



SYSTEMS THINKING



SYSTEMS THINKING

The ability to effectively and consistently manage yourself and the relationships that impact your success or failure.

The ability to anticipate and proactively manage intended and unintended consequences and interdependencies to have influence and impact across the system.

A woman's profile is shown in silhouette, facing left. Her head is filled with a dense cluster of small, golden-yellow butterflies and falling petals. A stream of these butterflies and petals flows out from the top of her head, filling the upper left portion of the image. The background is a dark, textured green with a wavy, organic shape at the bottom. The overall mood is ethereal and dreamlike.

PASSIONATE DETACHMENT

Holding commitment to people, purpose and performance
whilst bringing perspective to navigate better outcomes
in the dynamic Never Normal.

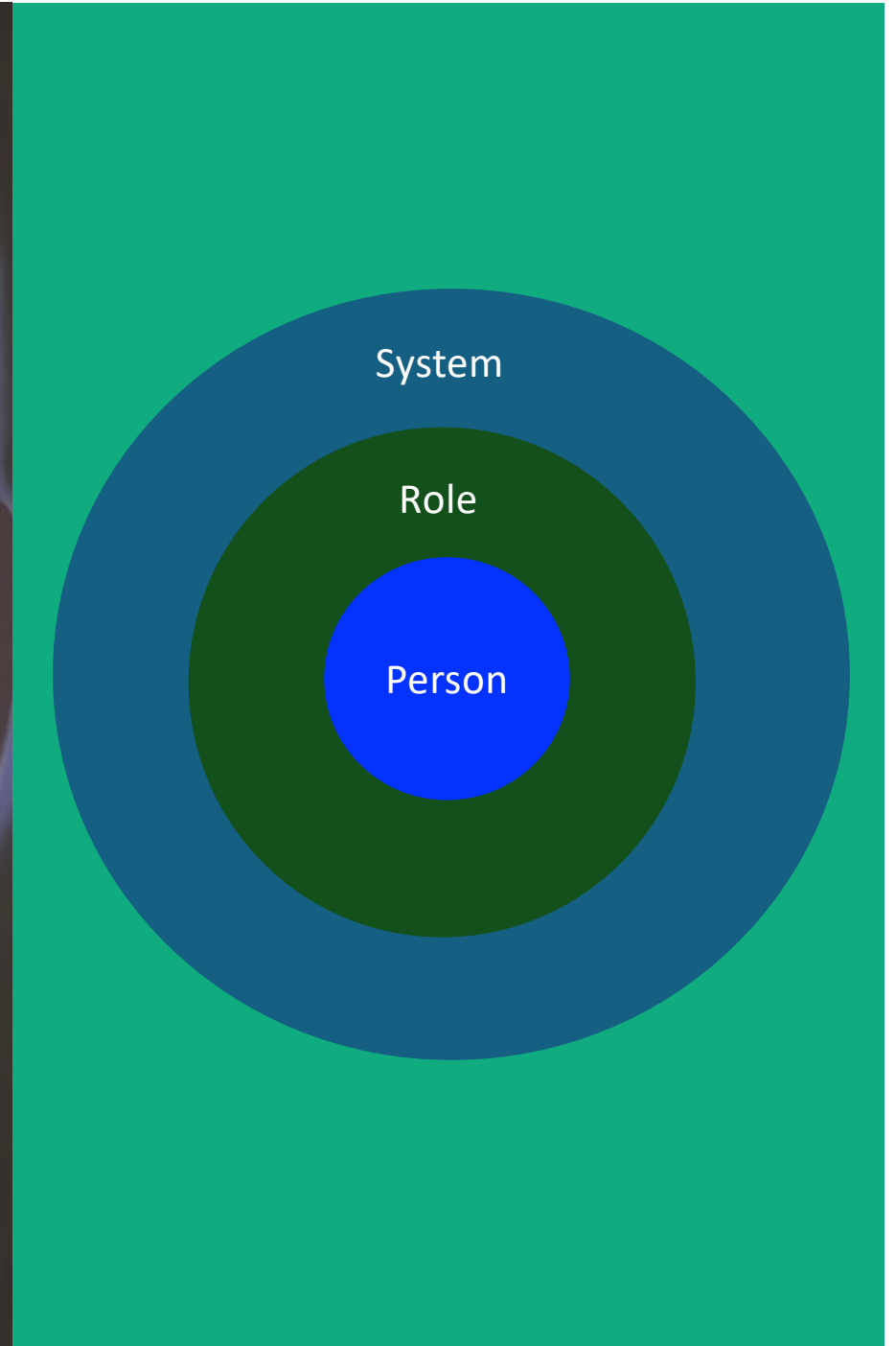
PASSIONATE DETACHMENT

A woman's profile is shown in silhouette, facing left. Her head is filled with a dense cluster of small, golden-yellow butterflies and falling petals. More butterflies and petals are scattered in the air around her head, creating a sense of movement and transformation. The background is a deep green with a wavy, organic shape at the bottom. The overall mood is ethereal and transformative.

Emotional Agility
Cognitive Agility
Systems Thinking
Healthy Resilience



The Emotional Velcro



Trust

The glue & the grease



What is trust?



Low Trust Relationship

Write down a few words of what its like to work with them?

Write down a few words of what its like to Communicate with them?

Describe what sort of Results you achieve with them?

High Trust Relationship

Write down a few words of what its like to work with them?

Write down a few words of what its like to Communicate with them?

Describe what sort of Results you achieve with them?

Making deposits in the Trust Bank Account



1. It's The Little Things. Eye contact, not on the phone, smiling.
2. Listening with empathy. Understand the person.
3. Showing Personal Integrity. Keep Commitment. Be consistent.
4. Clarifying Expectations & Feedback with Positive Intent
5. Sharing vulnerability, Asking for Help
6. Apologising Sincerely When Making A Withdrawal

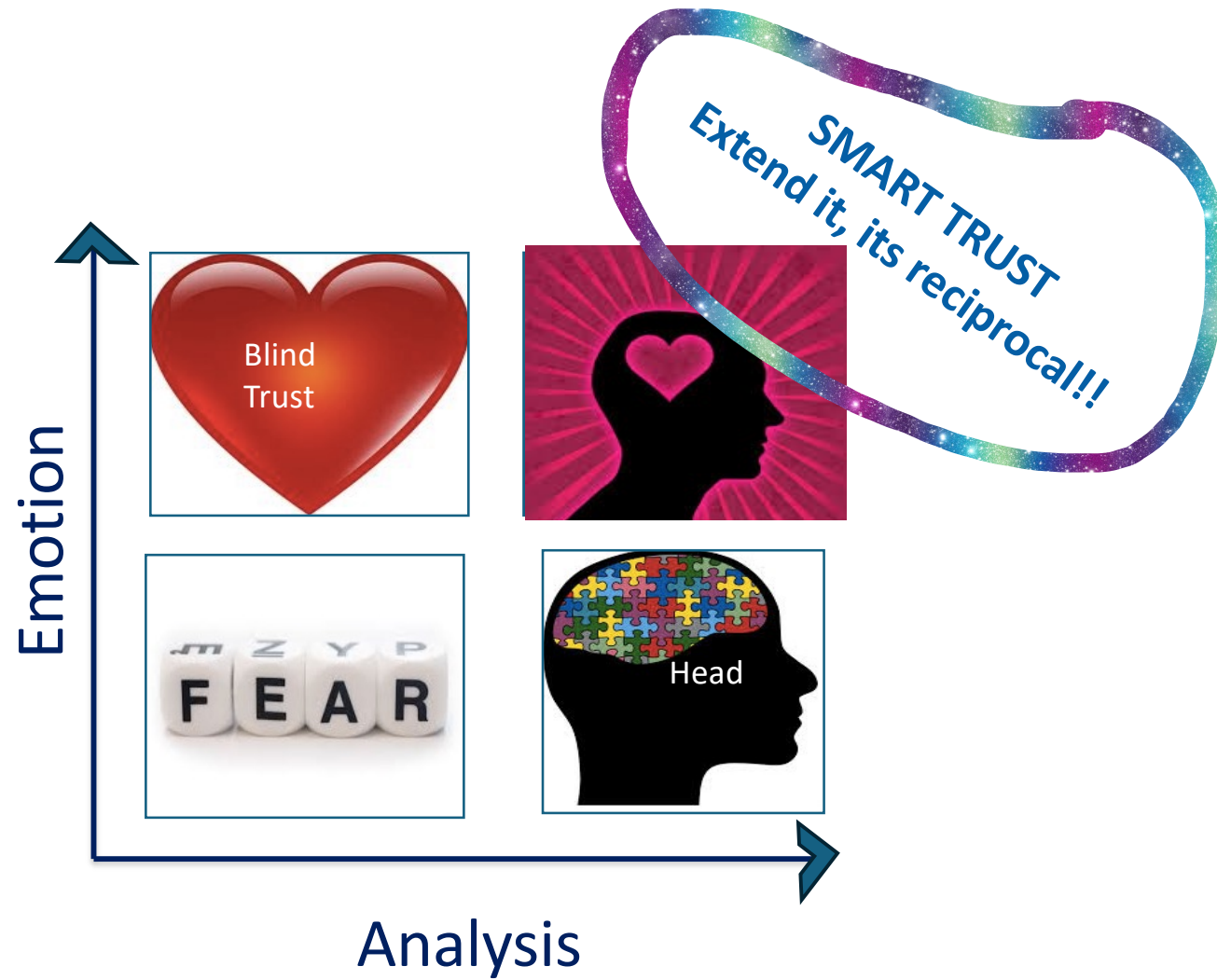
Trust – a driver of economic success

$$\downarrow \text{Trust} = \uparrow \text{Cost} + \downarrow \text{Speed}$$

Conversely

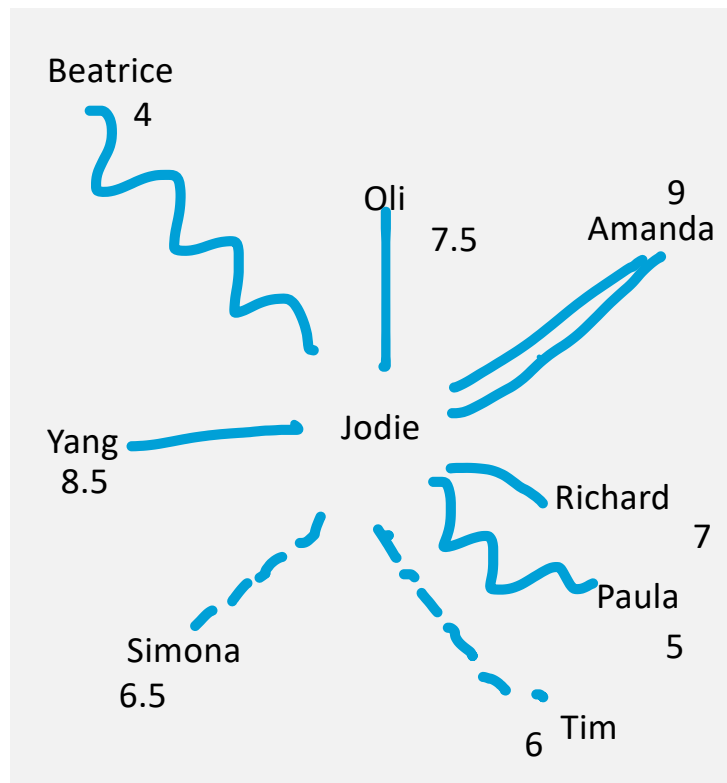
$$\uparrow \text{Trust} = \downarrow \text{Cost} + \uparrow \text{Speed}$$

AND trust is the **INNOVATION MULTIPLIER**



Stakeholder Mapping

Who impacts my success or failure in this role? Our team? This role? This year? What is the health of my relationship with them?



- 2-way high trust relationship, safe, fun, & fully able to help
- Foundations to build upon, solid start, getting to know each other
- OK, more distant, less established, less predictable, nothing broken
- Ambivalent, difficult, less chemistry, more volatile, dysfunctional

1. Map the people who impact the success or failure of your change?
2. Draw a line to depict the health of the relationship
3. Score out of 10, in terms of the trust bank account
4. What does success look like for this relationship? Who can help me?

Health Check

→ 7 is the magic number in momentum of behavioural change

How motivated are you? How important is this?

How hard does it feel? How excited are you?

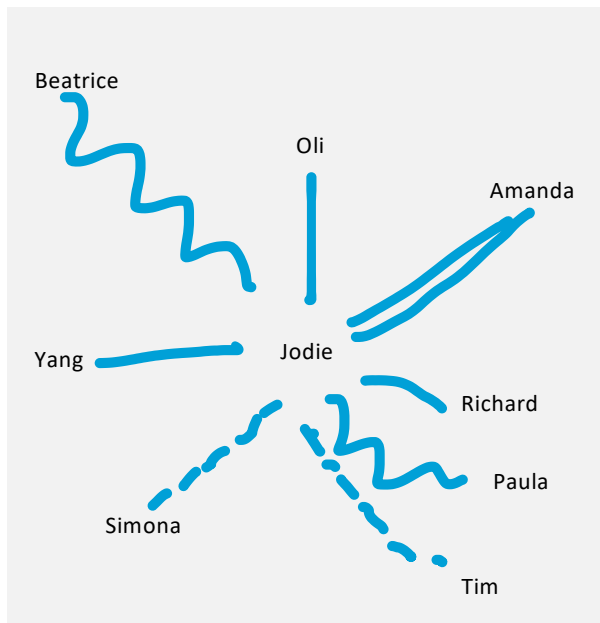
If you are a 6, what could you do to make it a 7? Or a 7.5?

Are there any barriers we should call out now and think about?



Codify to check in on Stakeholders

Active management of stakeholders maintains healthy trust accounts for resilient relationships and achieves goals.

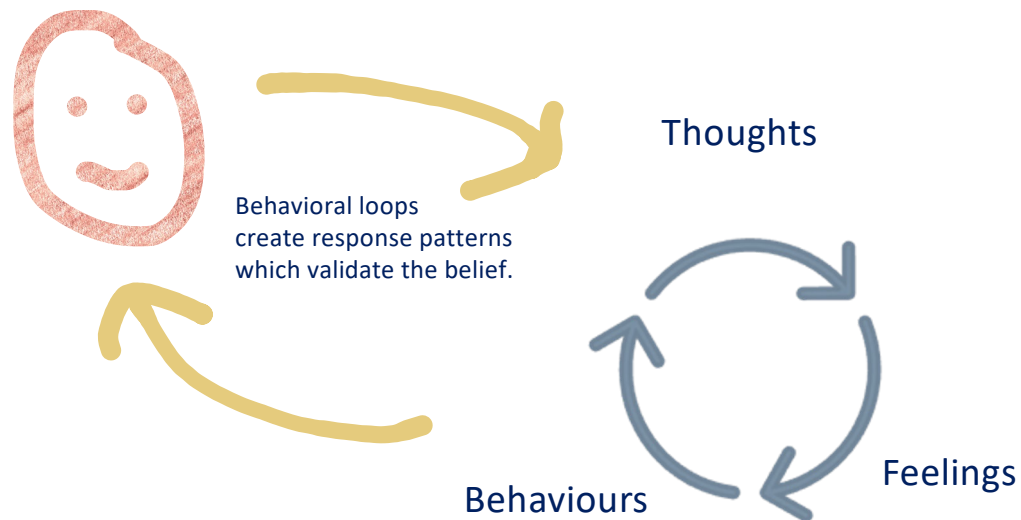


Stakeholder name	Trust score X/10	Success looks like with this person on this topic?	My need of them (influence, inform, educate, decide, align, create, engage, empower...)	Empathy for them / voice in their head	How will you achieve it?	Other stakeholders who can influence them / the topic	Accountable for actions?	Timeframe?
Beatrice	4	Advocate not undermine Make her more Neutral	build trust, educate on why this is important to me and business	overwhelm, threatens other project resources	face to face time, understand impacts on her project RUBY	Yang and Richard are close to her. Ask for help. Yang especially advocates for GLOW.	Attend project Ruby update. Engage Yang Message Richard	Ruby SteerCo 22/11 Yang in office next week Richard set up teams 20/11
Paula	5	Neutral	educate and align; she is pissed at project not at me	doesn't want distraction	take away the pain	Get Richard on board		Next steer co in person to chat
Tim	6	Activate as an advocate	Engage and inspire others	As for his help	Give him a role that adds value & is visible – critique business case	Yang & Oli	Send business case and ask to critique / meet up next week	before end of year
Oli Sam	7.5	Be an influencer	align on the role opportunity	Need your inspiration & influence	Ask him to join me at the EU Board to talk about impact of GLOW on CBU's	Sam, his boss and he loves me 😊		For Jan taking an active advocate role

Reframe: You are in control of your thoughts.

- Emotionally High-Jacked
- Stuck in Negativity Loops
- Undermined by Limiting Beliefs

Catastrophic fantasies ...



Reframe Perceptions

Step 1 What I Dislike ...	Step 2 Benefit to them is...	Step 3 Opposite of <u>What I Dislike...</u>	Step 4 Disadvantages of Opposite...
Describe the attitudes / behaviours that you dislike about this person.	What might be the benefits /desirable aspects of these behaviours?	What are the opposite traits of these attitudes / behaviours you dislike in Step 1?	What are the non-desirable aspects of these behaviours in Step 3?

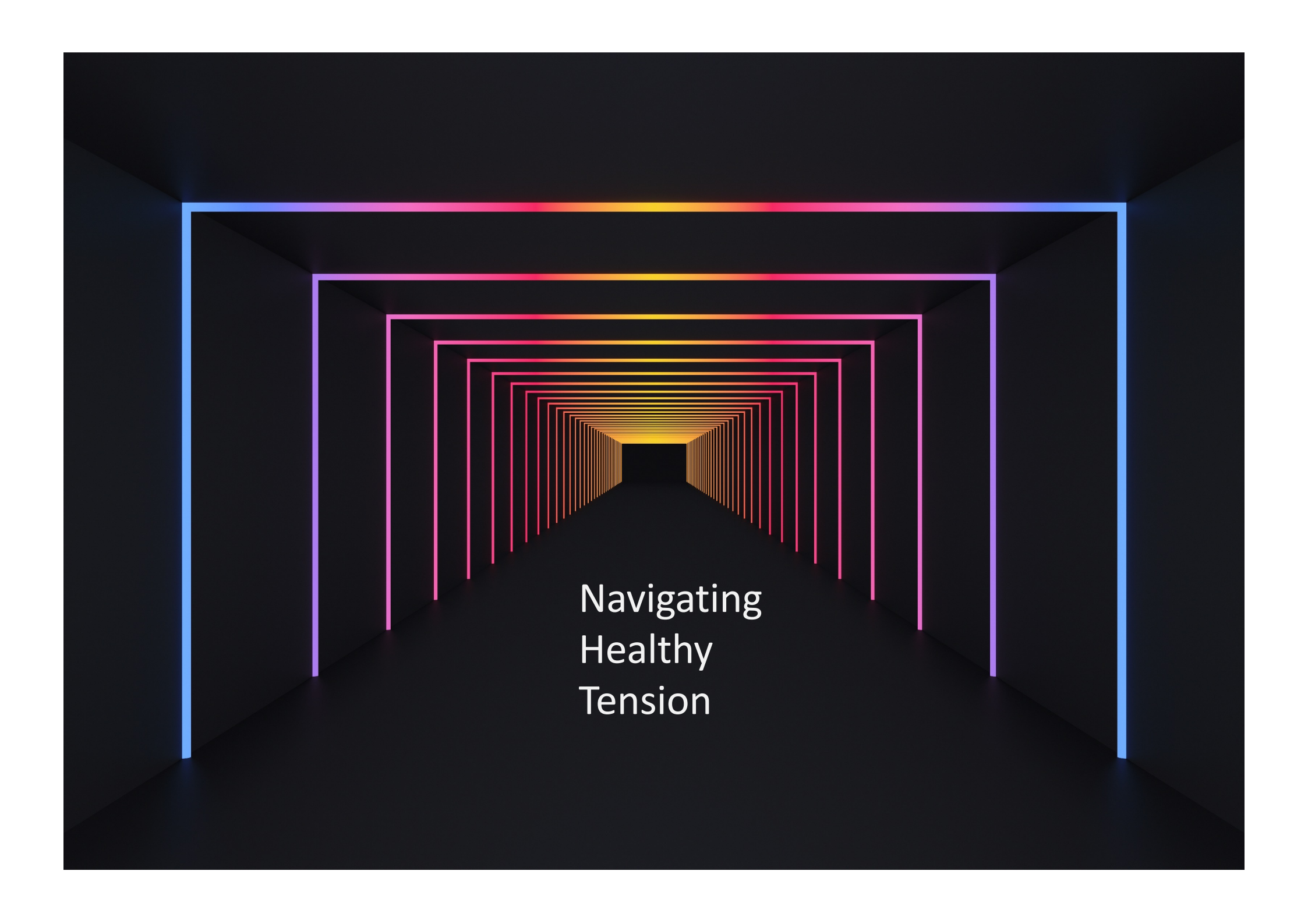
“Maybe they are not difficult, just different.”

Reframe Perceptions - example

Step 1 What I Dislike ...	Step 2 Benefit to them is...	Step 3 Opposite of <u>What I Dislike...</u>	Step 4 Disadvantages of Opposite...
• Persistently negative • Cup half empty • Focused on small irrelevance frustrating derailing, misses the point • Passive Aggressive • Avoidant • Energy draining • Change resistant	• Managing risk well, being the protector. • Feel clever, less insecure pointing out little things others miss. • Not overtly aggressive, just don't make it easy. • Avoid stuff where you don't want to go. • Feel in control of status quo. • Be the realist. Feel needed, like have to play this role.	• Optimist, inspirer • Creator, opportunist, innovator, risk taker • Sees big picture, not sweat the small stuff • Open, Direct, candid, transparent, authentic. • Agile to iterate, learn and fast to adapt. • Bringing energy • Change agent	• Over promise, pleaser, says yes to all • Overwhelming others • Too risky • Dreamer, not focused, not in the detail • Too transparent, vulnerable • Not in control • Not consistent, chaotic
Now ask yourself: This is how you experience them. Your reality.	Is it possible this is how they see themselves? Their reality.	Is it possible this is how you see yourself? Your reality.	Is it possible this is how they experience you? Their reality

“Maybe they are not difficult, just different.”

How can you use this insight to better manage the relationship or change a negative dynamic you may be stuck in?



Navigating
Healthy
Tension

How to confront reality in a healthy way when...

It's estimated over 80% of people are conflict adverse.

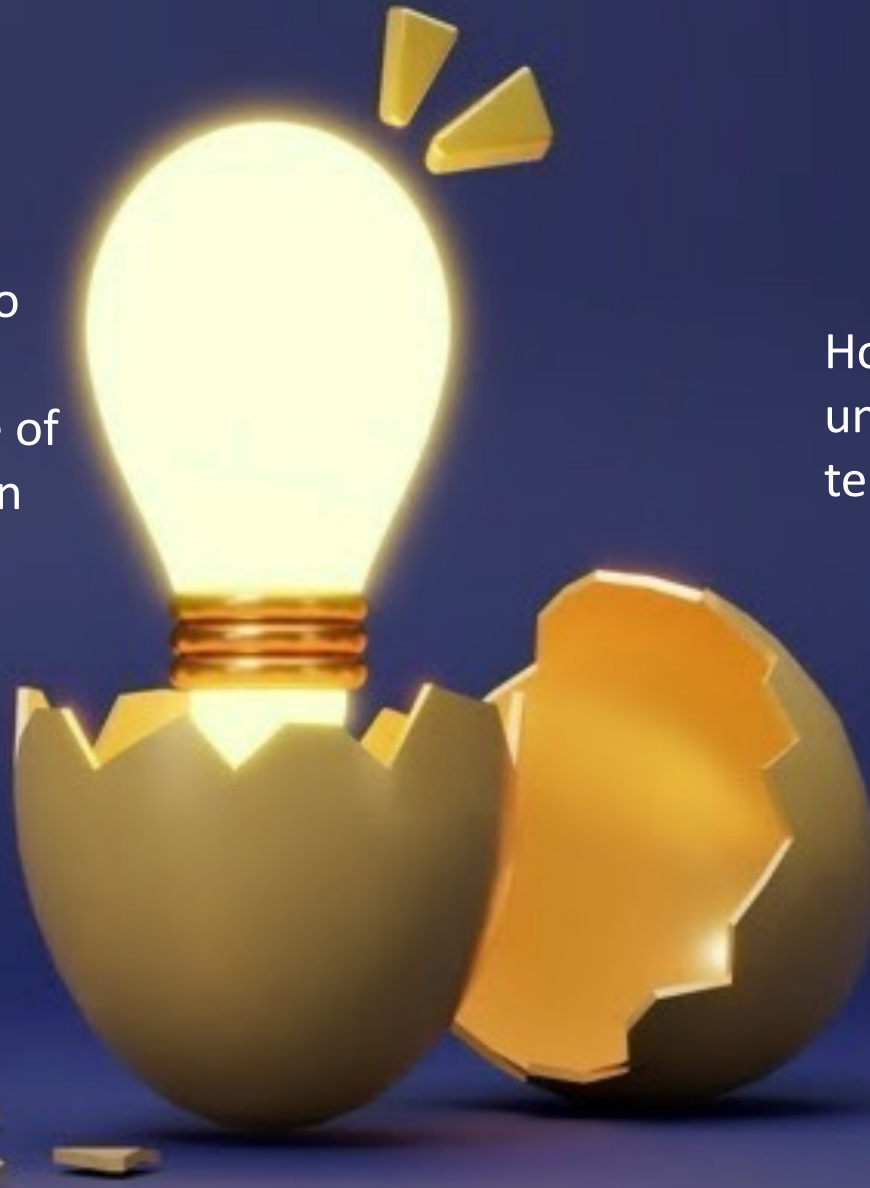
They can be labelled passive, passengers, avoidant, not courageous, weak...

Those who are conflict comfortable can be labelled negative, emotional, or aggressive when they become frustrated at others inability to confront reality.



When we lean into
healthy tension,
it is the birthplace of
growth, innovation
and progress.

How do we navigate
unhealthy back to healthy
tension?

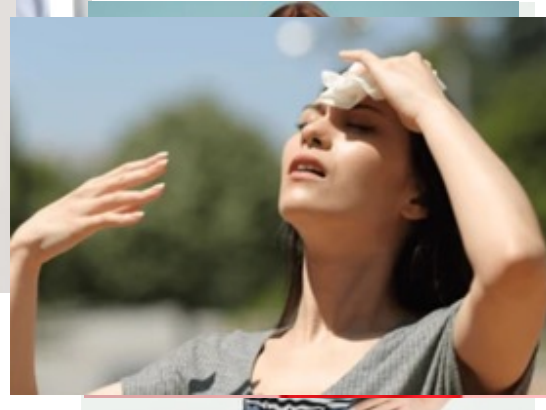
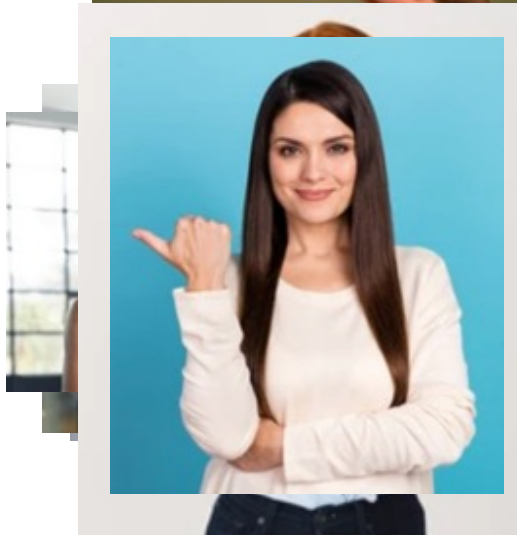
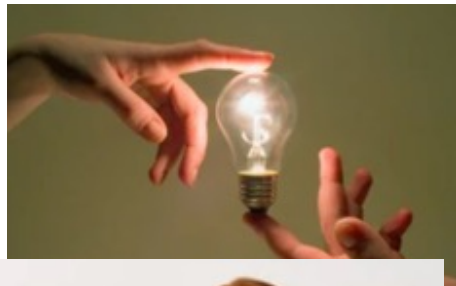


5 Principles for Navigating Tension

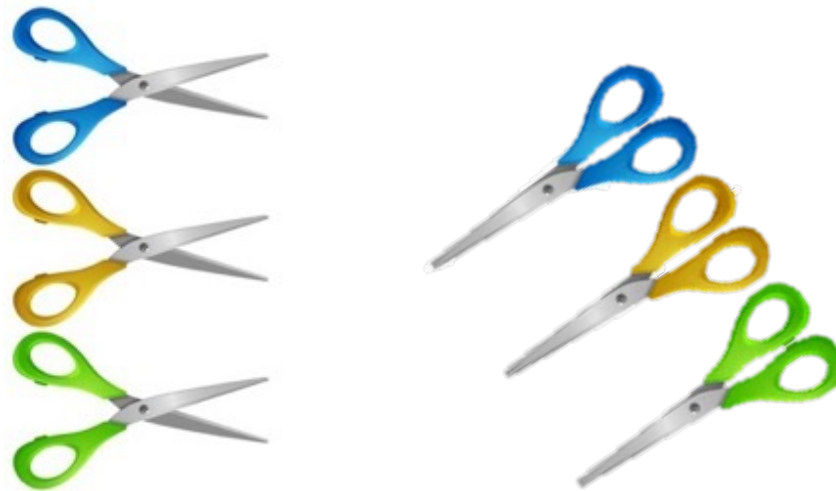
1. **If you care, lean into the tension.** Establish a safe space to acknowledge and reframe it, with positive intent to find growth, innovation and progress in the healthy tension.
2. **No one has a monopoly on the truth.** Perception is reality. Quieten your judge and defensiveness and **seek the Grain of Truth** in the tension. The truth that hurts.
3. **Employ divergent thinking to explore all the options.** We all need to be heard. Be consciously curious to understand all the possibilities. The growth and innovation to move forward lies in defending your position but in understanding all positions, then explore all possibilities to achieve success and create a new solution to move forward.
4. **Converge on commonality (not difference)** to move from disagree to misalign to align. Move the conversation from being fixed and defensive to expansive growth mindset. What do we agree on? Success is...then look at how will we best get there...
5. **Leverage the wisdom of the minority.** To make the decision stronger, lower the water line to bring the minority over to the majority and strengthen the outcome.

What is my intention? Am I challenging with positive intent?
What is my energy conveying? And my non-verbal communication?

Suggest/Provoke vs. Complain/Avoid



What's the difference between feedback & criticism?



Positive Intent



i-messages vs. u-messages

“You don’t know what you’re talking about,”
u-blames the other person, attacks & provokes a defensive response.

“I don’t understand what you’re trying to say.”
i-clarifies your experience, is concerned with the issue.

When this happens, it impacts me or others by ...

An i-message focuses on how you feel about a situation.
It is disarming and hard to dispute how someone feels.
It takes the sting out of the conflict.

“I can change my future behaviour; but I can’t change who I am or the past.”
So, feedback on the behaviour & its impact on you vs. attack or blame the person.

Reframe: Converge on commonality (not difference)

Disagreement Focus on difference

Disagreement implies a barrier, a conflict that is focused on the differences.

It suggests "Fixed Mindset" thinking seeking a win-lose outcome.

Misalignment Focus on commonalities

Reframe to misalignment to find the things we align on and where are gaps?

Refocus on commonality of what does success look like? The outcome or impact we all want.

It suggests "Growth Mindset" thinking, with the possibility of alignment ... not there YET... seeking a win-win outcome.

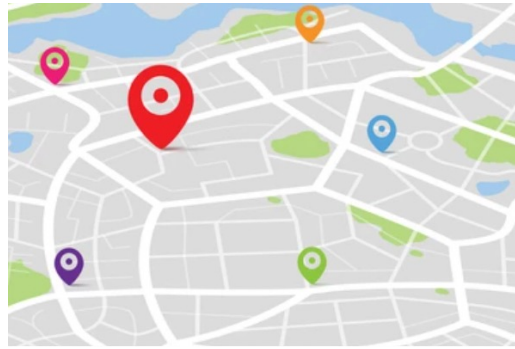
Alignment Explore variance, close the gaps

Alignment on ambition or outcome, explore the variance in how to get to there, building a bridge over the gaps.

"What more would it take to be aligned on the way forward?"

WHAT Qs → action with accountability

If we are not all aligned on
the same destination...



How can we EVER
agree if we turn left or
right to get there?

WHAT Qs – a strategic thinking framework

What do you want? Is a hard question for us to answer. We jump into HOW before we know WHAT.

Trust the process.
60+% of your time in the WHAT.

In full, in order, write it down

What do I / we want?

How will I / we achieve it?

Accountability for Action?

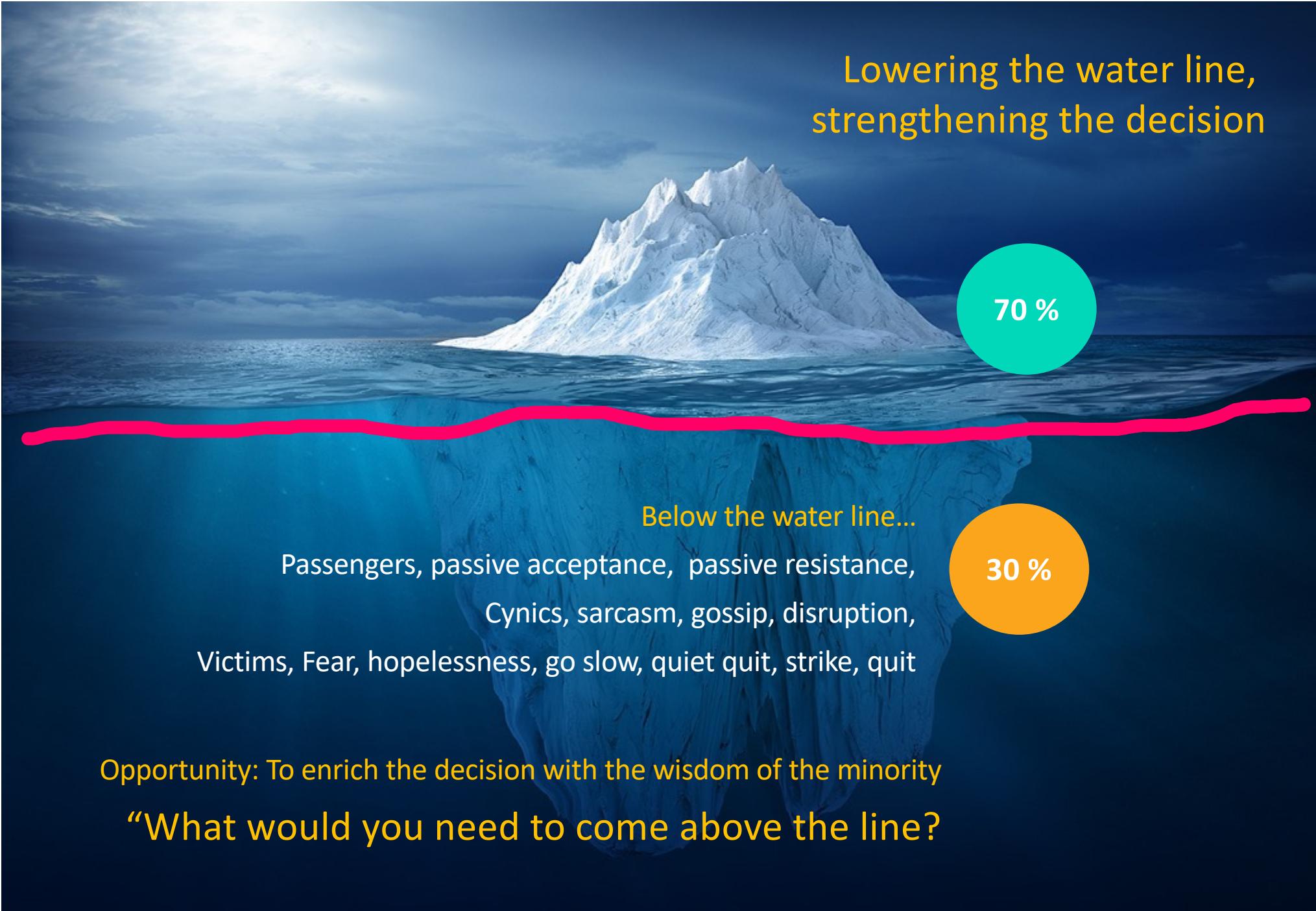
Timeframe?

1. Describe all surface symptoms



2. Peel back the underlying conditions

3. Until you get to the root cause of what you need to change to achieve success.

An iceberg floating in a dark blue ocean under a cloudy sky. A thick red line marks the water level. Above the line is the visible tip of the iceberg. Below the line is the much larger submerged part of the iceberg. Text and percentages are placed around the iceberg to represent different groups or mindsets.

Lowering the water line,
strengthening the decision

70 %

Below the water line...

Passengers, passive acceptance, passive resistance,

Cynics, sarcasm, gossip, disruption,

Victims, Fear, hopelessness, go slow, quiet quit, strike, quit

30 %

Opportunity: To enrich the decision with the wisdom of the minority

“What would you need to come above the line?”



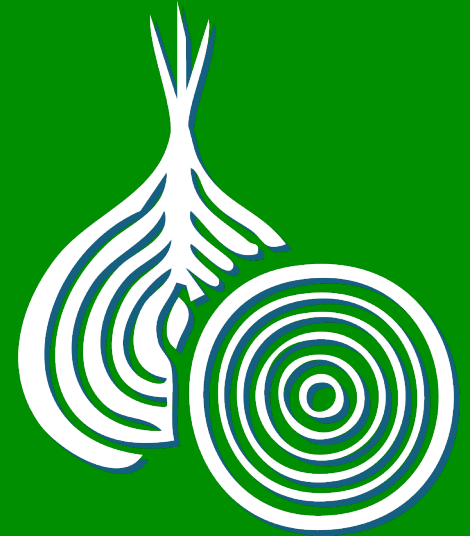
The Emotional Velcro



Simplifying Complex Decisions

WHAT QUESTIONS

- 1 Describe all surface symptoms
- 2 Peel back layers of underlying conditions
- 3 Get to the root cause of what WE want to impact or change.
What does success look like?
What will shift the needle?



What do I / we want?

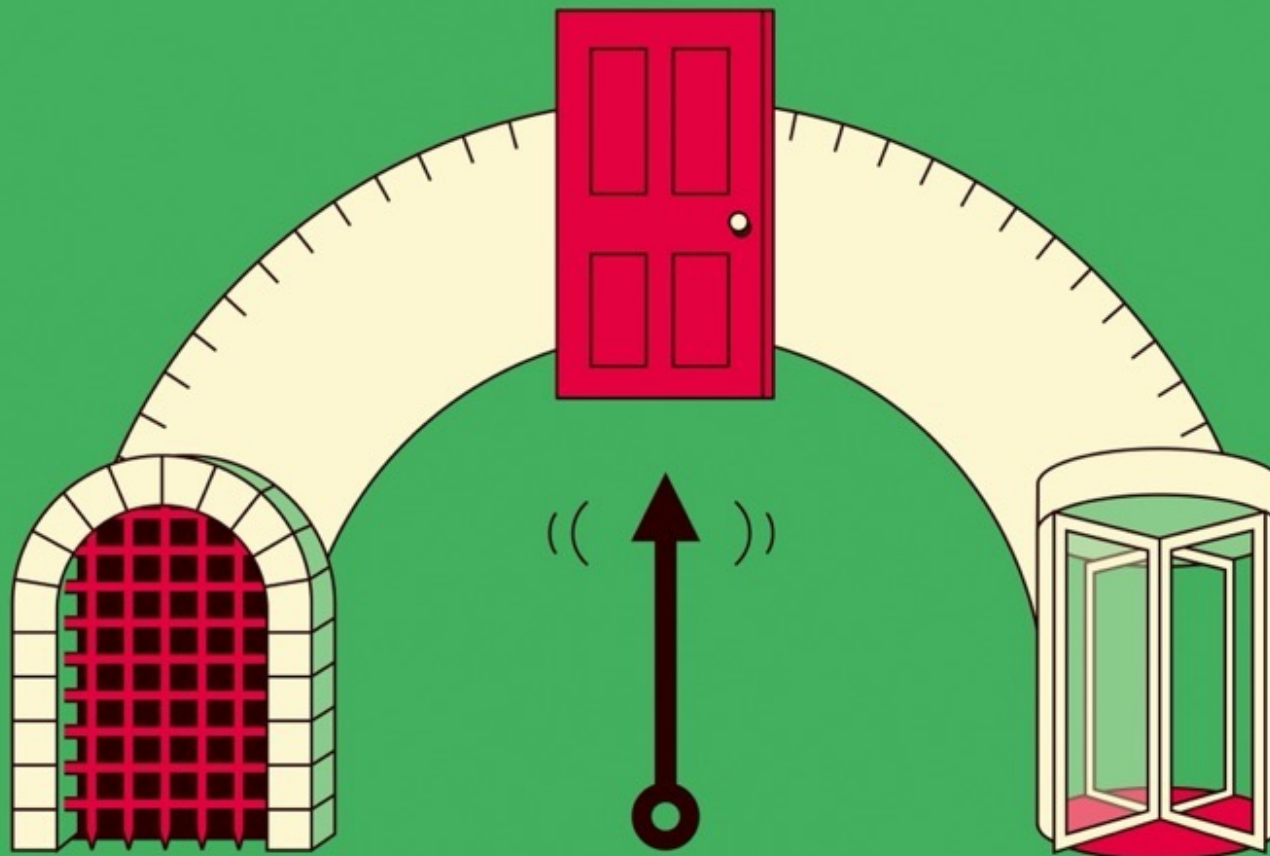
How will I / we achieve it?

Accountability for Action?

Timeframe?

Always, complete in order, written down, in full to refine and frame thinking, drive ownership and ensure action.

What sort of decision is being ask of me?



A locked door.
There is no going back.

A revolving door.
Test, learn, pivot.



Fist to 5

How aligned are you on the decision?



4 or 5 is aligned and able to move on.
0-3 needs to be explored.

Avoid asking Why not? Instead ask a positive reframe...

What more would you need to be comfortable with the decision?

Debiased complex decision making

WHAT: Statement of Success

Criteria to decide	Weight option	Option 1	Option 2	Option 3	Option 4	Option 5	Stay with Status Quo / Do nothing
1.							
2.							
3.							
4.							
5.							
6.							
7.							
Totals		0	0	0	0	0	0

Steps:

1. Clarify the What (60% time taken)
2. Clarify decision criteria
3. Clarify options
4. Score each option on your criteria using -3, -2, -1, 0, +1, +2, +3 (work horizontally **only** /criteria)
5. Or FIST OF 5, and sum the total of the room's notes in each box then a total at the bottom
6. Sum each column
7. Weighting Option - weight certain criteria and sum again

Example: Debiased decision making

WHAT:

By Dec 2026 we have to maximise business growth by launching and supporting consumer focused products while protecting our brand delivering min 20% NSV

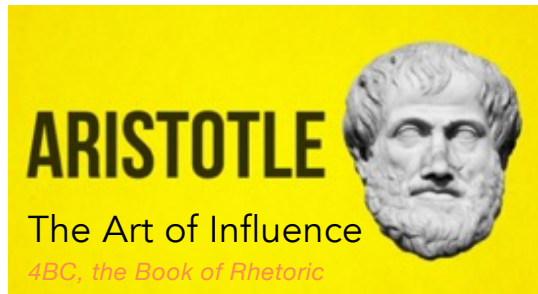
Criteria	Weight	Femin Hygiene	Baby Inno	Expand Liquids	Anti-Gel	Pets	Status Quo
Size of Prize		-1	1	2	1	2	1
USP / Disruption		1	1	2	1	1	1
Brand Protection		0	3	3	2	2	-2
Capex		1	2	-3	-1	1	1
Time to market	2	-2	4	-2	-2	2	2
Margin		1	2	3	2	2	2
Total		0	13	5	3	10	5

Steps:

1. Clarify the What (60% time taken)
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4. Score each option on your criteria using -3,-2,-1, 0,1,2,3 (work horizontally **only** /criteria)
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Influencing others on your perspective





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

What are my critical insights on emotional agility and navigating healthy tension?

Life's line of choice.

Walk
towards
the best
version of
me

Reasonable
reasons to
walk away ...