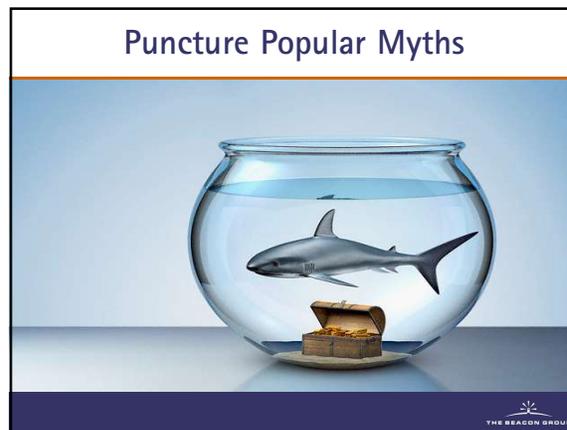
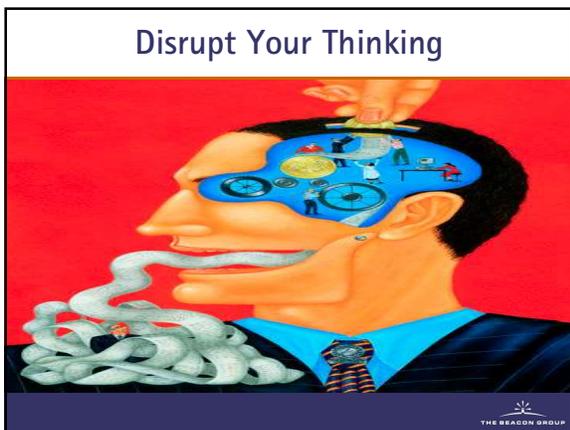
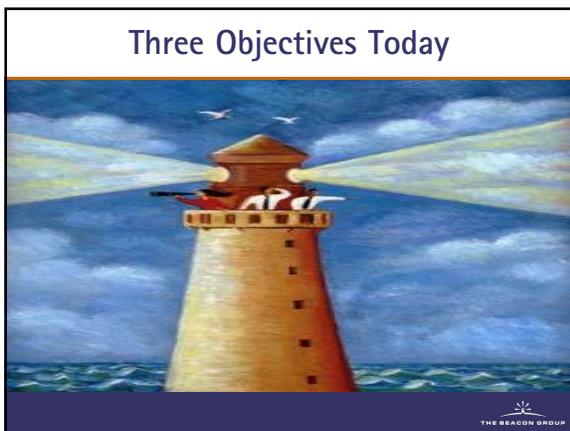
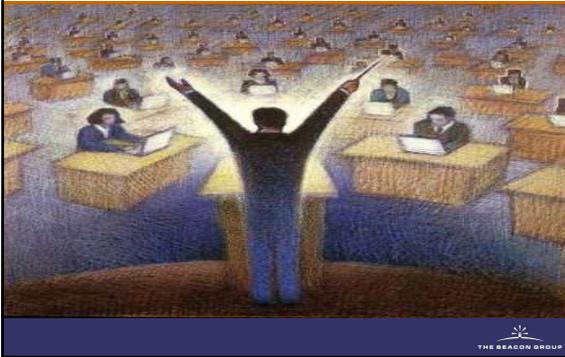



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Doug Williamson
President & Chief Executive Officer
www.thebeaongroup.ca www.dougwilliamson.ca
@bluntleader

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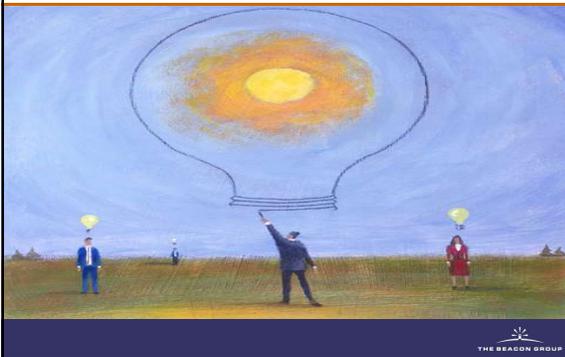
Three Key Themes



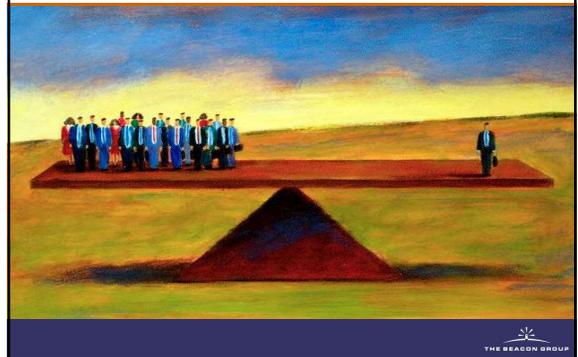
1 - Navigate the Future



2 - Think Differently



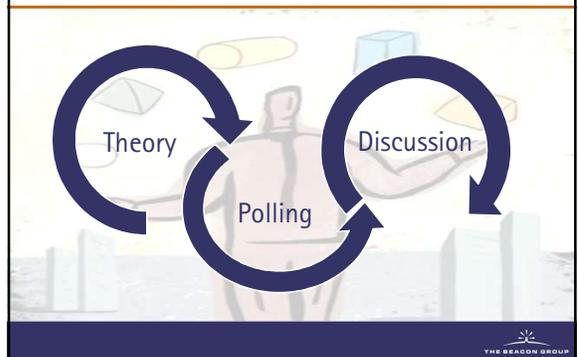
3 - Make Better Decisions



The Approach ?



The Approach ?



What Do You Think ?



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What Do You Think ?

www.menti.com

Enter Code 63 07 09

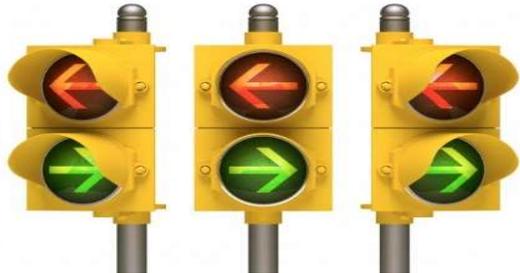
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Start at the End - The Summary



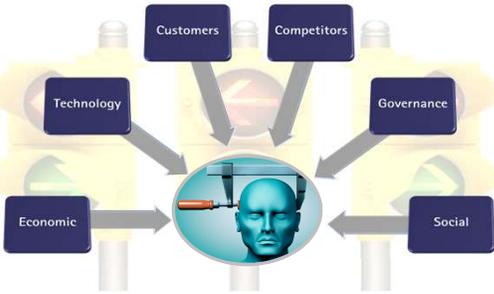
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Pressure is Mounting



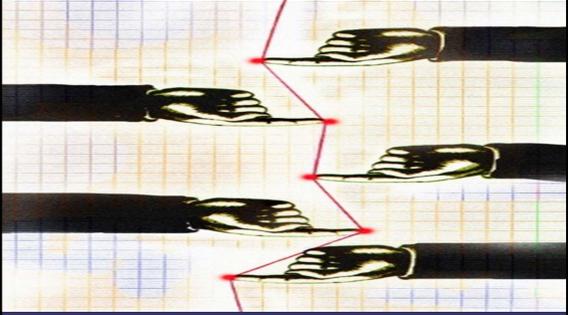
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Pressure is Mounting

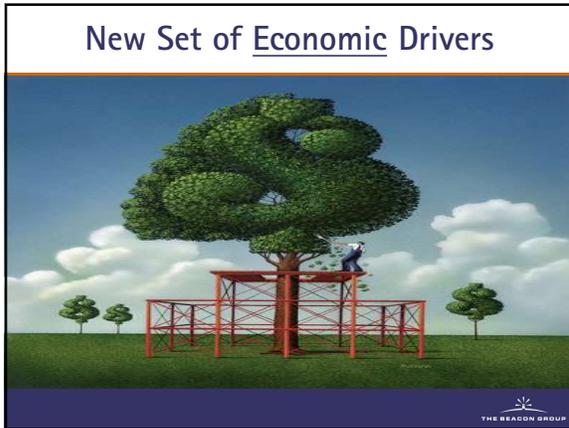
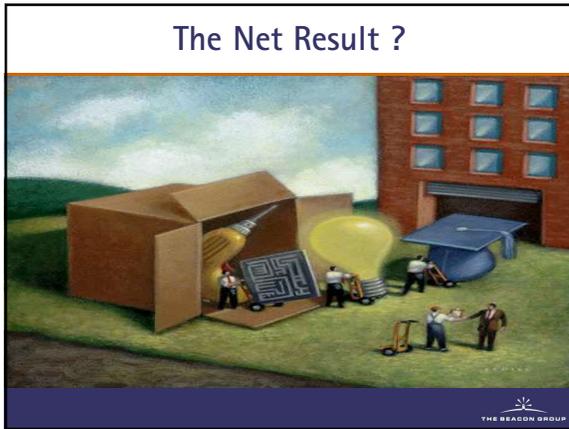
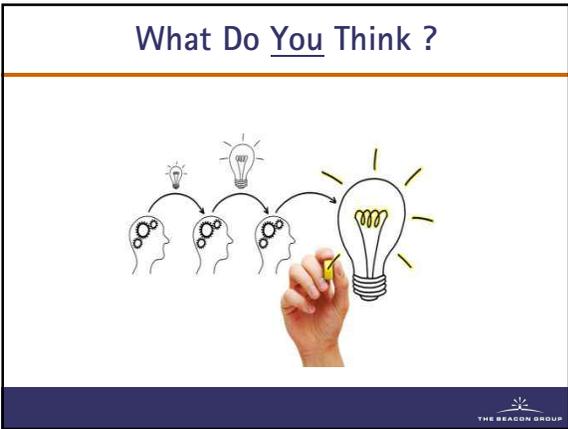
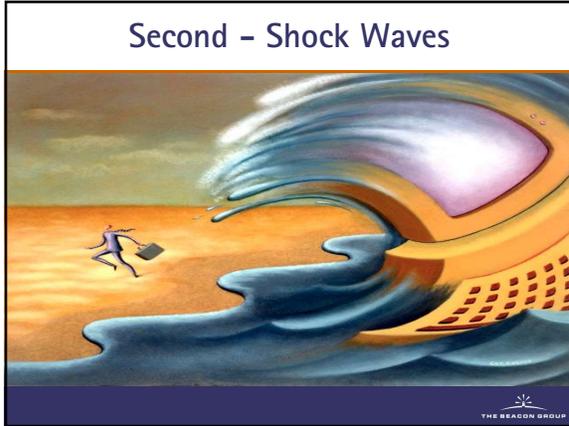
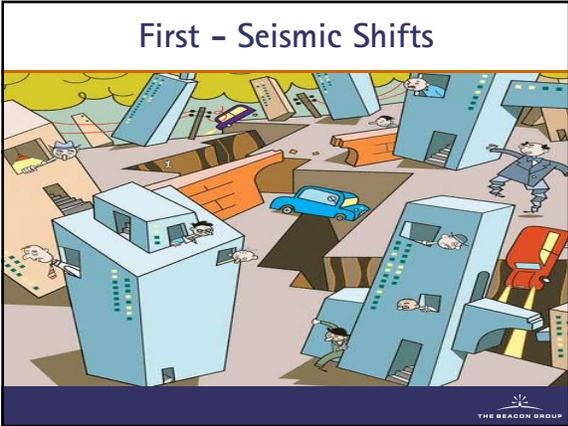


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Colliding Forces of Change



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New Rules of Value Creation



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New Definition of Leadership



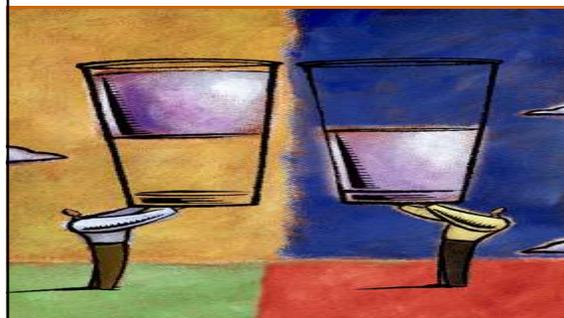
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Part 1 - Navigating the Future



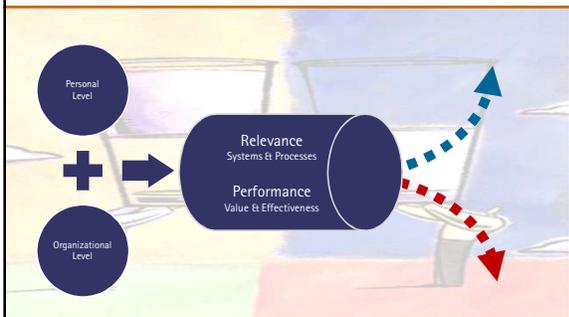
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Huge Coping Challenges



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Huge Coping Challenges

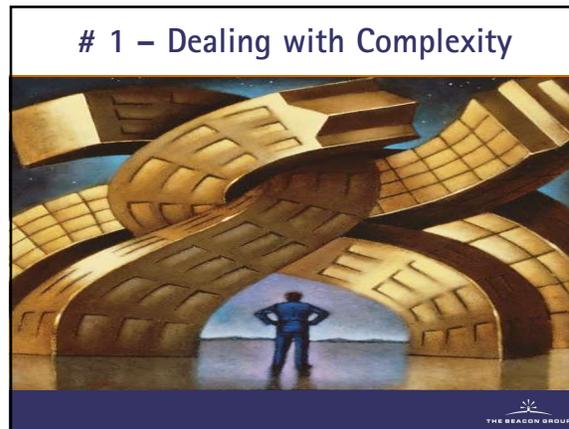
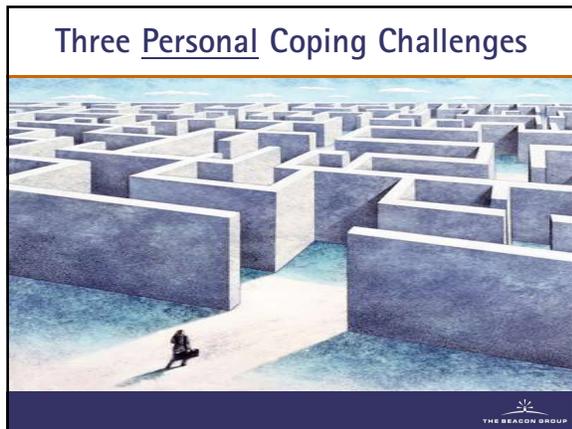


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What Do You Think ?



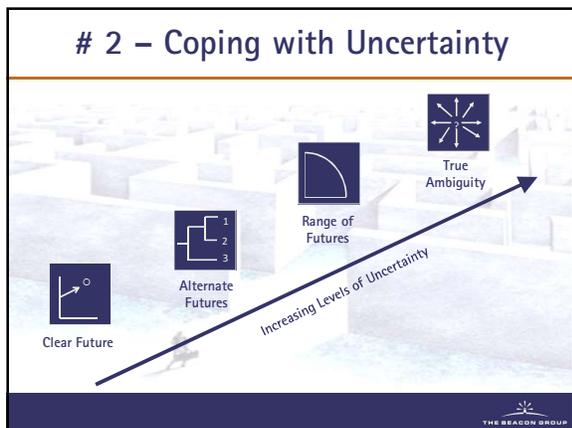
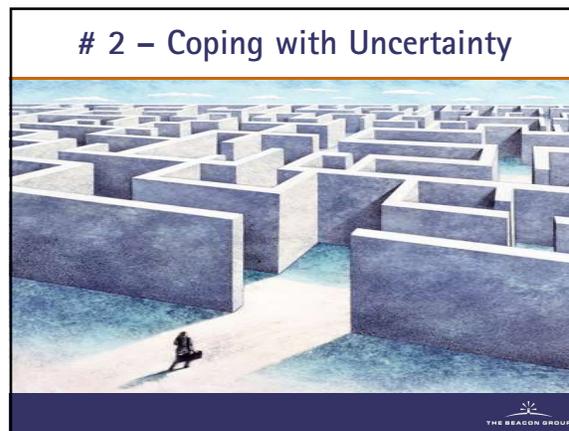
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1 – Dealing with Complexity

- The world is just not a simple place anymore
- Things are interrelated in strange ways
 - Leaders must be sense makers
 - No one can do it all

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2 – Coping with Uncertainty

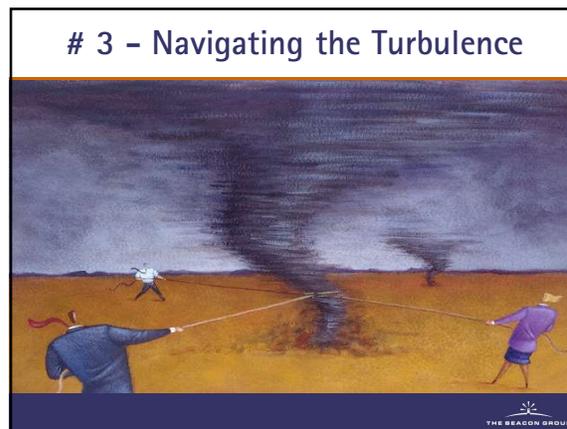
Predictable	Complicated 1970-80
Rational	Simple 1950-60
Certain	Foggy

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2 – Coping with Uncertainty

Irrational				Chaotic 2008-?
Confused			Complex 1980-90	
Predictable		Complicated 1970-80		
Rational	Simple 1950-60			
	Certain	Foggy	Uncertain	Ambiguous

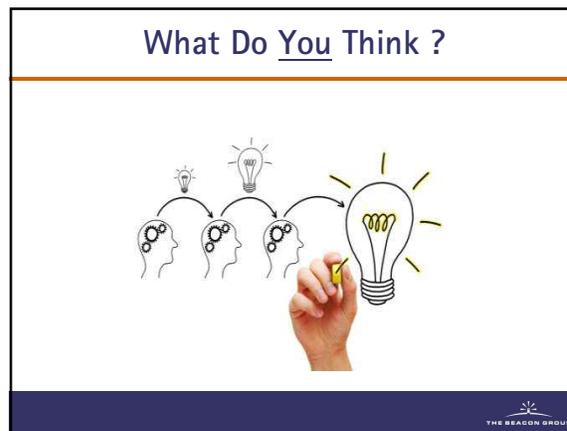
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3 – Navigating the Turbulence

- The noise & distraction can be overwhelming
- You can never, ever take your seatbelt off
 - Multi-tasking is a core capability
 - Head's up & Hyper Alert

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Three Organizational Coping Challenges

Embedding Transformational Leadership

Building Operating Dexterity

Reinventing Customer Relationships

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Three Organizational Coping Challenges

Embedding ... Transformational Leadership	Reinventing ... Customer Relationships	Building ... Operational Dexterity
<ul style="list-style-type: none"> • Banishing silos • Driving enterprise performance • Working collaboratively • Leapfrogging beyond the competition 	<ul style="list-style-type: none"> • Honouring customers above all else • Using two-way communication to "sync" with customers • Finding new ways to "add value" as seen by the customer 	<ul style="list-style-type: none"> • Simplifying whenever & wherever possible • Managing systemic complexity • Putting the accent on real time, serial innovation



Welcome to the Extreme Future




Consensus View # 1




Consensus View # 1

- Radical social changes & new business realities have made "abnormal" the new normal.

Learn to live with it !



Consensus View # 2



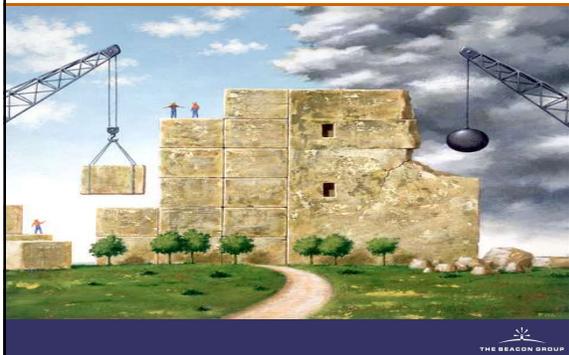

Consensus View # 2

- The usual cycle of "creative destruction" is picking up speed, in all geographies, industries & business sectors.

It's not all bad - *if* you survive !



Consensus View # 3



Consensus View # 3

- The markets always have & will continue to thrive on the economic principle of "discontinuity".

Embrace it before it overwhelms you !

Consensus View # 4



Consensus View # 4

- We have entered a new, uncharted era of "Hypercompetition".

The Fast - Eat The Slow !

Consensus View # 5



Consensus View # 5

- Following "sucks" ...

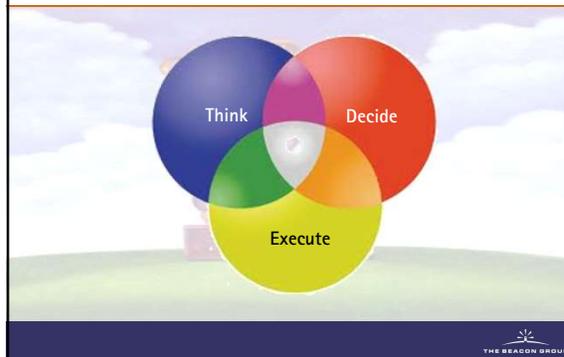
Because followers tend to serve as the "shock absorbers" of the economic system.

High Performance Difference ?



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High Performance Difference ?



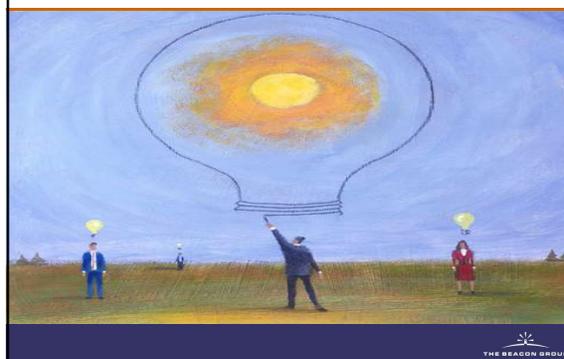
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What Do You Think ?



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Part 2 – Thinking Differently



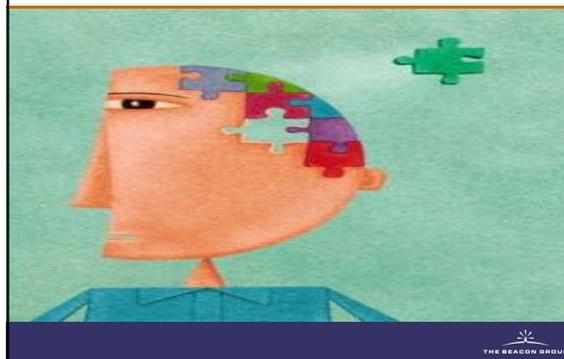
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Master Competency ?



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Sense Making & Sense Shaping



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Sense Making & Sense Shaping

SQ
Strategic Intelligence

CQ
Contextual Intelligence

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It's About - Bias & Blindness

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It's About - How You See the World

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It's About - How You See the World

Abundance

Scarcity

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It's About - The Choices You Make

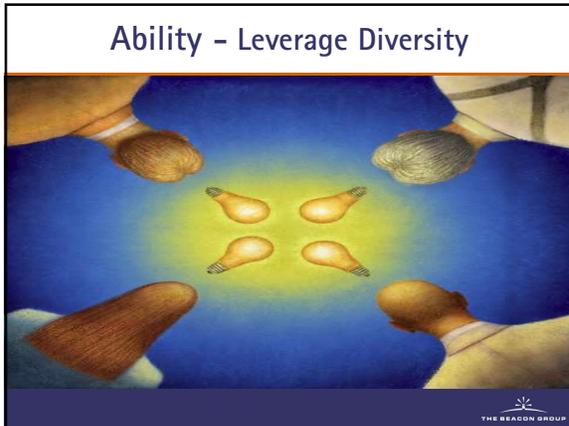
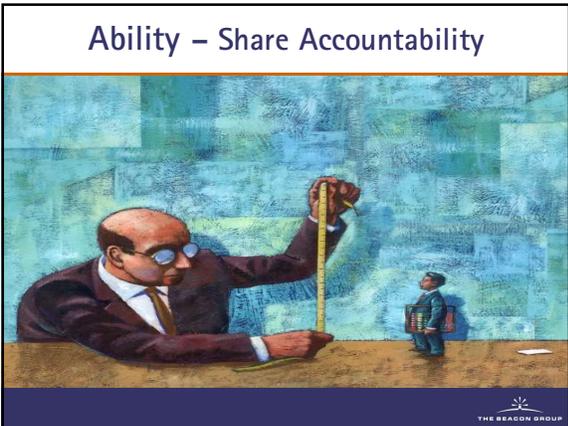
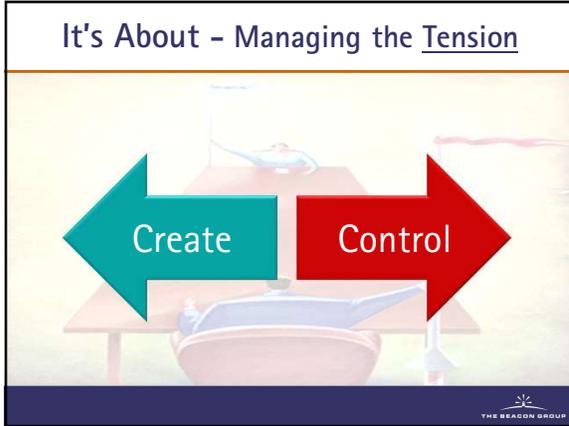
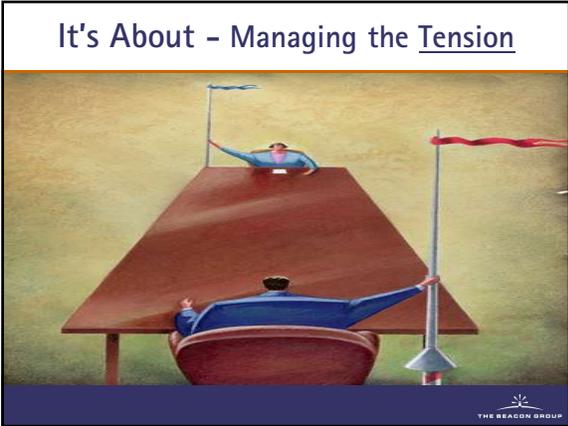
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It's About - The Choices You Make

Defend & Exploit

Embrace & Explore

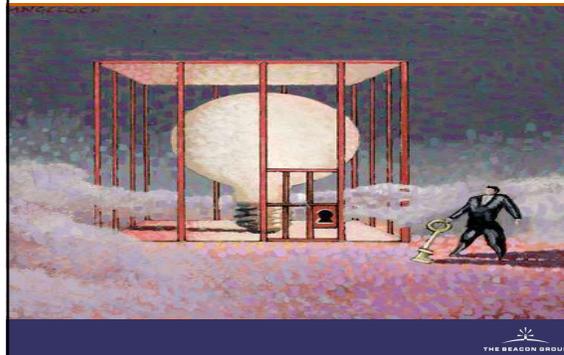
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Ability - Question & Challenge



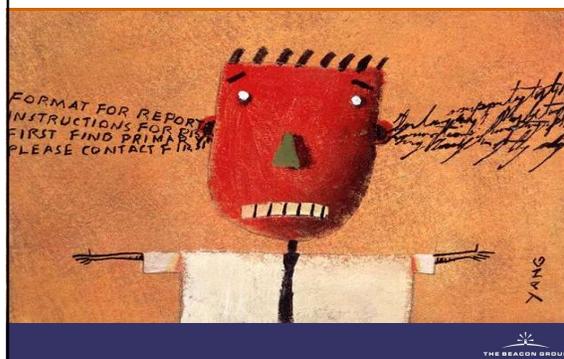
The Habits of Our Thinking



The Habits of Our Thinking

- Our thinking consists largely of "automatisms".
 - Repetitive units of mental activity that occur on very short time scales.
 - Become encoded & reflexive.
 - Thoughtless habits.

Power of Mental Models

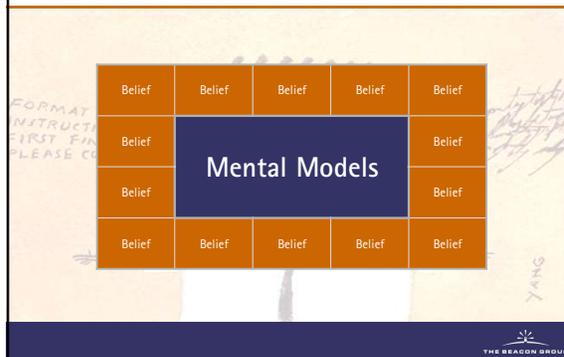


Power of Mental Models



- **Shape** - the opportunities & threats we see
- **Guide** - our responses & emotions
- **Determine** - course of action

Nature of our Mental Models



Nature of our Mental Models

A hand-drawn diagram of a thought bubble. Inside the bubble is a grid of 15 boxes, each containing the word "Belief". In the center of the grid is a larger box labeled "Mental Models". The bubble is surrounded by several yellow stars. In the background, there is faint, illegible text that appears to be a list of instructions or a contact list.

What Do You Think ?

An illustration showing a hand drawing a lightbulb. To the left, there are three profiles of heads, each with a small lightbulb above it, connected by arrows. The final, larger lightbulb on the right is glowing with yellow light, representing the final thought or idea.

Link - Thinking & Deciding ?

A colorful, textured profile of a human head, divided into various colored sections (red, blue, green, yellow, purple). The texture is made of fine, overlapping lines, giving it a mosaic-like appearance.

Link - Thinking & Deciding ?

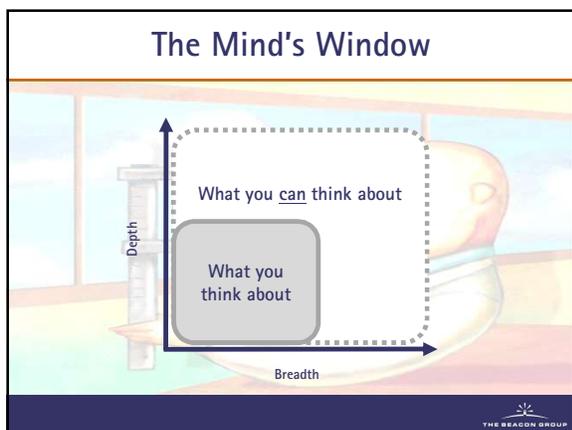
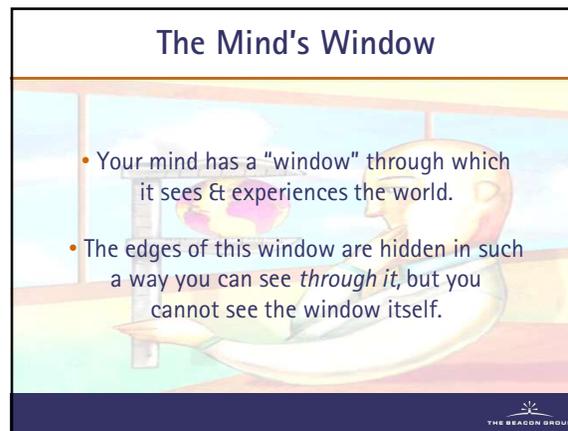
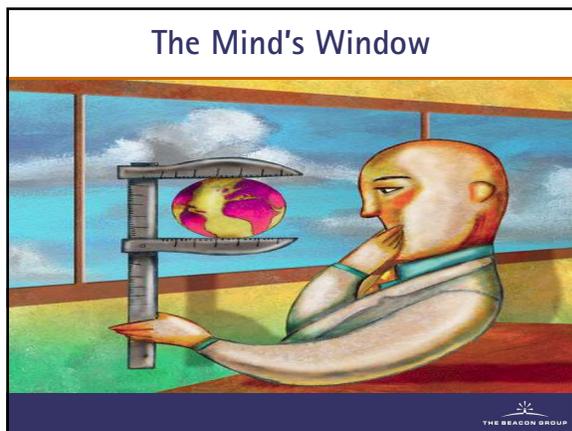
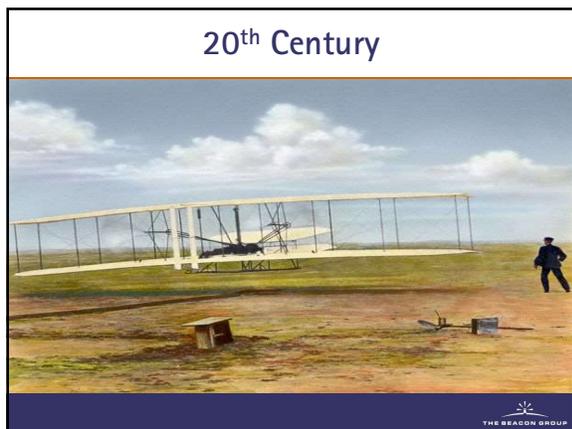
A diagram showing a large grey arrow pointing to the right. Inside the arrow are three dark blue rounded rectangular boxes containing the words "Premise", "Assumption", and "Conclusion" in white text.

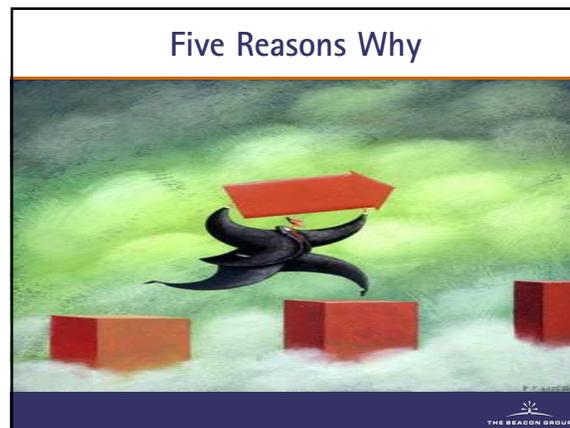
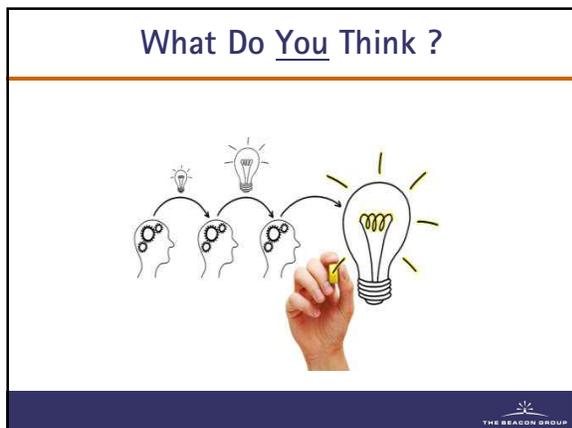
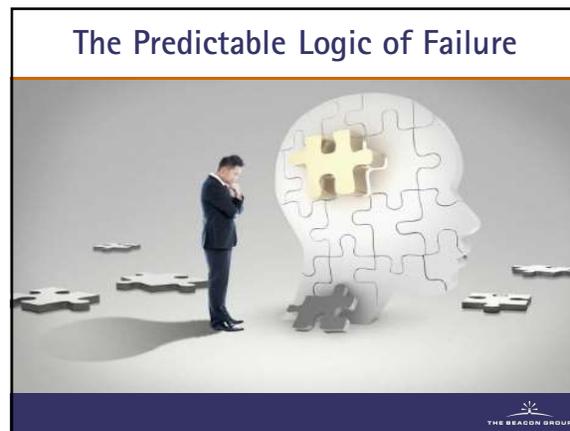
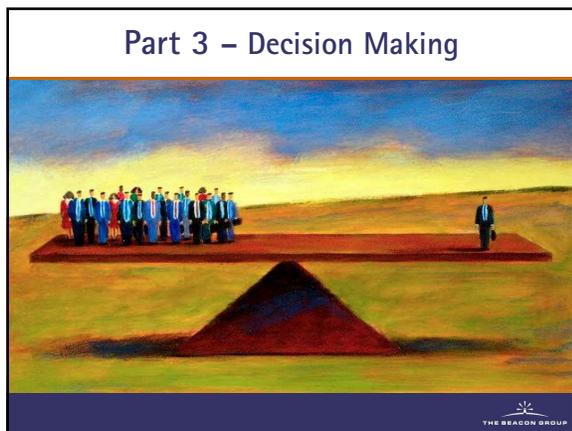
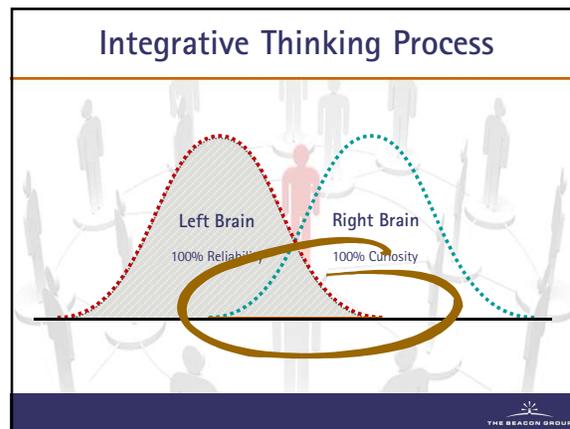
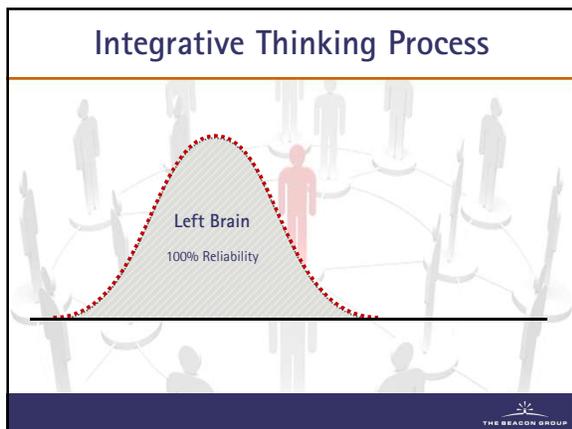
Link - Thinking & Deciding ?

- Assumptions lie hidden beneath every decision.
- We don't question assumptions very well.
 - When we don't, they harden into accepted beliefs that blind us (whether they are right or not).
- The assumptions we hold most deeply are often the most dangerous.

13th Century

A historical painting of several large wooden sailing ships (galleons) on the sea. The ships have multiple masts and large sails, and are shown in a dynamic, slightly stormy sea.





Reason # 1

We don't frame the problem, challenge or issue fully or accurately ...

- Premise
- Assumption
- Conclusion



Reason # 2

We are blind to our biases or mental models ...

- Trapped inside our own head
- Distorted sense of reality and proportion
- Our lenses are fogged up



Reason # 3

We don't pay enough attention to certain important factors ...

- Possible "side effects" of our decisions
- Unexpected events along the way
- Interrelationships/Domino



Reason # 4

We ignore the factors and signals that we ...

- Should have seen
- Could have reasonably anticipated
- Might have undervalued or underappreciated



Reason # 5

The corrective measures we take are limited by our fear of ...

- Being either too harsh or too timid
- Making a U-turn correction
- Looking stupid or admitting a mistake



Problems in Decision Making ?



Problems in Decision Making ?

Over Confidence

- Both - *intellectual & interpersonal*
- Least accomplished - *overestimate the most*

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Problems in Decision Making ?

Poor Definition of the Problem

- Overlooking - *the best option*
- Failing to collect - *factual information*

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Problems in Decision Making ?

Wasted Time & Effort

- Focusing on the - *wrong issues*
- Not asking the - *right questions*
- Failing to examine data - *critically*

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Assessing Decision Outcomes

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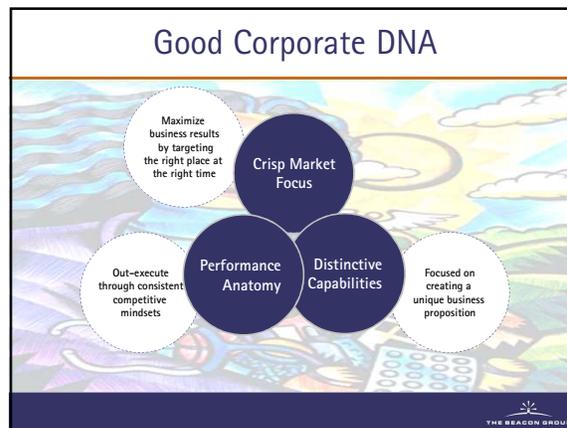
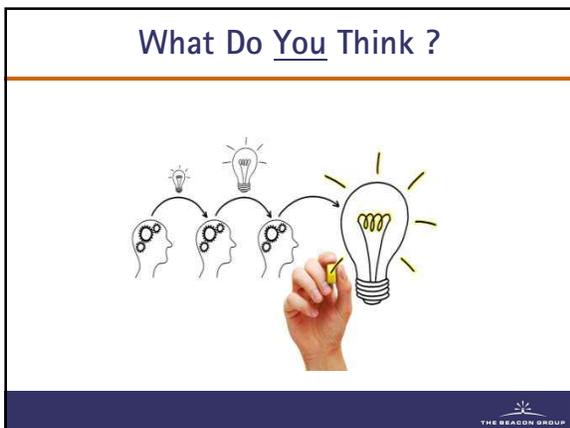
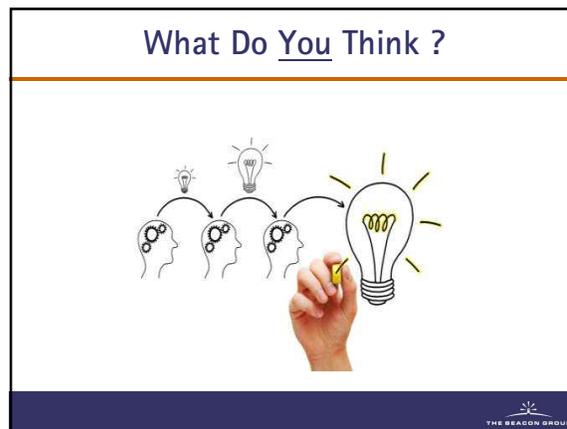
Assessing Decision Outcomes

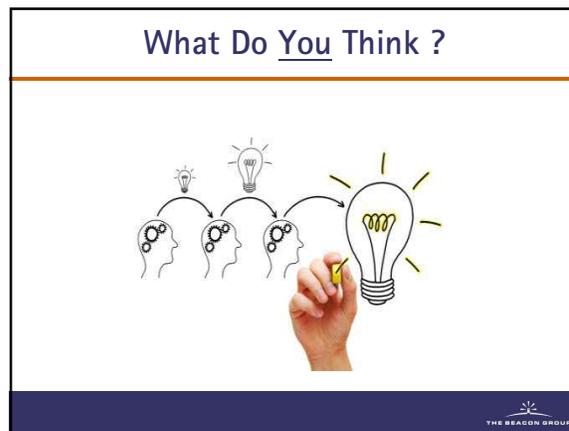
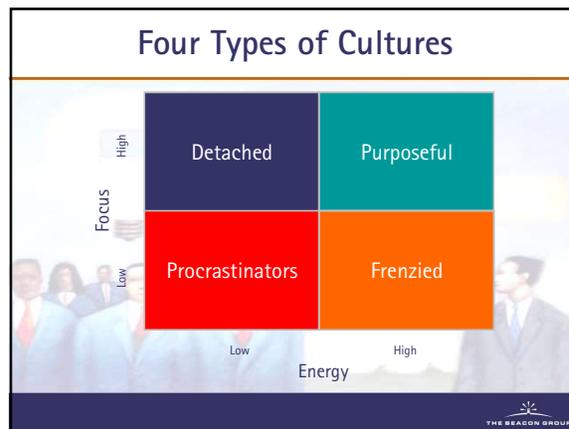
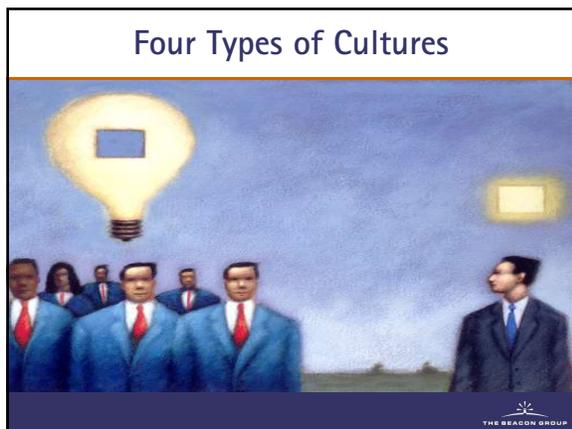
	Good Outcome	Bad Outcome
Good Process	Deserved Success	Bad Break
Bad Process	Dumb Luck	Poetic Justice

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Summarize

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President & Chief Executive Officer

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