“Bolt-on” to “Built-in”

Improvement as Cultural DNA – Part 1

Session Objectives

- Apply the concept of “belief systems” to audit a culture and deal with inevitable resistance realistically and practically
- See the need to depersonalize cultural resistance and obtain skills to change one’s own outward behaviors to coach a culture towards needed new beliefs that will drive desired organizational results
- Apply the wisdom of a high-level executive who is currently struggling daily with these very same issues
Don Berwick

"Now, in health care, among the people at this Forum, we have made the needed preparations for change. Our preparations are sufficient. We have studied enough. We have reviewed our cultures enough. We have spent the time we needed, enough time, in training and planning and filling our kit with new and useful tools and methods. We know how. Now, we must remember why..."

1993

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"I want to see health care become world class. I want us to promise our patients and their families things that we have never before been able to promise them...I am not satisfied with what we give them today...And as much respect as I have for the stresses and demoralizing erosion of trust in our industry, I am getting tired of excuses...

"To get there we must become bold. We are never going to get there if timidity guides our aims...Marginal aims can be achieved with marginal change, but bold aims require bold changes. The managerial systems and culture that support progress at the world-class level...don’t look like business as usual."

1997

www.davisdatasanity.com
“I suffer simultaneously from amnesia and déjà vu. I have the feeling that I keep forgetting the same thing over and over again.”

--Steven Wright

What you will learn

- How to deal with *predictable* emotional issues

- A simple model
  - Human AND organizational behavior
  - Used for *appropriate* peer coaching

- How to intuit and “audit” your organizational “belief system”
What you will learn

- New “belief systems” for tomorrow
  – For YOU and your organization

- How to recognize and deal with the cultural “victrimitis” virus

- ~10 Mantras to prevent an ulcer

- As I’m sure most of you already know: It’s not as simple as “Just DO it!”

Our overall purpose

- Create awareness of cultural/emotional issues lurking in your organizations

- Create a “breakthrough in thinking” for you about both improvement and your role – to make you even more effective

  – Have you experience your own “resistance to change” to understand what you face when you go back?
Break ~10:20

VERY challenging...on purpose

8:40-9:00 DB: Intro and Warm-up  [DB Slides 10-26]
  • TQM, CQI, Six Sigma, Lean...IT'S ALL THE SAME!
  • “Process” / “Engine” / “Fuel”

9:00-9:15 DB & JE: Why is progress so glacial—Whose fault is it?
  • Conversational moratorium  [DB Slides 27-31]

9:15-10:00 A SIMPLE model to frame the day [DB Slides 32-55]
  • Behavior: as simple as “ABC”
  • KEY LESSON OF THE DAY: New results = New beliefs

10:00-10:20 JE: Getting serious about the changes we need to make – Why we need to move beyond platitudes

Something to ponder over the break:
1. Personal and cultural challenges  [Slides 57-58]
2. What do you need to Stop...start...continue?  [Slides 59-60]

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TQM, CQI, Six Sigma, Lean: In a nutshell

✓ SAME theory: Obsession with waste
(Seeing “time” as inventory: Flow)... using data... teamwork... statistical thinking (NOT techniques)... disciplined approach problem-solving (P-D-S-A or DMAIC)

✓ Regardless...
...KEY framework: ALL Work is a Process!
LEADER – “How I think things work…or SHOULD work”

FRONT-LINE – How things REALLY work: unintended variation
Undocumented
Confusion…Conflict…Complexity…Chaos

(By the Way)

Reducing costs does NOT eliminate the causes of costs
My Goal is Even Wider

- Improvement “built-in” to DNA via Holistic Improvement:
  - A system that can successfully create and sustain significant improvements of any type, in any culture for any business (or cultural sub-business)

- “Statistical” and “quality” are implicit “givens.”

Only the tip of the iceberg
“Engine” of Quality: Most stop here

Process

Tools

Tech/Adm information

Still only the tip of yet another iceberg

Logic + Humans = Change?

THINK AGAIN!
Let’s consider “Process” More Deeply—Emotional Fallout

❖ The “law” of processes:

❖ Your current processes are **perfectly** designed to get the results they are already getting

Only about 15 percent of [problems] can be traced to someone who didn’t care or wasn’t conscientious enough. But the last person to touch the process, pass the product, or deliver the service may have been burned out by ceaseless [problem-solving]; overwhelmed with the volume of work or problems; turned off by a “snoopervising” manager; out of touch with who his or her team’s customers are and what they value; unrewarded and unrecognized for efforts to improve things; poorly trained; given shoddy material, tools, or information to work with; not given feedback on when and how products or services went wrong; measured (and rewarded or punished) by management for results conflicting with his or her immediate customer’s needs; unsure of how to resolve issues and jointly fix a process with other functions; trying to protect himself or herself or the team from searches for the guilty; unaware of where to go for help. All this lies within the system, processes, structure, or practices of the organization…

--Jim Clemmer *Firing on All Cylinders*
Good resource
(100s of free articles):
www.jimclemmer.com

Is your organization “perfectly designed” to have these things occur?

OF COURSE IT IS!

Leadership perception – How it “should” be. JUST FIX IT!

Front-line – and customer – reality
And yes…

- It is a “complex adaptive system”…

- …and is comprised of “microsystems”…and probably “mesosystems”

- “You’re in a swamp. Here is the theory on how swamps form.”

The Front Line and Execs DON’T CARE about fancy theory!!

- Stop BORING them to death!

  SOLVE THEIR PROBLEMS!

The commandment of improvement:

Quality may be very interesting to thee, but realize that thy neighbor’s job takes up over 100% of their time
“Davis, I come in… I see patients… I go home.”

What would “Dr. Johnson” need to do differently?

How do you convince him to change?

What did I say about “logic?”

❖ Rather: How will your behavior and organizational behavior motivate him to CHOOSE to change?
Today: FUEL – “Quality” of:

- Personal feedback processes
- Relationships through which information flows
- Perceptions and Feelings influencing relationships: CULTURE

(And STILL one more layer to go…)

Road Map: Emotional Intelligence

1. Can I recognize what’s going on inside me?
2. Can I manage it maturely?
3. Can I channel this emotion in service of a goal? (Today’s challenge for you)
4. Can I empathize with this process in other people? (When you go home)
5. Can I manage this process in other people? [w/ 2 caveats]
A Warm-up to Align our Brains…and Establish a Key “Belief”

Universal Barriers? “Lack of…”

- ...top management support
- ...workers wanting to be empowered
- ...end to ‘command and control’
- ...leaders providing a good role model
- ...people being held accountable
- ...people being on board and aligned
- ...organizational patient focus
- ...a sense of urgency
- ...clear and common vision
- ...clear, enforced ground-rules for dialogue, consensus, teamwork, decisions and feedback
Is improvement progress “glacial”?  
So…whose “fault” is it?

- Let’s take the major players:
  - Doctors
  - Nurses
  - Middle managers
  - Executives
  - Finance
  - Human Resources
- Let’s dialogue and divvy up 100% of the blame amongst these groups

So… “If only [‘they’] would stop…”

- Doctors
- Nurses
- Middle managers
- Finance
- Human Resources
- Executives
Us, too?! 

- What percent of the blame are the people in this room willing to take?
- What are some of the things WE do to (implicitly) condone glacial progress?

Human behavior? As “simple” as “ABC”

Activating events ⇒
Beliefs ⇒

Consequential Behaviors ⇒

Results

Burn this into your brains
Human behavior: Once again, as “Simple” as “ABC”

Activating events ⇒
Filter through individual/cultural…

Beliefs ⇒
Triggering…

(observable, describable) Consequential Behaviors ⇒
Leading to…

(observable, describable) Results
(relationship and/or work result)

TRAP: Describing C2 (e.g., “IHI says”) is not enough!

A1 ⇒ B1 ⇒ C1 ⇒ R1
A2 ⇒ B2 ⇒ C2 ⇒ R2

1 = Present
2 = Future (Desired)

➢ New results require new “beliefs”

➢ Organizational AND Human behavior
Culture change and individual change

- **Awareness**
- **Breakthrough in knowledge**
- **Choosing a breakthrough in thinking**
  - 2 minutes to 20 years
  - “Steve Allen”
- **Observable breakthrough in behavior**

Context of the Model

- **Awareness** (A1 or A2?)
- **Breakthrough in knowledge**
  - Description of R2 and C2

\[ C2 \& R2 \rightarrow ? \quad A1 \rightarrow B1 \rightarrow C1 \rightarrow R1 \]

\[ \rightarrow ? \quad A2 \rightarrow B2 \rightarrow C2 \rightarrow R2 \]
More wisdom from Jim C:
"Too often, companies rely on lectures ('spray and pray'), inspirational speeches or videos, discussion groups and simulation exercises. While these methods may get high marks from participants, research (ignored by many training professionals) shows they rarely change behavior on the job. Knowing isn't the same as doing; good intentions are too easily crushed by old habits. Theoretical or inspirational training approaches are where the rubber meets the sky."

Layers of Beliefs
- Surface: About the material itself
- About the way it is being delivered
- About the expected follow-up
- [Hidden: About the THREAT it poses]
YOUR subsequent challenge

- **A2:** Motivate **choosing** a **breakthrough in thinking** (B2)—2 minutes to 20 years
  - Visceral A2 motivates **needed** B1 vs. B2 struggle…
    Like many of you right now: *Which will win?*
  - **Channel that emotion towards your goals** (Jim and I are going to try…)

- **Ultimate PROOF:** **Observed breakthrough in behavior** (C2 and R2)

Timeout: “How is it going?”

- “Can you recognize what is going on inside you?”

- Has this material and its challenges triggered anything inside you?
  - Care to share what “sacred” B1 beliefs of yours we have challenged?
Belief: “If…then…”

✧ Sets up a RULE: “IF someone believed [B1] and they were put in a particular situation, THEN you can probably expect [C1]”

✧ Conversely: **Patterns of behavior (C1) can also be read to intuit beliefs (B1)**

Think back to Universal Barriers: YOUR Reactions

✧ **Patterns of C1 described previously?**
  – “Who’s going to make them…”
  – “When are they…”
  – “Why don’t they just…”

✧ **B1(?): “Things are out of my control”**

✧ **You may not THINK you believe this**
  – What do your behaviors telegraph?

✧ **Will tolerating these actions in the culture and yourselves attain R2?**
Our A2: Takeaway Technique #1

- The “100% Responsibility Exercise”
  – *Hidden Dynamics*, Faith Ralston

- **B2: “It’s ALL MY FAULT”**

Back to our exercise: Take a DEEP breath…

- …and assume responsibility for the entire situation [Bear with us]

- Visceral reaction?
  – Sign of a good A2!

- *No emotion = No investment in learning*
Patterns of **tolerated** behaviors show cultural **B1**

- **B2:** “I am 100% responsible.”

- “IF someone believed that…

- “…to prevent problems created by someone or something else?”

  - “They said…but I could have…,”

  - “They did…but I could have…,”

  - “They forgot…but I could have…,”
A1? “Go on…Just DO it!”

✧ I DON’T THINK SO!
✧ Don’t patronize people stuck in this reality (“Perfectly designed”):
  – And we won’t do this to you, either

A2: Identify why YOU did not take these actions (NO judgment)

✧ Did not have the skill, permission, time, willingness, etc.?
  – “What changes can I make?”
  – “What attitudes / behaviors (B1 ‘beliefs’) are in MY way?”
  – What individual beliefs and cultural B1 beliefs need to change?
    • “So…what A2 do I need to create to change them (B1 beliefs)? And motivate ‘them’ (people) to change?”
“If I am not attaining the results I desire, then I must examine and change some of my beliefs.”

--Individuals AND Organizations

MOST important theme of today:

*New results = New beliefs*

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**B2: “IT’S ALL MY FAULT!”**

- **AND 100% the fault of EACH of those groups** (New definition of accountability?)
- **A2:** Use this with ANY work group to make them “own” an organizational change
  - Let them talk about their “thems”
  - The ONLY format for “legalized whining”
- **Exposing “cultural handcuffs”**
EVERY Organization Has a Culture

❖ The critical question is whether it’s by design (B2) or by default (B1)

Clemmer: The Behavior-shaping role of structure and systems
❖ “It’s like the strange pumpkin I once saw at a county fair. It had been grown in a four-cornered Mason jar. The jar had since been broken and removed. The remaining pumpkin was shaped exactly like a small Mason jar. Beside it was a pumpkin from the same batch of seeds that was allowed to grow without constraints. It was about five times bigger. Organization structures and systems have the same affect on the people in them. They either limit or liberate their performance potential.”
Bears repeating:

*Describing C2 and R2 is not Enough (A1)*

\[ A1 \rightarrow B1 \rightarrow C1 \rightarrow R1 \]
\[ A2 \rightarrow B2 \rightarrow C2 \rightarrow R2 \]

1 = Present
2 = Future (Desired)

➢ New results require new “beliefs”
➢ Apply this model to this seminar: What (improvement) R2 do you want?

*Goes beyond describing R2 and C2*

• How do you create A2 *activating events* to motivate the B2 *beliefs* to drive the right C2 *consequential behaviors* that will achieve desired organizational R2 *results*? AND…

1 = Current
2 = Future

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Your Biggest Challenge

- How do you STOP recreating A1 activating events (or even perceptions of A1) that reinforce old B1 beliefs that drive unwanted C1 consequential behaviors and produce undesired R1 results?

1 = Current
2 = Future

Getting “Real”: Over to Jim

- Is the organization aligned for improvement (B2 / C2)...

- …or is “improvement” (a.k.a. “quality”) still the organization’s hobby shop? (B1 / C1)
**What are YOUR B1 beliefs about your role?**

- If we observed YOUR C1:
  - “Do quality improvement projects” (activity) or
  - “Integrate improvement into the DNA?”
  - *Are you satisfied with your R1?*
  - *What are you “tolerating?”*

*Can Jim and I create (A2) a new “belief” (B2) about ‘quality’ and your role to get desired R2?*

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**Want a Quick Cultural Audit?**

- What B1 beliefs do current C1 patterns of everyday culture telegraph?
  - Meetings, schedules, budgets, promotions
  - *Are you satisfied with its R1?*

- **B1:** “Quality is something we do in our spare time” [“Bolt-on”]

- **B2:** “Improvement is part of everyone’s everyday work” [“Built-in”]
20-minute Break…but Contemplate

❖ “Based on what I’ve heard so far and holding myself accountable for lack of desired quality progress, ‘what’ do ‘I’ need to start doing, stop doing, and continue doing?”

❖ See questions on next slide: To be discussed on your return

❖ Contemplate:

– B1(?): “Giving seminars on improvement methods and project results changes behavior”

– STOP: “What I do that doesn’t make sense is…”

– STOP: “If I were brave, I would stop doing…”

– STOP: “I question the effectiveness of the following activities but do them anyway: …”

– STOP: “I could immediately stop doing…”

– START: “I can better understand why…”

– START: “I can improve the way we…”

– START: “I don’t do the things in the six statements above because I need to START…”

– CONTINUE: “Meanwhile, I must CONTINUE to…”
Roadmap to Lunch (~12:15)

10:40-10:50  DB & JE “How’s it going?”  [DB slides (60) & 62-67]

10:50-11:10  JE: “Stop, start and continue”
  • Lessons learned

Part 2: The BASE of the Pyramid: Understanding “Resistance” [Yours and “theirs”]

11:10-11:25  DB: “Culture 101” & Mantra #1  [DB slides 69-70]
  • We’re all just “folks”—KEEP IT SIMPLE  [DB slides 71-77]


11:40-12:00  DB: Added Reality – “Victim” Behavior [DB slides 88-94]
  • Ground rules for the rest of the day  [DB slides 95-97]
  • Three more mantras and a KEY learning  [DB slides 98-104]

12:00-12:15  DB & JE: Dialogue  [Slide 105-106]
  Overview of afternoon  [Slide 107]
  B2 challenge  [Slide 108]

Welcome back!

❖ How’s it going? Any “AHA!”s?

❖ What are you struggling with?

❖ Dialogue: What do YOU need to start doing, stop doing, and continue doing?
What about Education? -- Don't Confuse Content with Delivery

- The consequential behaviors of your beliefs about quality create activating events for the culture

  - In English: How do you deliver quality improvement content?

  - Do you eventually get R1 or R2?

How are you going to share what you learn at this Forum?

- Do you THINK you’re creating an A2?
- Is your B1 belief: “They are as excited about quality as I am?”
  - To quote Dr. Phil: “How’s it workin’ for ya’?” [R2 or R1?]
- C2 content...A1 delivery?
  - Document, e-mail, brief voluntary lunch seminar, no follow-up
    - One “spray and pray” event?
  - How does your culture PERCEIVE it?
    - Does it CHALLENGE them to change B1?
    - No challenge = No change

- YOUR B2: “If I’m not getting the R2 results I desire, then it’s my fault. I have a belief to change.”
**B2: It’s not (necessarily) about “doing projects”…**

✧ …but “designing” B2 culture for organizational *transformation*

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**Short term Roadmap to EMBED Improvement into DNA**

1. Top management awareness and education... *via A2 events*
   - Learn and apply *in everyday work*:
     - Process thinking
     - Problem-solving tools
     - Statistical thinking & “plotting the dots”
     - A2: Apply to “vital 20%” of organizational data / issues...and get vital R2 results

*SOUNDS* easy...(NEVER addressed at a Forum)

*My experience? Exec resistance is FIERCE!*
B2: It’s not (necessarily) about “doing projects”...

...but “designing” B2 culture for organizational transformation

Next: Naming and dealing with B1 “handcuffs”...in yourselves AND the culture

Over to Jim

Lessons learned
“Culture 101”

- We’re all just “folks”…not psychologists
  - KEEP IT SIMPLE!
  - The Base of the Pyramid
- “How” do “I “ “create” crucial B2?
  - “Resistance 101”
  - Dealing with the everyday reality of “victim” behavior
  - Several deceptively simple mantras
  - “Think of it all as entertainment…or you’re going to get an ulcer!”

But first…Cultural transformation
Leadership Mantra #1:

- **B2: ZERO tolerance for blame**
  
- Blame processes…not people
  
  - 85-97% of the time, you will be right
  
  - I will shortly share a technique that will go a long way to dealing with the 3-15%
Back to the FUEL – “Quality” of:

- **Personal feedback** processes
- **Relationships** through which information flows
- **Perceptions and Feelings** influencing relationships: **CULTURE**

(And STILL one more layer to go…)

One more Pyramid Level: **ITS BASE**

7. **Quality of individuals’ mind-sets**
   - *Unique* personal values and “baggage” *every individual* brings to work
   - The base of the pyramid
   - Interacts with Level 6 [Culture]
In other words…

- The person in front of you is perfectly designed to exhibit the behavior they are exhibiting.

- It is probably unintentional…

...and unconscious.

**Your current processes are perfectly designed to get the results you are already getting…and will continue to get**

- Organizational results
  - *Tolerated* organizational behaviors
  - *Tolerated* individual behaviors

*Whatever is tolerated reinforces culture*
Remember?—“Given!”

Confusion…conflict…complexity…and chaos

Why should stressed humans be logical?

- Quality may be VERY interesting to you…

- “Can’t you see how hard I’m working? I’m already doing quality work! How dare you insinuate otherwise. You need to be talking to [fill in the blank – i.e., everyone else].”
"When we are dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bustling with prejudices and motivated by pride and vanity."

— Dale Carnegie, personal effectiveness pioneer and author

People don’t mind change…

 …they just HATE being changed!
**Biggest barrier:** Cultural impact of ANY change

- **ALL change has a social / cultural consequence**
- **ANY change WILL be perceived as a threat to SOMETHING**
- **Juran:** “Troublemaker and uninvited guest”

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**Given:** Humans THRIVE on predictability

- “Culture” will eat your best intentions for lunch!
  
  – Make it a “power struggle?”
  
  • **YOU LOSE!**
Paperboy wisdom  
(for YOUR sanity!)

1.
2.
3.

[ www.dauten.com ]

[Leadership Mantra #2]

Some “stuff” WILL (predictably) appear out of nowhere

❖ Especially…
...“Stated” vs. “Real” Reason

- What people say in reaction to a change (“Stated reason”) may not necessarily be what they really mean (“Real reason”)

Juran: Managerial Breakthrough

Sound familiar?

- “Cookbook medicine!”

Valuable Advice from Juran

- Key ANY proposal free of “excess baggage”
  - Baggage is a magnet for stated reasons
Even the BEST proposal: ALL Change is a Perceived Threat (Loss)

- ALL cultures WILL perceive loss…and WILL try hard to find a way to “win”
- Common B1: “There have never been consequences before (A1). It will go away (B1). I will stonewall this (C1).”

IF the issue is forced (A2) because “Stonewalling is not an option” (B2)...

- …expect “10% jerk time” / Strong reaction
- What is the “loss?”
  - LISTEN to the “stated” reasons
  - What NEED is perceived as threatened?
    - Usually related to survival, love, feeling important, autonomy
[More about this after lunch]
YOUR experiences with Improvement?

✧ “Stated” reasons?

✧ Knowing what you know now:
  – What were the “real” reasons?
  – WHAT IF you had anticipated them?

A Complicating “GIVEN”

✧ Our processes are perfectly designed to produce victim behavior in any work culture
  – GULP…us, too?!
What was your survey score?

✧ > 40?
✧ 30-40? (Most of you)
✧ 11-29? Poised to make MAJOR progress
✧ 10? “Inoculation” has taken hold!
  – How would it feel to work in a ‘10’?

Takeaway technique #2: GENTLY Confront via the “QBQ!”
[ www.qbq.com ]

✧ “Lack of…” is never acceptable as a barrier
✧ ZERO tolerance for (whiny) “Who…”, “Why…”, or “When…” questions
(A2) Restate the Issue via a Question that:

1. Begins with the word “What” or “How”
2. Includes the word “I,” [NOT “We”]
3. Contains an ACTION

In other words…

✧ No whining will be allowed…

…to go (gently) unchallenged

[New belief: B2]
A2: Manager / Executive Response

- “How” can “I” “help you” make that happen?
- “What” barriers can “I” “remove” for you?
- “How” can “I” “help you” stay appropriately accountable?

Support their risk

- “Lack of time” is not an option… for either party!

This A2 Creates B2 in the Front-line Culture

- B2: “Stonewalling is not an option”
- B2: “This project is important”
- B2: “I am accountable, but empowered, and will succeed’
Ground Rules for the rest of the day…and new B2 for YOU and your Cultures

- **B2_1:** We will let you visit “pity city”…but we won’t let you live there!!

- **B2_2:** “Lack of…” is *never* an option!

- **B2_3:** “Lack of time” = “Lack of priority”

“Jerks are like vampires…”

*However, you CAN take away their “power”*
Back to Cultural transformation
Leadership Mantra #1:

- **B2: ZERO tolerance for blame**

- Blame processes...not people
  - 85-97% of the time, you will be right

  - *QBQ! will go a long way to dealing with the 3-15%*

The Real Challenge

- Neutralizing anticipated, *predictable* power struggles and resistance to gain:
  - Cooperation
  - Support
  - Collaboration
**Cultural leadership transformation**

**mantra #3**

✧ "Those darn humans…God bless ‘em!"

"Most human problems are permanent."

--- Peter Block

****So: One more piece of advice****

✧ **Mantra #4a: Strong reactions are NEVER for the reasons we think!**

- The person/group PERCEIVES what you are proposing as a threat (loss) given!
- The "stated" reasons are probably not the "real" reasons
- It has NOTHING to do with you
  - BUT, has a pattern of A1 dealing with you created a bad B1 belief about you? So…
  - …‘How’ do ‘I’ create an A2?”
Cultural Leadership Transformation
Mantra #4b

◇ B2: “My strong internal reaction is not for the reason I think. *It’s not necessarily about me.*”

◇ C2 to create A2: (Insulate my “hot buttons” and) ask *“Help me understand.”*

It is in the interval between the stimulus and response that the leader emerges

◇ C1 (B1: “Oh, yeah? My way or the highway!”): DO IT OR ELSE!”
  – Will this attain R2?

◇ C2: (Deep breath) “Help me understand”
Current culture is “perfectly designed”

- EVERY interaction creates culture
  - C1: “Jerk time” + “Jerk time” = A1

- What is “tolerated” creates culture

Cultural Leadership Mantra #5

- “I must learn to swallow my ego 10 times before breakfast and another dozen more times before lunch.”

[5a. Feedback: A perception being shared, NOT a truth being declared]
Questions and/or Comments

✧ “A BIG ‘Aha’ I’ve had is…”
✧ “A concept I’m REALLY struggling with at the moment is…”
✧ “I’m just about with you, but could you please clarify…”
✧ “I’ve decided to stop…start…”

Is this B2 starting to etch its way on your belief window?

✧ B1: “Quality improvement is misunderstood and not respected, but at least I’m busy.”

✧ B2: “If I’m not getting the results I want, *I’ve got an incorrect belief somewhere.*”
**Roadmap for after lunch**

- 13:00-14:25: Hardwiring the organizational DNA
  - Deeper understanding and use of the model: "*Those darn humans!*"
  - The role of the Exec team
  - Exposing cultural handcuffs (Audit)
  - Heart based coaching
  - Takeaway #3: Separating Facts from Feelings
- ~14:25: Data Sanity as a time liberator
  [Break ~14:45]
- 15:00-16:00: Extensive summary and dialogue (last hour)

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**Are you ready? -- B2: “ENOUGH!”**

"Enough of attending meetings that lead to building a bridge to nowhere, enough of asking what I'm supposed to ask rather than what needs to be asked, enough of praising people who are undeserving of praise, enough of valuing form over substance, enough of accepting good when what is needed is outstanding, enough of enabling people to act as victims when they need to take personal responsibility.

“Inevitably, this kind of shift doesn't happen unless a substantial number of leaders put their collective foot down and say 'Enough!' in unison.”  

—Mariela Dabbah