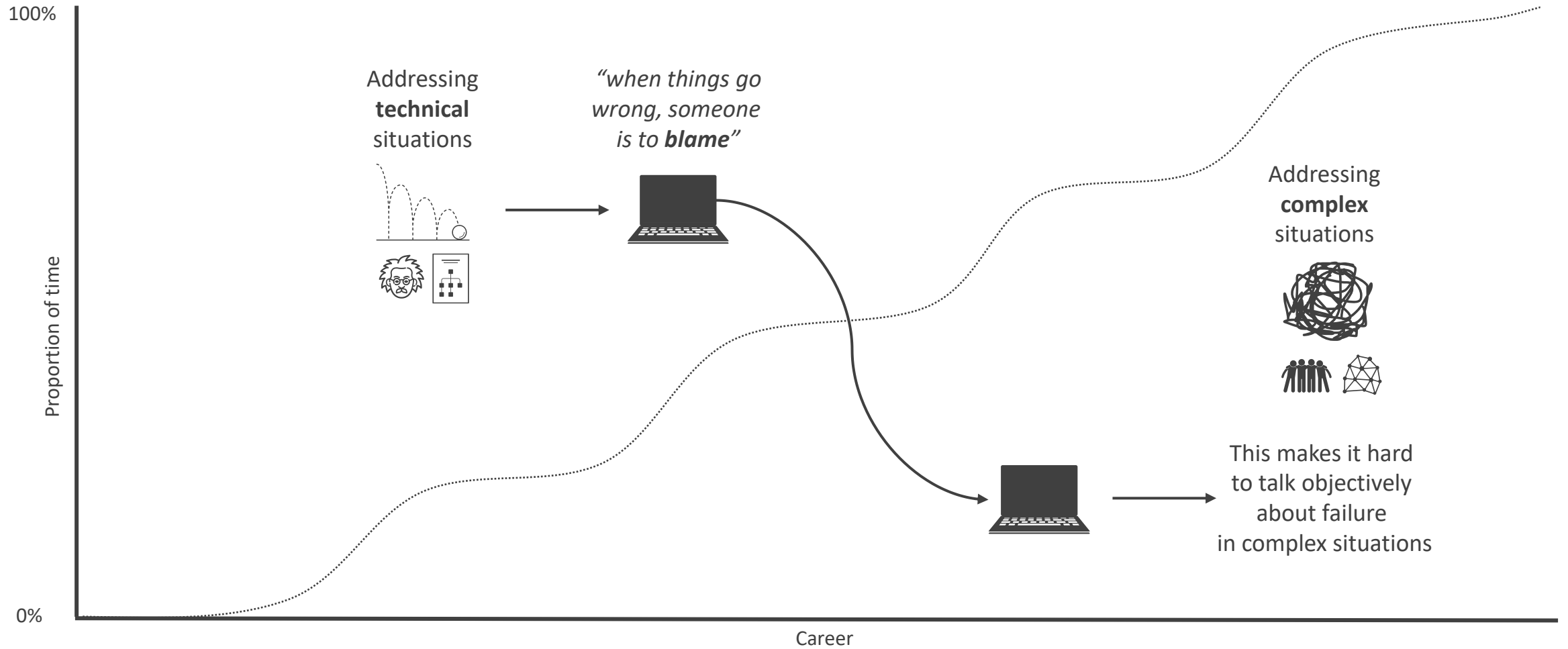
Partner, London, Bain & Company

Developing a Learning Culture

| |  Repetitive   |  Innovative   |
|--|---|---|
| Diagnosis: identify failure archetype | | |
| The correct action is | Known | Discovered |
| Failures are | Preventable process deviations | Inevitable consequence of uncertainty and complexity |
| Common causes | Behaviour, skill and attention deficiencies | Novel factors in familiar situations; experimentation |
| | | |
| | | |
| | | |

Adapted from Failure Archetypes, The Fearless Organization, Edmondson and Strategies for Learning from Failure, HBR, April 2011

Beliefs About Failure Form Early in One's Career



Developing a Learning Culture

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

Adapted from Failure Archetypes, The Fearless Organization, Edmondson and Strategies for Learning from Failure, HBR, April 2011

Failing Well is Hard for Three Reasons

| | | |
|---|------------------|--|
| 1 | Aversion | The emotional pain of failing exceeds the pleasure of succeeding |
| 2 | Fear | The social stigma of failing |
| 3 | Confusion | Lacking a simple framework for distinguishing failure types |



Prof. Amy Edmondson

Harvard Business School

Universal Challenges & Tools

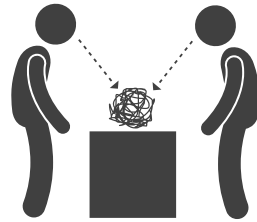
Building a Purpose-driven Learning System

17. Can't Forecast Complex Systems



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

18. We Confuse Failure With Fault



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

Lead a Portfolio of Experiments



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

Psychologically Safe Experiments

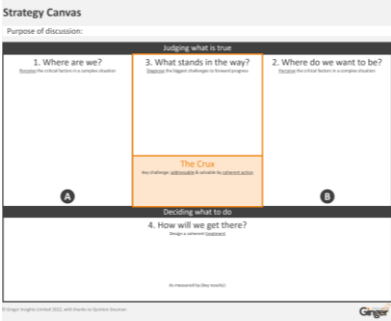


Build psychological safety by approaching failure differently for innovative versus repetitive tasks

An Interlocking Framework To Build a Purpose-driven Learning System

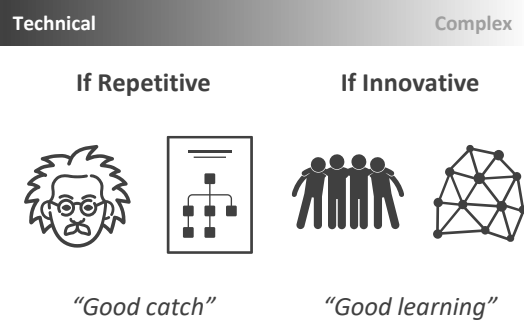
Strategy

Do the right things



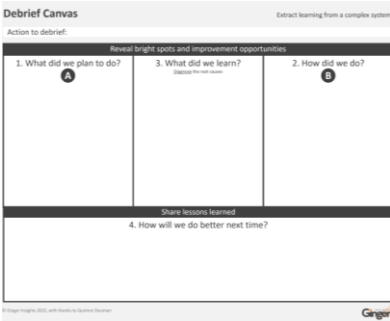
Action

Do things right



Learning

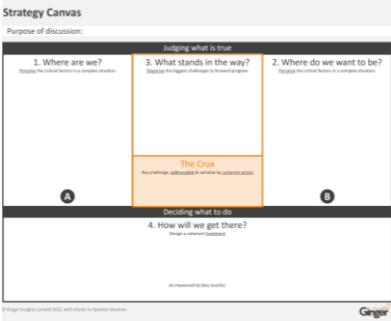
Discover what works (and where)



An Interlocking Framework To Build a Purpose-driven Learning System

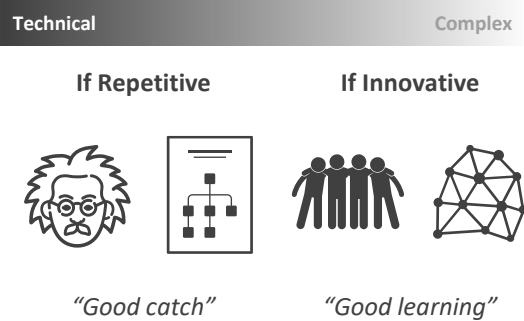
Plan

Do the right things



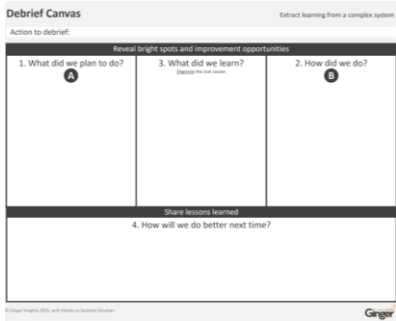
Do

Do things right



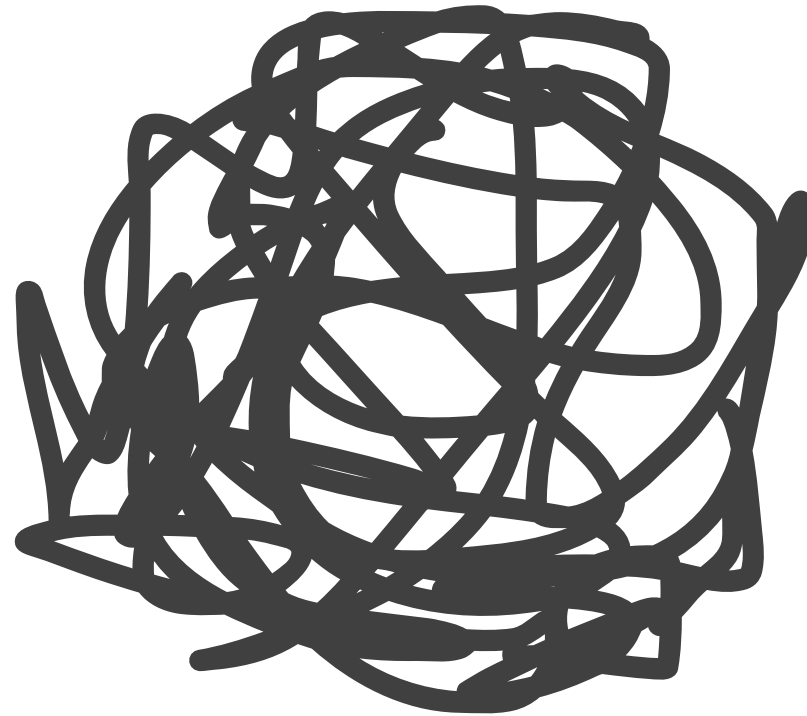
Review

Discover what works (and where)

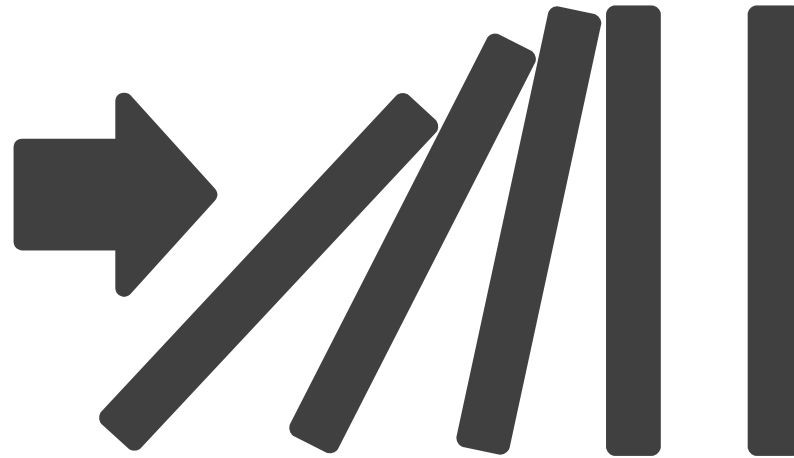


The Purpose of Debriefs

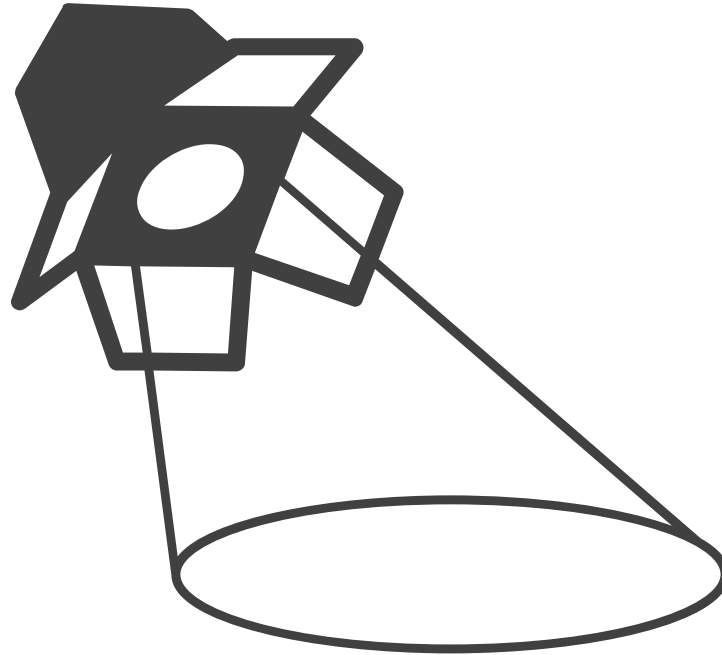
Enable Learning From A Complex System



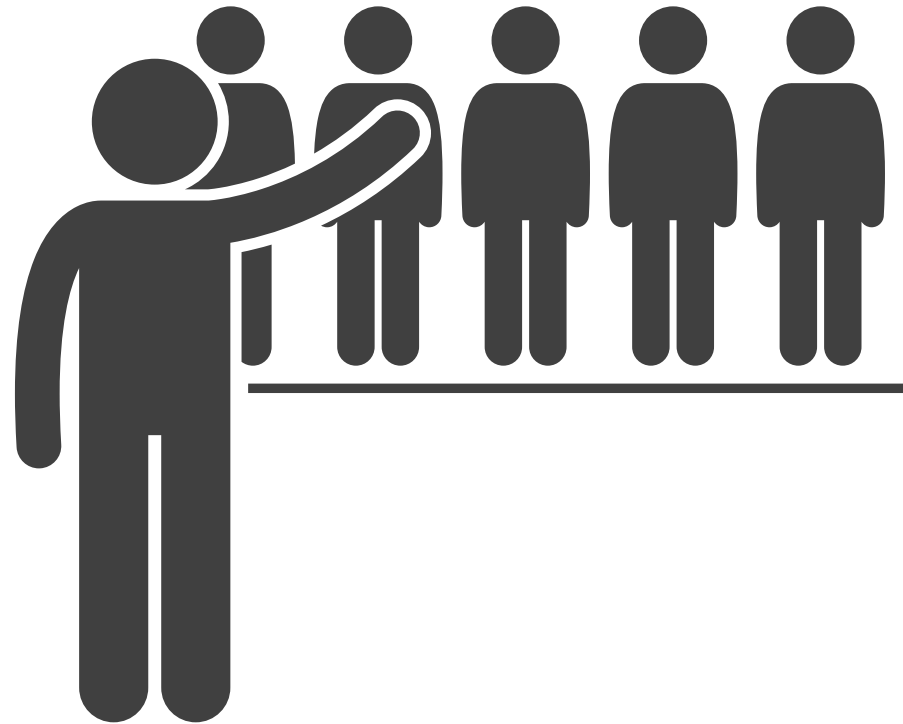
Unlock the Root Causes of Success and Failure



Reveal Bright Spots and Improvement Opportunities



Share Lessons Learned



To Build a Learning Organisation With a Learning Mindset



The Purpose of Debriefs



Enable learning from a complex system



Unlock the root causes of success and failure



Reveal bright spots and improvement opportunities



Share lessons learned



To build a learning organisation with a learning mindset

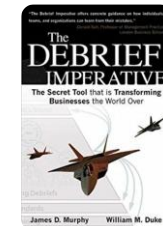
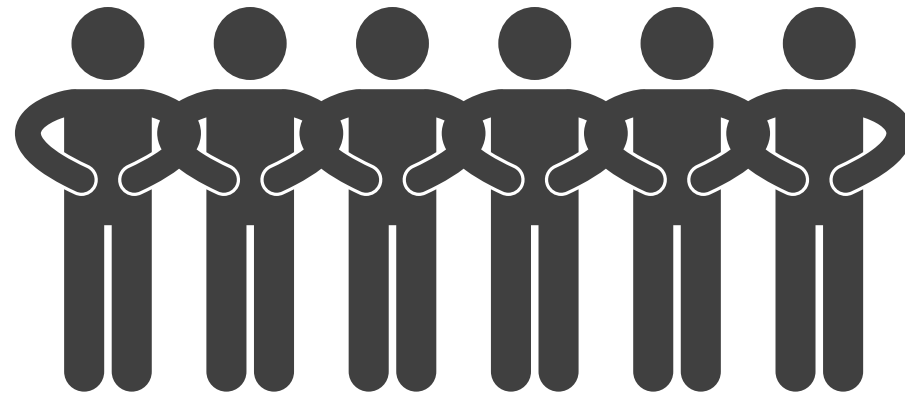
Four Plays for Chimp-Friendly Debriefs



Start by Debriefing Successes

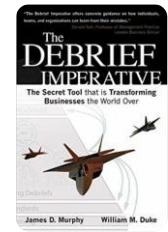


Active Participants Only



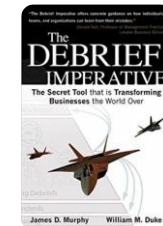
James Murphy & William Duke

Afterburner



James Murphy & William Duke
Afterburner

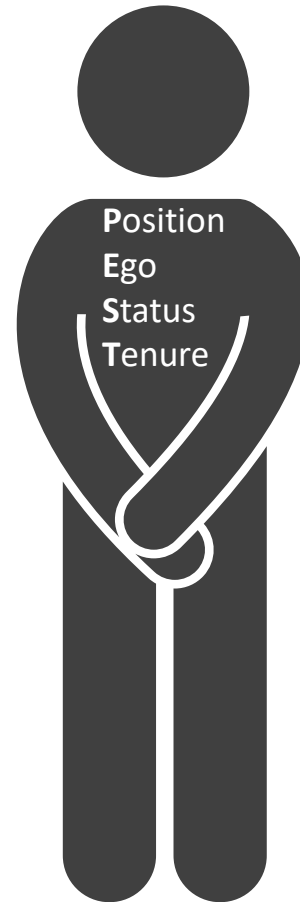
Nameless, Rankless Debriefs



James Murphy & William Duke

Afterburner

Leave Your P-E-S-T At The Door



Matthew Cody

FMG, New Zealand

Make Debriefing Routine



Jean Beckberger

The Co-operators, Canada

Four Plays for Chimp-Friendly Debriefs



Start by debriefing successes



Active participants only

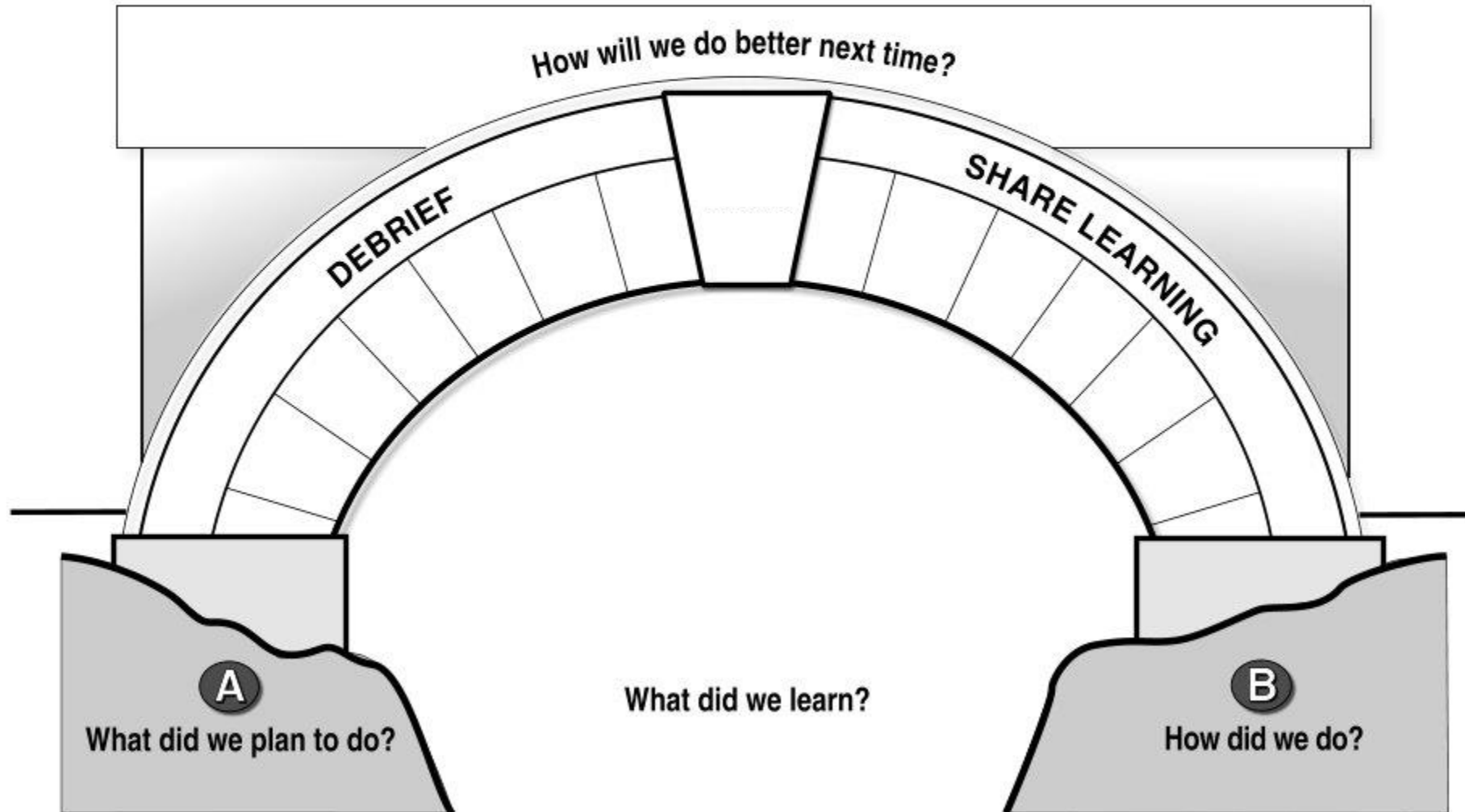


Nameless, rankless debriefs (leave your P-E-S-T at the door)



Make debriefing routine

Debrief Framework



Action to debrief:

| Reveal bright spots and improvement opportunities | | |
|---|--|-------------------------------|
| 1. What did we plan to do? A | 3. What did we learn? <u>Diagnose</u> the root causes | 2. How did we do? B |
| Share lessons learned | | |
| 4. How will we do better next time? | | |

Building A Learning System

For every case your approach should have two purposes:

- 1) to move you closer to your goal
- 2) to **train and test your machine** (i.e., your people and your design)

The second purpose is more important than the first because it is how you build a resilient organization

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



Ray Dalio

Bridgewater Associates LLP

Building A **Purpose-Driven** Learning System

For every case your approach should have two purposes:

- 1) to move you closer to your goal
- 2) to **train and test your machine** (i.e., your people and your design)
- 3) to **reinforce your purpose**



Ray Dalio

Bridgewater Associates LLP

Universal Challenges & Tools

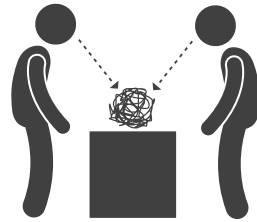
Building a Purpose-driven Learning System

17. Can't Forecast Complex Systems



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

18. We Confuse Failure With Fault



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

19. Chimps Grow to Fear Debriefs



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

Lead a Portfolio of Experiments



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

Psychologically Safe Experiments



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

Lead Chimp Friendly Debriefs



Make debriefing routine, hold nameless & rankless debriefs for active participants only

Resilience is ...

.. the **capacity** of a system to **absorb disturbance**; to undergo change and still retain essentially the **same function**, structure, and feedbacks



Brian Walker
Stockholm University

Resilience Builds Organisations With The Durability to Fulfil Their Purpose In a Complex World

Companies will rebalance their priorities, so that **resiliency** becomes **just as important** to their strategic thinking as cost and efficiency

McKinsey
& Company

**The future is not what
it used to be: Thoughts
on the shape of the
next normal**

The coronavirus crisis is a world-changing event. Here are seven elements for business leaders to consider as they plan for the next normal.

by Kevin Sneader and Shashank Dughal



Kevin Sneader
Global Managing Partner, McKinsey

Ultimately Every Company Needs to Have Resilience

That resilience comes from **diversity**
and **redundancy**



Jensen Huang
Nvidia CEO

A Company Built for **Resilience**

Is a company that is structured to **last forever**

This is different from a company built for stability



Simon Sinek
Author

Finite v Infinite Mindset

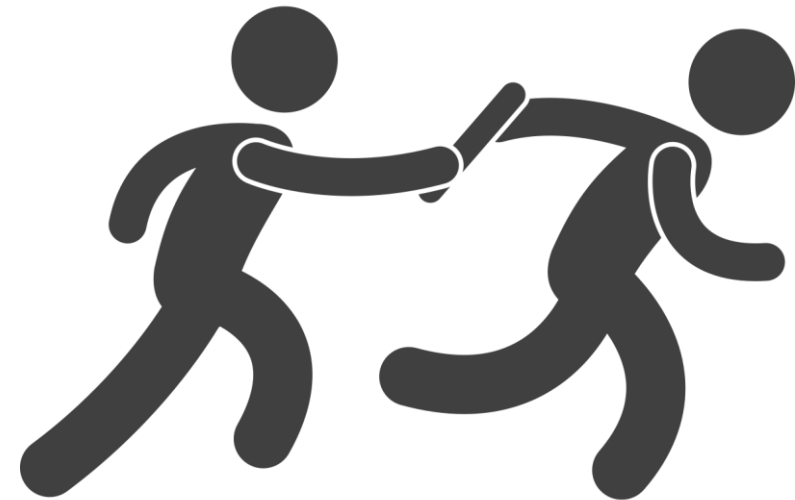
Finite Mindset

Optimisation in a stable world



Infinite Mindset

Resilience in a changing world



Universal Challenge: There's a Price to be Paid for Resilience

Because resilience comes from **diversity**
and **redundancy**



Jensen Huang
Nvidia CEO

The Price to Be Paid for Resilience Means It is Easier to Adopt a Finite Mindset

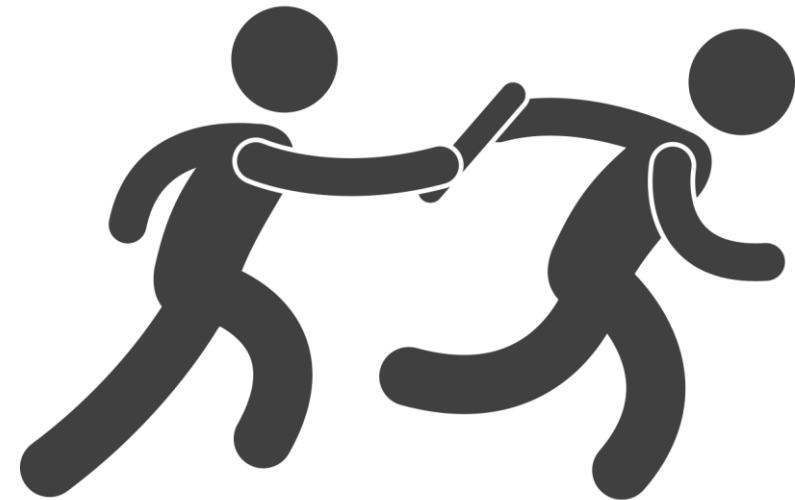
Finite Mindset

Optimisation in a stable world



~~Infinite Mindset~~

~~Resilience in a changing world~~



We Need More Organisations

Focused on the **long-term**

Solving problems ahead of time for our members and our communities



Rob Wesseling

ICMIF Chair and President and CEO, The Co-operators

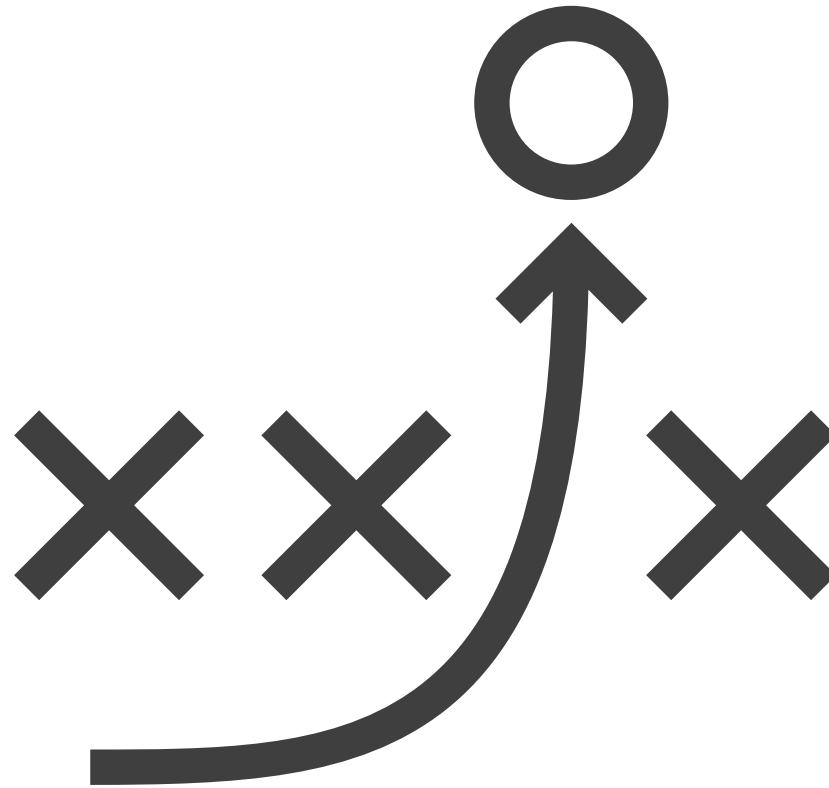
We Have the Advantage of Longer-term Capital

We can take **longer-term** decisions



Teddy Nyahasha
CEO, OneFamily (UK)

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



Add Resilience to Agendas

To Make Increasing Resilience a Keystone Habit

Structure Your Agendas Using the Three Box Framework

1. Manage the present
2. Selectively forget the past
3. Create the right future **and increasing resilience**

Structure Your Agendas Using the Challenge-Based Strategic Framework

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

Universal Challenges & Tools

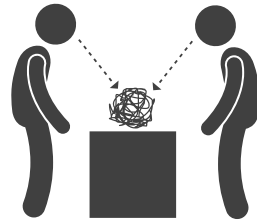
Building a Purpose-driven Learning System

17. Can't Forecast Complex Systems



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

18. We Confuse Failure With Fault



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

19. Chimps Grow to Fear Debriefs



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

20. Resilience Has Too Clear a Cost



Resilience comes from diversity and redundancy. These carry clear costs, but uncertain and distant returns.

Lead a Portfolio of Experiments



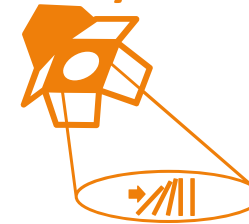
“Think of strategy as a portfolio of experiments, rather than a single plan built on predictions of the future”

Psychologically Safe Experiments



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

Lead Chimp Friendly Debriefs



Make debriefing routine, hold nameless & rankless debriefs for active participants only

Resilience Drives Eternal Renewal



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



Your Return On Investment



17. Can't Forecast Complex Systems



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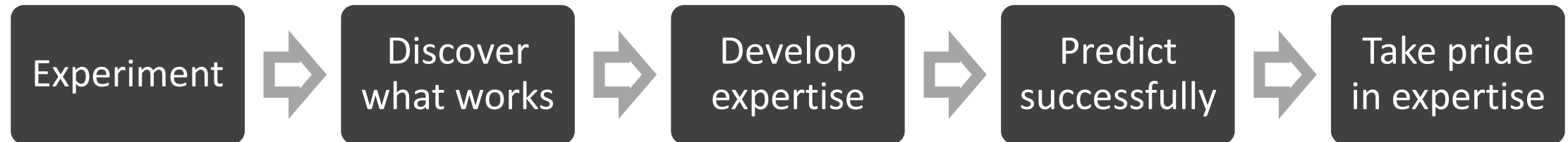
Resilience Drives Eternal Renewal



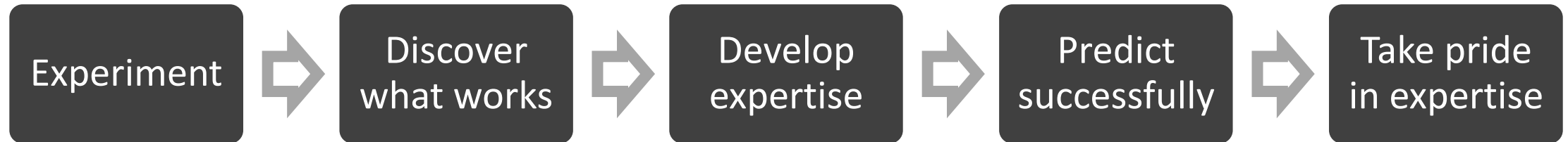
To lead with an Infinite Mindset prioritize resilience in your strategy just as much as cost and efficiency

23. How systematic is learning from experience where you work?

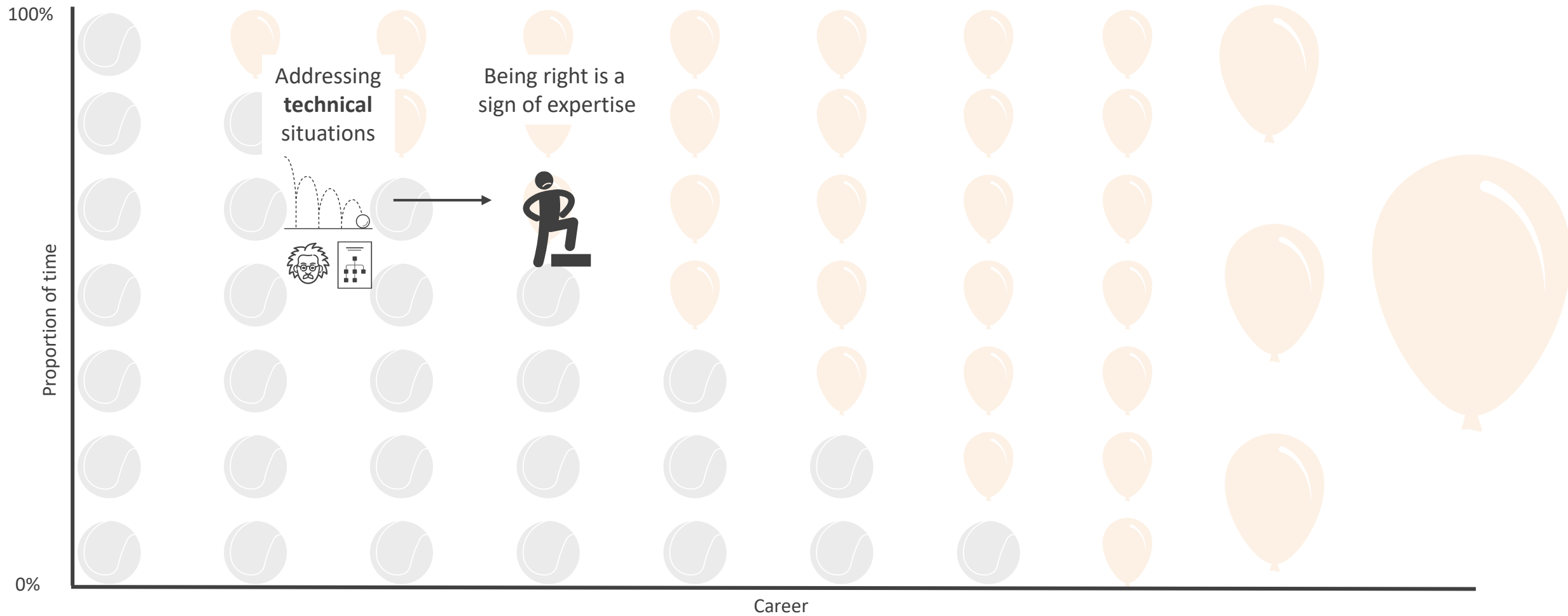
Reinforcement Learning Builds **Pride** in Expertise



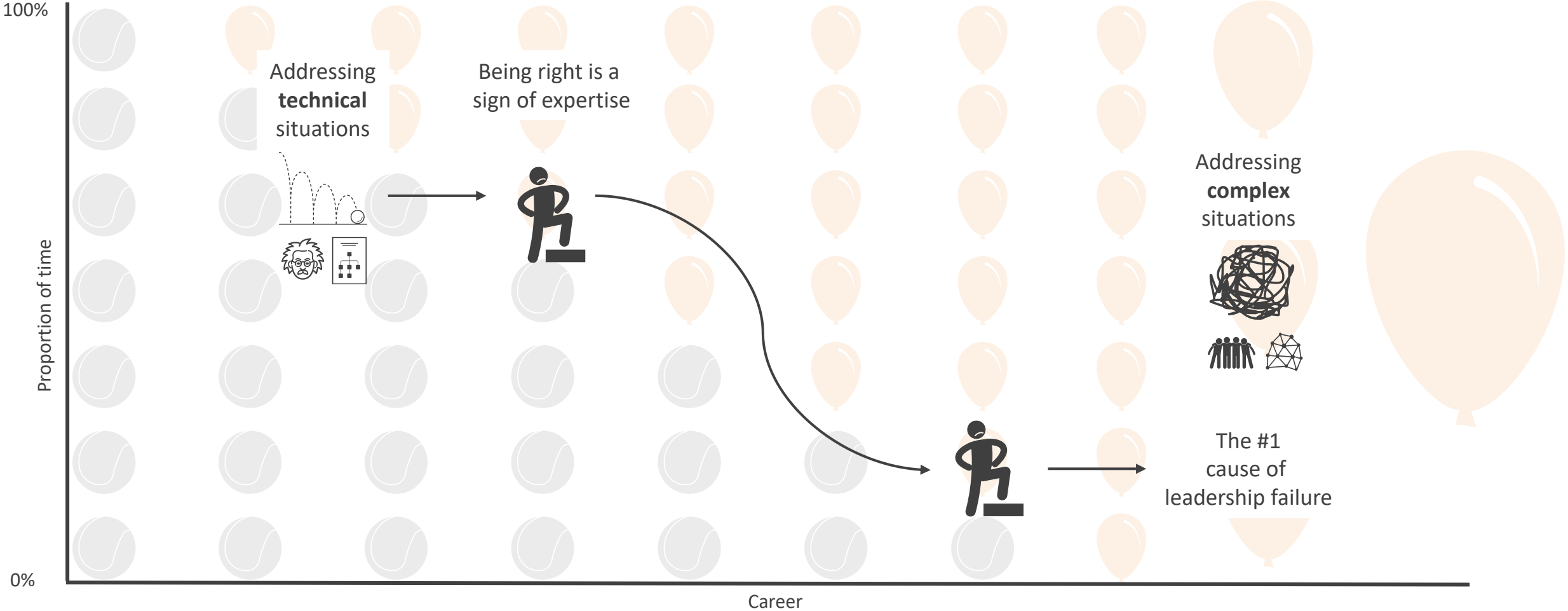
Fantastic for Technical Challenges and Stable Worlds



We Associate Being An Expert With Our Status As Leaders



We Cannot Be Experts In Every Complex Situation



Leading Mutual Insurers With Purpose in A Complex World

Universal Challenge #1: People Aren't Rational

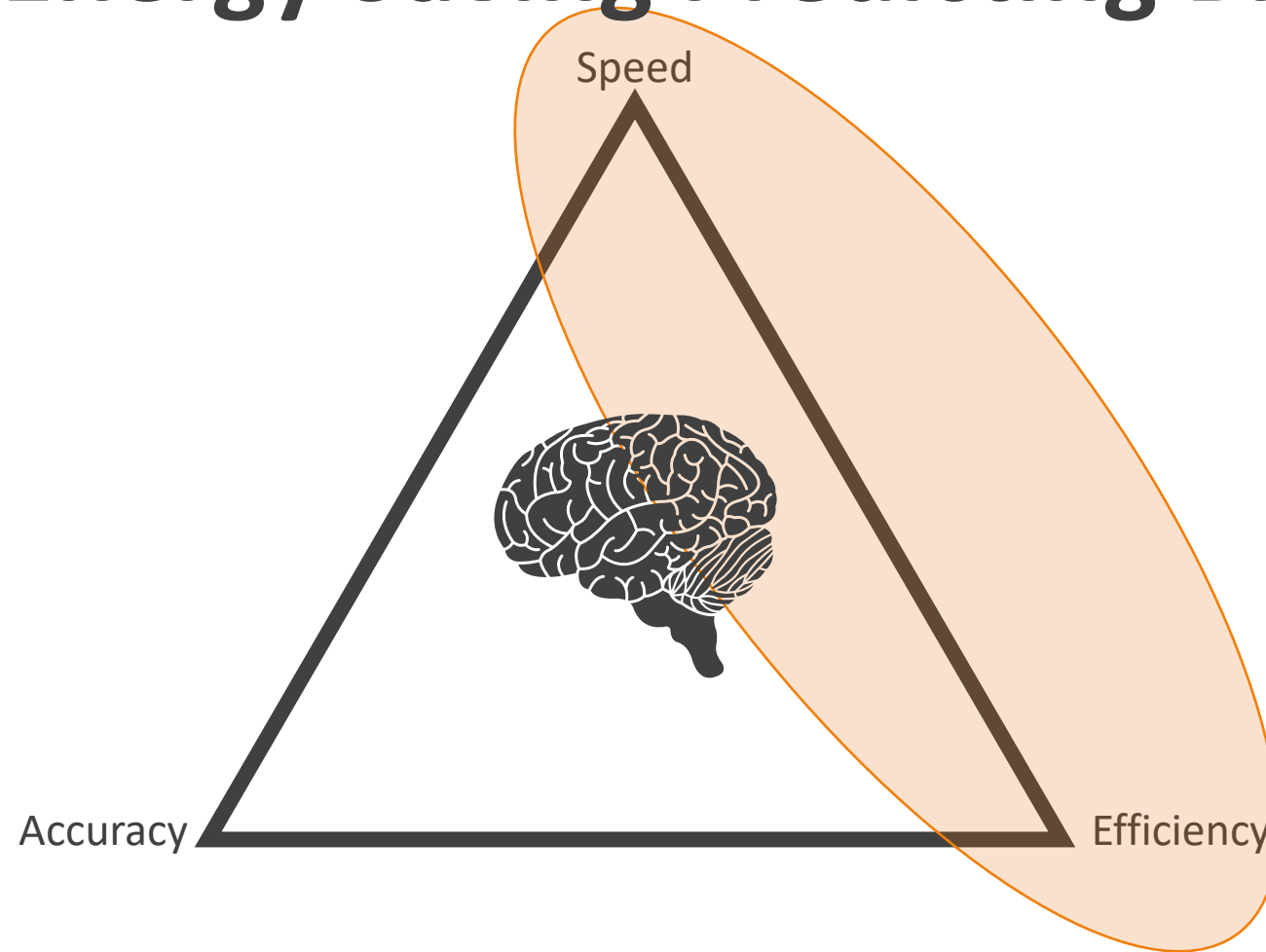


“When we think we think less than we think we think”

Daniel Kahneman

Universal Challenge 1a

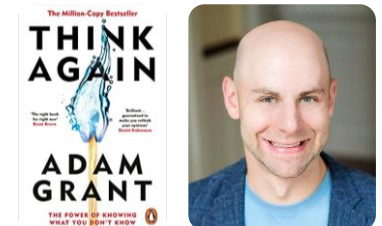
Our Energy Saving Predicting Brains



Universal Challenge 1a

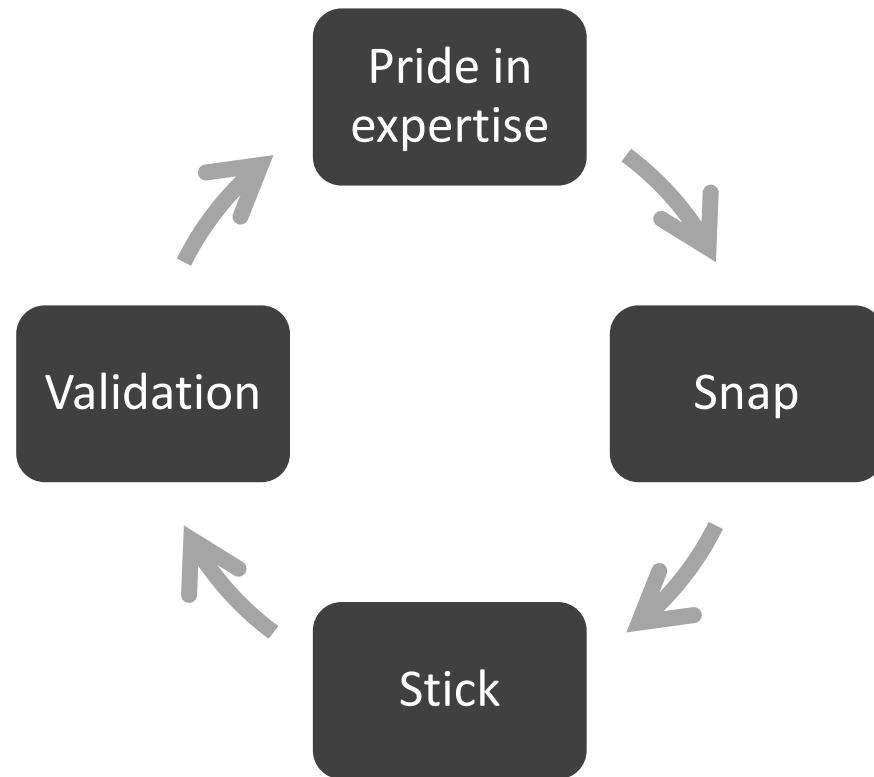
Our Energy Saving Predicting Brains

We often prefer the ease of hanging on to old views over the difficulty of grappling with new ones



Adam Grant
Professor of psychology, Wharton

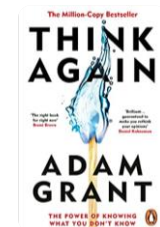
The **Overconfidence** Cycle



Universal Challenge #1b

Our Self-identity

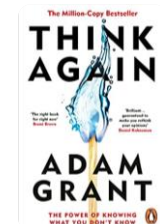
Questioning ourselves makes us admit that that what was once right may now be wrong
Reconsidering something we believe deeply can threaten our identities, making it feel as if we're **losing a part of ourselves**



Adam Grant
Professor of psychology, Wharton

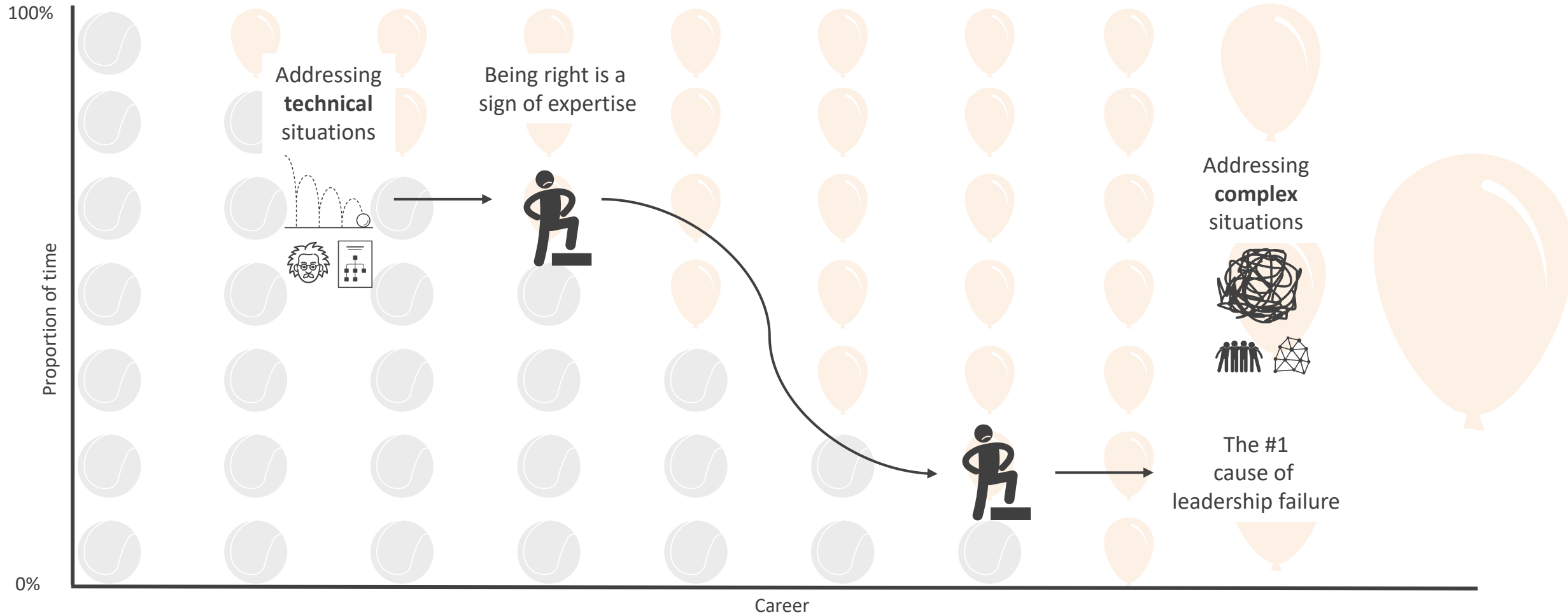
Rethinking Is a Skillset

But it's also a **mindset**



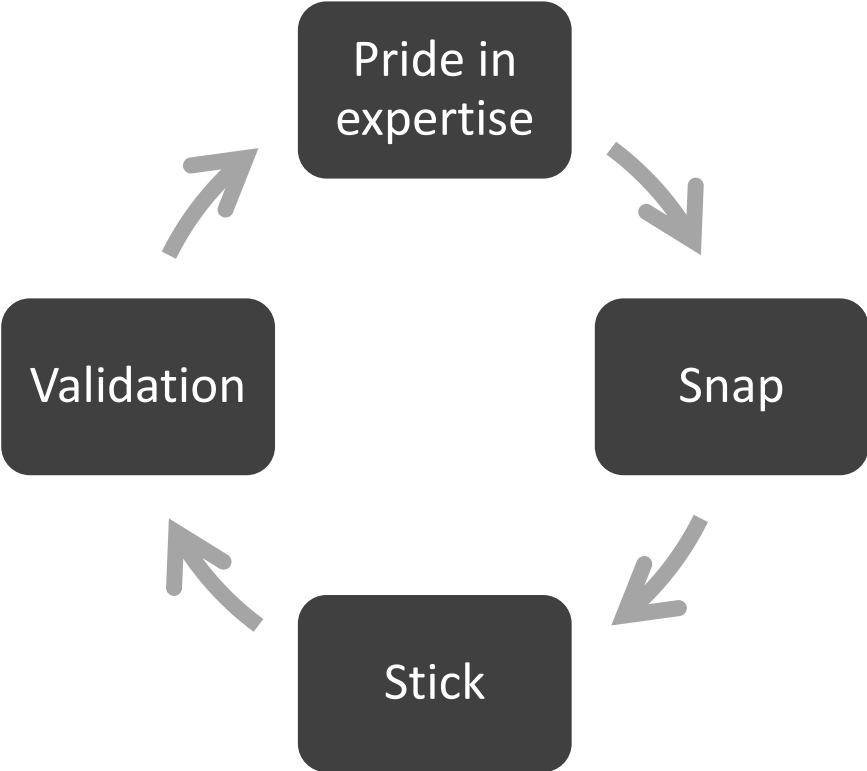
Adam Grant
Professor of psychology, Wharton

But We Can Become Expert In How to **Approach** Complex Situations

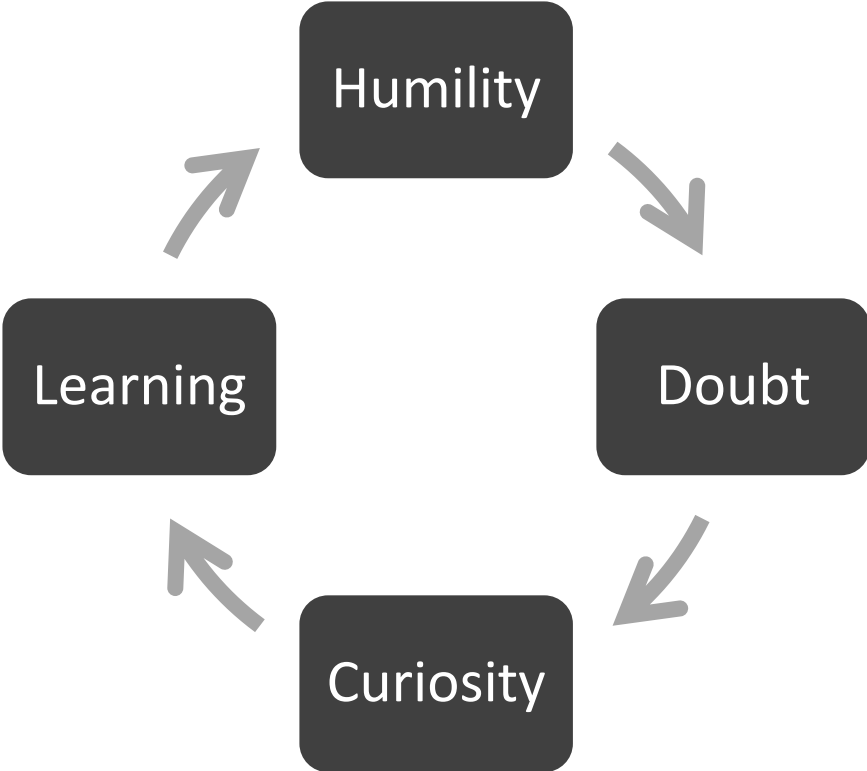


The Tools and Approaches on this Course Help Build and Sustain a Rethinking Cycle

The **Overconfidence** Cycle



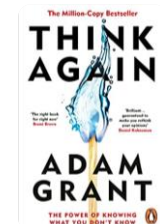
The **Rethinking** Cycle



Adapted from: Think Again by Adam Grant

The Sweet Spot of Confident Humility

Confidence in your **ability** to achieve a **goal in the future**

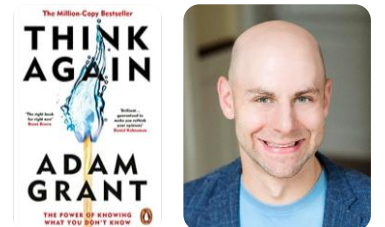


Adam Grant
Professor of psychology, Wharton

The Sweet Spot of Confident Humility

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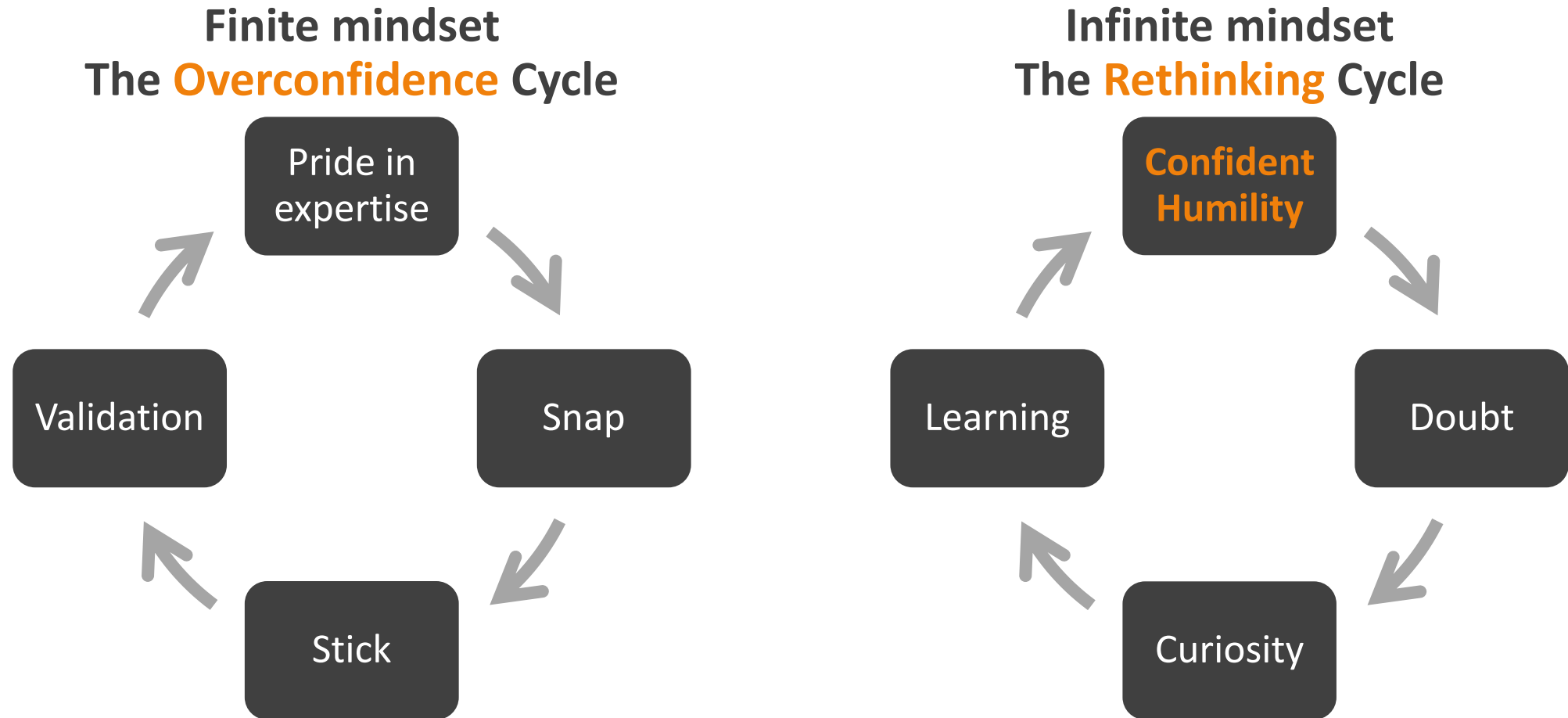
The **humility** to **question** whether you have the **right tools in the present**



Adam Grant

Professor of psychology, Wharton

As a Leader, Role Model Confident Humility



The Best Leadership Mind Frame

The Stockdale Paradox

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

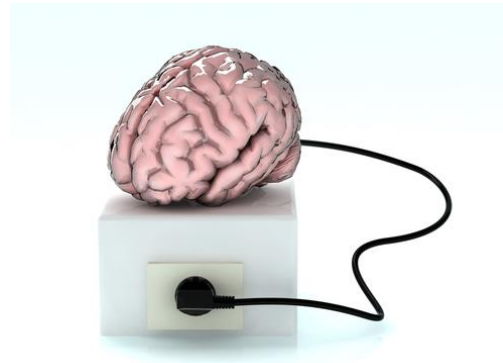
The discipline to **confront the most brutal facts** of your current reality



Jim Collins

McKinsey & Stanford University

Break #1 (of 2 today)



Next session starting at

10:10

ICMIF Advanced Management Course 2024

Using Habit to Make Behavioural Change Easier and Activate Your Plan



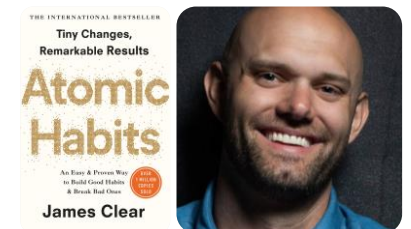
Session 2 (of 4)

Next break: **10:55**

There Are 3 Primary Drivers of Results in Life

1. Your luck (randomness)
2. **Your strategy (choices)**
3. **Your actions (habits)**

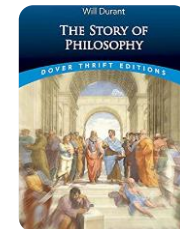
Only 2 of the 3 are under your control.
But if you **master those 2**, you can improve the odds that luck will work for you rather than against you.



James Clear
Author

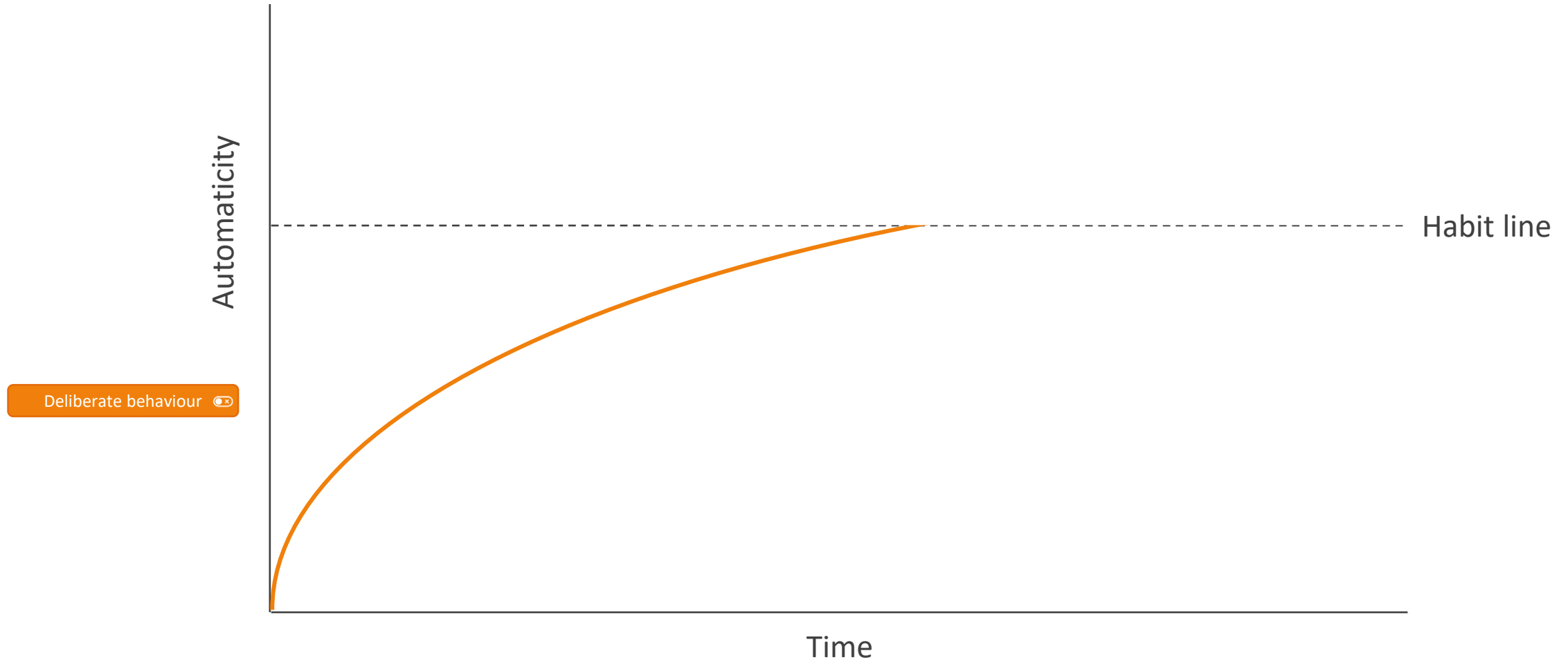
We Are What We Repeatedly Do

Excellence, then, is not an act, but a **habit**

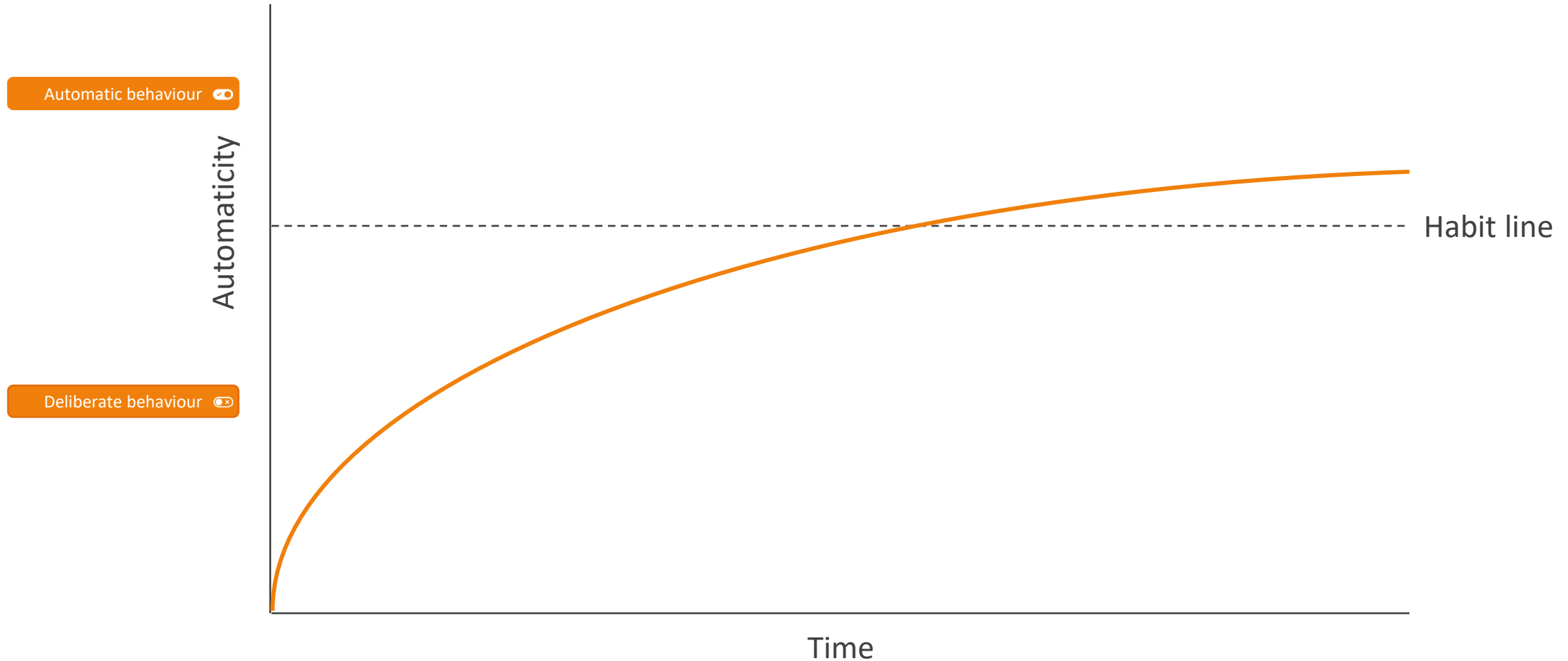


William (and Ariel) Durant
Philosophers

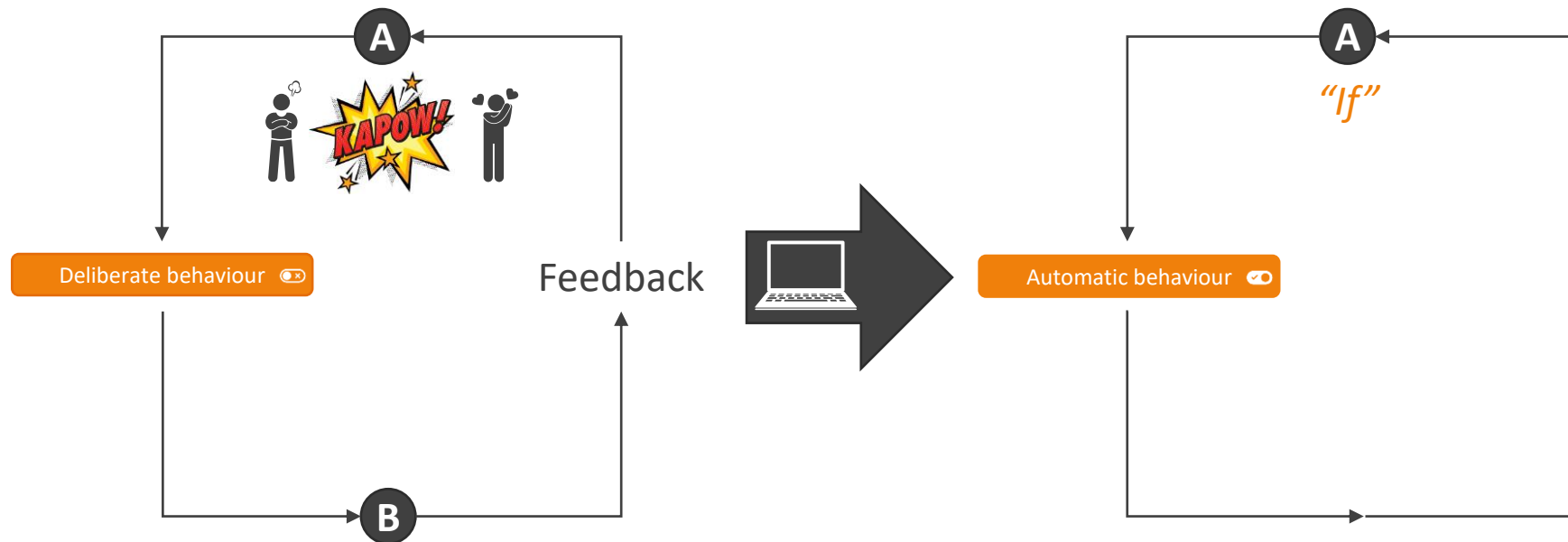
New Behaviour Initially Requires Willpower



With Sufficient Repetition The Behaviour Becomes Automatic: A Habit



Habits Make It Easier

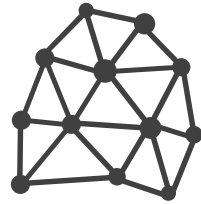


Session 5: Making It Easy



Develop As a Leader One Habit At a Time

1. Diversify: Acquire the essential models & tools

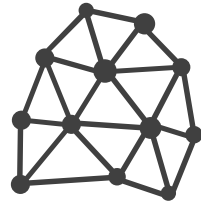


Review Your Notes Taken and Observations Made During This Course

| 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 | |

Develop As a Leader One Habit At a Time

1. Diversify: Acquire the essential **models** & **tools**



2. Select: Pick the most appealing one to be your next habit




Your Goal is To Each Complete A Habit Canvas... Bit by Bit

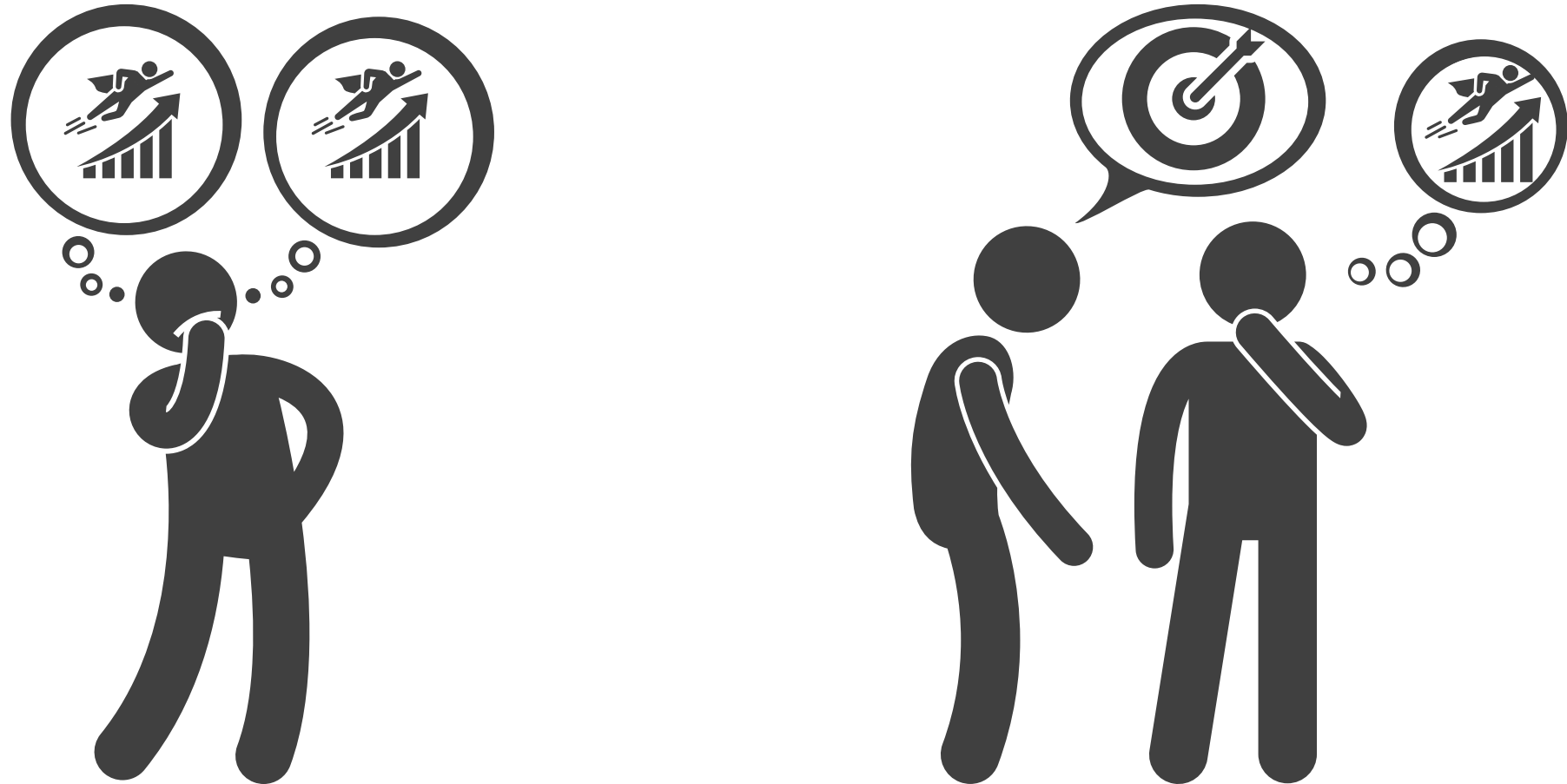
30 minutes

15 minutes

10 minutes

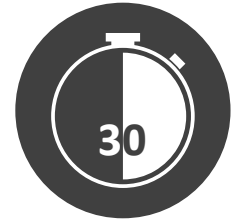
| Habit Canvas | | Making and re-making habits |
|--|--------------------|--|
| Focus: _____ | | |
| Make it Obvious | | |
| Current behaviours | Desired behaviours | |
| Make it Attractive: How life will be better when I consistently exhibit this behaviour | | |
| For me | For "us" | |
| Make it Easy: Use an implementation plan | | |
| If | Then | |
| Make it Satisfying: How I will work with my partner to maintain focus and celebrate achievement | | |
| | | |
| <small>© Ginger Insights Limited 2022 Acknowledging Atomic Habits, Clear</small> | | <small>"Stepladders isn't a formula for accomplishing dreams. It's a formula for keeping you on path. To change behaviour focus on the day to day process, rather than the outcome." Sean Young, Stick With It</small> |
| | |  |

Access An Outside View





Your Return On Investment

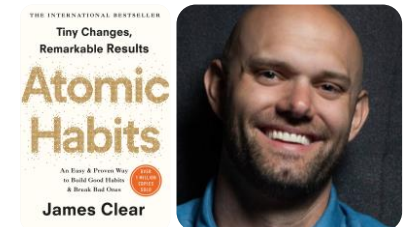


Working With Your Partner

1. On which one area that I wish to improve will I focus?

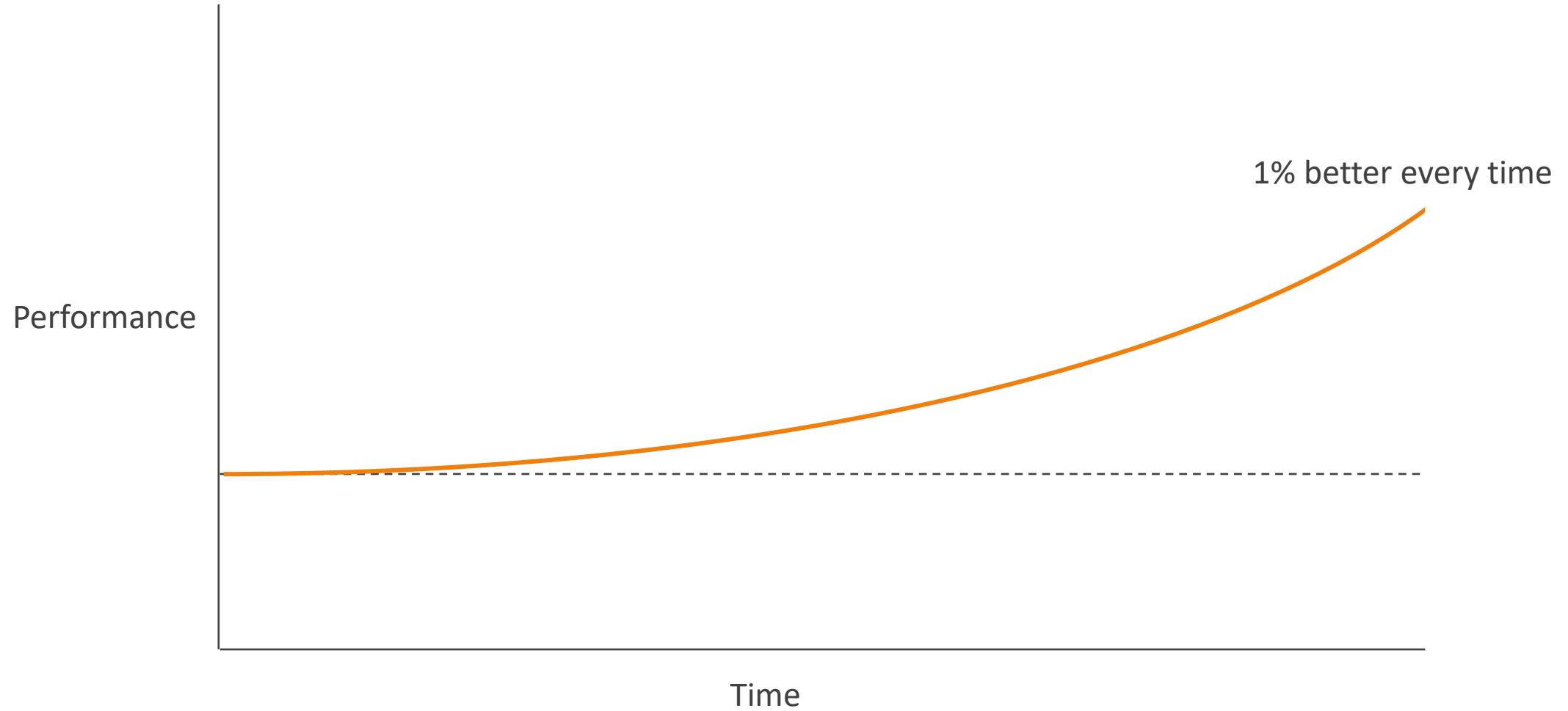
Habits Are

The **compound interest** of self-improvement



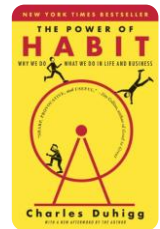
James Clear
Author

Habits Compound



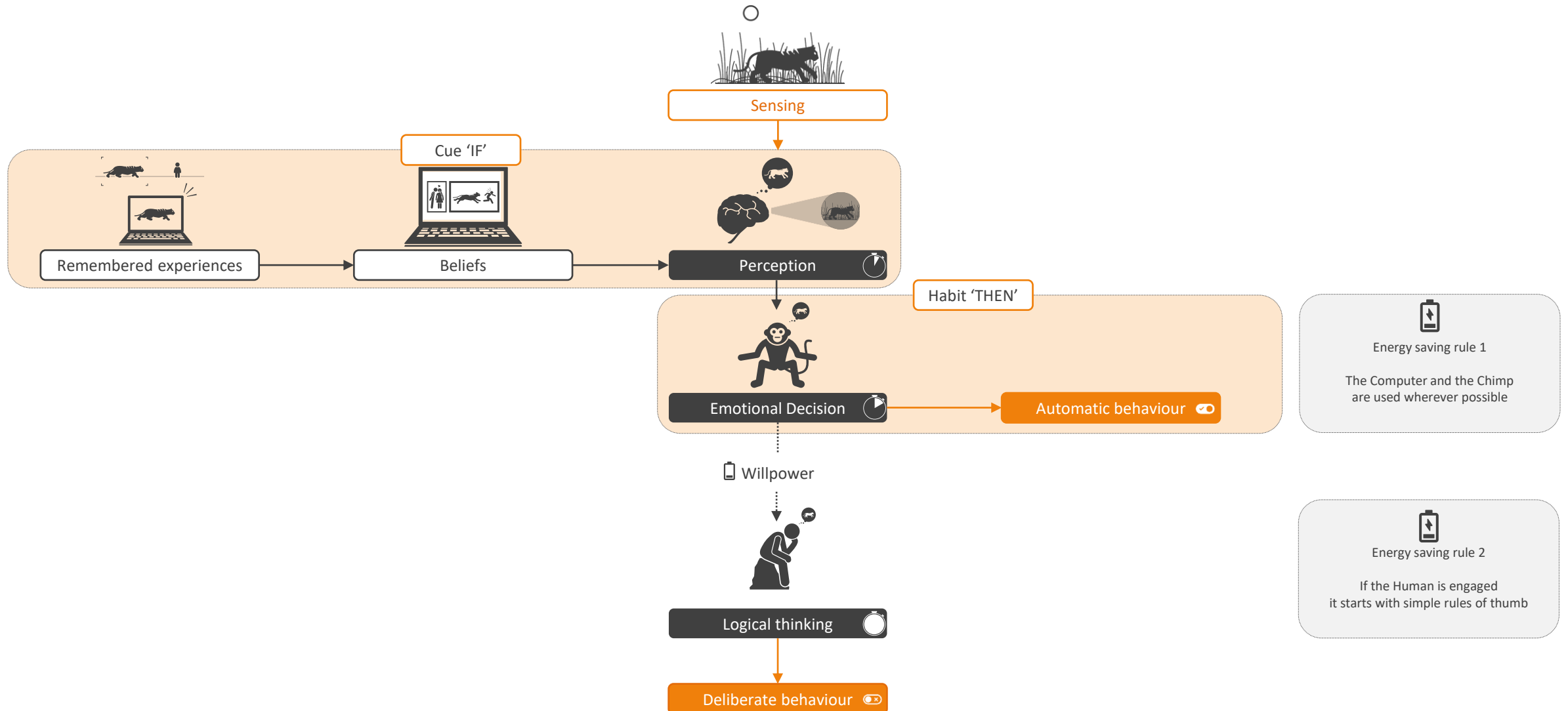
Habits Can Be Changed

If we **understand** how they work

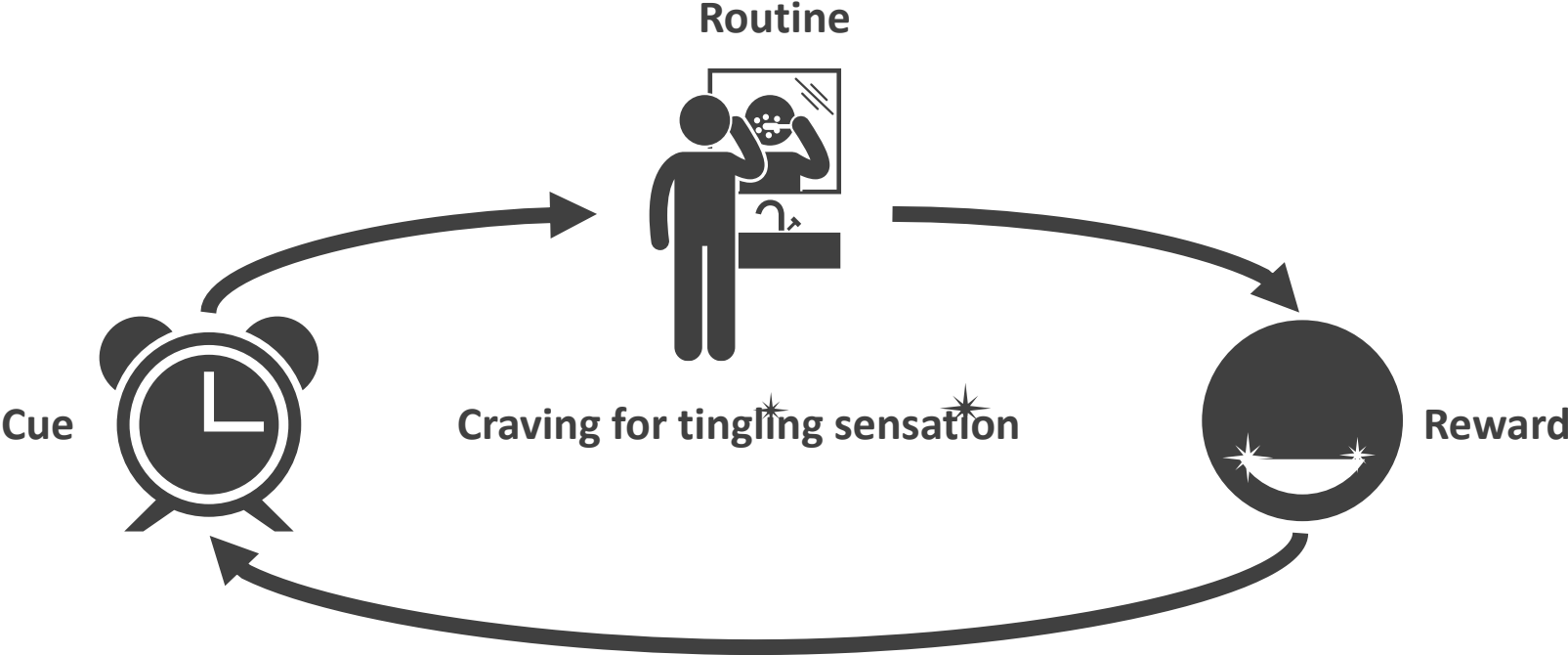


Charles Duhigg
Author

Habits Are a Product of Reinforcement Learning



The Habit Loop

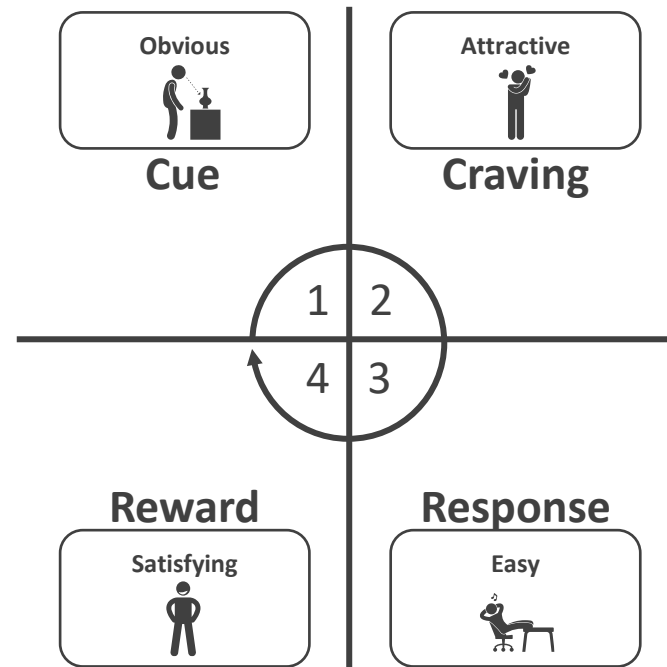


Driven by Anticipating the Reward



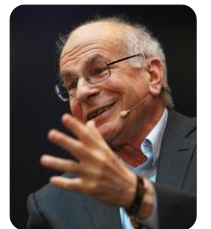
Adapted from Atomic Habits, Clear

Make the Desired Behaviour



The Best Psychological Idea Ever

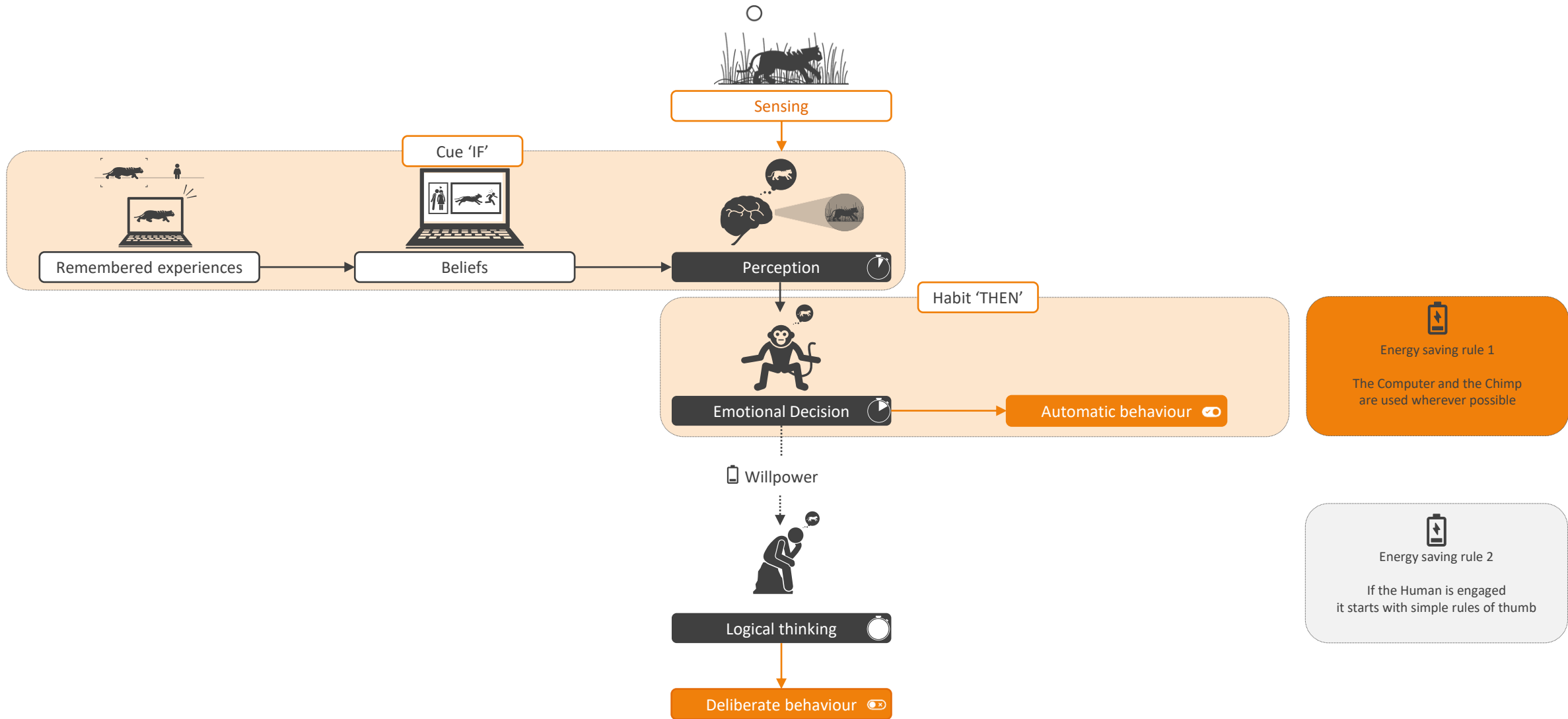
When you want to influence somebody's behavior, make **good behaviors easier** or **negative behaviors harder**



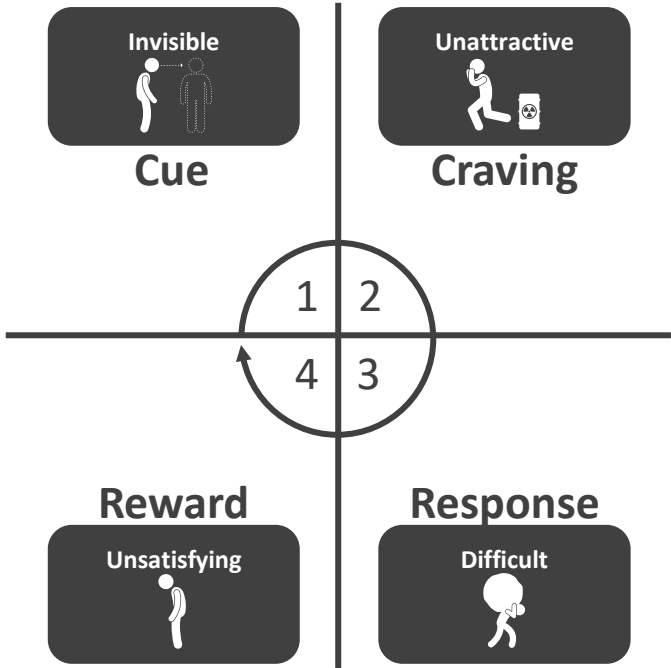
Daniel Kahneman

Princeton University

Our Brains Are Constantly Scanning for What to Do



Make the Undesired Behaviour

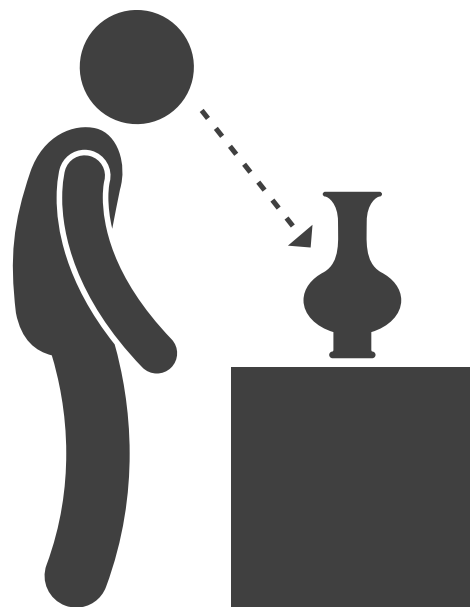


Adapted from Atomic Habits, Clear

To Change a Habit

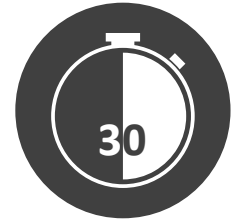
| | Make the current behaviour | Make the desired behaviour |
|-------------|---|---|
| 1. Cue |  Invisible |  Obvious |
| 2. Craving |  Unattractive |  Attractive |
| 3. Response |  Difficult |  Easy |
| 4. Reward |  Unsatisfying |  Satisfying |

Make it Obvious





Your Return On Investment



Working With Your Partner

1. On which one area that I wish to improve will I focus?
2. What is the behaviour I wish to change?
 - a) What is the current behaviour I wish to avoid?
 - b) What is the new behaviour I wish to develop?

Focus: *Chairing meetings of The Hub*

Make it **Obvious**

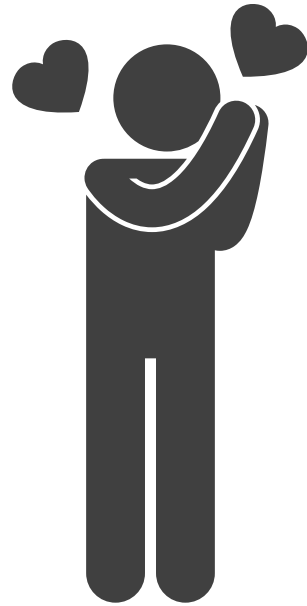
Current behaviours

*Jumping in with my own ideas
Letting others jump to action
Getting to decision making too early*

Desired behaviours

*Spend sufficient time in diagnosis mode
to truly understand the complex
situation*

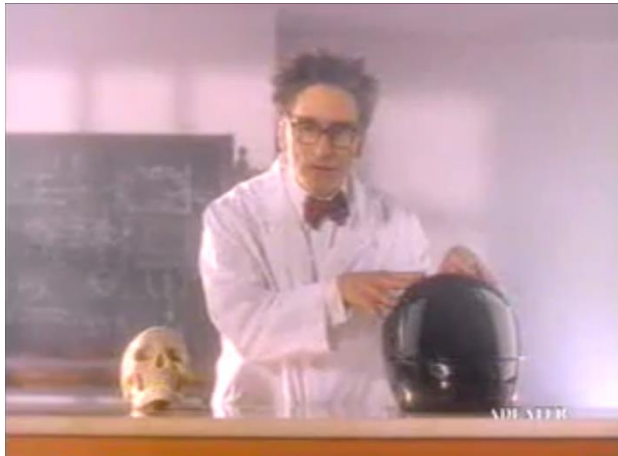
Make it Attractive



Make it Attractive

Paint the Contrast For Our Chimps

Before



After



Make it Attractive

Paint the Contrast For Our Chimps

Before

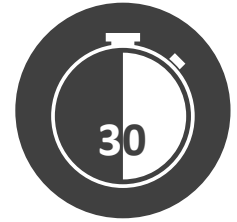


After





Your Return On Investment



Working With Your Partner

- 1. On which one area that I wish to improve will I focus?**
- 2. What is the behaviour I wish to change?**
 - a) What is the current behaviour I wish to avoid?
 - b) What is the new behaviour I wish to develop?
- 3. How will life be better when I consistently exhibit this behaviour?**
 - a) For me?
 - b) For “us”?

Habit Canvas

Making and re-making habits

Focus: *Chairing meetings of The Hub*

Make it **Obvious**

Current behaviours

*Jumping in with my own ideas
Letting others jump to action
Getting to decision making too early*

Desired behaviours

*Spend sufficient time in diagnosis mode
to truly understand the complex
situation*

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

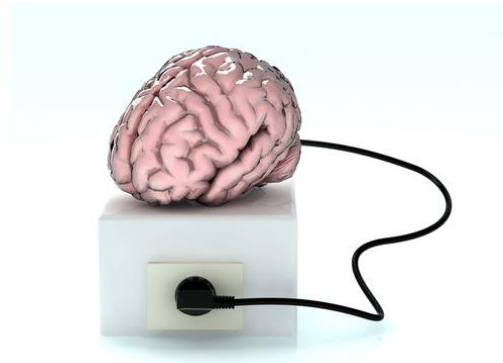
For me

*Meetings won't go "round the houses" with excessive
conflict
Fewer, shorter meetings that feel better
Less stress, greater job satisfaction
Feel I'm achieving the higher purpose*

For "us"

*Participants emerge with new, helpful behaviours to
apply to other complex problems
Consultants develop a sense of progress and
achievement in every meeting
Save lives and money*

Break #2 (of 2 today)

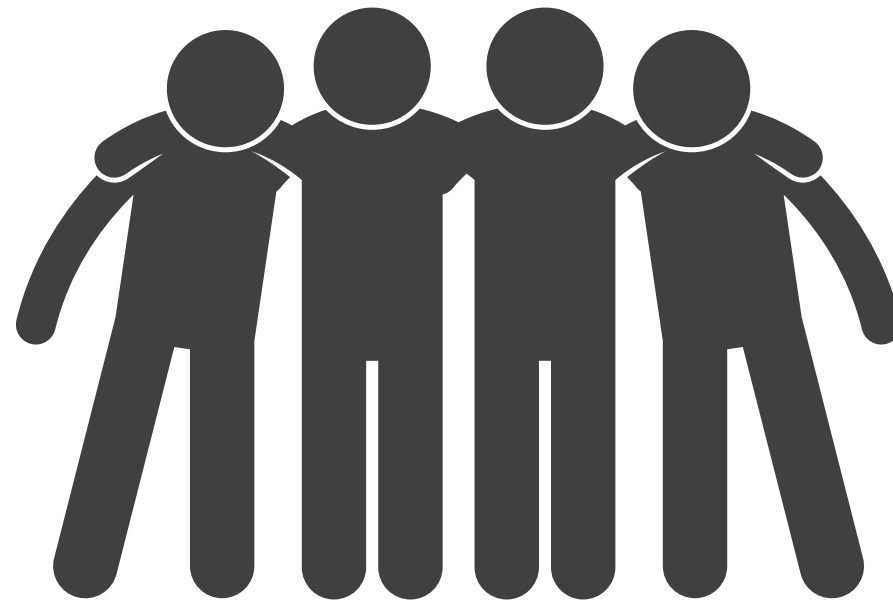


Next session starting at

11:10

ICMIF Advanced Management Course 2024

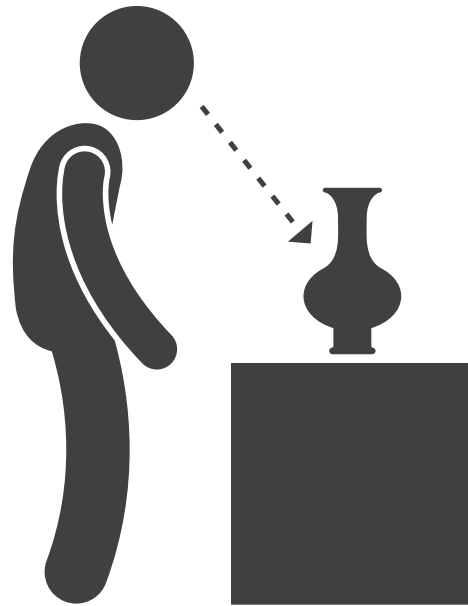
Working Together to Activate Your Plan and Collaborate for Eternal Renewal



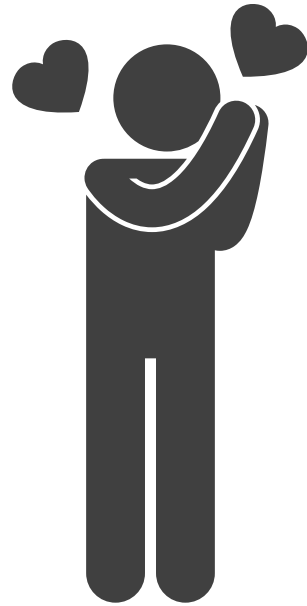
Session 3 (of 4)

Next break (lunch): **12:25**

Make it Obvious



Make it Attractive



Make it Easy



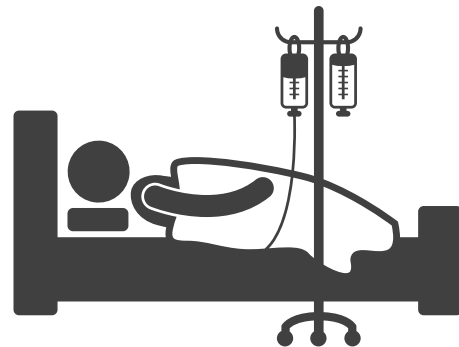
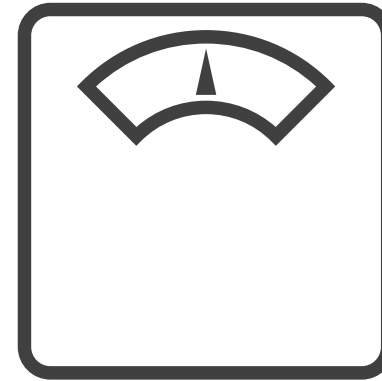
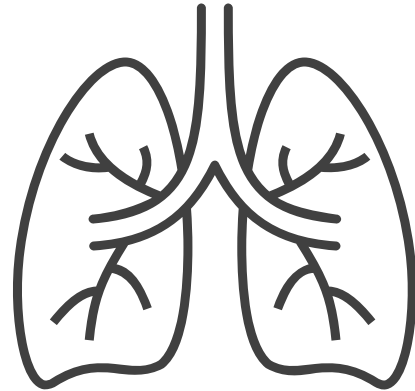
**If Your Life Depended On
It...**

**...Would You Always
Perform the Behaviour You
Identified?**

**If Your Life Depended On It,
Would You Always Take Your Medicine?**

**A common, fatal,
inherited genetic condition in the UK**

If Your Life Depended On It, Would You Always Take Your Medicine?



Inhaled Life-Saving Medication 1-3 Times Per Day For Up to 6 Minutes



What Proportion of Essential Life-Preserving Medication is Taken?



33%

The Human Can Override The Chimp

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

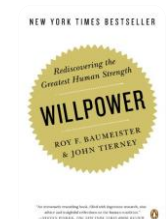


Prof. Robert M. Sapolsky

Stanford University

Willpower is What Separates Us from the Animals

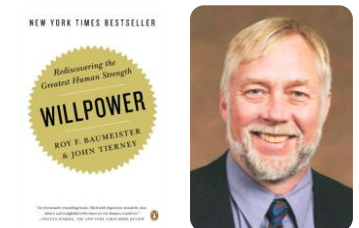
It's the capacity to restrain our impulses,
resist temptation



Prof. Roy F. Baumeister
University of Queensland

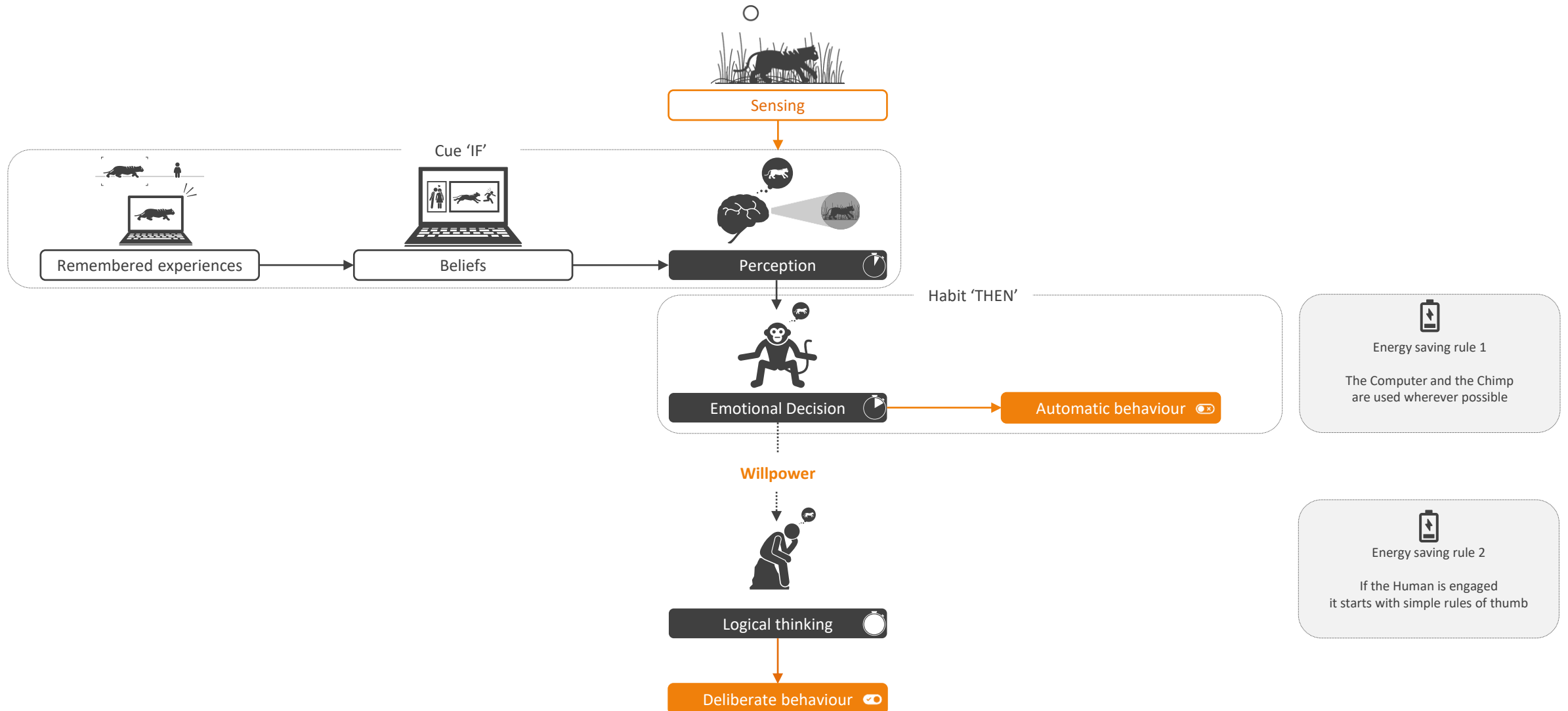
Willpower is What Separates Us from the Animals

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**



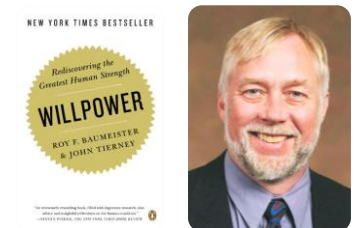
Prof. Roy F. Baumeister
University of Queensland

All Deliberate Behaviour Requires Willpower



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

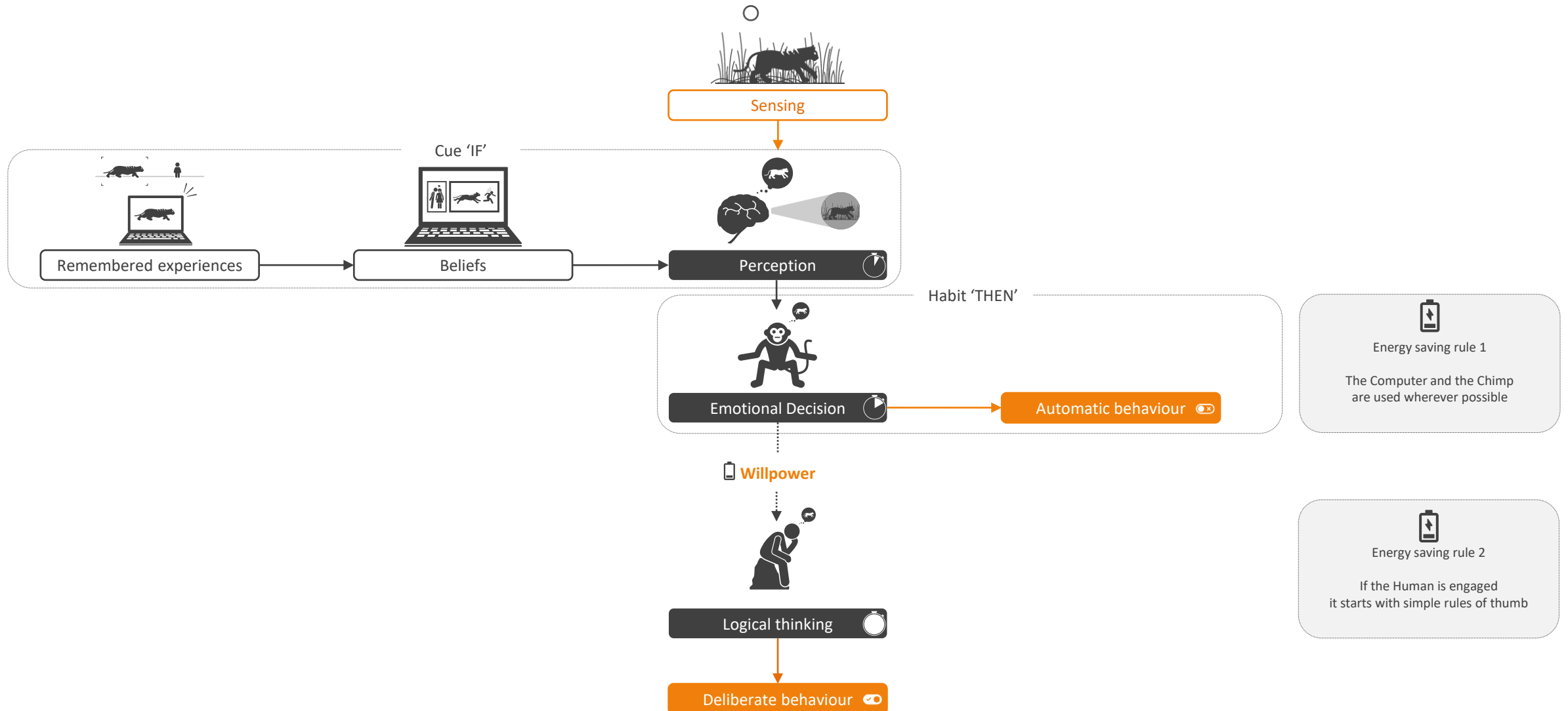
Willpower Is Depleted By Our Busy Lives



Habits and Autopilots Are Powerful



Willpower Requires Energy



Good Intentions Don't Work

Mechanisms do.

No company can rely on good intentions like “We must try harder!” or “Next time remember to . . .” to improve a process, solve a problem, or fix a mistake.



Colin Bryer & Bill Carr

Working Backwards

Good Intentions Don't Work

That's because **people already had good intentions** when the problems cropped up in the first place.



Colin Bryar & Bill Carr

Working Backwards

Make it Easy By Using Context to Trigger Habits

A. Meter in the hall



B. Meter in the basement



Make it Easy

By Using a Habit Implementation Plan

If
Cue

Then
Desired response

Make it Easy

By Using a Habit Implementation Plan

If

I am going to bed

Then

I will clean my teeth



Make it Easy

By Using a Habit Implementation Plan

If

I am reversing my car

Then

I will check my mirrors

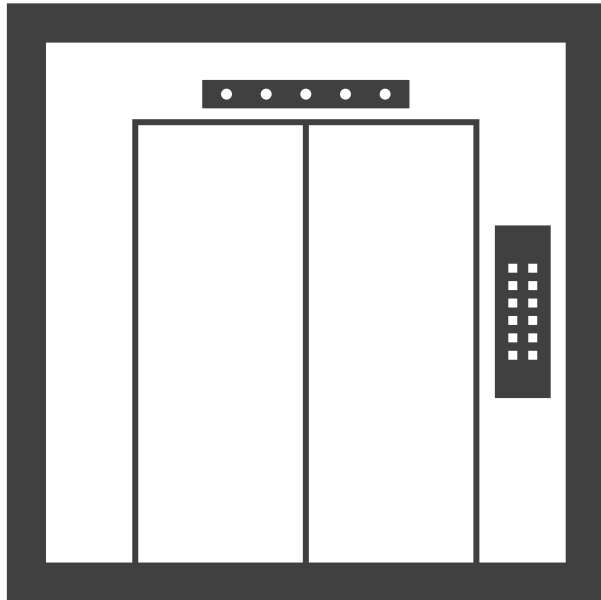


Make it Easy

By Using a Habit Implementation Plan

If

I see a lift



Then

I will take the stairs





Your Return On Investment



Working With Your Partner

4. **What habit implementation plan would make your desired behaviour easy and automatic?**

Make it Easy

By Using a Habit Implementation Plan

If

I am chairing a meeting of The Hub

Then

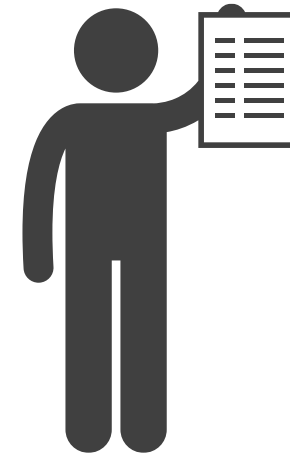
I will lead the team to diagnose
before treating

Make it Easy by Shrinking the Change

Read before bed each night

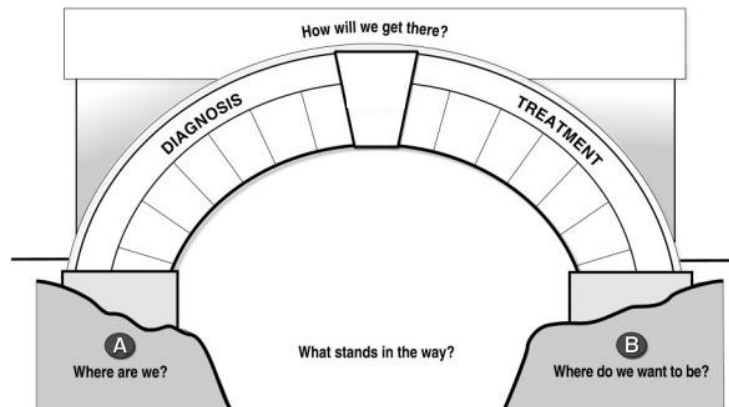


Read one page



Make it Easy by Shrinking the Change

Harness the Strategic Framework






Diagnose From and To

From

To

Shrink the Change

Use the Healthy Conversations Framework

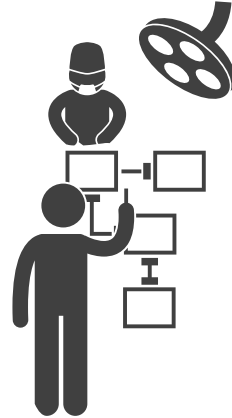
1. Capture your private perspective 
2. Share perspectives without interruption 
 - Ask 'what do you see?'
 - Seek to understand
 - Show you understand
3. Engage in dialogue to synthesise what your combined perspectives mean 

Capture Private Perspectives First

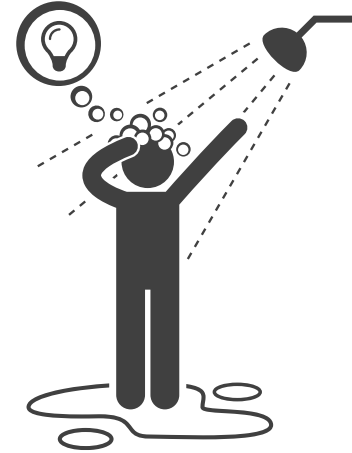


Shrink the Change

Introduce Pre-mortems



Use a Simple Healthy Challenge



Make it Easy

By Using a Habit Implementation Plan

If

I am chairing a meeting of The Hub

Then

I will lead the team to diagnose
before treating

Make it Easy

By Using a Habit Implementation Plan

If

I am chairing a meeting of The Hub

Then

~~I will lead the team to diagnose
before treating~~

Make it Easy

By Using a Habit Implementation Plan

If

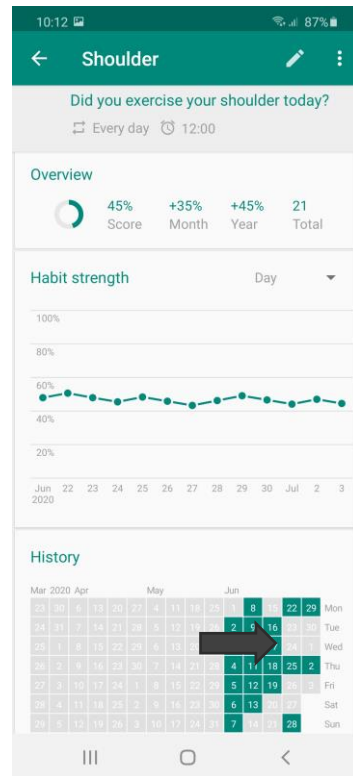
I am chairing a meeting of The Hub

Then

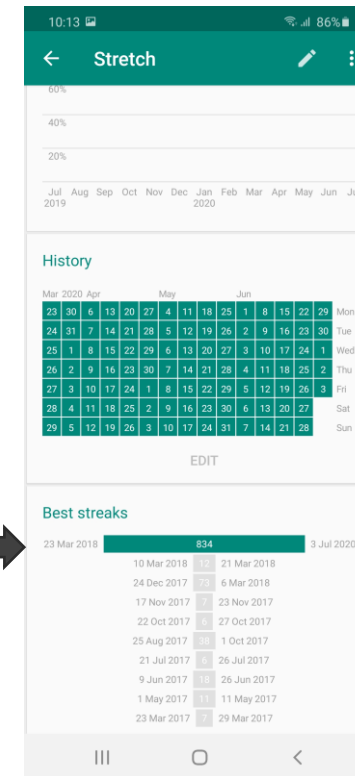
I will set a 10 minute timer on my watch

A Tale of Two Desired Behaviours

Behaviour A Exercise Damaged Shoulder



Behaviour B Stretch to Overcome Plantar Fasciitis



A Tale of Two Desired Behaviours

Behaviour A
Exercise Damaged Shoulder



Behaviour B
Stretch to Overcome Plantar Fasciitis



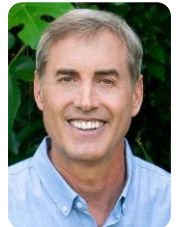
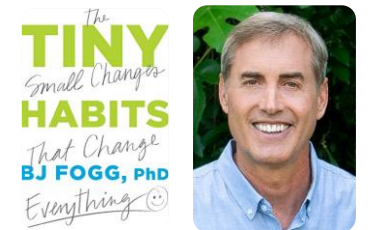
Make it Easy by Habit Stacking



Identify a Behaviour You Do Every Day



Stack Your New Behaviour on Top



BJ Fogg PhD
Stanford University

Make it Easy by Habit Stacking

After **Current Habit**

... I Will **Desired Habit**

Make it Easy by Habit Stacking

After Running Shaving Water ...



... I Will Stretch



Habit Canvas

Making and re-making habits

Focus: *Chairing meetings of The Hub*

Make it **Obvious**

| Current behaviours | Desired behaviours |
|--|--|
| <i>Jumping in with my own ideas Letting others jump to action Getting to decision making too early</i> | <i>Spend sufficient time in diagnosis mode to truly understand the complex situation</i> |

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

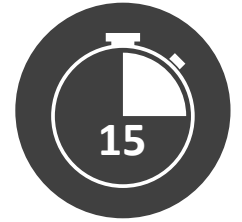
| For me | For "us" |
|--|--|
| <i>Meetings won't go "round the houses" with excessive conflict Fewer, shorter meetings that feel better Less stress, greater job satisfaction Feel I'm achieving the higher purpose</i> | <i>Participants emerge with new, helpful behaviours to apply to other complex problems Consultants develop a sense of progress and achievement in every meeting Save lives and money</i> |

Make it **Easy**: Use an implementation plan

| If | Then |
|---|--|
| <i>I am chairing a meeting of The Hub</i> | <i>Set a 10 minute timer on my phone</i> |



Your Return On Investment



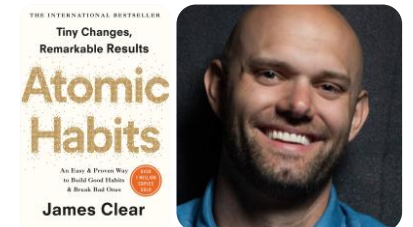
Working With Your Partner

4. What simple habit implementation plan would make your desired behaviour easy and automatic?



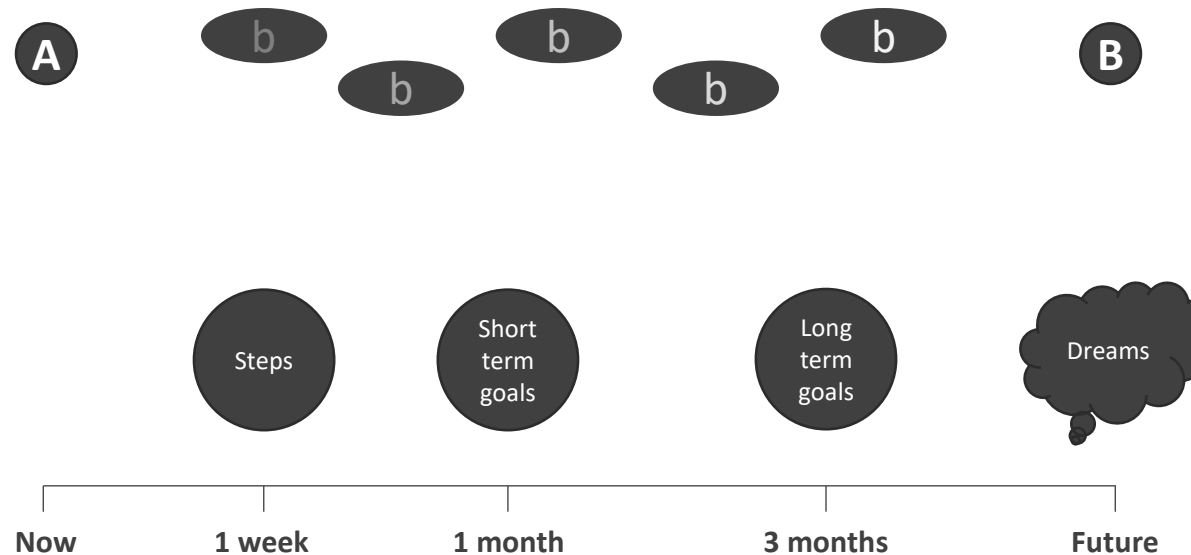
Problem #1

Winners and losers have the **same goals**



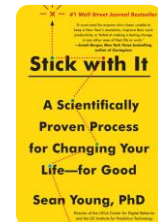
James Clear
Author

Use Stepping Stones to Reduce Risk in a Complex System



Too Often People Think They Have Planned a Step

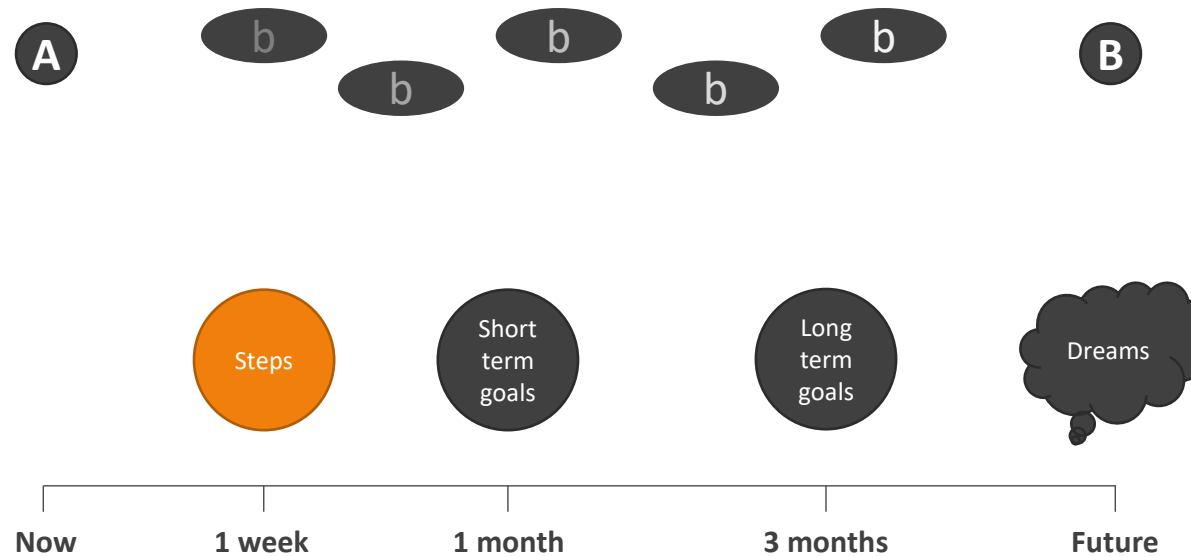
But they have actually planned a goal or a
dream



Sean Young PhD

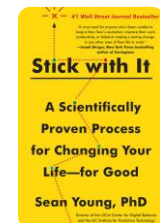
University of California Institute for Technology Prediction

Use ~~Stepping Stones~~ “Stepladders”



Stepladders Isn't a Formula for Accomplishing Dreams

It's a formula for **keeping you on path**

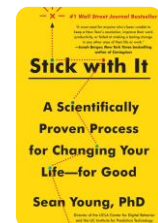


Sean Young PhD

University of California Institute for Technology Prediction

To Change Behaviour

Focus on the **day to day process**, rather than the outcome



Sean Young PhD

University of California Institute for Technology Prediction

Competition For Attention



How Can We Overcome Competition for Attention?

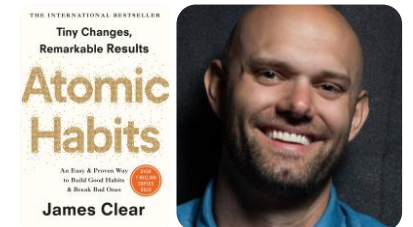


Focus on One Easy Step



You Do Not Rise to the Level of Your Goals

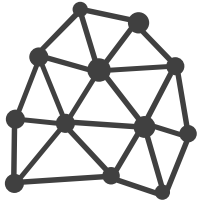
You **fall** to the level of your **systems**



James Clear
Author

Develop As a Leader One Habit At a Time

1. Diversify: Acquire the essential **models** & **tools**

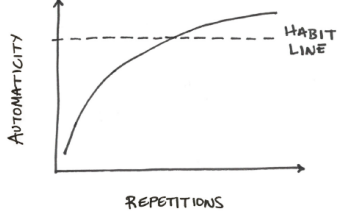


2. Select: Pick the **most appealing one** to be your **next habit**

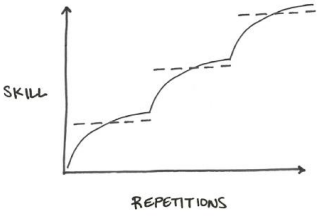


3. Amplify: Master your next habit and support one another

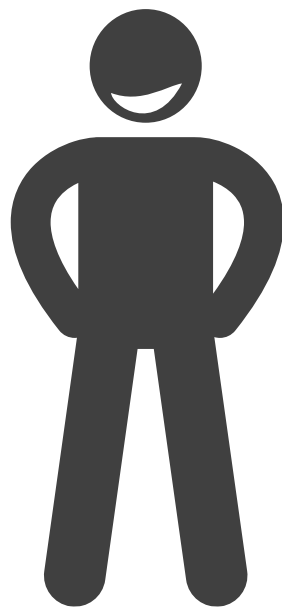
MASTERING ONE HABIT



MASTERING A FIELD



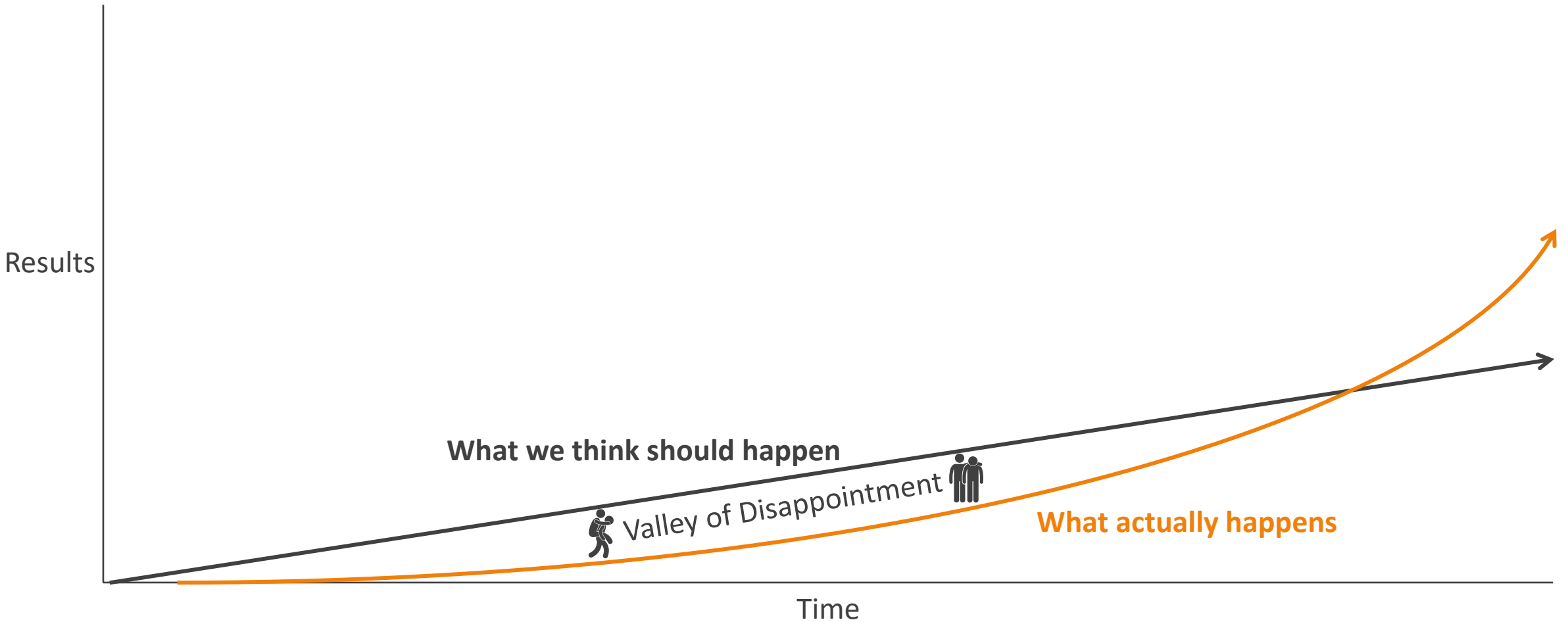
Make it Satisfying



Working With A Partner Correlates With Success



Partners Support Us Through The Valley of Disappointment



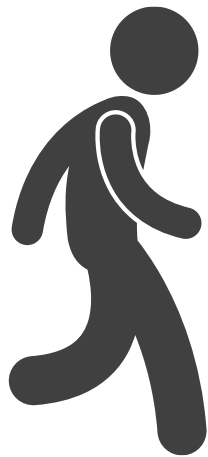
Achieve Focus With Your Partner



Fuel The Journey By Celebrating Progress & Achievement

Your **Chimp** Provides the Energy

Your **Human** Provides the Direction



Progress

Mastery

Achievement

Plan, Do, Review To Make Progress In Complex Systems





Your Return On Investment



Working With Your Partner

5. How will I work with my partner to maintain focus and celebrate progress & achievement?



Focus: Chairing meetings of The Hub

Make it Obvious

| Current behaviours | Desired behaviours |
|--|--|
| <p>Jumping in with my own ideas Letting others jump to action Getting to decision making too early</p> | <p>Spend sufficient time in diagnosis mode to truly understand the complex situation</p> |

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

| For me | For "us" |
|---|--|
| <p>Meetings won't go "round the houses" with excessive conflict Fewer, shorter meetings that feel better Less stress, greater job satisfaction Feel I'm achieving the higher purpose</p> | <p>Participants emerge with new, helpful behaviours to apply to other complex problems Consultants develop a sense of progress and achievement in every meeting Save lives and money</p> |

Make it Easy: Use an implementation plan

| If | Then |
|---|--|
| <p>I am chairing a meeting of The Hub</p> | <p>Set a 10 minute timer on my phone situation</p> |

How I will work with my partner to maintain focus and celebrate achievement

I'll send a 📌 to my partner after each meeting when I've implemented my plan
 He'll contact me if I've not been in touch for 2 days. "Enjoy" a run after 📌 📌 📌 📌 📌
 Over a drink we will review our learning and plan our next steps



Your Return On Investment



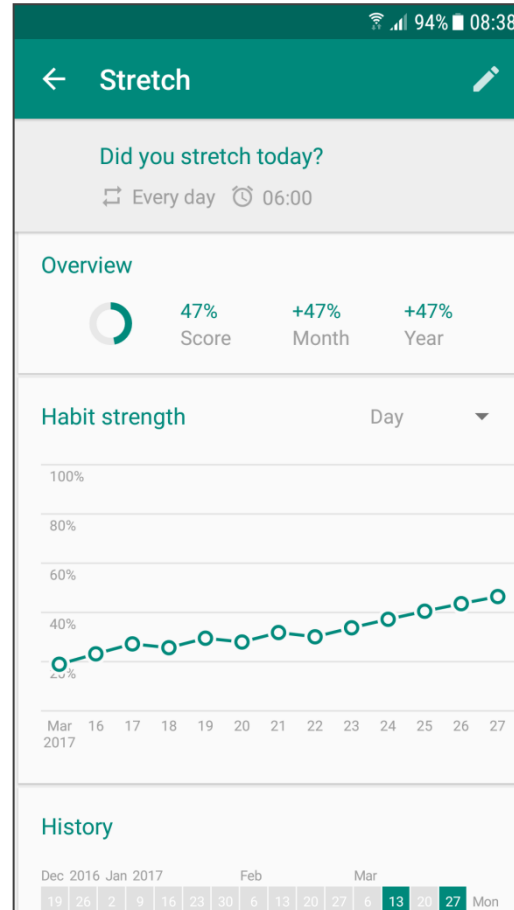
Working With Your Partner

5. How will I work with my partner to maintain focus and celebrate progress & achievement?

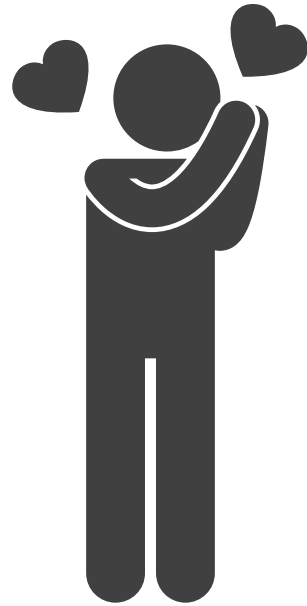
Focus: Chairing meetings of The Hub

| Make it Obvious | |
|---|--|
| Current behaviours <i>Getting to decision making too early</i> | Desired behaviours <i>Spend sufficient time in diagnosis mode to truly understand the complex situation</i> |
| Make it Attractive: How life will be better when I consistently exhibit this behaviour | |
| For me <i>Meetings won't go "round the houses" with excessive conflict Fewer, shorter meetings that feel better Less stress, greater job satisfaction Feel I'm achieving the higher purpose</i> | For "us" <i>Participants emerge with new, helpful behaviours to apply to other complex problems Consultants develop a sense of progress and achievement in every meeting Save lives and money</i> |
| Make it Easy: Use an implementation plan | |
| If <i>I am chairing a meeting of The Hub</i> | Then <i>Set a 10 minute timer on my phone</i> |
| How I will work with my partner to maintain focus and celebrate achievement <i>I'll send a 📍 to my partner after each meeting when I've implemented my plan He'll contact me if I've not been in touch for 2 days. "Enjoy" a run after 📍📍📍 Over a drink we will review our learning and plan our next steps</i> | |

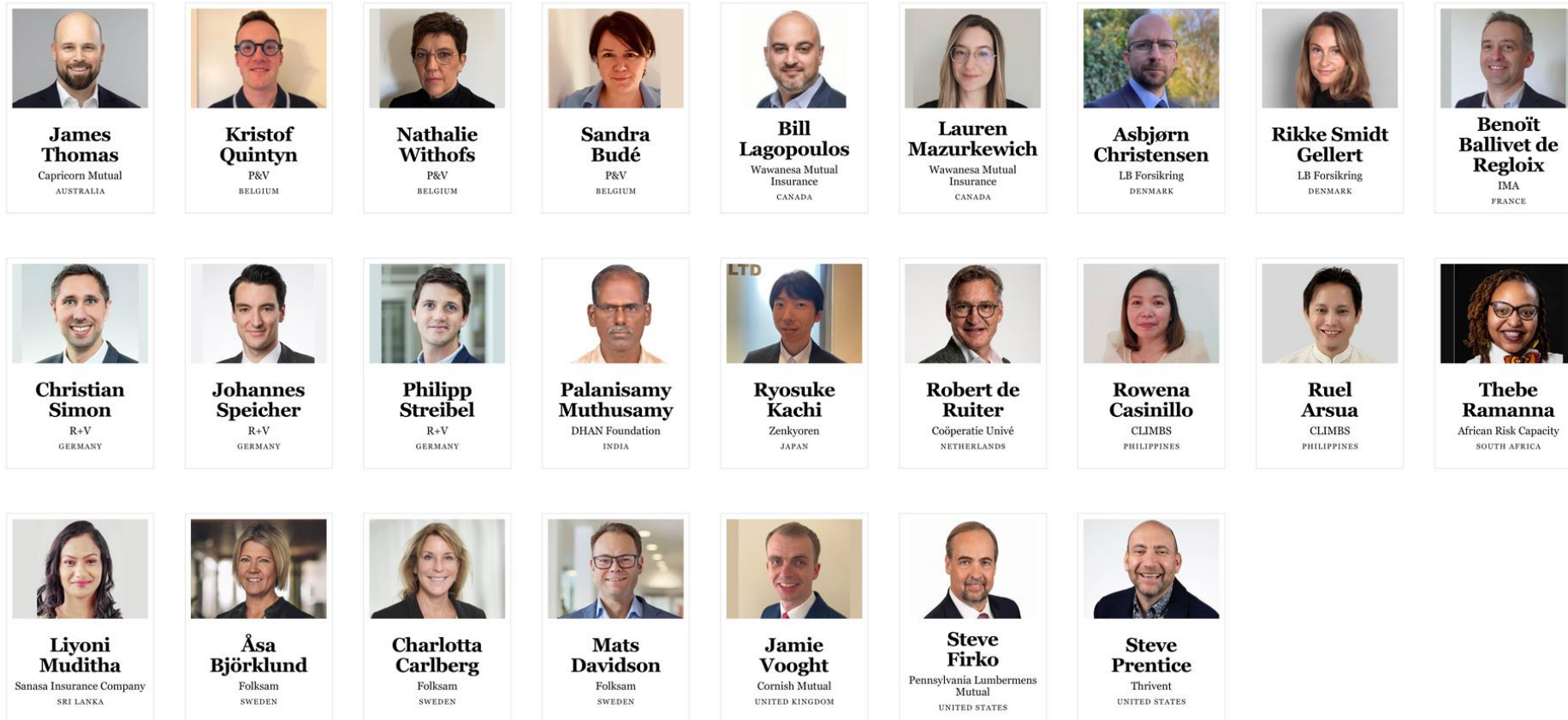
Make It Satisfying Use a Habit Tracker



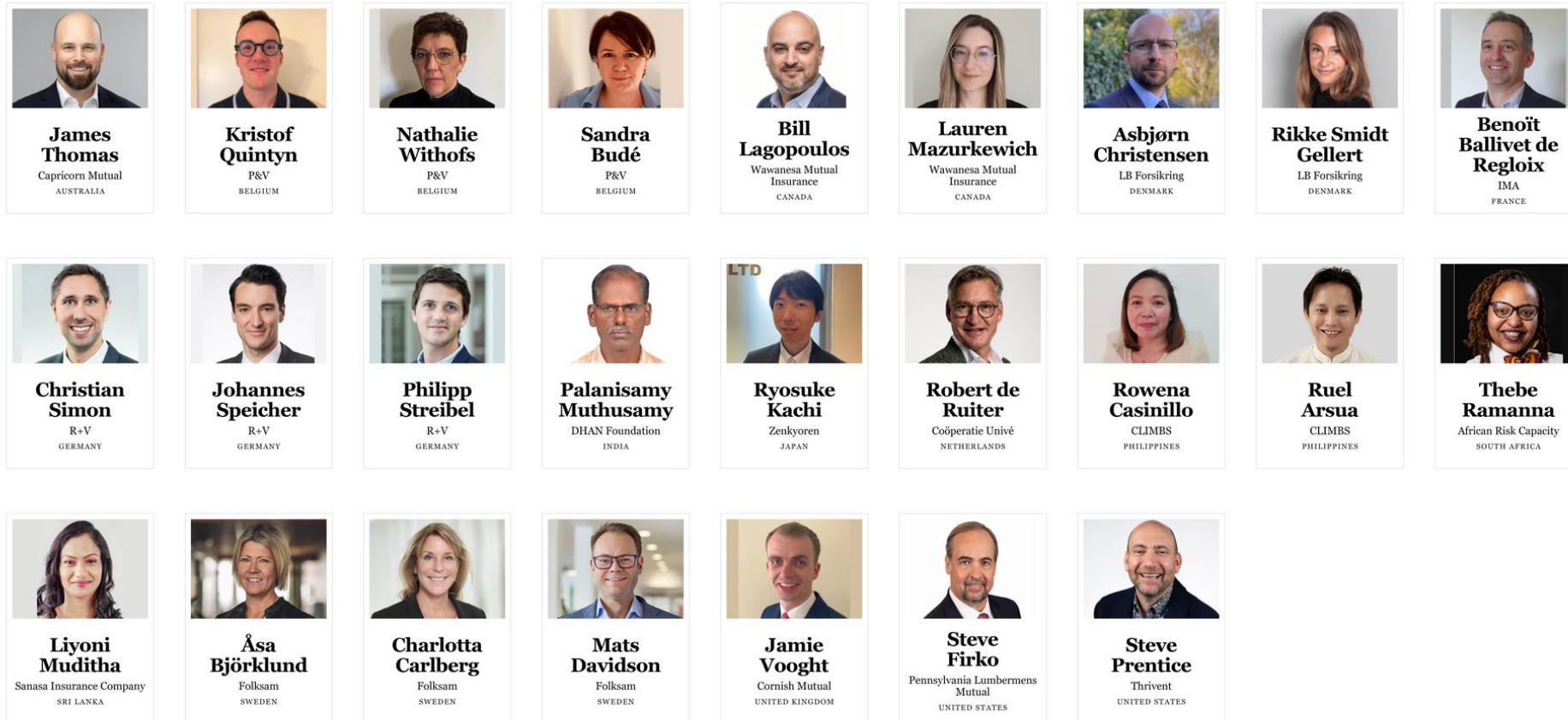
Make it Attractive



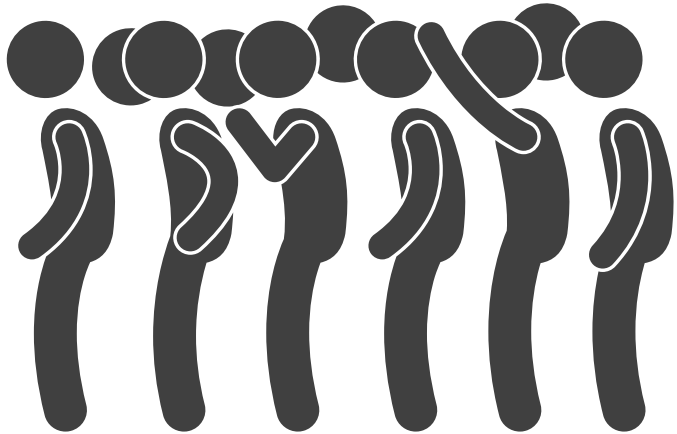
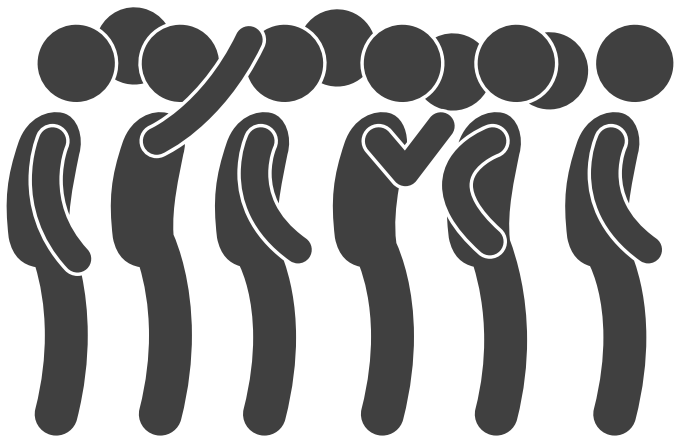
Make it Attractive By Being Part of a Culture Where The **Desired Behaviour is Normal**



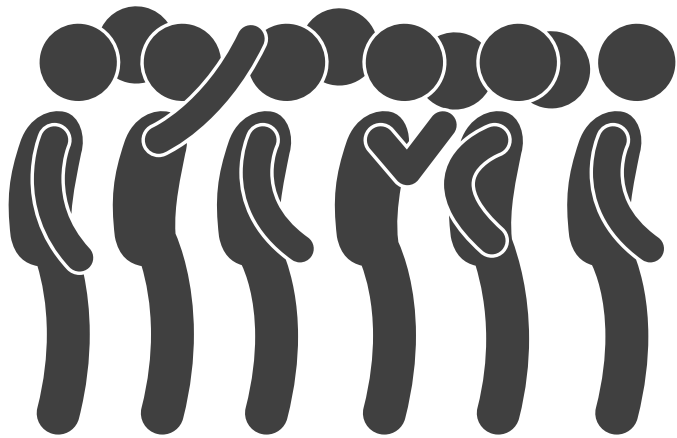
Make it Attractive By Being Part of a Culture Where You Have **Something in Common**



Leading With Purpose is a **Practice**



Which Requires **Eternal** Renewal



Eventually, Almost Everyone Loses the Battle with Willpower

It's only a matter of time



Shane Parrish

Author, broadcaster (and former spy)

The Way to Improve Your Defaults Isn't By Willpower

But by creating an **intentional environment**
where your **desired behavior**
becomes the **default behavior**



Shane Parrish

Author, broadcaster (and former spy)

Joining Groups Whose Default Behaviors Are Your Desired Behavior

Is an **effective way** to create an intentional
environment



Shane Parrish

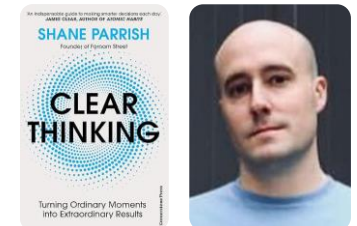
Author, broadcaster (and former spy)

If You Want To...

Read more, join a book club

Run more, join a running club

Your **chosen environment**, rather than your willpower alone, will help **nudge** you toward the **best choices**

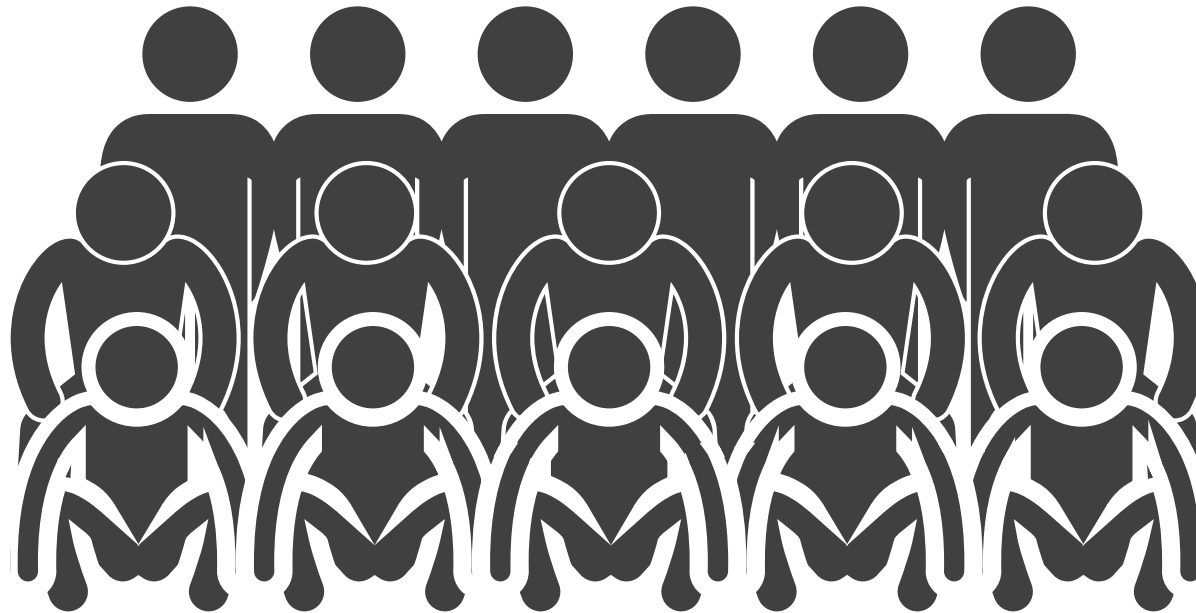


Shane Parrish

Author, broadcaster (and former spy)

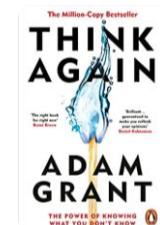
ICMIF Learning Alumni Group

Mike will be in touch



#8 Build a Challenge Network

Not just a support network



Adam Grant
Professor of psychology, Wharton

The Best Leadership Mind Frame

The Stockdale Paradox

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

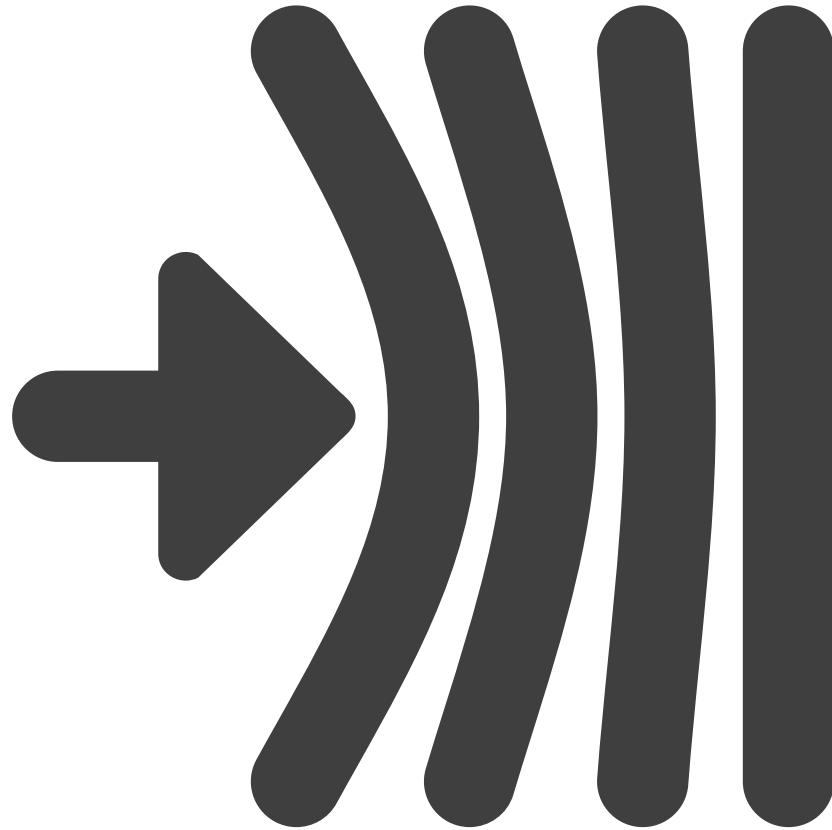
The discipline to **confront the most brutal facts** of your current reality



Jim Collins

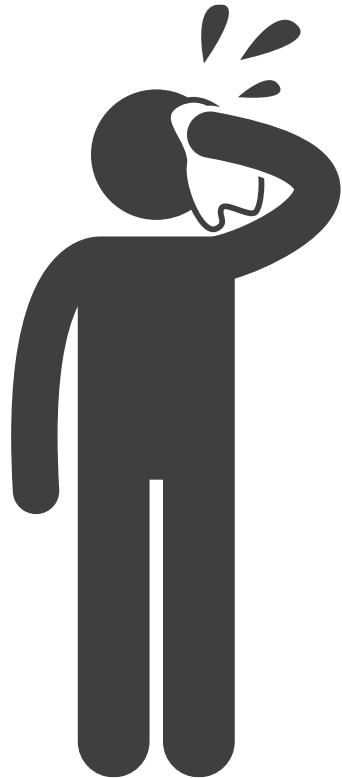
McKinsey & Stanford University

Diverse Complex Systems Are Resilient



Diverse Complex Systems Are Resilient

Our bodies sweat to cool us down

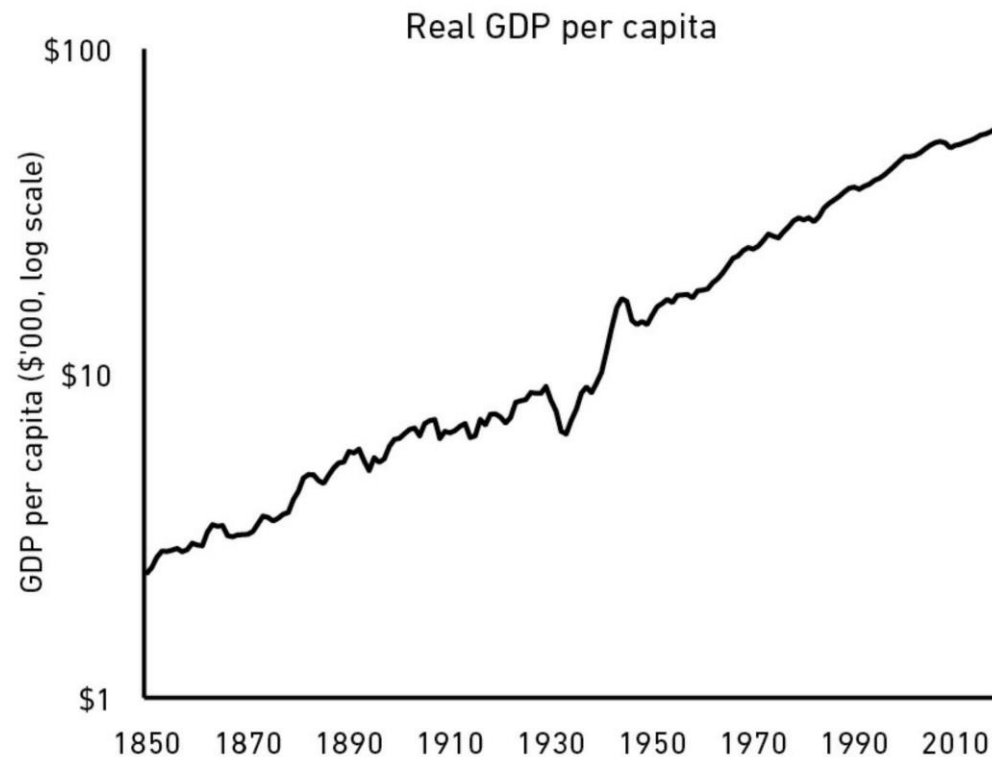


Our bodies shiver to warm us back up



Diverse Complex Systems Are Resilient

Long-term system resilience

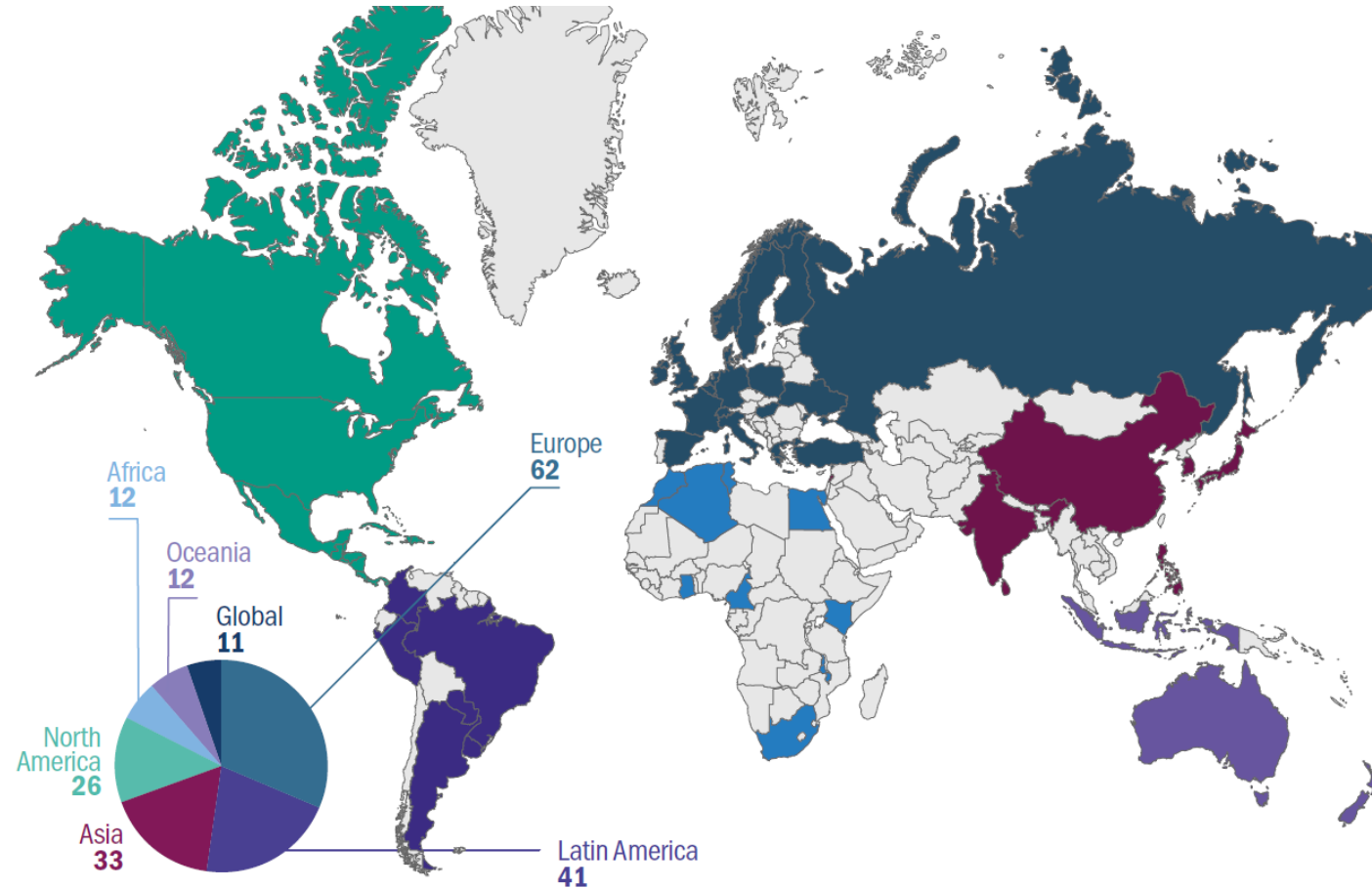


Despite

- Nine major wars
- 99.9% of business closing
- Two global pandemics
- 30 separate natural disasters
- Four U.S. presidential assassinations
- 33 recessions lasting a cumulative 48 years.

Source: The Psychology of Money by Morgan Housel

ICMIF Members Are a Diverse Complex System

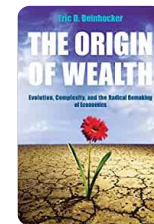


The Evolutionary Algorithm

Differentiate

Select

Amplify

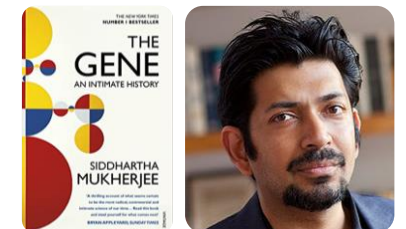


Eric Beinhocker

University of Oxford

Natural Selection

Seeks one thing: fitness
and accidentally finds another:
genes that produce fitness

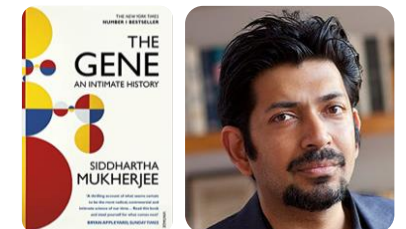


Siddhartha Mukherjee
Cancer physician and researcher, Columbia University

There is No Such Thing as Perfection

Only the relentless, thirsty matching of an organism to its environment

That is the engine that drives evolution

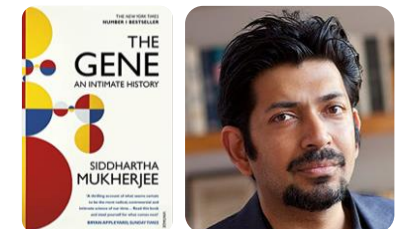


Siddhartha Mukherjee

Cancer physician and researcher, Columbia University

Natural Variation is Vital

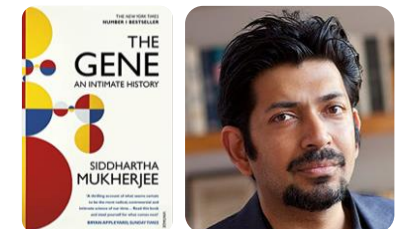
Without variation (deep genetic diversity),
an organism might ultimately lose its
capacity to evolve



Siddhartha Mukherjee
Cancer physician and researcher, Columbia University

A Winter's Night Might Choose One Fly

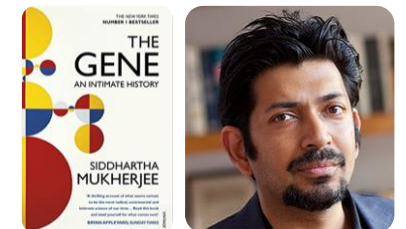
A summer's day might choose quite another



Siddhartha Mukherjee
Cancer physician and researcher, Columbia University

Neither Variant was Superior

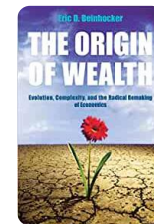
Each was just more or less **adapted** to a **particular environment**



Siddhartha Mukherjee
Cancer physician and researcher, Columbia University

The Evolutionary Algorithm Of Differentiate, Select, Amplify

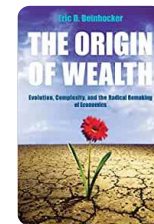
Is the origin of wealth



Eric Beinhocker
University of Oxford

Evolution is a Method

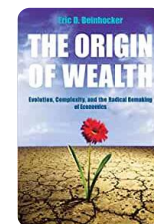
For searching enormous sets of possible designs for the tiny fraction of designs that are “fit” according to their particular purpose and environment



Eric Beinhocker
University of Oxford

~~Evolution~~ **ICMIF** is a ~~Method~~ Movement

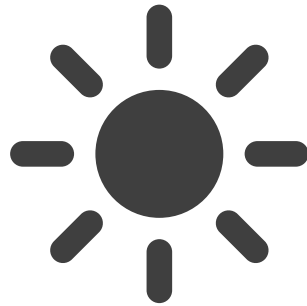
For searching enormous sets of possible designs for the tiny fraction of designs that are “fit” according to their particular purpose and environment



Eric Beinhocker
University of Oxford

Harness New Sustainable Energy Sources

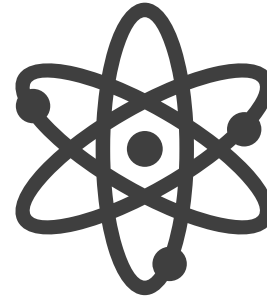
Solar



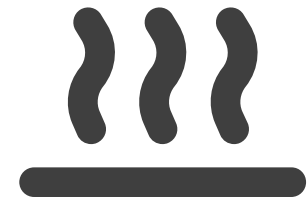
Wind



Atomic



Geothermal



| | | | |
|---|--|---|--|
| <p>The higher purpose that unites us all</p> | <p>A better diagnosis of the current state of the complex system</p> | <p>The essential models and tools e.g. behaviour, purpose</p> | <p>The hot spots (positive deviance) of success and impact</p> |
| <p>To make it easier to unlock motivation and build trust</p> | <p>To make it easier to perpetually renew strategy and action</p> | <p>To make it easier to diagnose and treat</p> | <p>To make it easier to accelerate innovation</p> |
| <p>Why?</p> | <p>What's going on?</p> | <p>How does it work?</p> | <p>What works, and where?</p> |

ICMIF's Mission

To **inspire** and **assist members** to **build** and **sustain** a purpose-led, resilient future



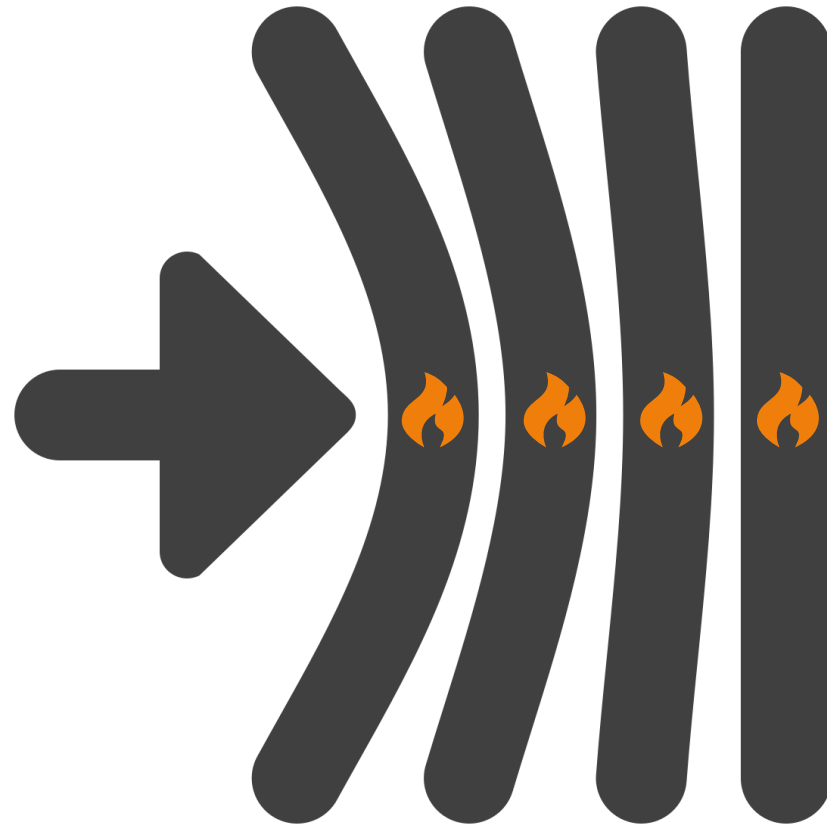
Rob Wesseling

ICMIF Chair and President and CEO, The Co-operators

ICMIF Assists Members **Discover the Genes** to Build and Sustain **Eternal Fitness**

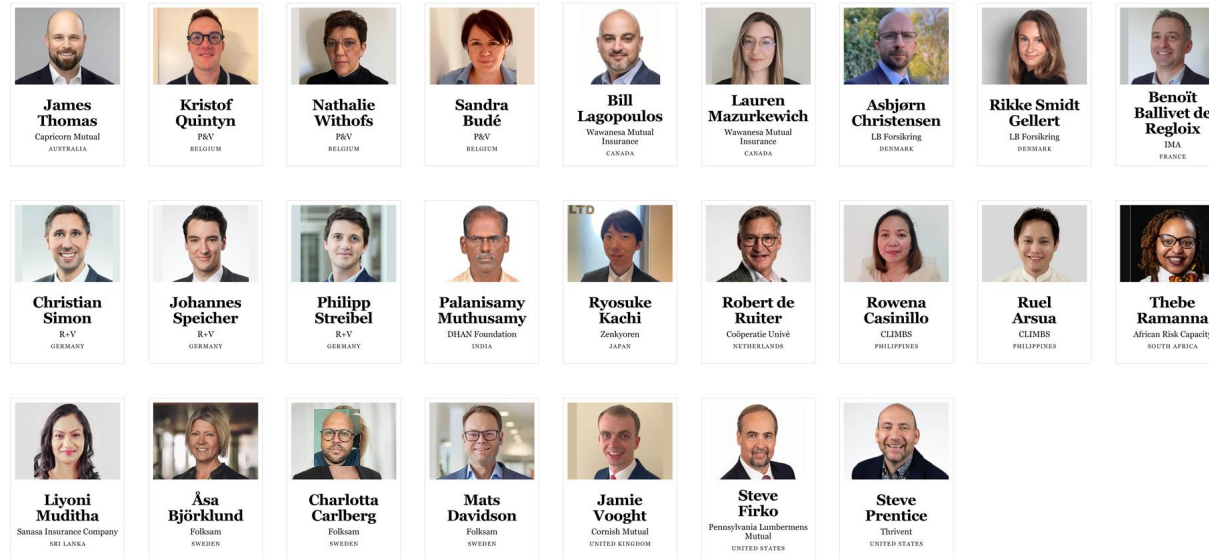
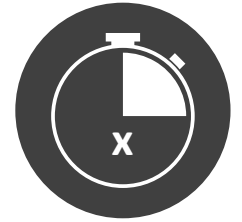


To Fulfil Members' Purpose Through Eternal Resilience





Your Return On Investment



28. How **else** will our group collaborate and support each other?

5. Translating Learning into Value



Summary of Universal Challenges & Tools #5: Friday

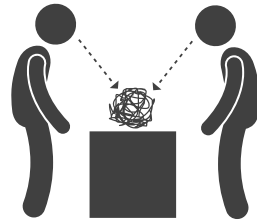
Building a Purpose-driven Learning System

17. Can't Forecast Complex Systems



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

18. We Confuse Failure With Fault



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

19. Chimps Grow to Fear Debriefs



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

20. Resilience Has Too Clear a Cost



Resilience comes from diversity and redundancy. These carry clear costs, but uncertain and distant returns.

Lead a Portfolio of Experiments



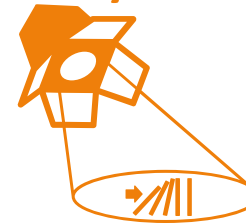
“Think of strategy as a portfolio of experiments, rather than a single plan built on predictions of the future”

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

Lead Chimp Friendly Debriefs



Make debriefing routine, hold nameless & rankless debriefs for active participants only

Resilience Drives Eternal Renewal



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

Building A **Purpose-Driven** Learning System

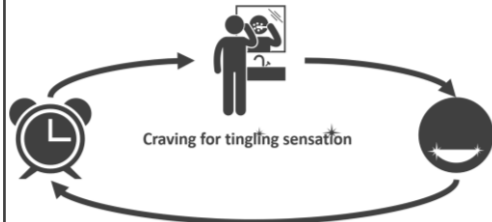
For every case your approach should have ~~two~~**three** purposes:

- 1) to move you closer to your goal
- 2) to train and test your machine (i.e., your people and your design)
- 3) to **reinforce your purpose**

Summary of Universal Challenges & Tools #6: Friday

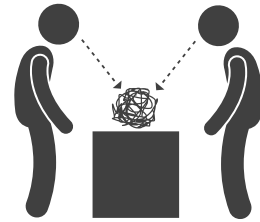
Using Habit to Make Behavioural Change Easier

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

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

Make it Obvious



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

Make it Attractive



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

Make it Easy



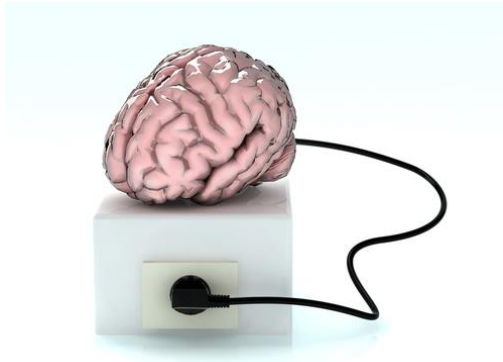
Plan: if [cue] then [desired behaviour]
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Make it Satisfying



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

Lunch

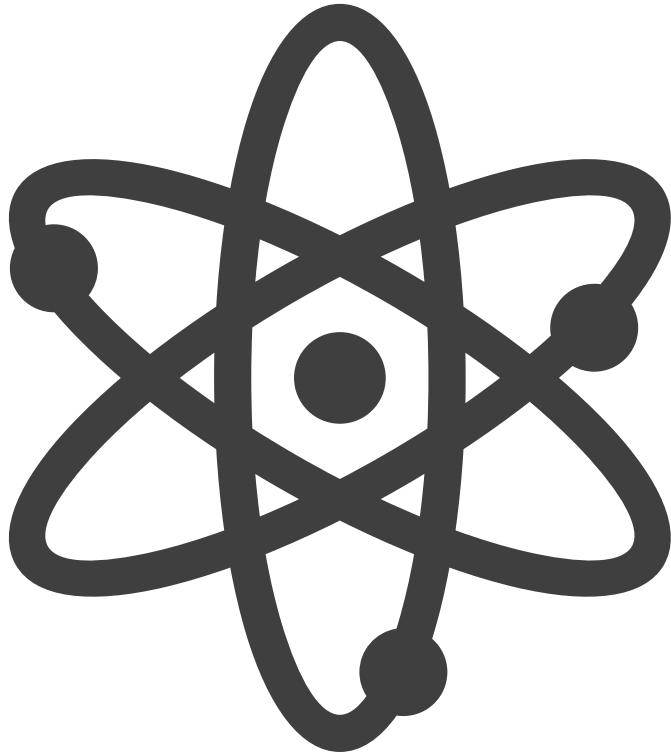


Next session starting at

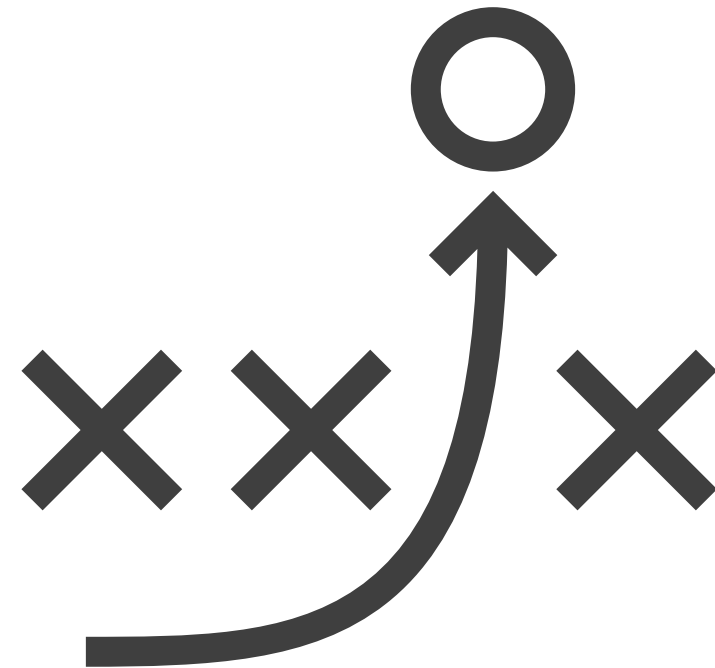
13:10

The **ICMIF AMC** Makes it Easier For You to **Assist Each Other**

Break Down Complex Subjects
Into **Easy to Understand** Atomic Parts



Develop Leadership **Plays** With Fellow
Mutual Insurance Leaders



Leading in A Complex World With an Energy-Saving, Predicting Brain

1. People Aren't Rational



"When we think we think less than we think we think"

2. Energy-Saving, Predicting Brains



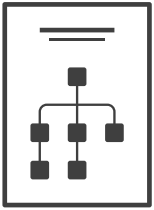
"Your brain's most important job is predicting energy needs so you can efficiently move and survive"

3. The Real World is Complex



"The most common leadership failure stems from applying technical solutions to adaptive challenges"

4. Rules Fail In Complex Worlds



"For every complex problem, there is an answer that is clear, simple and wrong"

Diagnose Before Treating



Because 90% of decision errors are are errors of perception

Work As A Team



Complex situations require multiple perspectives because each is unique and no-one can see the whole system

Use Models And Tools Not Rules



Single rules fail in complex worlds, but a combination of many models makes complex problems tractable

Lead Eternal Renewal



"There's no end. There's no goal. It's infinite". Lead eternal renewal via new solutions to new challenges

Leading Mutual Insurers With Purpose in A Complex World

5. The Principal-Agent Problem



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

6. Overlooking Motivating People



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

7. Ignoring What Drives People



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

8. Defaulting To A Finite Mindset



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

Lead With a Clear, Shared Purpose



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

Listen, Learn Then Lead



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

Connect People to the Purpose



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

Lead With An Infinite Mindset

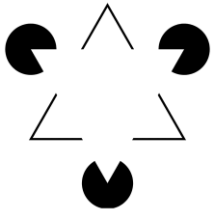


"To succeed long-term, leaders need an Infinite Mindset which sustains trust, cooperation & innovation"

Summary of Universal Challenges & Tools #3: Wednesday

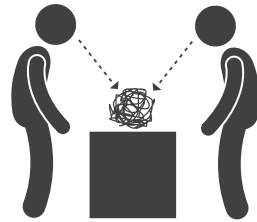
Leading Teams in a Complex World

9. We Do Not Perceive Reality



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

10. No Two People See Alike



“Reality is constructed differently in different heads”

11. People Avoid Interpersonal Risk



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

12. We Snap and Stick



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

Harness Collective Intelligence



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

Psychological Safety



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

Challenge Before Acting



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

Challenge-Based Strategic Thinking

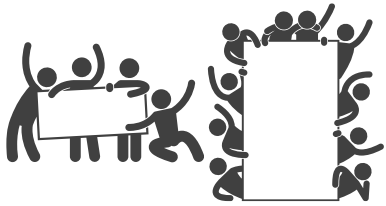


Diagnose where you are and want to be, identify the crux (main obstacle); design coherent actions then review

Summary of Universal Challenges & Tools #4: Thursday

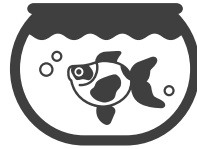
Leading Across Cultures

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



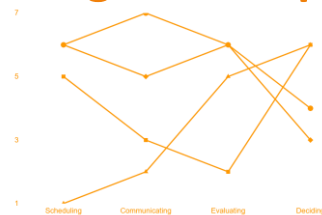
“You have a finite amount of willpower that becomes depleted as you use it”

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”

Summary of Universal Challenges & Tools #5: Friday

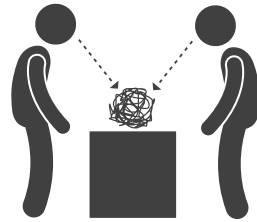
Building a Purpose-driven Learning System

17. Can't Forecast Complex Systems



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

18. We Confuse Failure With Fault



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

19. Chimps Grow to Fear Debriefs



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

20. Resilience Has Too Clear a Cost



Resilience comes from diversity and redundancy. These carry clear costs, but uncertain and distant returns.

Lead a Portfolio of Experiments



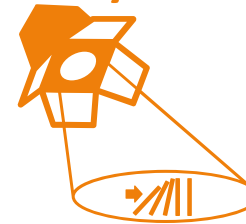
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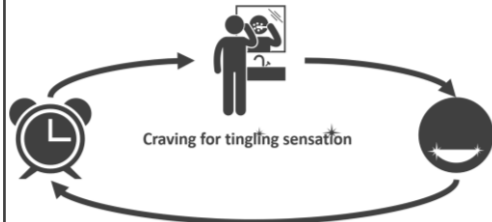


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Summary of Universal Challenges & Tools #6: Friday

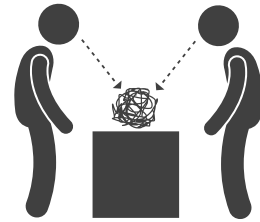
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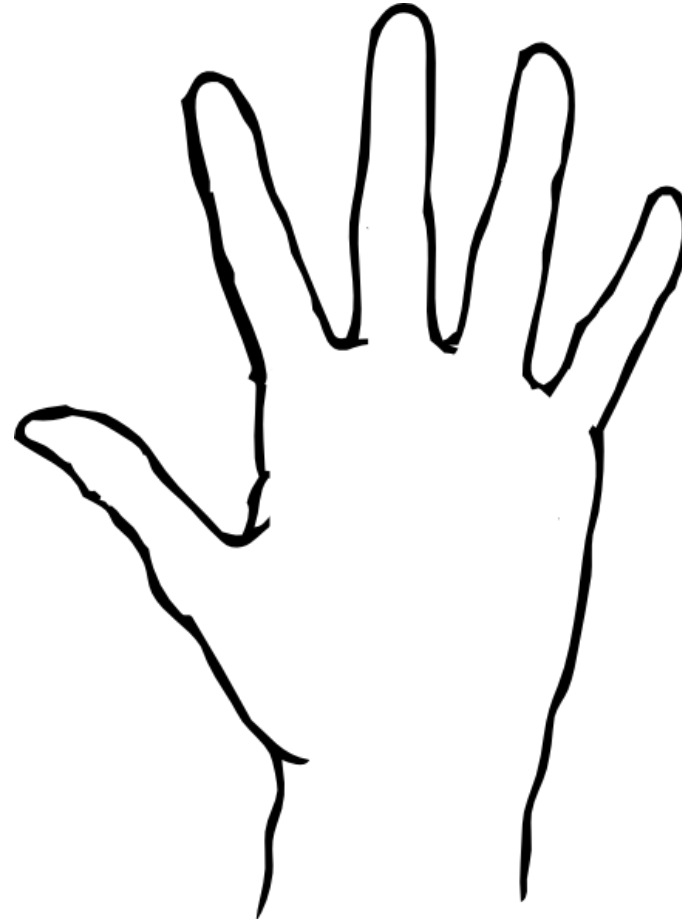
Plan: if [cue] then [desired behaviour]
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Make it Satisfying



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

Hands of Purpose



Hands of Purpose

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



It's What Gives You the Passion to **Fight** to Leave the Bitter Place



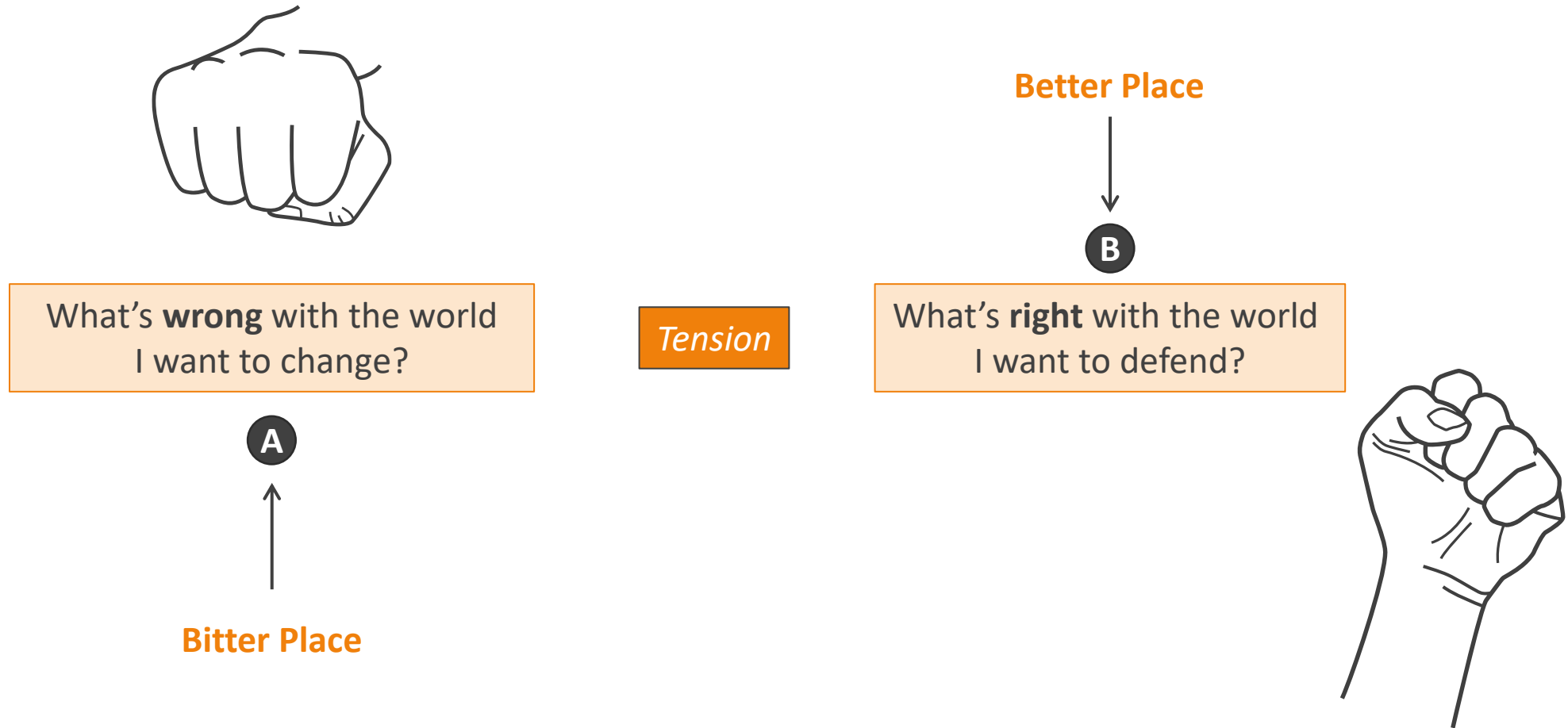
What's **wrong** with the world
I want to change?

A



Bitter Place

It's What You Raise in **Triumph** As You **Defend the Better Place**

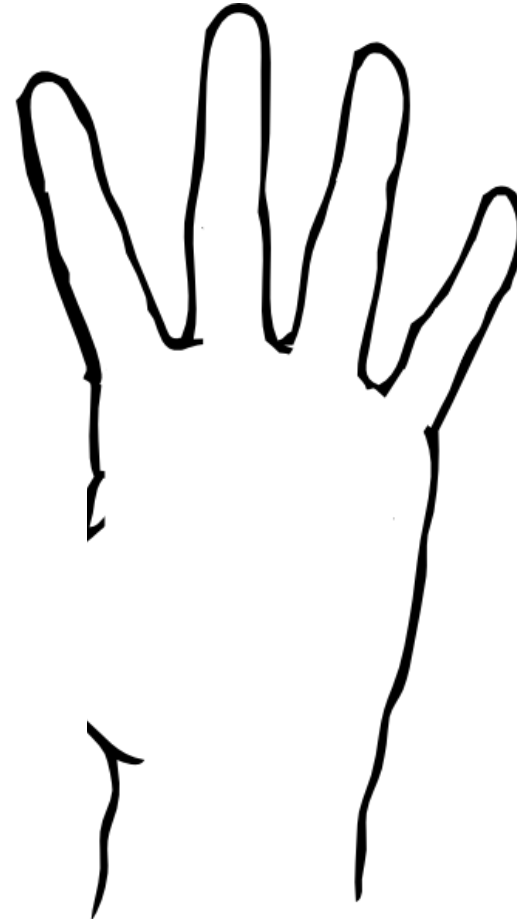


Ensure Everyone Always Has Unbroken Line of Sight To The Eternal Purpose



Adapted from The Strategy Activation Playbook

Hands of Purpose



Fingers describe the **key moves** required to deliver the objective

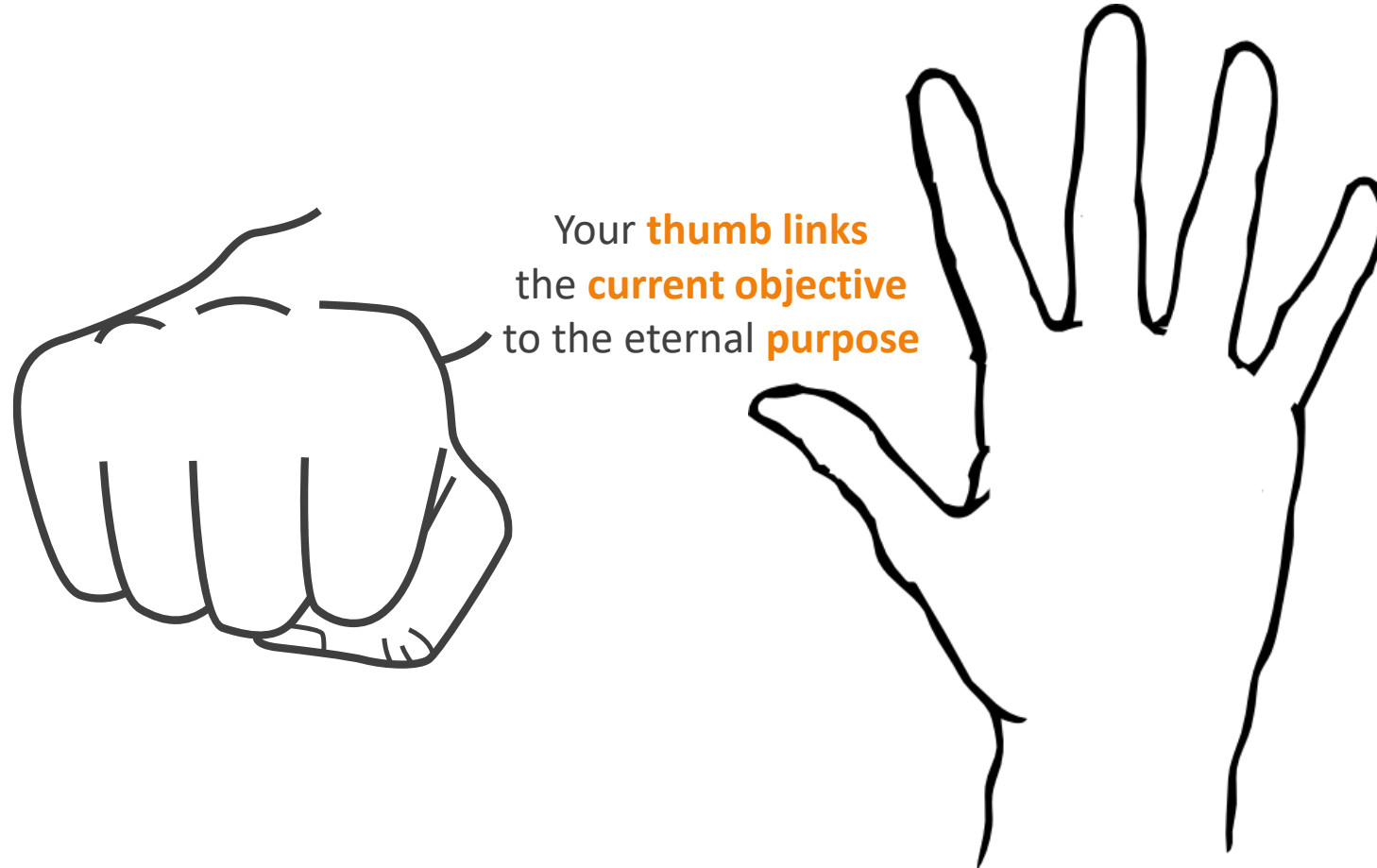
A Leader's Most Important Job

Is to **connect people** to their **purpose**



Joe Robles
Former CEO, USAA

Hands of Purpose



Hands of Purpose

Purpose



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

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

Drive



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

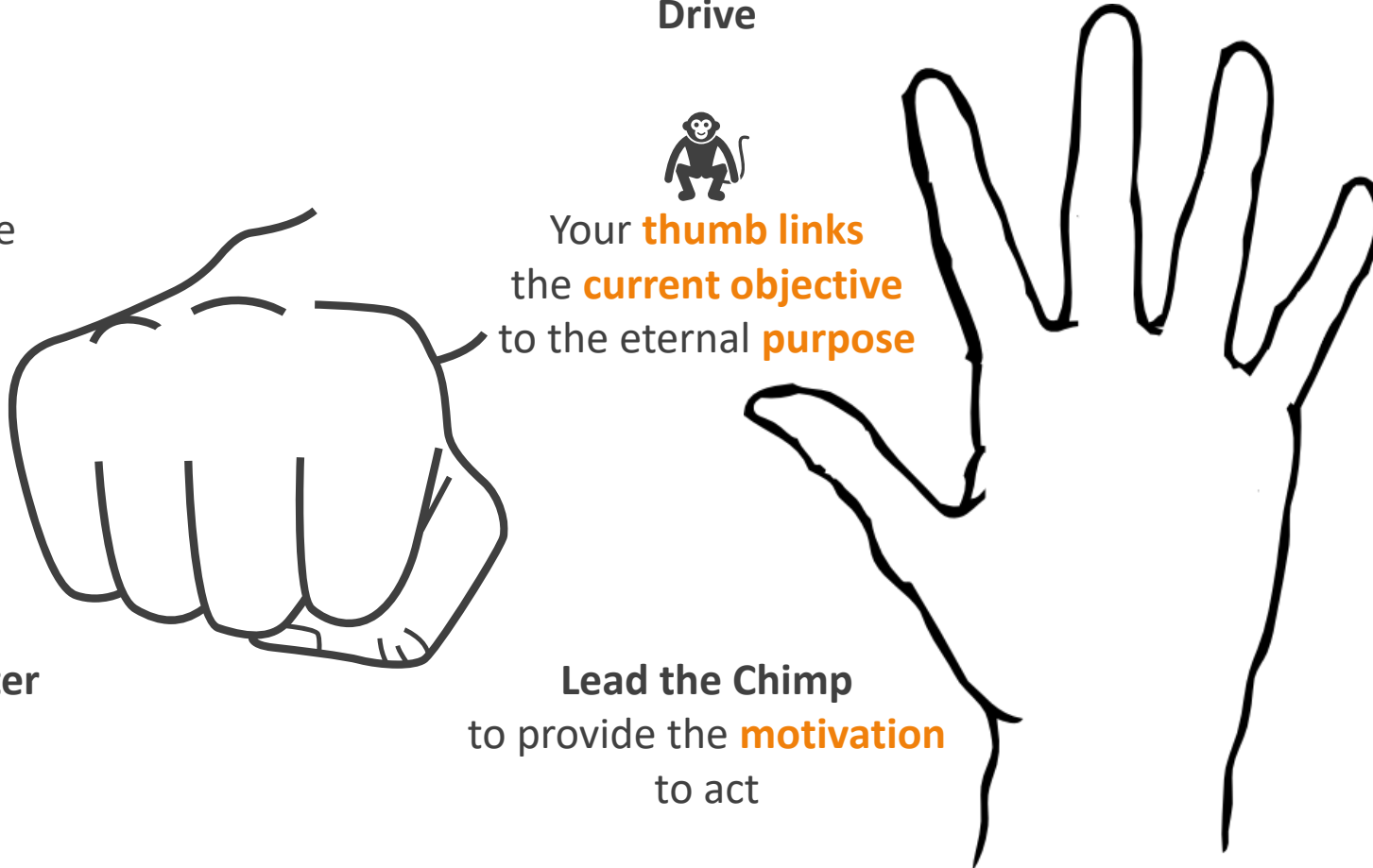
Lead the Chimp
to provide the **motivation**
to act

Organisation



Fingers describe the
key moves required
to deliver the objective

Direct the Human
to provide the
capability and opportunity
to act



The Job to Be Done

Produce Purpose-Driven Leaders

One of the primary jobs of any leader is to **make new leaders**

To help grow the kind of leaders who know how to **build organizations equipped for the Infinite Game**



Simon Sinek
Author

ICMIF Advanced Management Course 2024

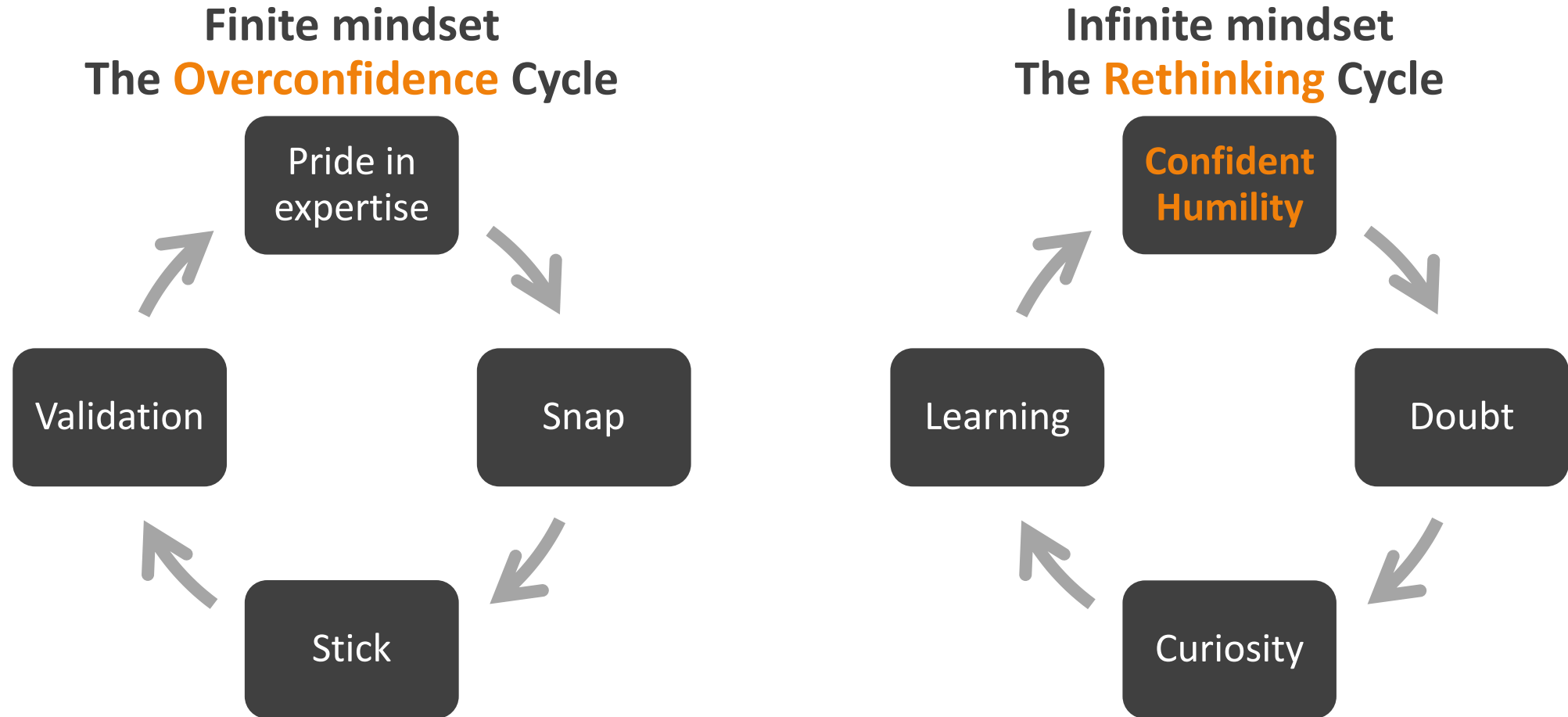
Peer-to-peer Consultancy #3: Spreading Your Learning



Session 4 (of 4)

End: **15:00**

As a Leader, Role Model Confident Humility



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

Develop Humility When Intervening in a Complex System

“I am about to intervene in a complex system”



“There will be unintended consequences”

Please Join One Group

1. Scaling the Learning

How might I lead my colleagues to have the motivation, capability and opportunity to also apply insights from this course as I seek to change my behaviour?
Option: conduct a pre-mortem

2. Scaling our Alumni Network

How might we work together to build and sustain an alumni network for mutual support and challenge?
Option: use the innovation matrix

3. Scaling my Personal Development

Additional time and space to reflect on my learning and work on my personal development plan

4. _____

Mike Will Email You a Link For Exclusive Access to All the Course Materials

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

You'll Also Receive

Exclusive Access to Videos to Spread Your Learning

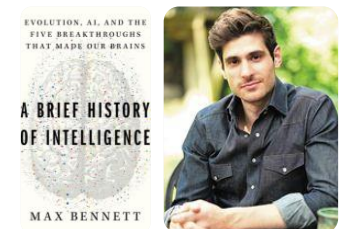
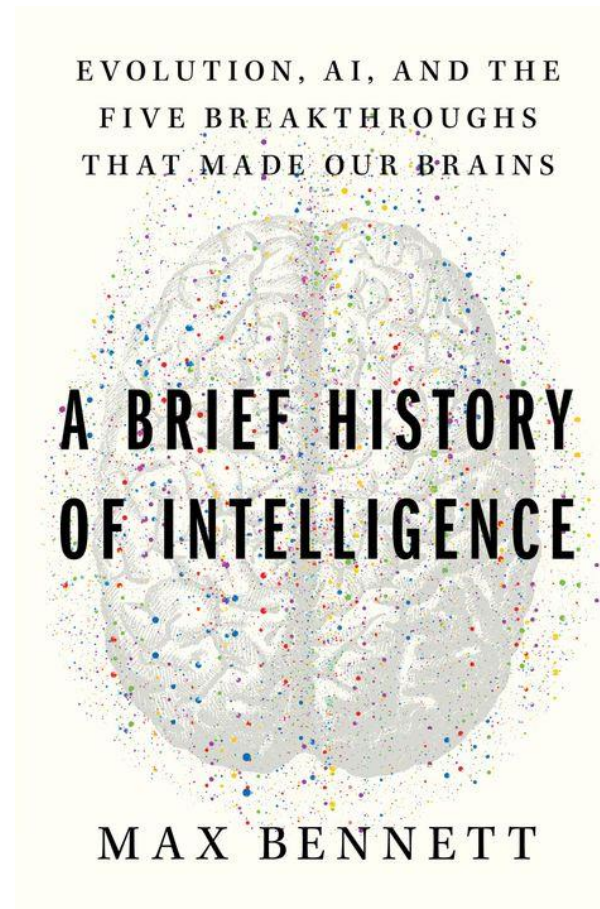
Existing Videos

1. Universal challenges in a complex world
2. How to approach complex versus technical situations
3. Your energy-saving brain
4. A framework for thinking about thinking
5. Your mental Computer, including how we do not perceive reality
6. Your mental Chimp
7. Your mental Human
8. Three steps to a team that harnesses collective intelligence
9. Helping your team to operate with psychological safety
10. How to participate in a discussion using the Strategy Framework
11. Four ways to improve your outcomes through healthy challenge
12. How to participate in a discussion using the Pre-mortem
13. How to participate in a discussion using the Innovation Framework
14. Building your team's Culture Map
15. How to build and re-build habits

New for 2024

16. Foundations of leading with purpose with an energy-saving brain
17. Three behavioural levers of purpose-driven Leadership
18. Activating strategy part 1: plays to re-program the Computer
19. Activating strategy part 2: plays to lead the Chimp
20. Activating strategy part 3: plays to manage the Human
21. Building a Purpose-driven Learning System
22. Working with ICMIF to fulfil our purpose through eternal resilience

There Are 140 References What Should I Read Next?



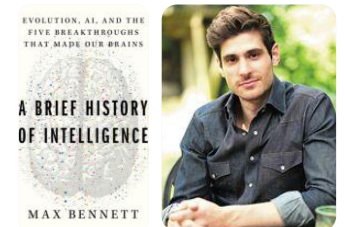
Max Bennett
AI Entrepreneur and researcher

Sources: <https://www.frontiersin.org/articles/10.3389/fnana.2021.693346/full>, harperacademic.com

“I Found This Book Amazing

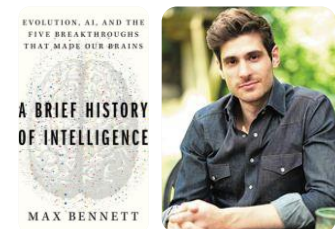
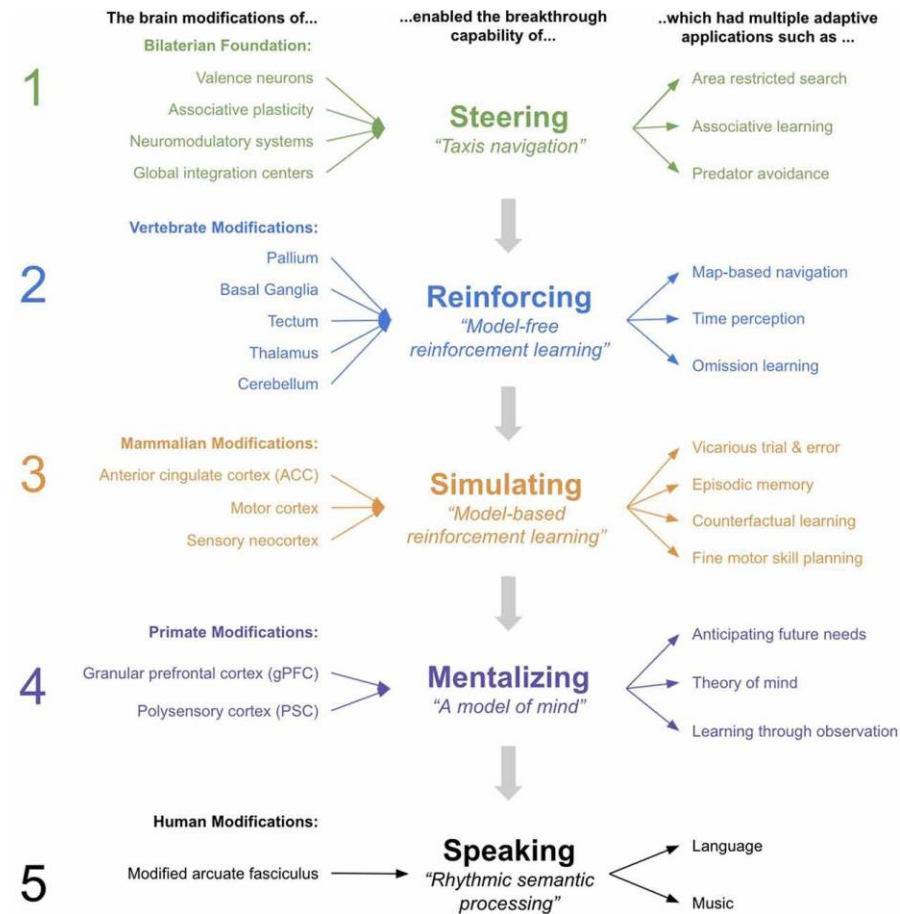
I read it through quickly because it was so interesting then turned around and read much of it again.”

Daniel Kahneman



Max Bennett
AI Entrepreneur and researcher

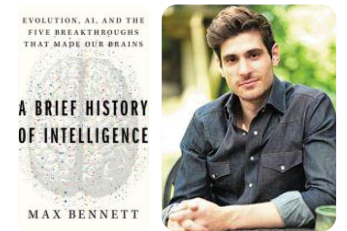
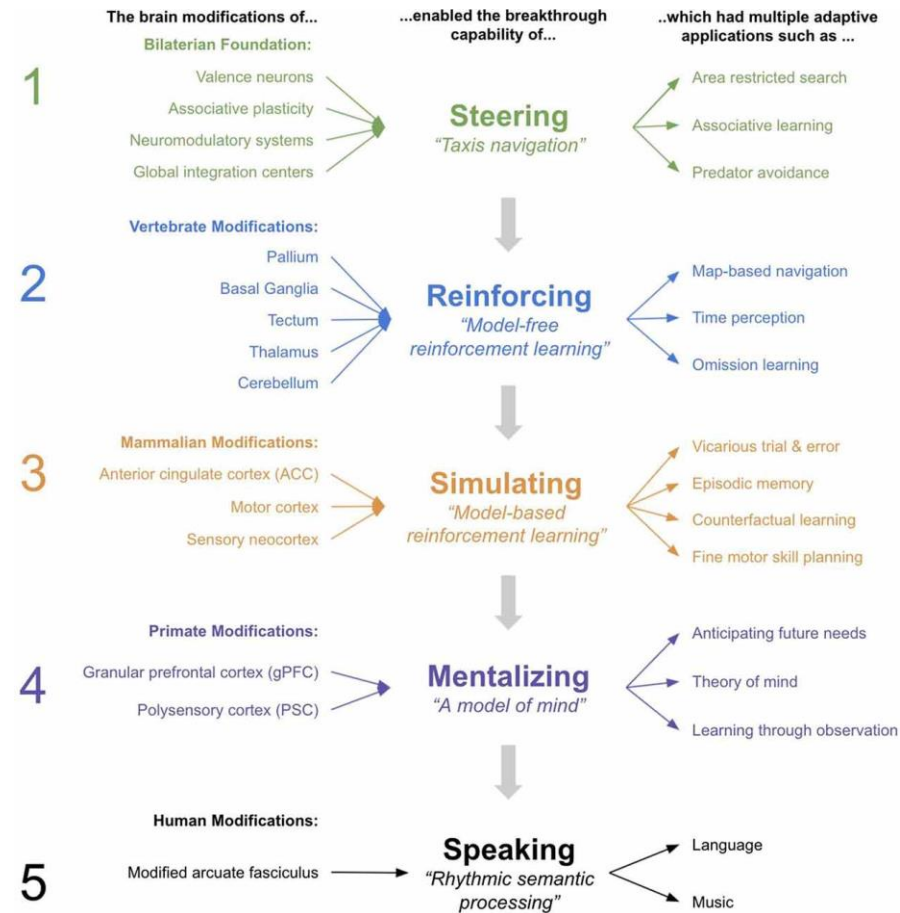
Evolution, AI and the Five Breakthroughs that Made Our Brains



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Sources: <https://www.frontiersin.org/articles/10.3389/fnana.2021.693346/full>, harperacademic.com

Where Current AI Systems Have Matched or Surpassed Our Brains, As Well As Where AI Systems Still Fall Short



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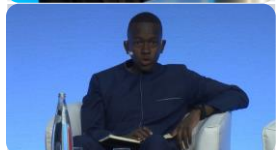
ICMIF Advanced Management Course



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



The world needs **you** to lead the whole industry with purpose



Your members need **you** to solve the problems they have



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

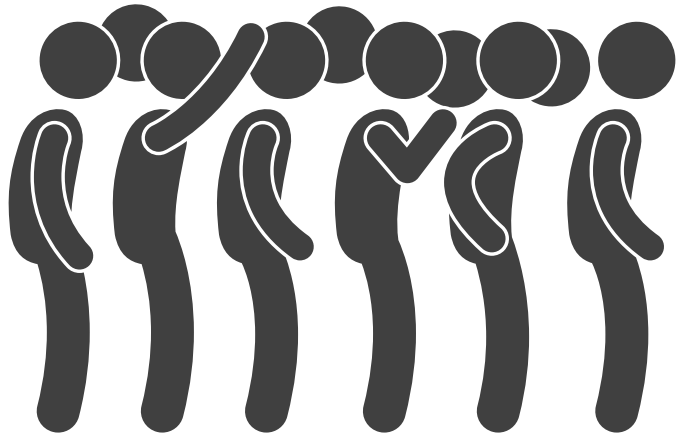


We need **each other** because peer-to-peer consultancy is cheaper and better than McKinsey



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

Good News

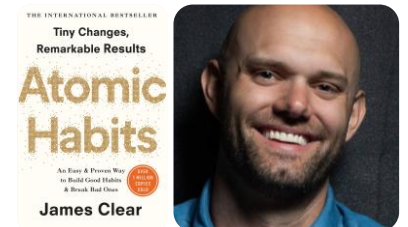


If You Want to Master a Habit

The key is to start with **repetition**, not perfection.

You don't need to map out every feature of a new habit.

You just need to **practice** it

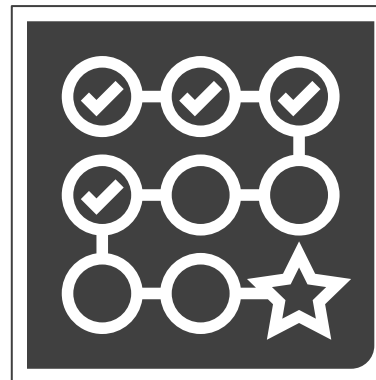


James Clear
Author

ICMIF Advanced Management Course 2024

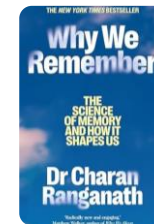
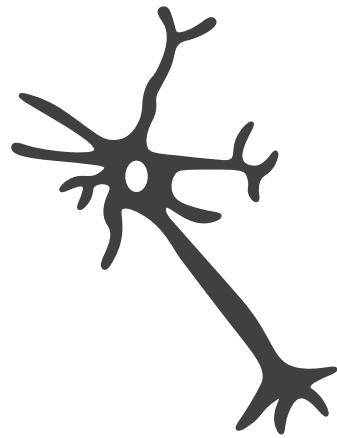


You Are Already Making Progress



Memories

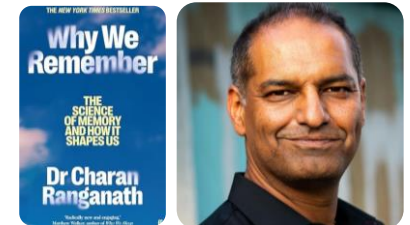
Are stored through **connected networks of neurons**



Charan Ranganath
Center for Neuroscience, UC Davis

Whenever You Experience Something

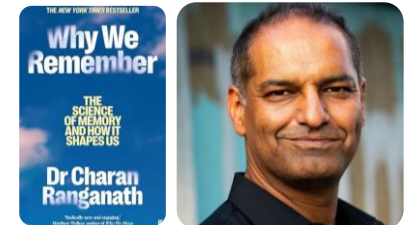
Groups of neurons are activated



Charan Ranganath
Center for Neuroscience, UC Davis

The Experience **Changes** the Connections

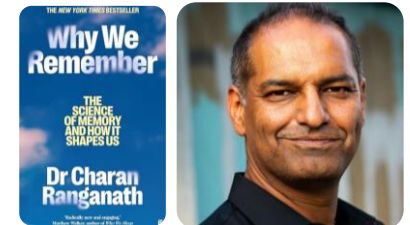
This is called **neuroplasticity**



Charan Ranganath
Center for Neuroscience, UC Davis

Those Changes Allow Groups of Cells that Were **Active During an Event**

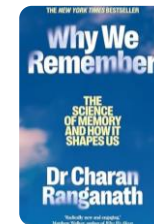
To become **more easily activated** again later



Charan Ranganath
Center for Neuroscience, UC Davis

It Then Only Takes a Small Cue

To be able to **pull up the entire network** of neurons that were part of this memory

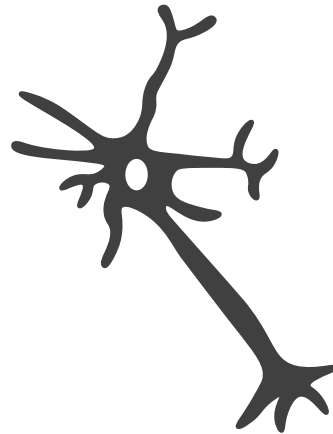


Charan Ranganath

Center for Neuroscience, UC Davis

Hebb's Law

Neurons that **fire** together **wire** together

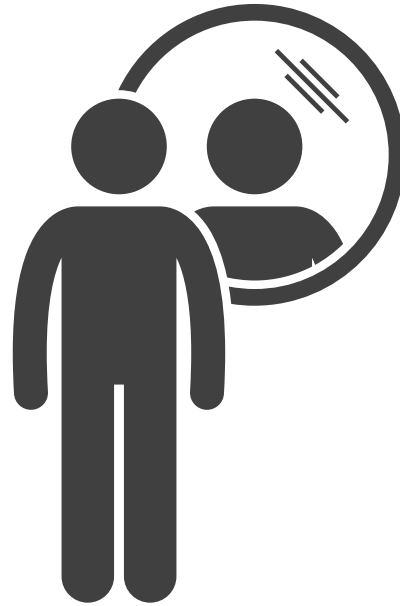


Prof. Donald Hebb
McGill University, Harvard University

Slow Change is Hard to Detect



You Are Already Developing As A Mutual Leader



Thank You



Thank You



Mike

Thank You



Thank You



James Thomas
Capricorn Mutual
AUSTRALIA



Kristof Quintyn
P&V
BELGIUM



Nathalie Withofs
P&V
BELGIUM



Sandra Budé
P&V
BELGIUM



Bill Lagopoulos
Wawanesa Mutual Insurance
CANADA



Lauren Mazurkewich
Wawanesa Mutual Insurance
CANADA



Asbjørn Christensen
LB Forsikring
DENMARK



Rikke Smidt Gellert
LB Forsikring
DENMARK



Benoît Ballivet de Regloix
IMA
FRANCE



Christian Simon
R+V
GERMANY



Johannes Speicher
R+V
GERMANY



Philipp Streibel
R+V
GERMANY



Palanisamy Muthusamy
DHAN Foundation
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