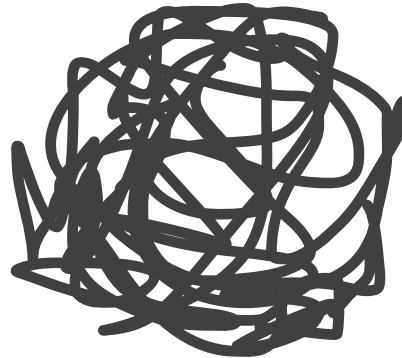


ICMIF Mutual Leadership Course

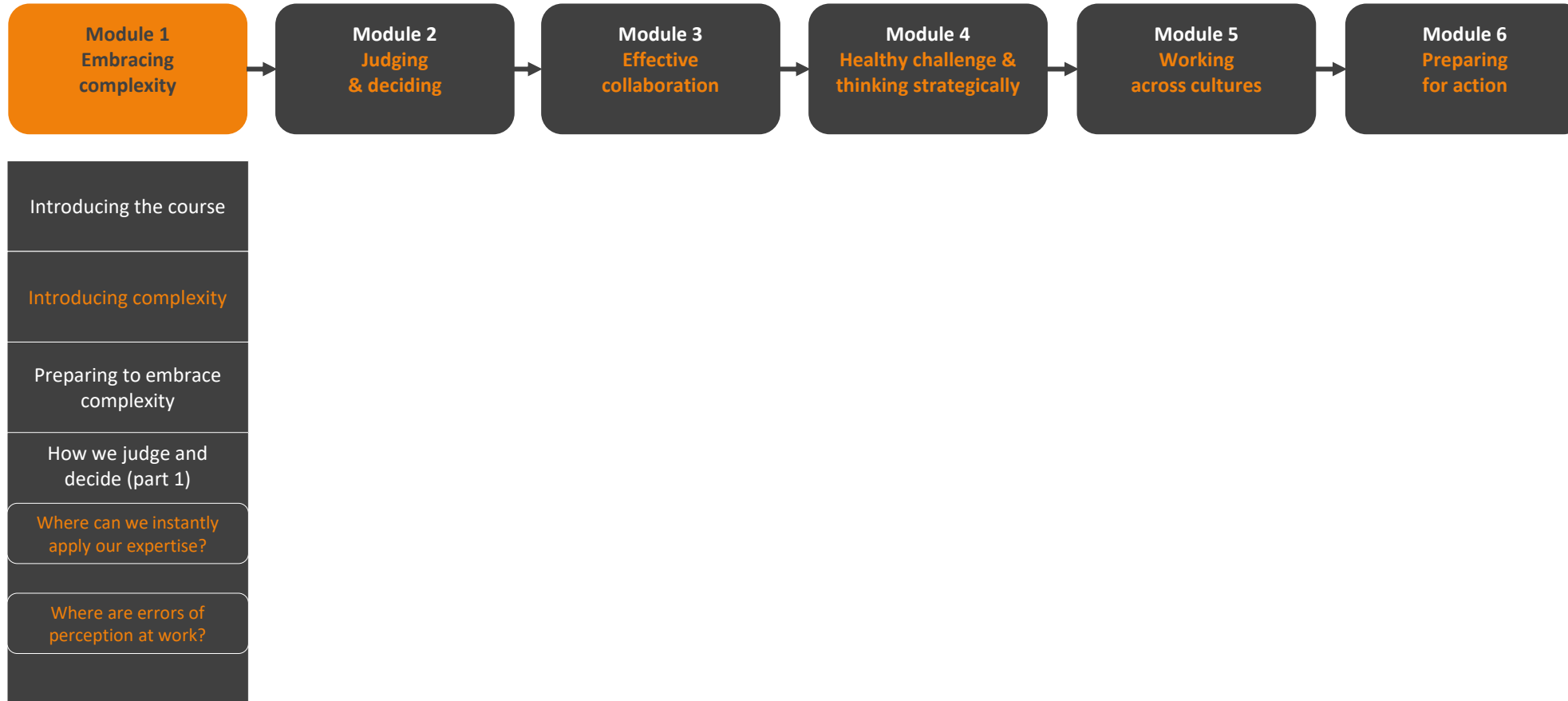
Module Summary

1. Embracing Complexity



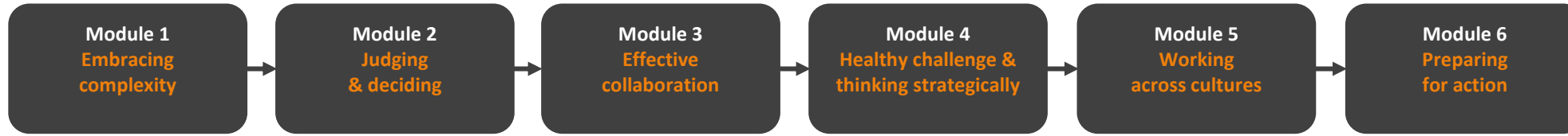
Mutual Leadership

adapting to a complex world



Mutual Leadership

adapting to a complex world



Introducing the course
Introducing complexity
Preparing to embrace complexity
How we judge and decide (part 1)
Where can we instantly apply our expertise?
Where are errors of perception at work?

What Happened?

1000

40

1000

30

1000

20

1000

10

4100

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

Comparing Technical & Complex Problems



Technical

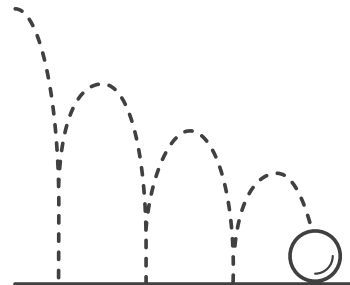


Complex



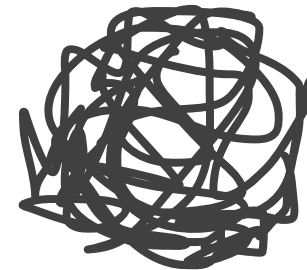
Technical

How shall I underwrite this standard risk?



Complex

How do we ensure our company manages the present while it also invents the future?



Key Challenges in A Complex World

The Real World is Complex



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

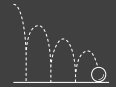
People Aren't Rational



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

Comparing Technical & Complex Problems

Technical



Repeated patterns



Predict with confidence



Reliable learning



Engage an expert



Apply rules

Complex



Hard to understand



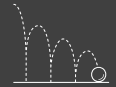
Impossible to predict



Hard to learn from

Rules Fail in the Face of Complexity

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

Complex Situations Require Teams Using Models and Tools

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

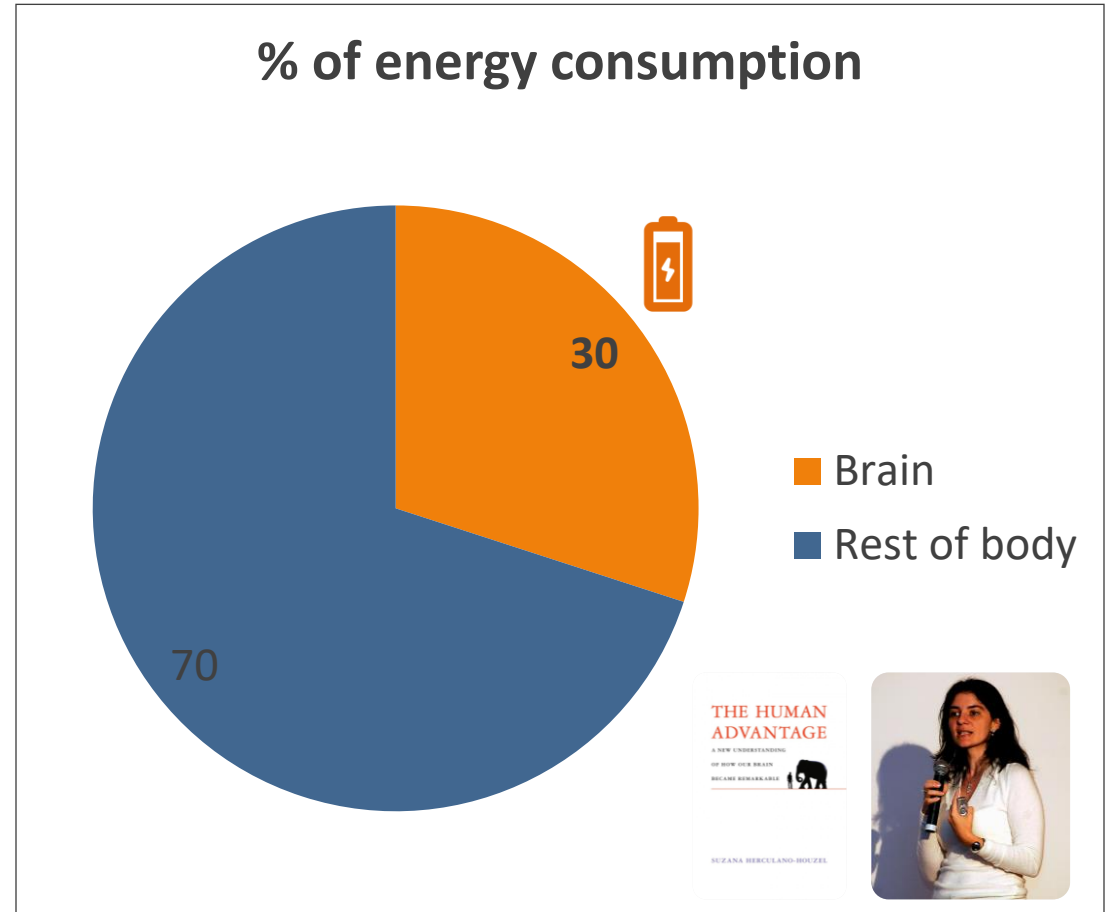
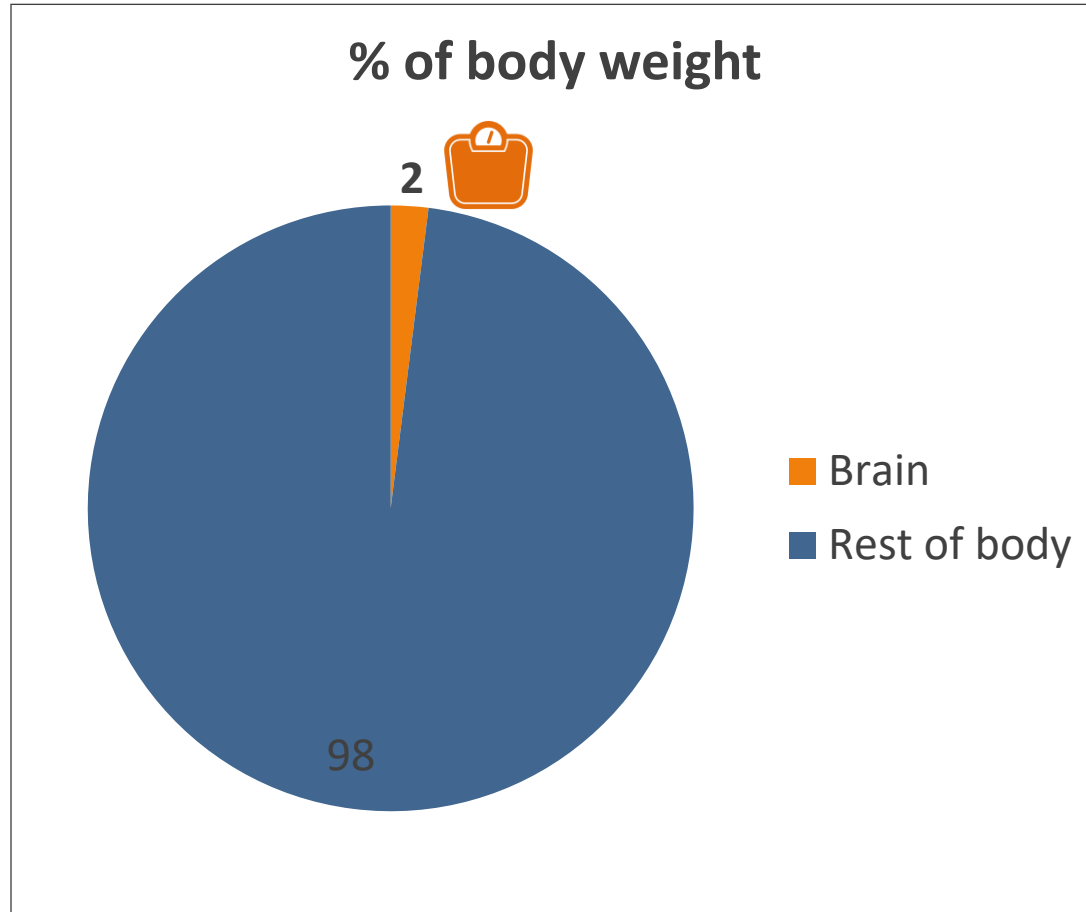
Complex Systems Feature Uncertainty

Wherever there is **uncertainty**
there has got to be **judgment**
and wherever there is **judgment**
there is an opportunity for **human error**



Donald Redelmeier
University of Toronto

Our Brains Are Hungry For Energy

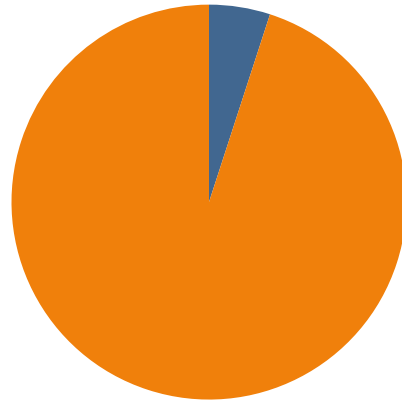


Suzanaerculano-Houzel

Vanderbilt University

We Evolved To Think As Little As Possible

95%



Our Autopilot Behaviour Hinders Collaborating Across Cultures

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 Challenges in A Complex World

The Real World is Complex



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

People Aren't Rational



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

Habits Drive Behaviour



“We like to do what we did last time in the same context”

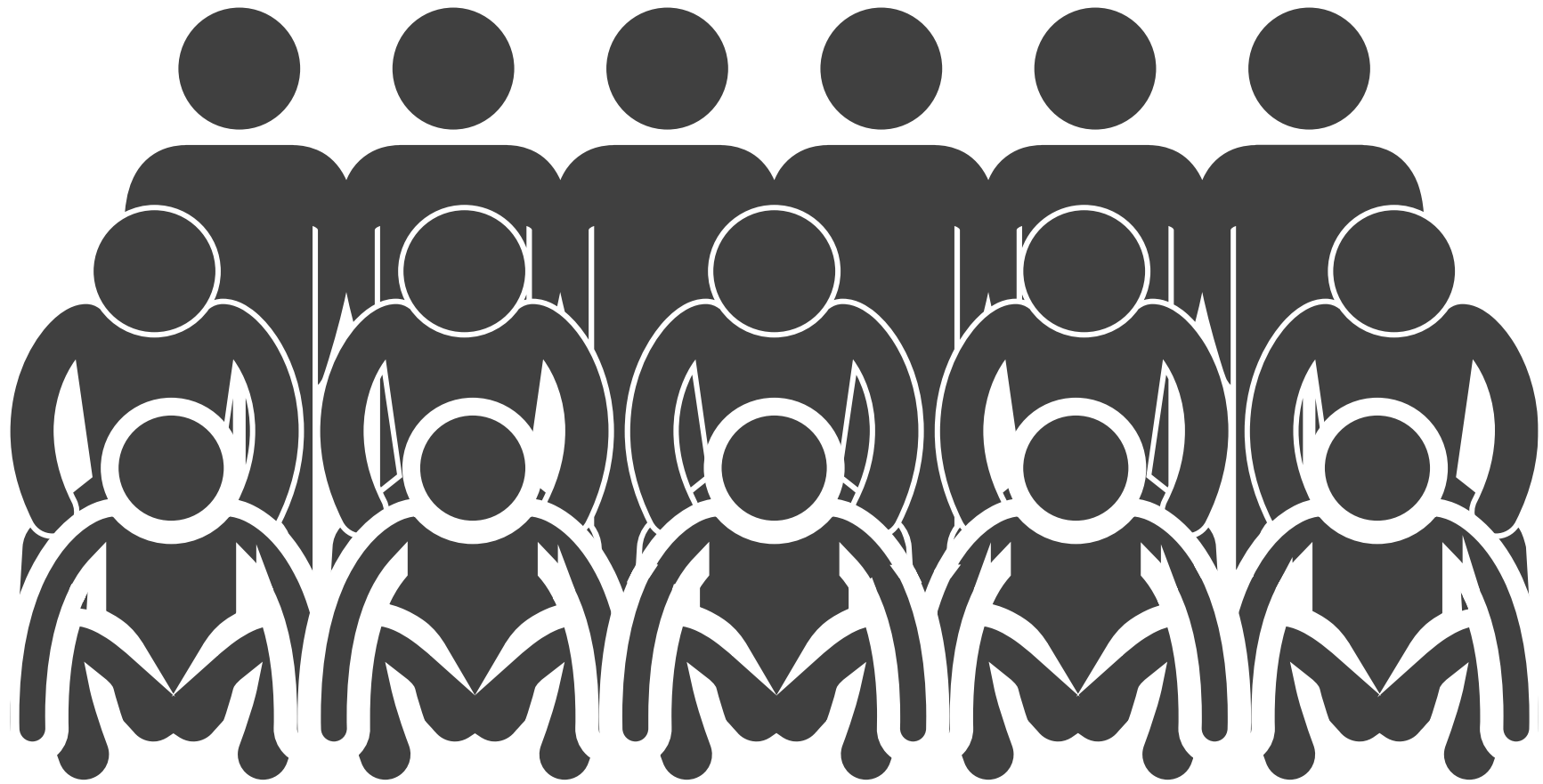
“The habitual mind controls 95% of our behaviour”

Culture Defeats Strategy

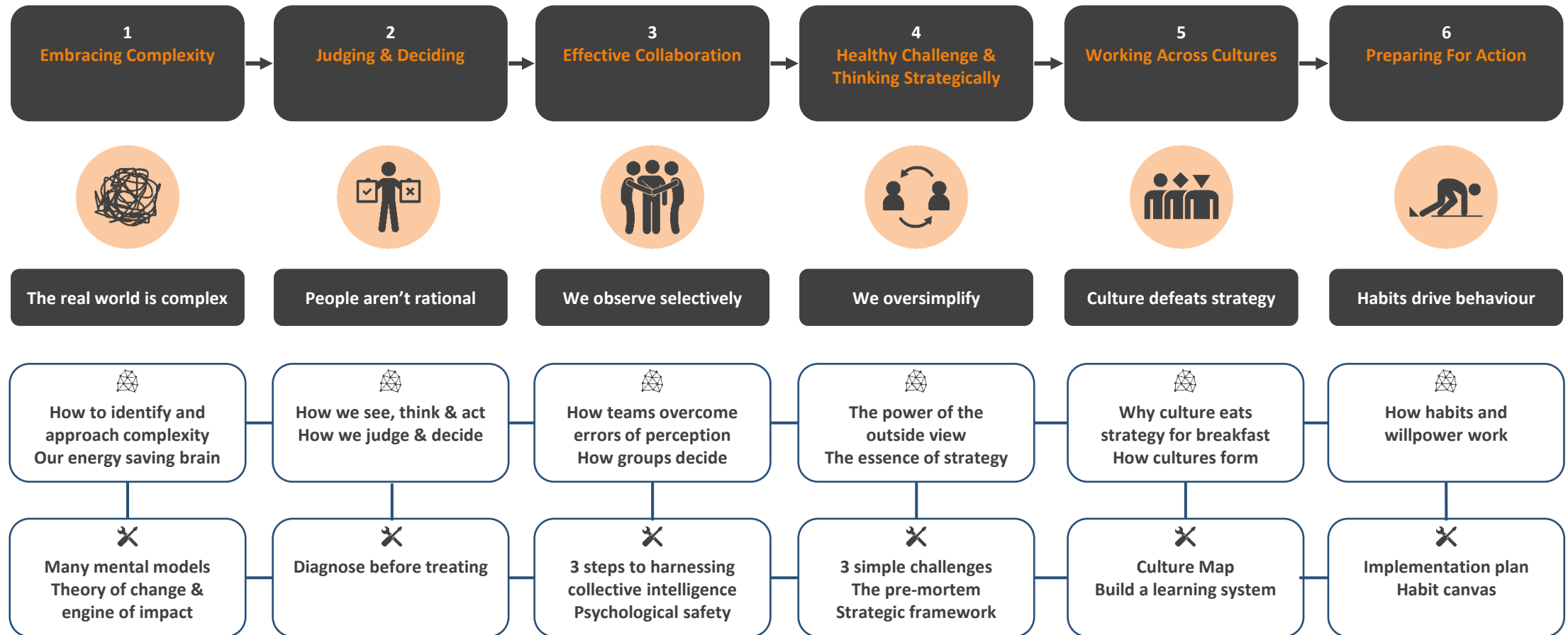


“The way we see the world seems so obvious it is difficult to imagine others might do things differently”

Work As A Team



Apply The Essential Mental Models and Tools for High Performance in A Complex World

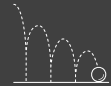




Your Return On Investment



Where do you need
an expert using rules?



Repeated patterns



Predict with confidence



Reliable learning



Where do you need a team
using models and tools?



Hard to understand



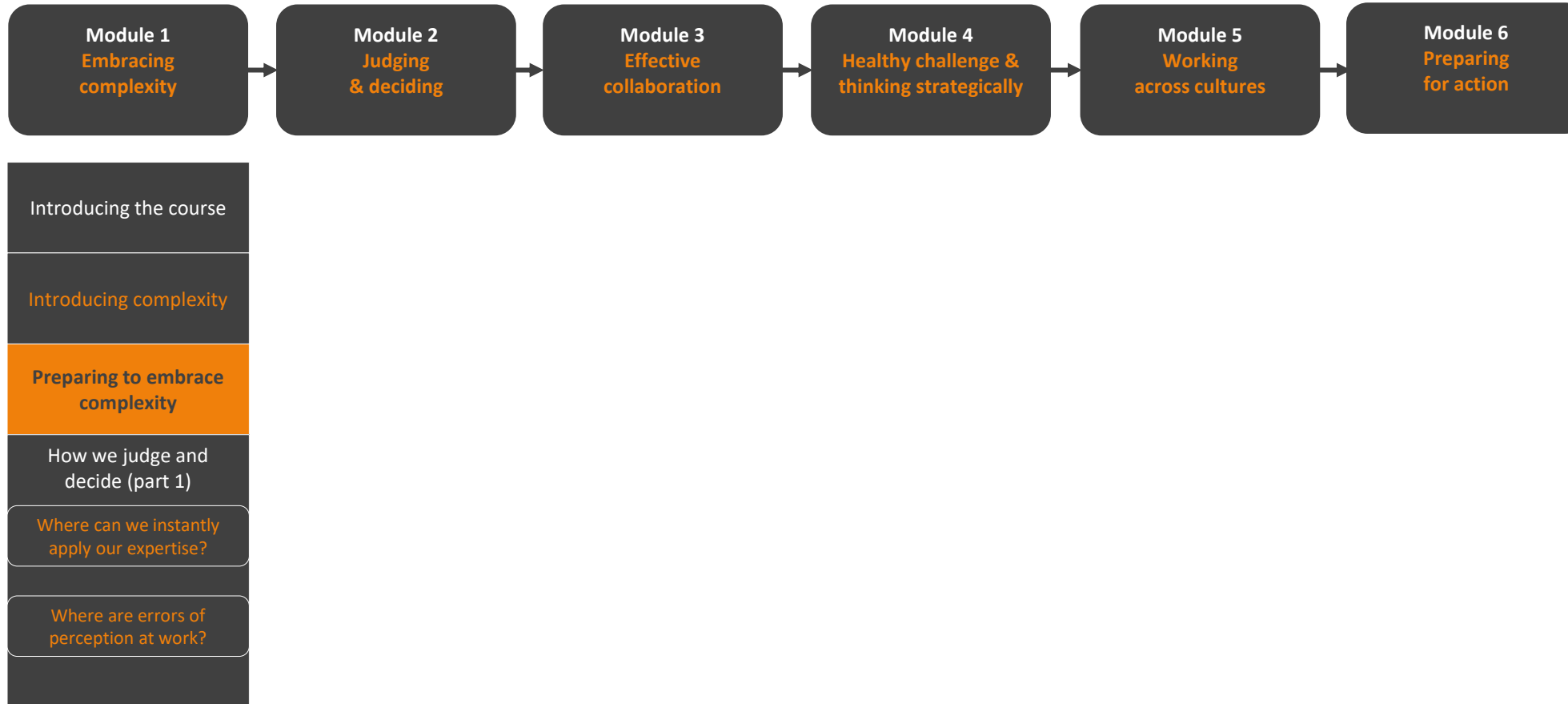
Impossible to predict



Hard to learn from

Mutual Leadership

adapting to a complex world



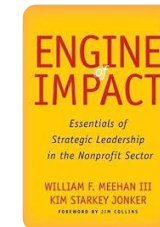
Apply A Logic Model

Theory of Change

A **logical description** of how “it” works

The Engine of Impact

Describes your **strategy** for achieving your goals given the theory of change

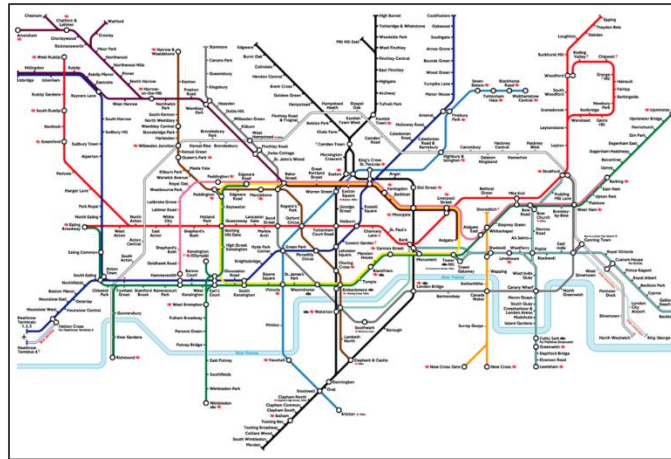


Meehan & Starkey Jonker

Stanford University Business School

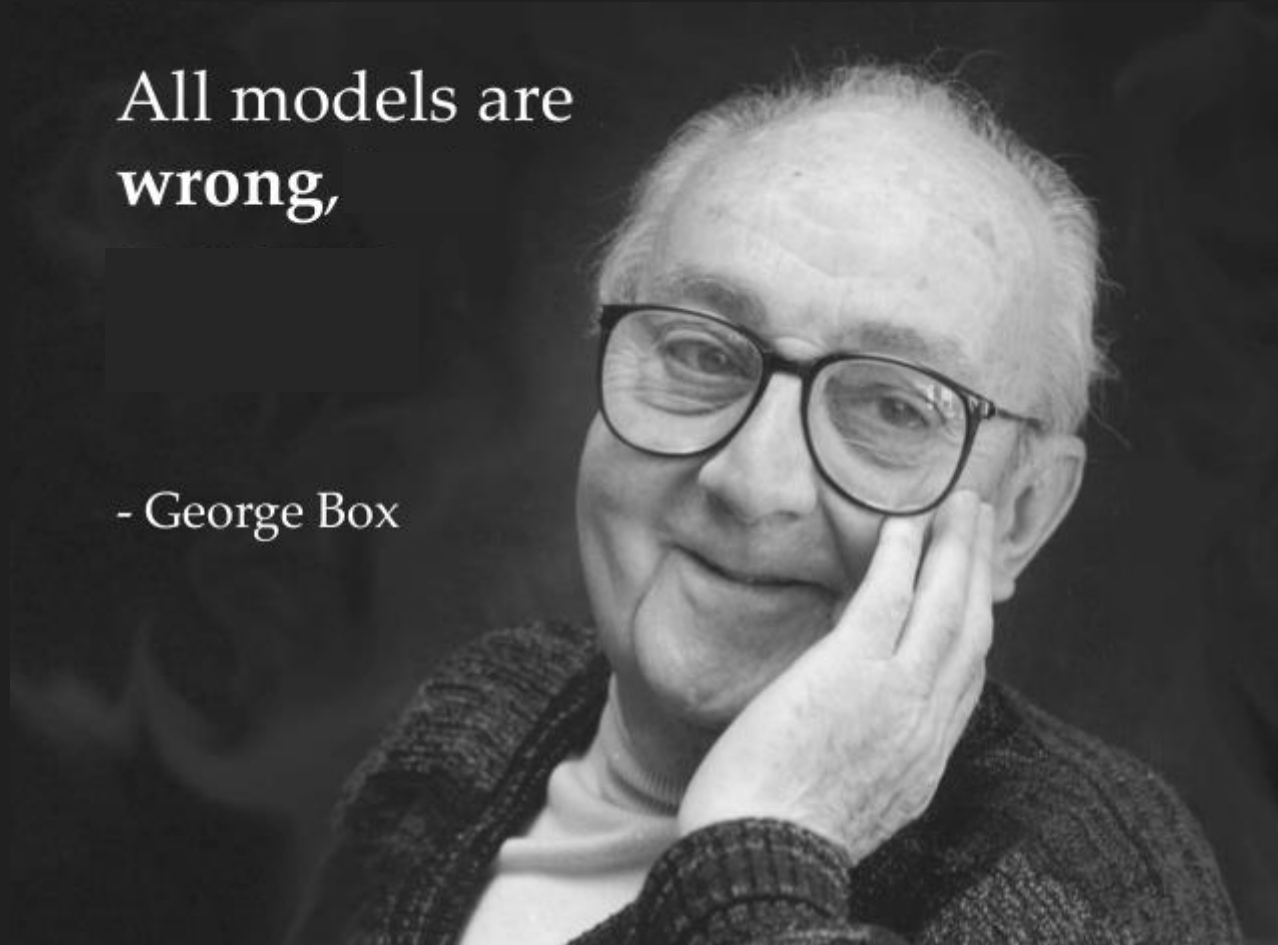
The Purpose of Models Is To ...

1. Simplify
2. Define
3. Create spaces within which we can apply logic



All models are
wrong,

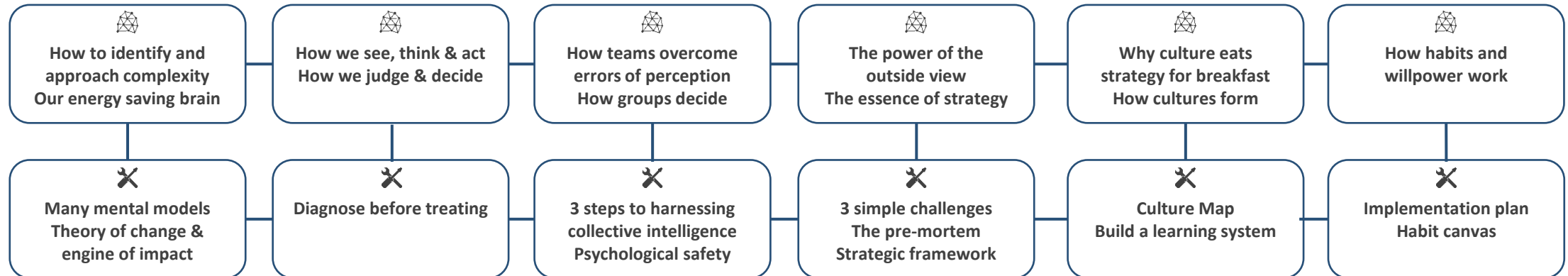
- George Box



A Combination of Many Models Makes Complex Situations Tractable

Models

1. Simplify
2. Define
3. Create spaces within which we can apply logic



Three Core Tools



1. Diagnose before treating



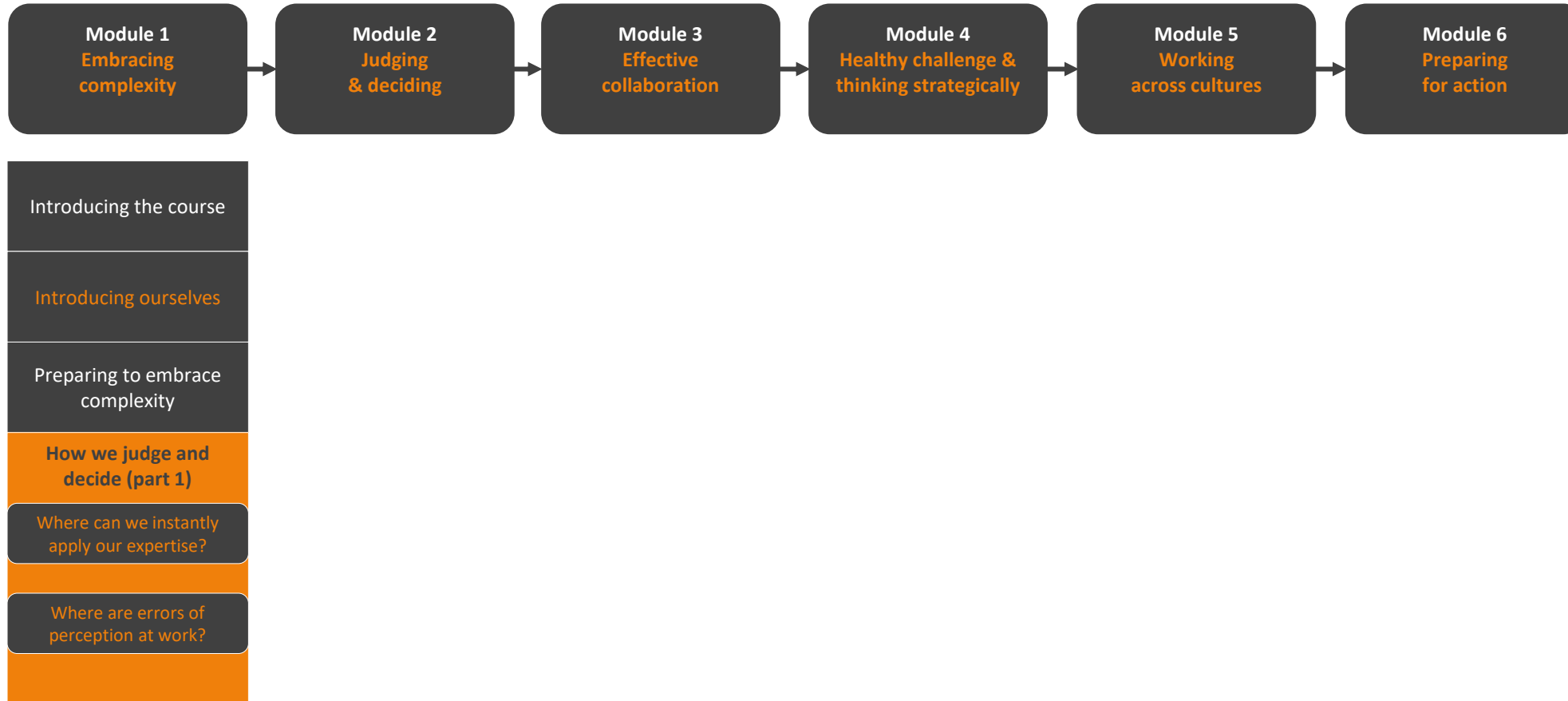
2. Harness collective intelligence



3. Challenge before acting

Mutual Leadership

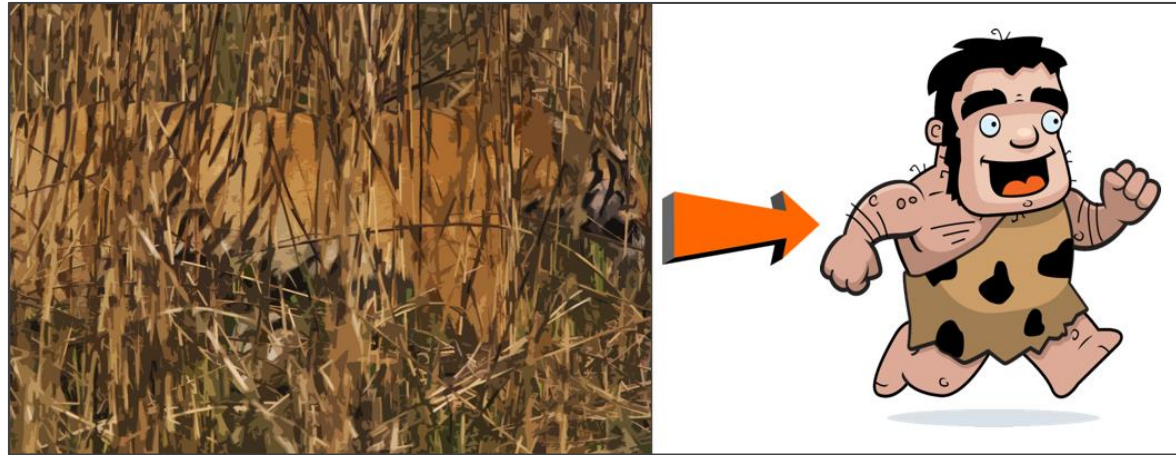
adapting to a complex world





Your Return On Investment

Snap



Where does your expertise enable you to exercise snap judgments in your work?



1. Capture your perspective





2. Share your perspectives



3. Discuss your perspectives

Discussion 2: Where does your expertise enable you to exercise snap judgements in your work?

Start at	Duration _____ minutes			Return at
	 1. Capture	 2. Share	 3. Discuss	

My perspectives	
My thoughts	
My insights from our discussion	
Actions <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

Please use Zoom chat to share any great examples you hear during the discussion

The Other Side of the Coin



Uncertainty → Judgement → Human Error



Technical

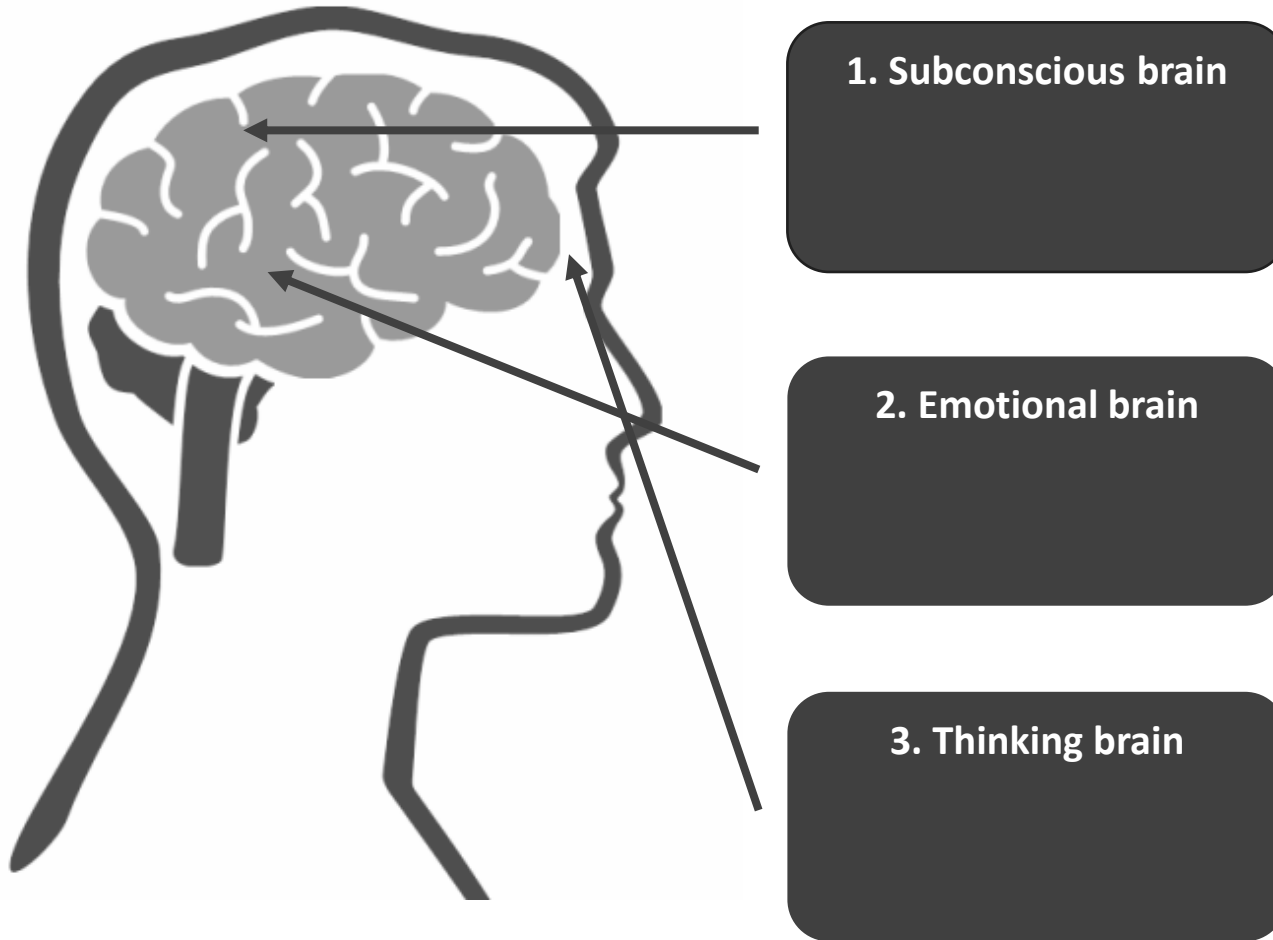


Complex



Wherever there is **uncertainty**
there has got to be **judgment**
and wherever there is **judgment**
there is an opportunity for **human error**

Three Distinct, But Interconnected Teams



Three Stages of Human Error



Three Stages of Human Error



1 | Subconscious First

Three Teams



1. Subconscious brain

2. Emotional brain

3. Thinking brain

Three Teams



1. Subconscious brain

Patterns based on experience
Beliefs

2. Emotional brain

3. Thinking brain

Three Teams



1. Subconscious brain

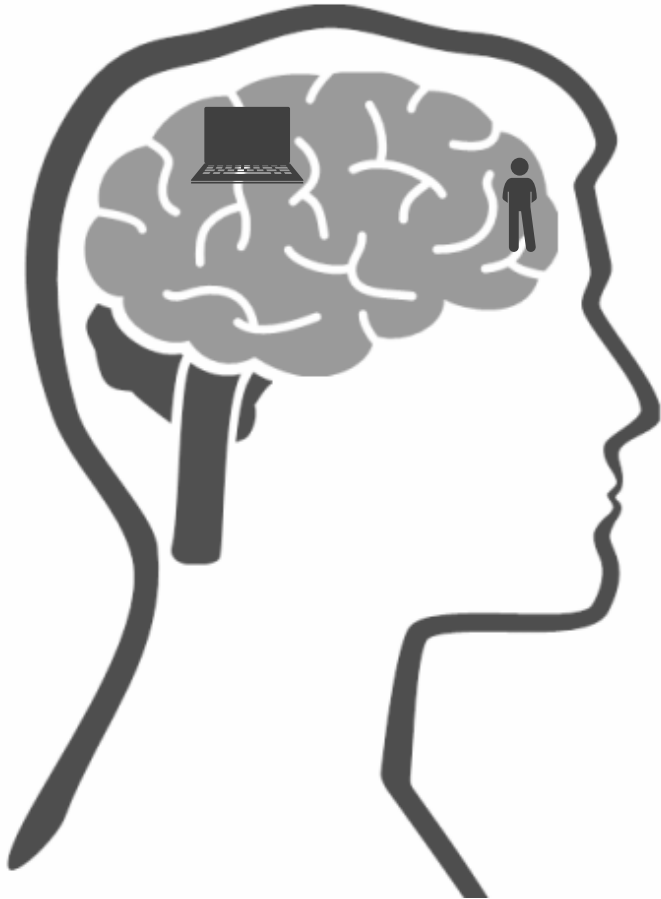
"The Computer"

Patterns based on experience
Beliefs

2. Emotional brain

3. Thinking brain

Three Teams



1. Subconscious brain *"The Computer"*

Patterns based on experience
Beliefs

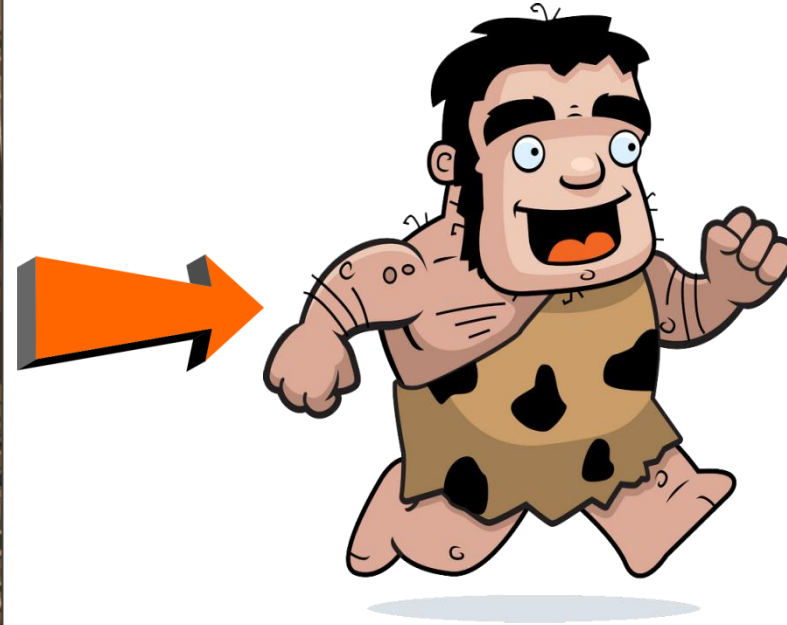
20x faster
than the Human



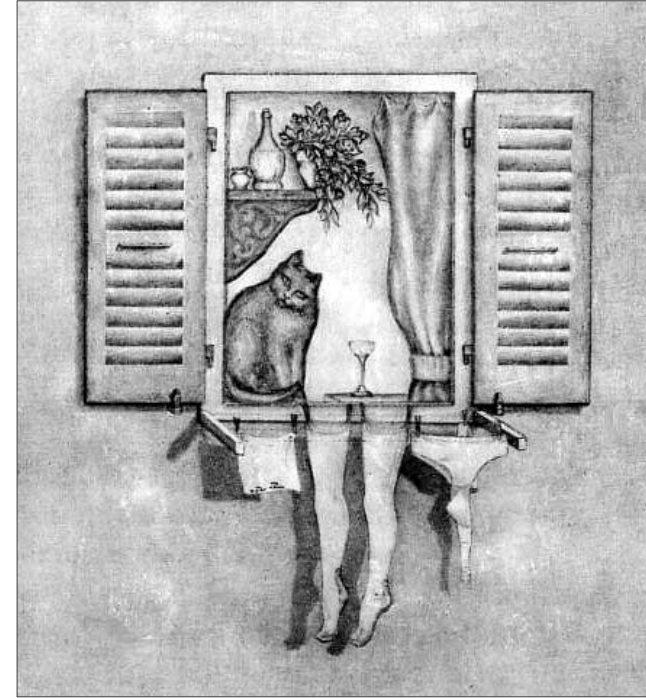
2. Emotional brain

3. Thinking brain *"The Human"*

We Snap to Very Quick Understandings

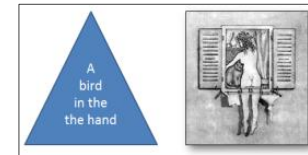
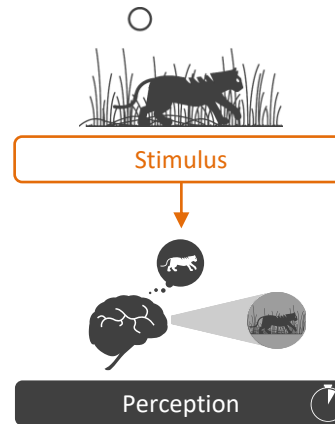


A
bird
in the
the hand



**“90% of decision errors are
are errors of perception”**

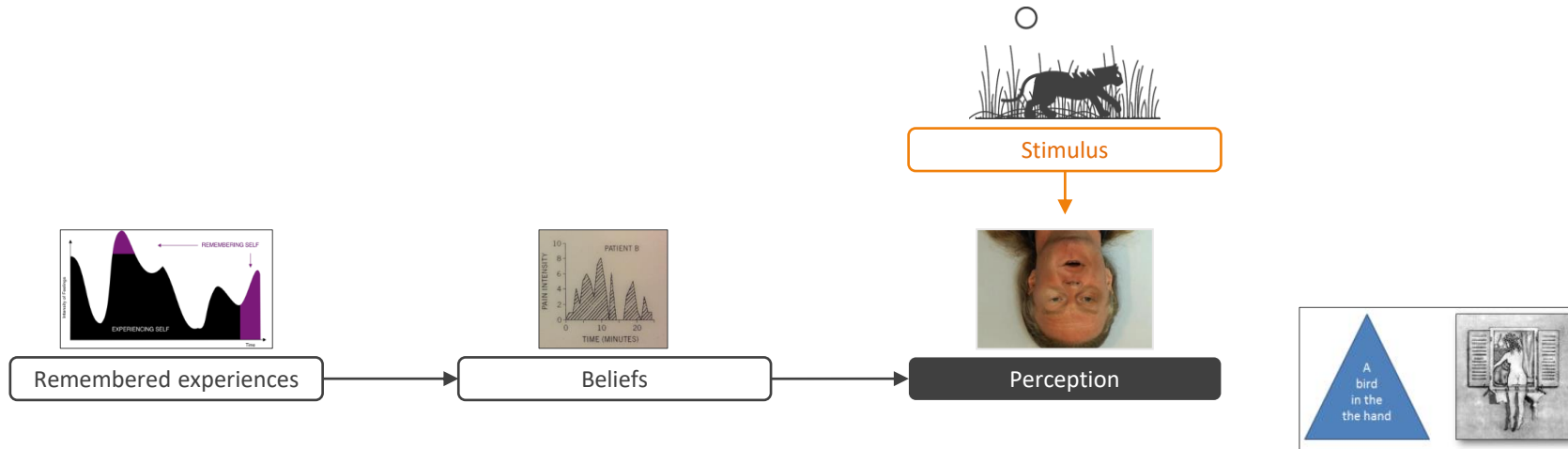
Prof. David Perkins
Harvard



**“90% of decision errors
are errors of perception”**

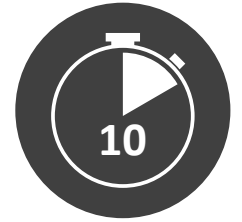
Prof. David Perkins
Harvard

Our Experiences Shape What We See

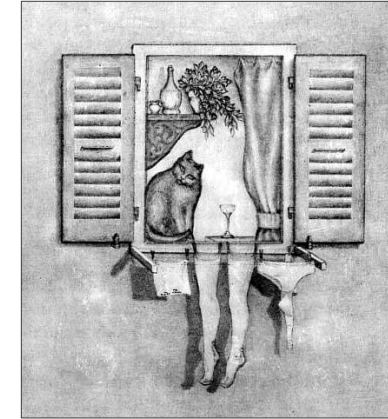
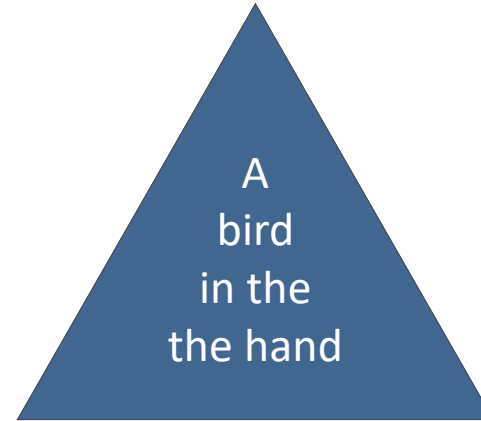




Your Return On Investment



Snap



Where in your work might you snap to a mistaken perception?

Seeing what you expect to see or failing to see what you should see?



1. Capture your perspective






2. Share your perspectives



3. Discuss your perspectives

Discussion 3: Where in your work might you snap to a mistaken perception?

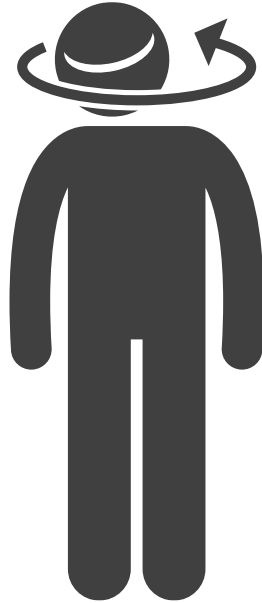
Start at	Duration <u>15</u> minutes			Return at
<u>15:30</u>				<u>15:45</u>
	1. Capture	2. Share	3. Discuss	

My perspectives	
My thoughts	
My insights from our discussion	
<div>Actions</div> <div> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	

Please use Zoom chat to share any great examples you hear during the discussion

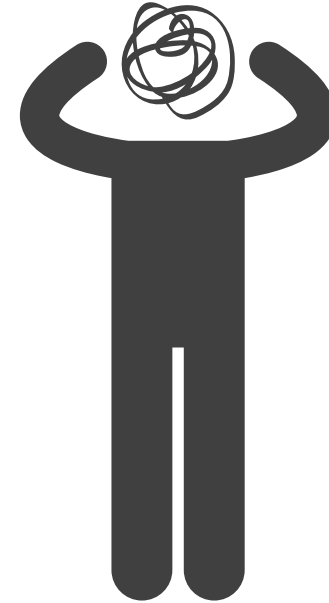
Key Challenges in A Complex World

It can be hard to
make sense of the world



Know what is **true**

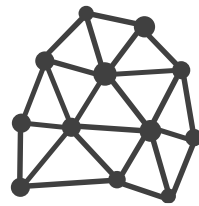
It can be hard to
know what action to take



Know what **to do**

Become Great By Choice, One Habit At a Time

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



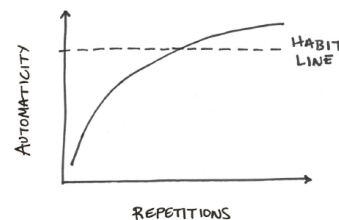
2. Select: Pick the **most appealing one** to be your **next habit**



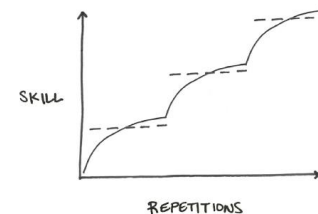
3. Amplify: Master your **next habit** and **support one another**



MASTERING ONE HABIT

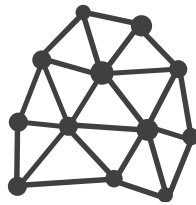


MASTERING A FIELD



Become Great By Choice, One Habit At a Time

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



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



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



ICMIF Mutual Leadership Learning Diary

Discussion questions

Module 1: Embracing Complexity

1. a) Where do you need an expert using rules?
b) Where do you need a team using models and tools?
2. Where does your expertise enable you to exercise snap judgements in your work?
3. Where in your work might you snap to a mistaken perception?

Module 2: Judging & Deciding

4. Where in your work does your Chimp influence your judgment?
5. In your work, where have you seen people stick with a first conclusion even in the face of conflicting evidence?
6. In your work, where would deliberately diagnosing before treating be helpful?

Module 3: Effective Collaboration

7. How do you currently lead discussions where you work?
8. As a leader, to what extent do you enable:
 - a) colleagues to capture their private perspectives first, before engaging in a dialogue?
 - b) all perspectives to be shared before starting a dialogue?
9. Where in your work would healthy conversations be helpful?
10. What could you do to enable Chimps to feel psychological safety where you work?

Module 4: Healthy Challenge and Thinking Strategically

11. Where in your work would the Strategy Framework be helpful?
12. Where in your work would one of the simple healthy challenges and/or conducting a pre-mortem be helpful?
13. Where in your work would the Innovation Matrix be helpful?

Module 5: Working Across Cultures

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