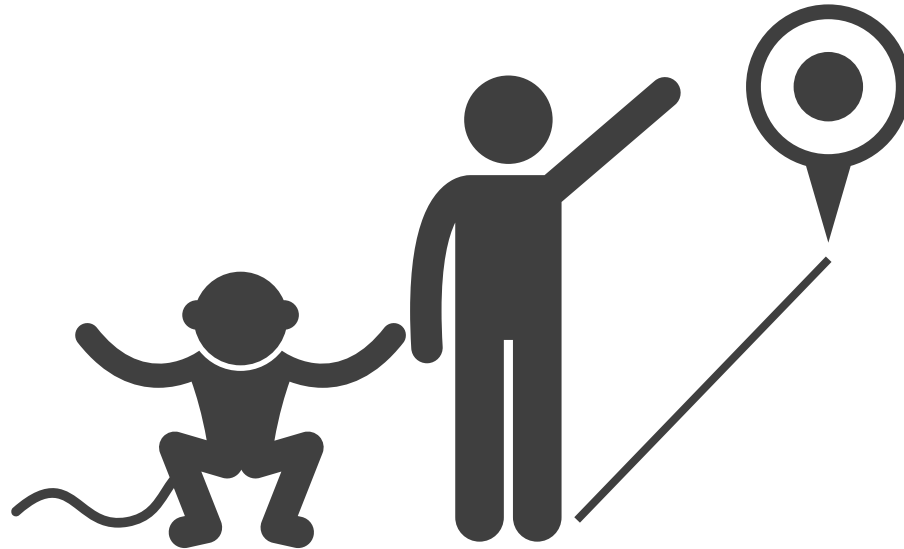


ICMIF Advanced Management Course 2024

4. Activating Strategy in a Complex World



Welcome Back

4. Activating Strategy in a Complex World

Thursday morning groups

Group 1	Group 2	Group 3
Anne Rice	Franziska Rummel	Amie Grace Sabornido
Cindy Nestman	Jana Vanderlinden	Andreas Gärtner
Helle Sand	Kenneth Wolstrup	Justin Pursaga
Jens Smids	Richard Hyman	Pim Robyn
Sven Bähies	Ryan Dale Maquidato	

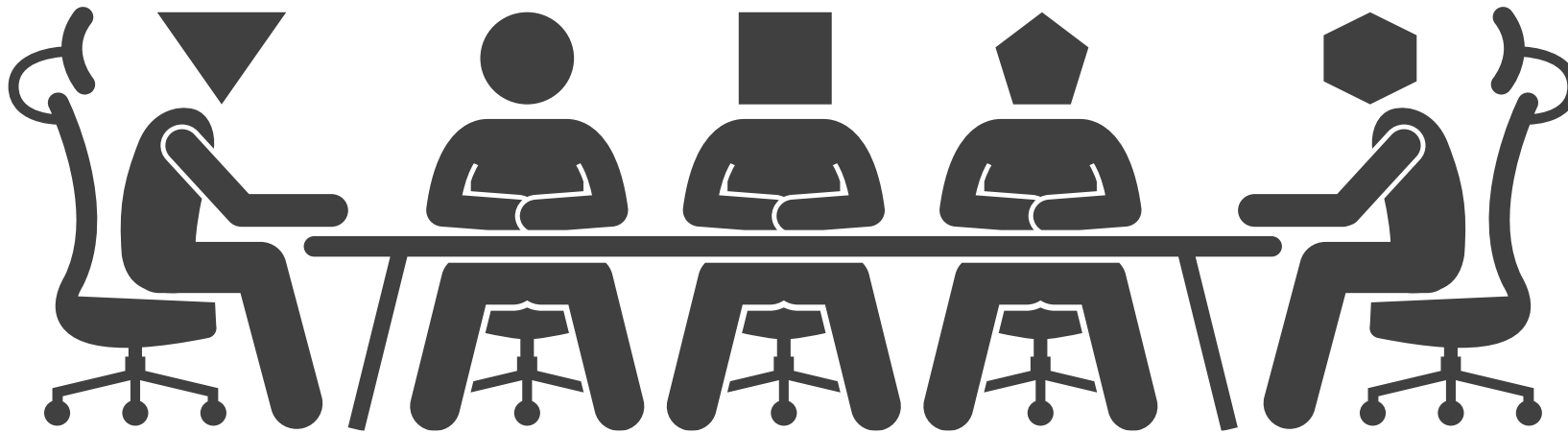
Thursday

Activating Strategy in a Complex World

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

ICMIF Advanced Management Course 2024

Leading Across Cultures: Why Culture Eats Strategy for Breakfast

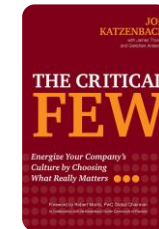


Session 1 (of 6)

Next break: **09:50**

Cultures are Important and Powerful

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



Jon R. Katzenbach

Managing Director, PwC US

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

Strategy Canvas

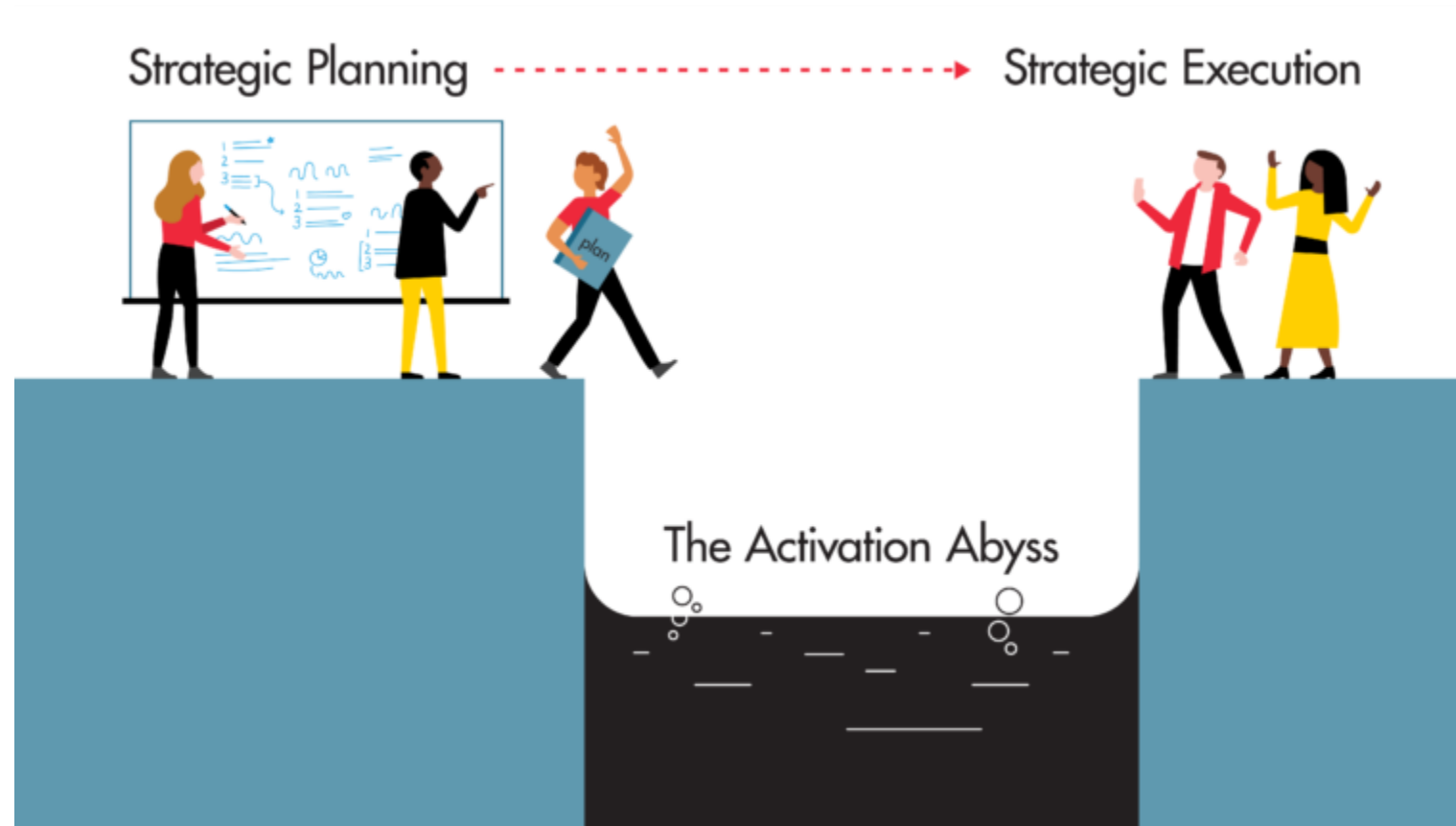
Purpose of discussion:

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

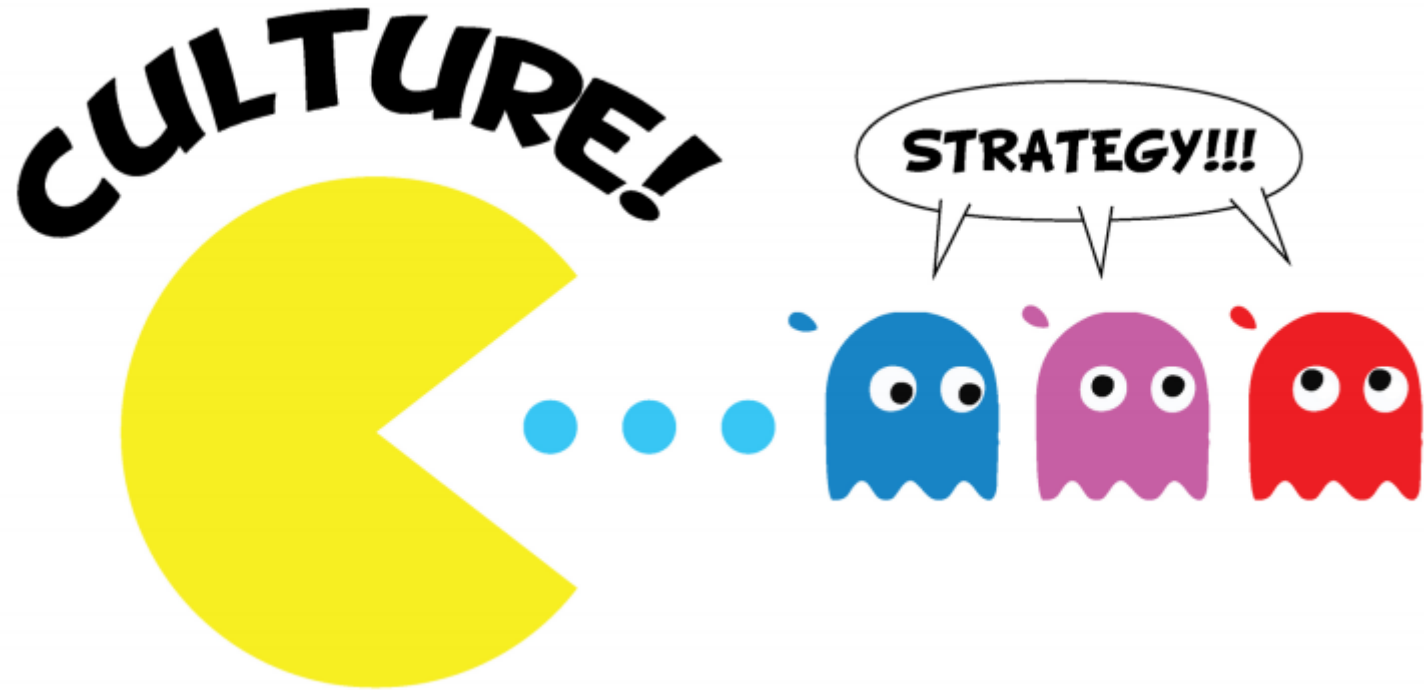
© Ginger Insights Limited 2022, with thanks to Quinton Douman

Ginger INSIGHTS

Which Requires Strategic Activation



Why Does Culture Eat Strategy for Breakfast?



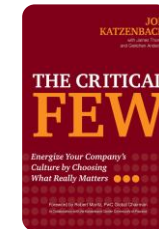
What Do We Mean By “Our Culture”?

“The Way We Do Things Round Here”

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

An Organizational Culture Is

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



Jon R. Katzenbach

Managing Director, PwC US

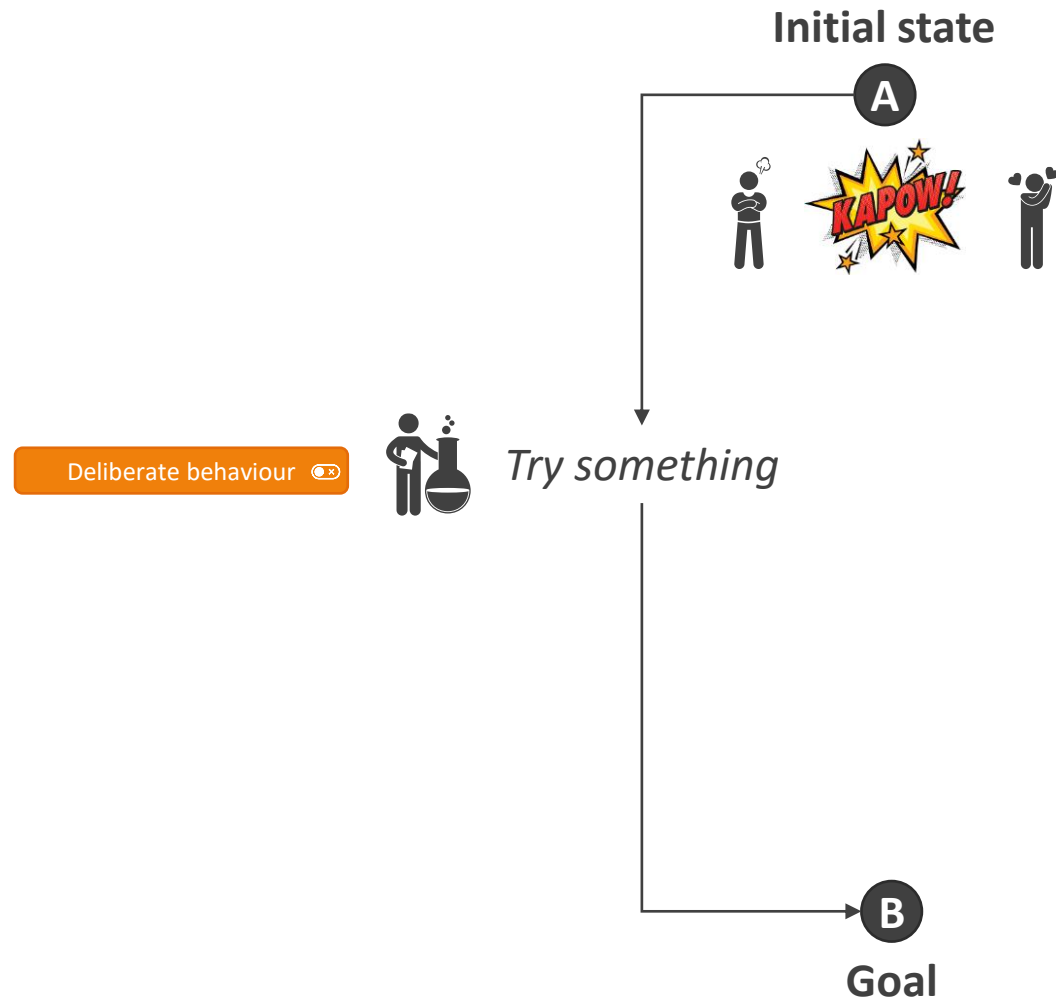
How We Learn

Initial state

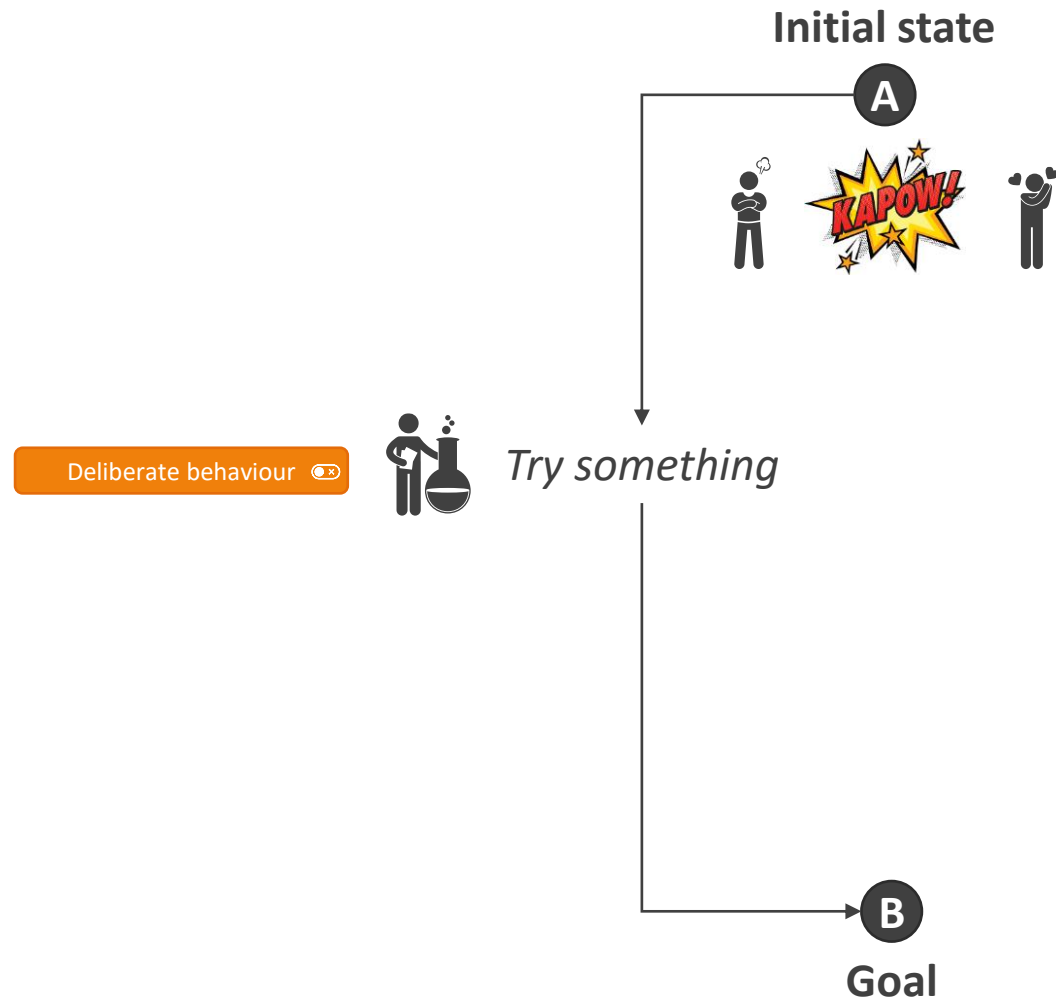
A



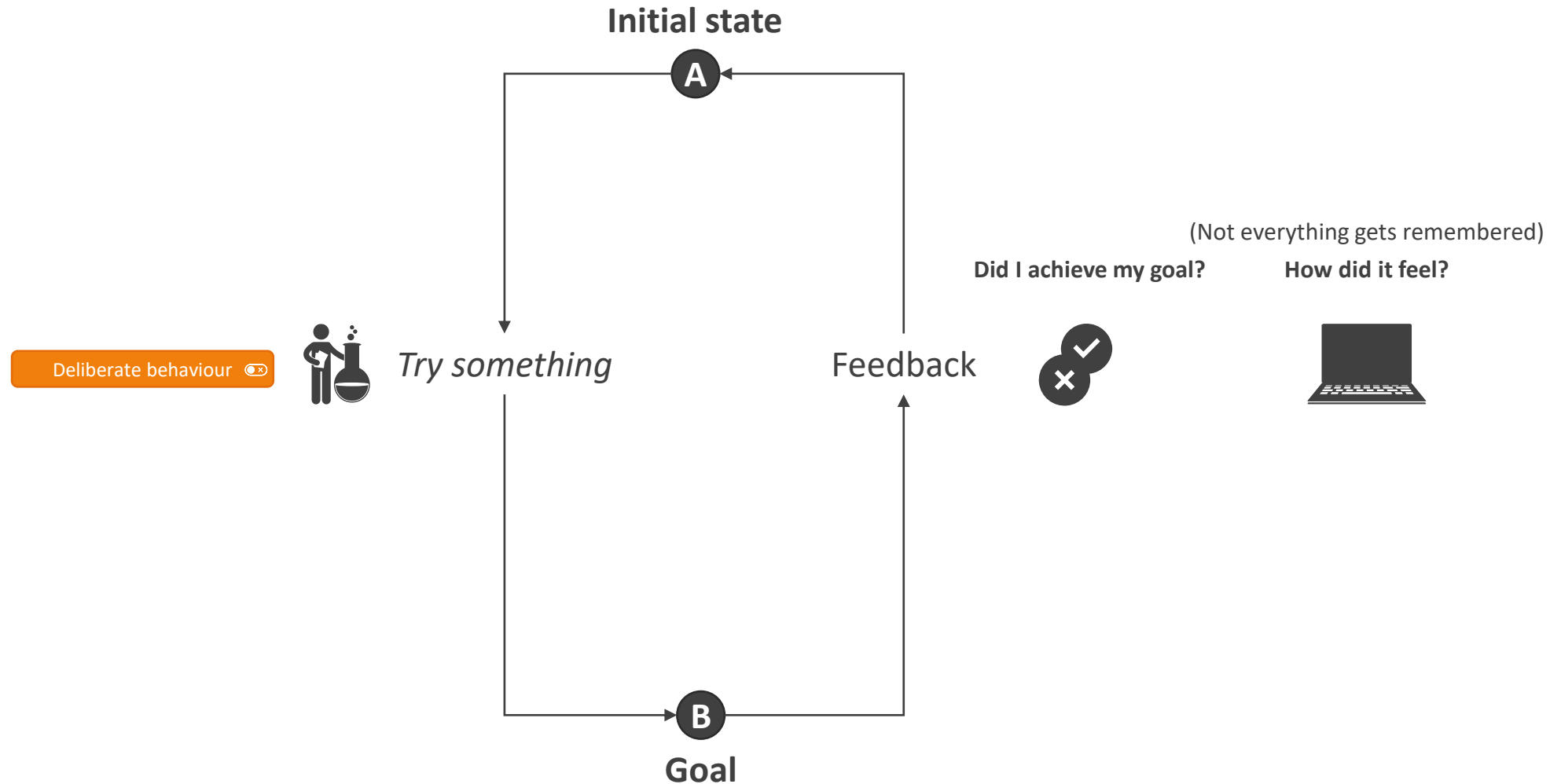
Change Creates a Craving



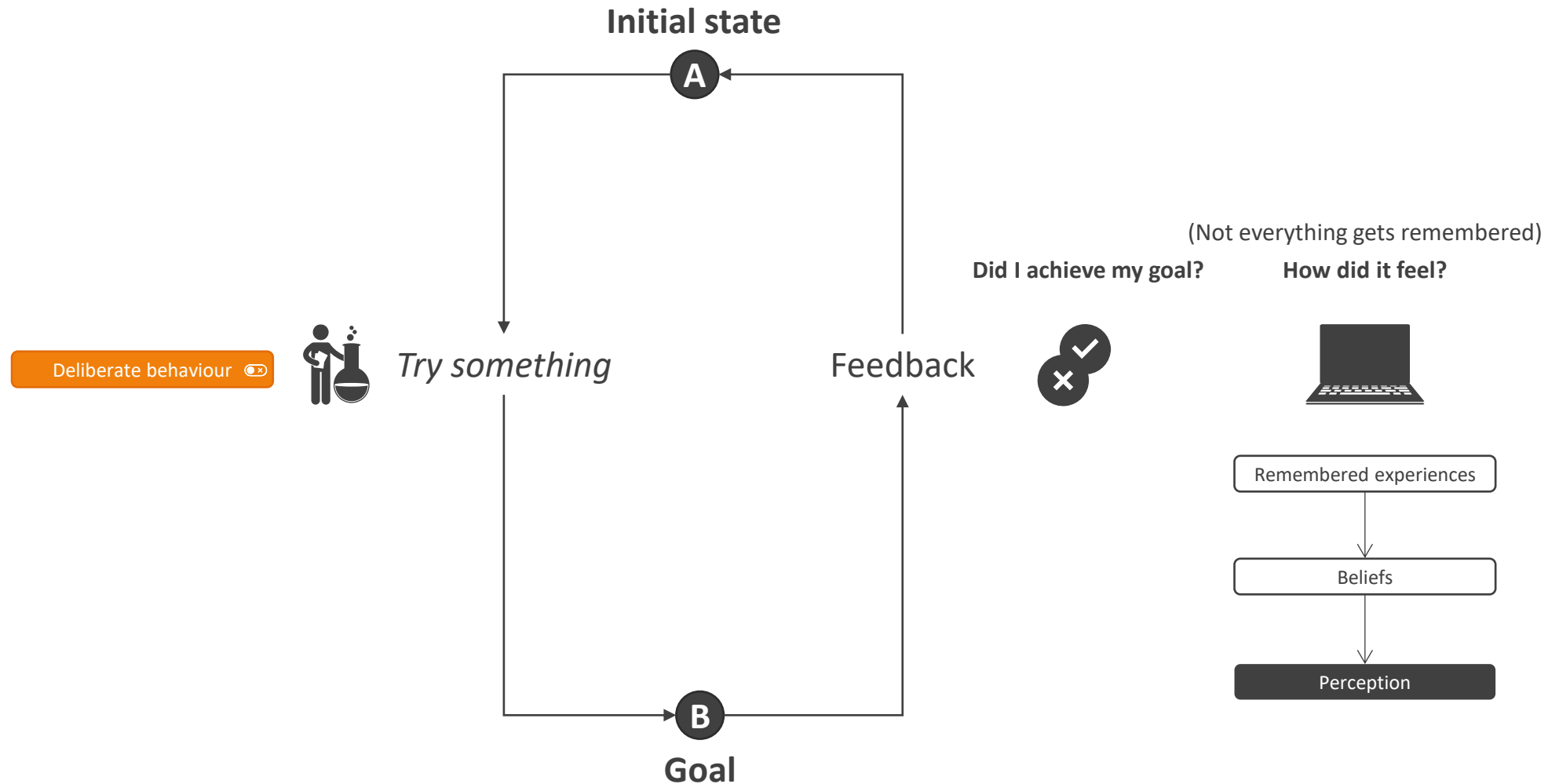
We Experiment to Satisfy Our Craving Using Deliberate Behaviour



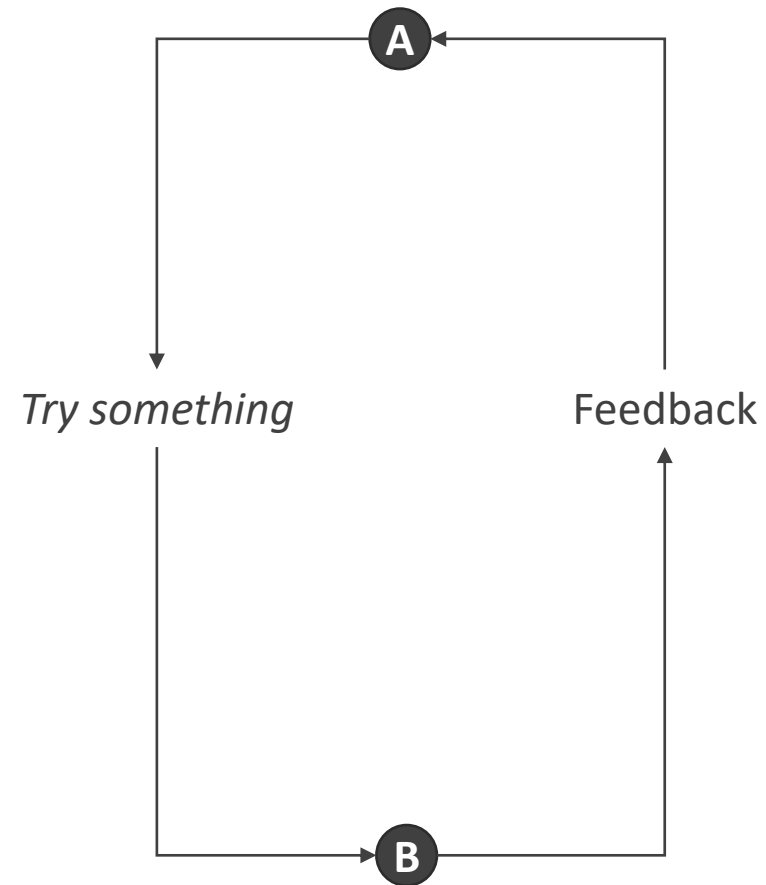
We Experiment to Satisfy Our Craving Using Deliberate Behaviour



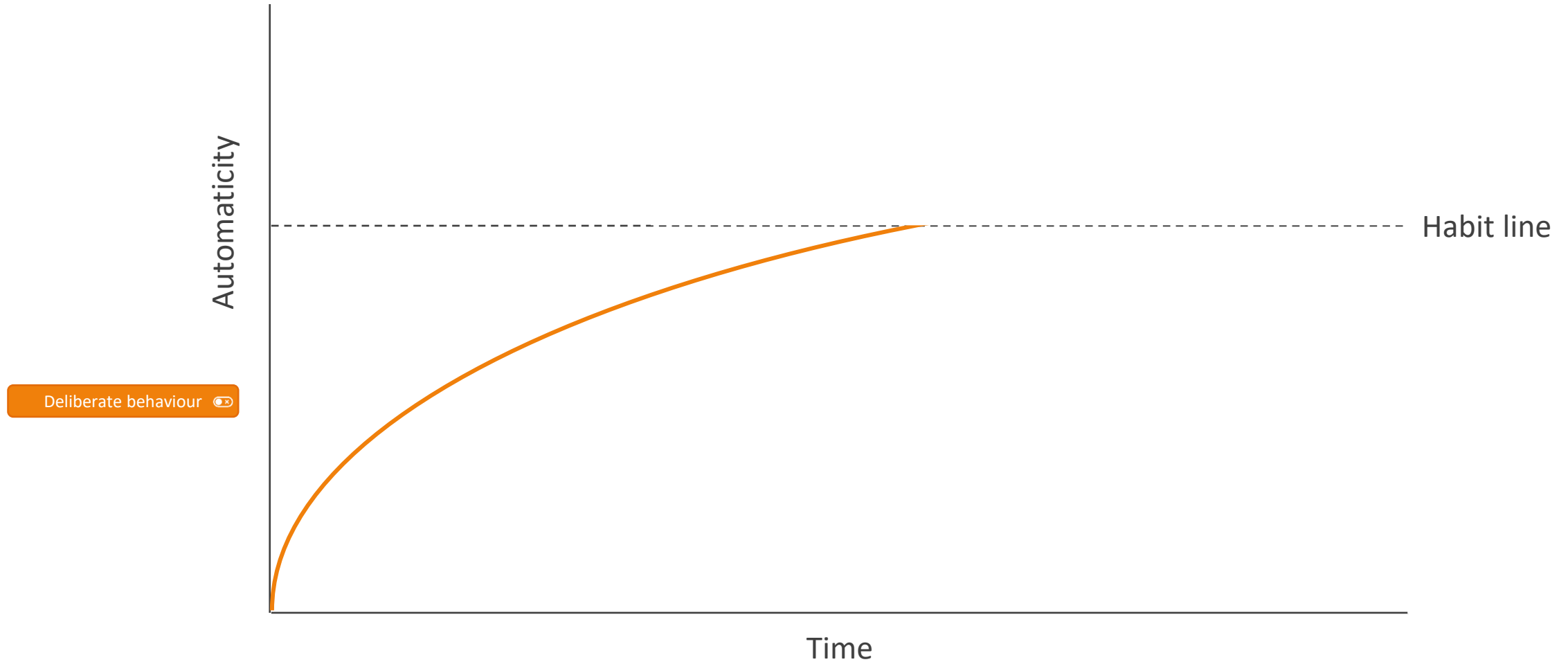
Our Computer Stores How We Felt About Whether We Achieved Our Goal



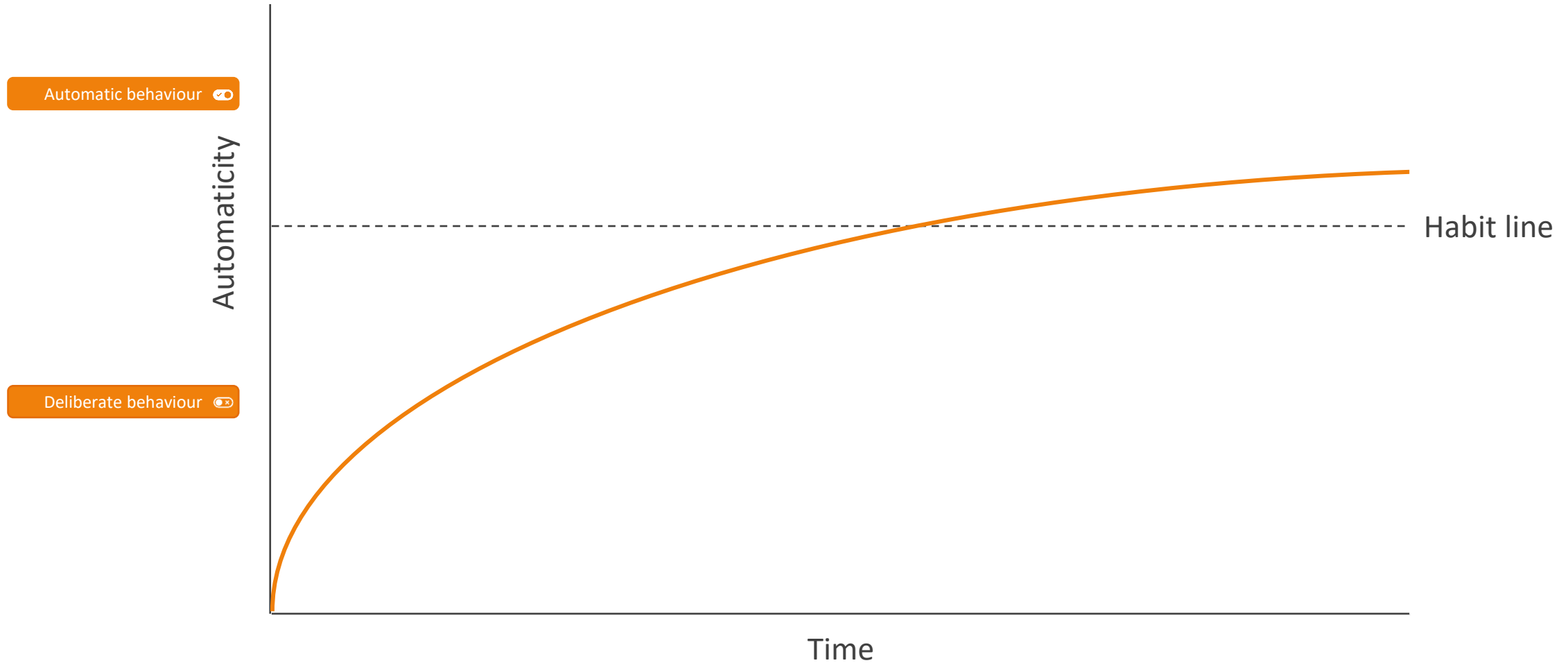
Reinforcement Learning



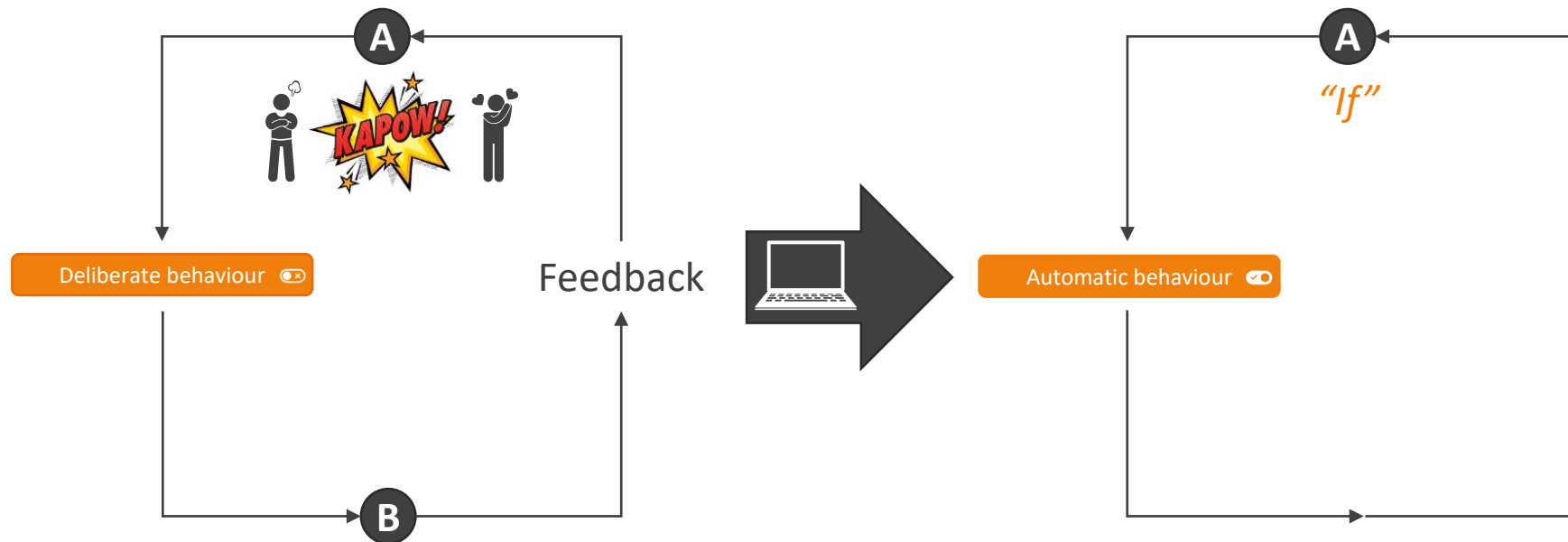
The Behaviour Initially Requires Willpower



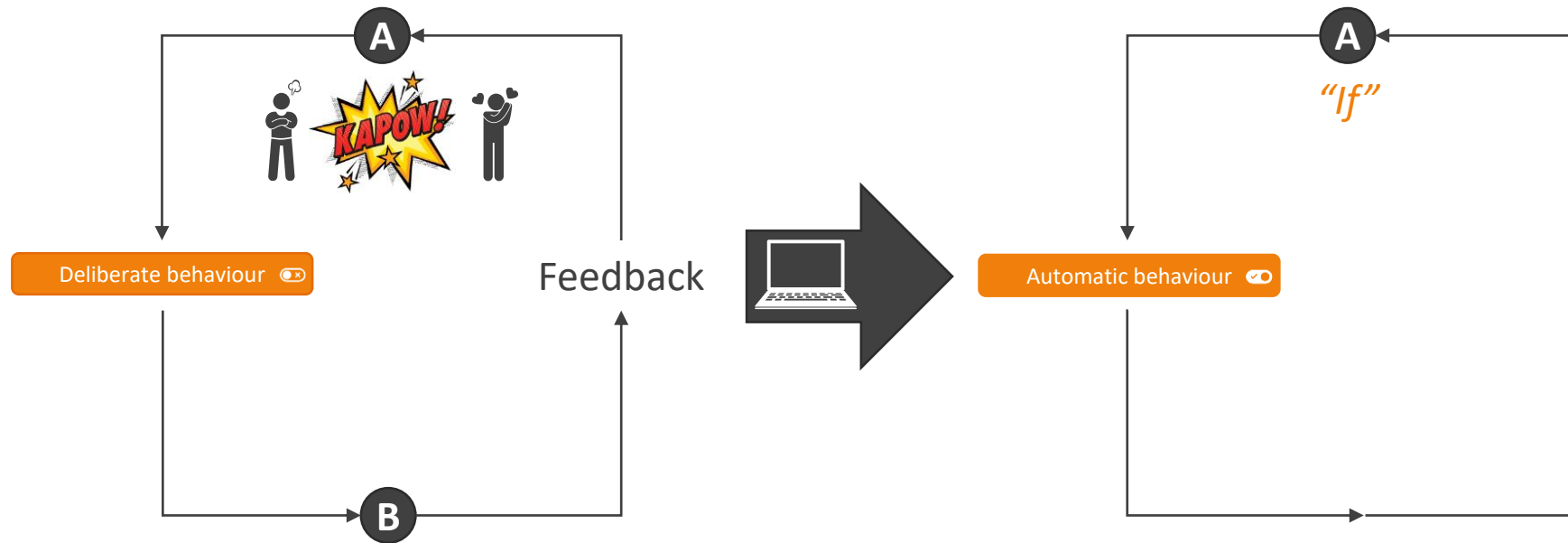
With Sufficient Repetition The Behaviour Becomes Automatic: A Habit



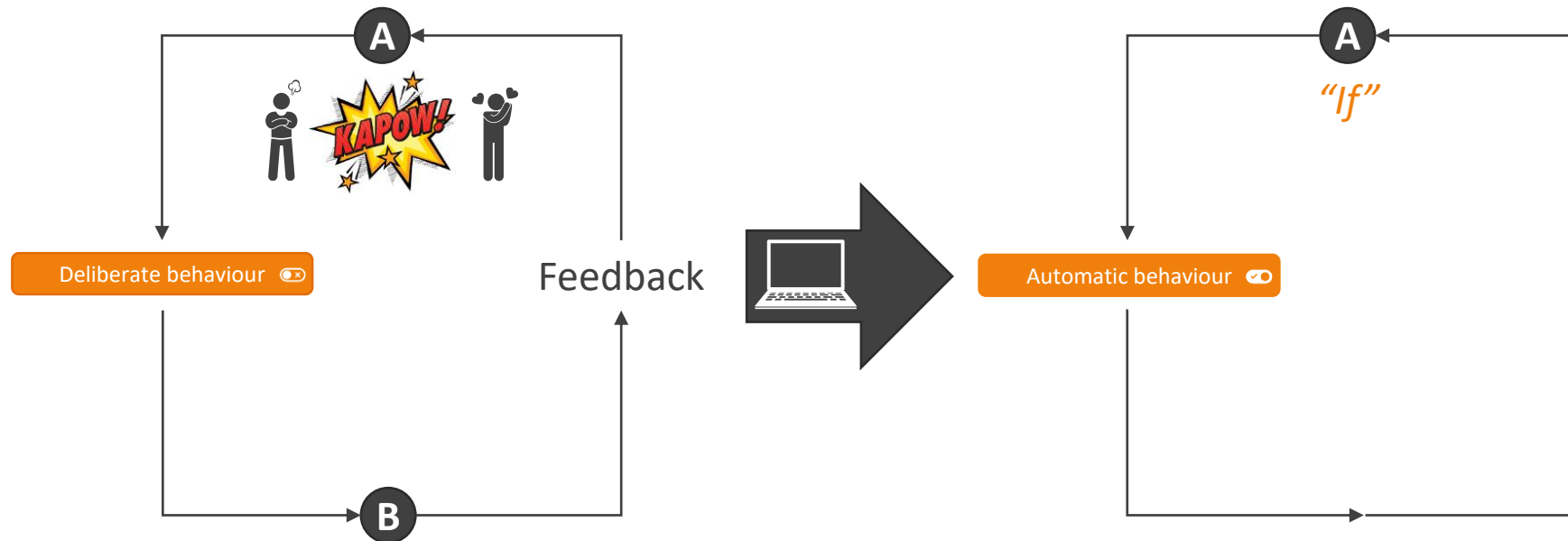
How Habits Form



Habits Are the Legacies of Prior Goals



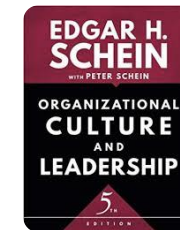
Cultures Also Learn Via Reinforcement Learning



How Cultures Learn

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

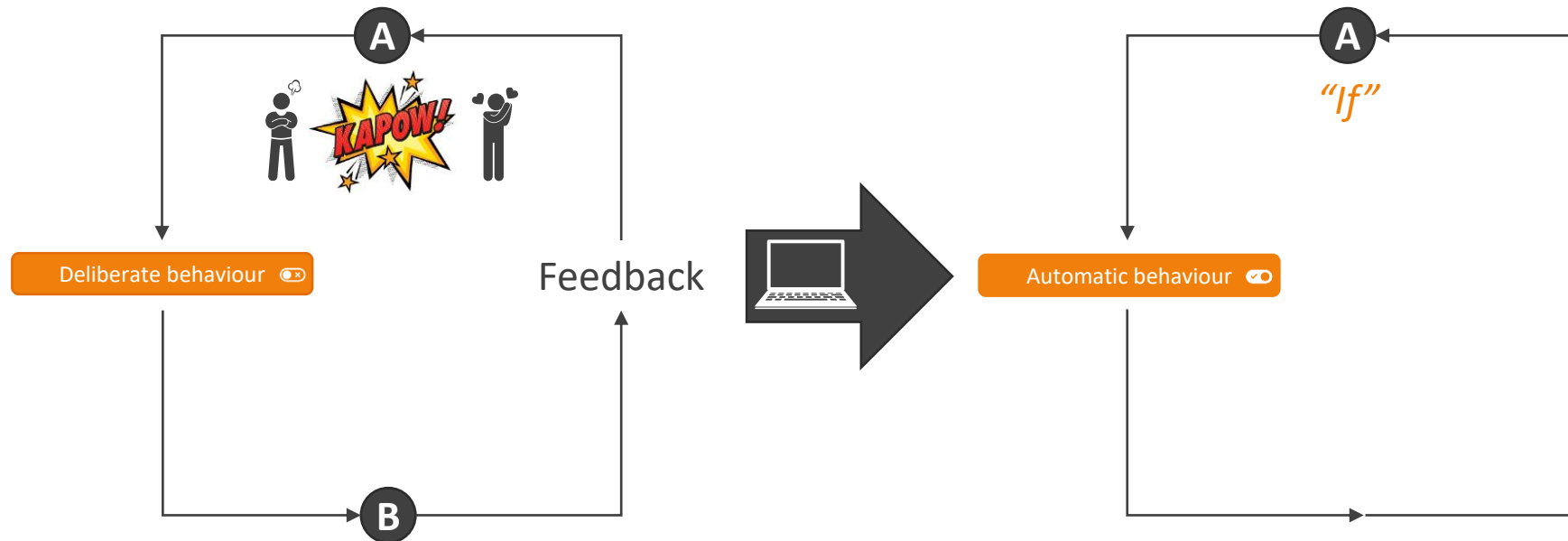
If it **succeeds and continues to succeed**, the beliefs, values, and behaviour **patterns** that launched the group will become **taken as read**



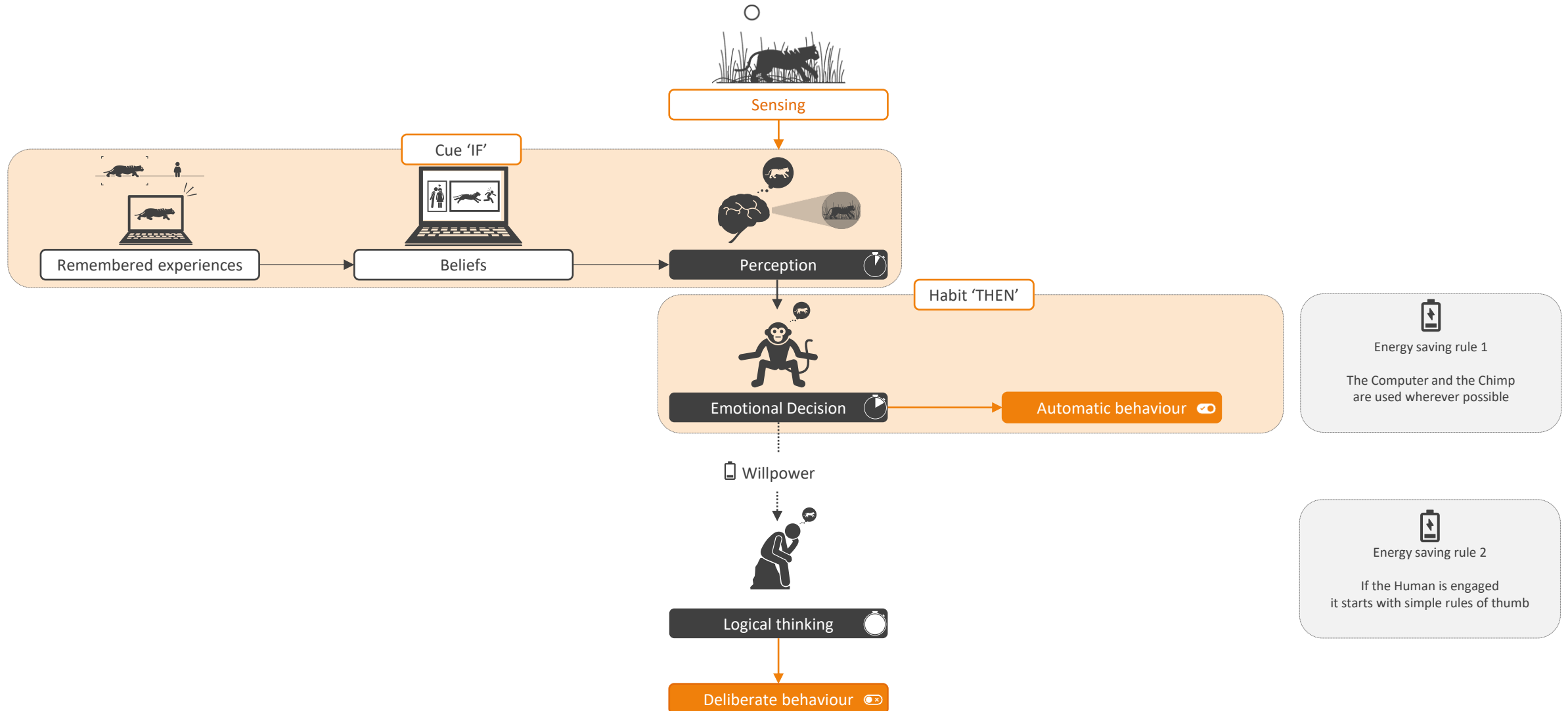
Edgar Schein

MIT Sloan School of Management

“The Way We Do Things Automatically Round Here”

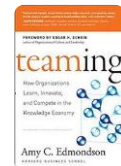


Habits Are a Product of Reinforcement Learning



Shared Learning

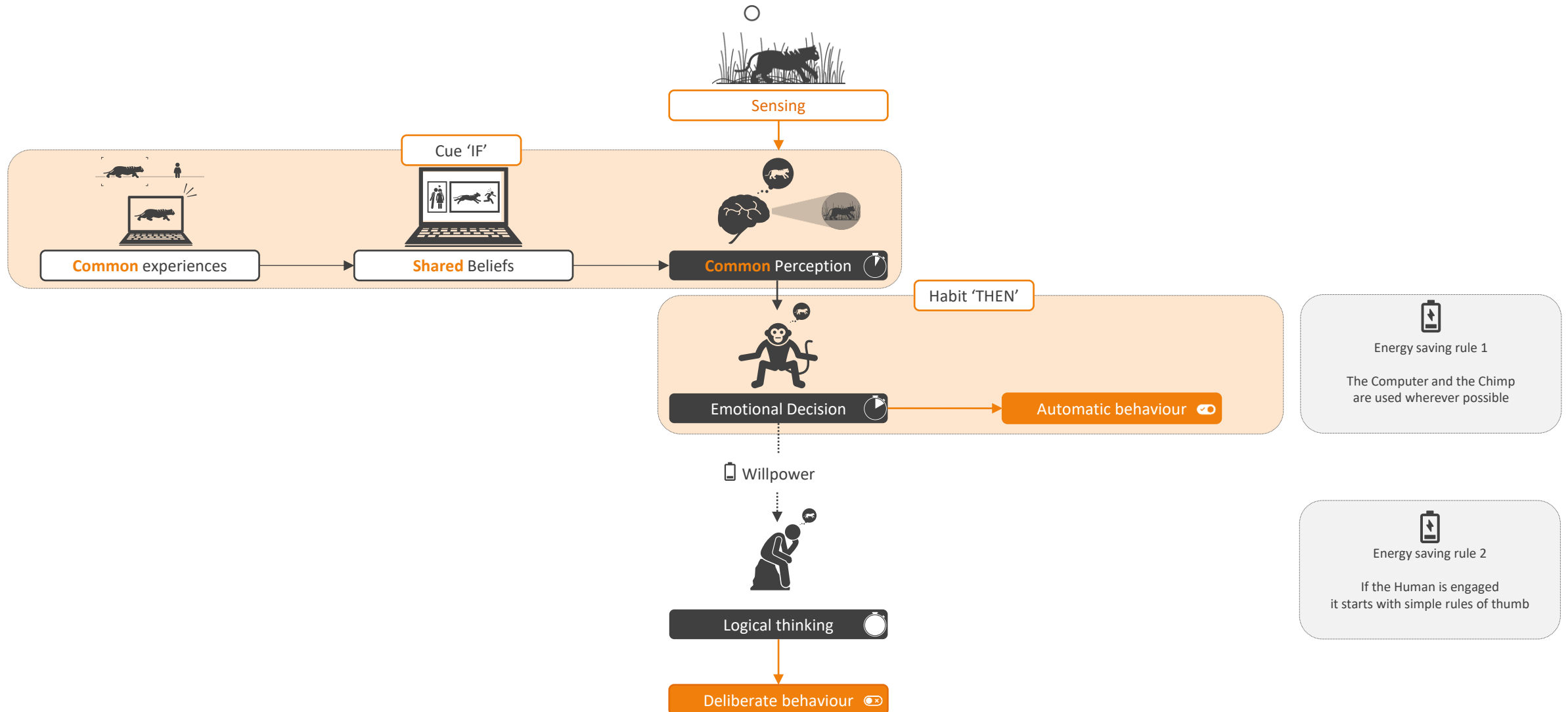
Culture is a **shared** product of **shared learning**



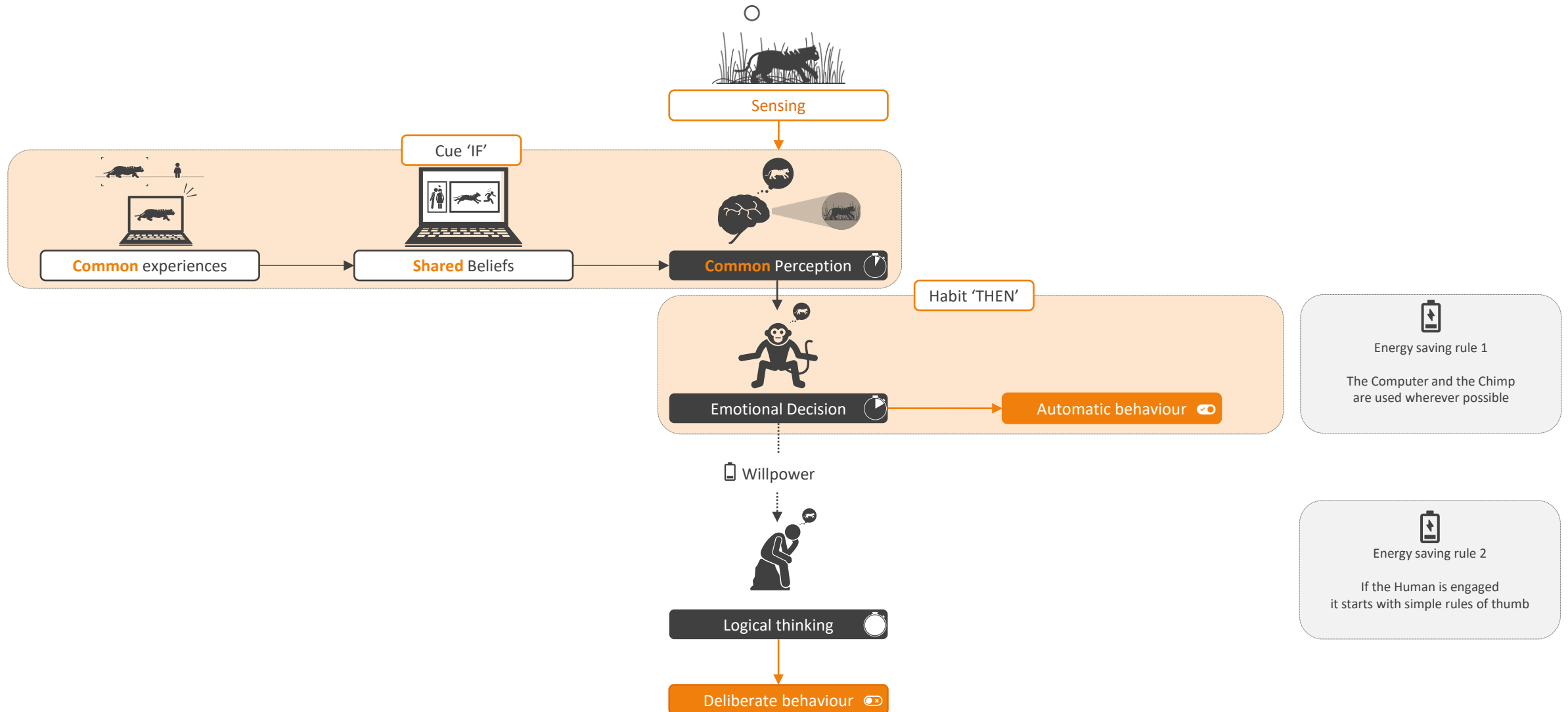
Prof. Amy Edmondson

Harvard Business School

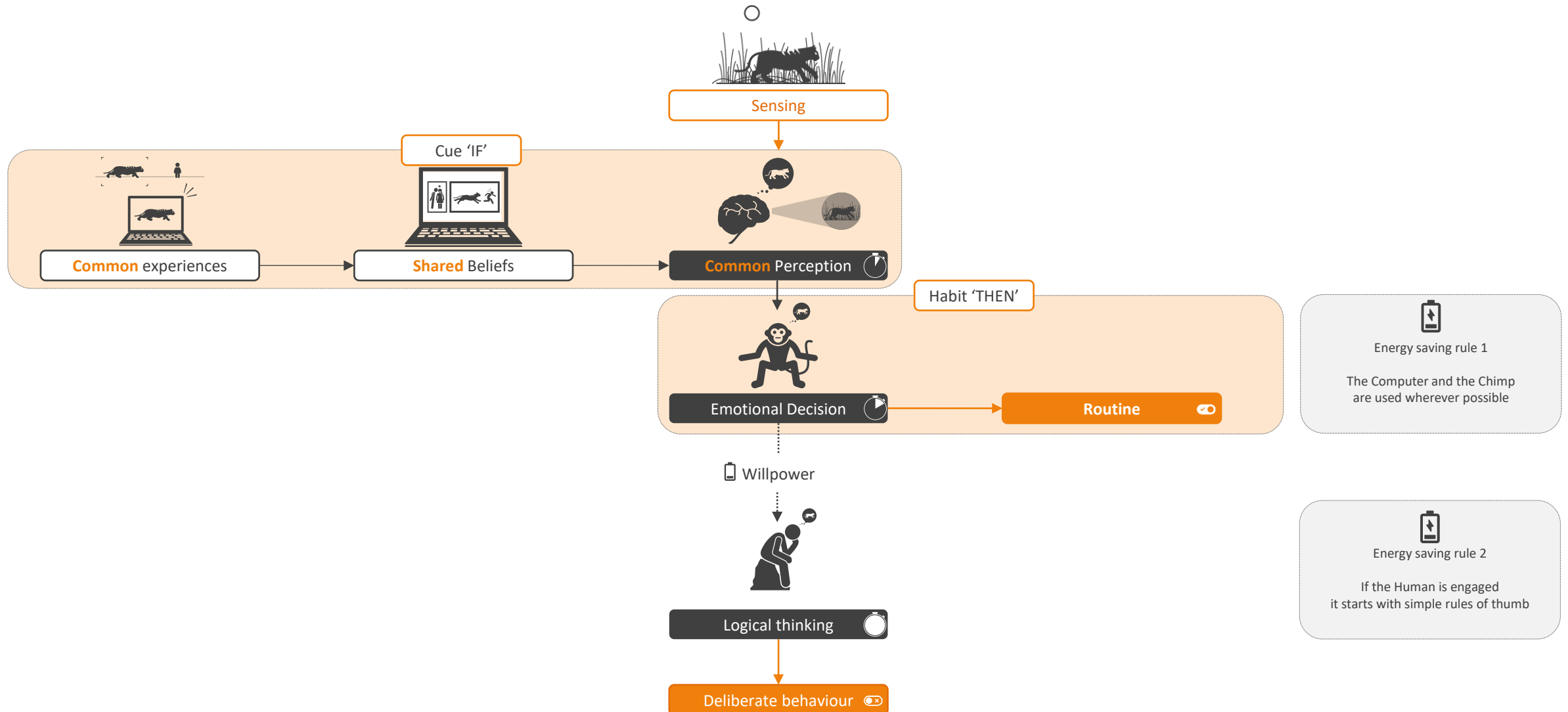
Culture is a Product of Shared Learning



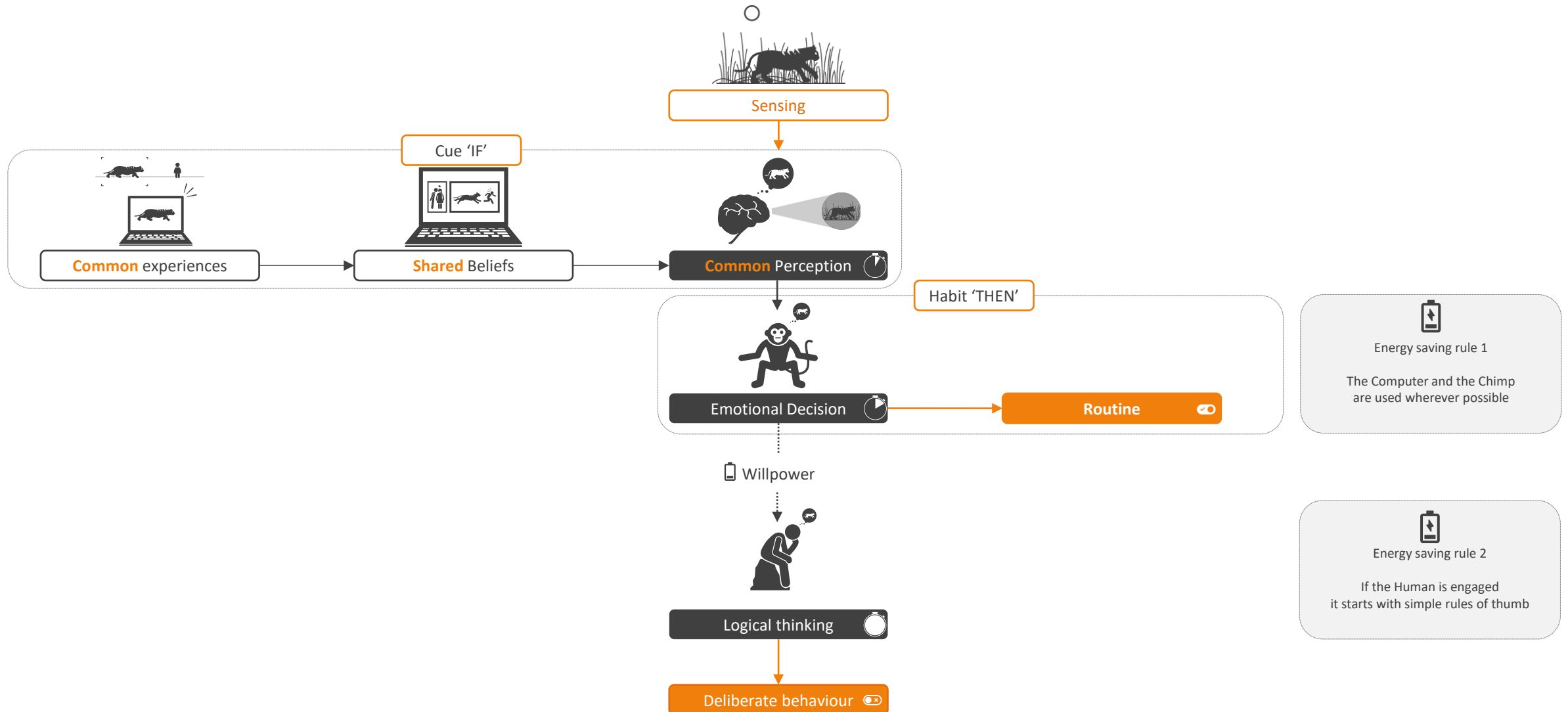
Culture is the Sum of All Habits



Individuals Have Habits; Groups Have Routines



How Cultures Judge & Decide



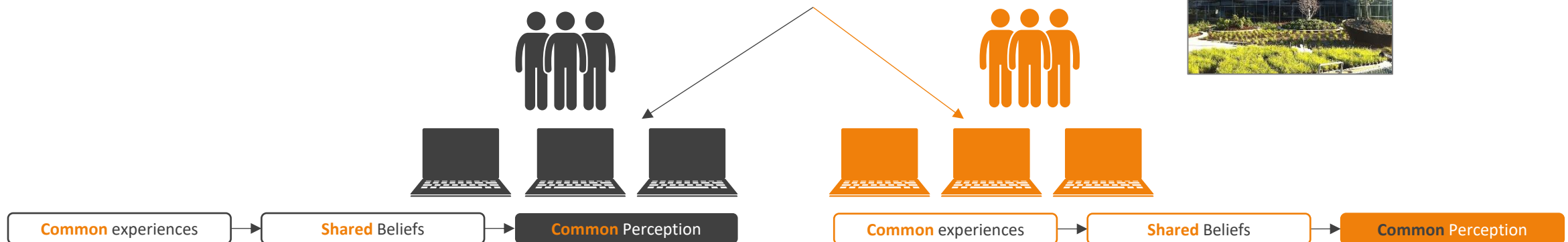
How Different Cultures Form



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



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



Group Cultures Develop to Fit the Environment

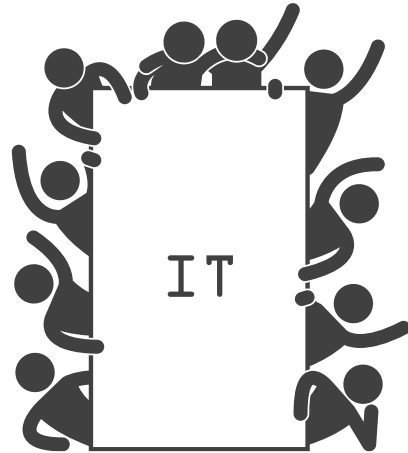
Architects



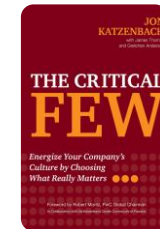
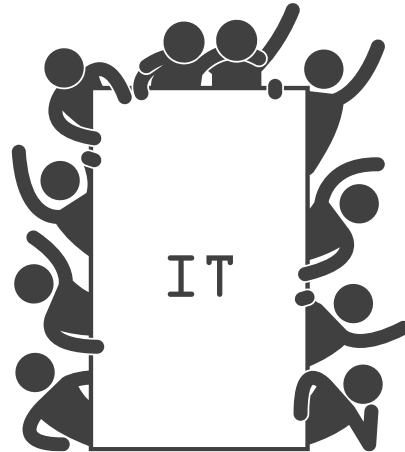
Hospital “crash” team



Group Cultures Develop to Fit the Environment at Your Companies

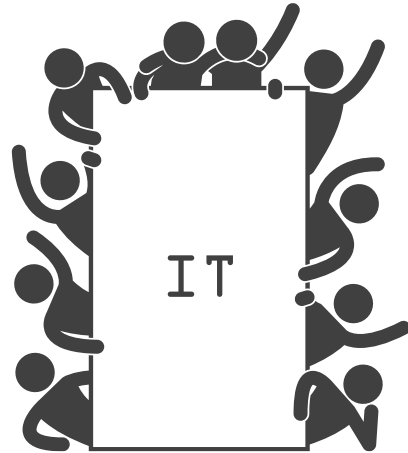


Group Cultures are Neither Good Nor Bad



Jon R. Katzenbach
Managing Director, PwC US

When Working Across Cultures Be Humble



When Working Across Cultures Be Humble

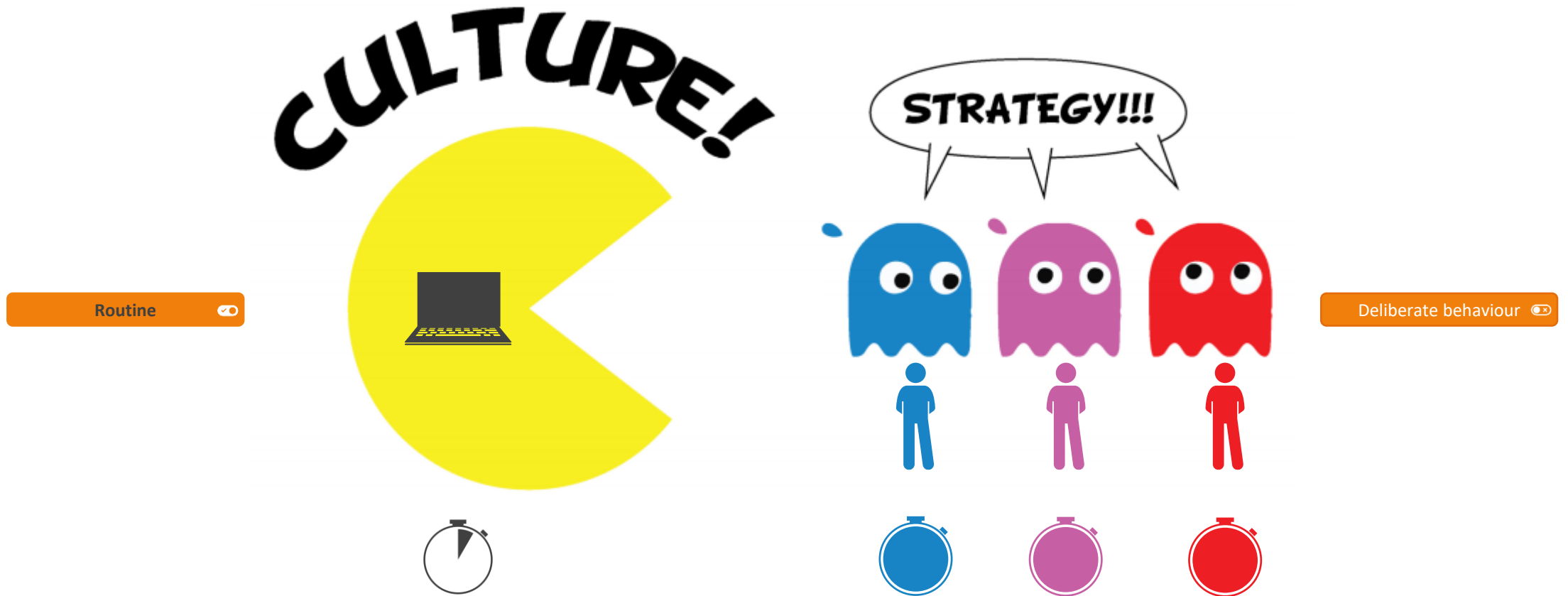
Be **curious** not judgemental



“Ted Lasso”
Apple+

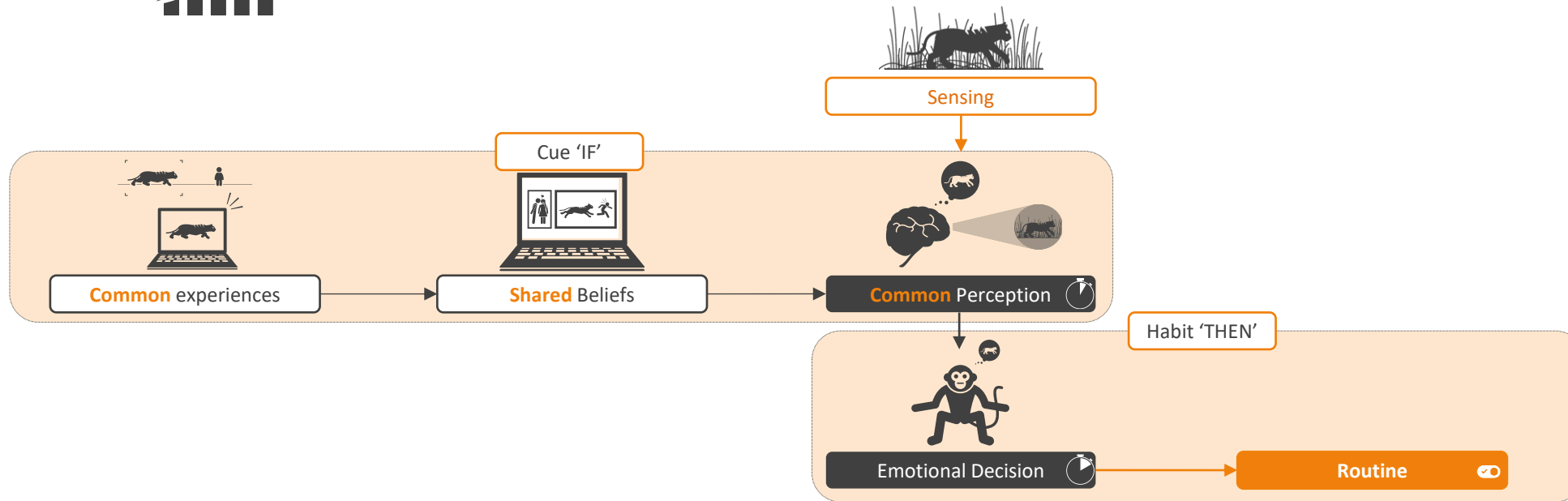
Source: Apple+

Culture Eats Strategy for Breakfast Because the Computer Has the Power





Your Return On Investment



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

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

The Human Can Override The Chimp

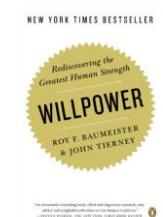
The frontal cortex [Human] makes you **do the harder thing** when it's the right thing to do



Prof. Robert M. Sapolsky
Stanford University

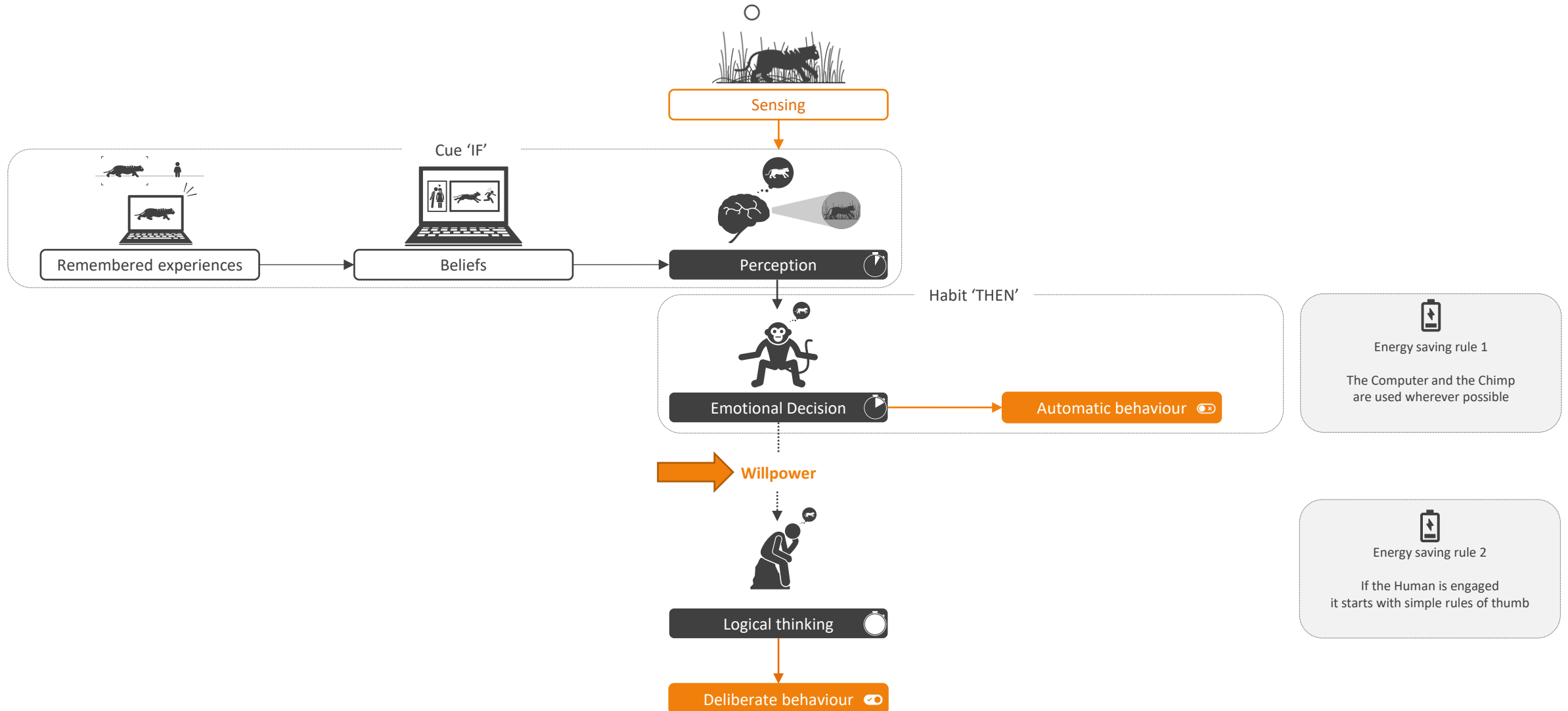
Willpower is What Separates Us from the Animals

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



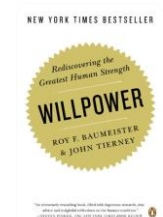
Prof. Roy F. Baumeister
University of Queensland

All Deliberate Behaviour Requires Willpower



Universal Challenge: Willpower is a Scarce Resource

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



Prof. Roy F. Baumeister
University of Queensland

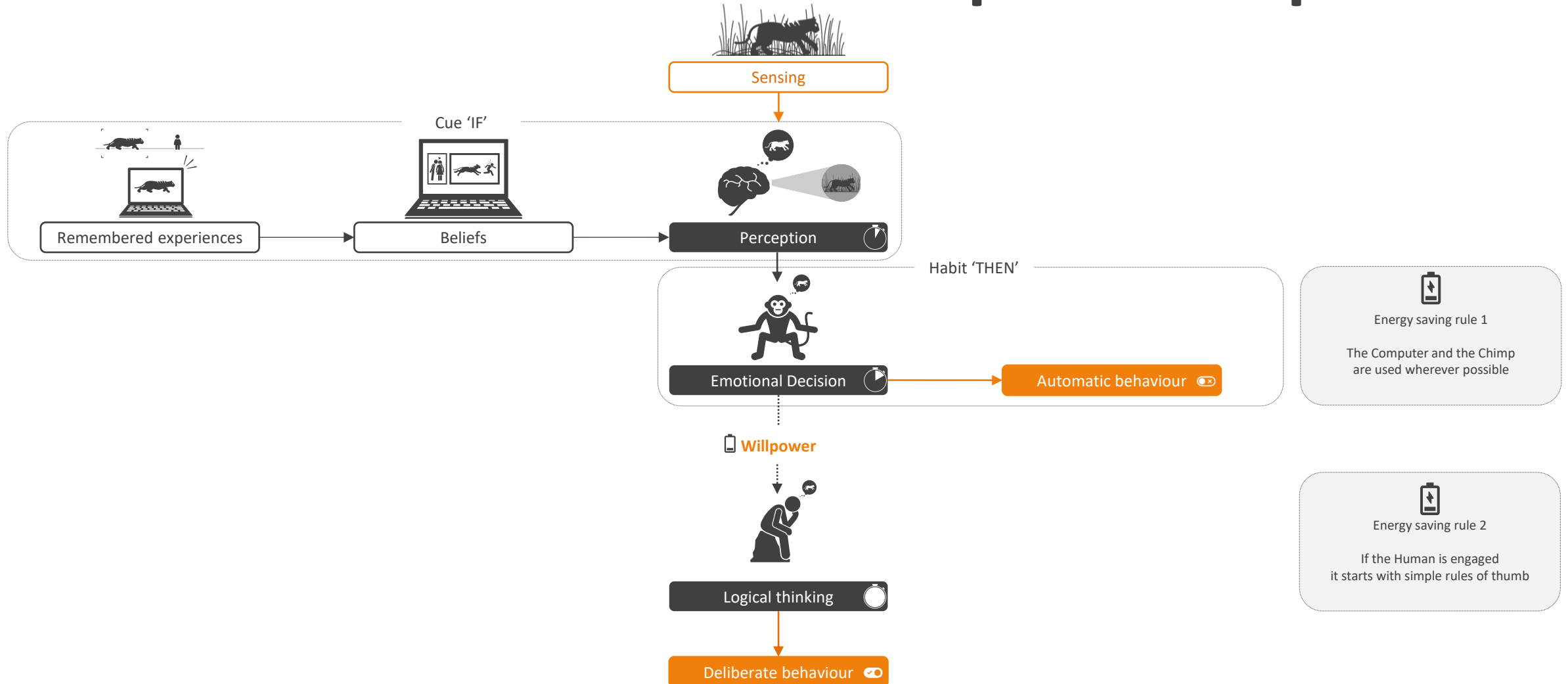
Willpower Is Depleted By Our Busy Lives



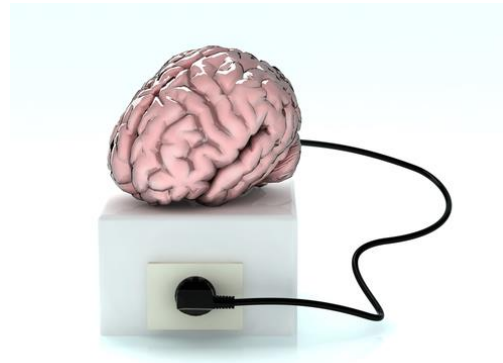
Habits and Autopilots Are Powerful



Universal Challenge: All Deliberate Behaviour Requires Willpower



Break #1 (of 4 today)



Next session starting at

10:05

Summary of Universal Challenges & Tools #4: Thursday

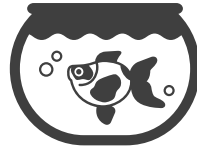
Leading Across Cultures

13. Cultures Fit their Environment



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

14. Our Own Culture Is Invisible



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

15. Culture Defeats Strategy



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

16. Willpower is a Scarce Resource



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

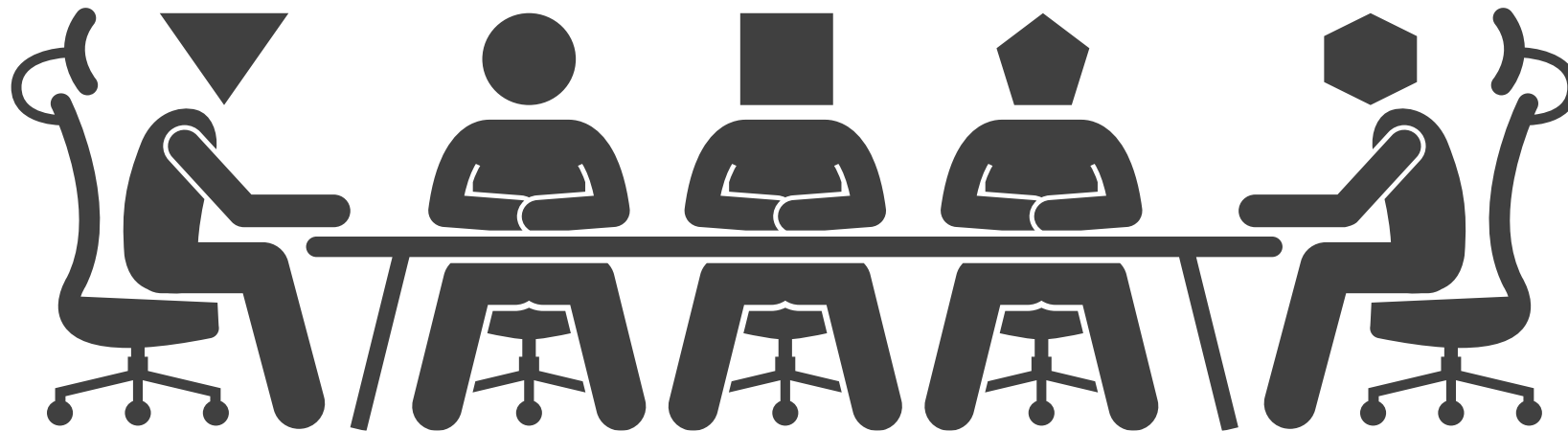
Be Humble Across Cultures



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

ICMIF Advanced Management Course 2024

Leading across Cultures: Mapping Culture and Avoiding Traps

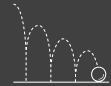


Session 2 (of 6)

Next break: **11:15**

Our Strategies Increasingly Require Working Across Cultures

Technical



Repeated patterns



Predict with confidence



Reliable learning



Engage an expert



Apply rules

Complex



Hard to understand



Impossible to predict



Hard to learn from



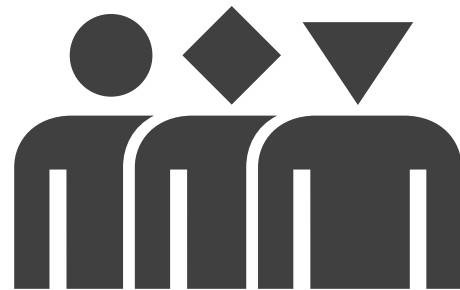
Work as a team



Apply models and tools

Our Own Culture Is Obvious

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



Prof. Erin Meyer
INSEAD

Key Tool: Diagnose Before Treating



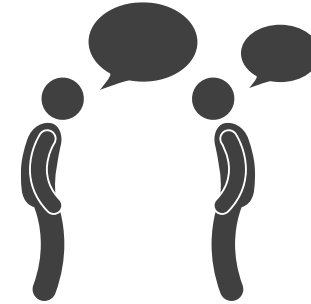
Because 90% of decision errors are
are errors of perception

Thank You For Your Pre-Work

1. Scheduling



2. Communicating



3. Evaluating

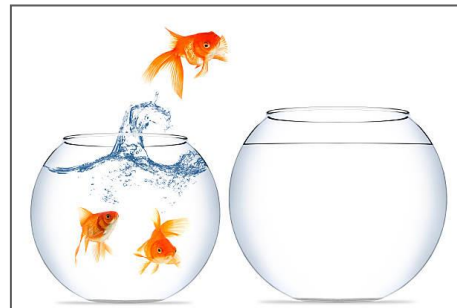


4. Deciding



Diagnose One's Own Culture Before Working Across Cultures

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



Prof. Erin Meyer
INSEAD

We Will Produce Your Culture Maps

1. Scheduling

Linear time Flexible time

2. Communicating

Low Context High Context

3. Evaluating

Direct negative feedback Indirect negative feedback

4. Deciding

Consensual Top-down

Mike ———

Dave ———

Adapted from: The Culture Map by Erin Meyer

1. Scheduling

Linear time

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

Adapted from The Culture Map, Meyer

1. Scheduling

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

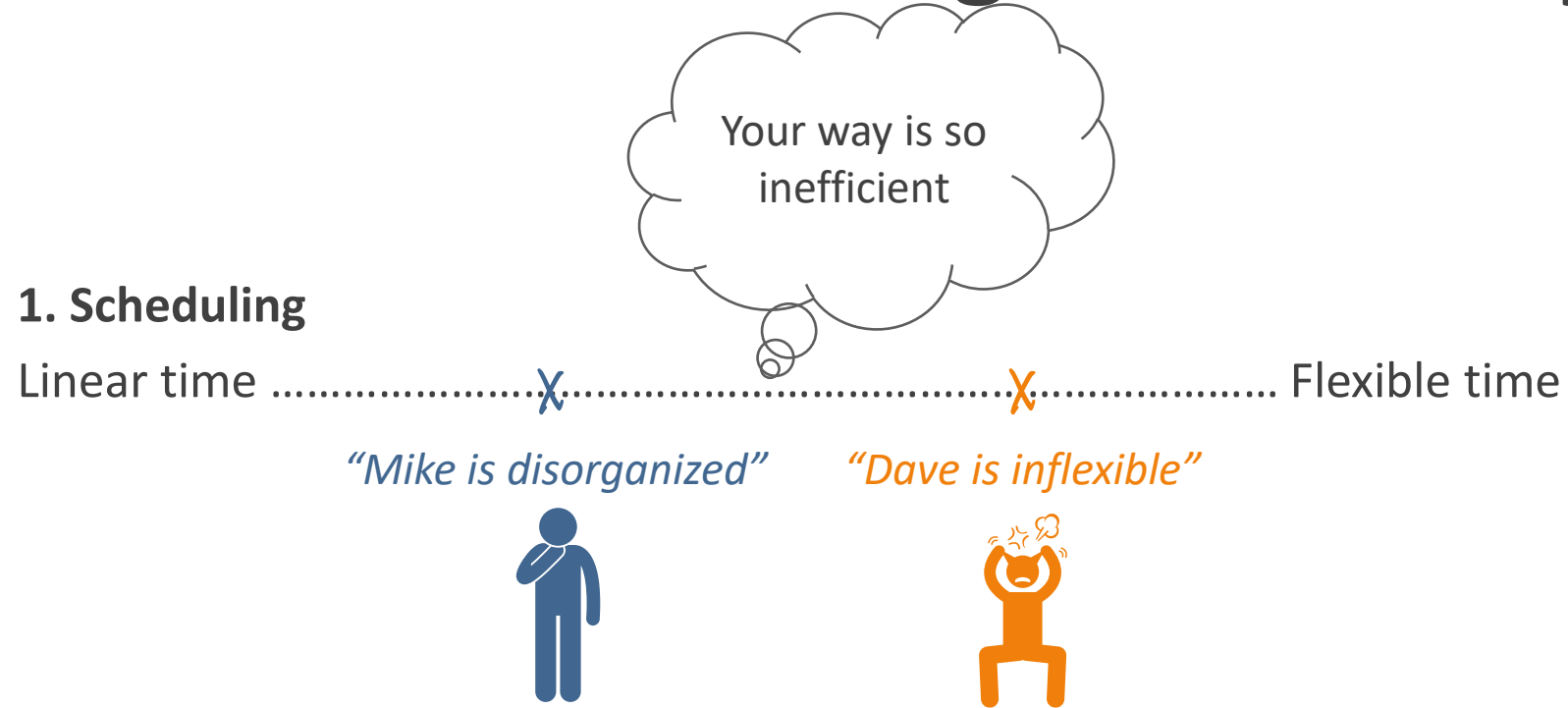
Adapted from The Culture Map, Meyer

Compare the Relative Positions on a Spectrum To Diagnose Potential Traps

1. Scheduling

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

Potential Scheduling Culture Traps



2. Communicating

Low context

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

Adapted from The Culture Map, Meyer

2. Communicating

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

Adapted from The Culture Map, Meyer

Potential Communicating Culture Traps

2. Communicating

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

"What did they mean?"



"I'm not stupid"



3. Evaluating

Direct

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

Adapted from *The Culture Map*, Meyer

3. Evaluating

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

Adapted from *The Culture Map*, Meyer

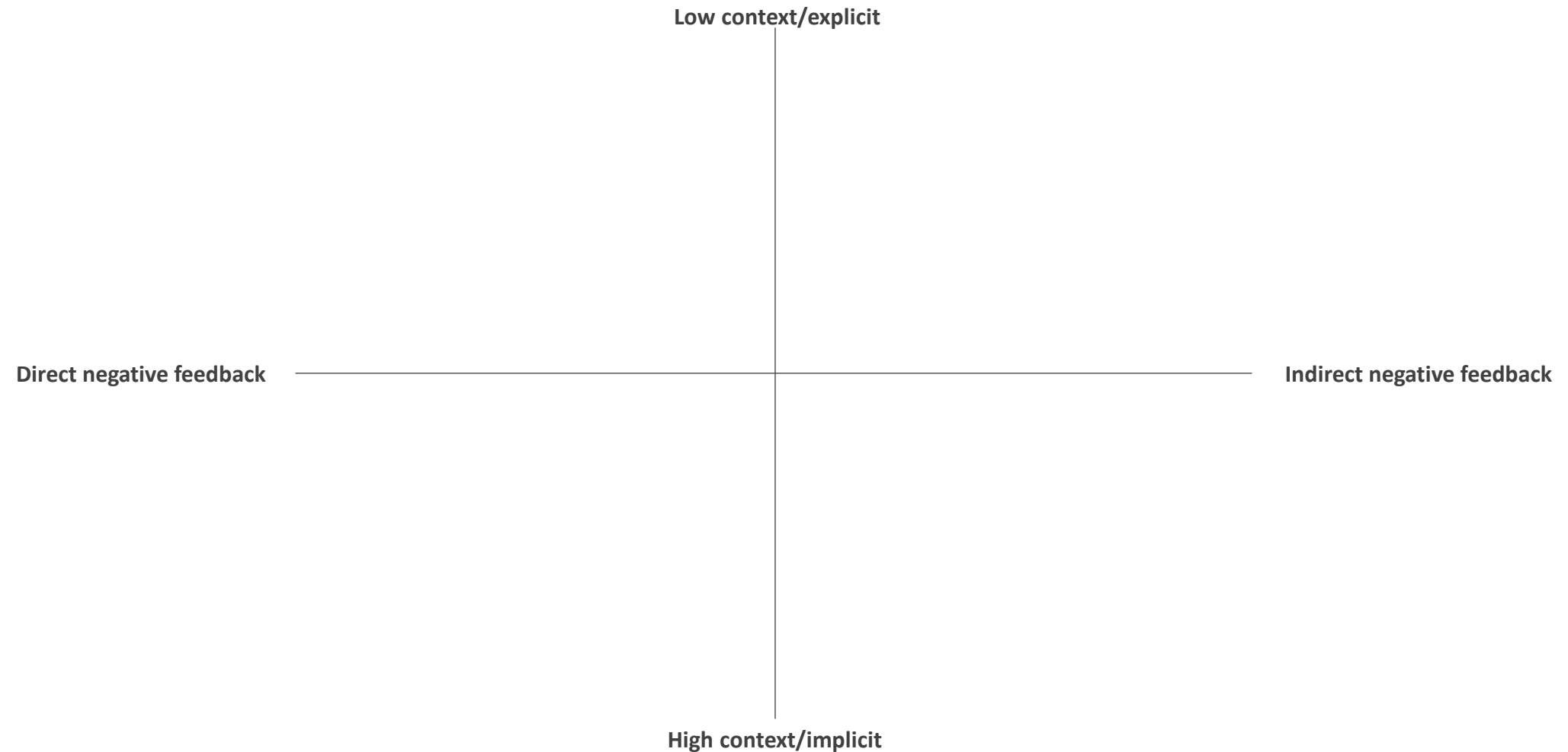
Potential Evaluating Culture Traps

3. Evaluating

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



An Evaluating Culture May Be Independent of the Communicating Culture



4. Deciding

Consensual



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

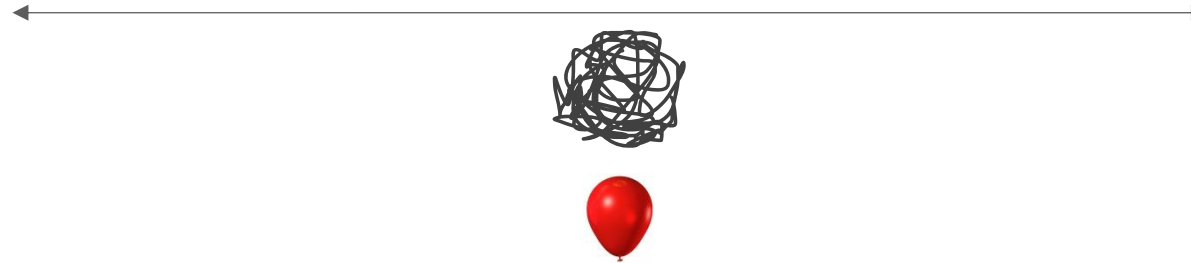
There is typically plenty of discussion
then decisions tend to be **final**



4. Deciding

Consensual

Top-down



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

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

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

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

Discussion

Implementation

(no more discussion!)

Decision

Discussion

Implementation

(more discussion, possible revisiting and altering decision)

decision

Potential Deciding Culture Traps

4. Deciding

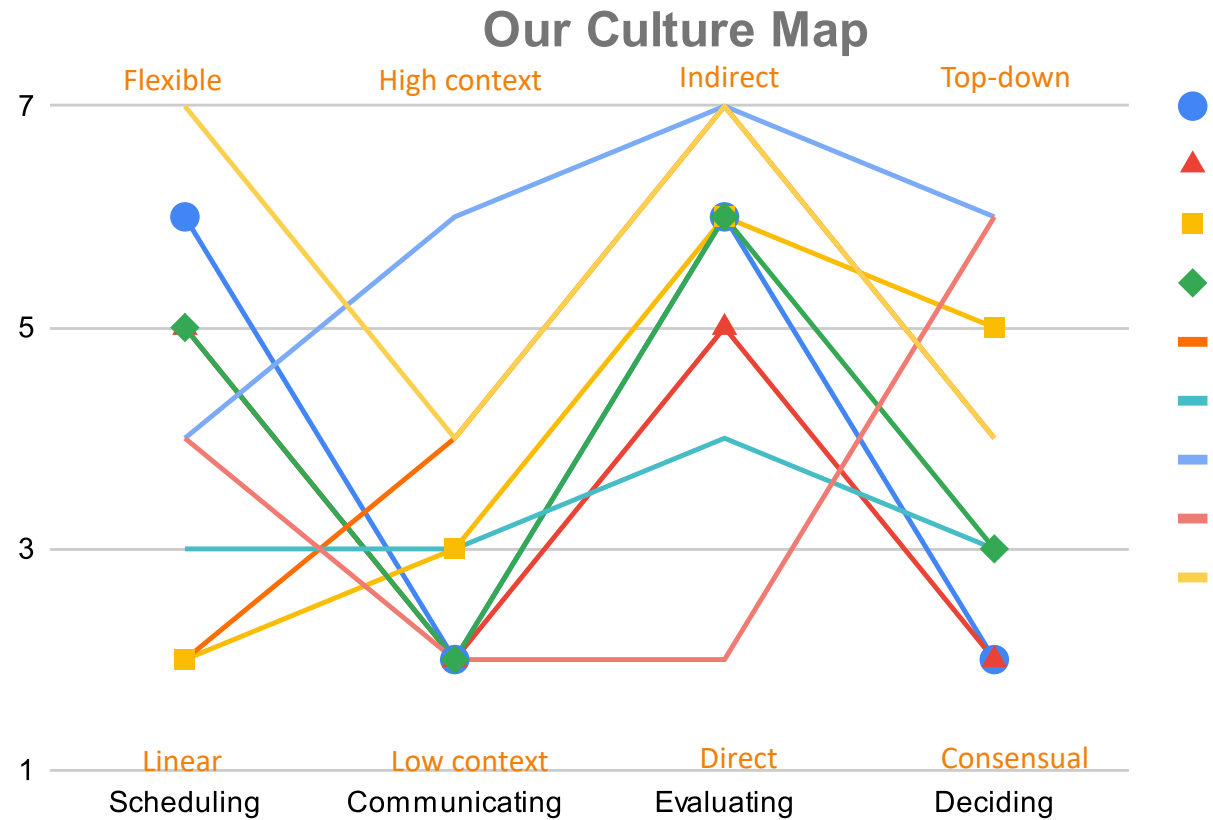
ConsensualX.....X..... Top-down

"They keep changing their minds"

"It takes forever"

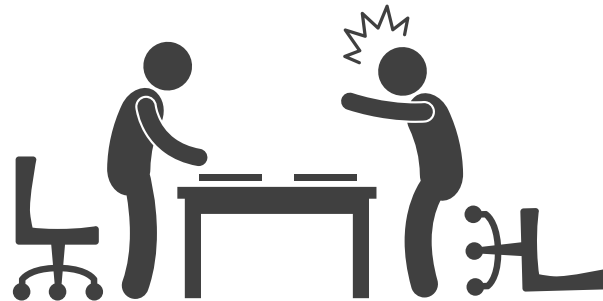


Your Culture Map



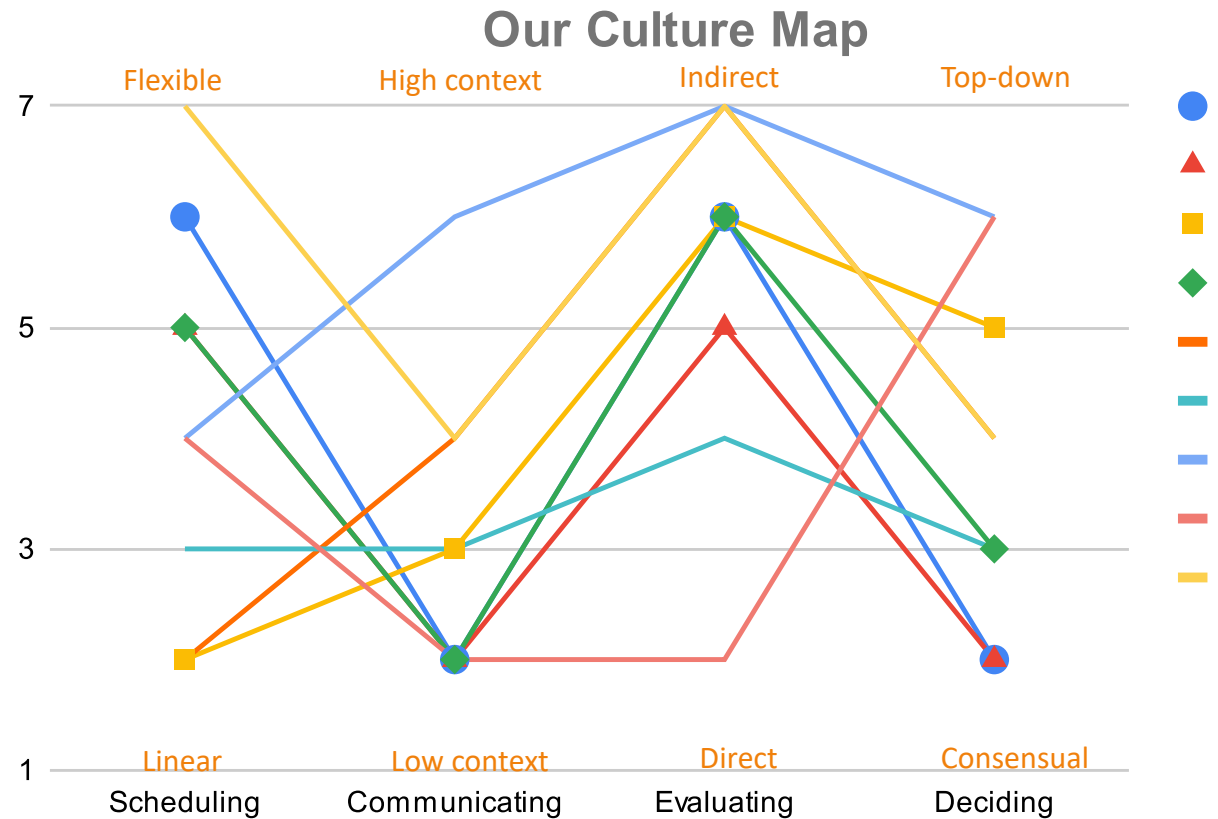
Understand Common Cultural Traps Before Working Across Cultures

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



Prof. Erin Meyer
INSEAD

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





Your Return On Investment



18. What cultural traps might affect our collaboration?

1. Scheduling

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

2. Communicating

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

3. Evaluating

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

4. Deciding

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

Our Potential Culture Traps

Trap #1

Trap #2

Trap #3

Trap #4

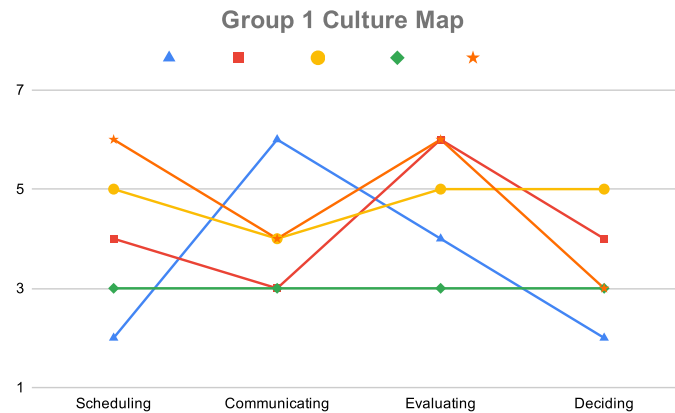
Trap #5



Your Return On Investment



18. What culture traps might affect our collaboration?



Our Potential Culture Traps

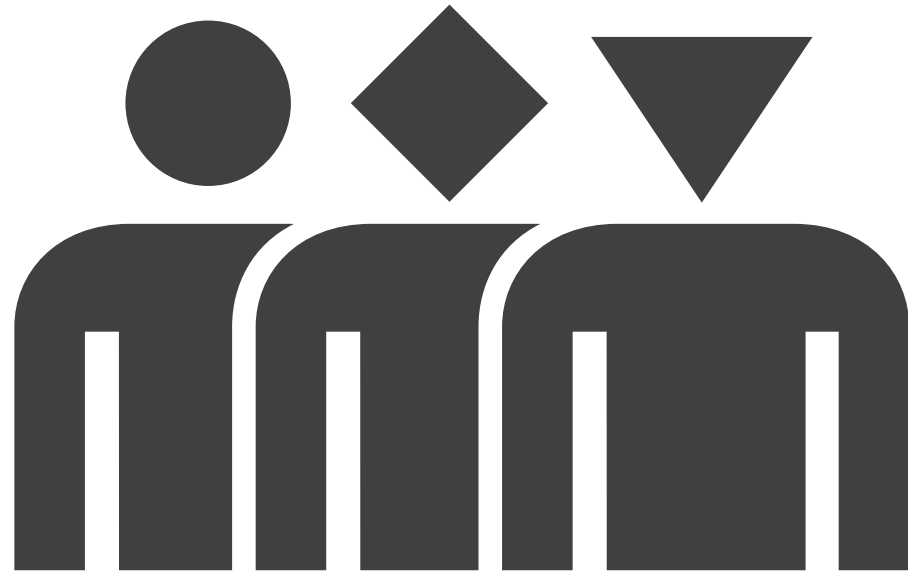


128

Which Situation is Most Likely to Lead to Misunderstanding?

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

Multicultural Teams Need Low Context Processes



The Culture Map: Treatments

2. Communicating

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



Tool: Specify the Critical Few Behaviours

Not us (Undesired behaviours)				
<table border="1"><thead><tr><th>Us (Desired behaviours)</th></tr></thead><tbody><tr><td>1. Ask, "may I be direct?"</td></tr><tr><td>2.</td></tr><tr><td>3.</td></tr></tbody></table>	Us (Desired behaviours)	1. Ask, "may I be direct?"	2.	3.
Us (Desired behaviours)				
1. Ask, "may I be direct?"				
2.				
3.				

A Contract Between Team Members

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



Your Return On Investment

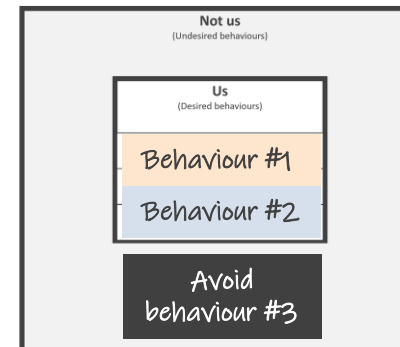


19. What does this mean for our collaboration?

Diagnose Our Potential Culture Traps



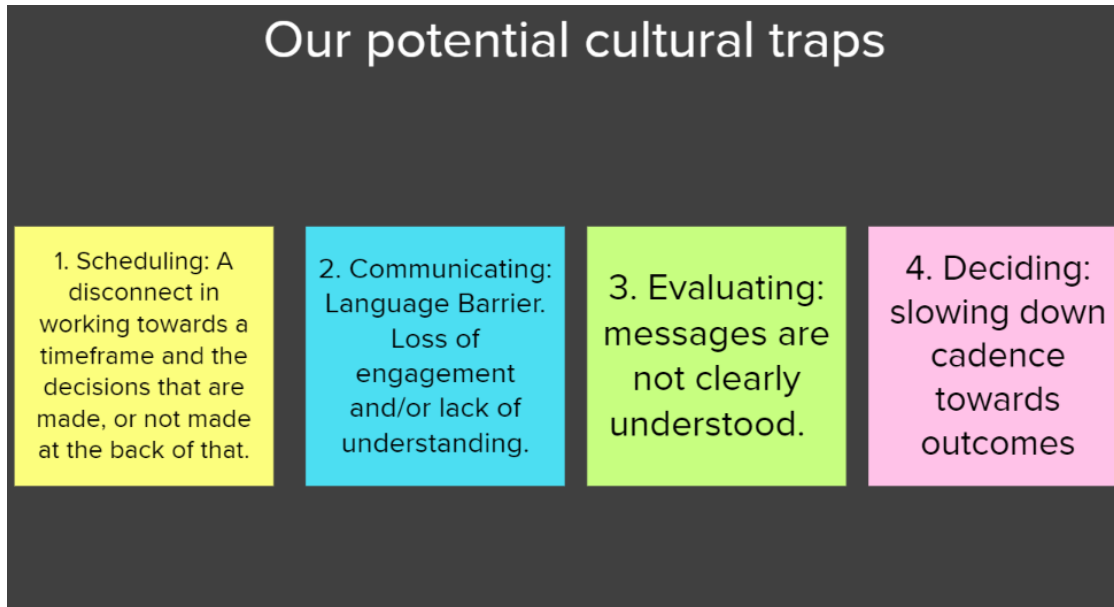
Tool: Critical Few Behaviours



129

137

Diagnose Potential Cultural Traps Before Treating With Critical Few Behaviours



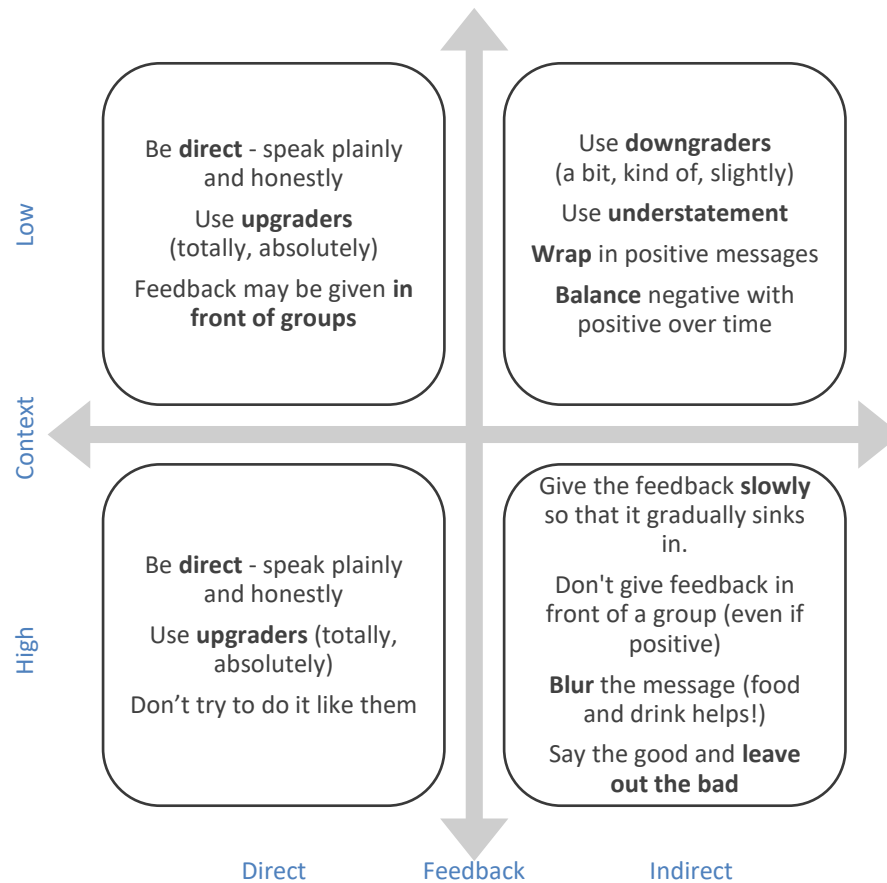
The Culture Map: Treatments

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

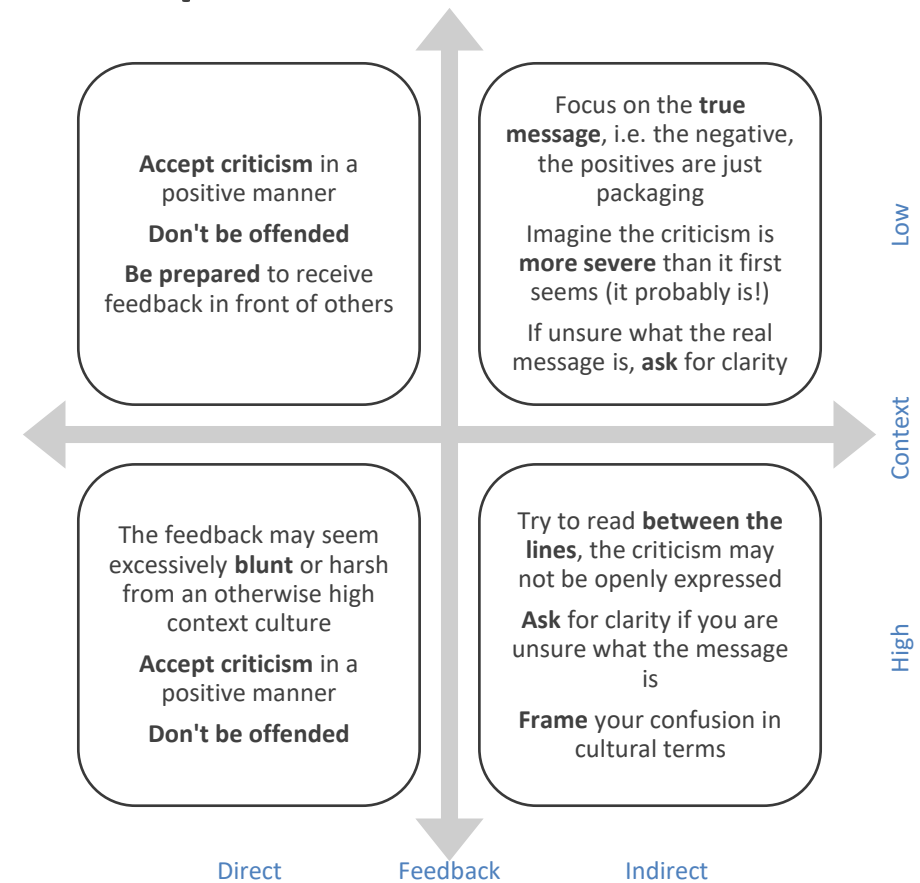
Adapted from: The Culture Map by Erin Meyer

The Culture Map: Evaluating Treatments

When **Giving** Feedback to People from These Quadrants



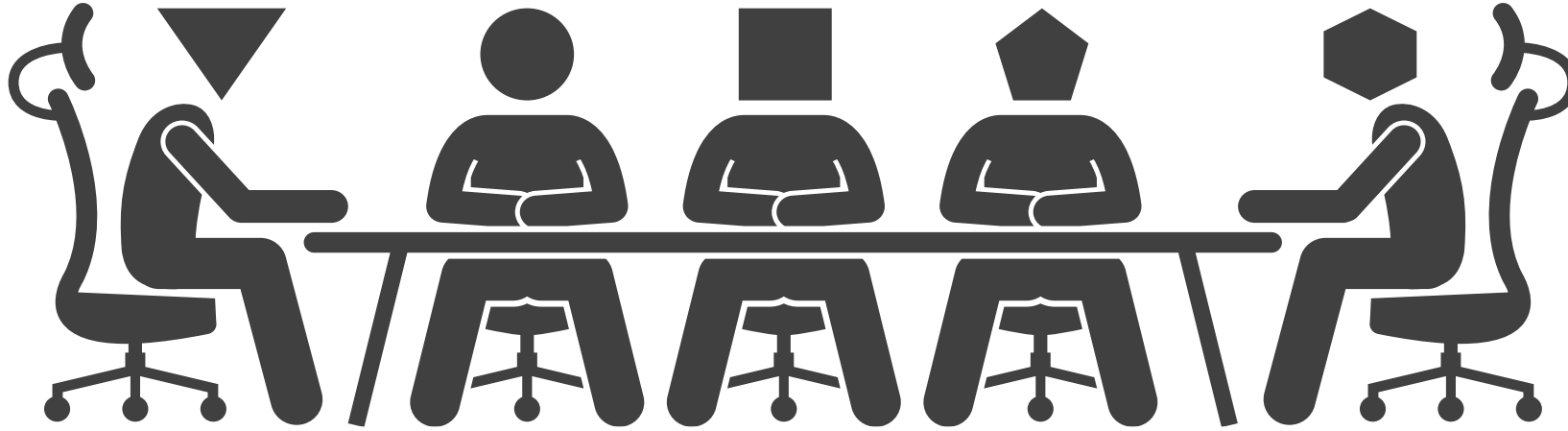
When **Receiving** Feedback from People in These Quadrants



Adapted from: The Culture Map by Erin Meyer

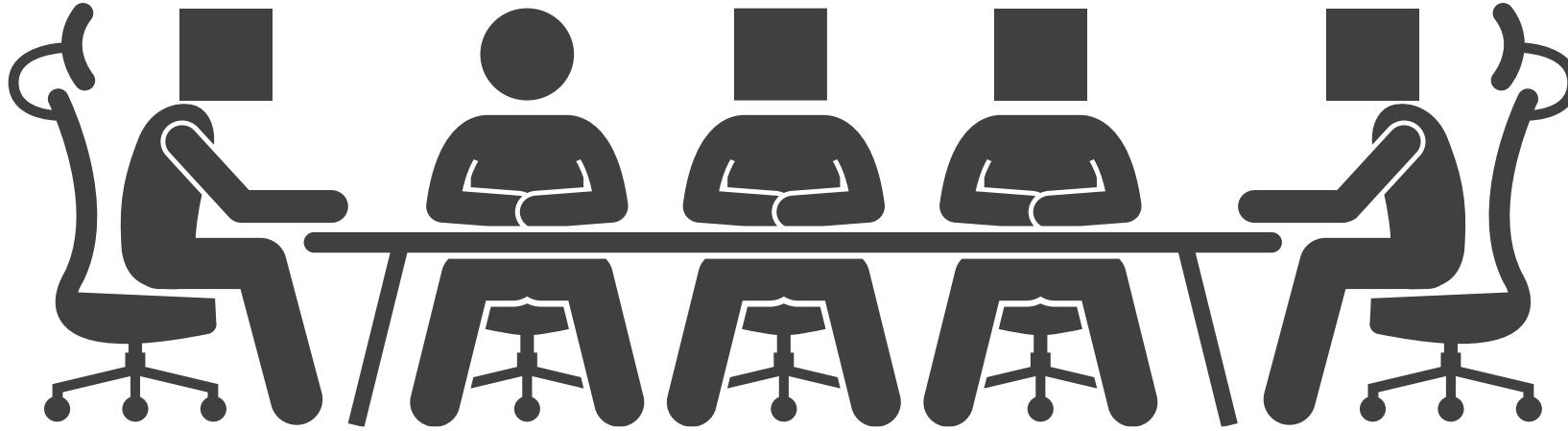
Diagnosing and Acknowledging Cultural Differences Is Important When

1. Forming a new, cross-cultural team



Diagnosing and Acknowledging Cultural Differences Is Important When

2. You are visiting another culture



Diagnosing and Acknowledging Cultural Differences Is Important When

3. You have a visitor from another culture




When Leading Across Cultures

1. Unlock motivation

Scenario 1

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



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

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

2. Develop understanding

2. Communicating

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

Adapted from: The Culture Map by Erin Meyer

3. Diagnose culture

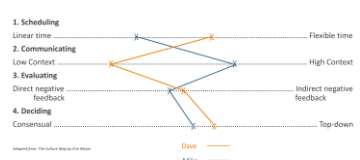
You Will Record What the Culture is Where You Work For Each of the Four Dimensions

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

Adapted from: The Culture Map by Erin Meyer

4. Reveal differences

Your Culture Maps



Adapted from: The Culture Map by Erin Meyer

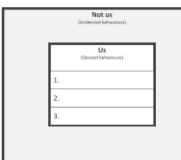
5. Diagnose traps

What Cultural Traps Might Affect Our Collaboration?



6. Plan treatments

Critical Few Behaviours

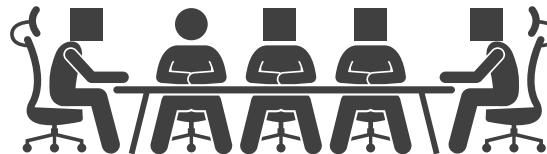


Important when you

A. Form a new team



B. Are visiting another culture



C. Have a visitor from another culture




80/20 Rule: Plan As A New Team Forms

1. Unlock motivation

Scenario 1

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



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

1	2	3	4	5	6	7	8	9	10
Not overvalued		Unsure/valued		Neutral		Comfortable			Very overvalued

2. Develop understanding

2. Communicating

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

Adapted from: The Culture Map by Erin Meyer

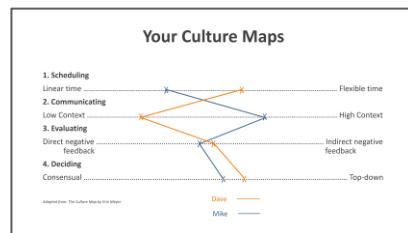
3. Diagnose culture

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

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

Adapted from: The Culture Map by Erin Meyer

4. Reveal differences



5. Diagnose traps



6. Plan treatments

Critical Few Behaviours

Not us (Observed behaviours)

Us (Desired behaviours)

1.	
2.	
3.	

Important when you

A. Form a new team



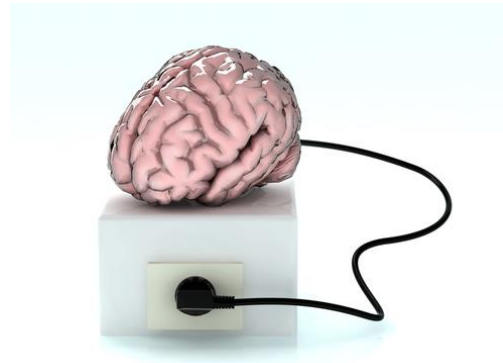
B. Are visiting another culture



C. Have a visitor from another culture



Break #2 (of 4 today)



Next session starting at

11:35

Summary of Universal Challenges & Tools #4: Thursday

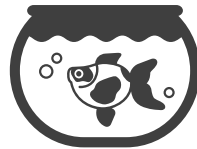
Leading Across Cultures

13. Cultures Fit their Environment



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

14. Our Own Culture Is Invisible



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

15. Culture Defeats Strategy



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

16. Willpower is a Scarce Resource



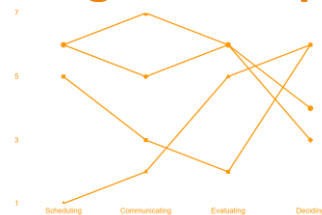
"You have a finite amount of willpower that becomes depleted as you use it"

Unlock Curiosity and Motivation



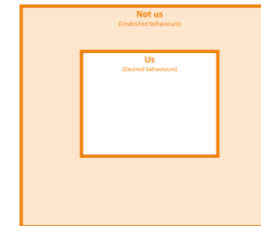
Unless we want to avoid cultural traps, we are easy prey to conflict, misunderstanding and failure

Culture Maps Diagnose Traps



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

Agree Your Critical Few Behaviours



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

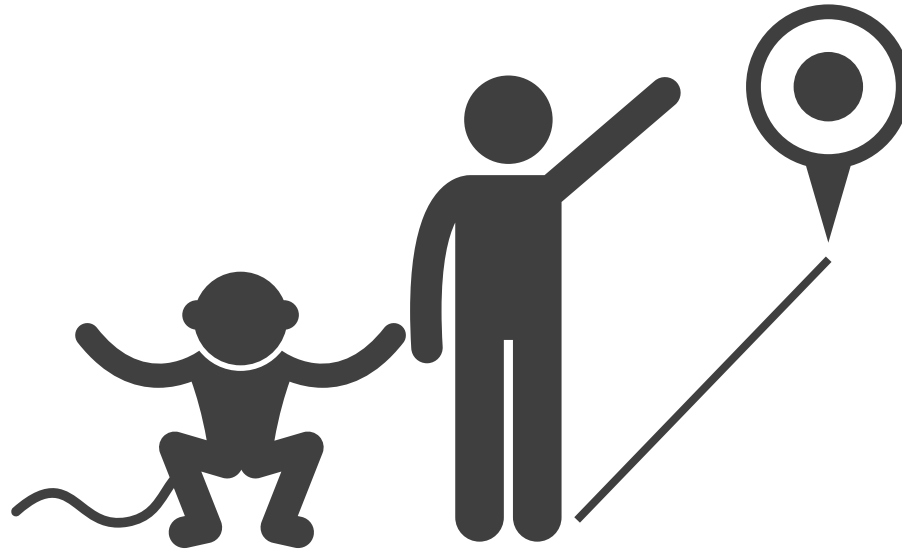
Be Humble Across Cultures



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

ICMIF Advanced Management Course 2024

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



Session 3 (of 6)

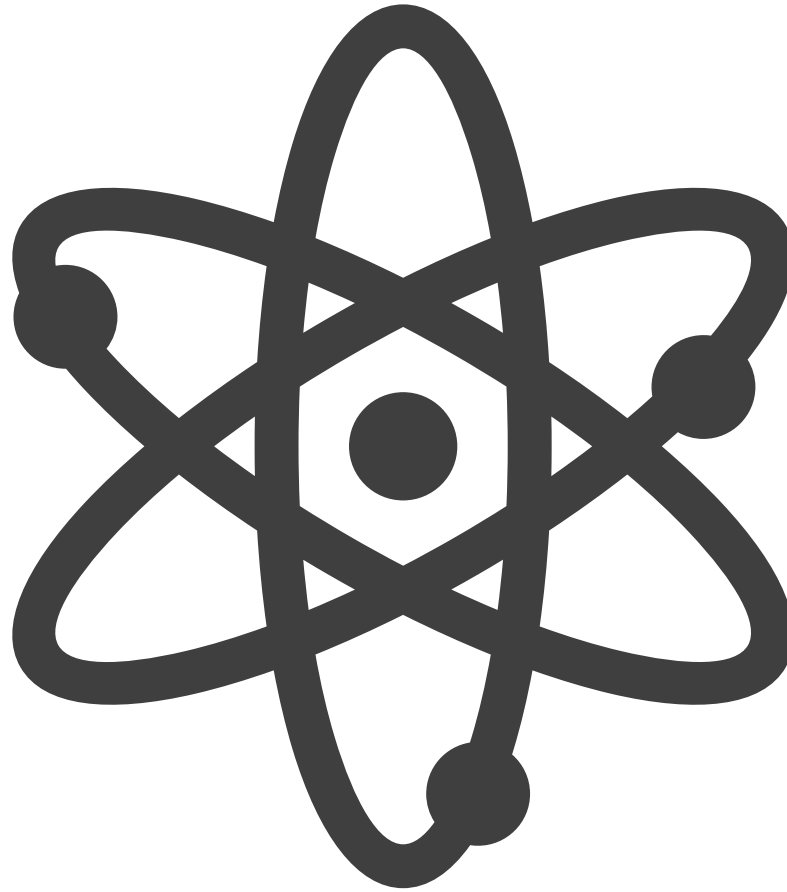
Next break (lunch): **12:30**

Strategy Activation

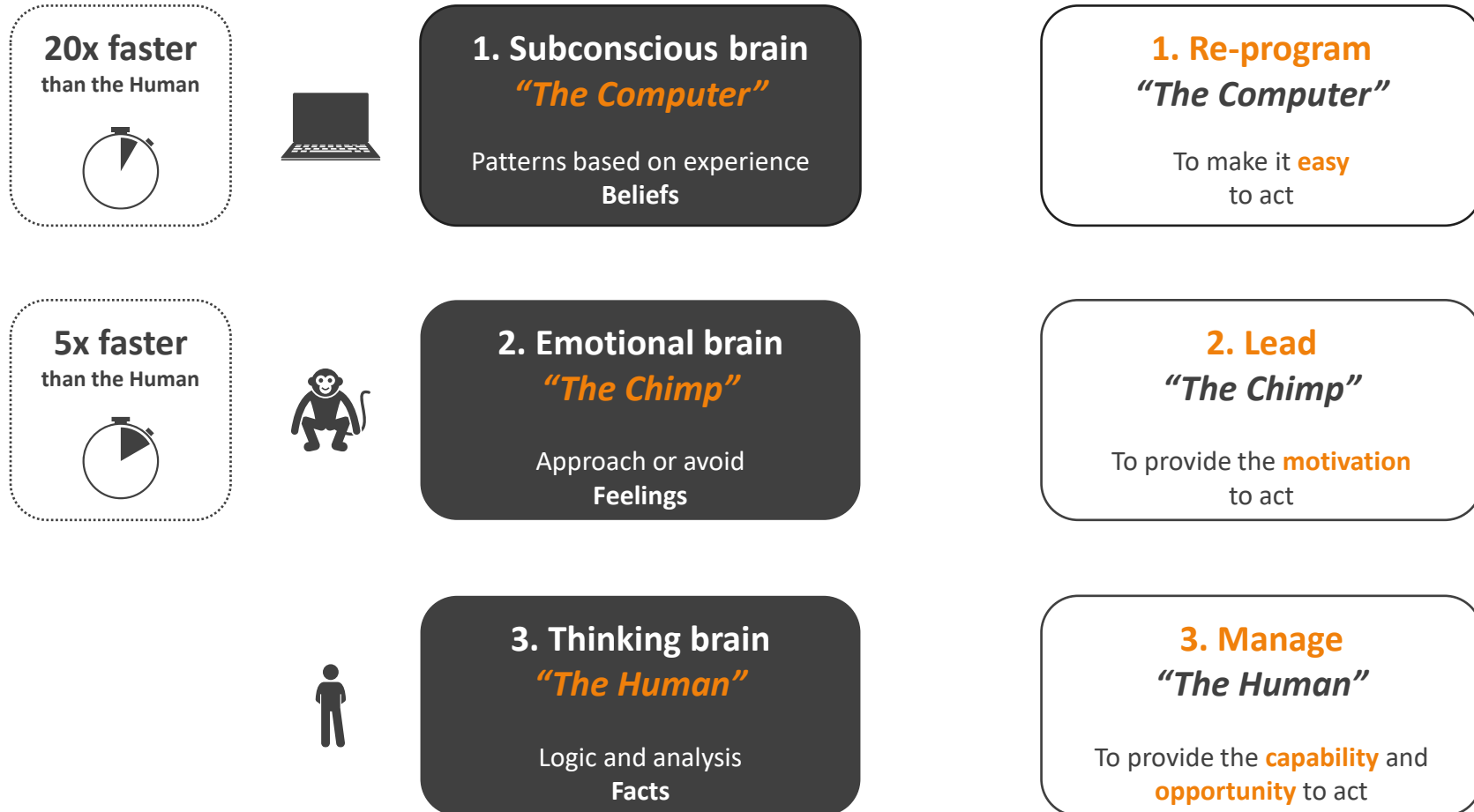
Seeks to **capture hearts and minds**, develop a **shared vision**, and **persuade** people to **work together** to co-create new futures



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



Three Behavioural Levers



For Leaders to Activate the Strategy of Purpose-Driven Organisations

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

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

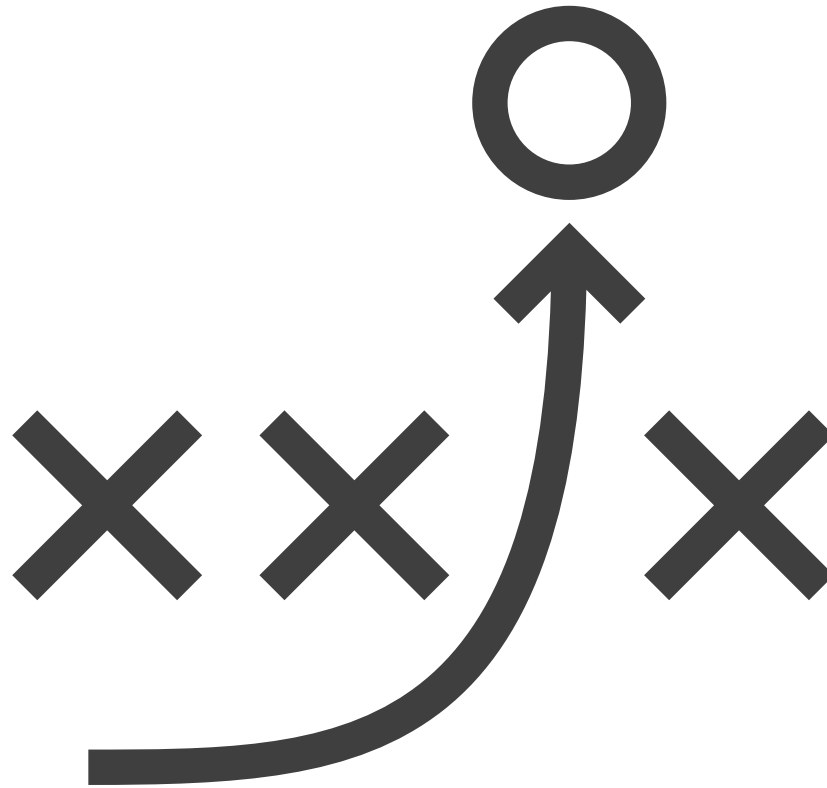
2. Lead to
unlock the **Drive**
to act

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

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

By providing the
capability and
opportunity each person
requires to act

Then Offer **Plays**



Fifteen Sample Plays To Activate Strategy

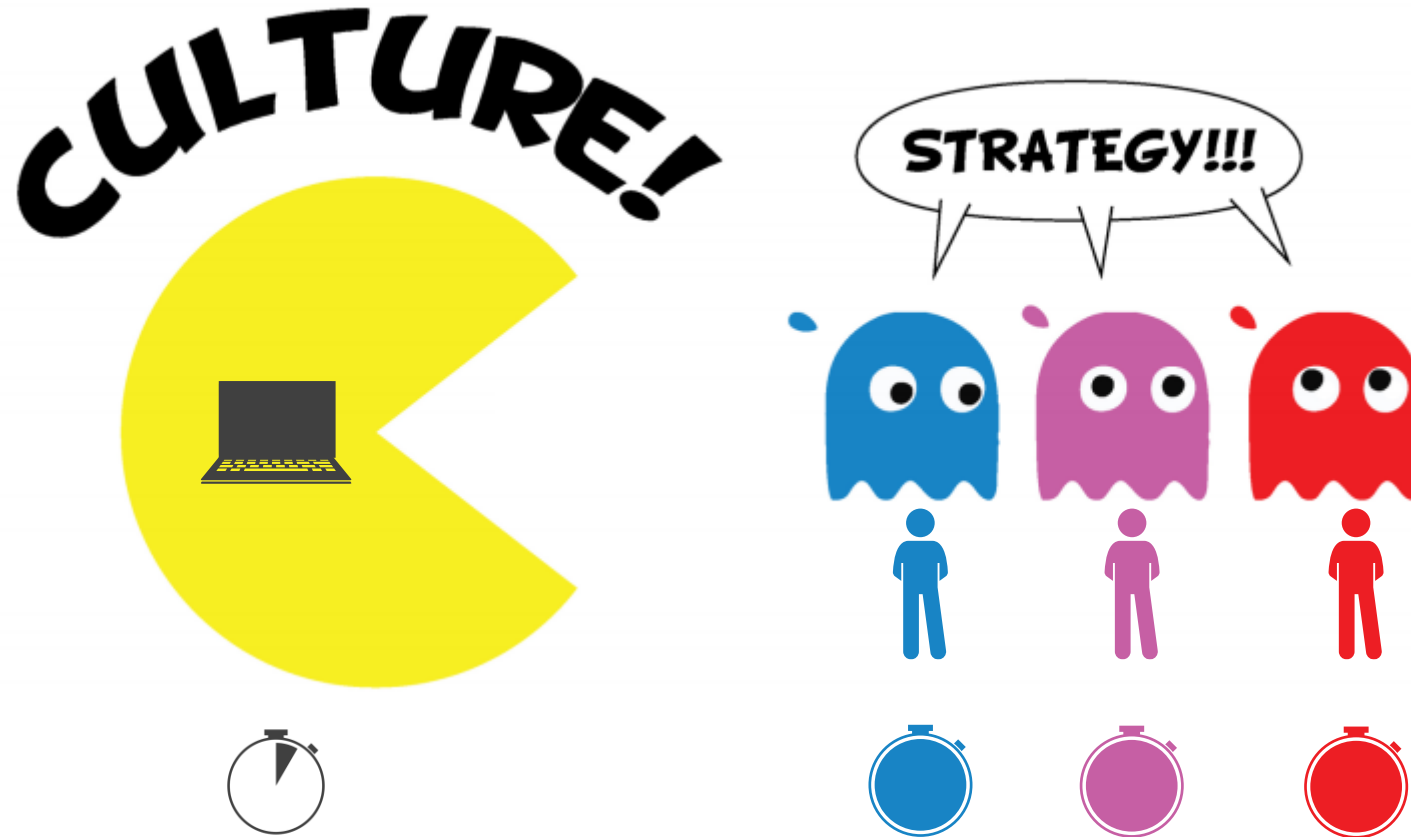
From	Play	To
Limiting Beliefs	Re-Program the Computer to make it easy to act <ol style="list-style-type: none"> 1. Clarify your vision: maximize the contrast between the better and bitter places 2. Diagnose the culture: harness enabling beliefs, but re-programme limiting beliefs 3. Diagnose the outcomes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

“What Else Could It Be?”

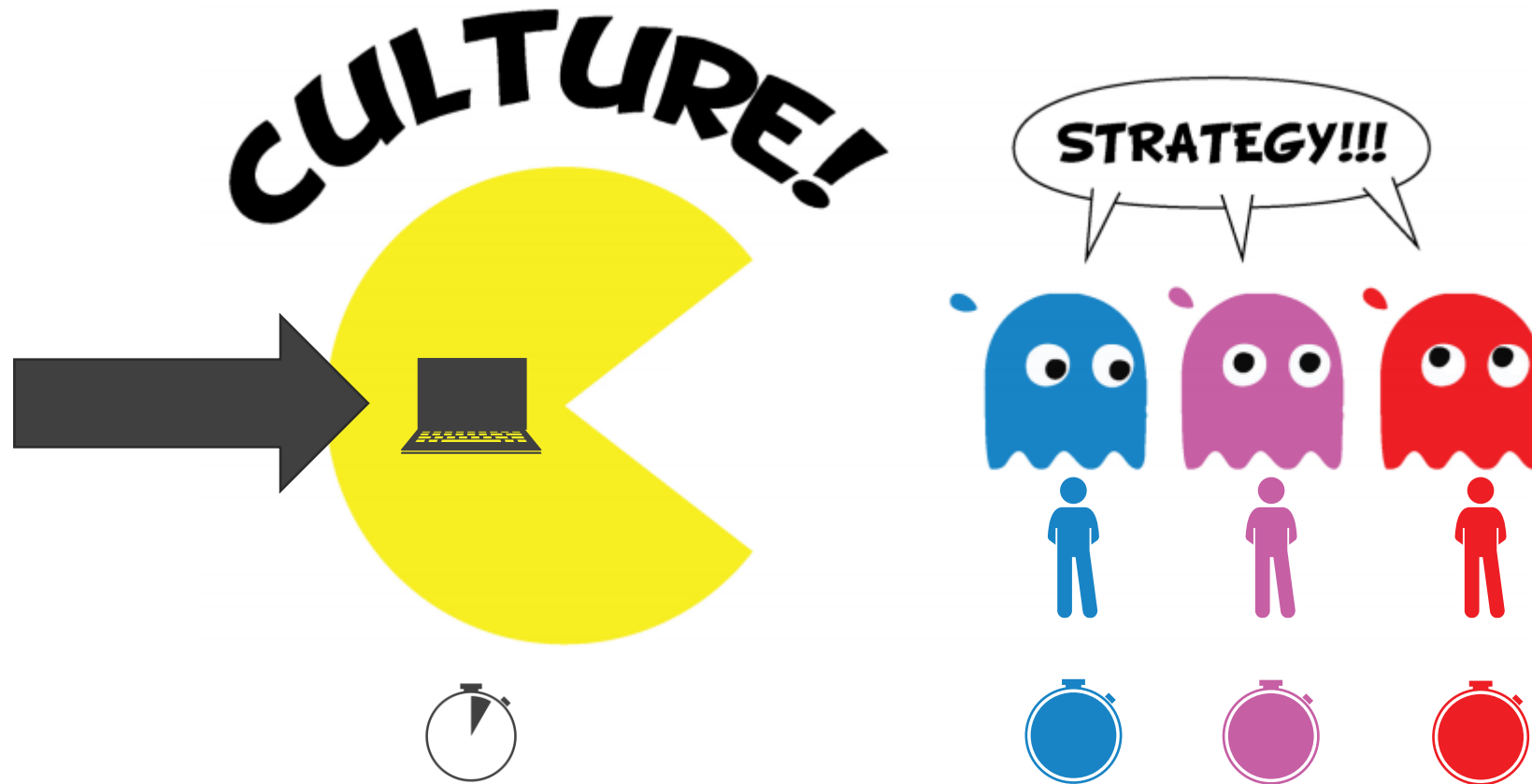
You Are the Experts

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

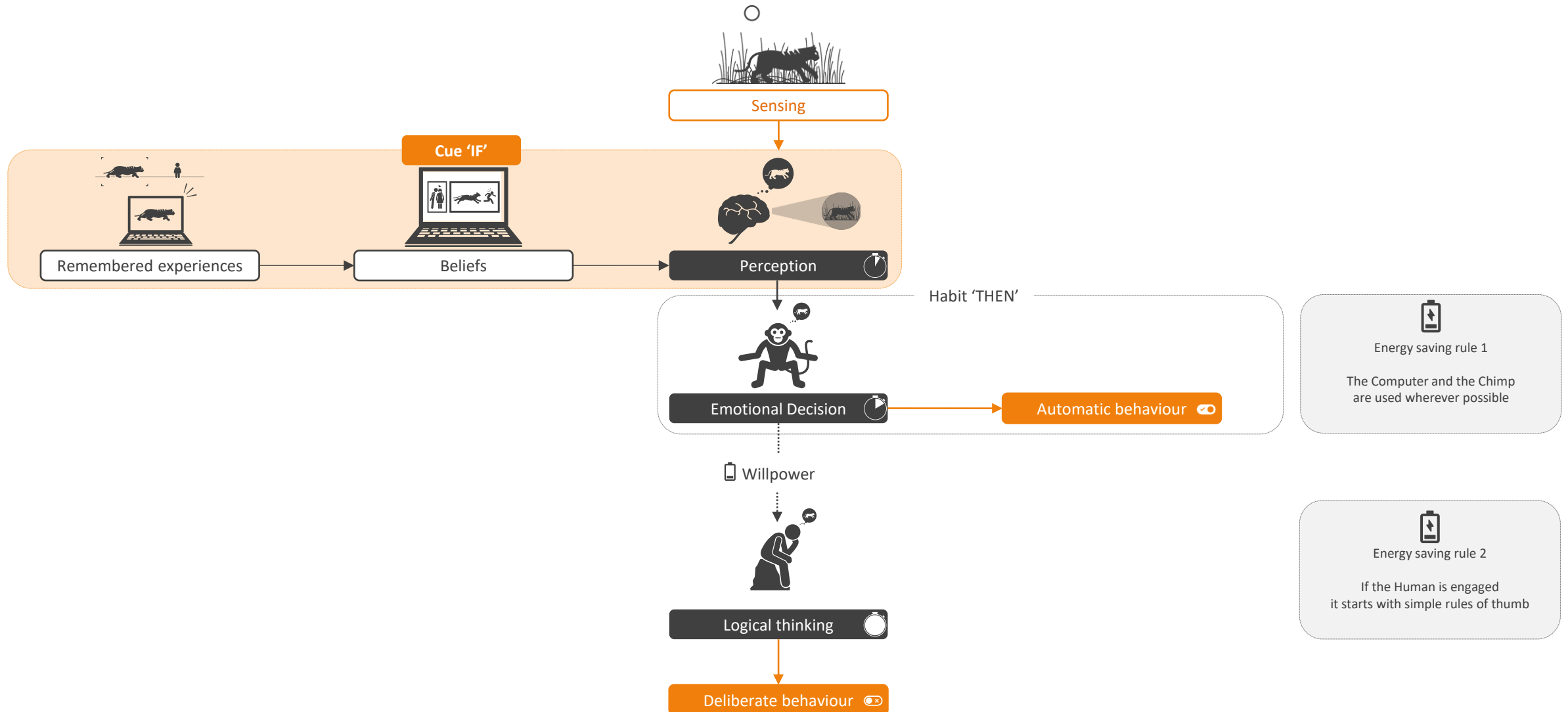
Culture Eats Strategy for Breakfast Because the Computer Has the Power



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



Start Here



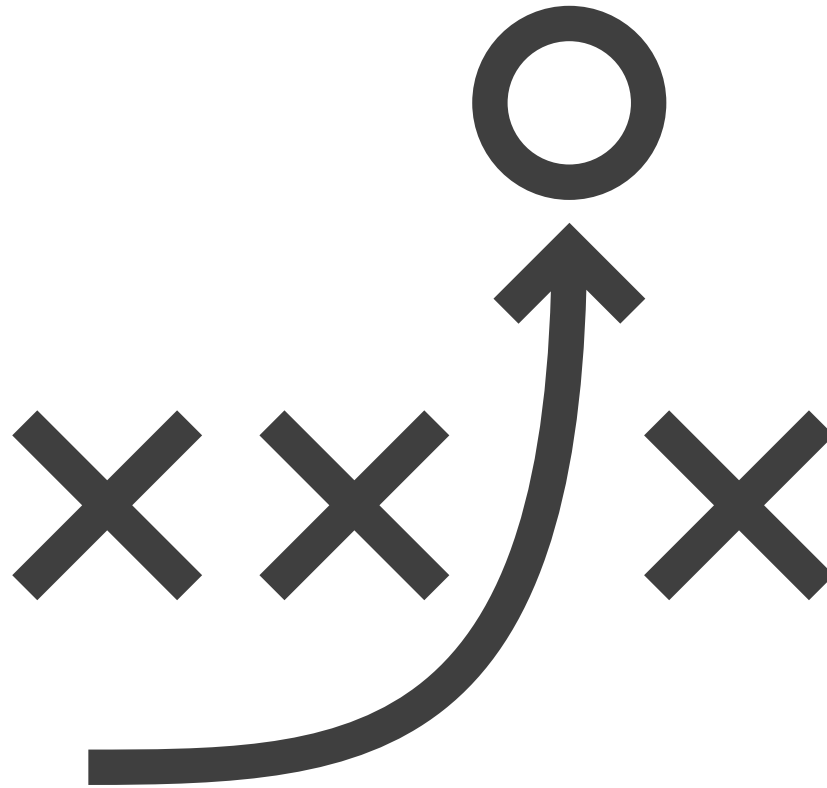
Fifteen Sample Plays To Activate Strategy

1. Re-Program the Computer

From	Play	To
Limiting Beliefs	<p>Re-Program the Computer to make it easy to act</p> <ol style="list-style-type: none">1. Clarify your vision: maximize the contrast between the better and bitter places2. Diagnose the culture: harness enabling beliefs, but re-programme limiting beliefs3. Diagnose the outcomes people want: Ask where's the smile?4. Use the higher purpose to make choices clear5. Close the circle to emotionally reinforce how actions drive impact and purpose	Enabling Beliefs

Re-program the Computer

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



Activating Strategy



Clarify the Better Place

Better Place



B

A



Stan Slap

Founder, Slap Company

A Purpose Bigger Than Any One of Us



The Challenge: We Like The Status Quo



Define the Bitter Place



The Challenge: We Haven't Been There Before



Maximize the Contrast Between the Bitter Place and the Better Place



Maximize the Contrast Between the Bitter Place and the Better Place

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

Better Place



B

Not be judged by the
colour of their skin

Tension

But by the content
of their character

A



Bitter Place



Dr. Martin Luther King

March on Washington, August 28, 1963

FMG



“They charge like wounded bulls
and send profits offshore”

English insurers don't
understand us and overcharge

A

Bitter Place

Tension

Better Place

B

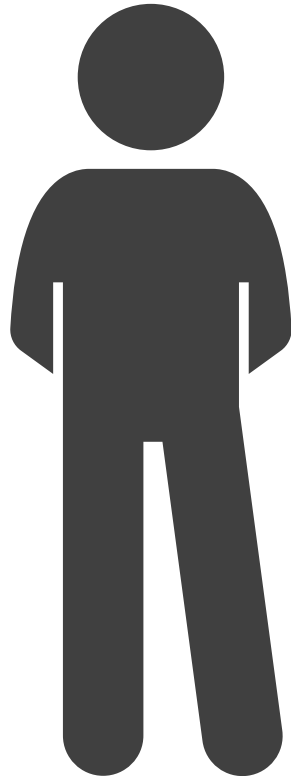
Our farmers can take
the risks they need to take

“For the good of the country”

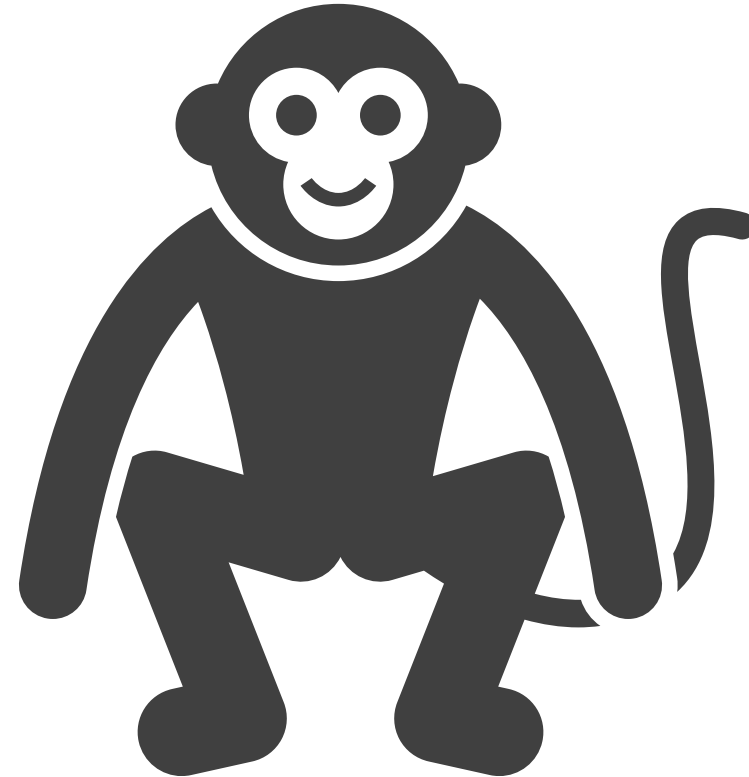
FMG
Advice & Insurance

Leaders Start With Why

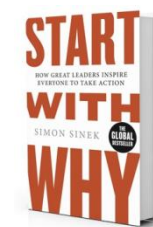
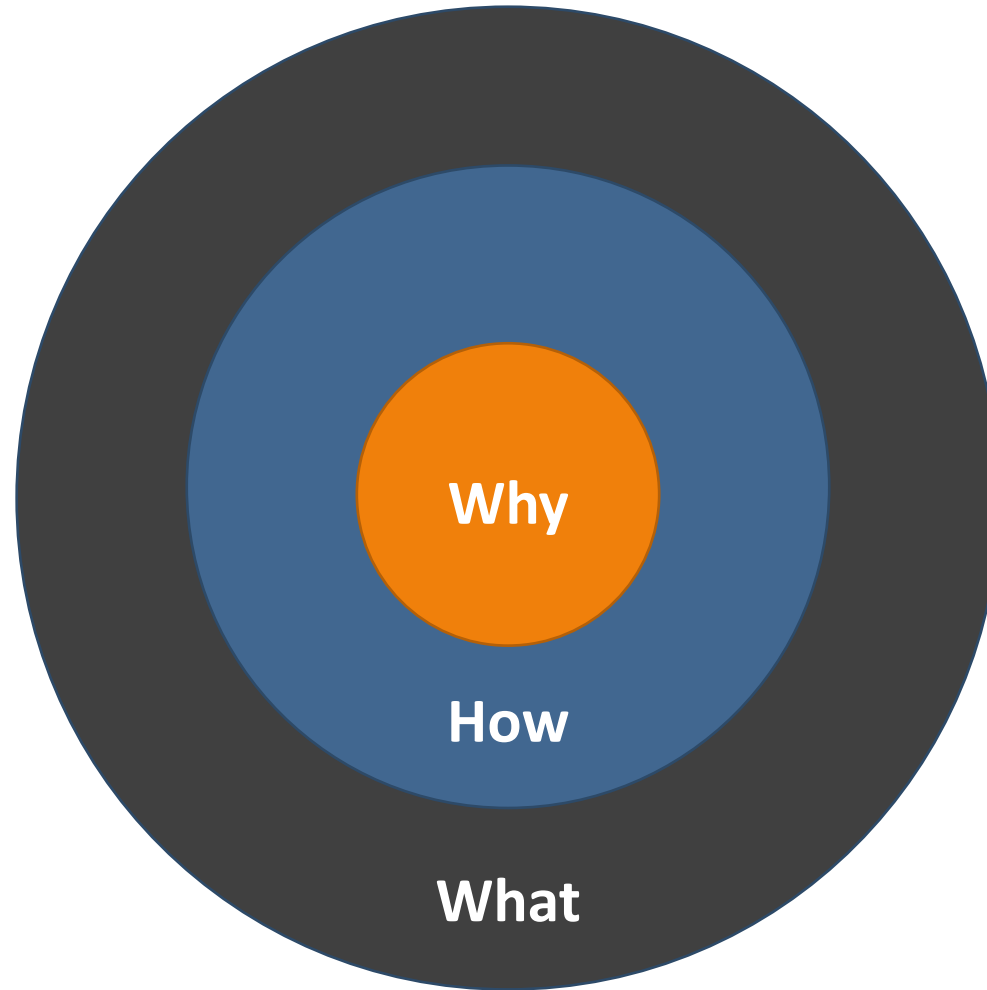
I have a **plan**



I have a **dream**



Leaders Start With Why



Simon Sinek

Author

People Need to Understand

Why the whole transformation is taking place



Diego Guaita

CEO, Grupo San Cristóbal (Argentina)

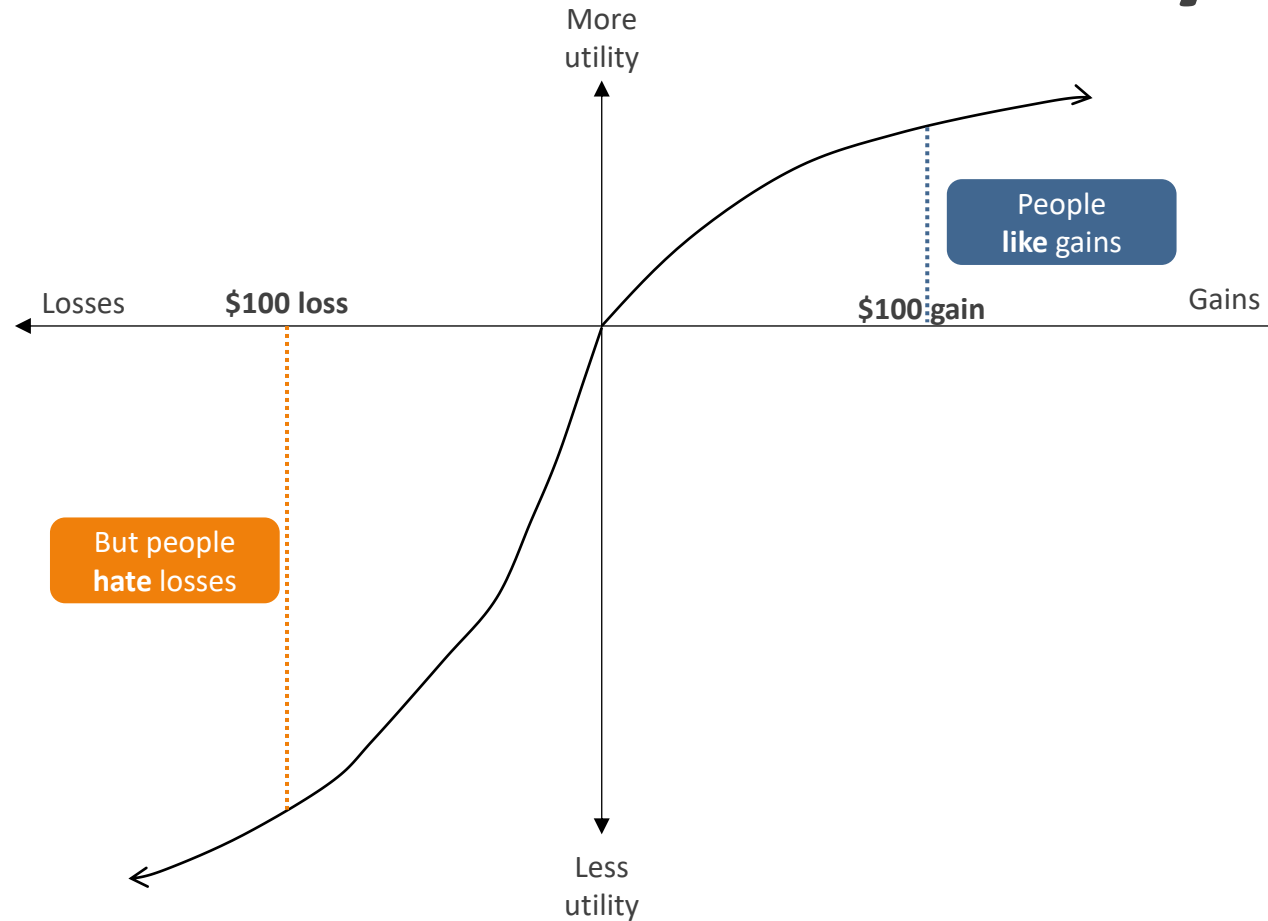
My Vision: provocations.

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



Loss Aversion

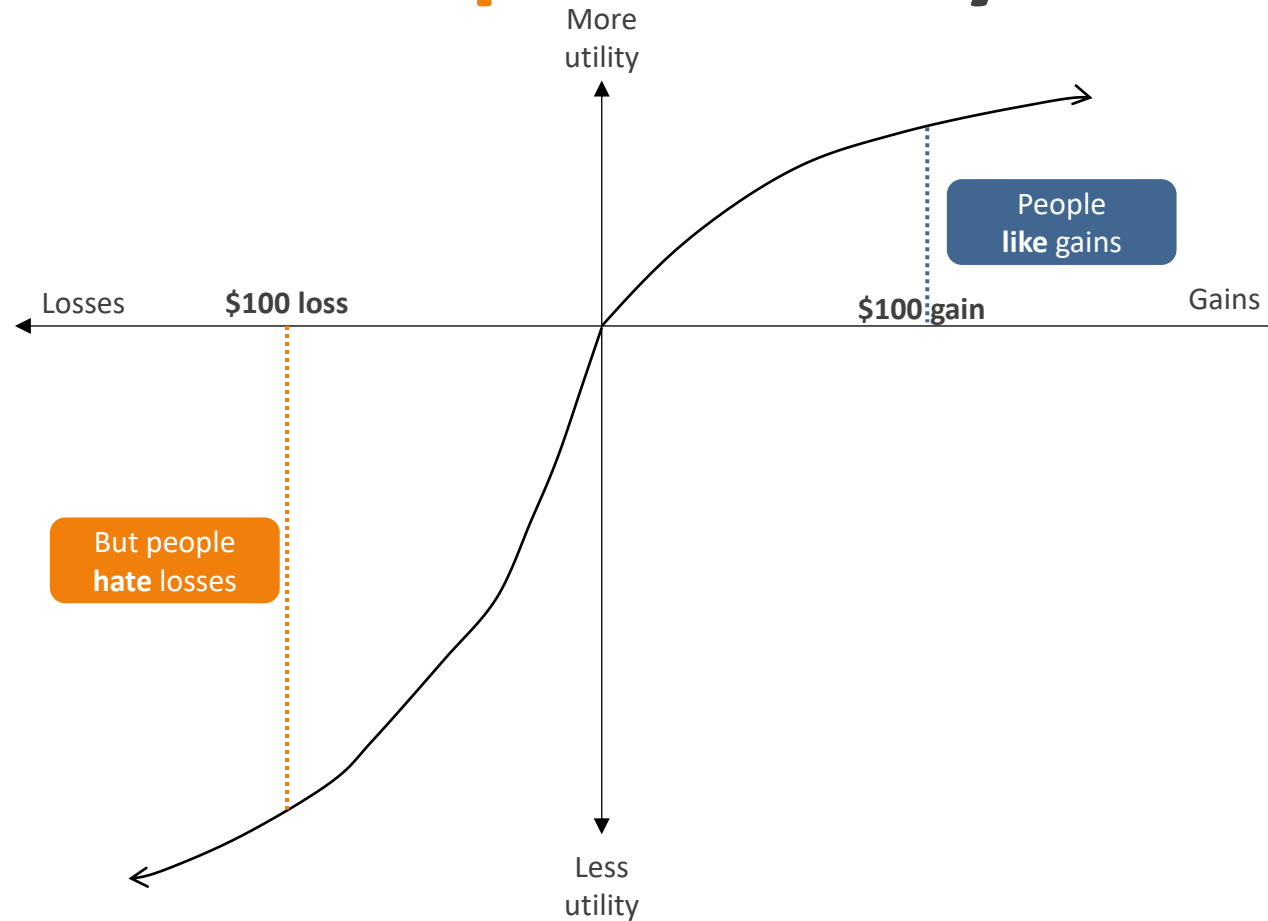
People Hate Losses More Than They Like Gains



Source: Misbehaving, Thaler

Loss Aversion

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



Source: Misbehaving, Thaler

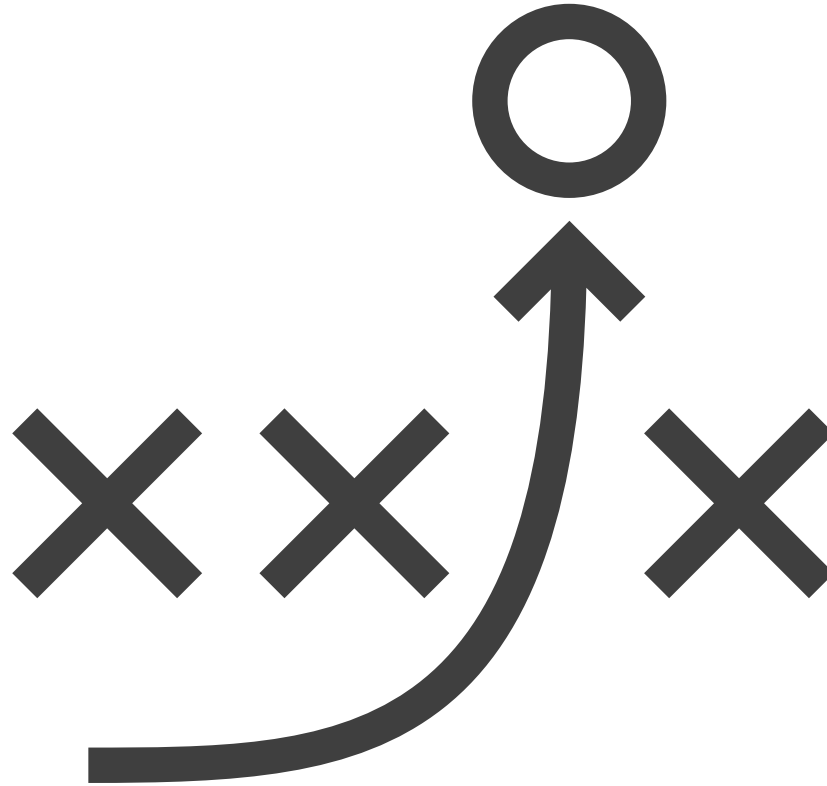
Vision Canvas

To catalyze a clear and shared vision

Context:

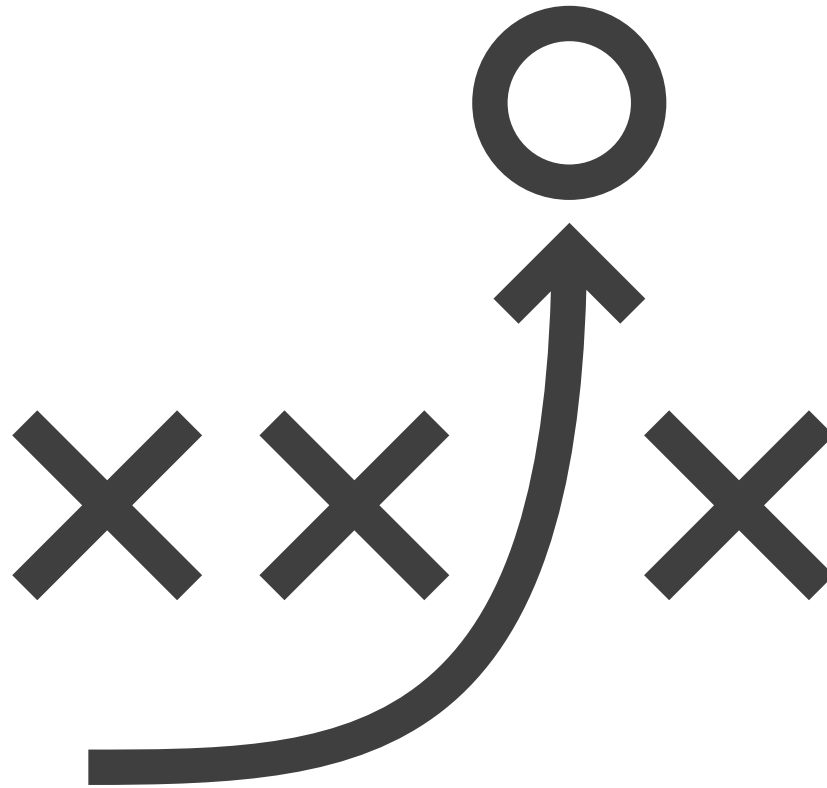
A - The Bitter Place	B - The Better Place
What's wrong with the world I want to change?	What's right with the world I want to defend?
Why is that important?	
Why does it matter?	Why does it matter?
How will people be affected?	
Who suffers, and how?	Who benefits, and how
The burning bridge: why does change have to happen, and happen now?	

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



Re-program the Computer

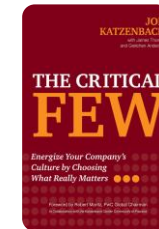
2. What's in the Computer? Diagnose the Culture: Harness Enabling Beliefs



Each Organization's Culture Already Contains the Components it Needs

You don't need to replace your old culture

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

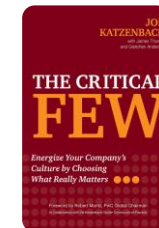


Jon R. Katzenbach

Managing Director, PwC US

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

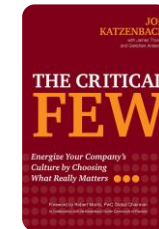
1. Ask people at all levels across the organization about **how they do their work every day**
2. **Find behaviors** that are already being performed today that represent the best of your company
3. Identify the **feelings** that are generated by these behaviors



Jon R. Katzenbach
Managing Director, PwC US

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

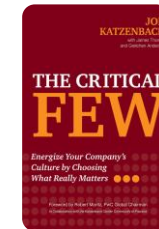
With those **feelings** that will provide
balanced motivation over time



Jon R. Katzenbach
Managing Director, PwC US

We Facilitated Discussions with Frontline Employees Framed by Two Questions

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

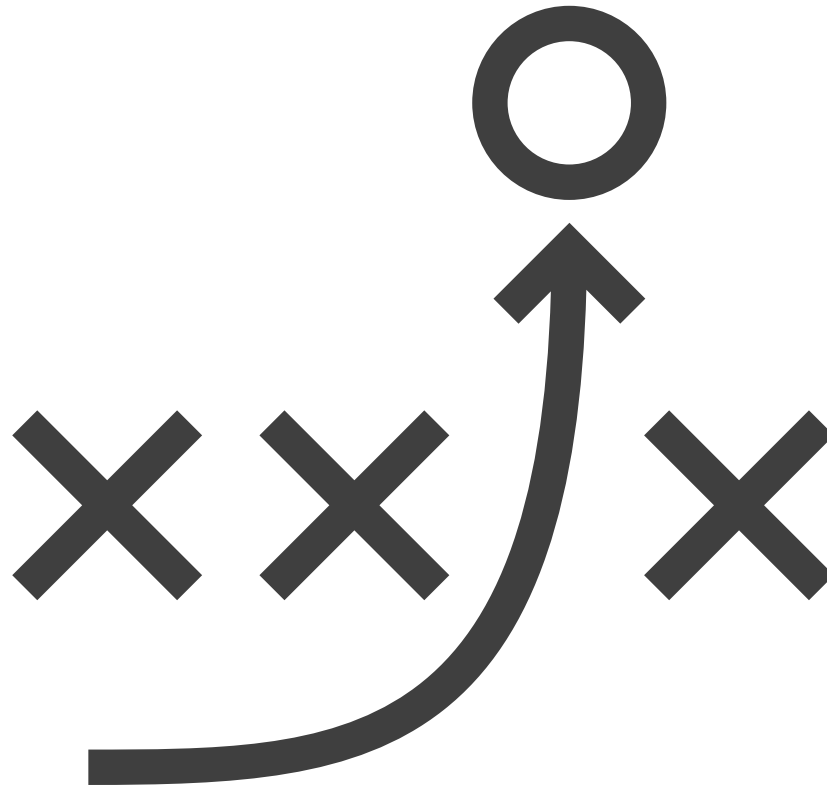


Jon R. Katzenbach

Managing Director, PwC US

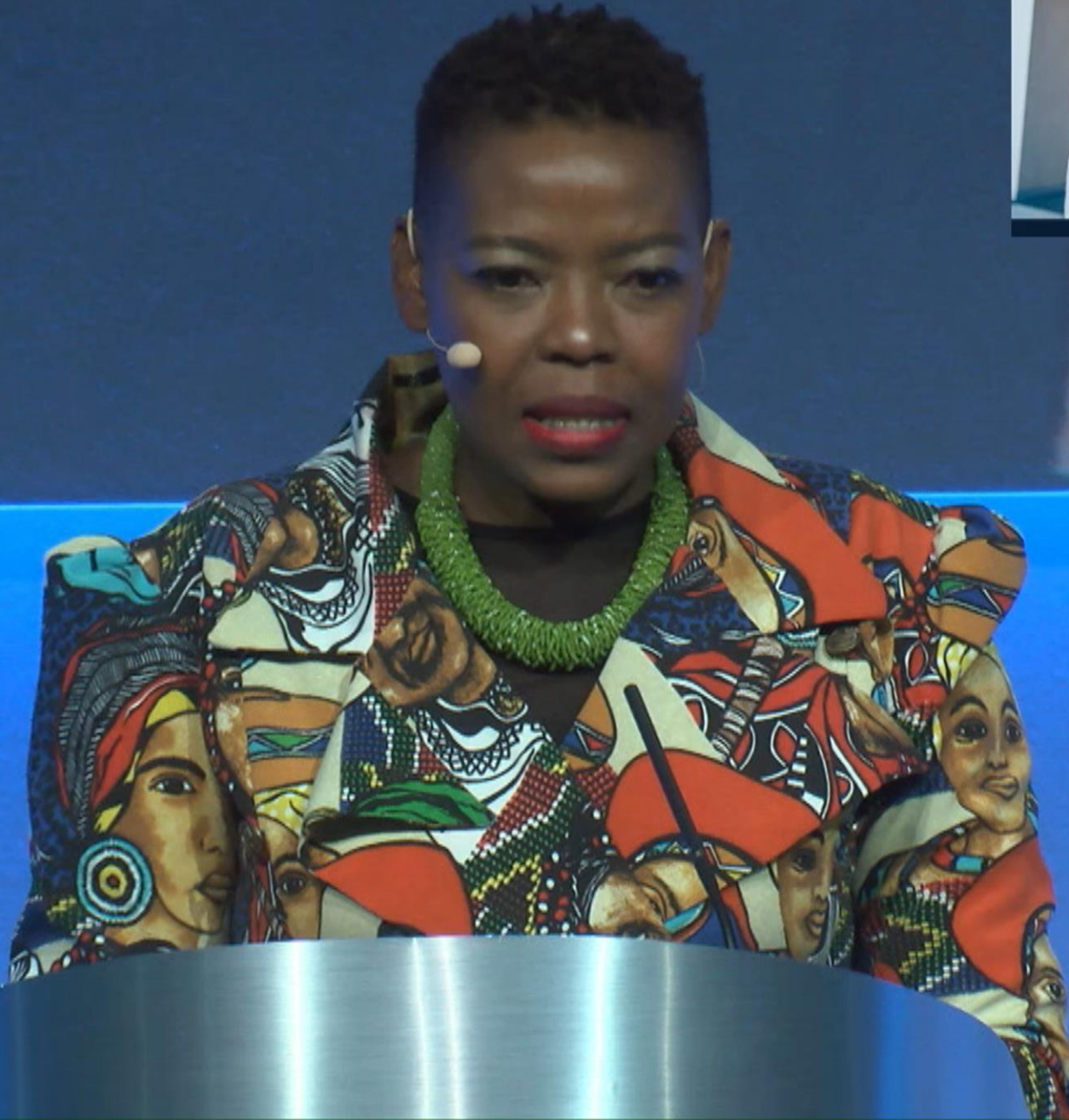
Re-program the Computer

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



Ayanda Seboni

Group Executive, PPS (South Africa)



What's In the Computer?



OLDMUTUAL

Limiting Belief

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



Ayanda Seboni

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

We Need to Do Things Differently

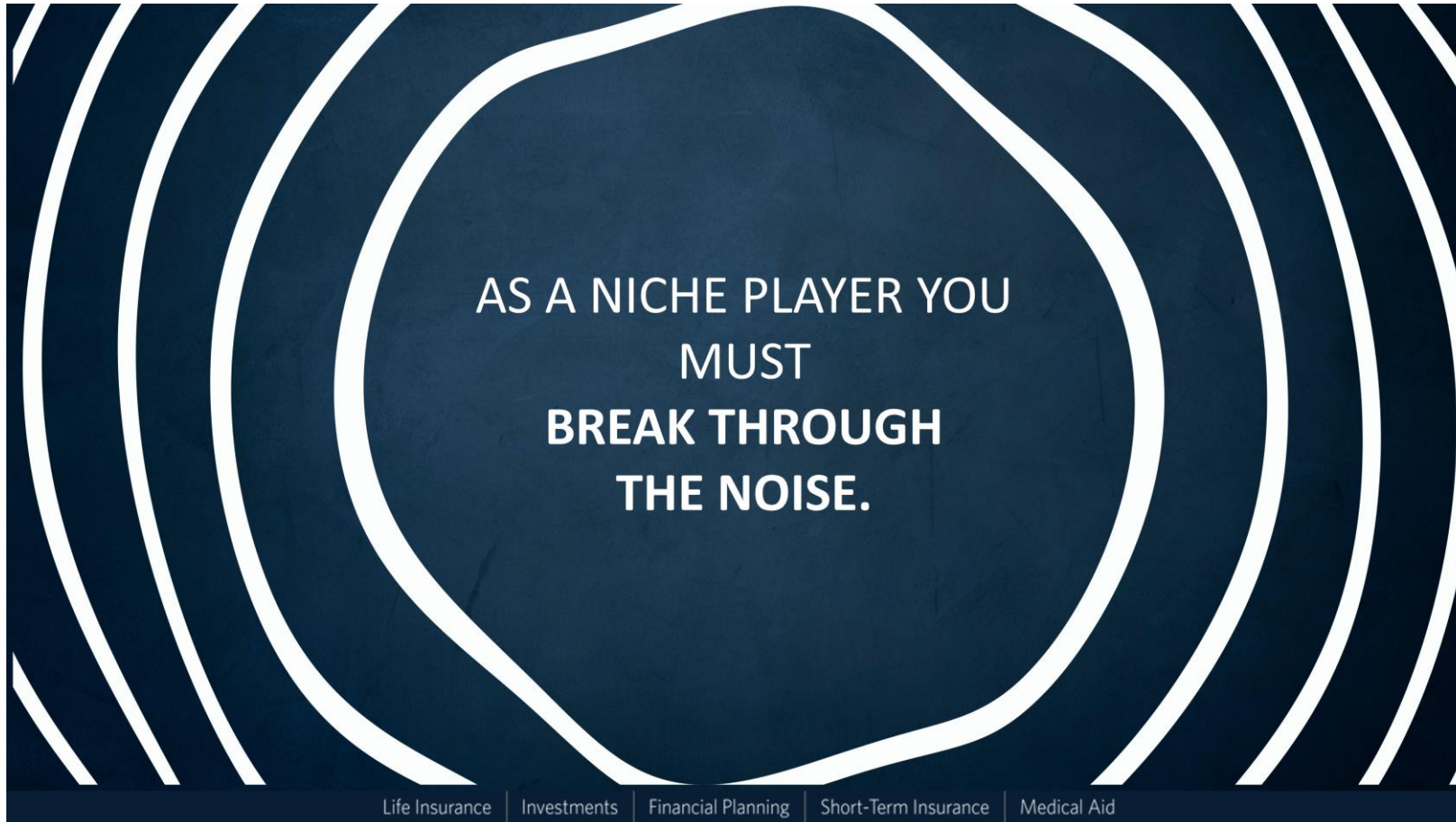
To **get the attention** of the people we are looking for



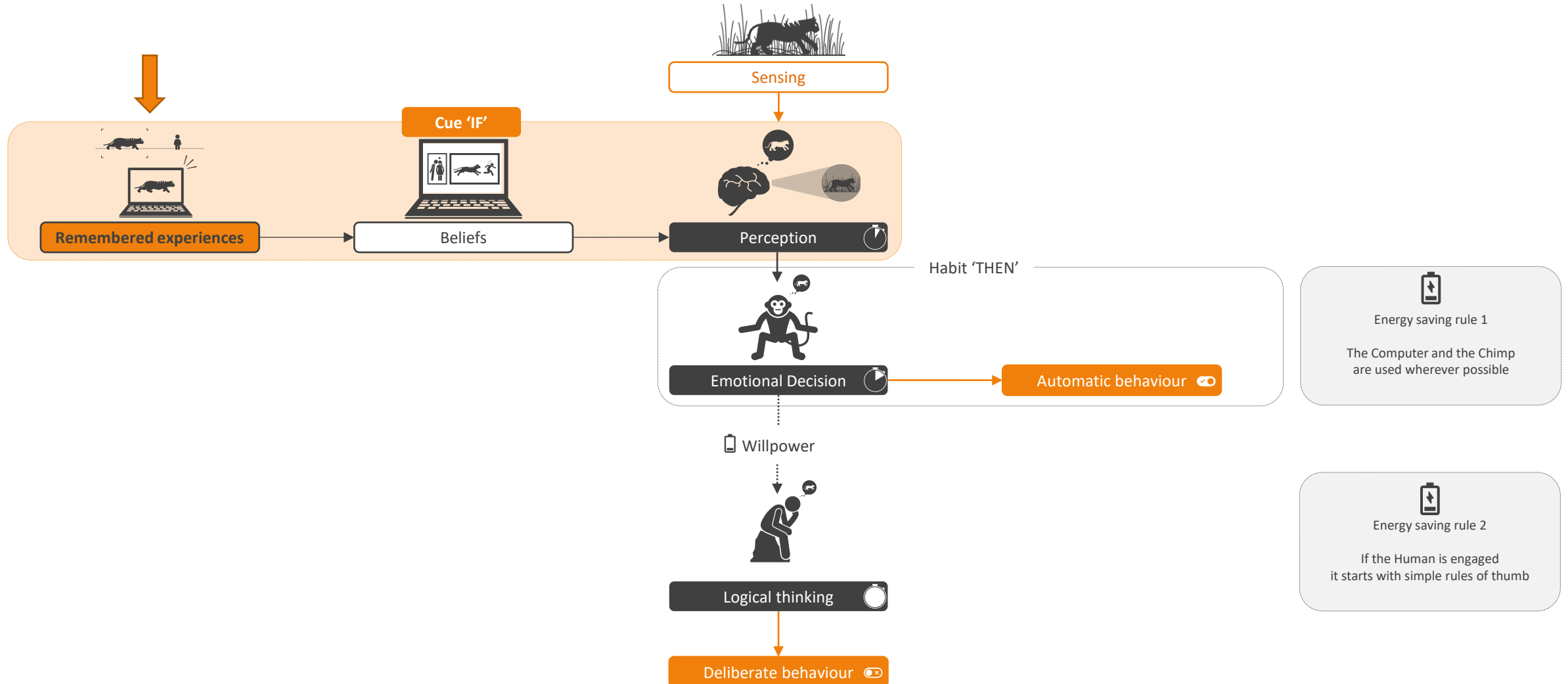
Ayanda Seboni

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

Re-Programme Limiting Beliefs



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



Conkers



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

“Health and Safety Gone Mad”



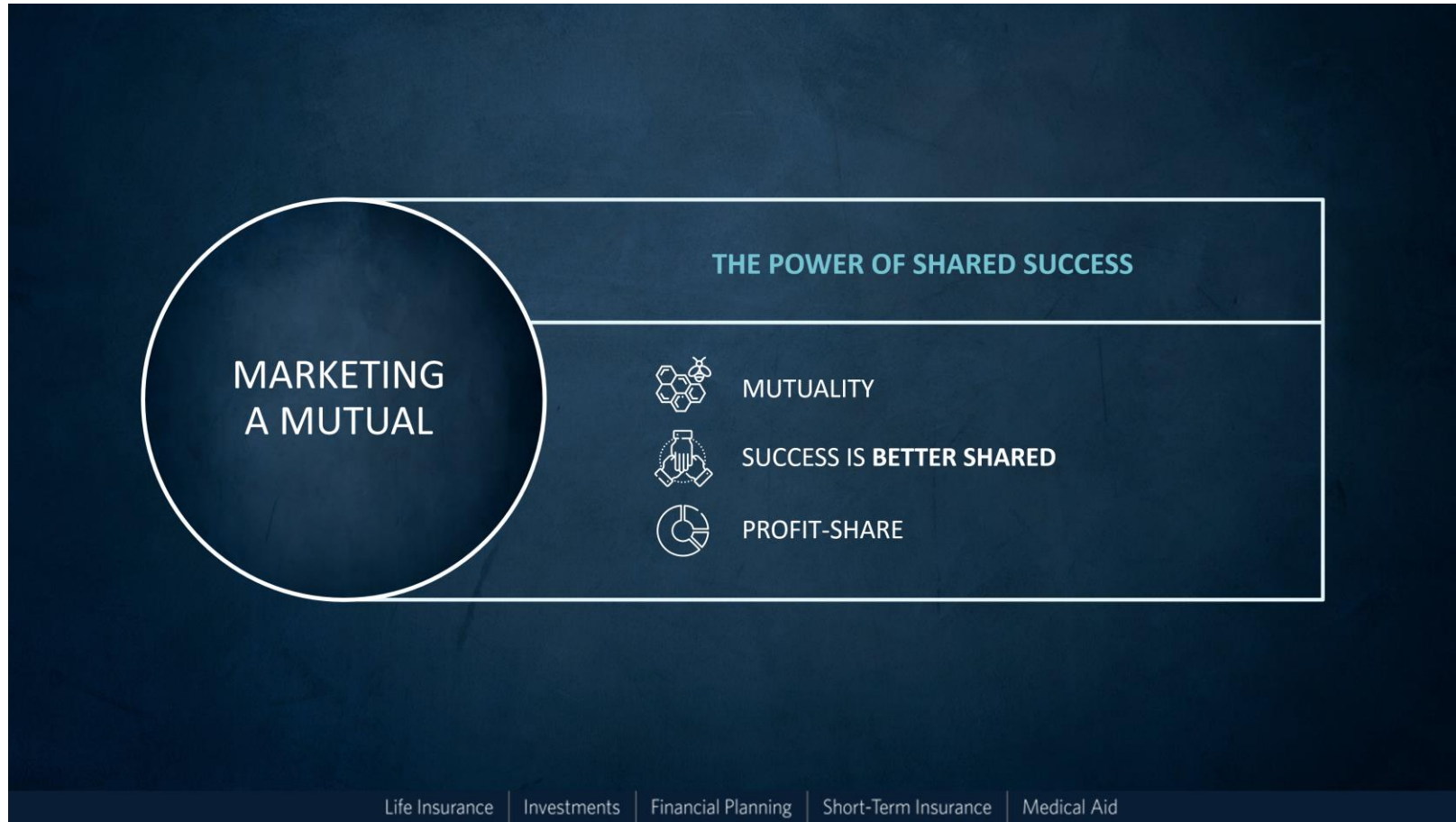
Source: <https://journeynorth.org/>

Re-Programme Limiting Beliefs Break Through the Noise



Source: The Guardian, 14th October 2013

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



Glenn Croasdale

Chief Client Officer, FMG (New Zealand)



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

CLIENT INTIMACY
(Relationship Management)



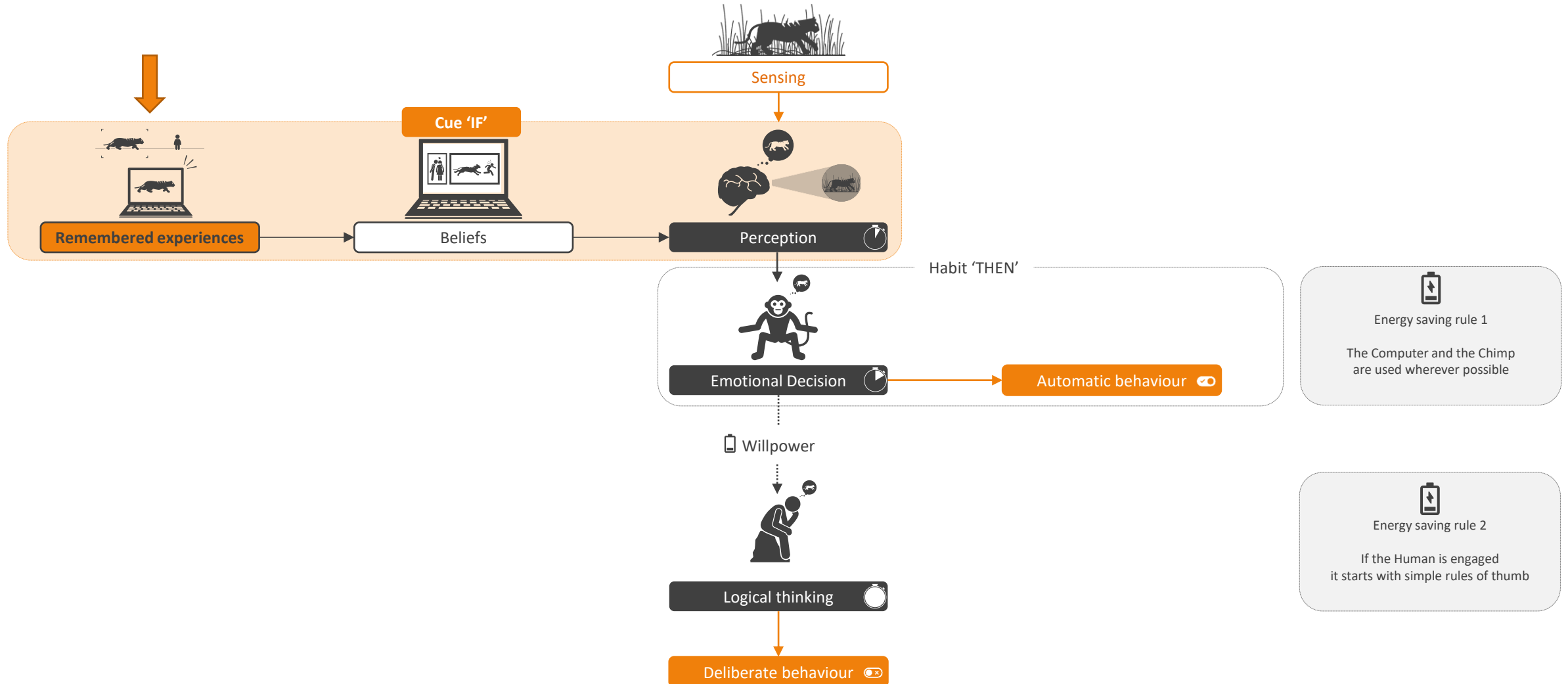
EFFICIENCY
(Scale & Price)



INNOVATION
(Products & Services)

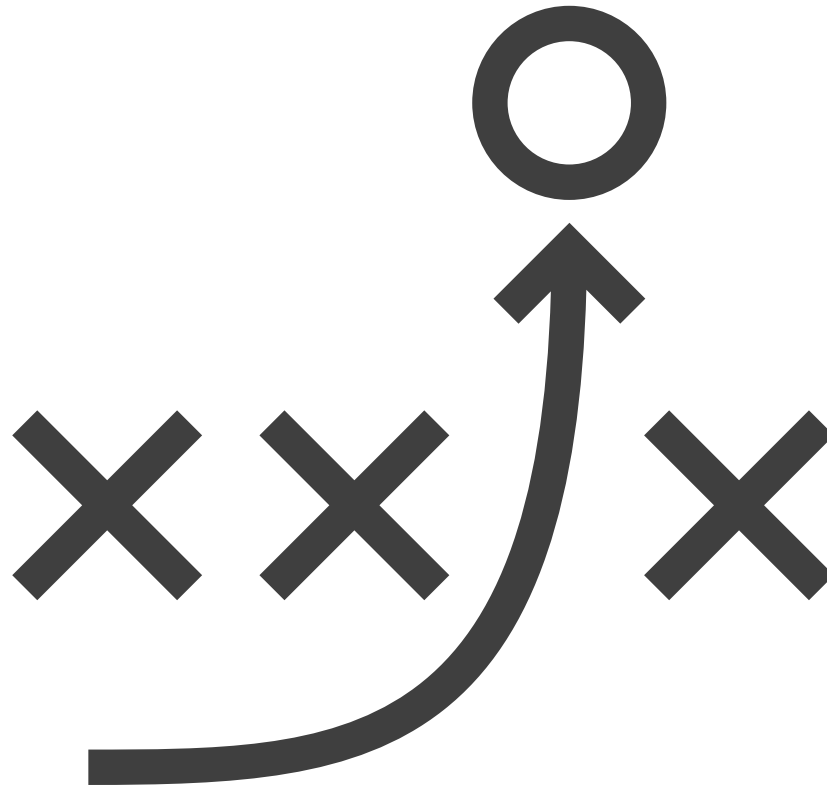
FMG
FARM MGMT GROUP

Our Advice Is What Makes Us Different as an Insurer



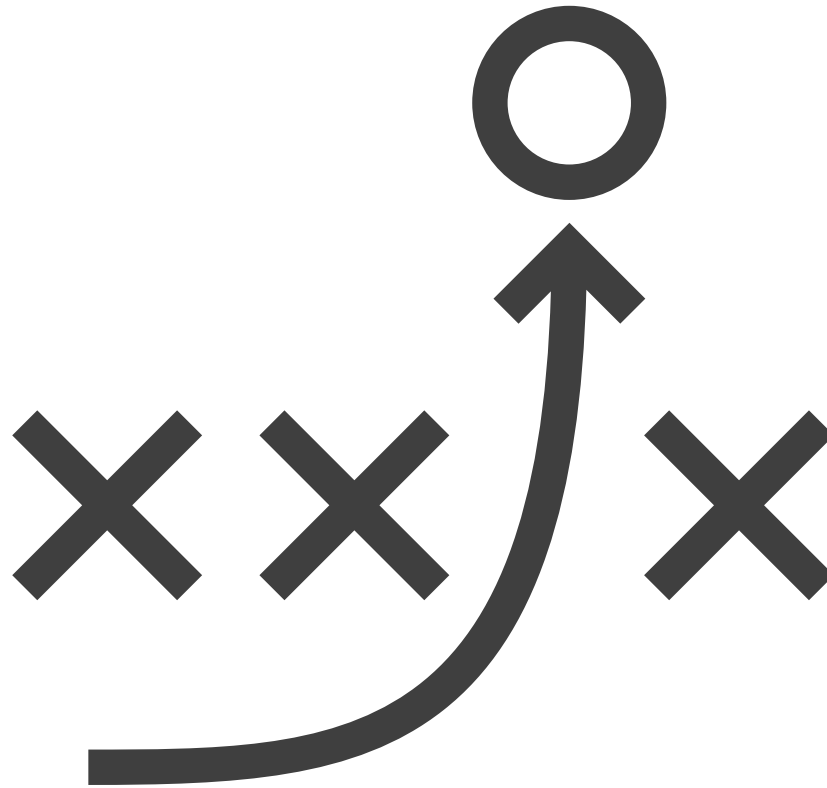
Re-program the Computer

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



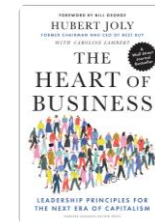
Re-program the Computer

3. What's In the Computer? Diagnose the Outcomes People Want “Where's the Smile?”



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

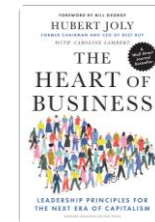
He didn't know much about
what **drove the people** around him



Hubert Joly
CEO, Best Buy

Without That Knowledge It Would be Hard

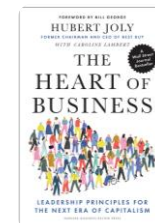
For him to **help** them **connect** their own
purposes with the organization's



Hubert Joly
CEO, Best Buy

Without That Knowledge It Would be Hard

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



Hubert Joly
CEO, Best Buy

Strategy Activation Is About Understanding the People in the System

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



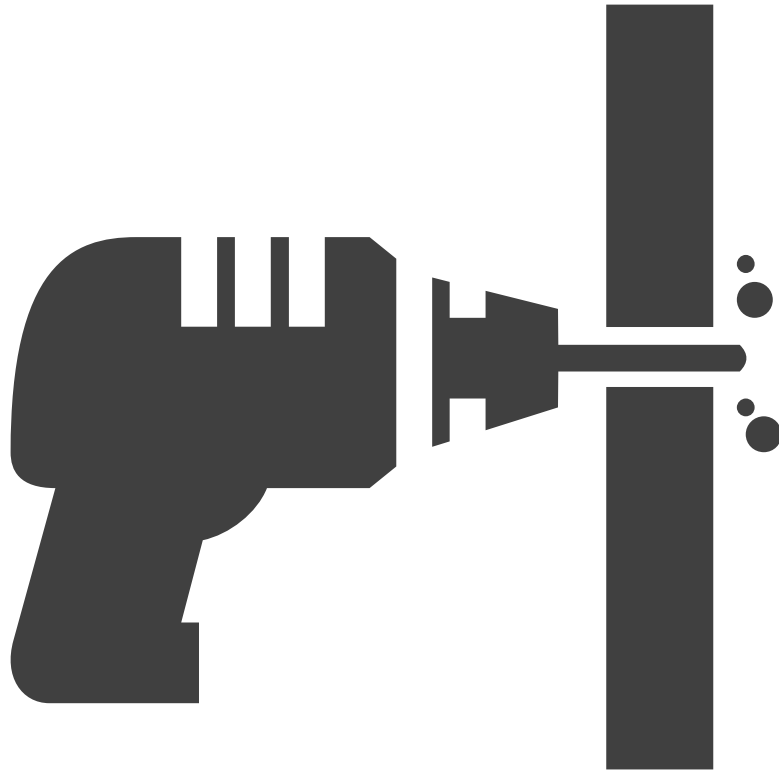
Aric Wood
CEO, XPLANE

Strategy Activation Is About Understanding the People in the System

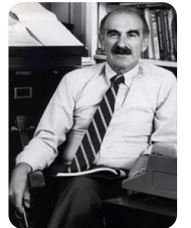
Their **wants, needs, and barriers** to change
And how to persuade them to **join**
your cause and **move forward**
together



People Don't Want A Quarter Inch Drill



They Want A Quarter Inch Hole

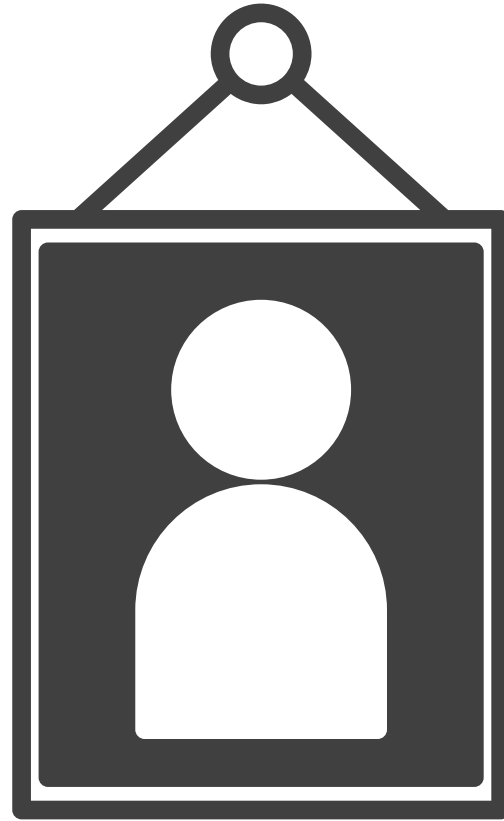


Theodore Levitt
Marketing Myopia, HBR, 1960

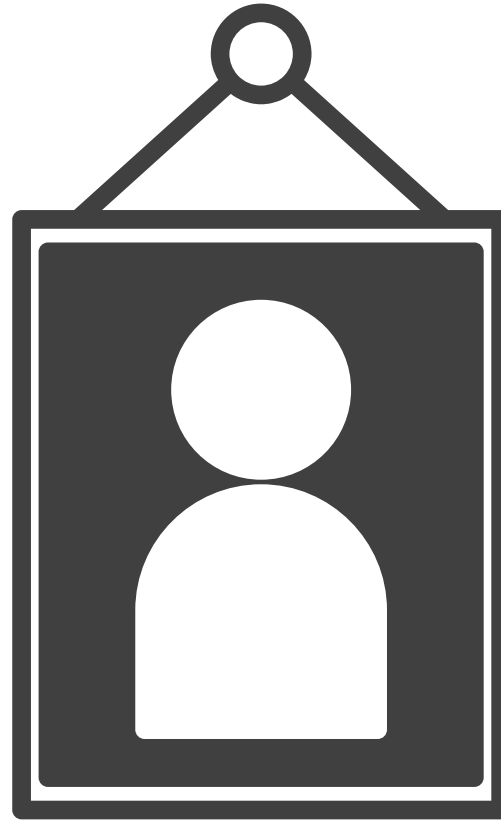
**They Don't Merely
Want A Quarter Inch Hole**



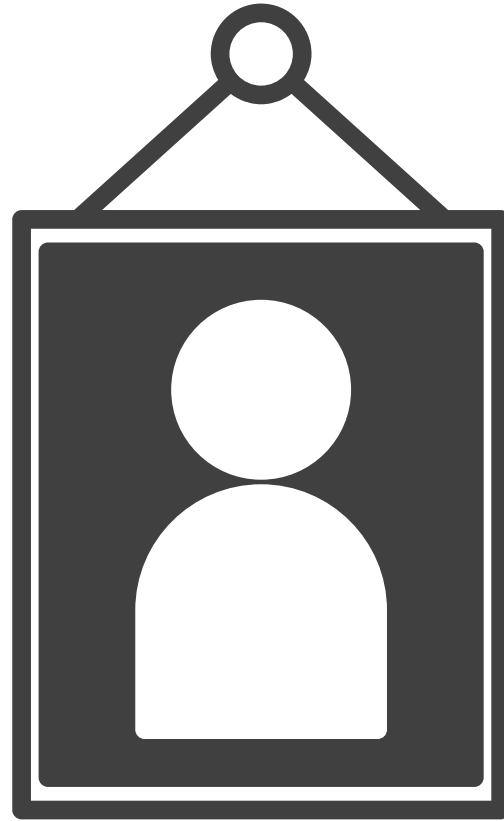
They Want To Hang A Picture On The Wall



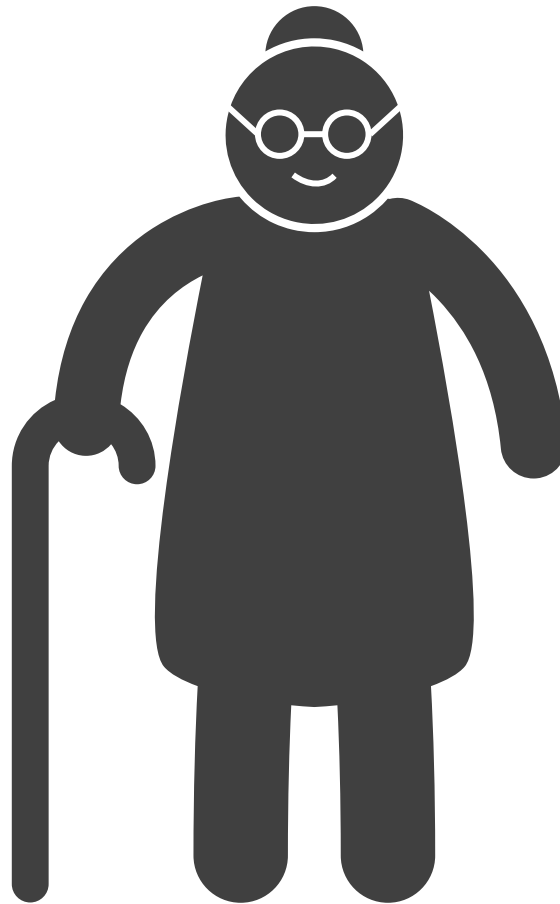
They Don't Merely Want To Hang A Picture On The Wall



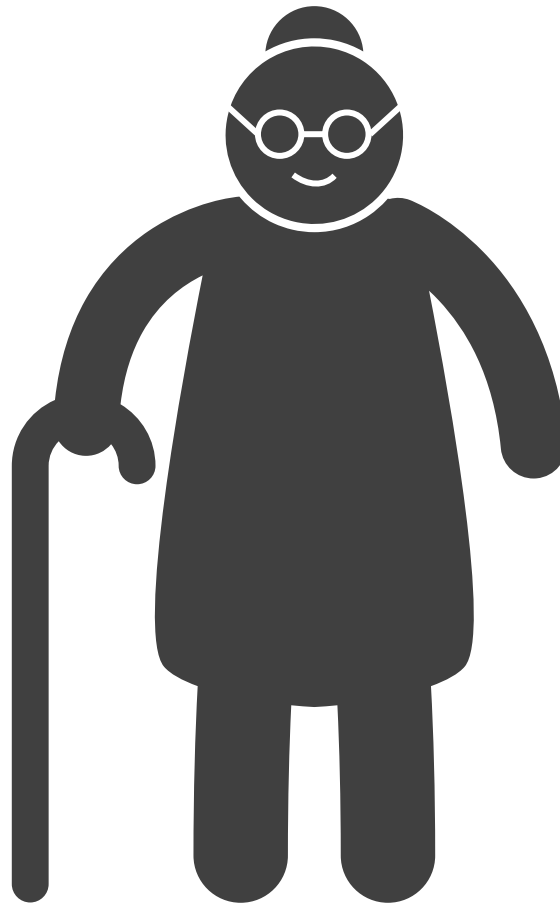
What Outcomes Do People Really Want?



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



Key Question: Where's The Smile?



For Leaders To Lead With Purpose

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

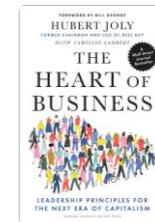


Leaders must make it easy to **connect**
shared purpose to their tasks



What Drives You?

What gives you **energy**?

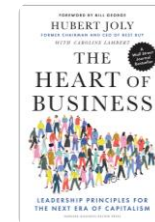


Hubert Joly
CEO, Best Buy

Connecting Dreams

What are your **dreams**?

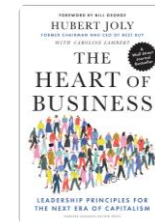
Let's **make them happen**



Hubert Joly
CEO, Best Buy

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

What are your **dreams**?
Let's **make them happen**



Hubert Joly
CEO, Best Buy

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

Be **curious**



“Ted Lasso”
Apple+

Source: Apple+

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

Be **curious** not judgemental

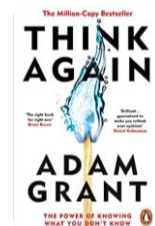


“Ted Lasso”
Apple+

Source: Apple+

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

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



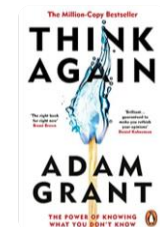
Adam Grant

Professor of psychology, Wharton

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

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

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

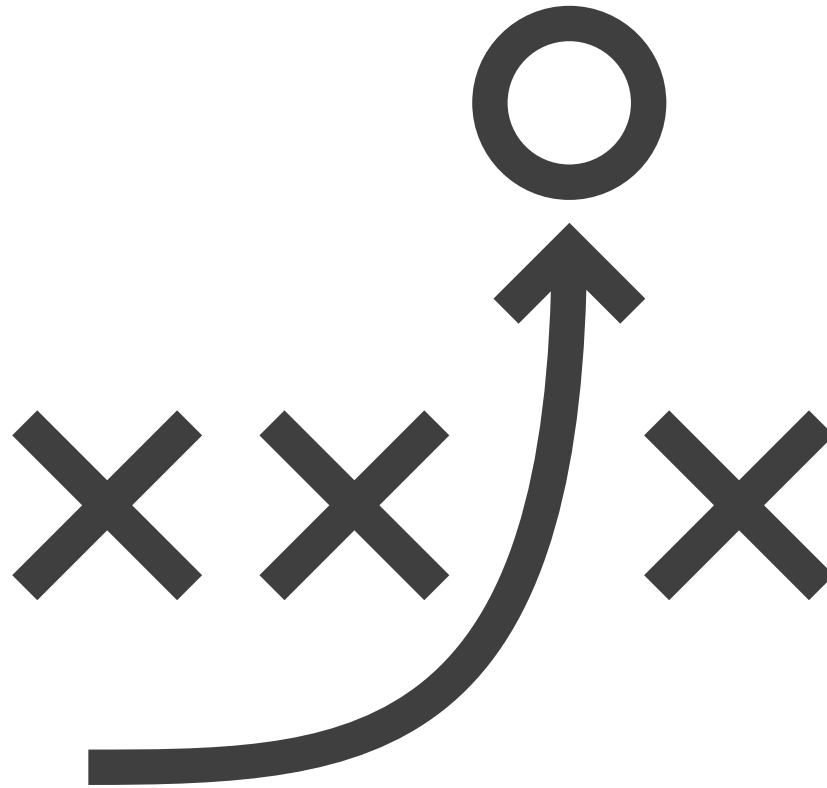


Adam Grant

Professor of psychology, Wharton

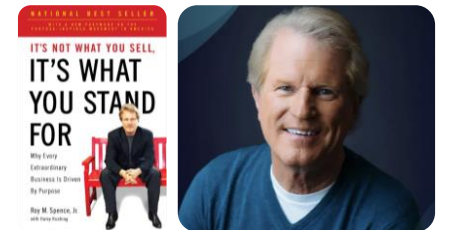
Re-program the Computer

4. Use the Higher Purpose To Make Choices Clear



Purpose Doesn't Make Decisions Easy

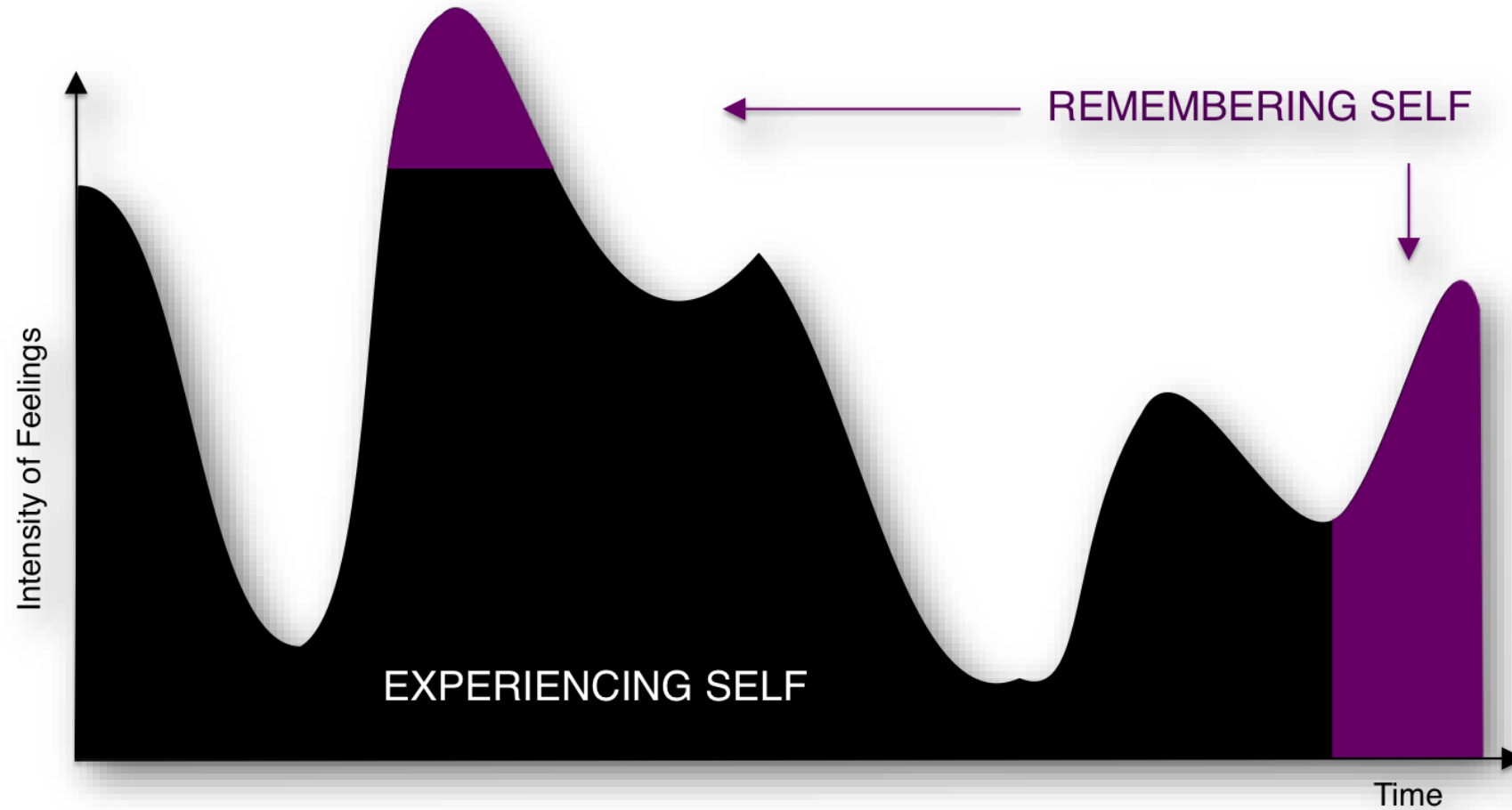
It makes them **clear**



Roy Spence

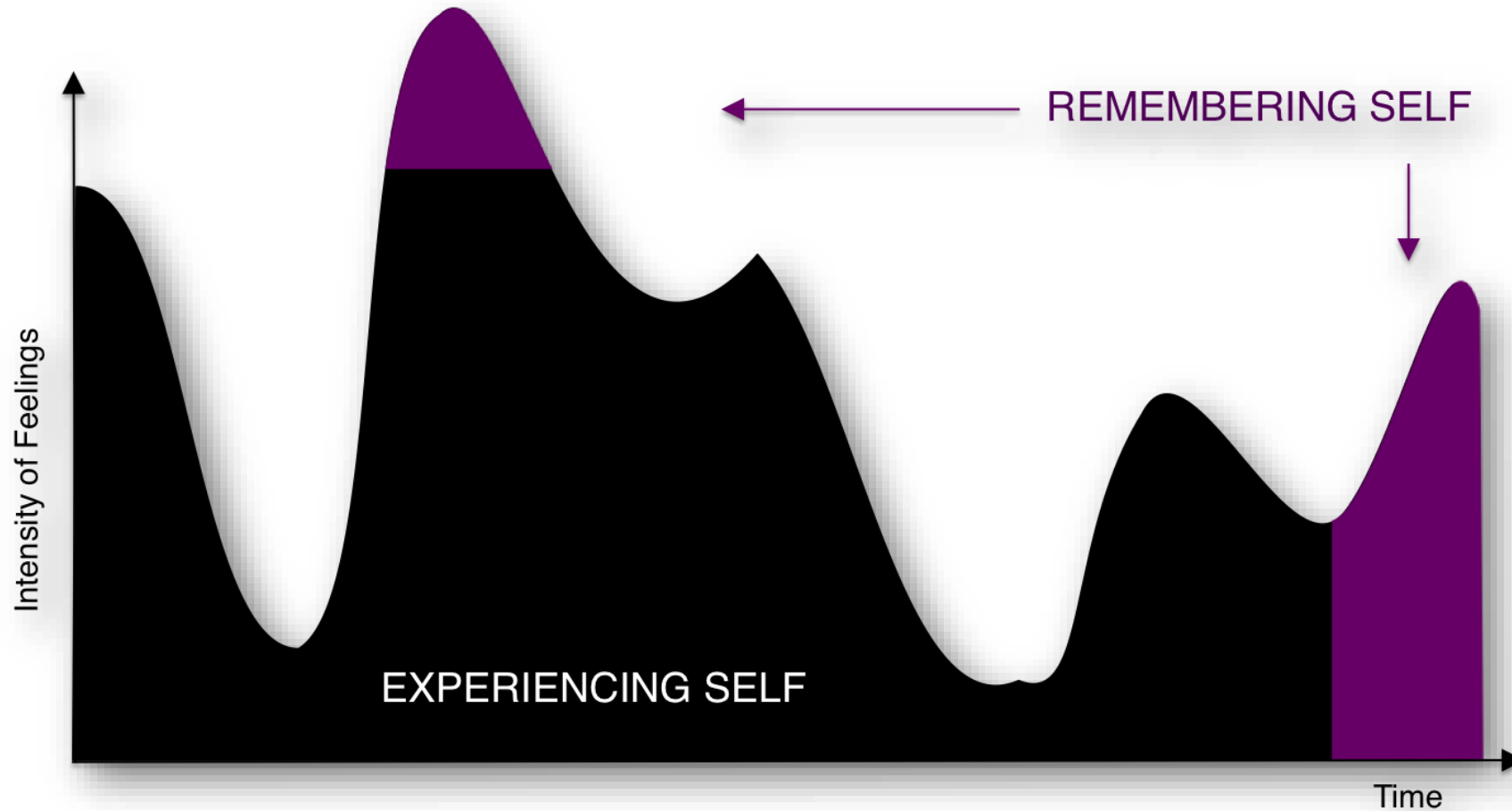
Founder, The Purpose Institute

The Remembering Self is the Story Teller

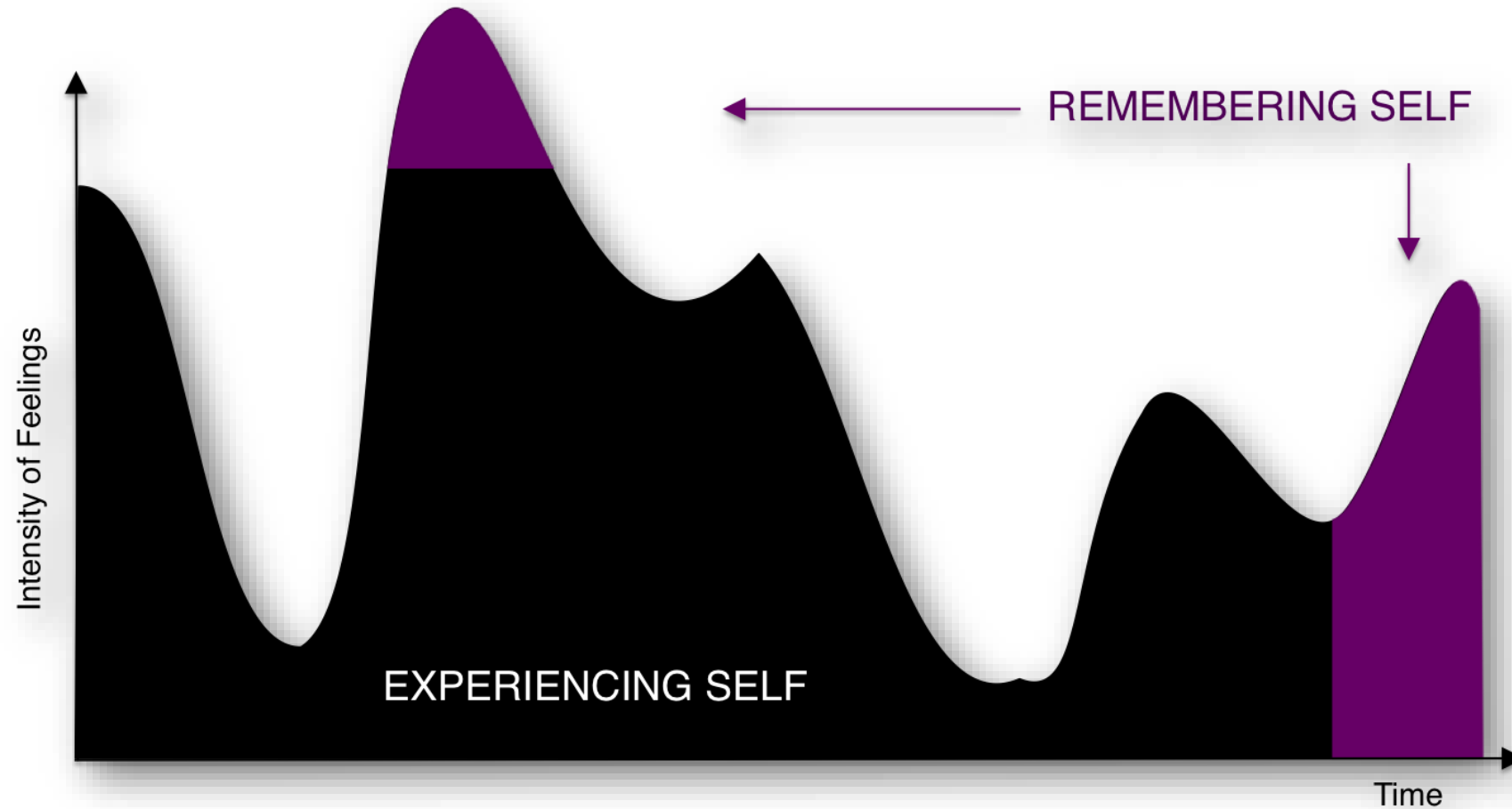


The Remembering Self is the Story Teller

Look For Things to Say **No** To... **Memorably**



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

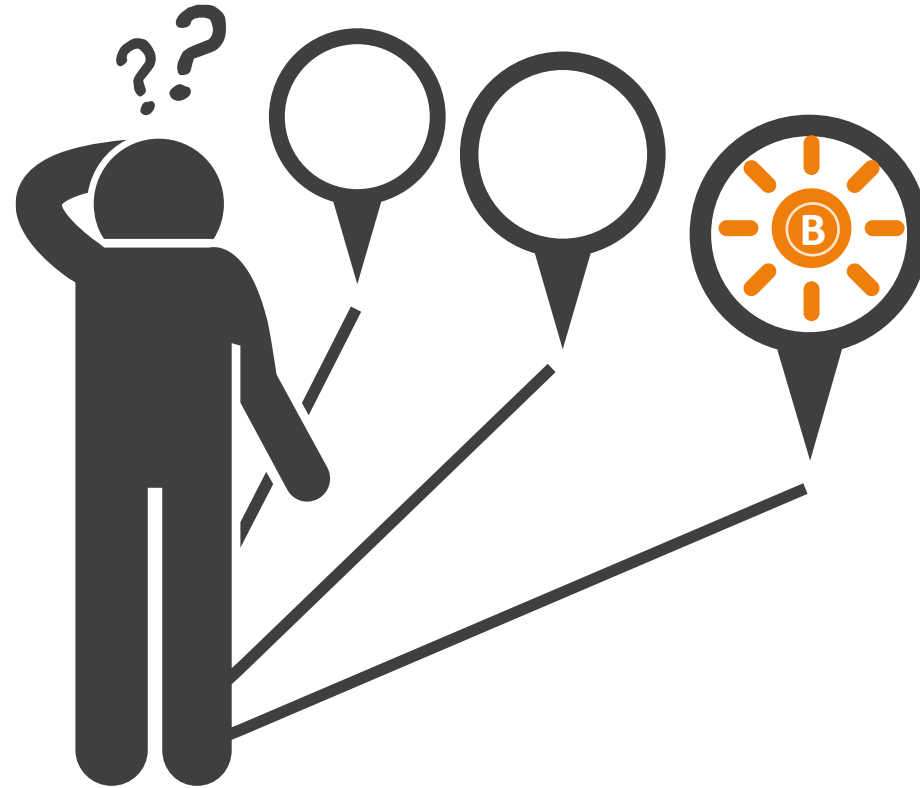


Barry O'Dwyer

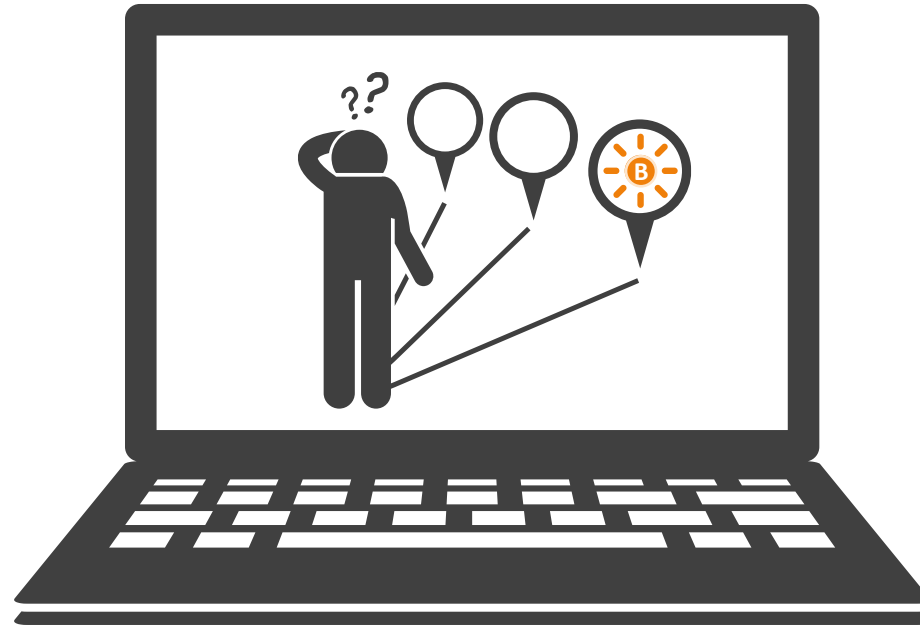
Group CEO, Royal London (UK)



Use the Higher Purpose To Make Choices Clear

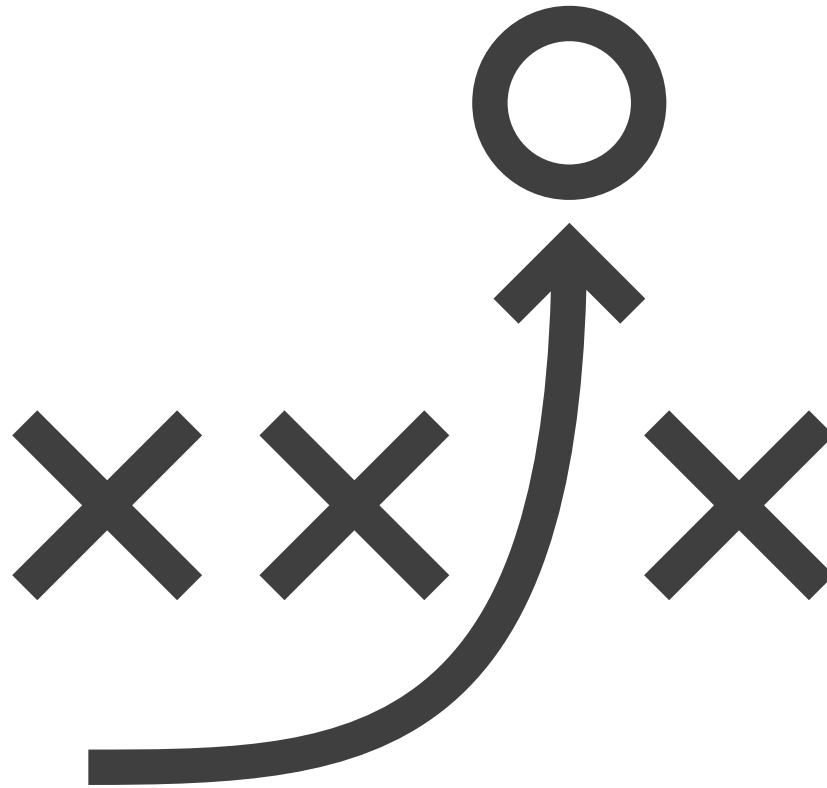


Re-Programme Mental Computers By Using the Higher Purpose To Make Choices Clear




Re-program the Computer

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



For Leaders to Activate the Strategy of Purpose-Driven Organisations



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


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

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

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

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

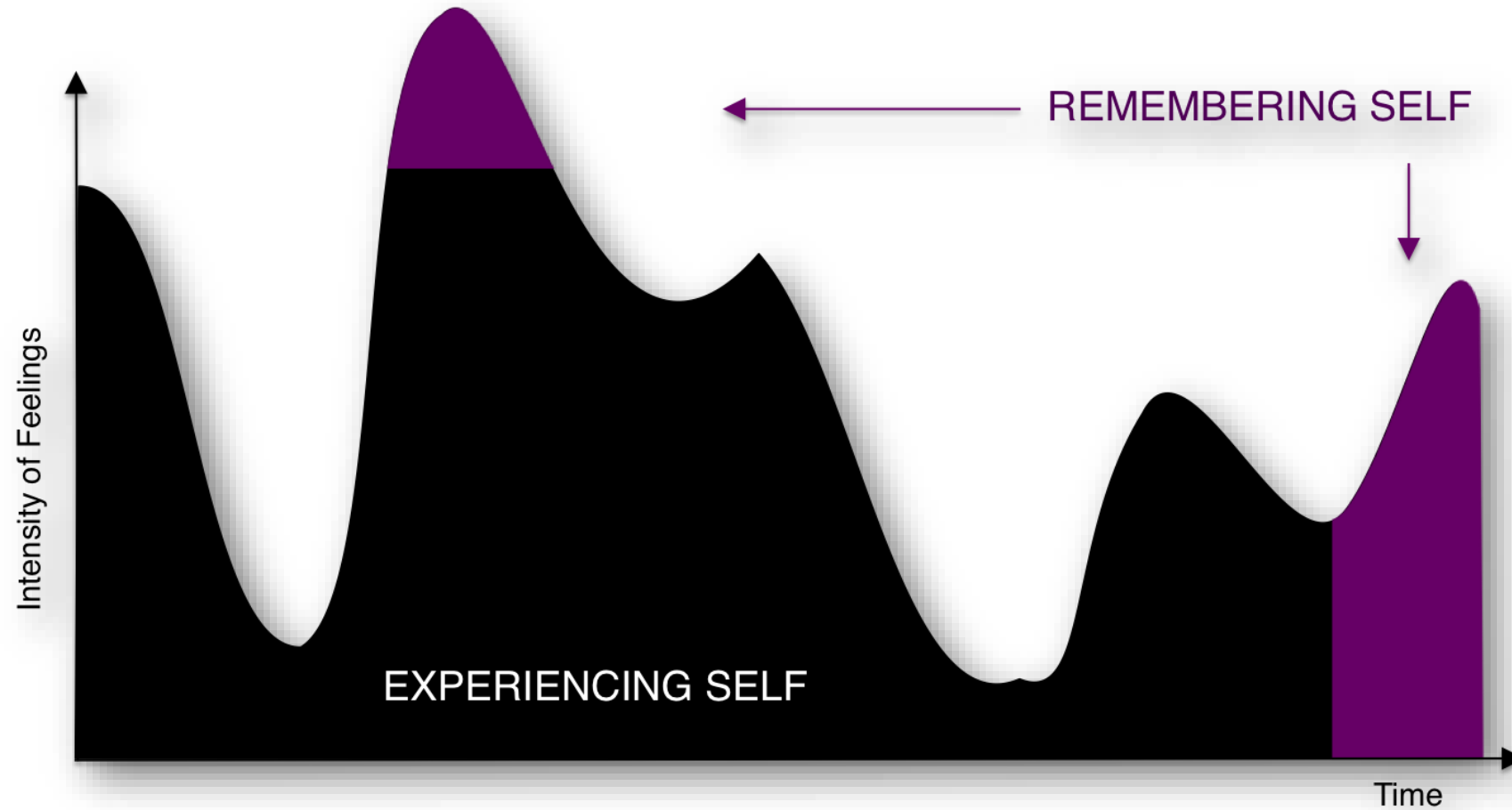
By providing the
capability and
opportunity each person
requires to act



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

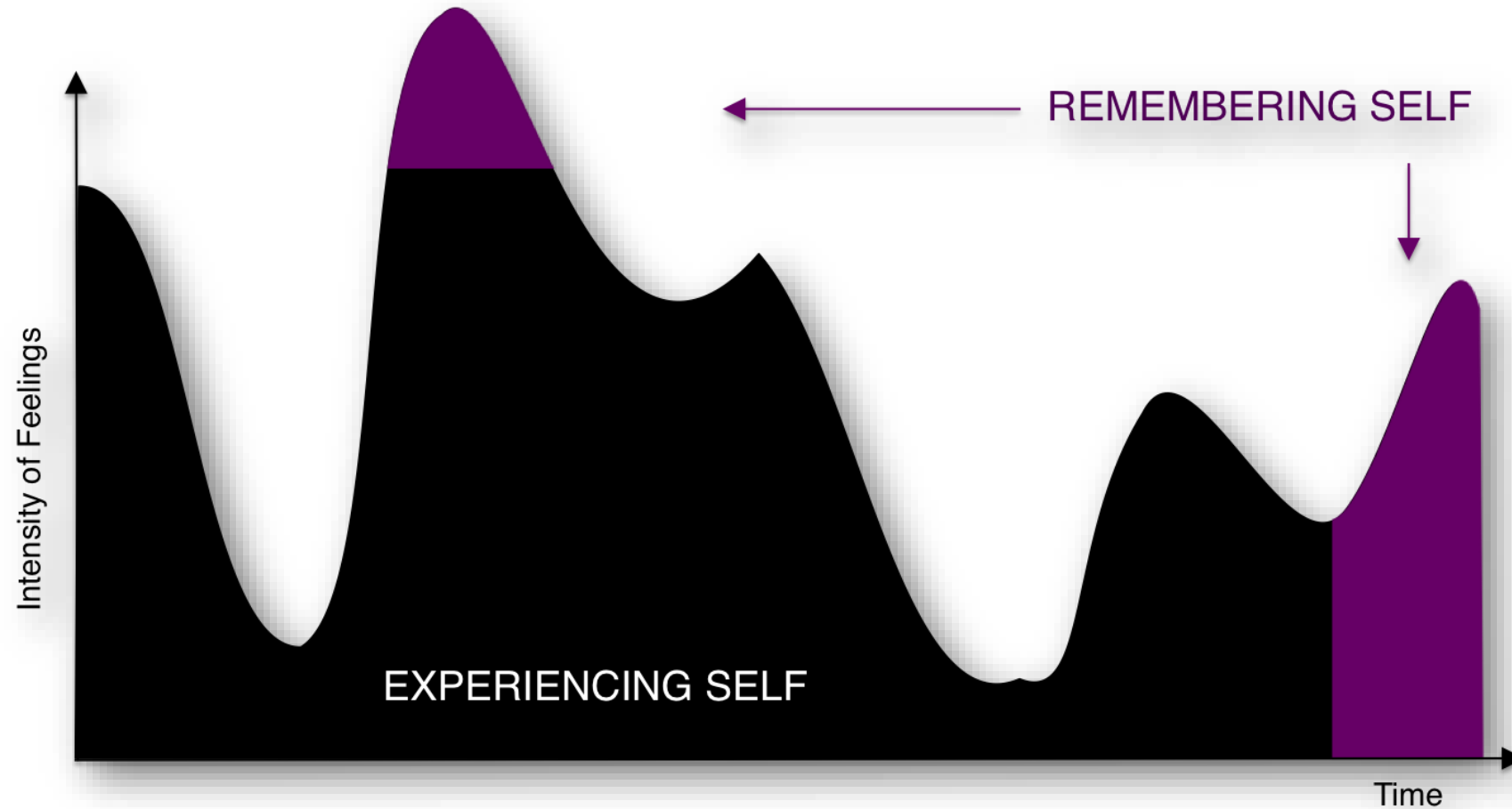


The Remembering Self is the Story Teller



The Remembering Self is the Story Teller

Link Great Outcomes to Specific Historic Actions



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

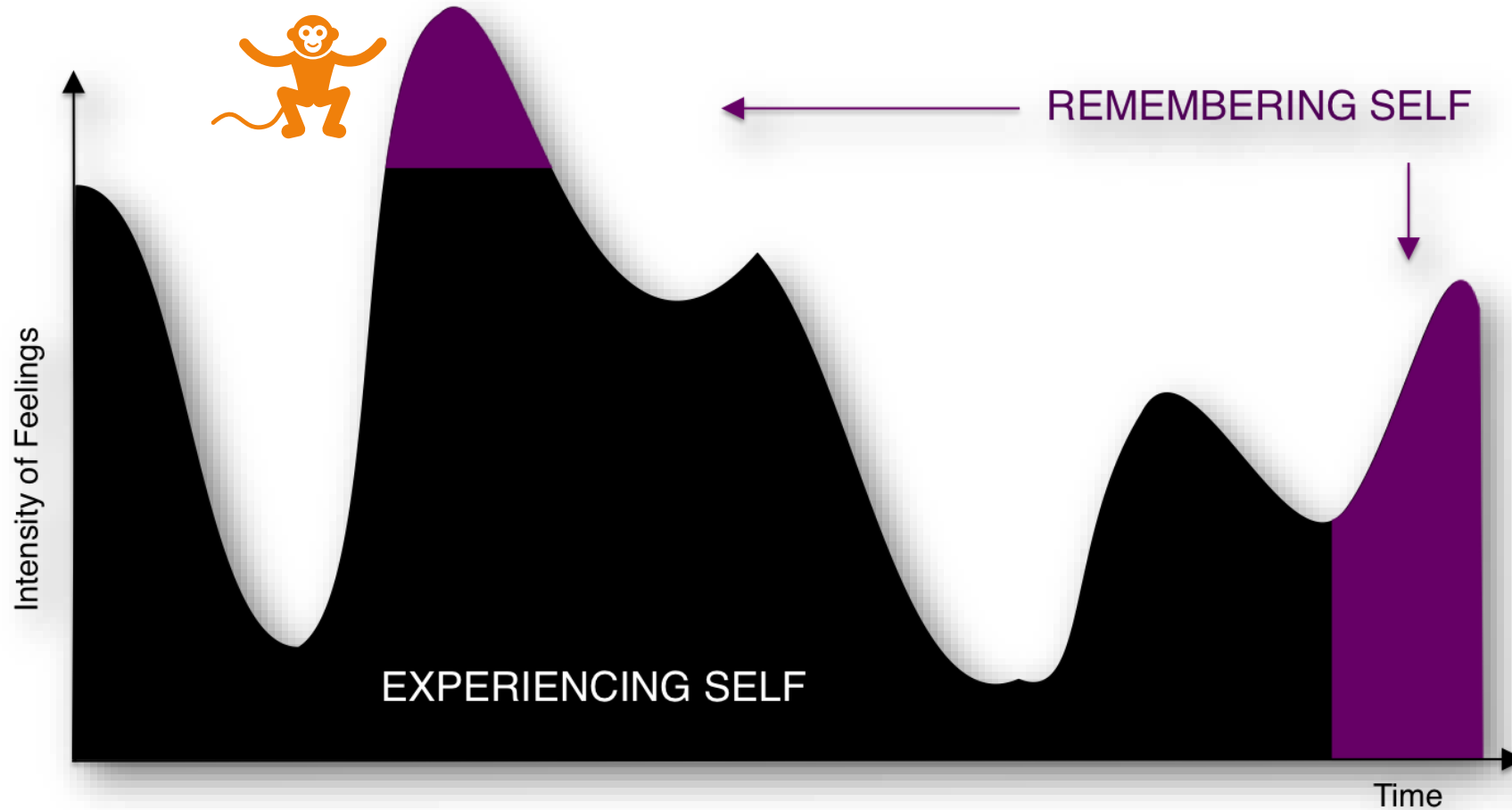


Use **As Measured By** to Clearly Link
Action To Driving Impact and Purpose

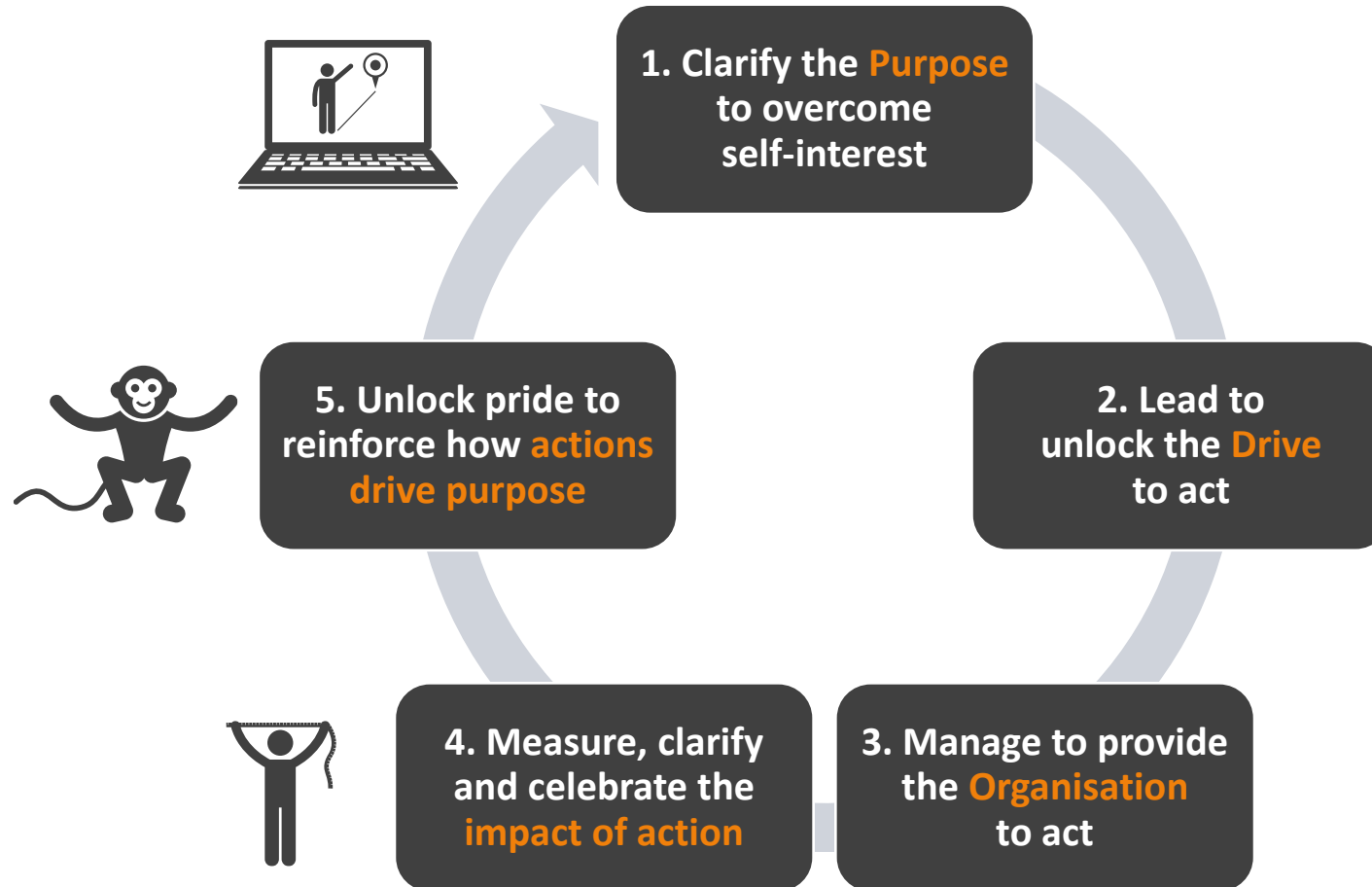


The Remembering Self is the Story Teller

Celebrate Progress and Achievement



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



1. Common Computer Entries (Part 1)

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

1. Common Computer Entries (Part 2)

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

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

For example, what beliefs does the “Hero” hold regarding the importance and urgency of the behaviour, about how to perform it?

Useful prompts include: who, how, what, where, when and why.

2. Common Chimp Drives

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

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

3. Common Human Enablers

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



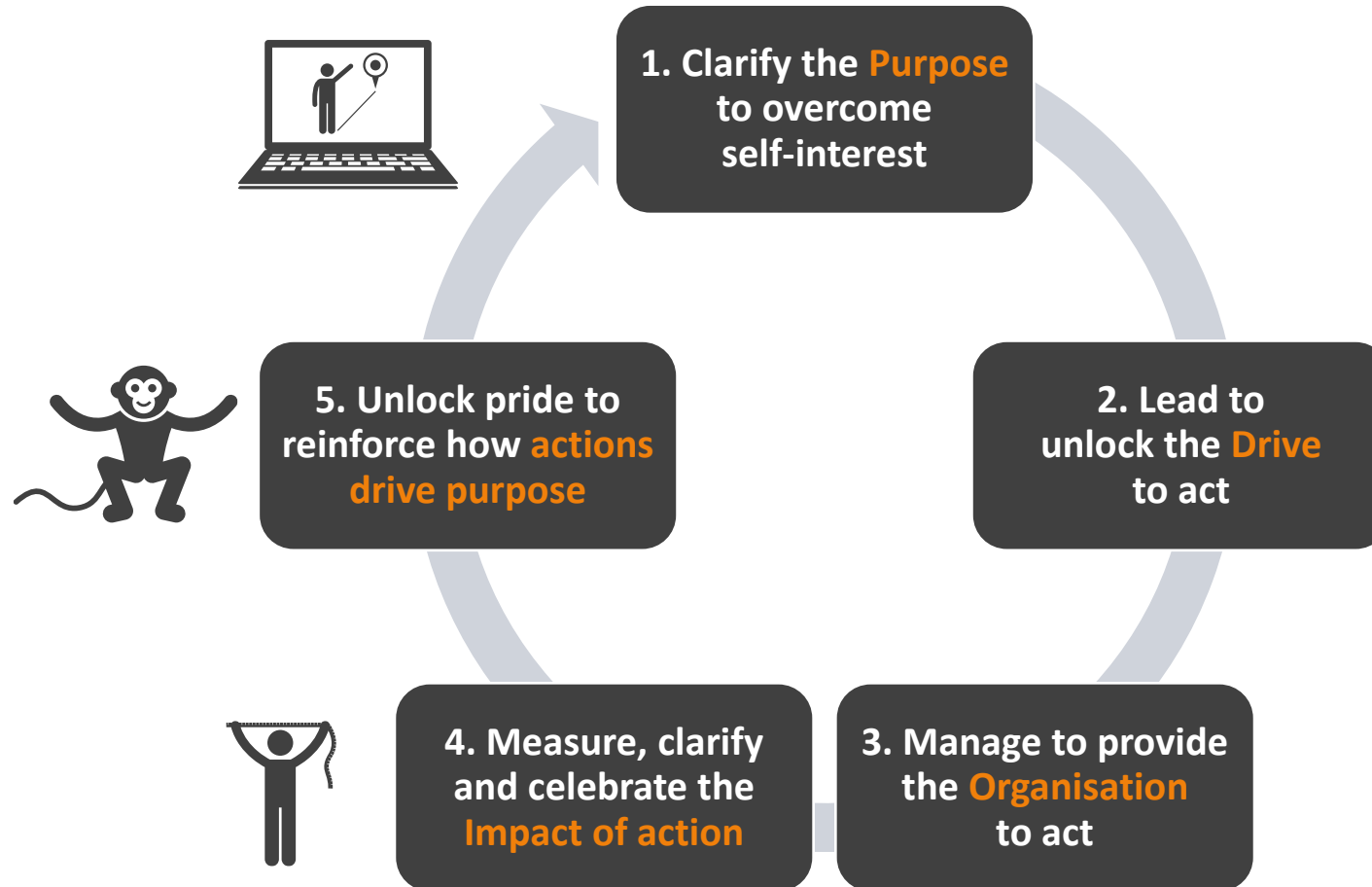
Your Return On Investment



From	Play	To
Limiting Beliefs	<p>Re-Program the Computer to make it easy to act</p> <ol style="list-style-type: none">1. Clarify your vision: maximize the contrast between the better and bitter places2. Diagnose the culture: harness enabling beliefs, but re-programme limiting beliefs3. Diagnose the outcomes people want: Ask where's the smile?4. Use the higher purpose to make choices clear5. Close the circle to emotionally reinforce how actions drive impact and purpose	Enabling Beliefs

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

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



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

Serves as a **buffer** against stress

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



Adam Grant

Professor of psychology, Wharton

Lunch

Thursday afternoon groups

Group 1
Amie Grace Sabornido
Jana Vanderlinden
Jens Smids
Kenneth Wolstrup
Sven Bähies

Group 2
Andreas Gärtner
Cindy Nestman
Justin Pursaga
Richard Hyman
Ryan Dale Maquidato

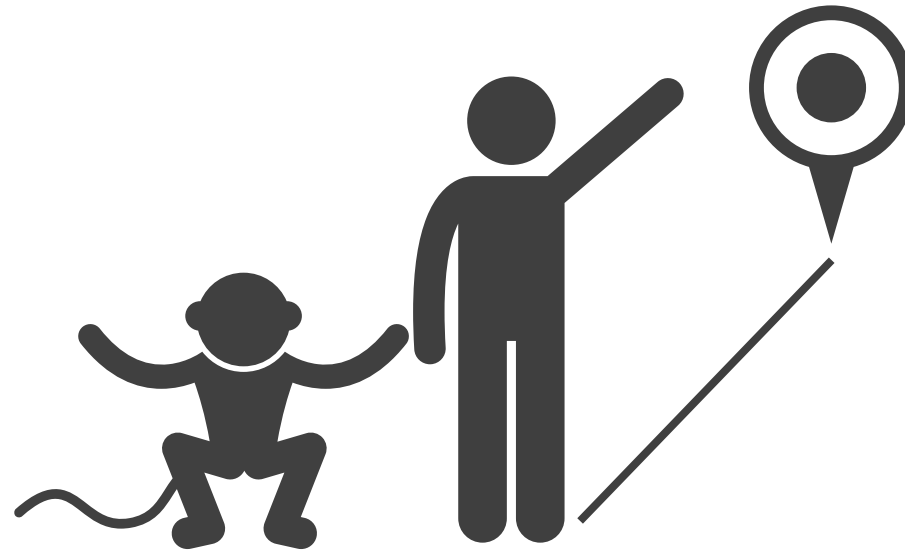
Group 3
Anne Rice
Franziska Rummel
Helle Sand
Pim Robyn

Next session starting at

13:15

ICMIF Advanced Management Course 2024

Activating Strategy part 2: Plays to Lead the Chimp



Session 4 (of 6)

Next break: **14:05**

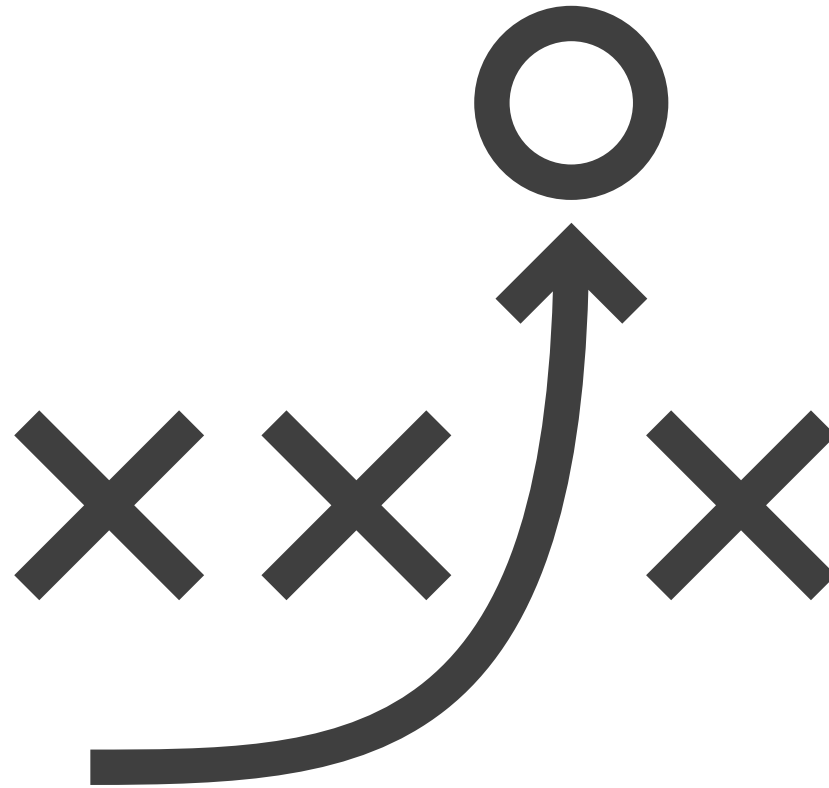
Fifteen Sample Plays To Activate Strategy

2. Lead the Chimp

From	Play	To
Won't	<p>Lead the Chimp to provide the motivation to act</p> <ul style="list-style-type: none">6. Be the trusted wizard not the hero to connect people to their purpose7. Deliver unbroken line of sight for the Chimp (and the Human)8. Frame situation to make it easier for Chimps to act in a complex world9. Harness existing emotions as sources of energy10. Inspire emotional commitment not rational compliance	Will

Re-Program the Computer & Lead the Chimp

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



Leading as the Hero



Objective: change

Hero: **you**, the leader

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

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

You Are Not the Hero In The Stories People Tell Themselves



People Are Their Own Heroes In The Stories They Tell Themselves



Leading as the Wizard



Hero: **your colleague**

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

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

*“What’s your real problem here?
How might we find a solution?”*

Hero Empathy Canvas

To connect people to their purpose

Who should do what differently (“the hero”):

Diagnose the hero’s perception of their problem		
1. Current outcomes	3. What’s holding them back?	2. Desired outcomes <small>What’s their job to be done? <u>Where’s the “smile”?</u></small>
What is our common enemy?		

People Are Ready to Do Their Very Best

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

The **company**

The **customers**

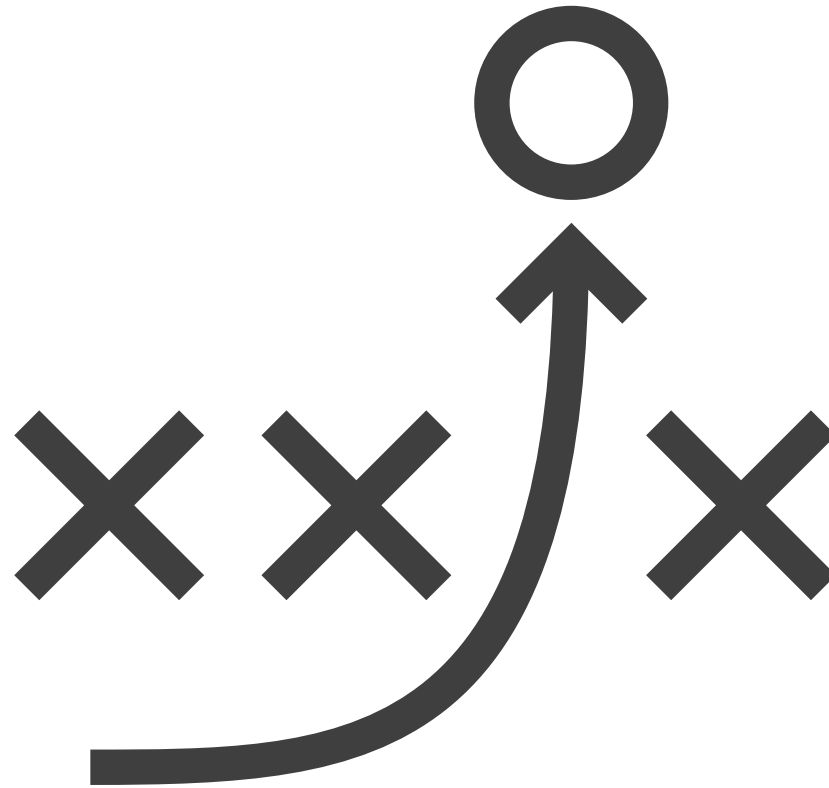


Diego Guaita

CEO, Grupo San Cristóbal (Argentina)

Lead the Chimp/Manage the Human

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



Line of Sight

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



Deliver Line Of Sight



Adapted from The Strategy Activation Playbook

Assumptions Fill Gaps



Adapted from The Strategy Activation Playbook

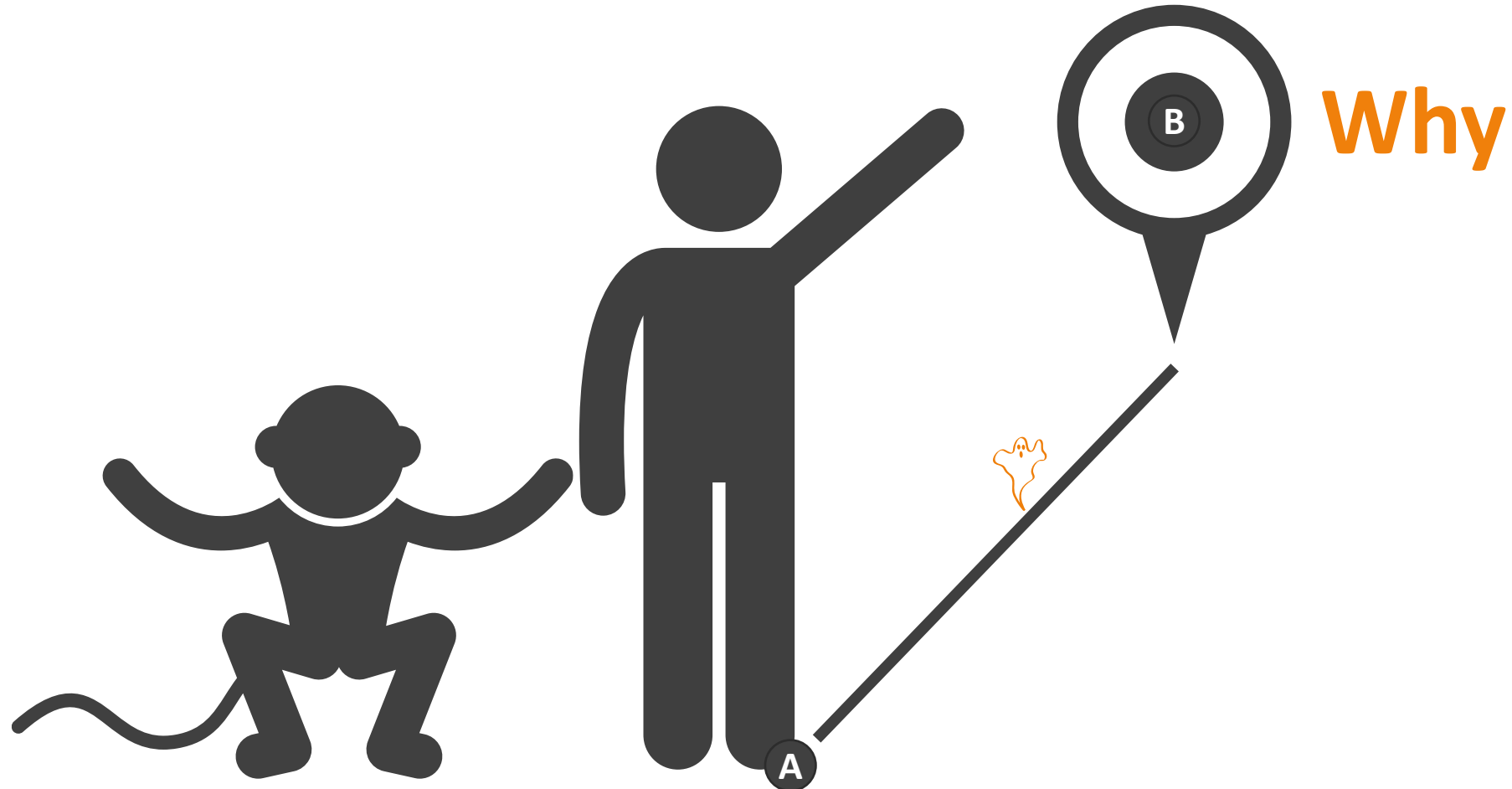
Aided By Loss Aversion And the Familiarity Bias



Adapted from The Strategy Activation Playbook

To Motivate the Chimp

Necessities Must Exceed Concerns



Adapted from The Strategy Activation Playbook

Unbroken Chain of Why

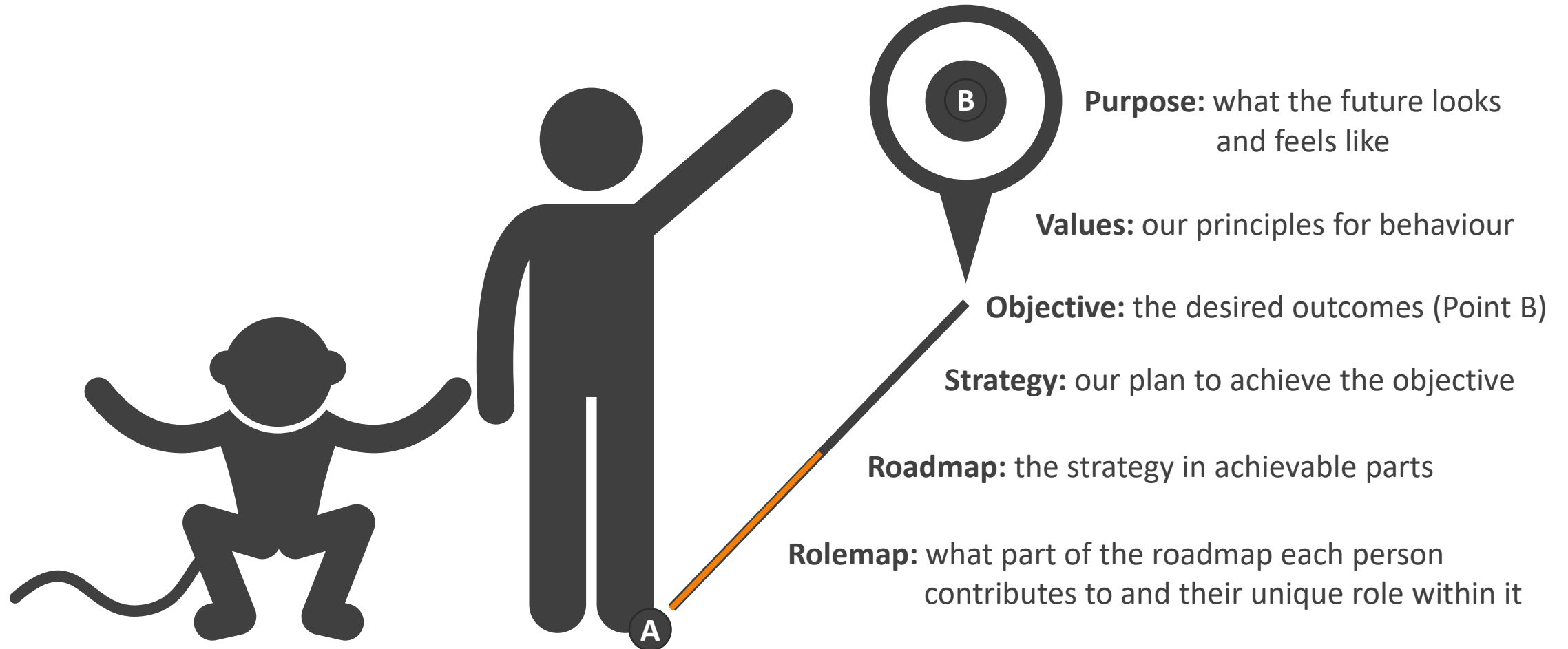
Leaders continuously reinforce the **linkages** between **purpose**, **outcomes** and **work**, establishing an **unbroken chain of why**



David Ritter

Partner and Director, Boston Consulting Group

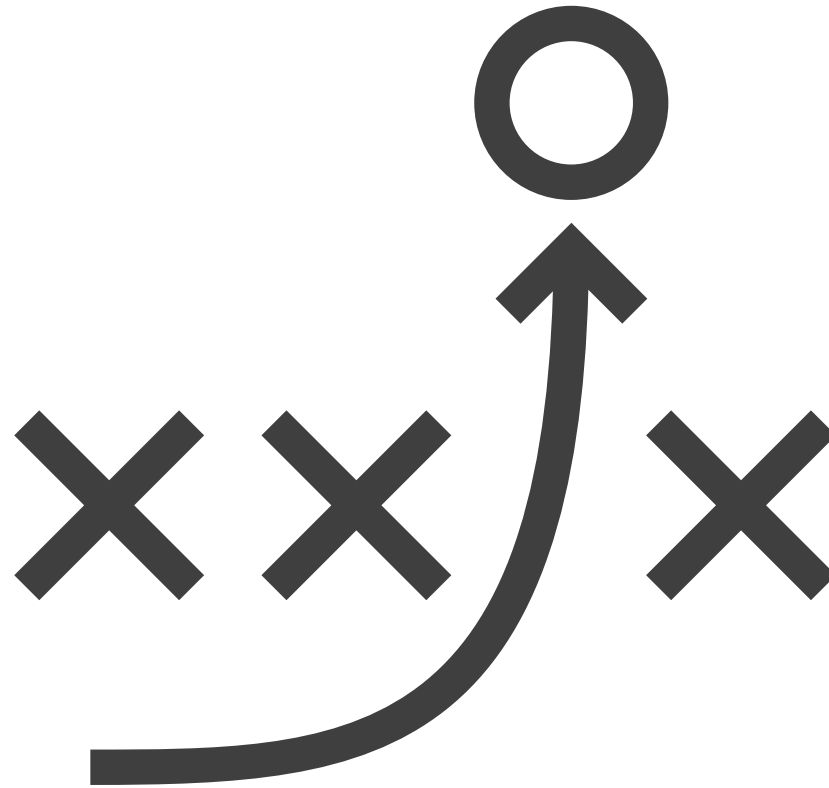
Deliver **Unbroken** Line Of Sight



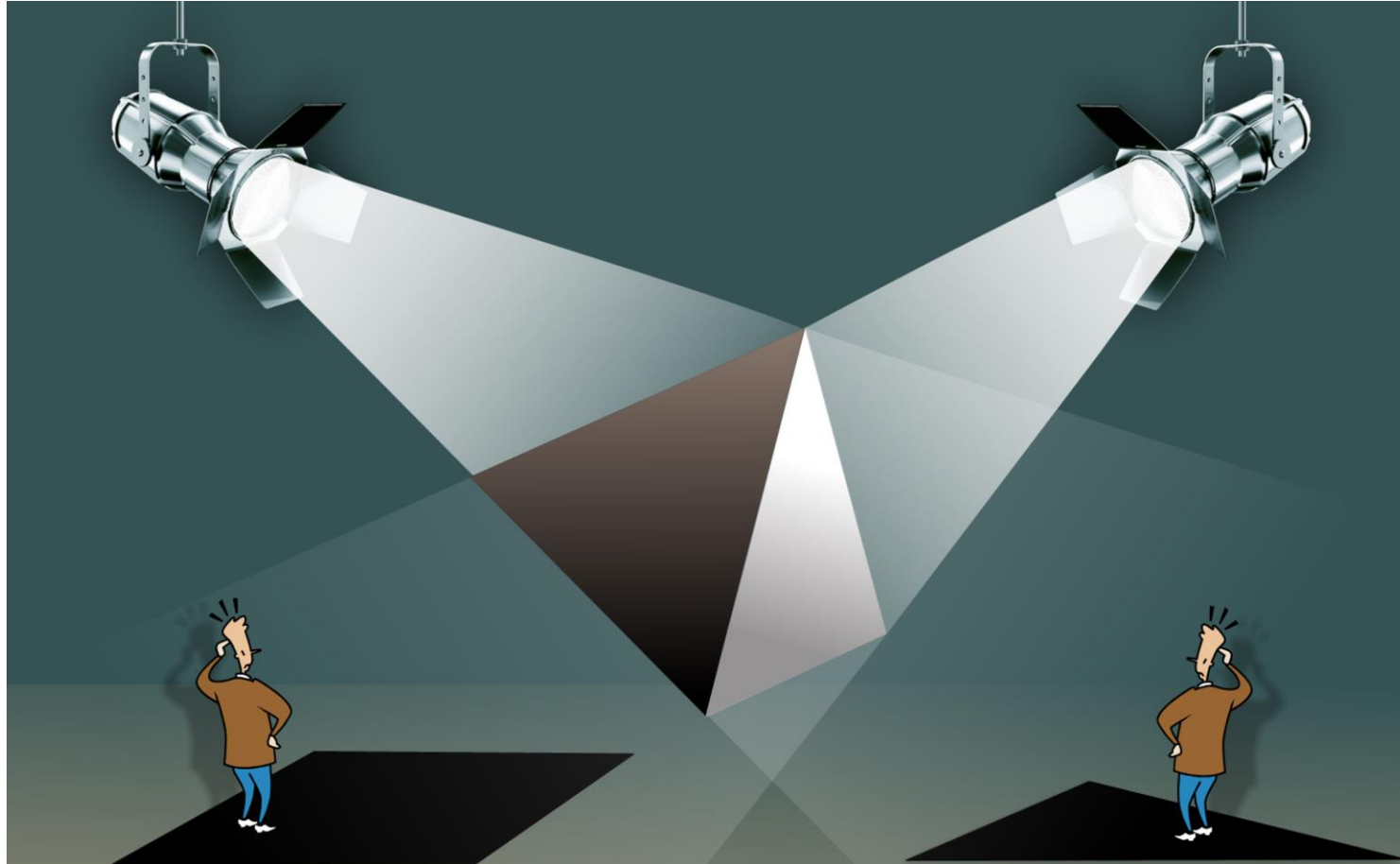
Adapted from The Strategy Activation Playbook

Lead the Chimp/Manage the Human

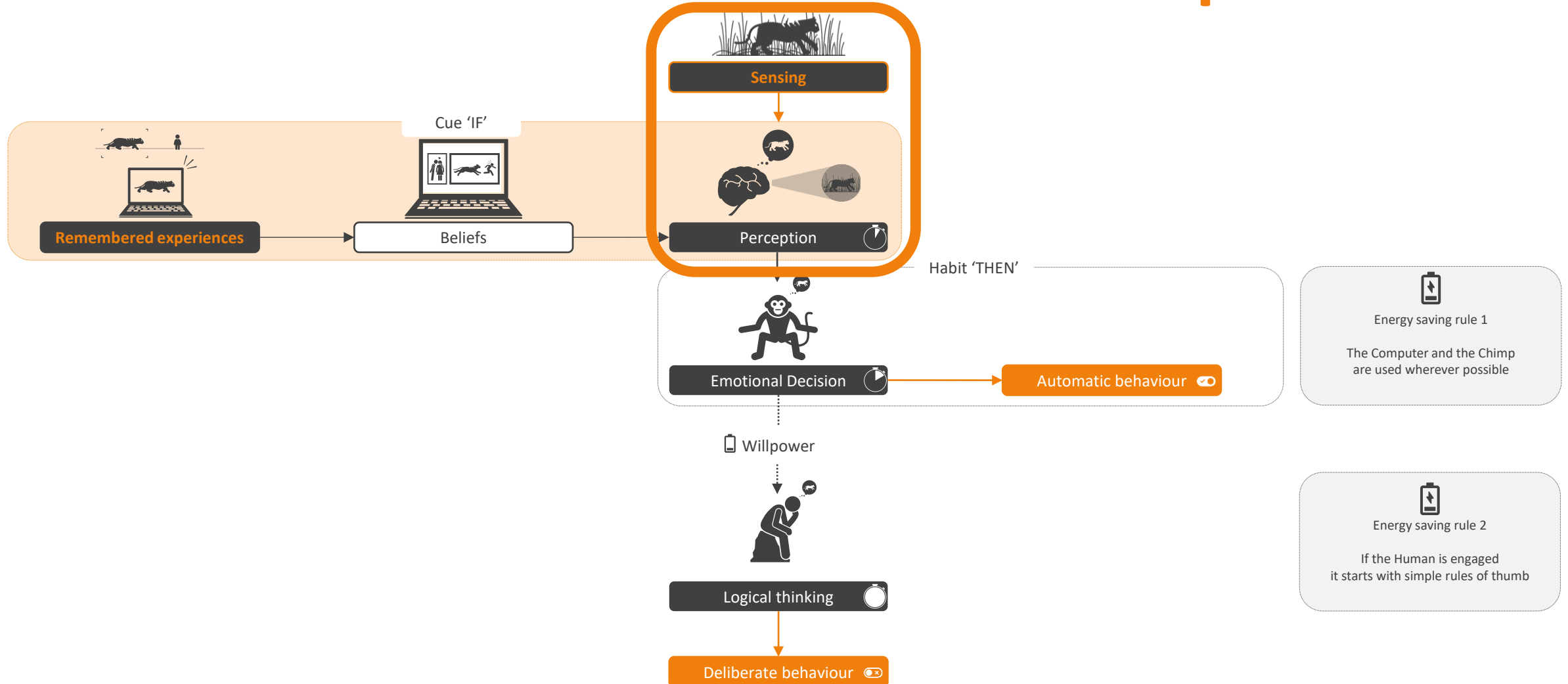
8. Frame Every Situation to Make it Easier for Chimps to Act in a Complex World



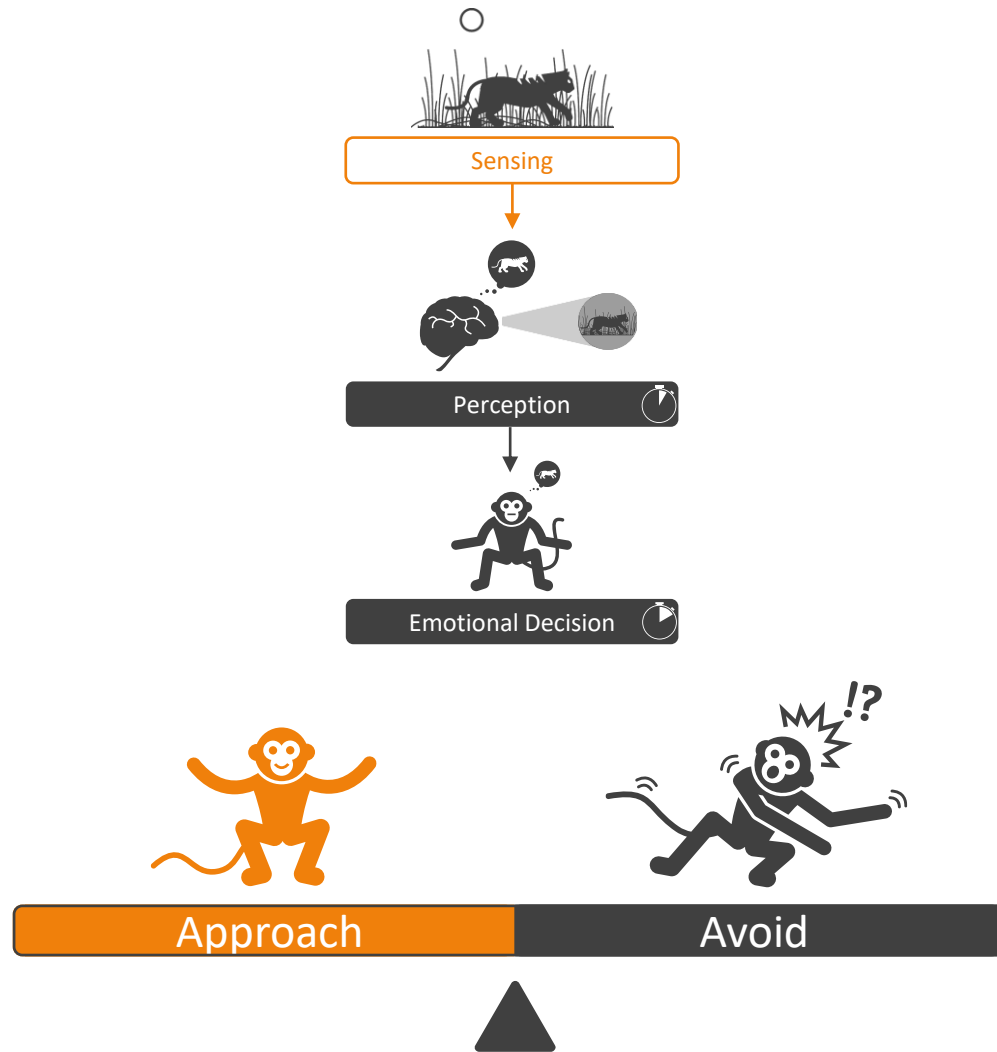
No Two People See The Same Complex Situation The Same Way



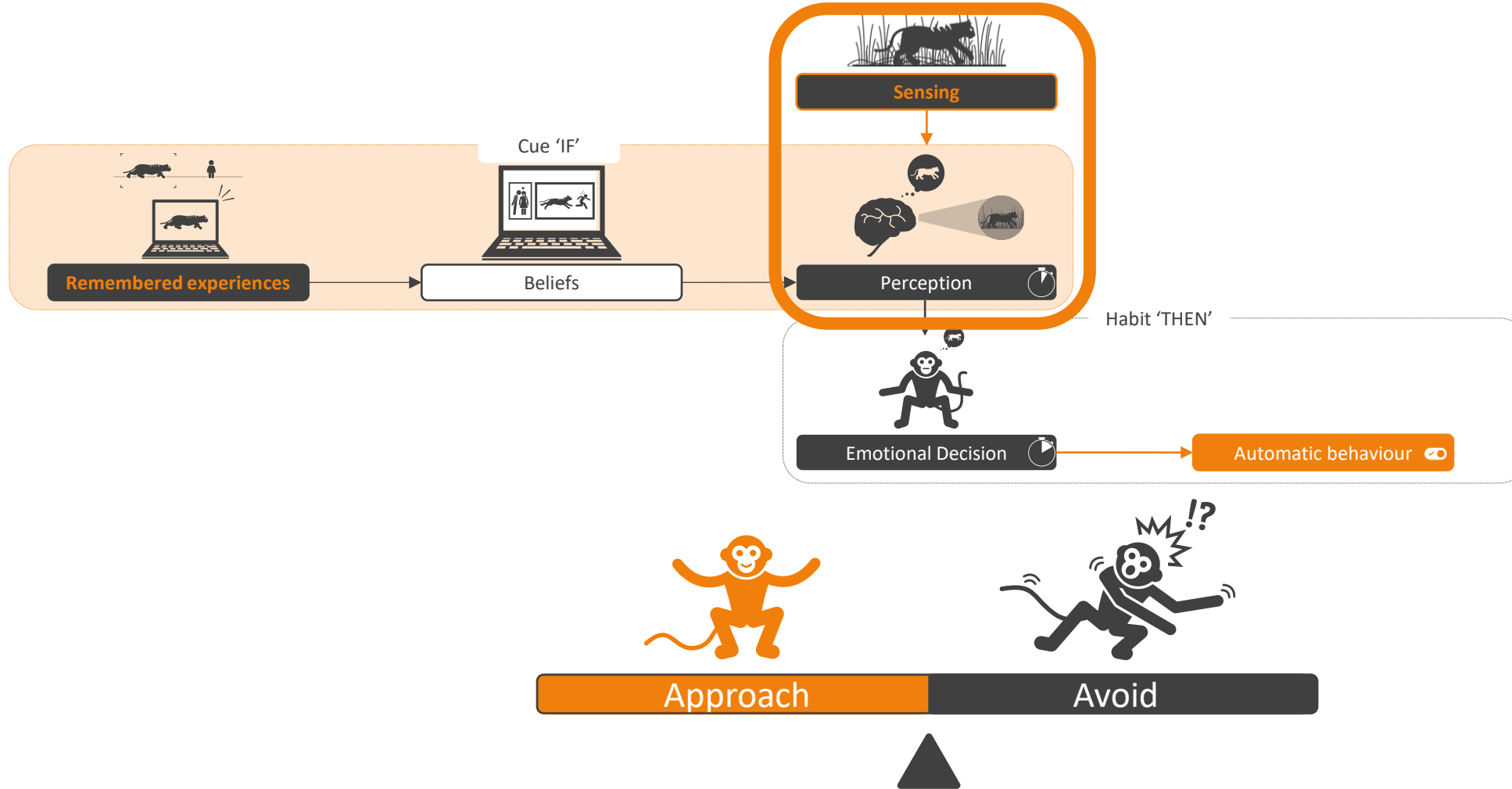
Our **Frame** Is Based on What We **Sense**, **Context** and What's In Our **Computer**



Chimps Prompt Us to Approach or Avoid

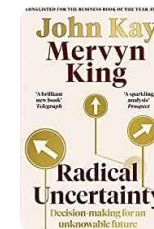


Chimps Prompt Us to Approach or Avoid Based on Our Individual **Frame**



Framing a Complex Problem Requires Skill and Judgement

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

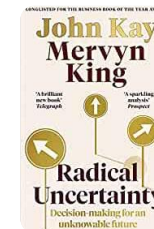


Sir John Kay and Lord Mervyn King

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

A Mystery Must First be Framed

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



Sir John Kay and Lord Mervyn King

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

Three Box Framework

Box 2: Selectively Forget the Past



Box 1. Manage the Present



Box 3. Create the Right Future



Looking Into Boxes 1 and 3 Can Trigger Chimp Reactions

Box 2: Selectively Forget the Past

Fear of **loss**

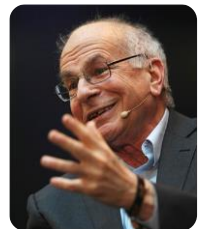


Box 1. Manage the Present

Box 3. Create the Right Future

Losers

Scream louder than winners



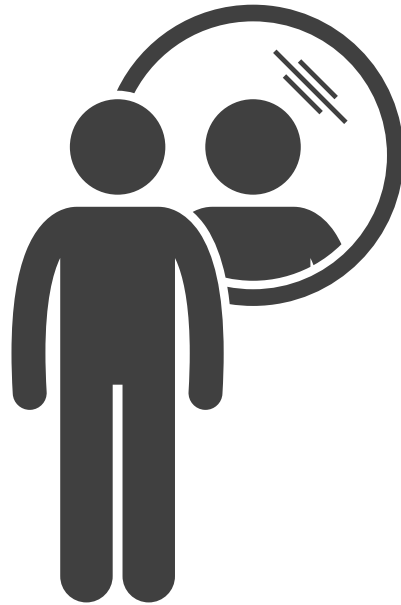
Daniel Kahneman

Princeton University

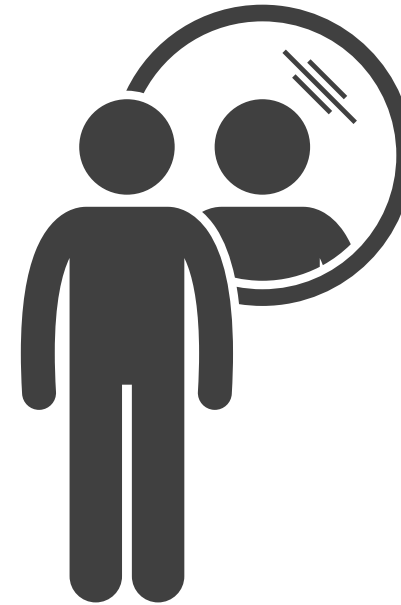
Framing Tip #1:

State **What's Not Going to Change**

Before



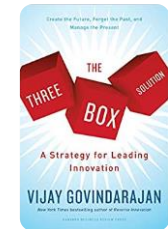
After



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

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

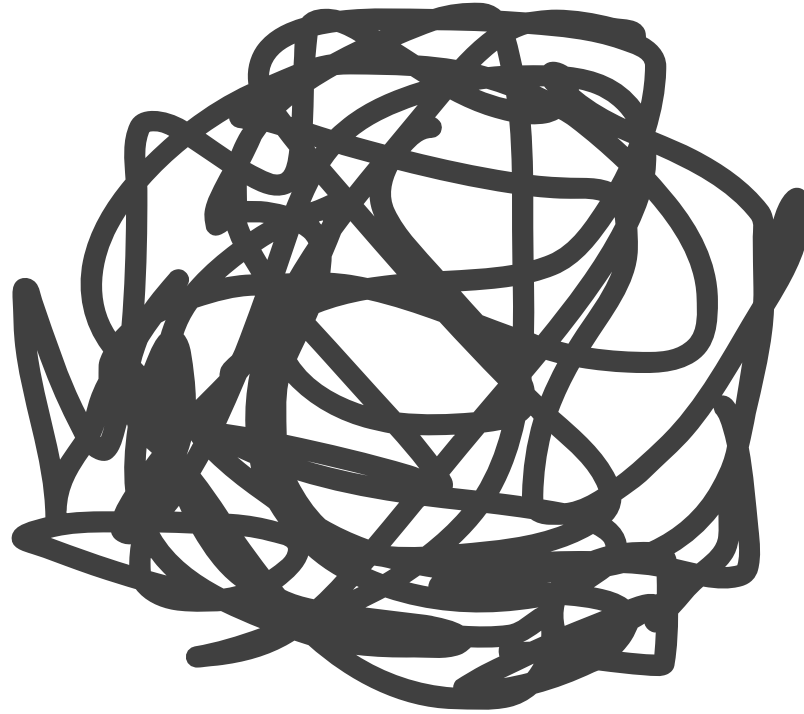
those that are **timely** (ultimately perishable with the passing of time)



Vijay Govindarajan

Dartmouth College's Tuck School of Business

Change Is Inevitable In a Complex World

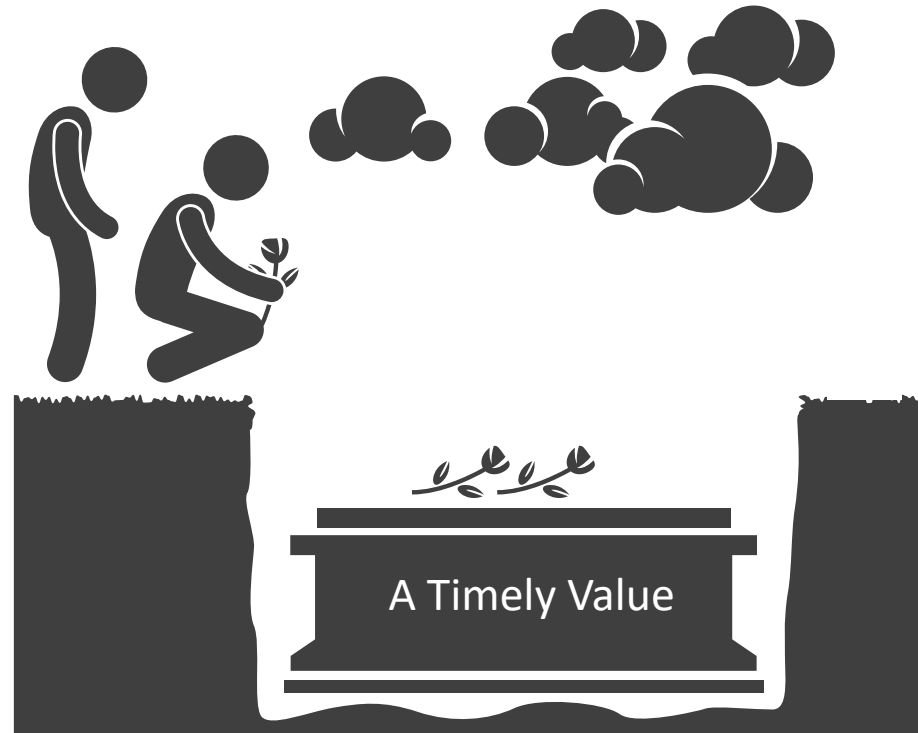


Framing Tip #2: Distinguish In Advance Between

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

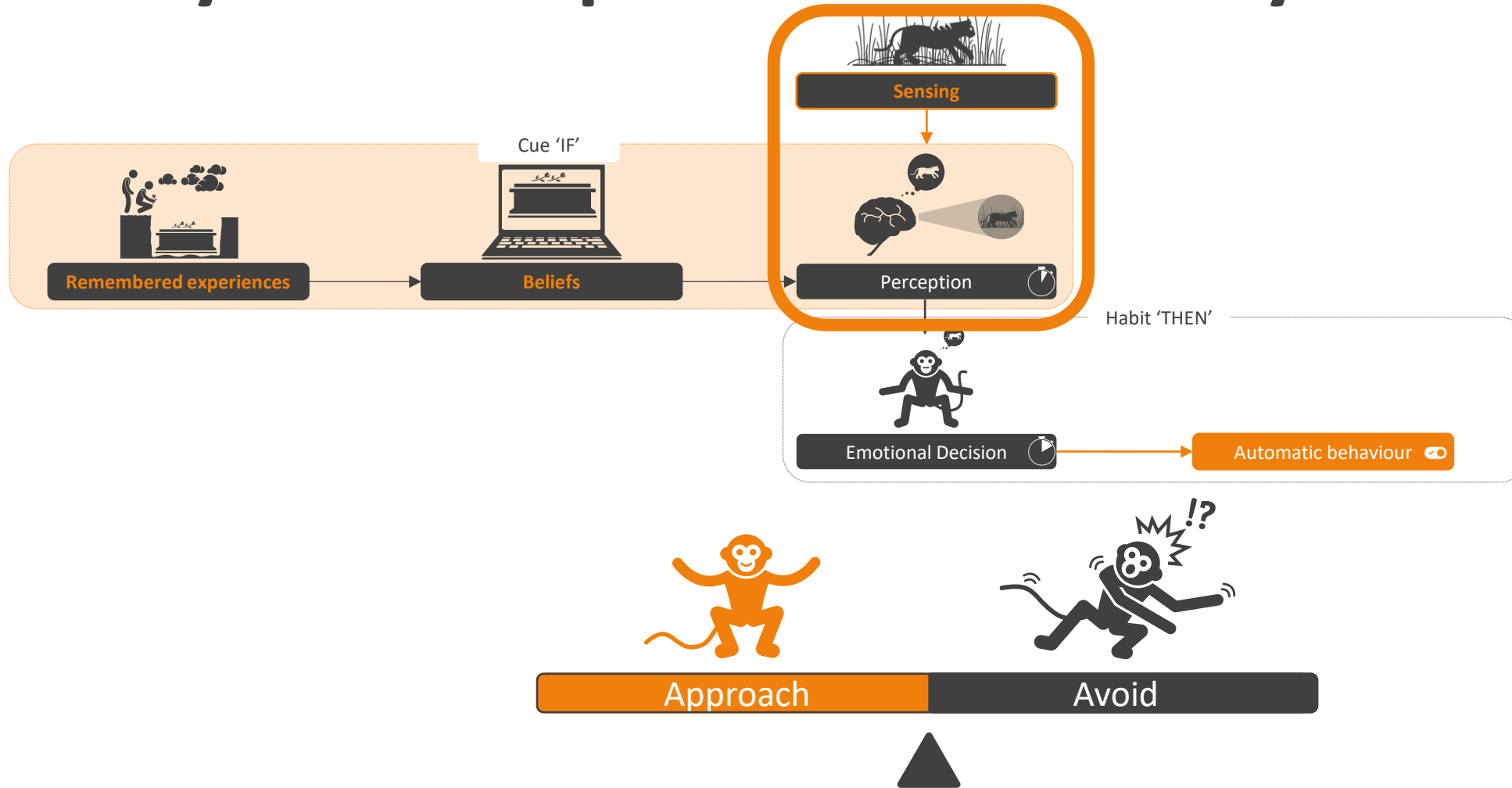
what is **timely** (so Chimps expect it to be
perishable with the passing of time)

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



Framing Tip #3:

Pay Your Respects When Timely Values Pass



Looking Into Boxes 2 and 3 Can Trigger Chimp Reactions

Box 2: Selectively Forget the Past

Fear of **loss**



Box 1. Manage the Present

Box 3. Create the Right Future

Looking Into Boxes 2 and 3 Can Trigger Chimp Reactions

Box 2: Selectively Forget the Past

Fear of **loss**



Box 1. Manage the Present

Box 3. Create the Right Future

Fear of **losing control**



In My Experience **Fear** Comes

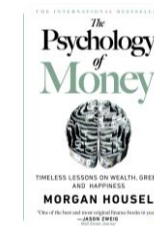
From not knowing what to expect
and **not feeling** you have any **control**
over what's about to happen



Chris Hadfield
Astronaut

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

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

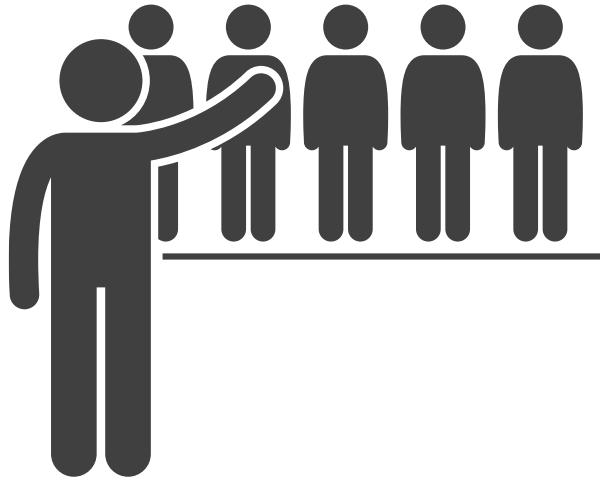


Morgan Housel
The Psychology of Investing

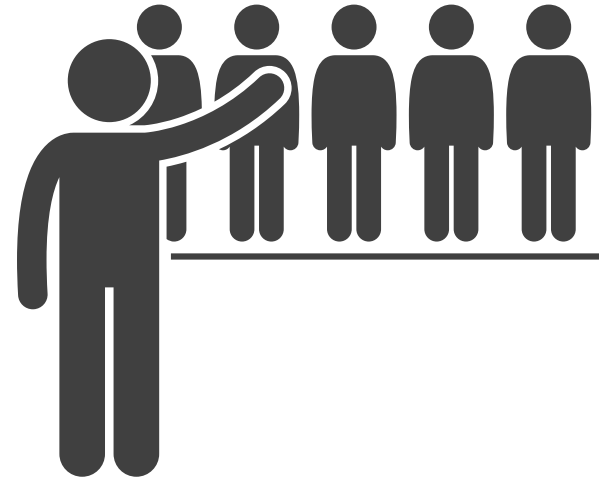
Framing Tip:

State **What A Person Still Controls**

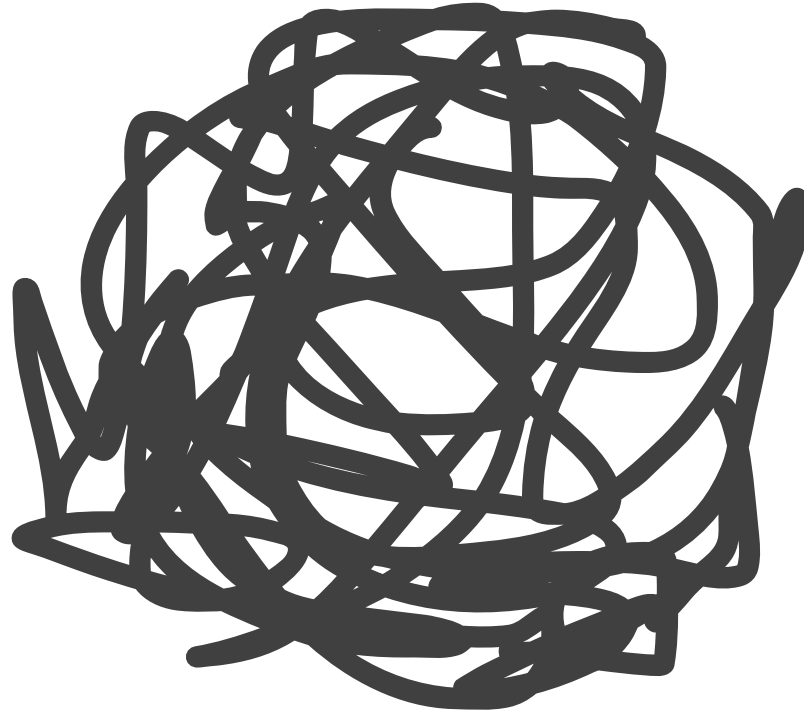
Before



After

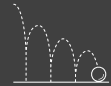


Change Is Inevitable In a Complex World



We Cannot Be Experts In Every Complex Situation

Technical



Repeated patterns



Predict with confidence



Reliable learning



Engage an expert



Apply rules

Complex



Hard to understand



Impossible to predict



Hard to learn from

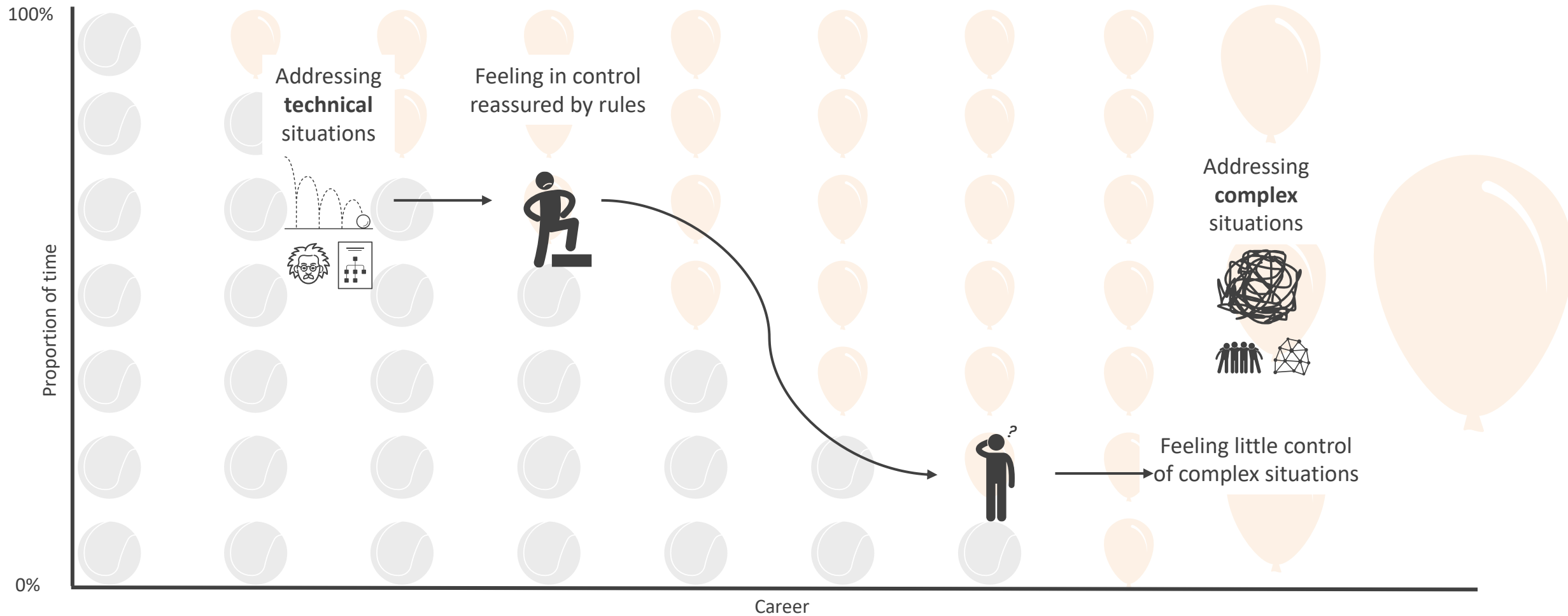


Work as a team

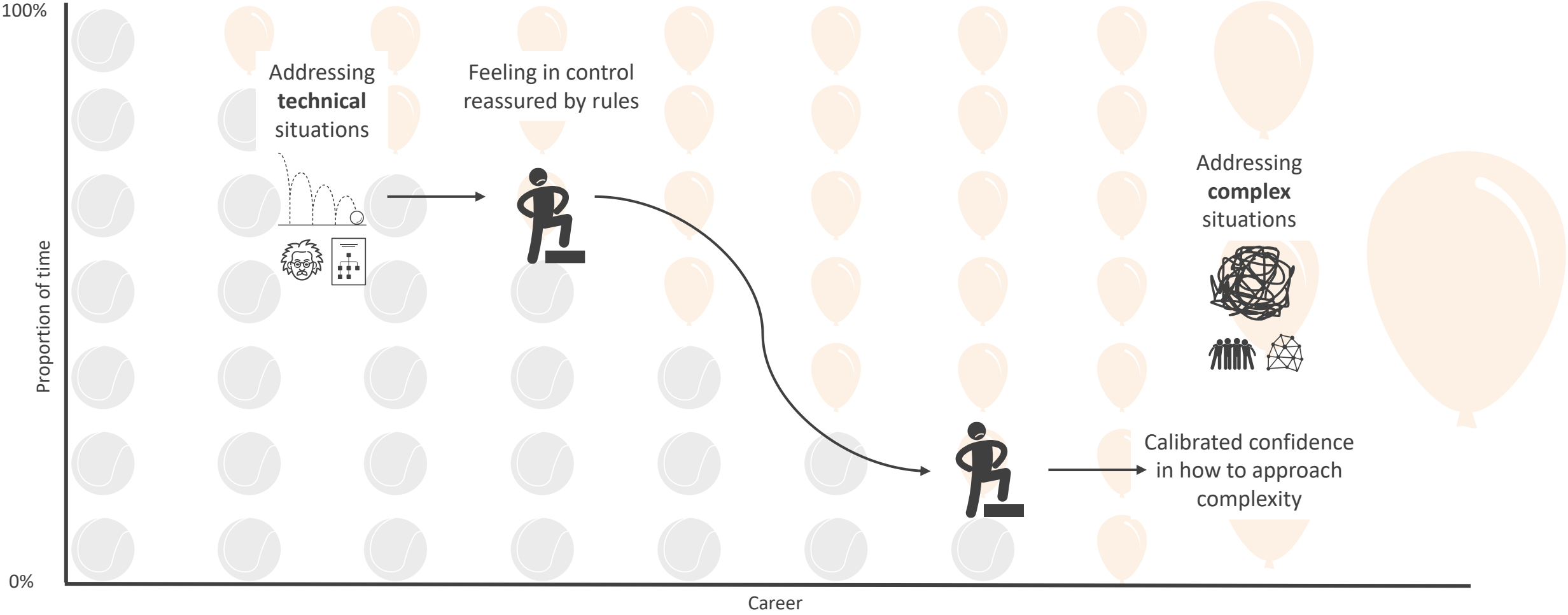


Apply models and tools

We Also Feel Less In Control of Complex Situations




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




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


Box 2: Selectively Forget the Past



Honour prior
values, beliefs and **loyalties**



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



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

Box 1. Manage the Present

Box 3. Create the Right Future

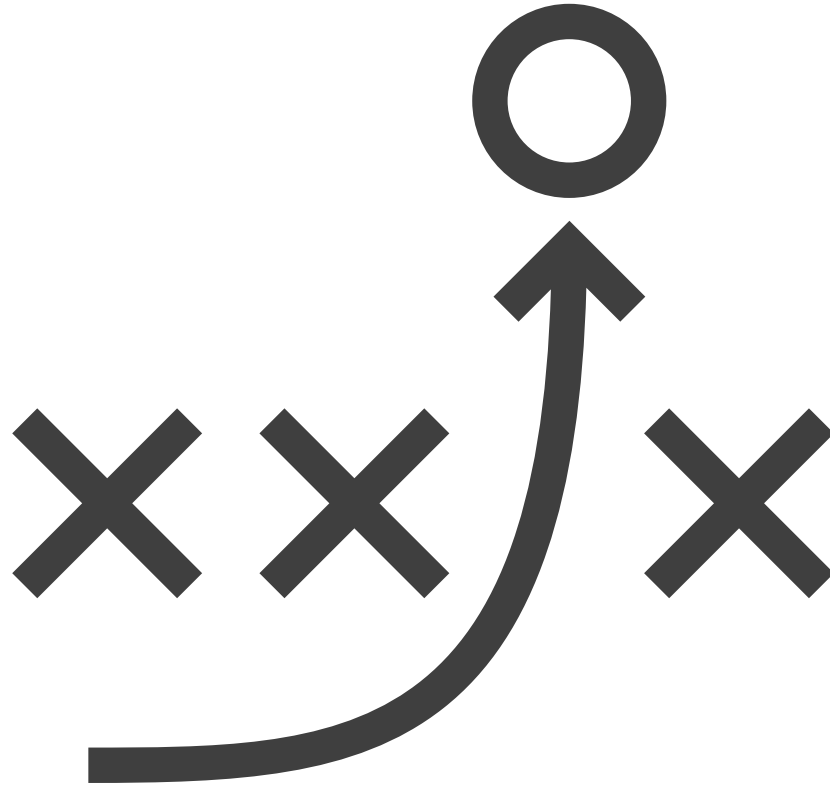
Show how people's **values, beliefs**
and **loyalties** will be the same

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

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

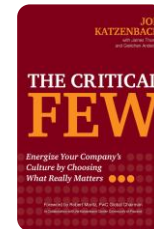
Lead the Chimp

9. Harness Existing Emotions As Sources of Energy



People Must

Feel good about what is asked of them



Jon R. Katzenbach
Managing Director, PwC US

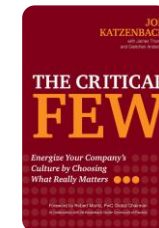
2. Common Chimp Drives

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

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

An Effective Behaviour Should

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



Jon R. Katzenbach

Managing Director, PwC US

2. Common Chimp Drives

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

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

1. Common Computer Entries (Part 2)

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

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

For example, what beliefs does the “Hero” hold regarding the importance and urgency of the behaviour, about how to perform it?

Useful prompts include: who, how, what, where, when and why.

Do Not Drop Litter



In Texas: Up Against A Limiting Belief



The Importance of Self-Identity



2. Common Chimp Drives

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

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

Manchester United Fans Were Asked to Write Why They Supported United



33% of United Fans Helped The Plain Runner

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

... who then tripped over



92% of United Fans Helped Their Fellow United Supporting Runner

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

... who then tripped over



30% of United Fans Helped Their Rival City Supporting Runner

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

... who then tripped over



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



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

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

... who then tripped over



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

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

... who then tripped over



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

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

... who then tripped over



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



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



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



Glenn Croasdale

Chief Client Officer, FMG (New Zealand)

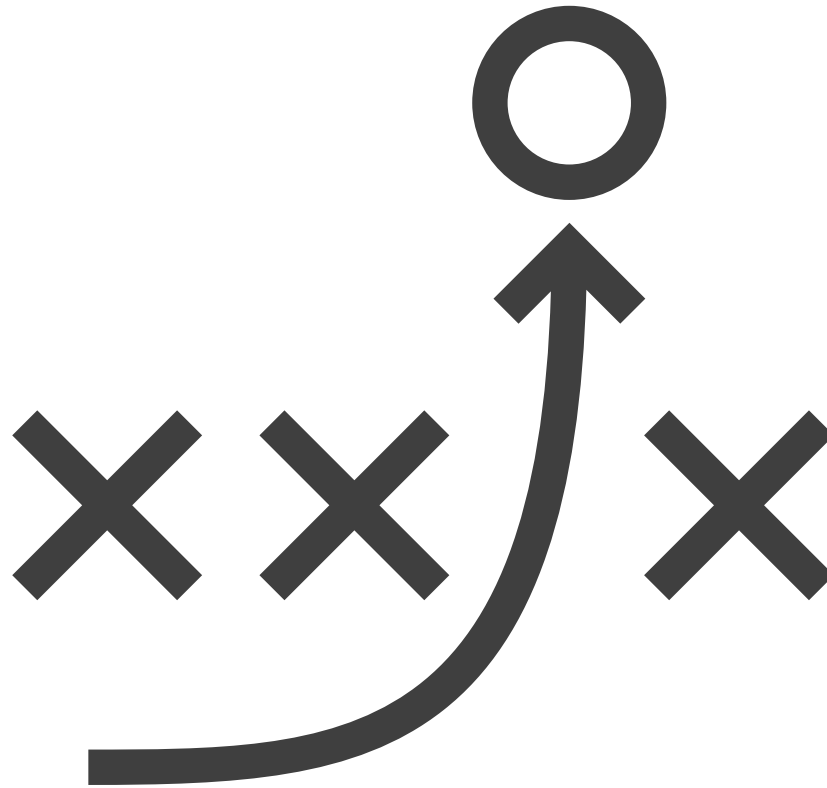


As A Leader Define the **Right** Commonalities To Inspire Collaboration



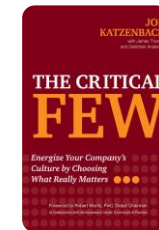
Lead the Chimp

10. Inspire Emotional Commitment Not Rational Compliance



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

In **rational** argument and theoretical
complexity



Jon R. Katzenbach
Managing Director, PwC US

Management vs. Leadership

Addresses **can't**

Overcomes **won't**

Managers have authority

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

Compliance

Leaders have influence

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

Commitment

Compliance v Commitment

Compliance goals

- States a minimum performance standard that everyone must achieve
- Uses hierarchy, standard procedures and threats or sanctions to create momentum for delivery

*“If I don’t deliver this,
I fail to meet my performance objectives”*

Commitment goals

- States a collective improvement goal that everyone can aspire to
- Uses shared goals, values and purpose for voluntary co-ordination and control

*“If I don’t deliver this,
I let down the group and our shared purpose”*

Barry O'Dwyer

Group CEO, Royal London (UK)



There is No Evidence in the Large Scale Change Literature

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





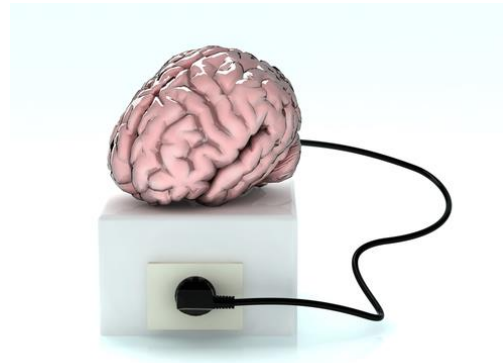
Your Return On Investment



From	Play	To
Won't	<p>Lead the Chimp to provide the motivation to act</p> <ul style="list-style-type: none">6. Be the trusted wizard not the hero to connect people to their purpose7. Deliver unbroken line of sight for the Chimp (and the Human)8. Frame situation to make it easier for Chimps to act in a complex world9. Harness existing emotions as sources of energy10. Inspire emotional commitment not rational compliance	Will

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

Break #3 (of 4 today)

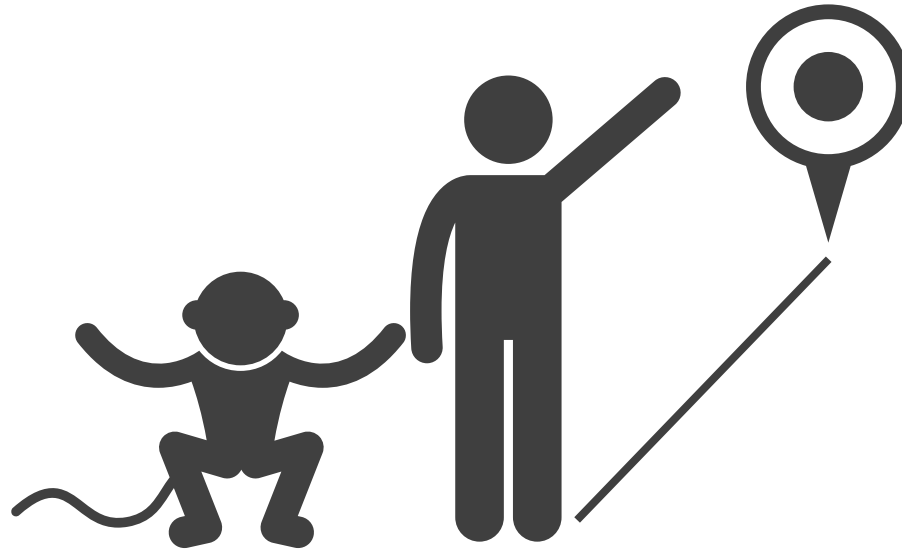


Next session starting at

14:20

ICMIF Advanced Management Course 2024

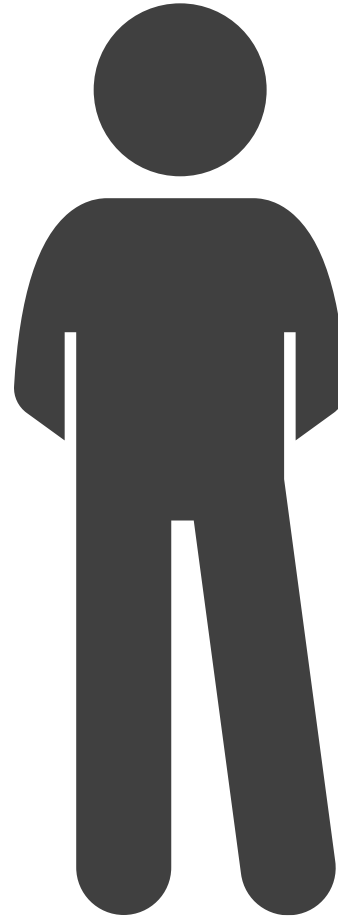
Activating Strategy part 3: Plays to Manage the Human



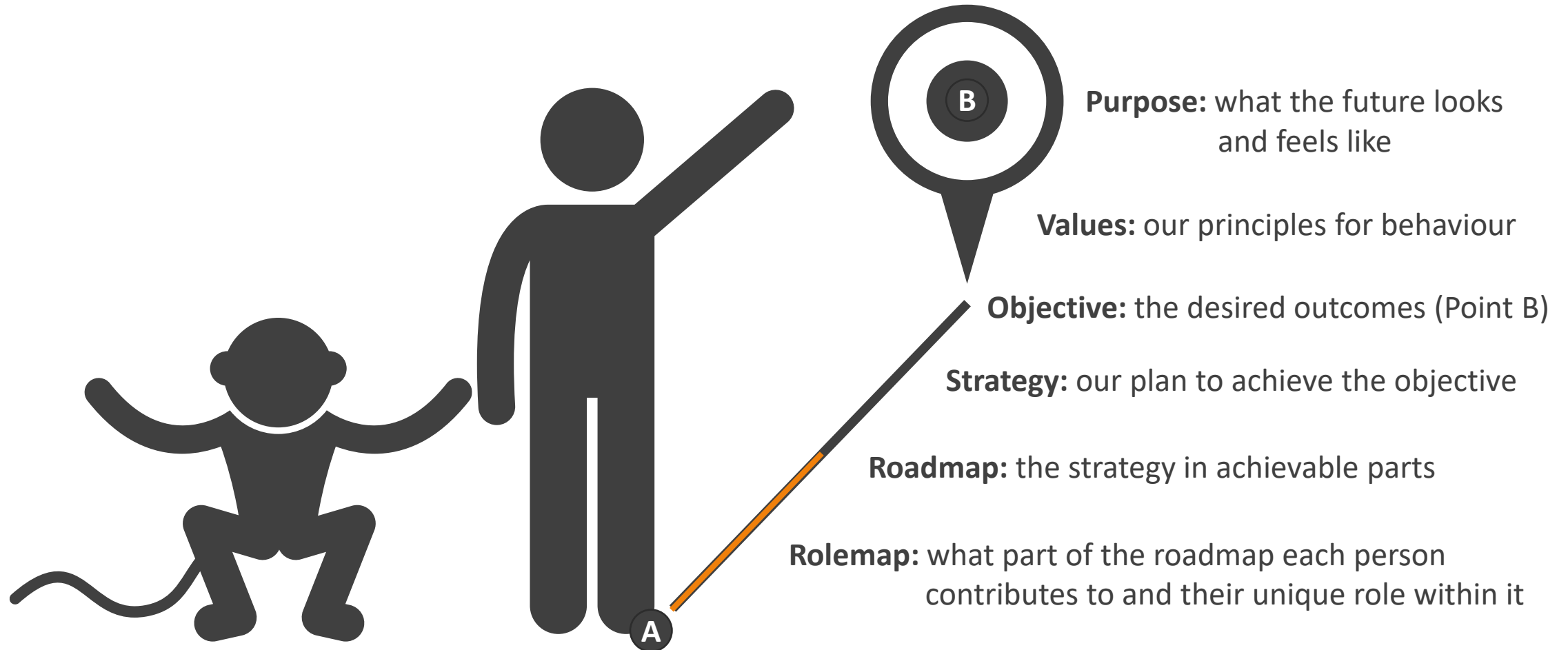
Session 5 (of 6)

Next break: **15:15**

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



Deliver **Unbroken** Line Of Sight



Adapted from The Strategy Activation Playbook

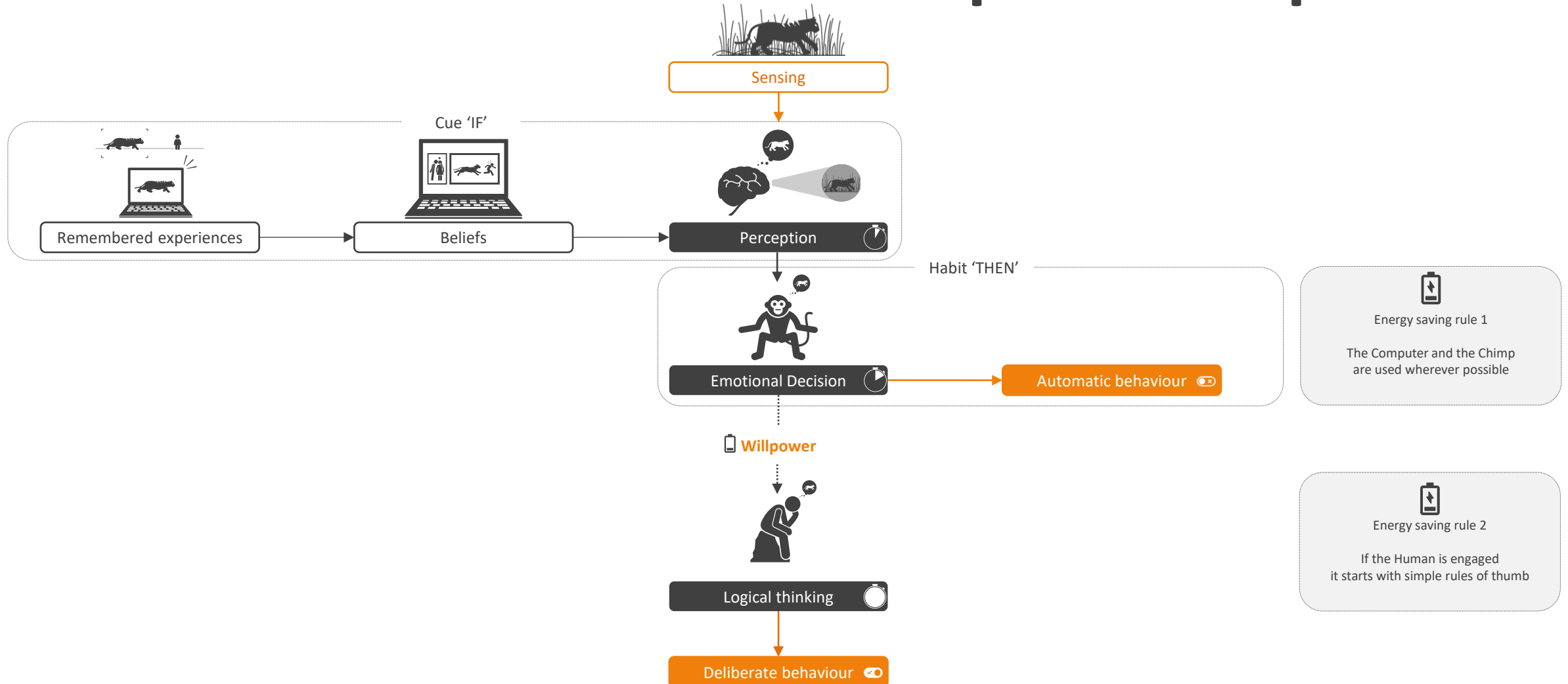
Line of Sight

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



Universal Challenge

All Deliberate Behaviour Requires Willpower

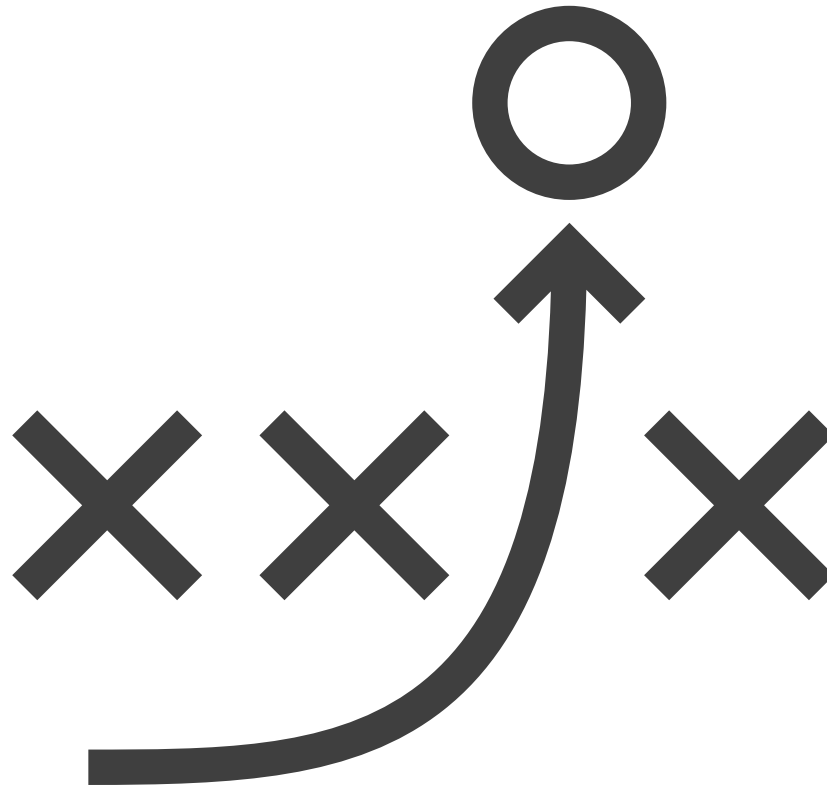


Fifteen Sample Plays To Activate Strategy

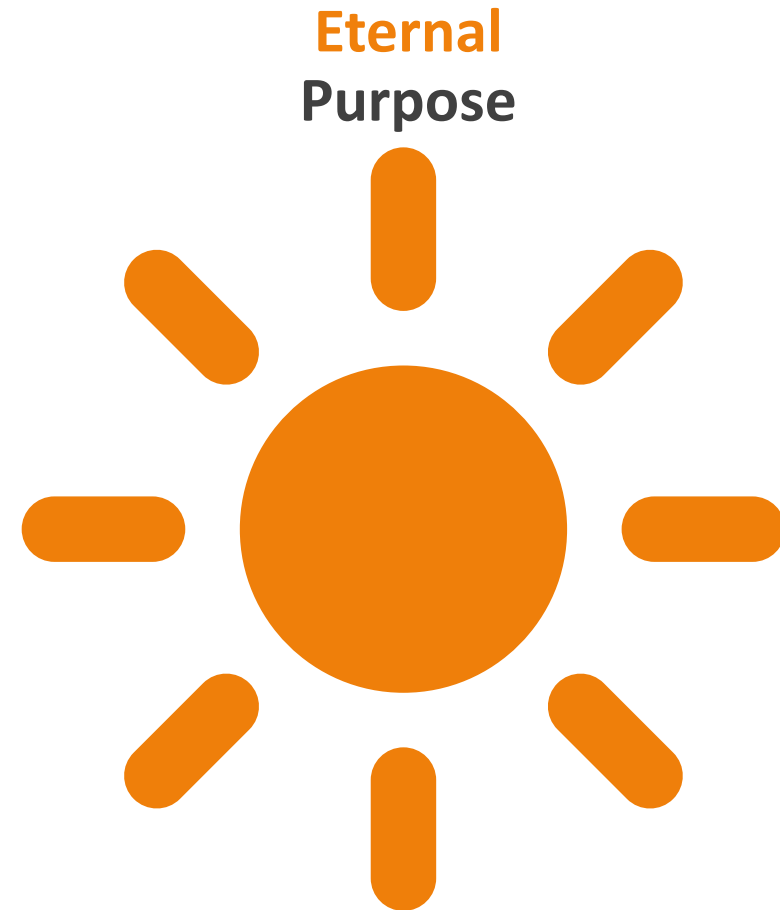
3. Manage the Human

From	Play	To
Can't	<p>Manage the Human to provide capability and opportunity</p> <ul style="list-style-type: none">11. Use different time horizons to focus on the actions to overcome the current crux12. Use commander's intent and thinking out loud to enable coherent action13. Script the critical moves ... using mantras and the hand of change14. Nudge to make desired behaviours easy and automatic15. Delegate finding the willpower for eternal renewal to a powerful framework	Can

11. Use Different Time Horizons To Clarify and Focus

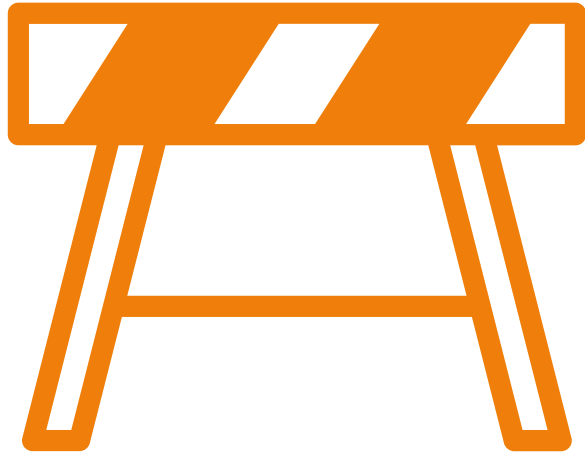


Our Purpose May Be Eternal



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

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



Eternal
Purpose



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

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



Eternal Purpose



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

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

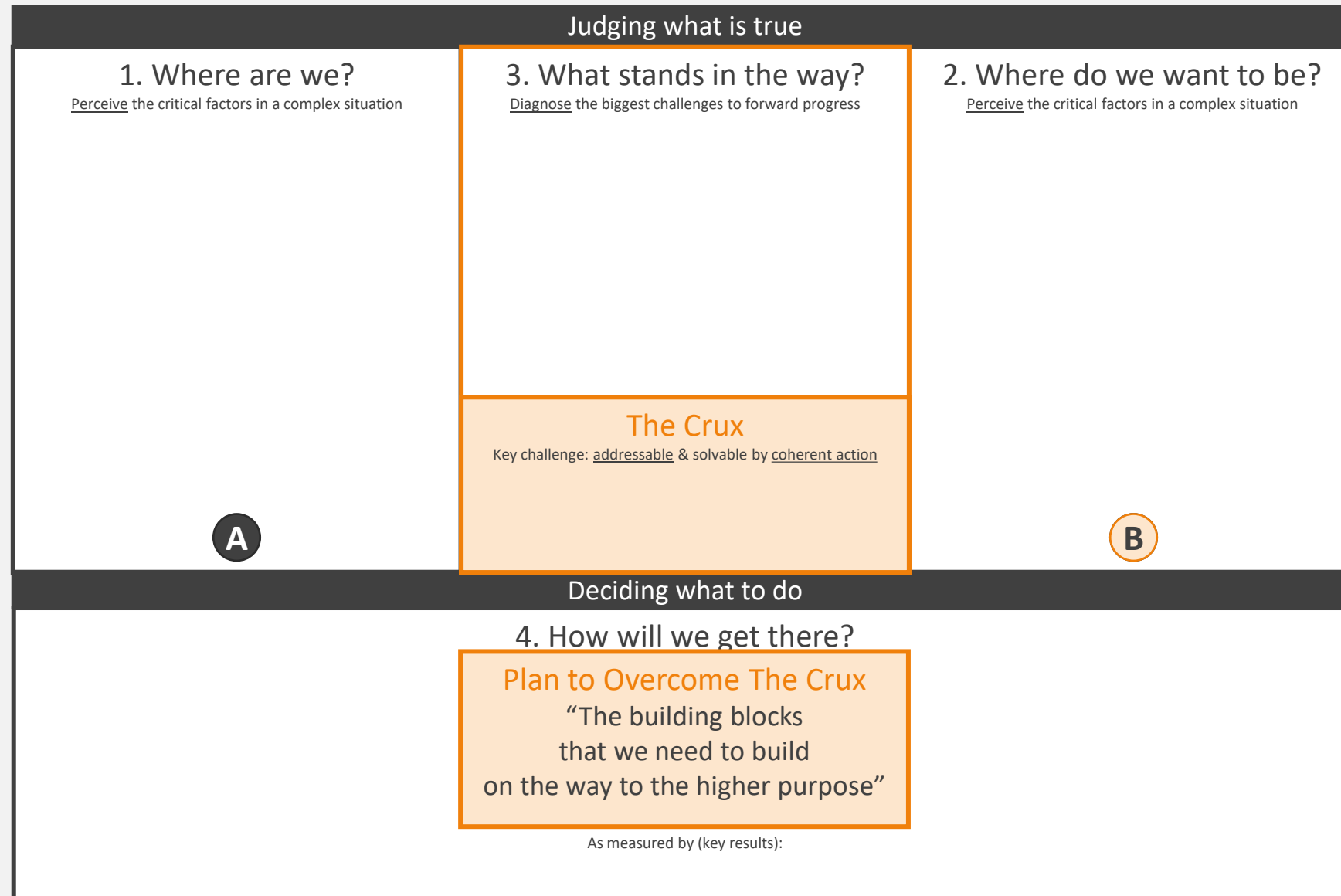


Eternal
Purpose



Strategy Canvas

Purpose of discussion:



Barry O'Dwyer

Group CEO, Royal London (UK)



Horizon 3

Royal London's Three Purpose Outcomes



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

Our strategy outcomes

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



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



Our investment performance and capabilities are recognised as best in class



We play an impactful role in ensuring a thriving impartial advice market that makes an impact on the advice gap



We offer high-quality components¹, to deliver broader solutions which meet customers' needs



Our active engagement with external stakeholders benefits customers and wider society



People have access to guidance or support when they need it



We attract a strong inflow of new customers and clients



Customers share their data with us and we actively use it to improve our customer offer



We are clear on how we will reduce our CO2e emissions in our operations and investments



We are a 'Digital-First' organisation with a frictionless customer experience



We maximise operational efficiency without compromising on quality



Our continued profitability and balance sheet management ensures we are financially secure



We operate with modern infrastructure, capabilities and ways of working to maximise value for customers

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

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



Alignment to our Purpose outcomes



Helping build financial resilience



Moving fairly to a sustainable world



Strengthening the mutual choice for customers

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

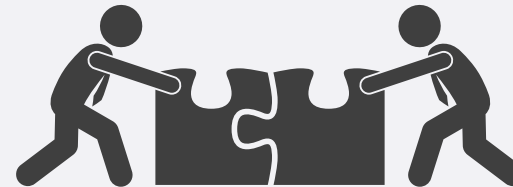
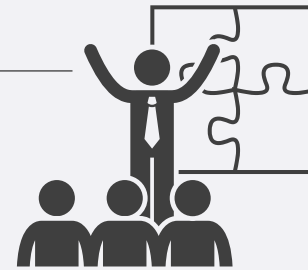
Horizon 1: The Day to Day Actions to Deliver the Strategy Outcomes

Our strategy outcomes

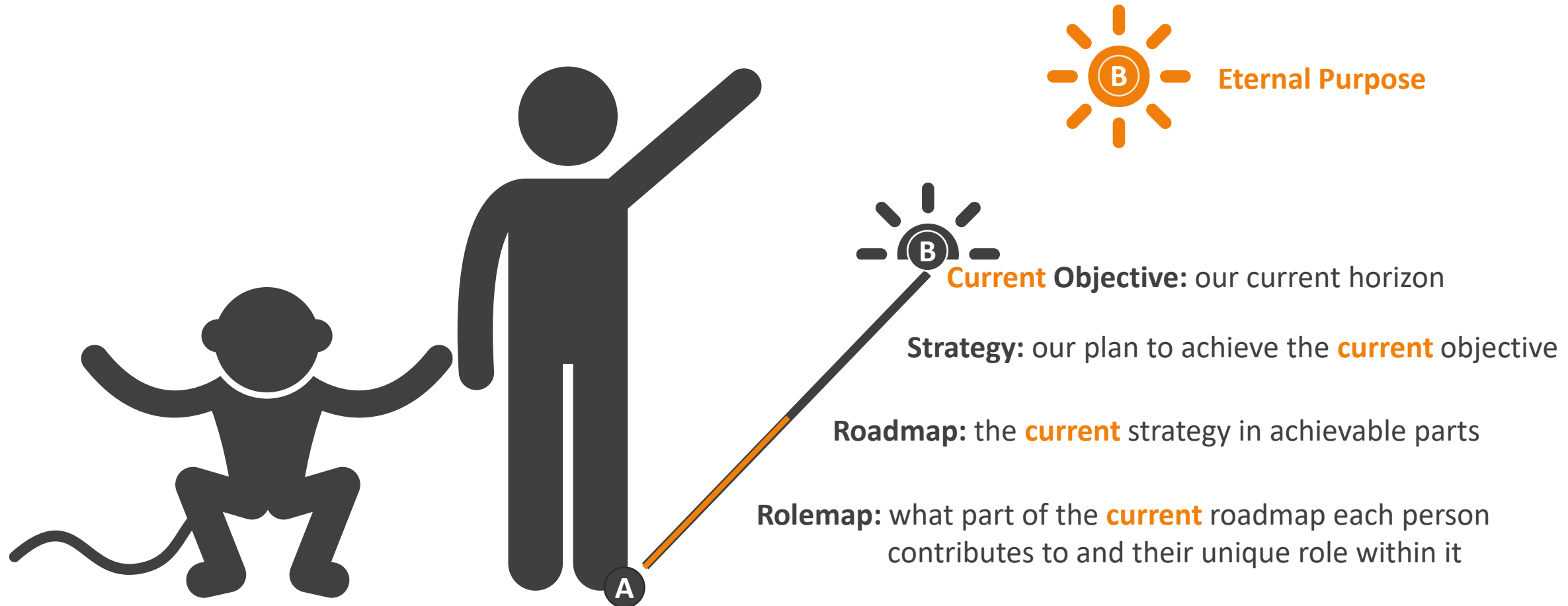
Our strategy outcomes guide our prioritisation and activity across Royal London, to ensure we achieve our Purpose.



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



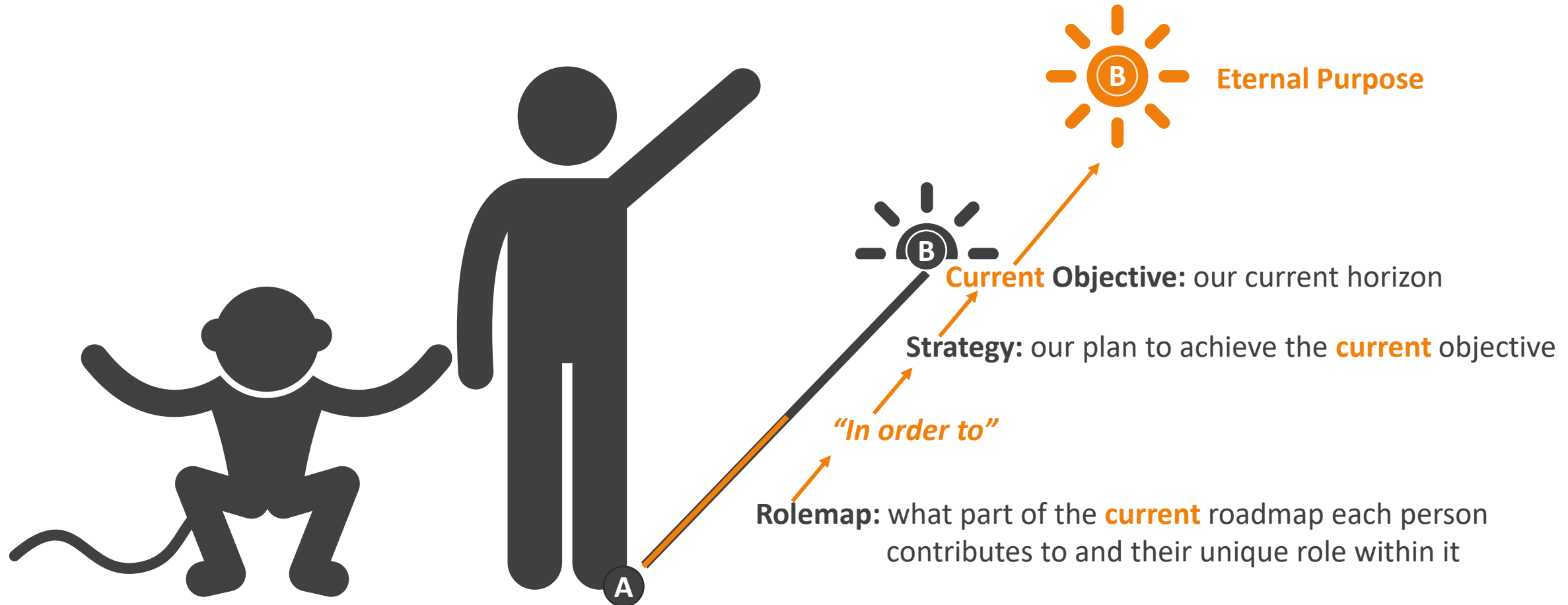
Use Different **Time Horizons** To Focus On the **Actions** to **Overcome** the **Current Crux**



Adapted from The Strategy Activation Playbook

“In Order To”

Helps Connect People to Their Purpose



Adapted from The Strategy Activation Playbook

Seada van den Herik

CEO, Onderlinge 's-Gravenhage (Netherlands)



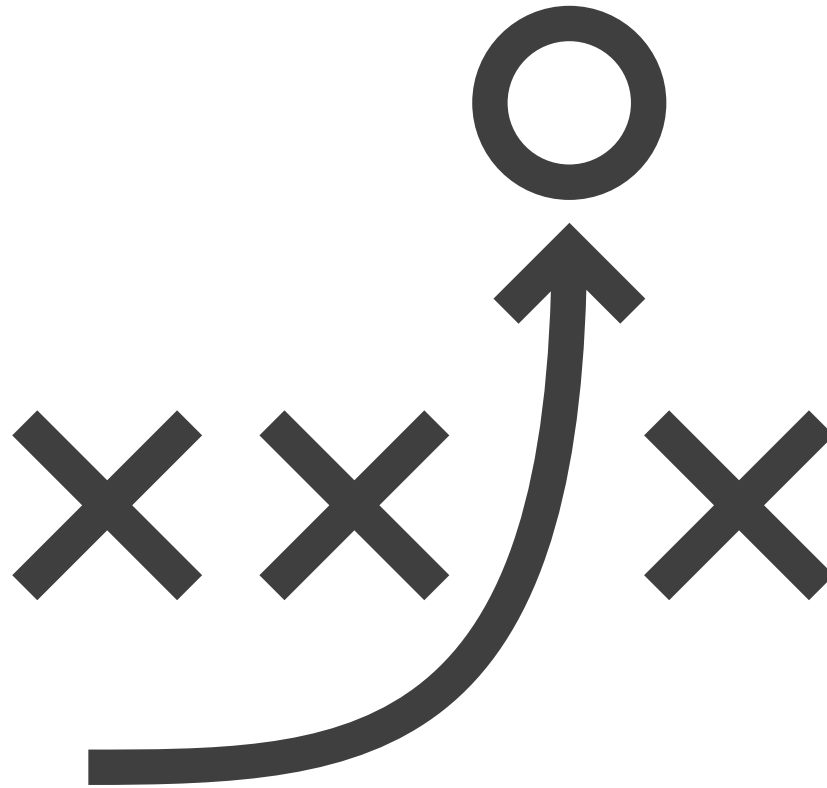
Give People **Limited Freedom Spaces**

Where can they can really take **ownership**

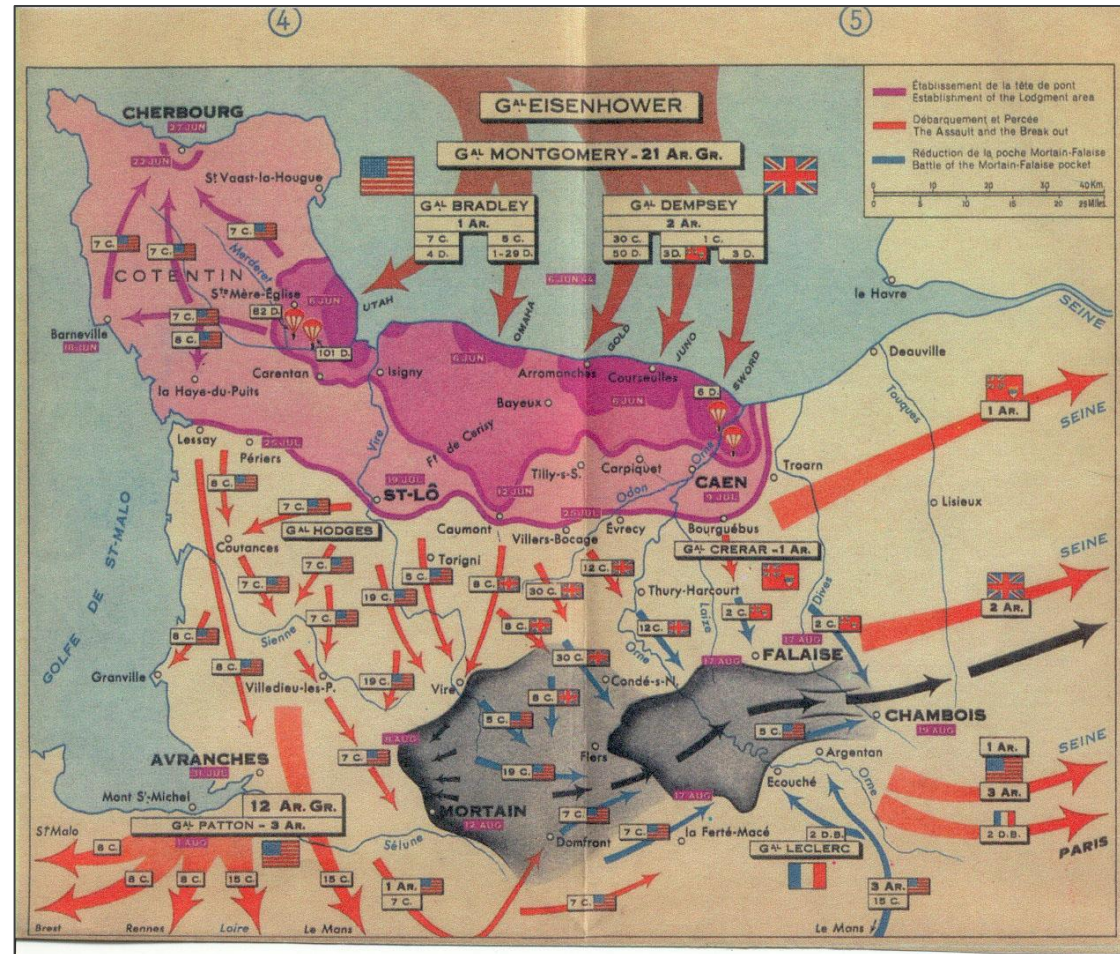


Seada van den Herik
CEO, Onderlinge 's-Gravenhage (Netherlands)

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



The D-Day Battleplan



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



Commander's Intent Saved the Day



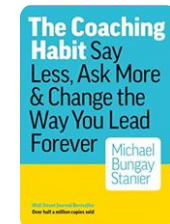
Commander's Intent

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



Commander's Intent

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



Michael Bungay Stanier

mbs.works

People Are Ready to Do Their Very Best

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

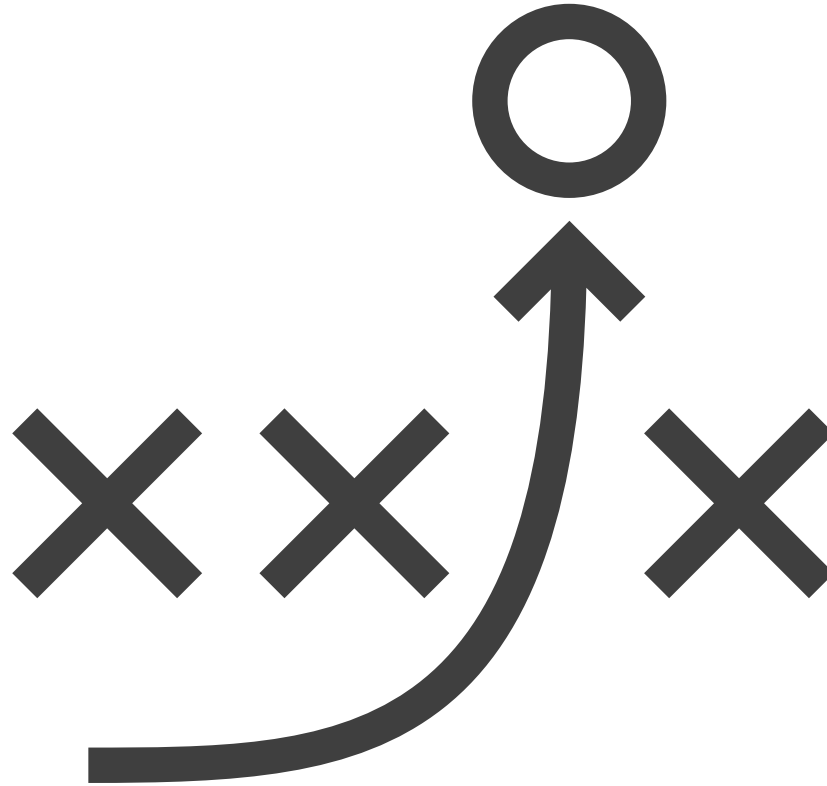


Diego Guaita

CEO, Grupo San Cristóbal (Argentina)

Manage the Human

13. Script the Critical Moves Using Mantras



Script the **Critical Moves**

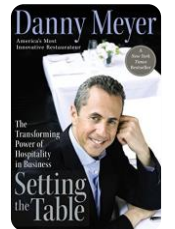


Script the Critical Moves Using **Mantras**

Respond graciously, and do so at once

Err on the side of generosity

Always write a great last chapter

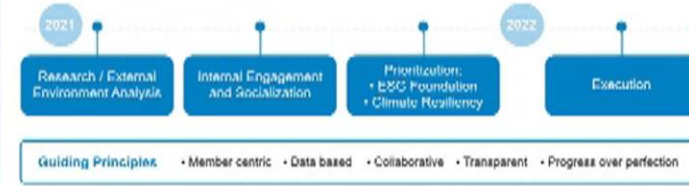


Danny Meyer
Restaurateur

Kimberly Palatnick

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

Our Sustainability Journey



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

Member-centric

Data-based

Collaborative

Transparent

Progress over perfection



Kimberly Palatnick

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

Script the Critical Moves Using **Mantras**

Member-centric

Data-based

Collaborative

Transparent

Progress over perfection



Kimberly Palatnick

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

A Critical Move Scripted Using A Mantra

Key Tool: **Diagnose Before Treating**



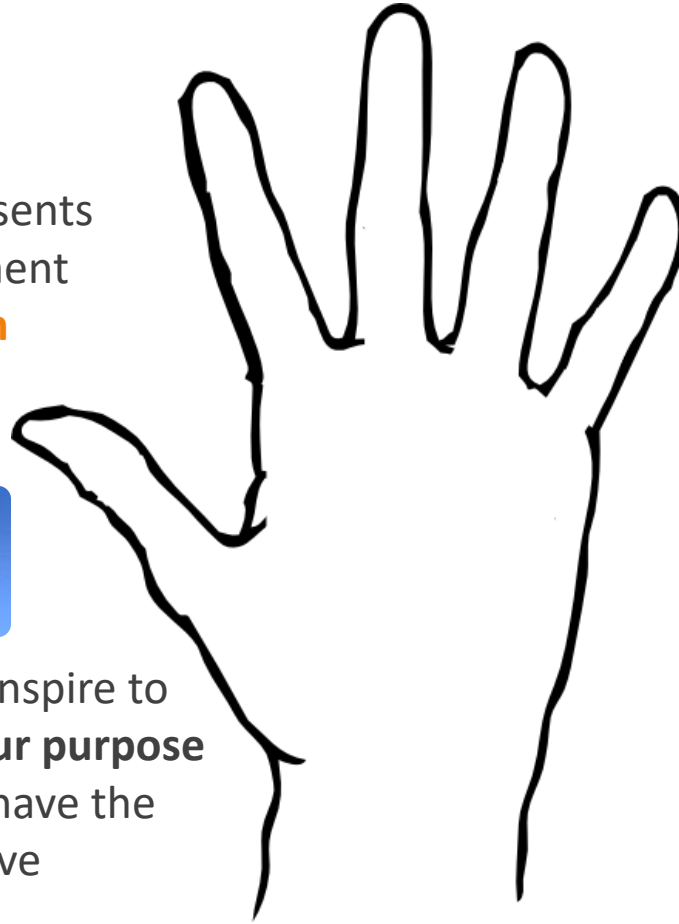
Hand of Change

Part of using mantras to make change easy

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



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



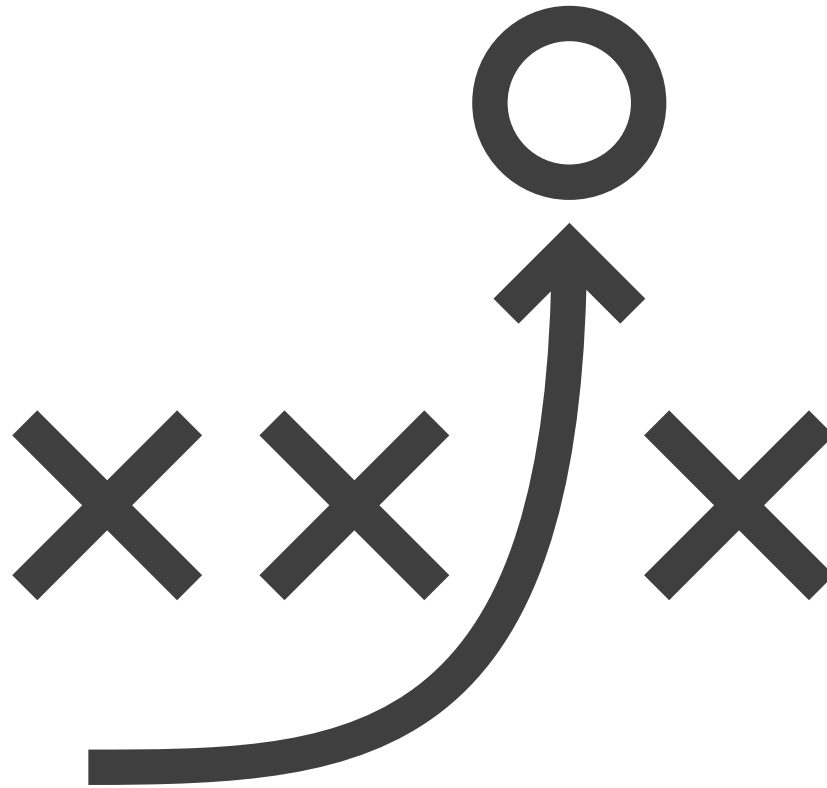
Fingers sum up the
key moves required
to deliver the mission

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

Manage the Human

14. Nudge to Make it Easy and Automatic

(lots more tomorrow re habit)



How Can I Make the Critical Moves Easy to Do?



The three on the right are now breaking the law

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

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

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

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

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

24

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

MOTORCYCLE MECHANICS

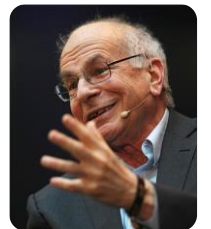
Crash helmets became
Compulsory in the UK in 1973

What happened to the frequency
with which motorbikes were
stolen?

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

The Best Psychological Idea Ever

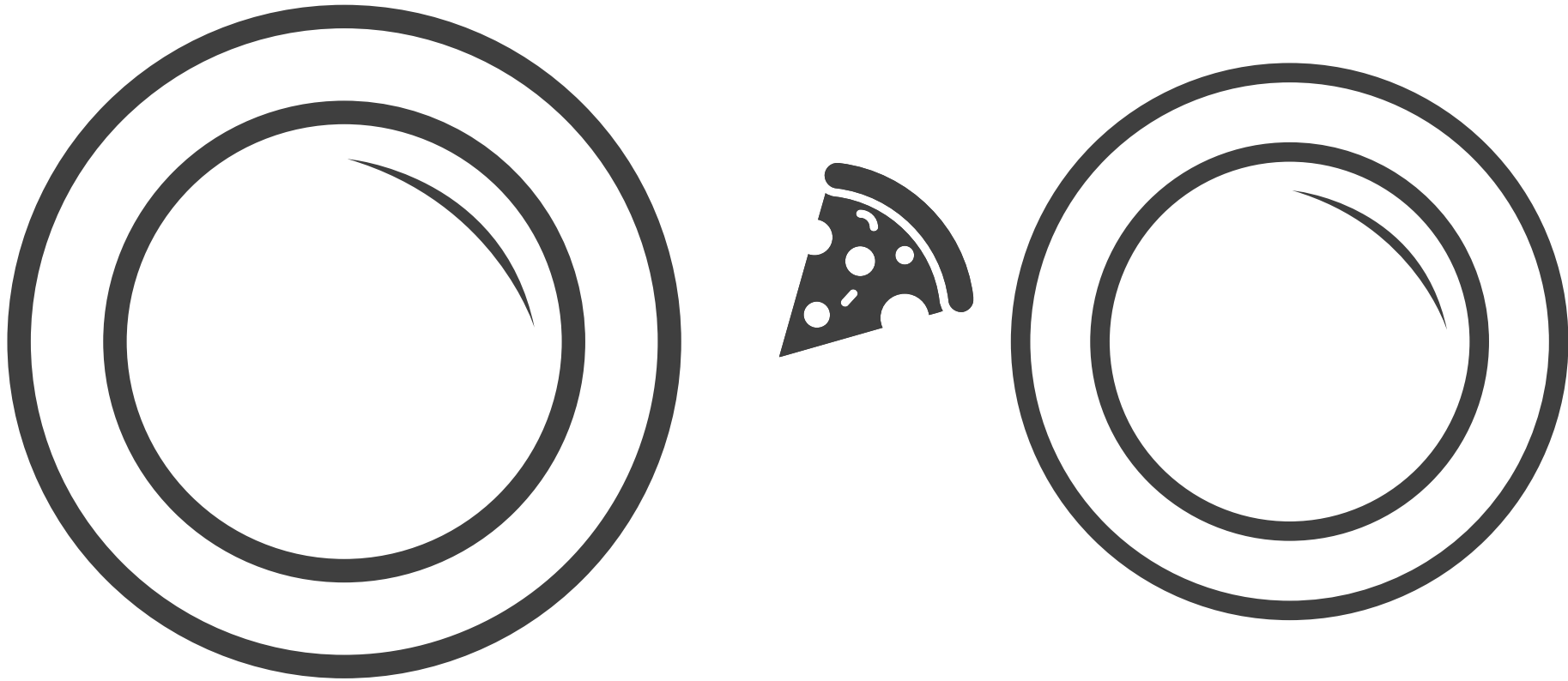
When you want to influence somebody's behavior, make **good behaviors easier** or **negative behaviors harder**



Daniel Kahneman

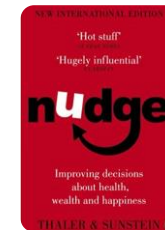
Princeton University

Nudge to Make Desired Behaviours Easy and Automatic



Nudge

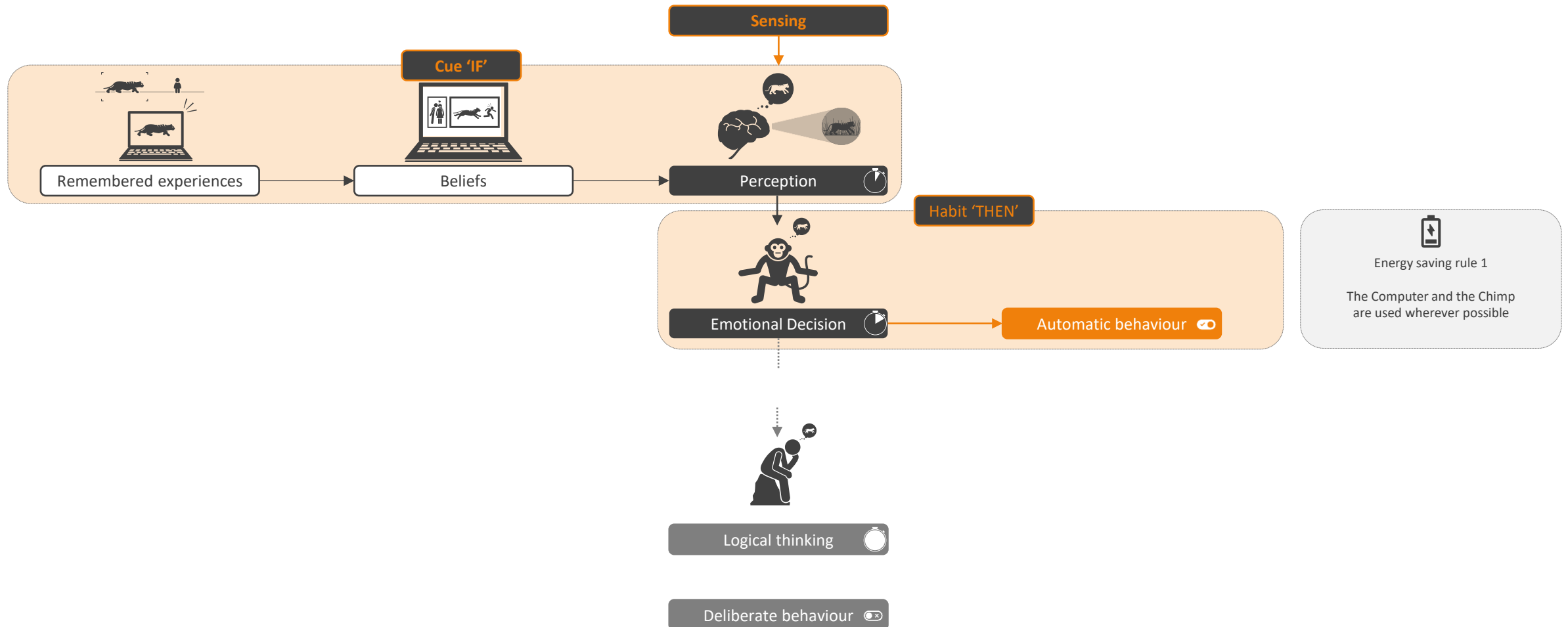
Any small and subtle change in the environment that encourages people to make better decisions for themselves, without limiting their freedom of choice



Richard Thaler and Cass Sunstein

University of Chicago and Harvard Law School

Nudge



Example Reference for Applying Behavioural Psychology

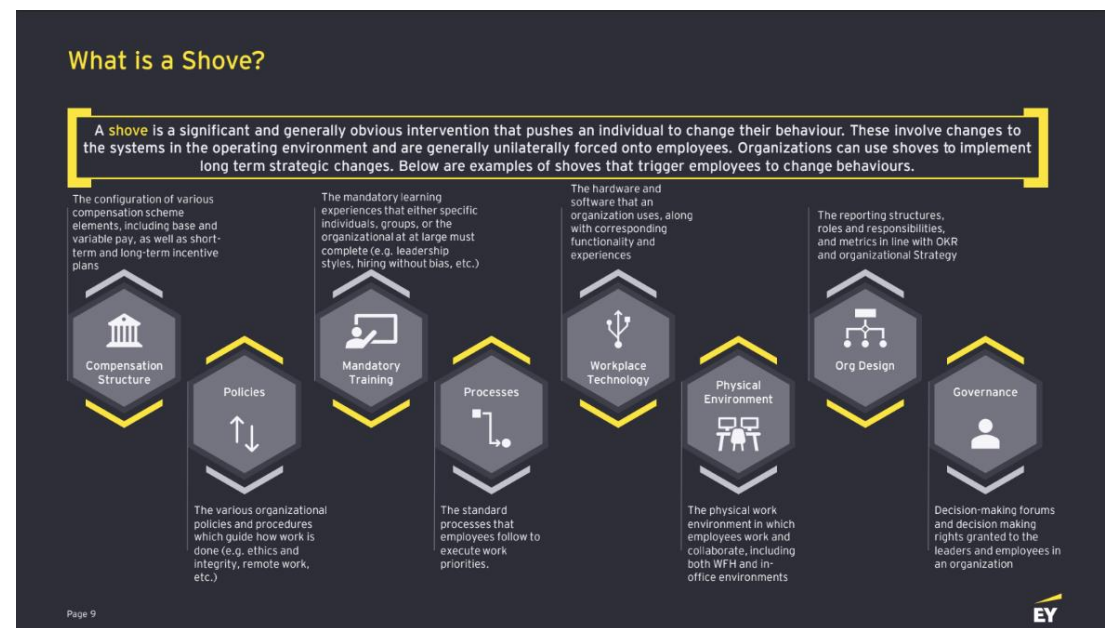


EY Organizational Culture Presentation for ICMIF, April 2023

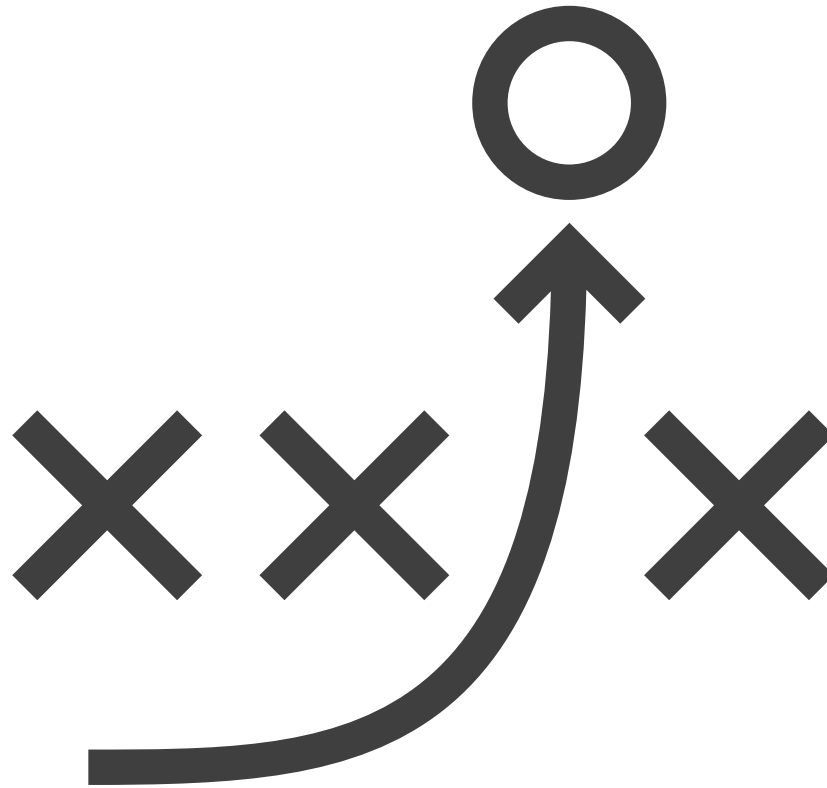
Nudge



Shove



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



When Innovating In A Complex World

You have to ask “why?” dozens of times

You have to question your assumptions

You have to be open to being proven wrong

You have to be willing to hear uncomfortable new information



Rita McGrath
Columbia Business School

All Too Often

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



Rita McGrath
Columbia Business School

Take the Extra Time

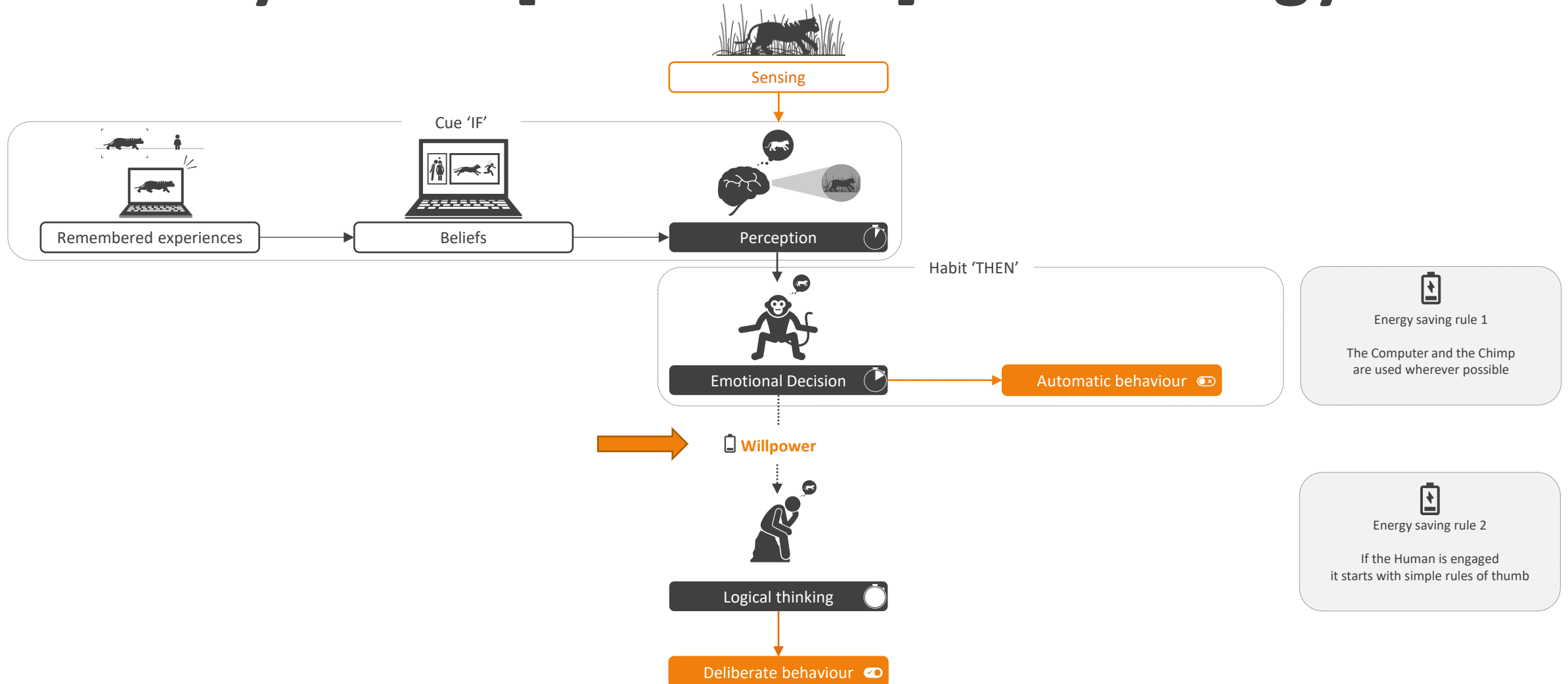
Do a lot of mental checking and engage
System 2 [the Human]

It can save a boatload of heartache later



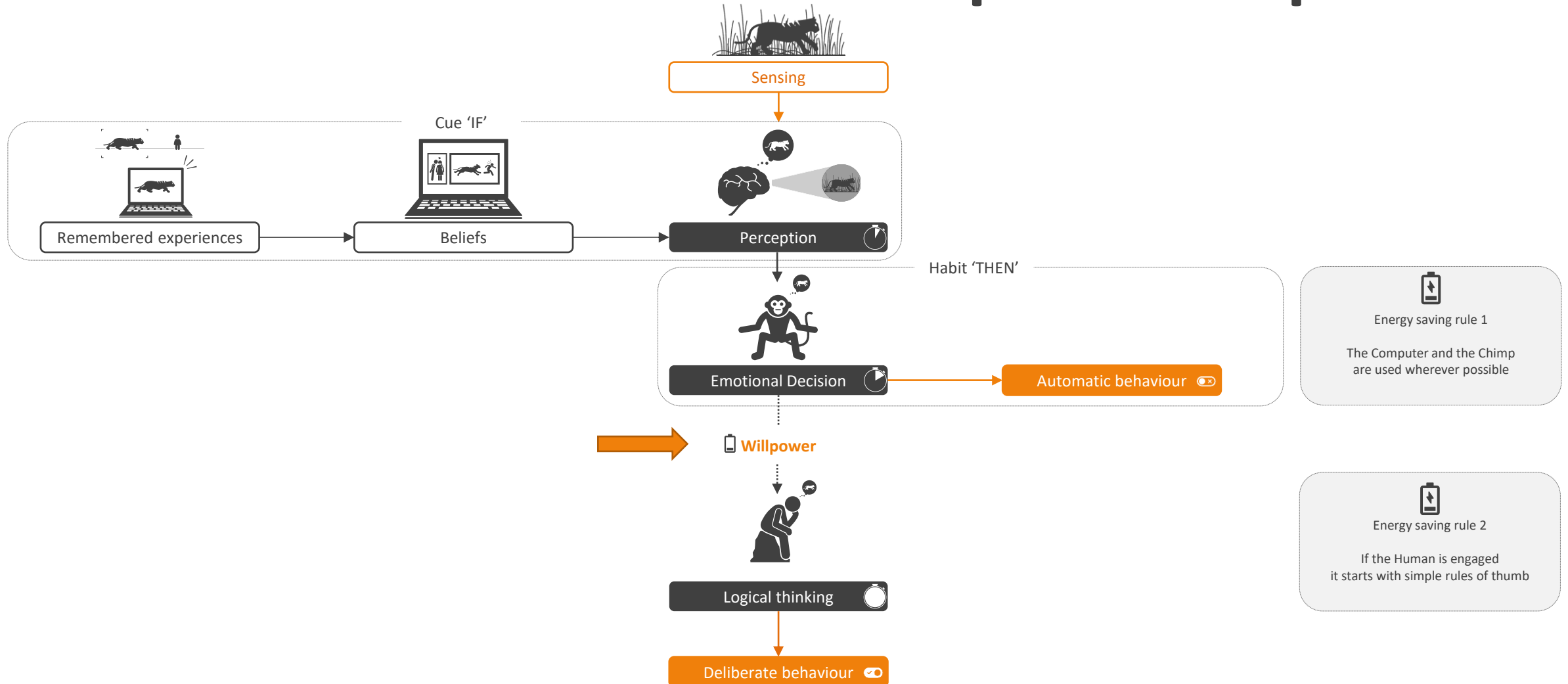
Rita McGrath
Columbia Business School

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



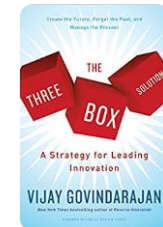
Universal Challenge

All Deliberate Behaviour Requires Willpower



Look in the Mirror Every Day

Ask what have I done in Box 3 today?

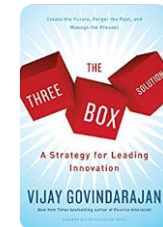


Vijay Govindarajan

Dartmouth College's Tuck School of Business

Why is it So Difficult to Practice this Simple Lesson?

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

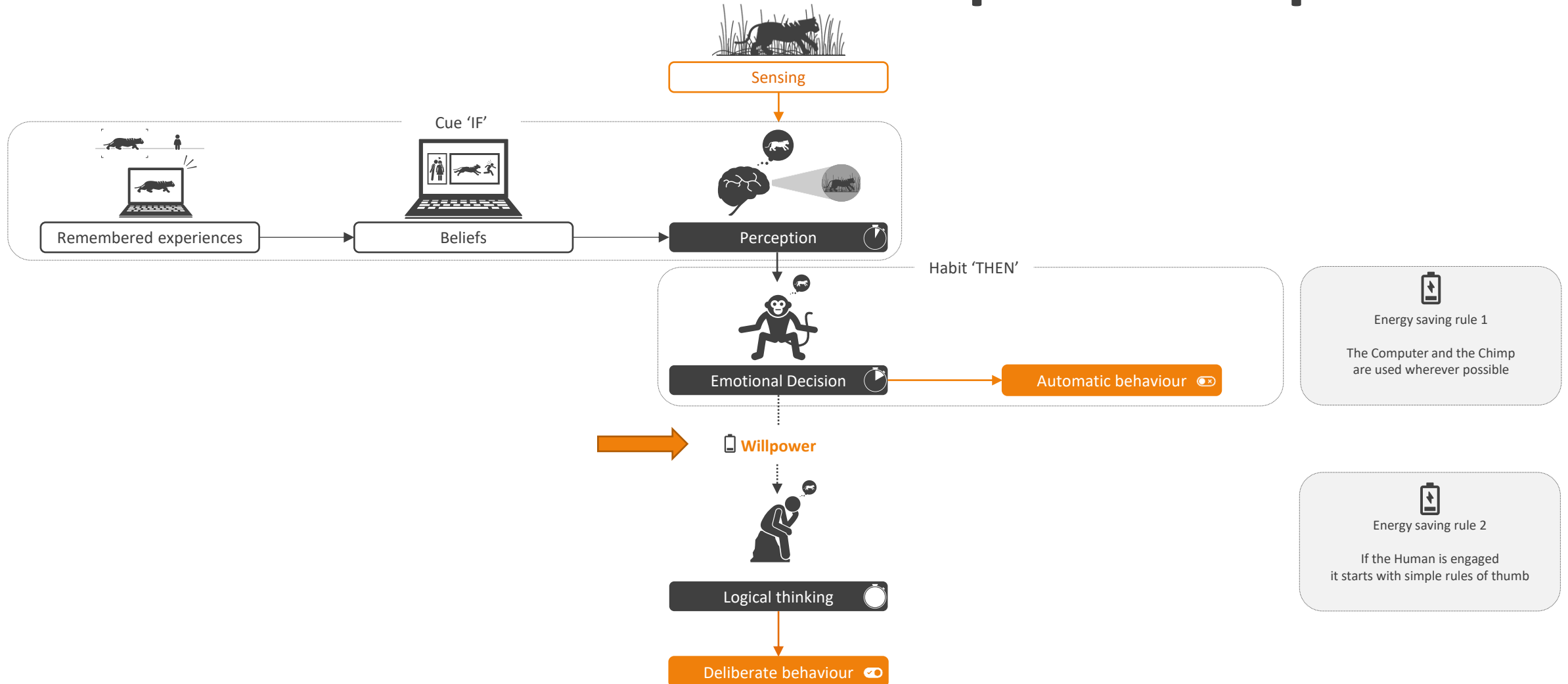


Vijay Govindarajan

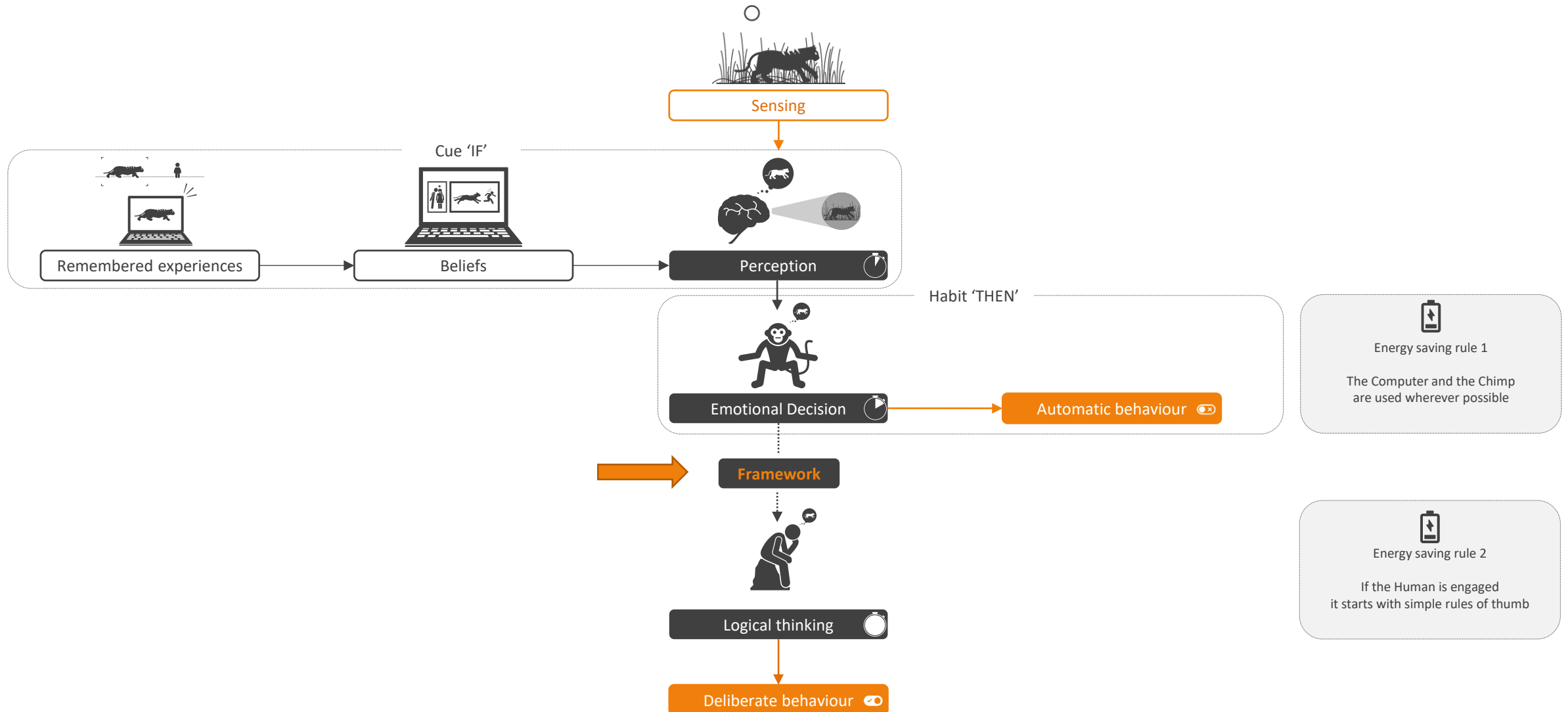
Dartmouth College's Tuck School of Business

It's Also Difficult Because ...

All Deliberate Behaviour Requires Willpower



Delegate Willpower to a Framework



Three Box Framework

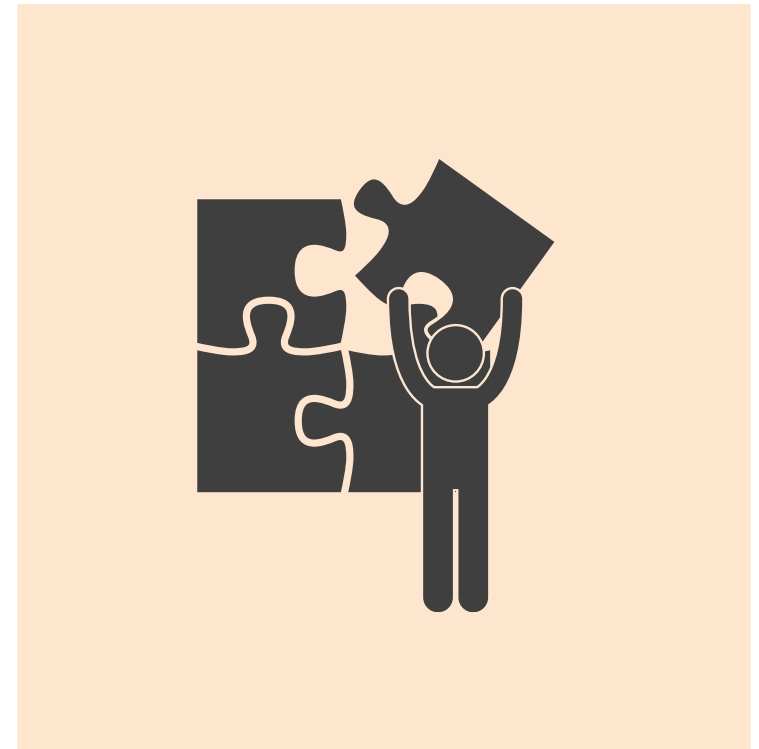
Box 2: Selectively Forget the Past



Box 1. Manage the Present



Box 3. Create the Right Future

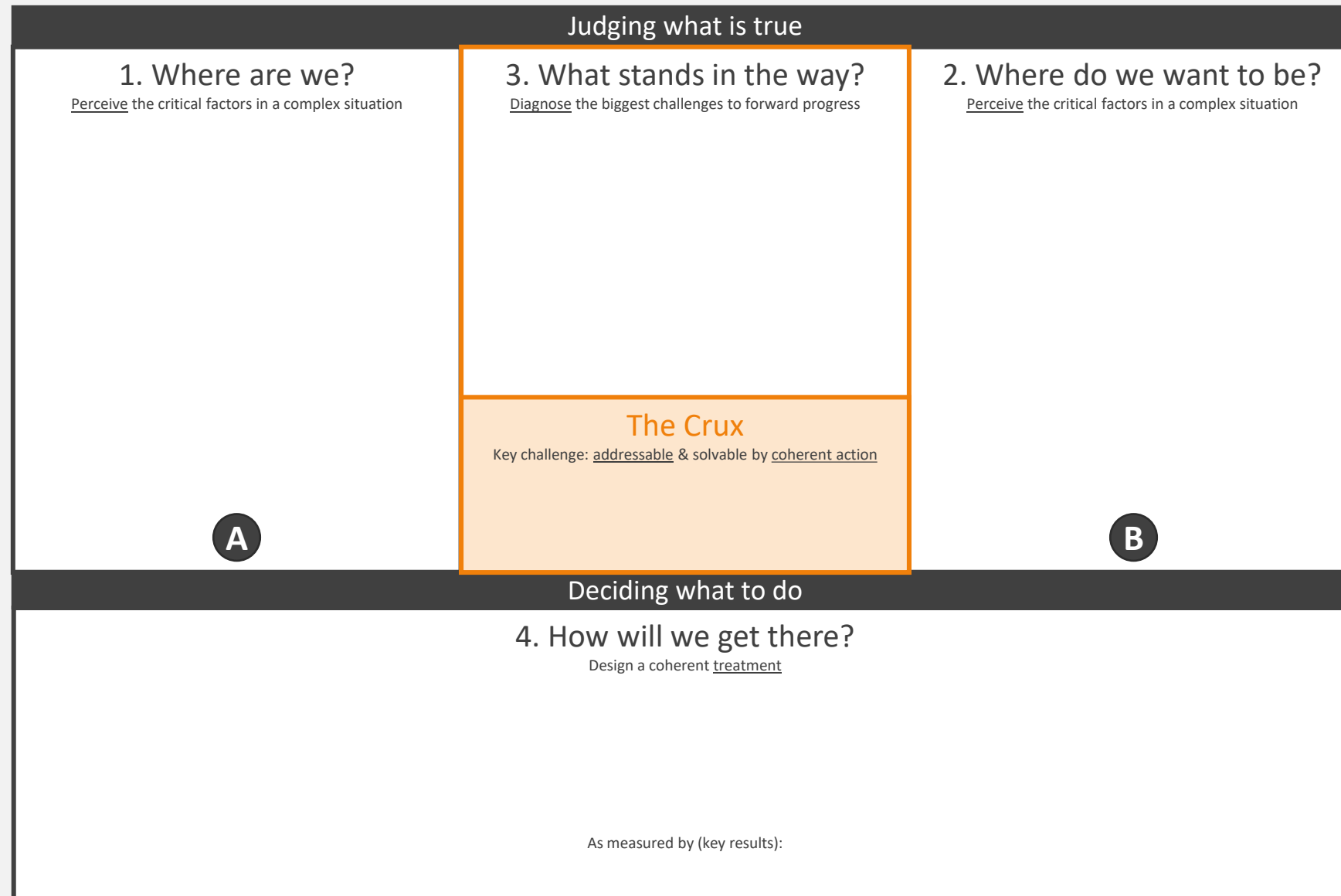


Structure Your Agendas Using a Framework

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

Strategy Canvas

Purpose of discussion:

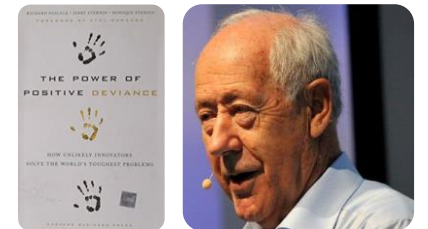


Structure Your Agendas Using a Framework

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

People are Much More Likely To

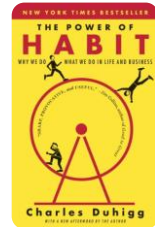
Act their way into a new way of thinking
than to think their way into a new way of
acting



Richard Pascale
Stanford Business School

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

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



Charles Duhigg
Author

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

Structure Your Agendas Using the **Three Box Framework**

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

Structure Your Agendas Using the **Challenge-Based Strategic Framework**

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

Strategy Activation Canvas for Purpose Driven Organisations

Who should do what differently (“the hero”):

Judging what is true		
1. What story is the hero living in?	3. What stands in the way of	2. What new story will work?
Limiting beliefs	Making it easy to act	Enabling beliefs
Won't	The motivation to act	Will
Can't	The capability and opportunity to act	Can
Deciding what to do		
Re-Program the Computer to make it easy to act Clarify the Purpose to overcome self-interest by providing a vision of a purpose bigger than any of us		
Lead the Chimp to provide the motivation to act Unlock the Drive to act by helping each person connect their own purposes with the organization's		
Manage the Human Provide the Organisation to deliver the capability and opportunity each person requires to act		



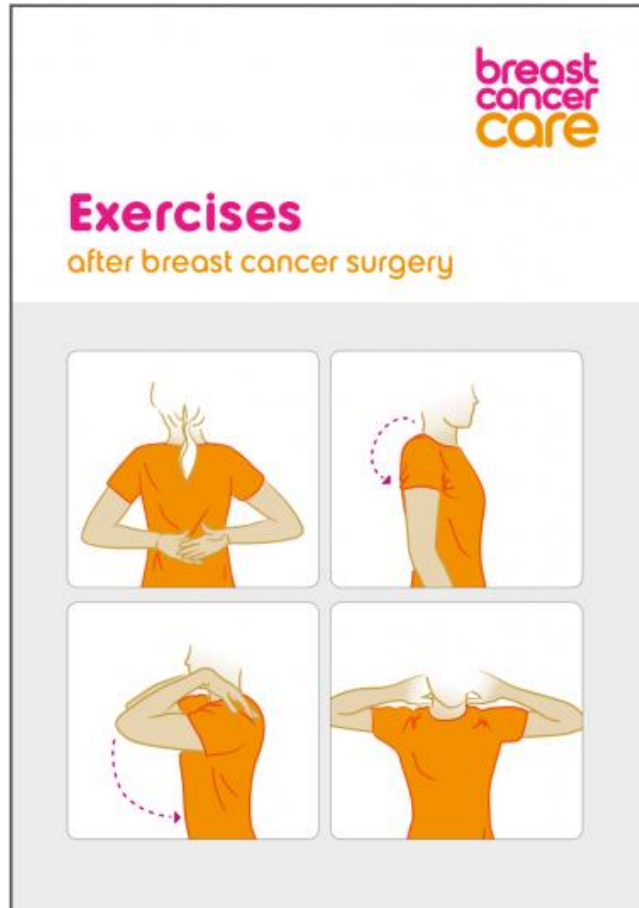
Your Return On Investment



From	Play	To
Can't	<p>Manage the Human to provide capability and opportunity</p> <ul style="list-style-type: none">11. Use different time horizons to focus on the actions to overcome the current crux12. Use commander's intent and thinking out loud to enable coherent action13. Script the critical moves ... using mantras and the hand of change14. Nudge to make desired behaviours easy and automatic15. Delegate finding the willpower for eternal renewal to a powerful framework	Can

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

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



Warm-up and cool-down

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

1 Shoulder shrugs

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

2 Shoulder circling

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

First week after surgery

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

Second week and beyond

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

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

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

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

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

More advanced exercises

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

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

6 Wall climbing

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

7 Arm lifts

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

8 Elbow push

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

Basic exercises

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

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

4 Back scratching

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

5 Winging it

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

3 Bent arm

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

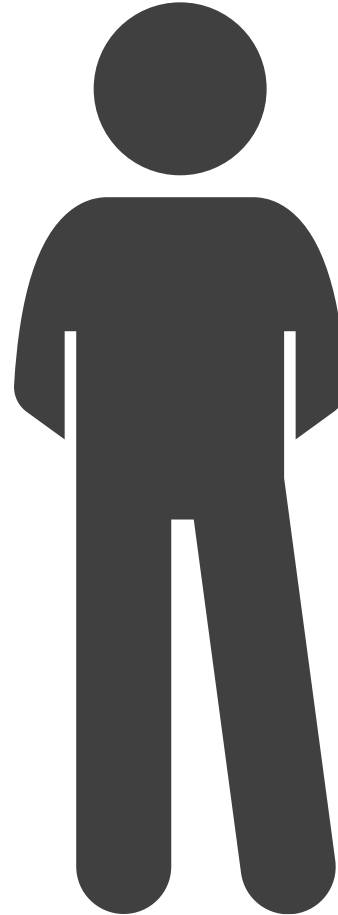
Alternative

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

Source: <https://www.dragonboat.org.uk/our-sport/breast-cancer-paddlers/>

336

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



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



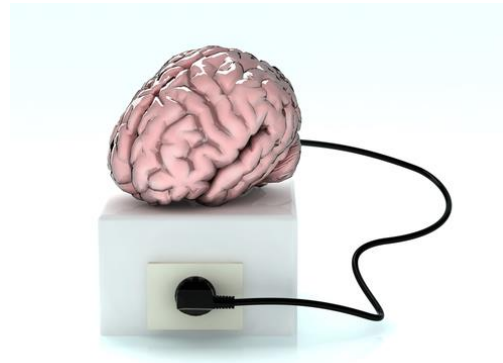
BREAST CANCER SURVIVORS DRAGON BOAT RACING TEAM

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

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

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

Break #4 (of 4 today)



Next session starting at

15:30

ICMIF Advanced Management Course 2024

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



Part 6 (of 6)

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

The Best Leadership Mind Frame

The Stockdale Paradox

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

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



Jim Collins

McKinsey & Stanford University

Groups

1. Leading with purpose
2. Leading continuous change
3. Influence & senior stakeholder management
4. Re-engaging employees post-pandemic
5. Leading in chaos
6. Managing my inner Chimp
7. Prioritisation
8. Private reflection
9. _____
10. _____



To Start Tomorrow's Session



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

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



Habit Canvas

Making and re-making habits

Focus:

Make it 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	

Eternal Renewal Requires Three Box Strategic Thinking

Selectively Forget the Past

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



Manage the Present

Optimize the current business to run at peak efficiency



Create the Right Future

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



Action: Review Your Notes Taken and Observations Made During This Course

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

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

Day 1: Welcome and introductions Monday 18:00-21:00	Day 2: Leading mutual insurers with purpose Tuesday 9:00-17:00	Day 3: Leading teams in a complex world Wednesday 9:00-17:00	Day 4: Activating strategy in a complex world Thursday 9:00-17:00	Day 5: Translating learning into value Friday 9:00-15:00
	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	

Focus:

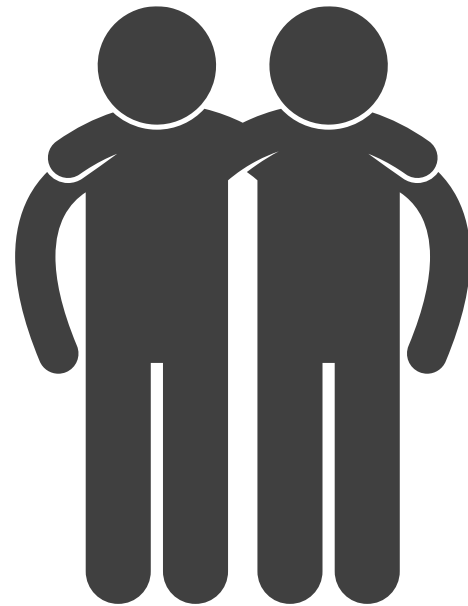
Make it Obvious	
Current behaviours	Desired behaviours

Working With A Partner Correlates With Success



Please 'Buddy Up' With a Partner

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



Reach out to each other today

Thank You **09:00** Start Tomorrow

With a Buddy and the Behaviour You Wish to Improve

