

Cognitive Agility

Ability to move between openness and focus



PASSIONATE DETACHMENT



Holding commitment to people, purpose and performance
whilst bringing perspective to navigate better outcomes
in the paradoxical never normal.

PASSIONATE DETACHMENT



Emotional Agility
Cognitive Agility
Systems Thinking
Healthy Resilience

Cognitive Agility

What is needed of me right now? The leadership ask?

Ability to move between openness and focus

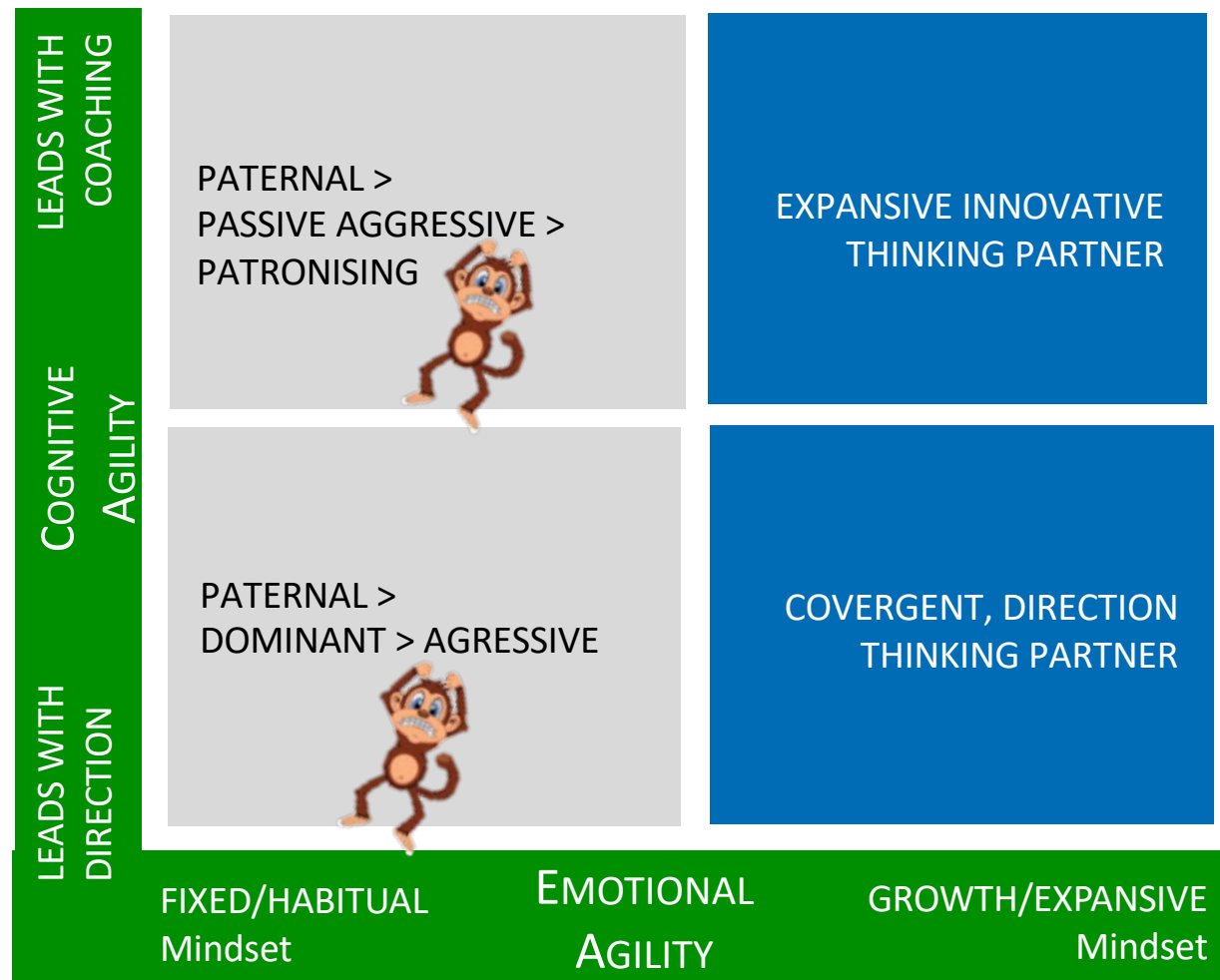
Divergent: Open, expansive, coaching

Convergent: Focus, decisive, directive



CONSCIOUS CURIOSITY.

What is needed of me as a leader right now?



Creating the space for greatness...

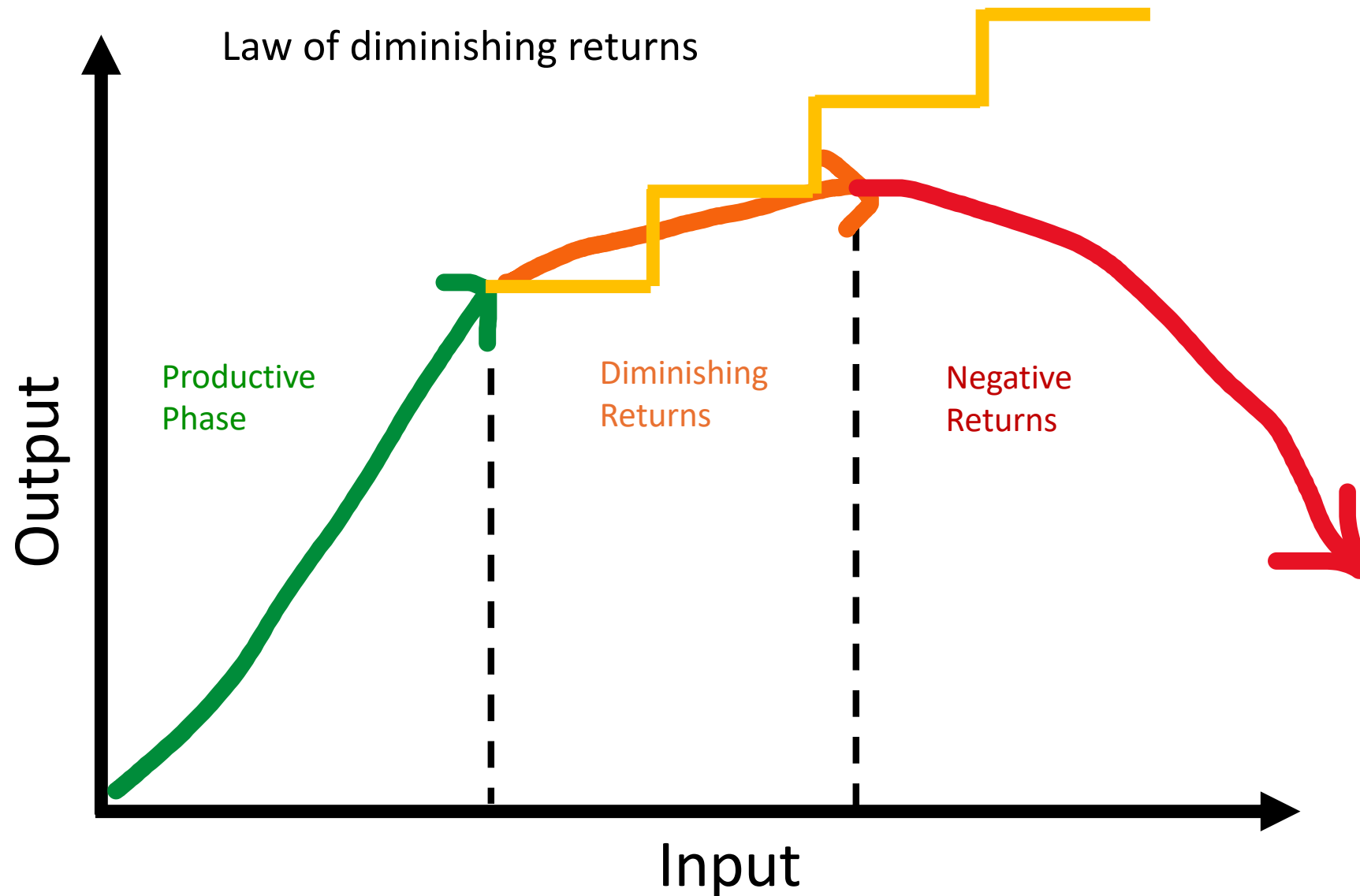
“People think focus means saying yes to the thing you’ve got to focus on...it means saying no to the hundred other good ideas that there are. You must pick carefully.” Steve Jobs



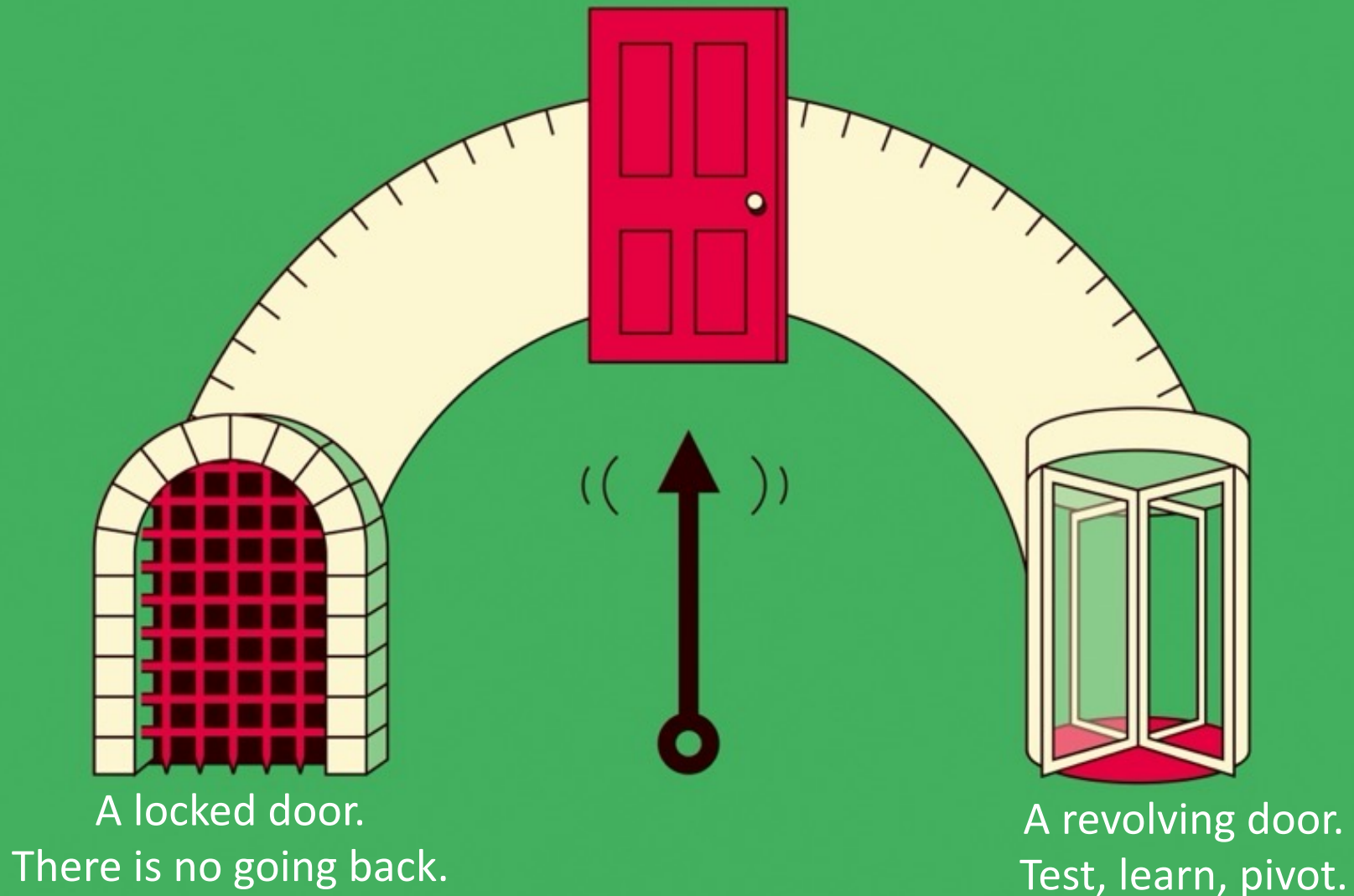
Prioritisation is a list of everything you can do. In some order of importance. The 1st step.

Focus is deciding what to stop to create the space and conviction to succeed and achieve. The hard step we avoid.

Speed with agility to respond, to pivot, to reframe
Put the PUSH & PACE into the PIVOT
How you anticipate and respond to change.



What sort of decision is being ask of me?

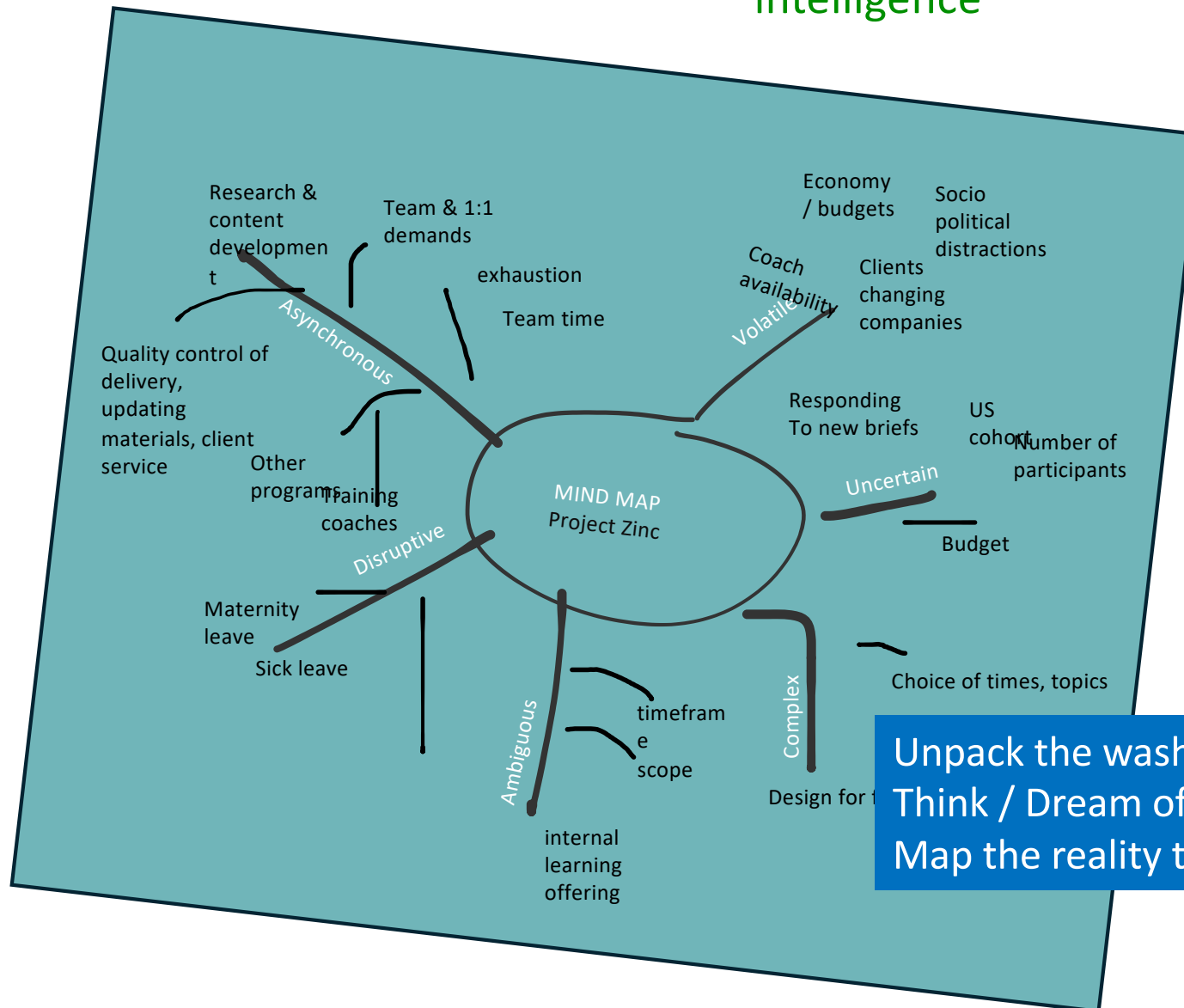


When there is so much overwhelm in the
Never Normal....

How do we focus? How do we unpack the
washing machine in our head?

MIND MAP IT

Supports natural way of “divergent” thinking and leverages “collective intelligence”



Unpack the washing machine in your head.
Think / Dream of every possibility
Map the reality to get aligned as a team.

Headwinds of V.U.C.A.D.A.



Volatility Nature, dynamics and speed of change, and the change catalysts.

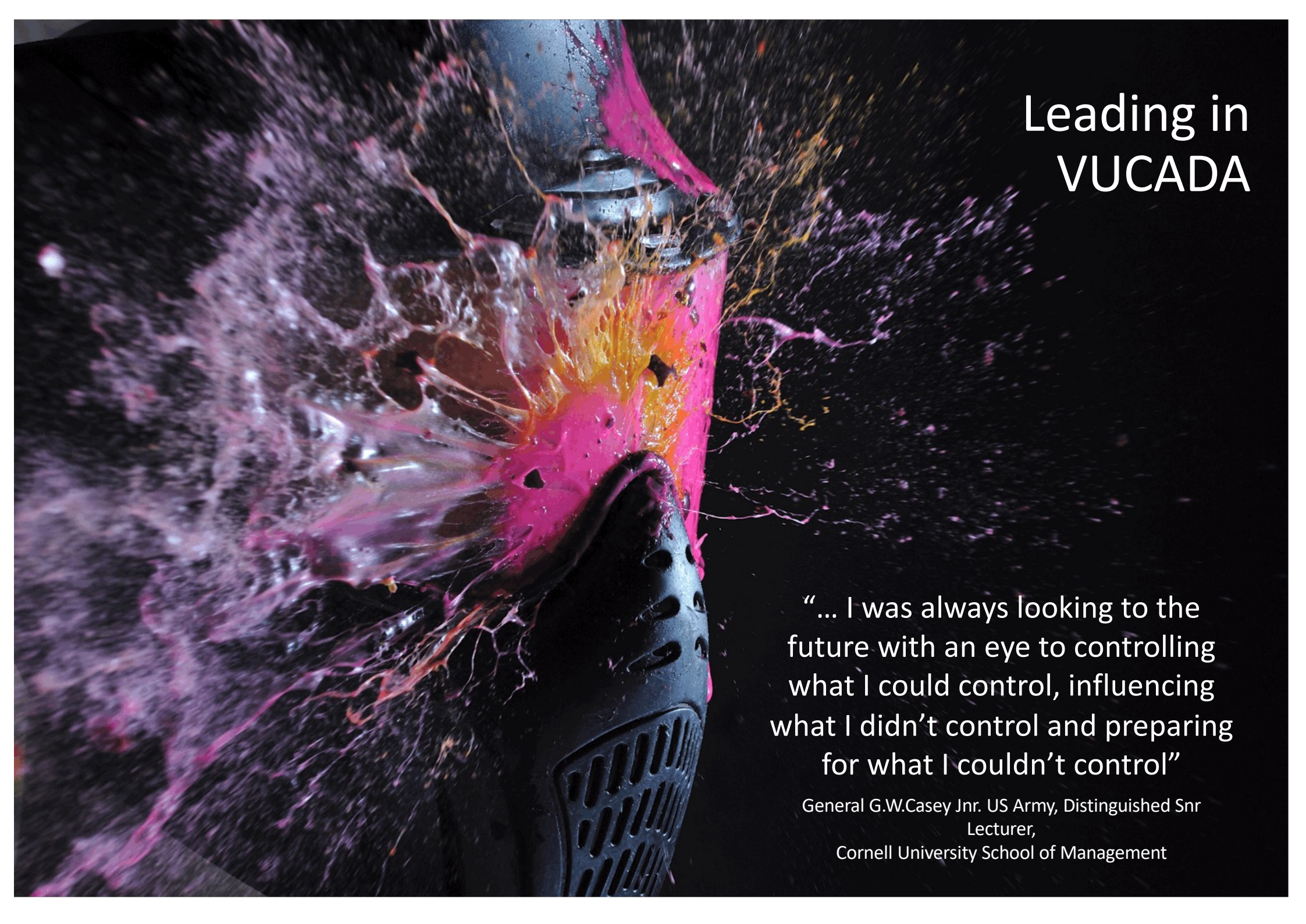
Uncertainty Lack predictability, prospect of surprise or ambush, awareness & understanding of facts & feelings.

Complexity Multiplex of forces and issues, no clear cause-and-effect chain with confusion around situation or project.

Ambiguity Hazy reality, high potential for misunderstanding and cause-and-effect confusion.

Disruptive Radical change in an existing industry, market or process through innovation.

Asynchronous All at once, constantly.



Leading in VUCADA

“... I was always looking to the future with an eye to controlling what I could control, influencing what I didn't control and preparing for what I couldn't control”

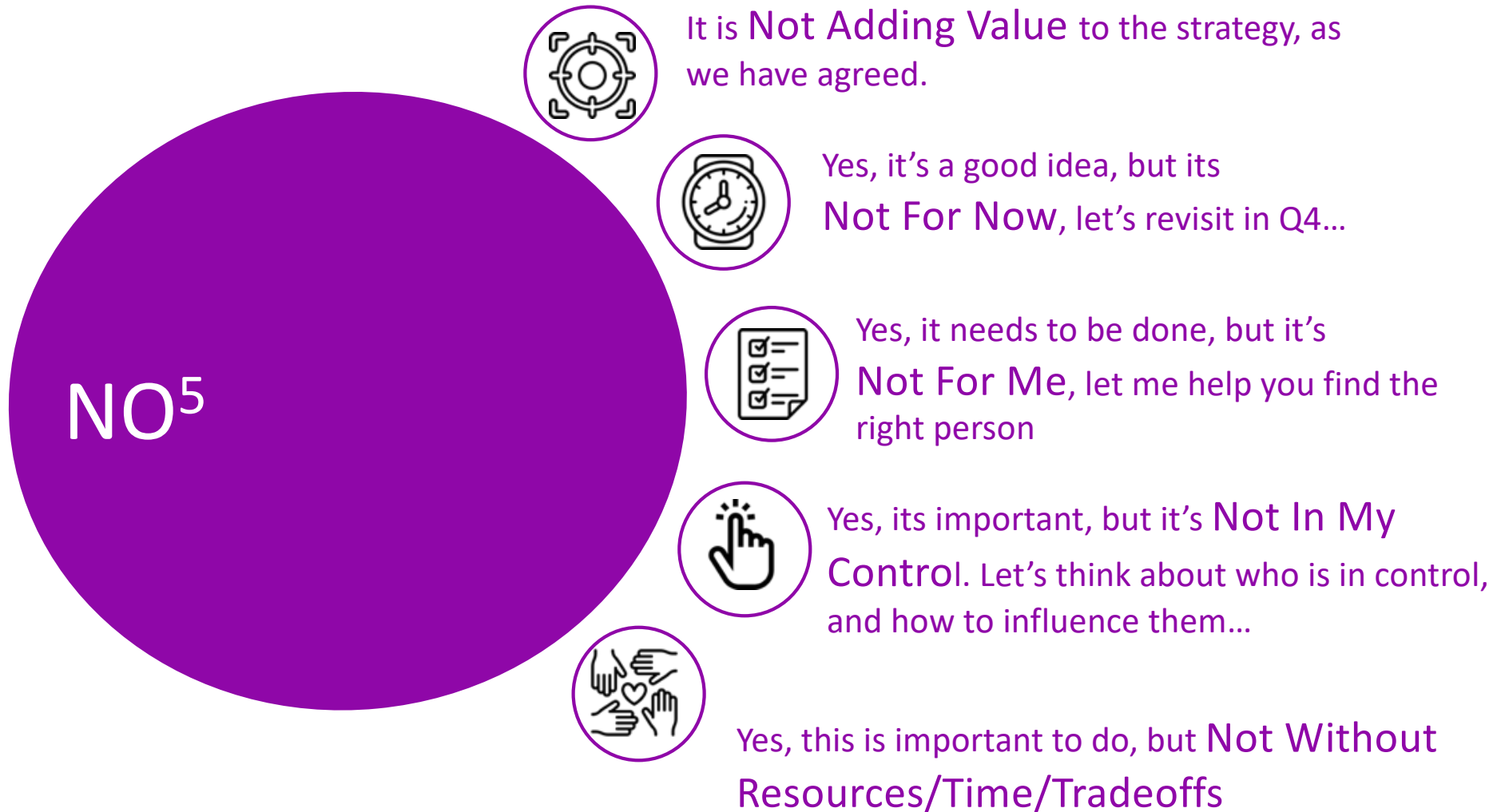
General G.W. Casey Jnr. US Army, Distinguished Snr
Lecturer,
Cornell University School of Management

Control what's
IN MY CONTROL

Influence what
I DON'T CONTROL

Prepare or
let go of what
I CAN'T CONTROL

Managing Expectations & boundaries with the Strategic No⁵



How to be a Great Thinking Partner

Ask for help to think... help someone to think.

When you are the thinking partner, it's not your answer they need. It's a great question to unlock their solution.



Bring an open curious mindset & questions.

Listen to understand NOT respond. Play back what you hear. Challenge to build, not destroy.
Ban the Low Why? "Why didn't you call sooner?" It begs defensiveness from them and looks to the past. The High Why? Brings purpose and inspiration. Why is this important to you and your future?



Always use the W.H.A.T. Questions

in order, written down, in full. This frames the thinking, drives ownership and ensures its not just nice chat.

What do I / we want?

How will I / we achieve it?

Accountability for Action?

Timeframe?

1

Describe all surface symptoms

2

Peel back layers of underlying conditions

3

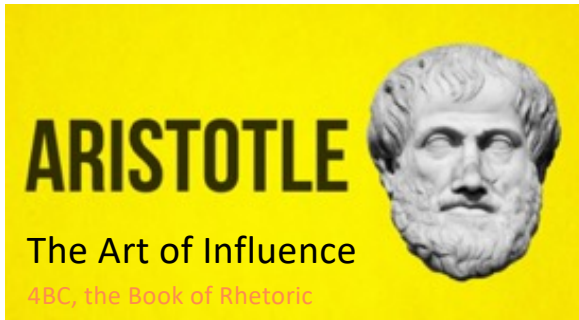
Get to the root cause of what you want to change. What will shift the needle?



Open Questions

to help peel the onion & get to the root cause of what you really want to achieve.

- What do you want? What does success look like?
- Visualise your successful outcome. Describe it.
- What is the reality? What are all the “symptoms” around this topic?
- What are any assumptions you might be making?
- What are the barriers to success? What are the opportunities?
- What is the reality for all the stakeholders involved? Map them and their needs..
- Walking in the other person’s shoes, what would they think, feel or do in response to your ambition?
- What’s the benefit of doing this? What is the impact of doing nothing?
- If you knew you could not fail, what would you do? What does your intuition tell you?
- Say what you feel out loud... if someone else said this, what advice would you give them?
- What will be different in the future when you have achieved/done this?
- What motivates you to do / want this?
- What would the person you most admire think of this?
- What words would you use to explain this to a 10-year-old?



- What makes you credible to the audience?
- What is your reputation, posture, attitude telling the other person?
 - Do you have new / relevant data, research or experience?
 - Do you have conviction which is clear and compelling - a vision for success?

Ethos / Credibility

What is the voice in their head saying?
What are they worrying about?
Acknowledge and address the concern with empathy to defuse the worry and enable them to focus on you and. what you have to say.
How can you make them feel understood and acknowledged?

Pathos / Empathy

Kairos
Know your audience & goal, & when to best achieve it.
WHAT Qs

What are the facts? Now they are as open as you can hope to listen to your needs or ambitions Lay out what you want in clear simple messages.

Logos / Logic

The learning space → harness the power of hindsight & insight!

Merlin

1. 'What does success look like?'



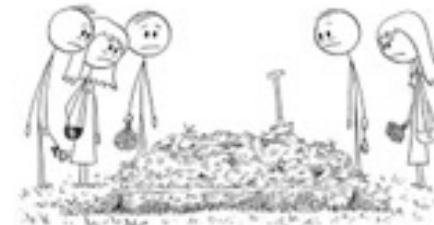
Time travel to a wildly successful future

2. Describe the place you are in.
3. What happened that led to your success?
Map the milestone decisions and moments of the journey as a timeline.
4. What are the 3 critical success factors to learn from?

5. What will you do differently?

Premortem

1. 'What does success look like?'



Time travel to an abysmally failed future

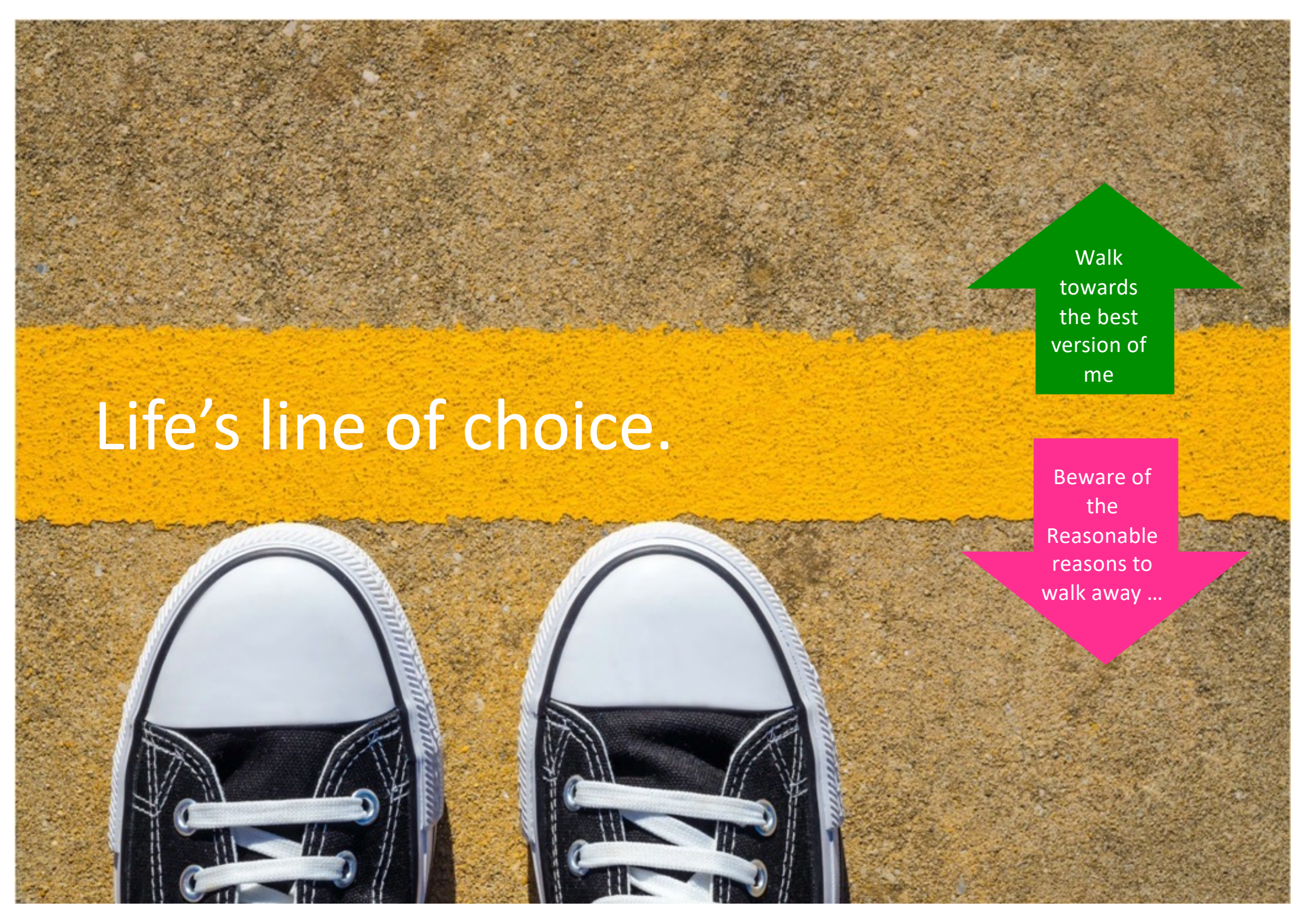
2. Describe the place you are in.
3. What happened that led to failure?
Map milestone decisions and moments of the journey as a timeline.
4. What are the 3 critical failure factors to learn from?

5. What will you do differently?

Post Mortem

A.A.R. After Action Review

1. What was supposed to happen?
2. What was the reality?
3. What went well?
4. What did not go well?
5. What will we change for next time?



Life's line of choice.

Walk
towards
the best
version of
me

Beware of
the
Reasonable
reasons to
walk away ...