



January 29–31, 2018

Royal Sonesta Hotel

2222 West Loop South
Houston, TX 77027

**Change is Permanent –
So Get Used To It!**



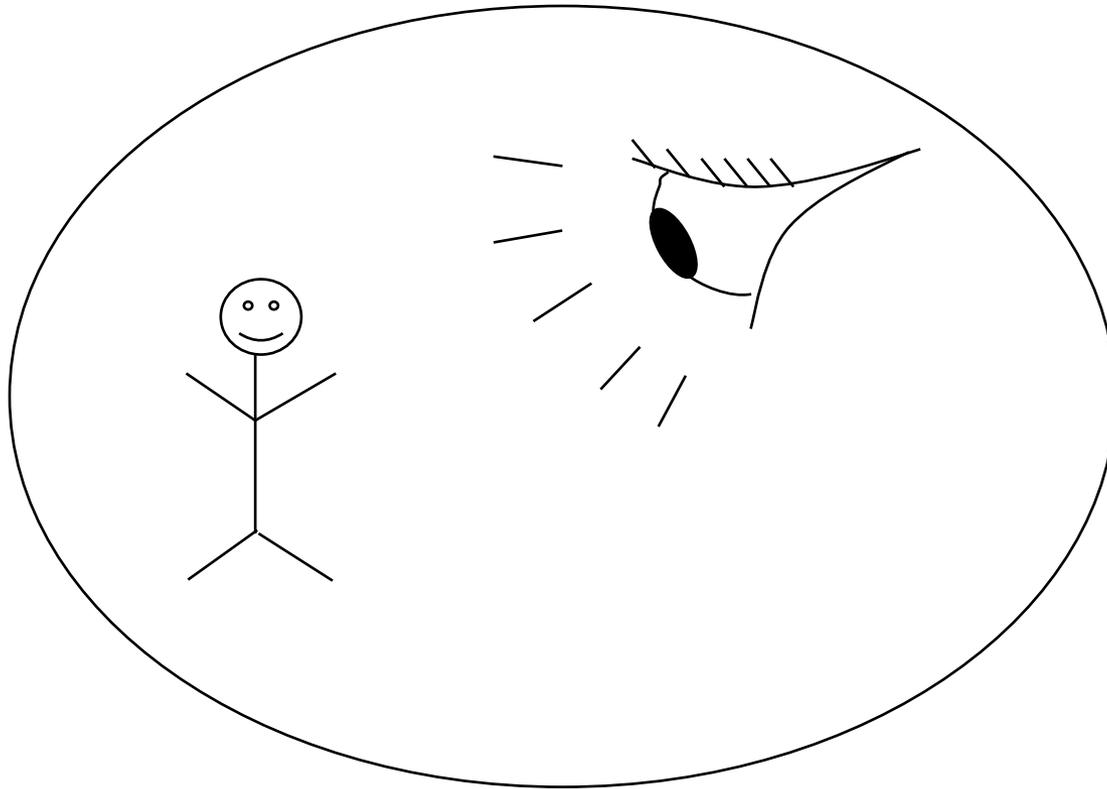
Naples, FL

**In the end,
everyone in this room
is committed to producing
certain types of**

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RESULTS

Our Starting Point: Self-Awareness



“Foundations For Success” for Leaders – and Everyone

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“Foundations For Success” for Leaders – and Everyone

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- 2. We are not “hermits.” We do what we do with and through others.**

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- 3. If you always do what you always did, you always get what you always got.**

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- 5. How you see things matters. A lot. And how you see things is a choice.**

“Foundations For Success” for Leaders – and Everyone

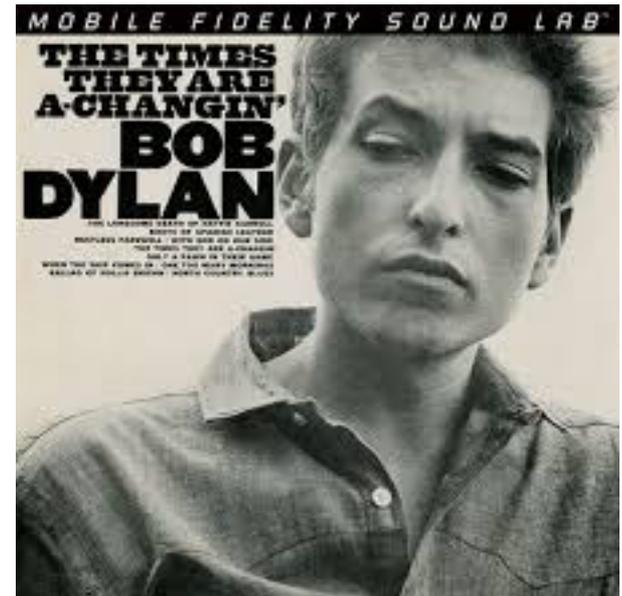
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4. We are always at choice. We always have choices and are always choosing.
5. How you see things matters. A lot. And how you see things is a choice.
6. **Change is permanent, ongoing. So get used to it!**

A Few Words from Heraclitus and Bob

“Nothing endures but change.”
- Heraclitus (535 – 475 BC)



“The times, they are a-changin’.”
- Bob Dylan (1964)



Our VUCA World

VUCA

Volatile

The environment demands you react quickly to ongoing changes that are unpredictable and out of your control

Uncertain

The environment requires you to take action without certainty

Complex

The environment is dynamic, with many interdependencies

Ambiguous

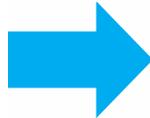
The environment is unfamiliar, outside of your expertise

From VUCA to VUCA'

VUCA

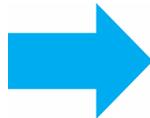
"VUCA Prime"

Volatility



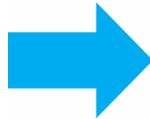
Vision: Know who we are and where we are going. Communicate clearly. Build shared understanding throughout the organization.

Uncertainty



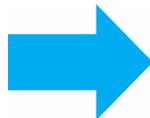
Understanding: Stop, look, listen. Have a flexible perspective. Encourage it in others.

Complexity



Clarity: Make sense of the chaos and minutiae. Convene conversations to share. Collaborate freely.

Ambiguity

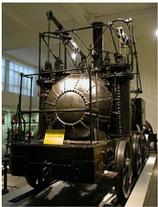


Agility: Communicate across the organization. Learn continuously. Incremental wins.

Source: Bob Johansen, Institute for the Future

The Fourth Industrial Revolution

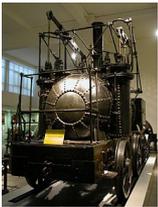
From agrarian/
rural to
industrial/
urban;
iron,
textiles,
steam engine...



#1.
18th – 19th
Centuries

The Fourth Industrial Revolution

From agrarian/
rural to
industrial/
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iron,
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#1.
18th – 19th
Centuries

Steel,
electricity,
mass production;
light bulb,
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internal
combustion
engine...



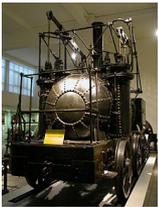
#2.
1817 – 1914
(Pre-WW I)

#4.

Now

The Fourth Industrial Revolution

From agrarian/
rural to
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#1.
18th – 19th
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Steel,
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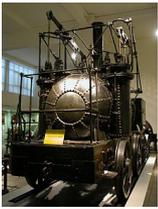
From analog
electronic and
mechanical
to digital;
PC, internet,
IT and
communications
technology...



#3.
1980s > Ongoing

The Fourth Industrial Revolution

From agrarian/
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From analog
electronic and
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#3.
1980s > Ongoing

**Builds on digital
revolution; new
ways technology
is embedded into
societies (and even
human beings);
breakthroughs
in robotics, AI,
nano-technology,
quantum computing,
biotech,
Internet of Things,
autonomous vehicles...
transformative possibilities;
fusing digital, biological
and physical...**



#4.
Now

What does this mean?

What are the implications of this for you? For leaders and organizations?

Given that: We are all in the business of producing quantitative and qualitative RESULTS, with and through other people...

What does this mean?

What are the implications of this for you? For leaders and organizations?

Given that: We are all in the business of producing quantitative and qualitative RESULTS, with and through other people...

Let's take a look – and possibly a NEW look – at:

1. Adult (lifelong) learning
2. The power of language and conversations
3. How we understand ourselves and each other
4. How we actually produce Results in our lives

Change, Learning and Results

Change, Learning and Results

**Most important pre-requisites for learning...
independent of subject matter?**

Change, Learning and Results

**Most important pre-requisites for learning...
independent of subject matter?**

“Open-mindedness”

Change, Learning and Results

Most important pre-requisites for learning...
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“Open-mindedness”

“I don't know”

Change, Learning and Results

Most important pre-requisites for learning...
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“Open-mindedness”

know that I

“I [^] don't know”

Change, Learning and Results

Most important pre-requisites for learning...
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^
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Consider:

**in your organization...
and in your personal life**

Fundamental Question to Consider

As a leader, what do you get paid to do?

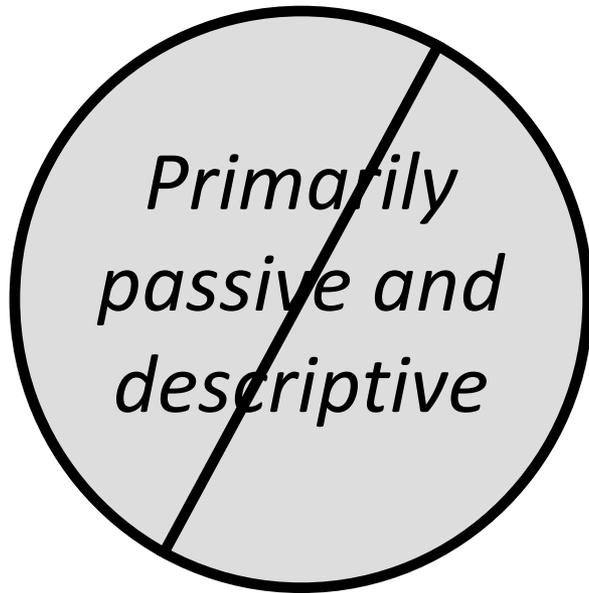


What is language?

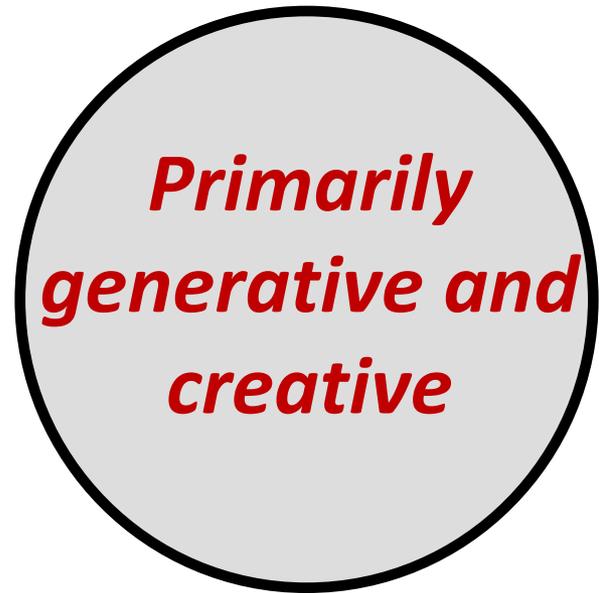
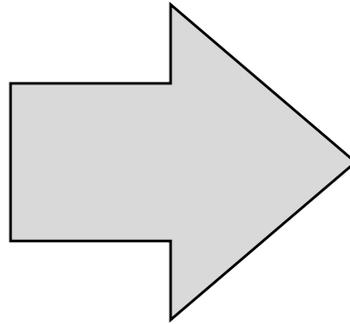


What is language for?

Language Creates and Generates... It Does Not Simply Describe



Traditional
Interpretation



**New
Interpretation**

Crucial Claim and Powerful Distinction:

**We live in language.
All of us, all the time.
No exceptions.**

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We live in language.
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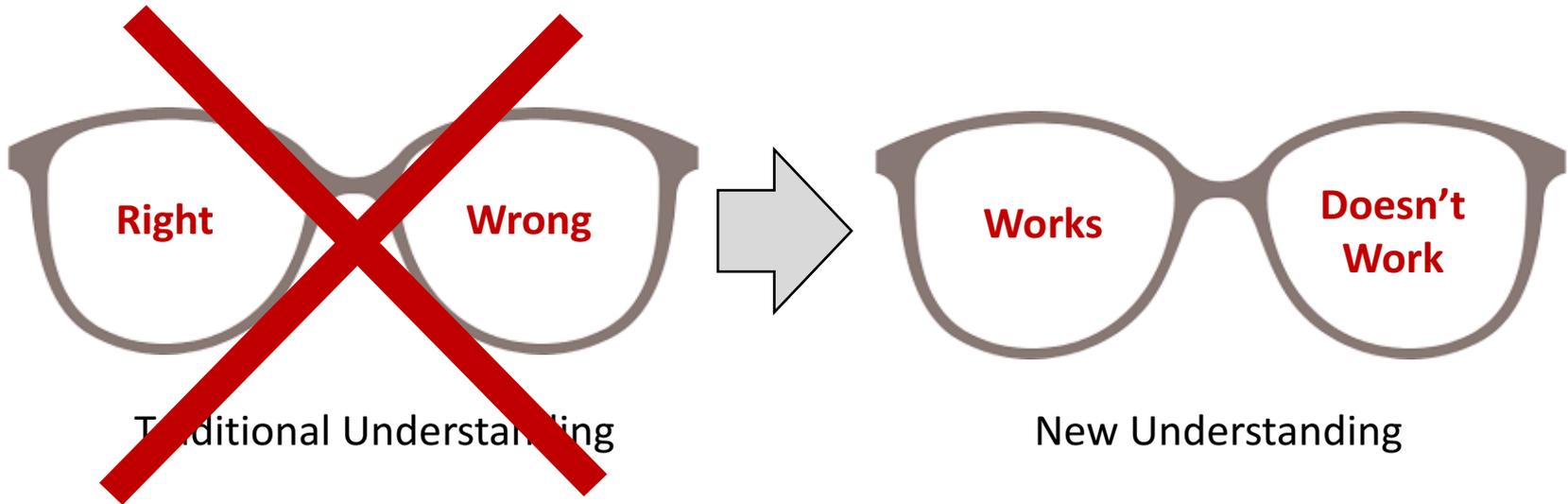
EVENT \neq **EXPLANATION**

Our (and Others') Explanations:

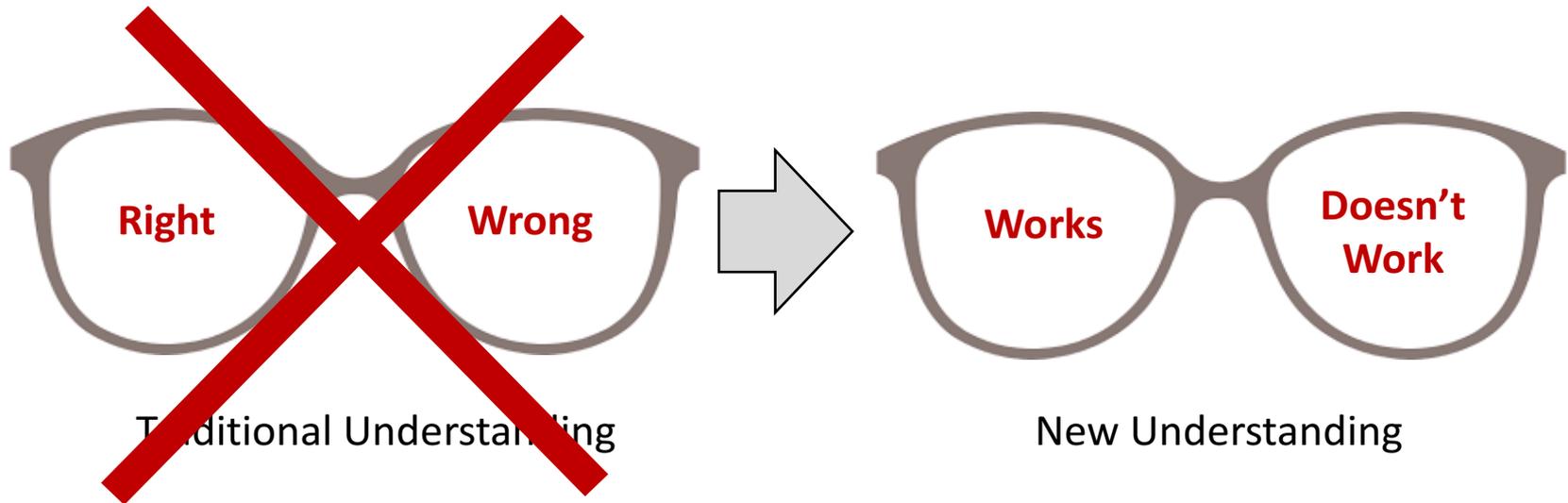


Traditional Understanding

Our (and Others') Explanations:

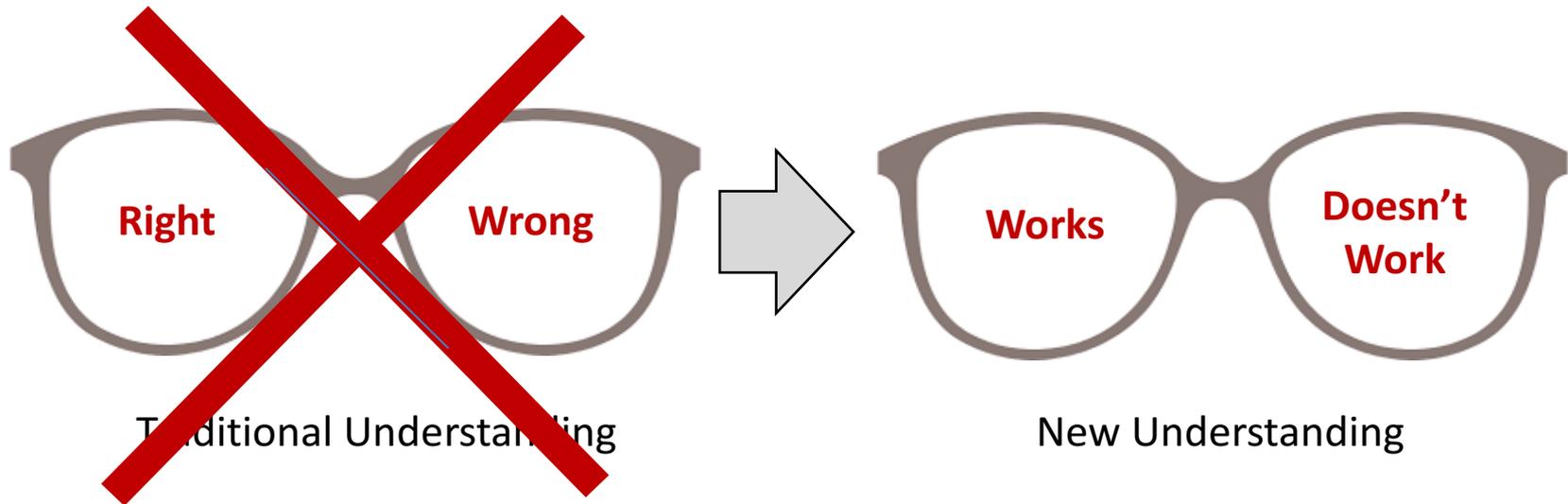


Our (and Others') Explanations:



... given the **Results** you say you want!

Our (and Others') Explanations:



... given the **Results** you say you want!

Vision

Understanding

Clarity

Agility

Ongoing learning

Adapting

Culture

Improving

Healthy relationships

Retention of talent...

Consider Your Role as a Conversational Architect:

**How do you actually create and sustain a
Culture of Vision, Understanding, Clarity & Agility?**

Consider Your Role as a Conversational Architect:

How do you actually create and sustain a Culture of Vision, Understanding, Clarity & Agility?

Conversations that are:

Required?

Prohibited?

"Missing"?

When you see performance that isn't where you want it to be... look at it thru this "lens"



Effective vs. Ineffective Conversations

A Simple, Informal Activity for Teams:

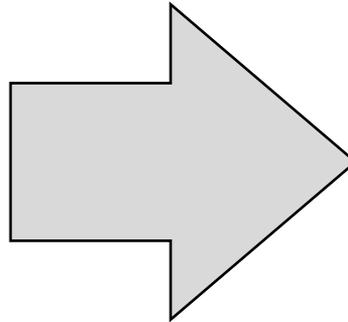
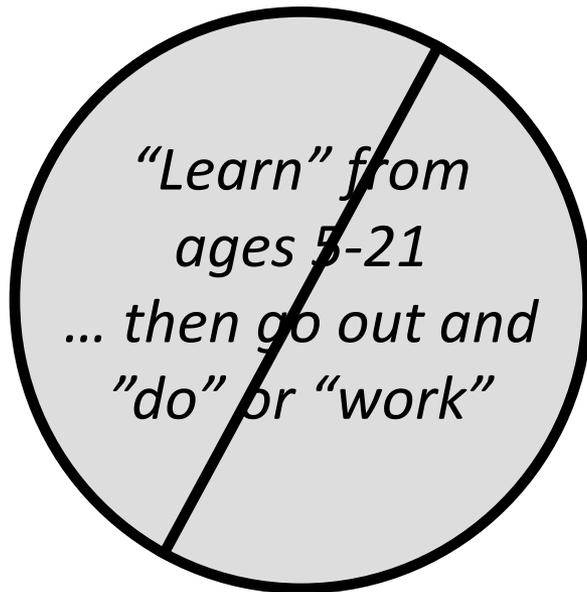
What are 5 characteristics of effective conversations among team members?

(That is, conversations that produce the desired quantitative or qualitative Result?)

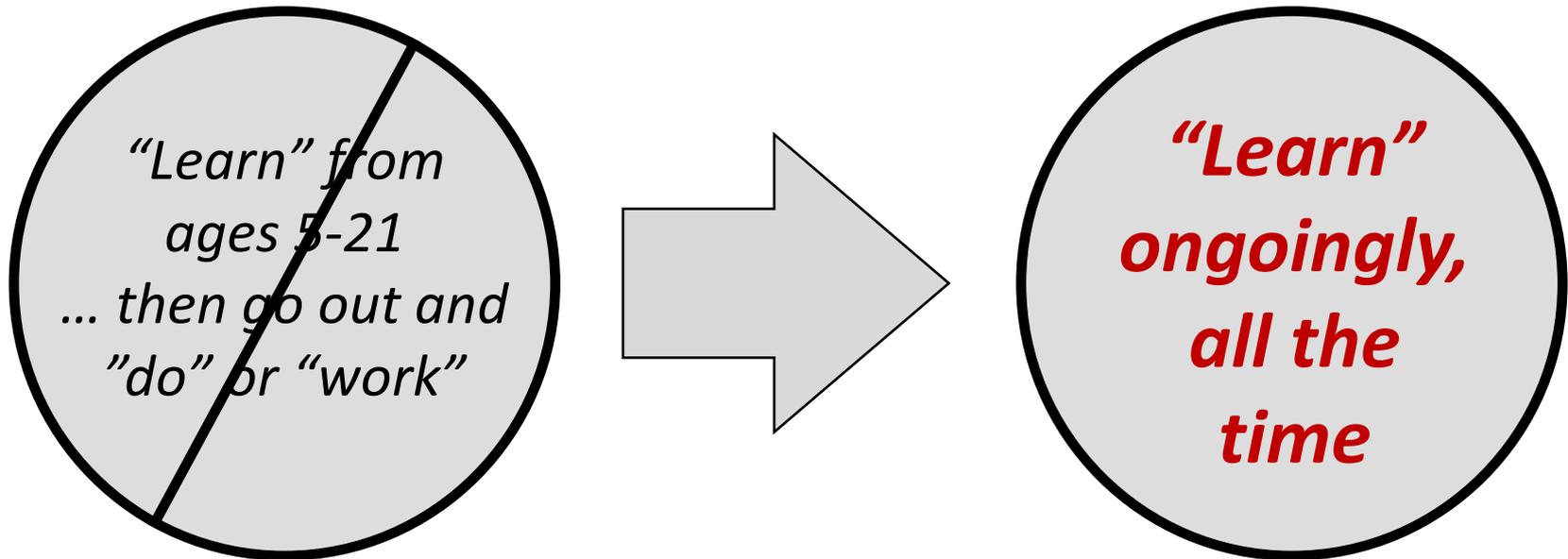
What are 5 characteristics of ineffective conversations among team members?

(That is, conversations that do NOT produce the desired quantitative or qualitative Result?)

Old and New Models of Learning



Old and New Models of Learning



Why is this the case for us?

Change is permanent!

Why Change Management?

ANDERSEN
CONSULTING

Why Change Management?

ANDERSEN CONSULTING

Asset Performance Management

Ultimately, the most important asset: YOU!

What Supports Learning? What Gets in the Way?

Friends of Learning

Willing to acknowledge “I don’t know”

Willing / able to listen to others

Openness / “open-minded”

Willing to extend trust

Lightness – not taking self too seriously

Willing to update opinions/judgments

Willing to question your questions

Willing to practice

Willing to persevere even in absence
of new Results

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Enemies of Learning

Unwilling to acknowledge “I don’t know”

Not granting authority to be taught; arrogance

“I alone have privileged access to The Truth”

Ongoing mood of distrust

Making everything overly significant or overly trivial

Living in permanent assessments / judgments

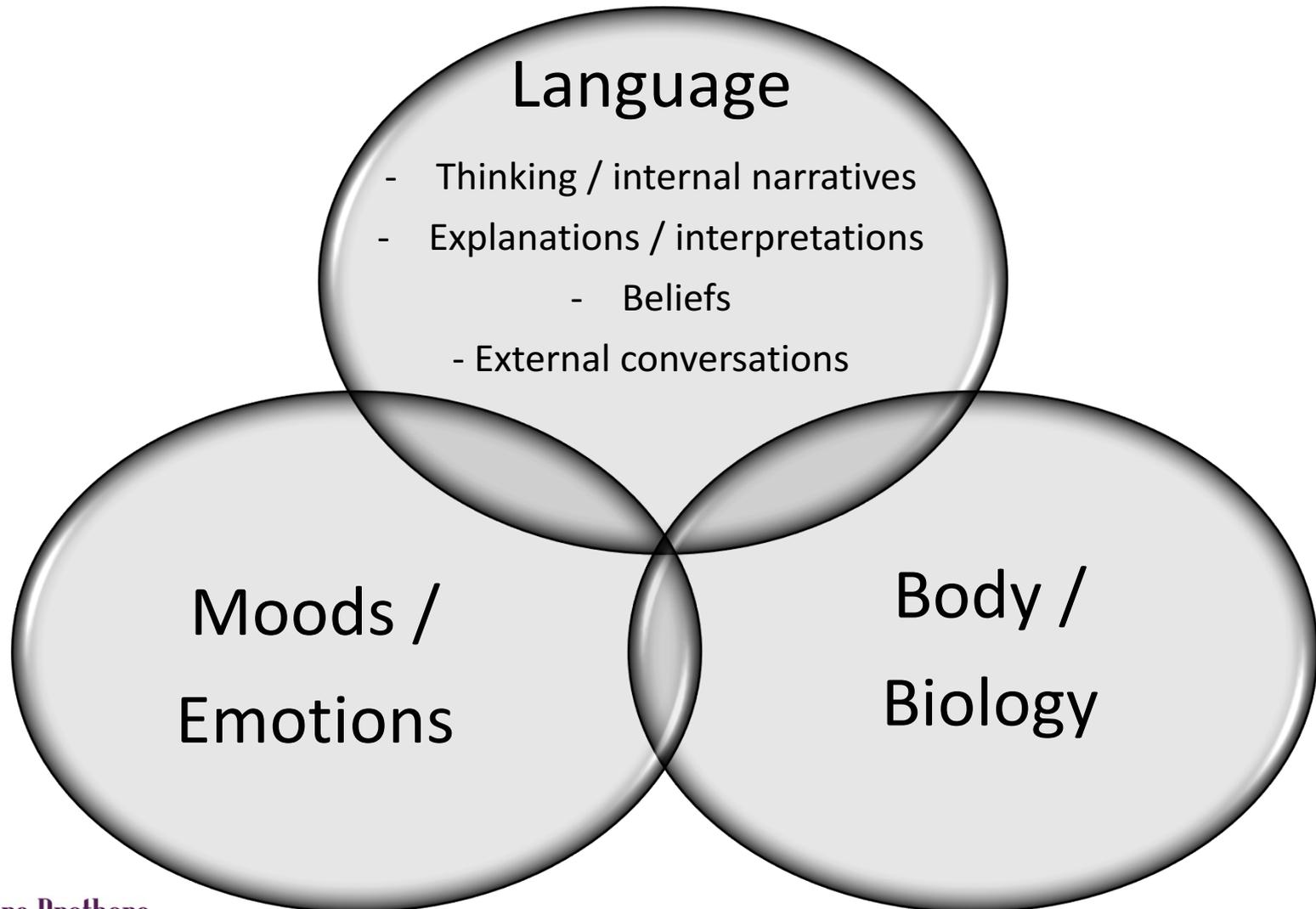
“I should already know...”

Forgetting domains of body and emotion

*Confusing “knowing” with having opinions or
Information*

Always thinking “either/or” rather than “both/and”

Each of Us: A Unique Observer



Each of Us: A Unique Observer

Let's dispell the **“Grand Illusion”**...

Each of Us: A Unique Observer

Let's dispell the **“Grand Illusion”**...

...that everyone sees things like I do!



Each of Us: A Unique Observer

**One implication of adopting
this way of understanding?**



Thomas Edison

Each of Us: A Unique Observer

**One implication of adopting
this way of understanding?**



Thomas Edison

**“When you have
exhausted all possibilities,
remember this...
you haven’t!”**

Mindset and Results in a VUCA World



Fixed Mindset:

Core Belief – Intelligence and talent are fixed and you are born with all you get.



Growth Mindset:

Core Belief - Intelligence and talents can be developed and changed thru work and effort.

Mindset and Results in a VUCA World



Fixed Mindset:

Core Belief – Intelligence and talent are fixed and you are born with all you get.

To look smart or talented in every situation; to never fail.

What you desire?

Growth Mindset:

Core Belief - Intelligence and talents can be developed and changed thru work and effort.

To stretch and grow. To try things and take risks because you can learn.



Mindset and Results in a VUCA World



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Avoid challenges because you could fail; you fear challenges.

What you desire?

How you face challenges?

Growth Mindset:

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Embrace challenges because they offer the opportunity to grow. You love challenges.



Source: Carol Dweck

Mindset and Results in a VUCA World



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Will you fail or succeed at this task or event? Will it make you look smart or dumb? Afraid to fail.

What you desire?

How you face challenges?

How you think about tasks or events?

Growth Mindset:

Core Belief - Intelligence and talents can be developed and changed thru work and effort.

To stretch and grow. To try things and take risks because you can learn.

Embrace challenges because they offer the opportunity to grow. You love challenges.

Will this event help you learn and grow? Will it challenge you? Not afraid to fail.



Source: Carol Dweck

Mindset and Results in a VUCA World



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Give up easily and blame someone or something.

How you face external obstacles?

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Persist despite the existence of obstacles.



Mindset and Results in a VUCA World



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Give up easily and blame someone or something.

Why bother? It can't change anything. Effort means you lack talent.

How you face external obstacles?

How you see effort and work?

Growth Mindset:

Core Belief - Intelligence and talents can be developed and changed thru work and effort.

Persist despite the existence of obstacles.

Fantastic. Any growth requires effort and work. Effort is the path to success.



Source: Carol Dweck

Mindset and Results in a VUCA World



Fixed Mindset:

Core Belief – Intelligence and talent are fixed and you are born with all you get.

Give up easily and blame someone or something.

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Ignore criticism. Become defensive. "How can I hide the criticism?"

How you face external obstacles?

How you see effort and work?

How you take feedback / criticism?

Growth Mindset:

Core Belief - Intelligence and talents can be developed and changed thru work and effort.

Persist despite the existence of obstacles.

Fantastic. Any growth requires effort and work. Effort is the path to success.

Interested. You want to learn from criticism. "How can this help me grow and learn?"



Source: Carol Dweck

Mindset and Results in a VUCA World



Fixed Mindset:

Core Belief – Intelligence and talent are fixed and you are born with all you get.

Impede cooperation, teamwork, feedback and growth.

Effect on others?

Growth Mindset:

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Invite cooperation, teamwork, feedback and growth.



Mindset and Results in a VUCA World



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Impede cooperation, teamwork, feedback and growth.

Threatened and fearful. If someone else succeeds, they might be seen as more talented than you.

Effect on others?

How do you feel about others' success?

Growth Mindset:

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Happy. Other people's success means that you can learn from them. You are inspired.



Mindset and Results in a VUCA World



Fixed Mindset:

Core Belief – Intelligence and talent are fixed and you are born with all you get.

Impede cooperation, teamwork, feedback and growth.

Threatened and fearful. If someone else succeeds, they might be seen as more talented than you.

Tend to plateau and achieve less than full potential. Unable to adapt, grow, evolve, innovate.

Growth Mindset:

Core Belief - Intelligence and talents can be developed and changed thru work and effort.

Invite cooperation, teamwork, feedback and growth.

How do you feel about others' success?

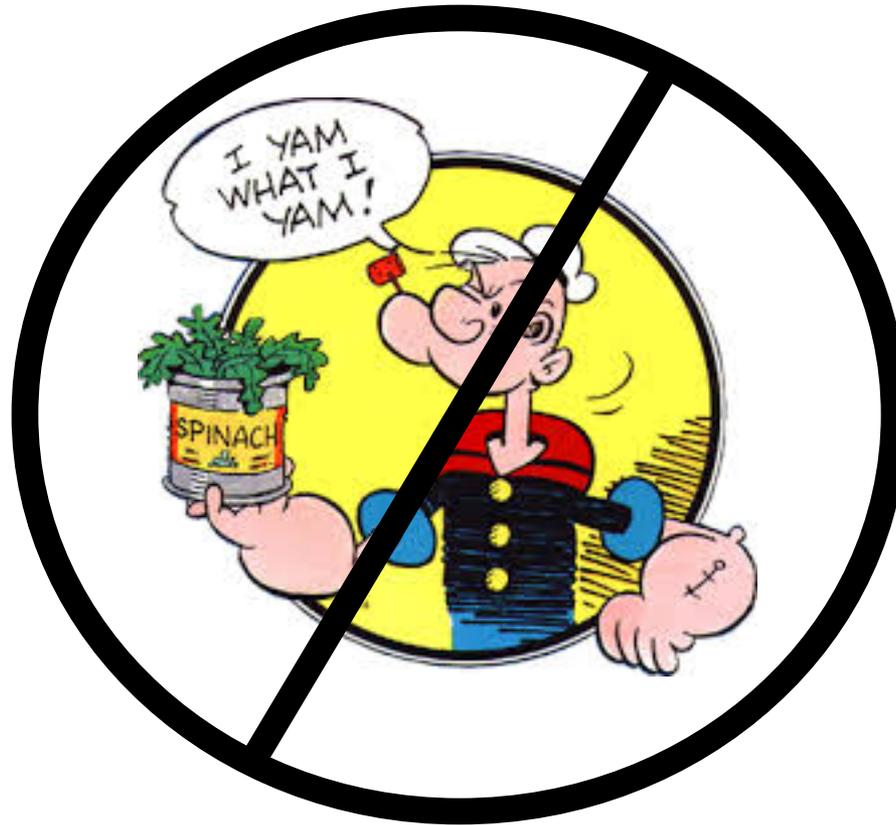
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**END RESULTS:
IN OUR
VUCA
WORLD?**

Tend to keep growing and reaching higher and higher levels of achievement. Able to adapt, grow, evolve and innovate.



I Stand Before You Today and I Deny Popeye!



Human Beings or Human Becomings?

We're not human beings...
we're human becomings.



Human Beings or Human Becomings?

We're not human beings...
we're human becomings.

“We act according to how we
are, and we do. But we also
are, according to how we act.”
- Rafael Echeverria



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"Awareness creates choice. Practice
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We speak ourselves into the world..

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"We act according to how we are, and we do. But we also are, according to how we act."
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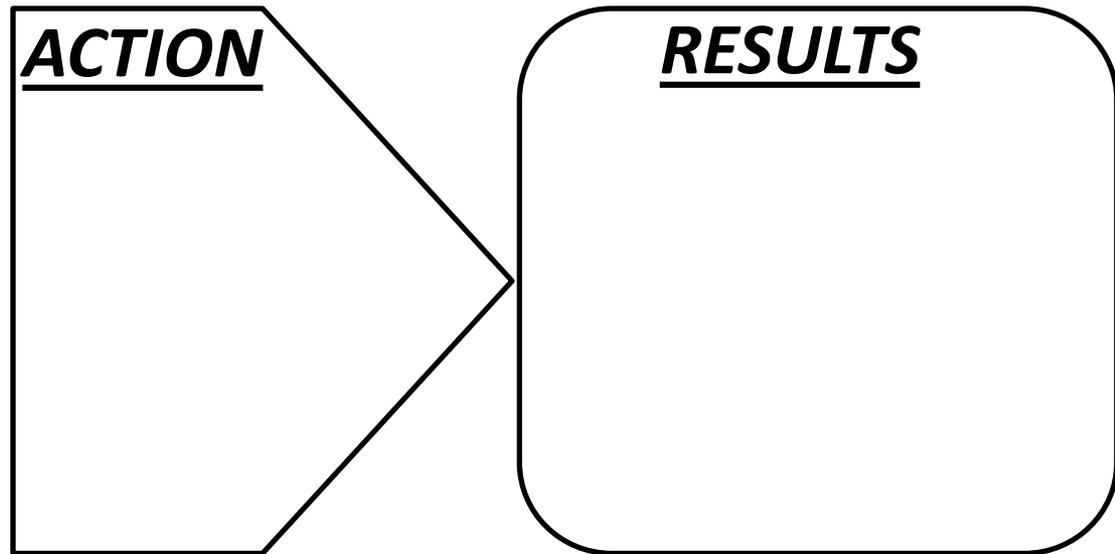
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We speak ourselves into the world..

Not being able to say a certain thing
= not being able to be a certain way.

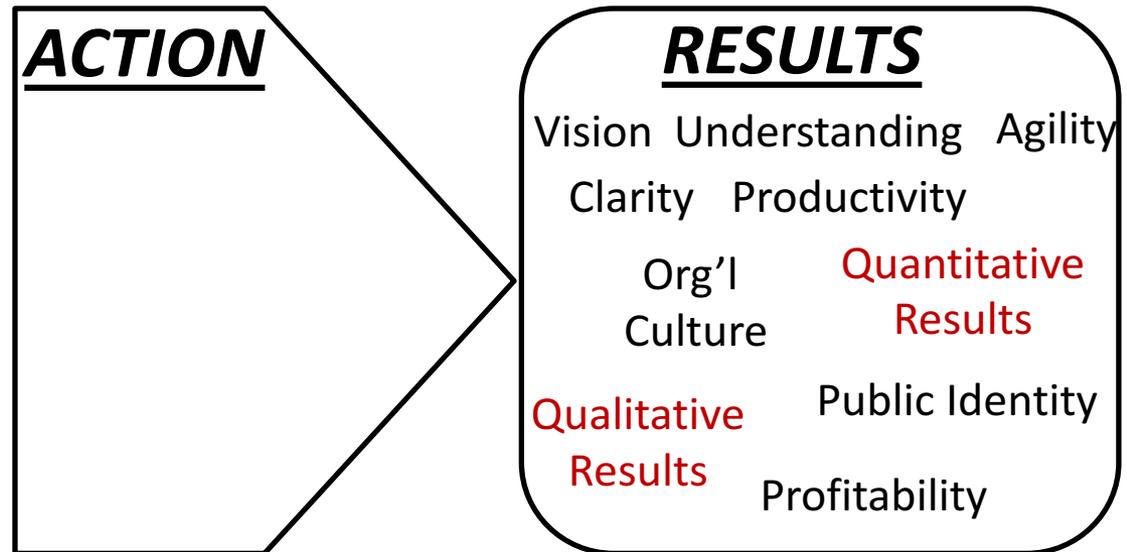
Ultimately, It's All About Results

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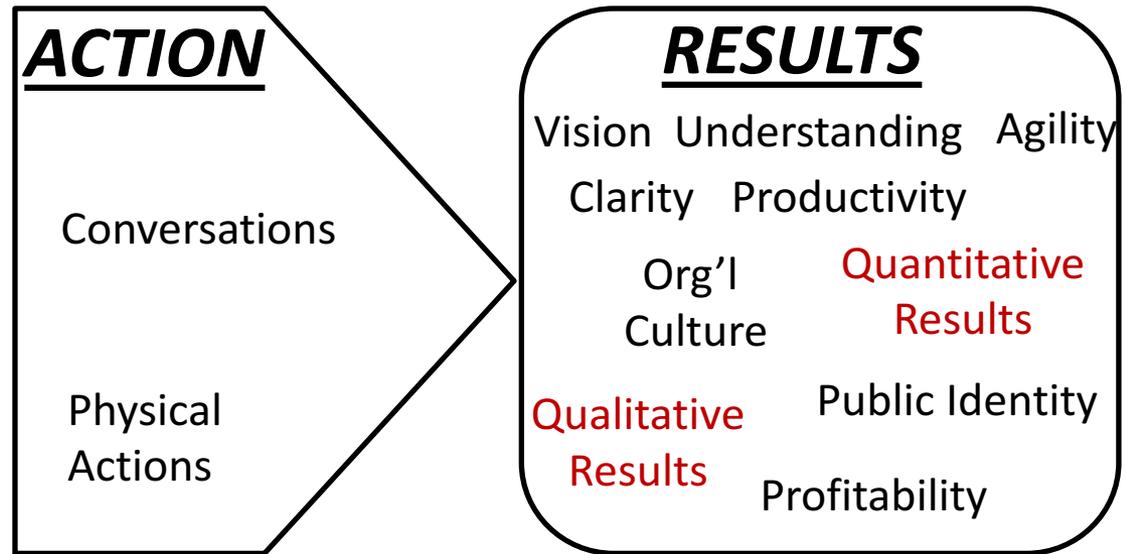
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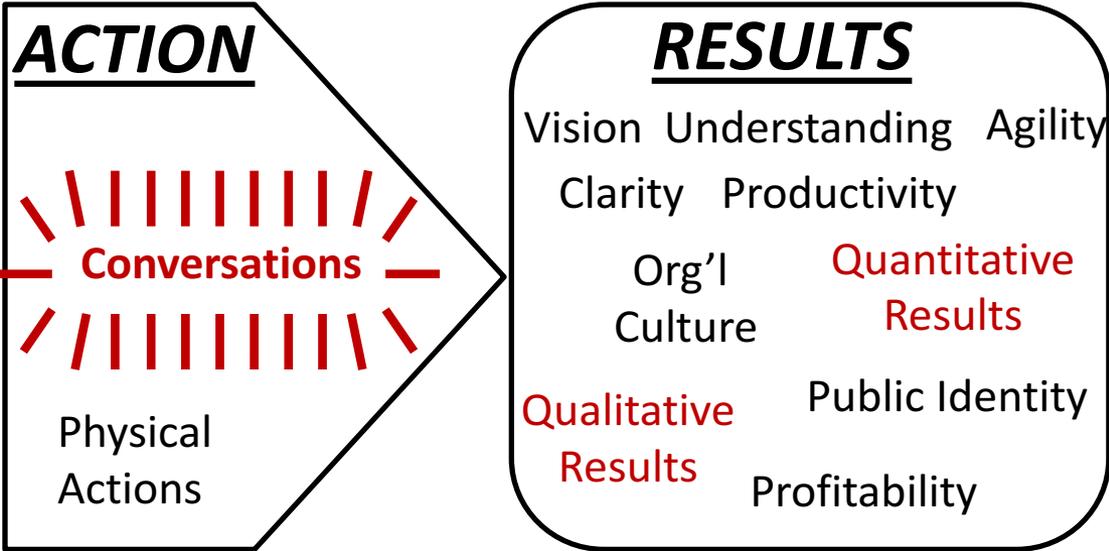
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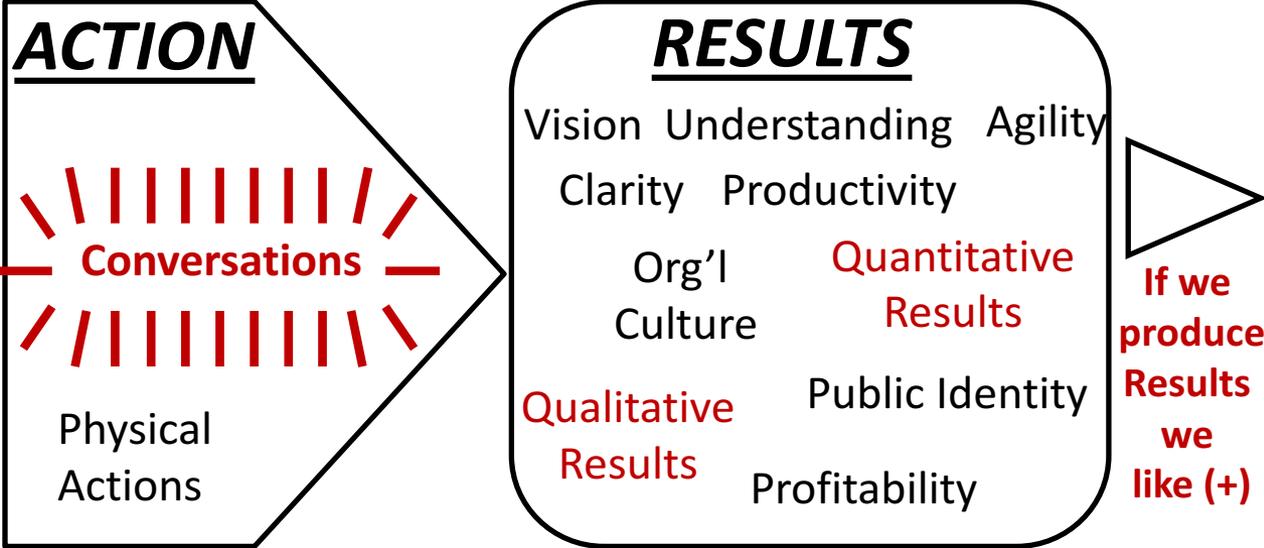
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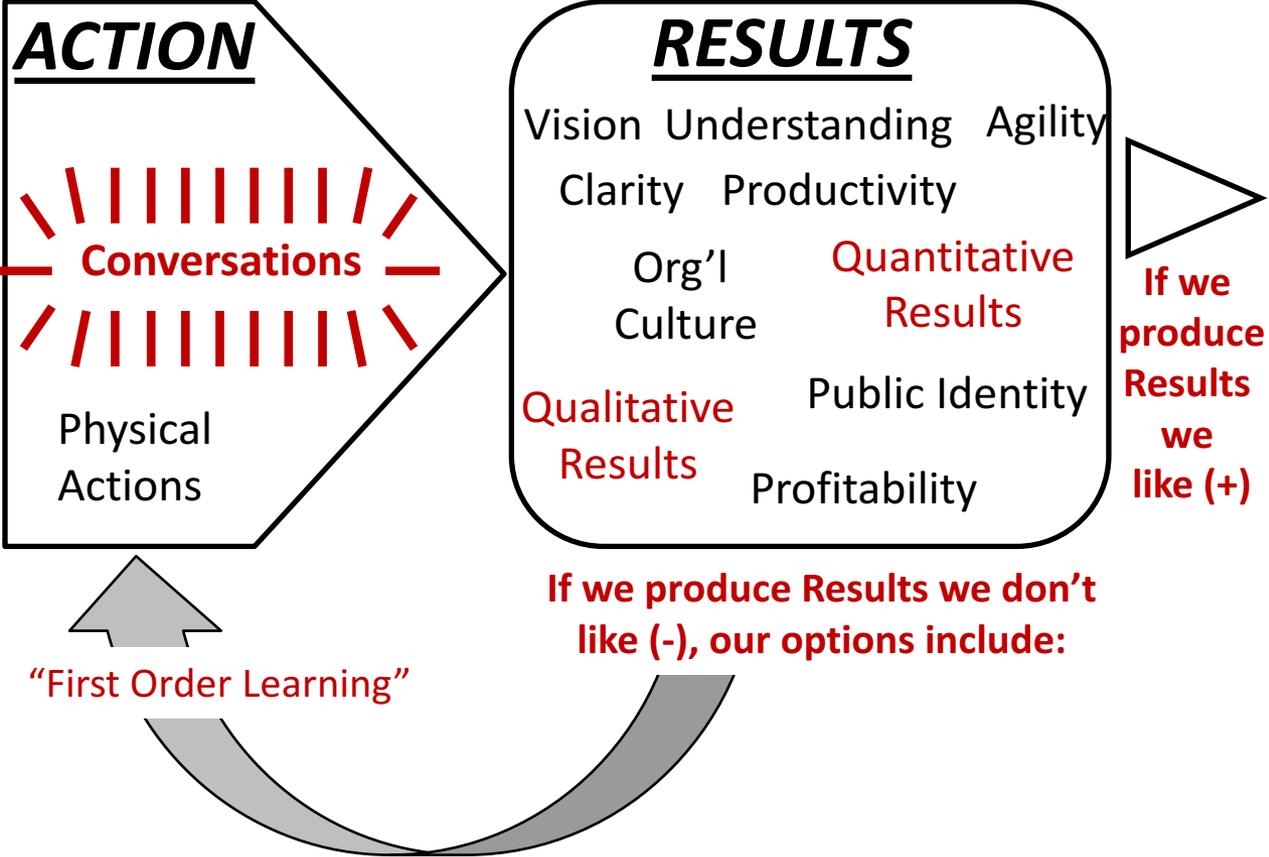
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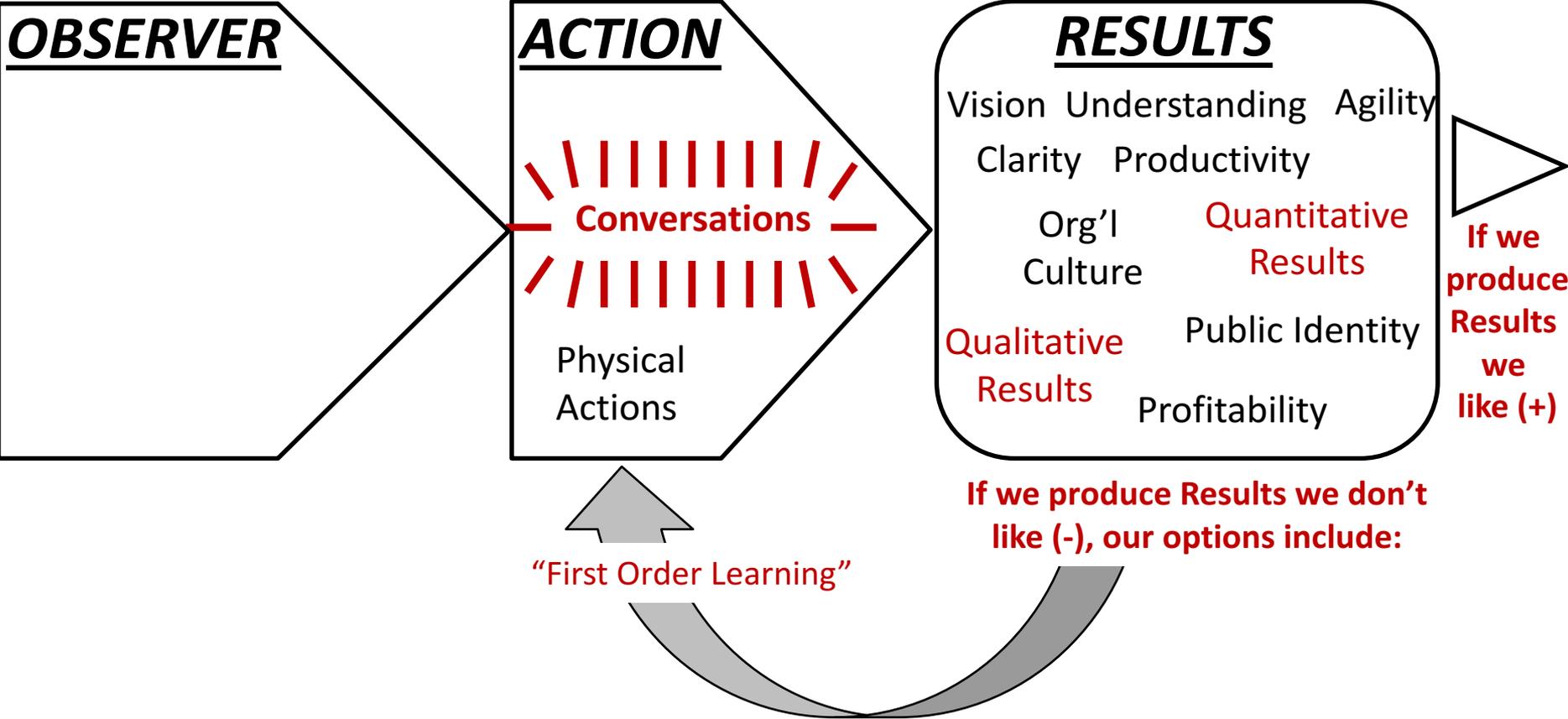
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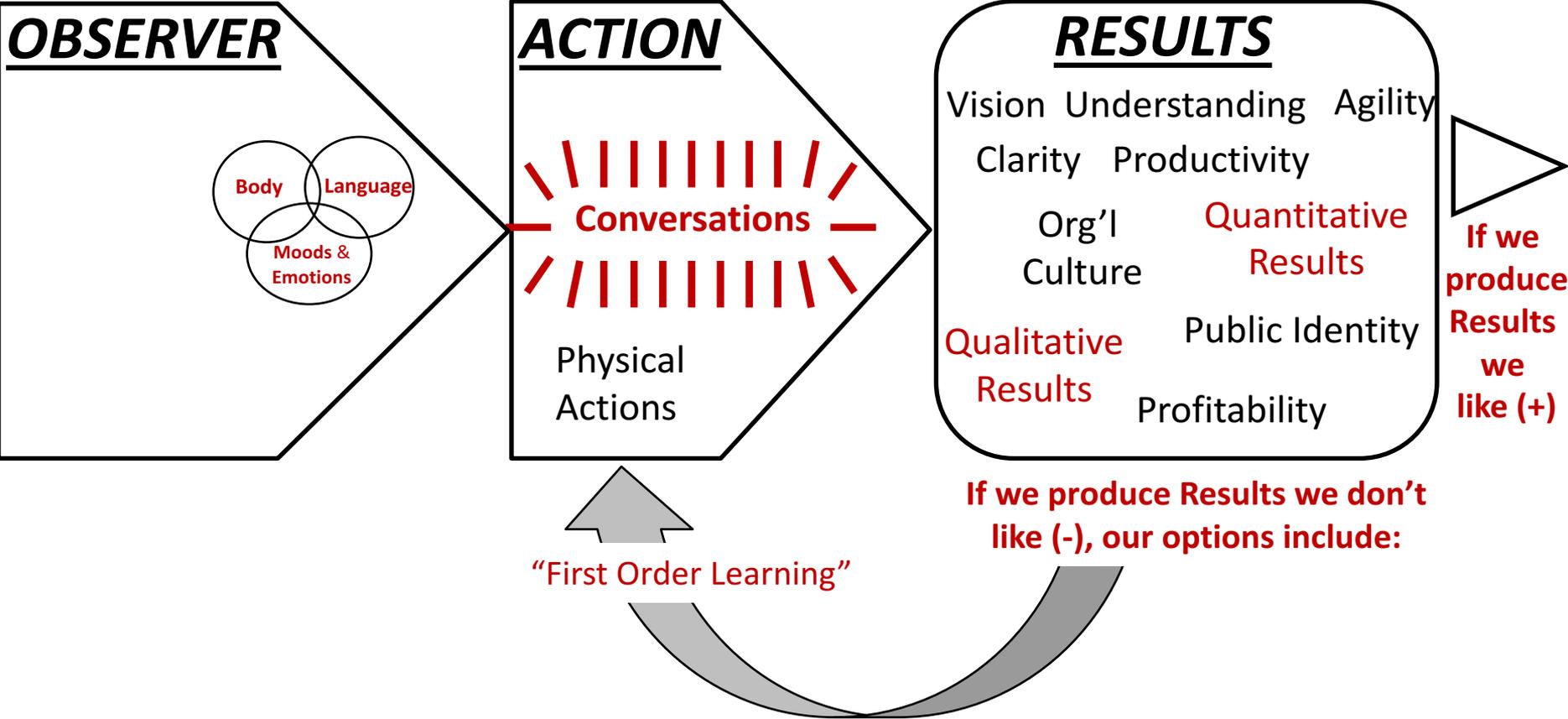


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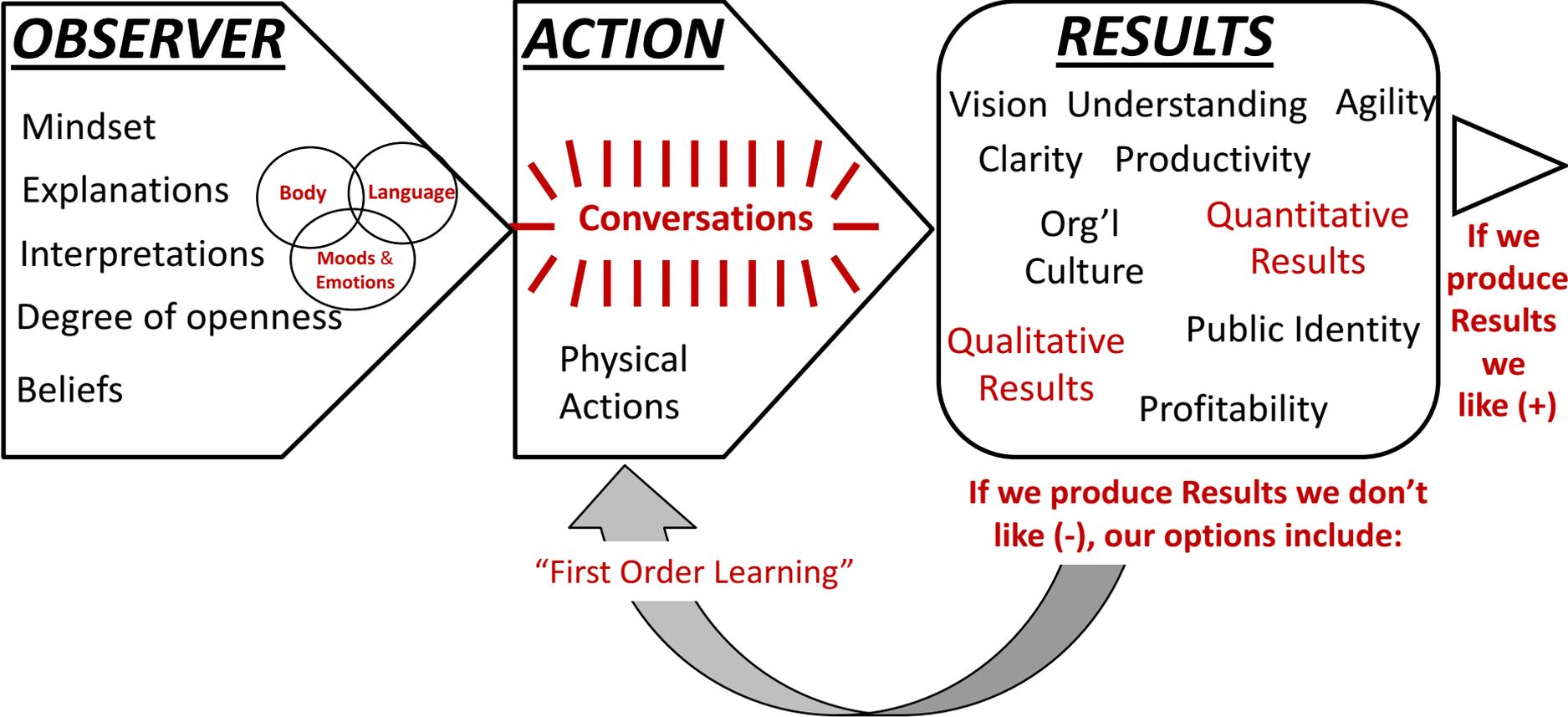


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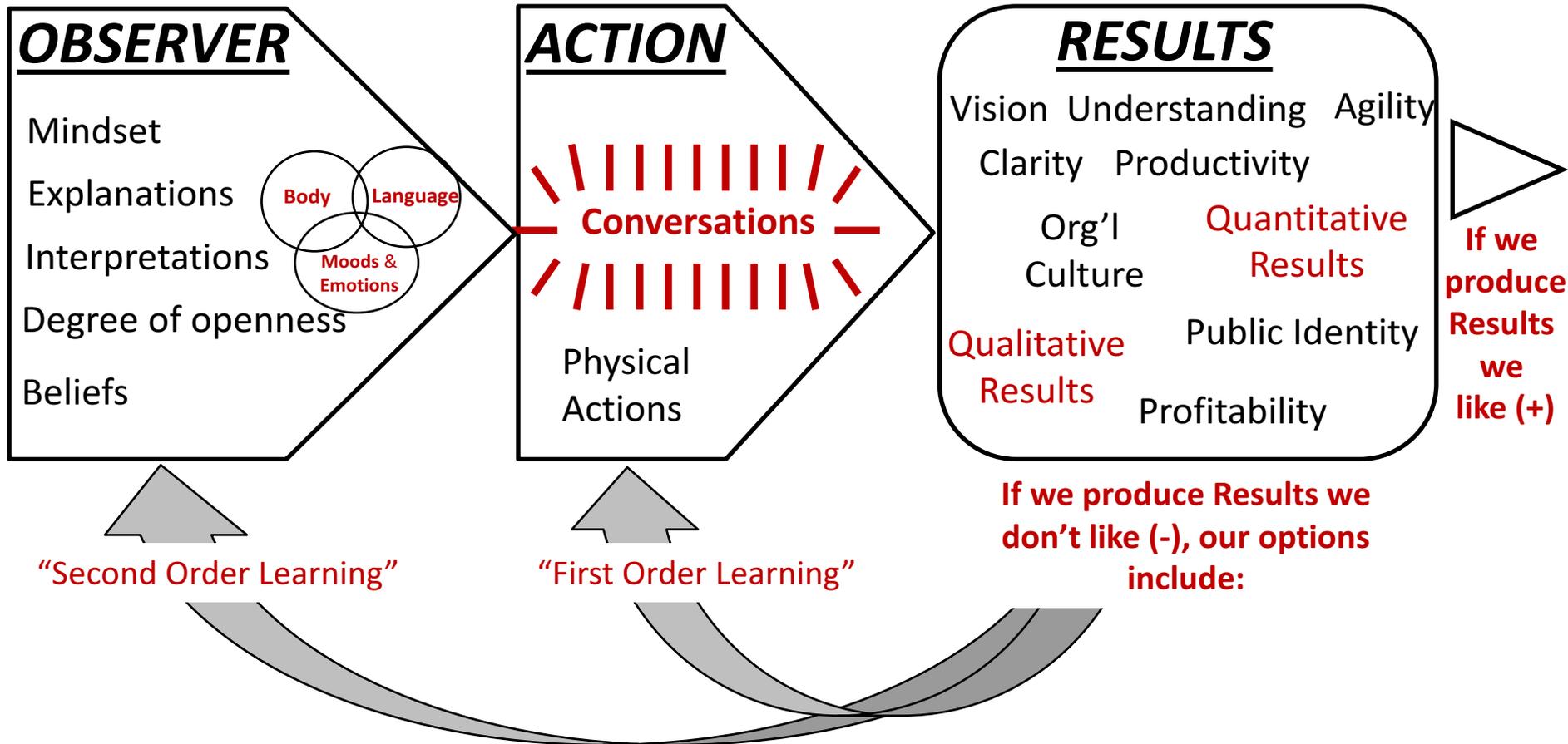
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Ultimately, It's All About Results



For Us To Consider:

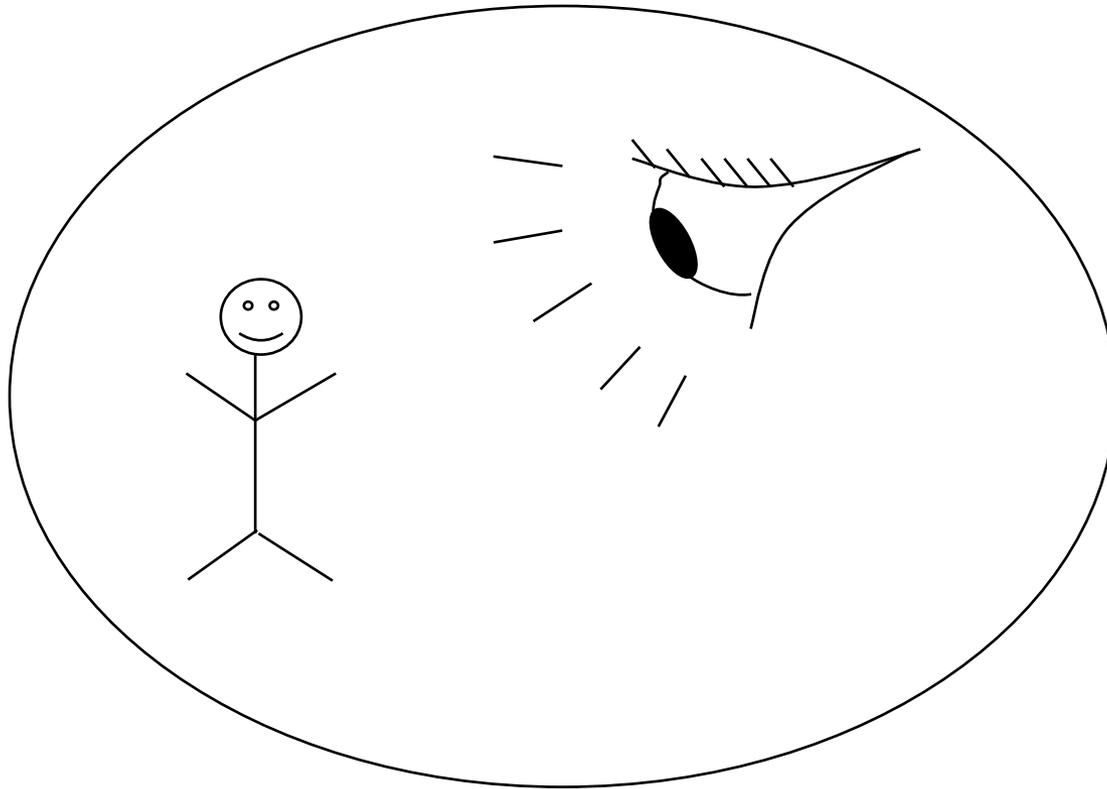
**“It’s not what you don’t know that gets you into trouble.
It’s what you do know, that just ain’t so!”**

- Mark Twain

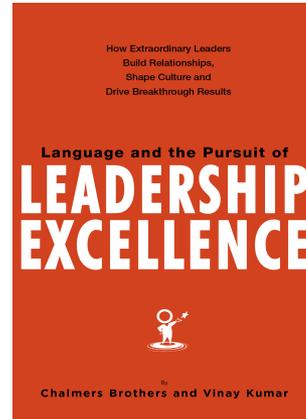
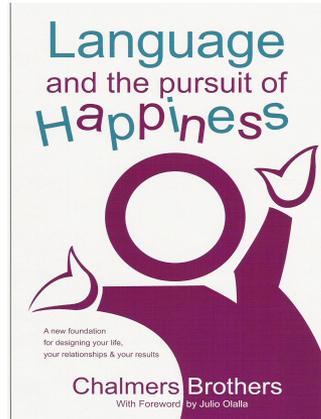
**“Progress is impossible without change,
and those who cannot change their minds
cannot change anything.”**

- George Bernard Shaw

Back to the Big Eye: Self-Awareness



Additional Resources



Books by Chalmers Brothers

Softcover, e-book, audiobook



Chalmers Brothers' TED Talk:

"How Language Generates Your World and Mine"



**On-Site
Transformational Learning Programs
For Leaders, Teams and
Employees**