



THE REGENERATIVE BUSINESS DEVELOPMENT COMMUNITY

WITH CAROL SANFORD

STRATEGY cohort#2- session 3

March 1, 2019

Strategy Thinking- Buyers/Beneficiaries

COHORT #2-SESSION 3- 3.1.19

Session Three— Buyers and Portfolio of Buyers

**Aim: Improving Precision & Return
on Investment from Effort**

Opening Reflection

Think of one shortfall, error, maybe potential dangerous outcome that your business or organizations had faced, and had to evolve beyond.

Why Strategic Thinking Fails

Higher rate of failure to deliver on Intentions. 85% shortfall and failure after 6 months

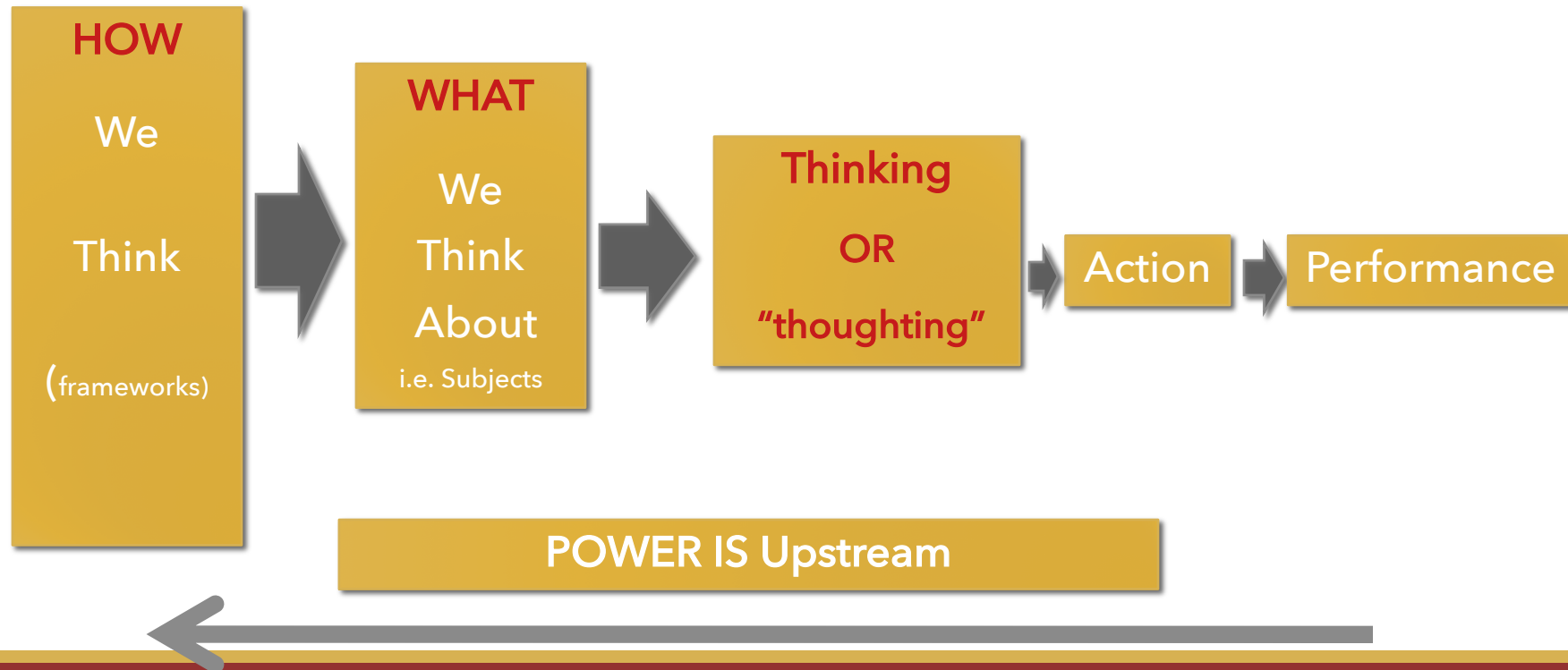
Neuroscience and cognitive psychology are challenging previous understandings and **contradicting** many research methods that have been **gospel for decades**

“Eighty percent of all thinking is working to **confirm existing conclusions**, not to test and develop new possibilities.” Even when we think they are not doing so. **Stopping old thinking practices is hard**, even when you know better, and especially when you do not. Knowing better requires you to Keep abreast of *related disciplines of human behavior*.

“*Imaging the why and value* of a product’s use (i.e. its context within a consumer’s life) was more important than the what (its function). In other words, when it comes to buyer’s decision-making, maximizing a **buyer’s meaning is a more effective practice than maximizing its utility.**”

Source: **Harvard Business Schools’ Market Science Institute- reaffirmed 2017**

The Power of Thinking



Shortfall in thinking- The HOW

Despite radical changes in both the science and method of understanding human experience in the last fifty years, **businesses have not changed their approach to understanding buyers** in that time. E.g. using market research is gold standard

Market Science Institute found that most **managers, without significantly open minds, could not consider adopting a new approach and were disdainful that such a thing existed**—even when presented with the scientific studies. The disdain, often hidden, caused managers to treat personal experience as superior to scientific research knowledge.

This is the source of the **“85% in six month” failure rate** within the market of new offerings.

Success and Failure to be Strategic

Three ways of Taking on Change and Challenges

- **Static**— it is the way it has **always been** and **any change is bad**. I am fixed and so are all humans. We project our first and early impressions into **our interpretation of all later events and behavior**. Even for ourselves. We seek to return any change back to previous state—and keep it there. Assumptions
- **Dynamic- things change and we need to change with them**. Humans can grow more skills and be flexible if we give them training, support, or opportunity to try. Theoretically, this is true for all people
- **Developmental-** nothing and **no one has achieved its full potential**. Opportunity helps, but ability to **thinking more critically and be more self-managing** in regard to our thinking and behavior is the foundation. Critical thinking skills are about see things “operating” or “**at work**.” This is a particular skills that allows us to **see the unfolding of ideas** long before they are apparent. And to design for that coming change. It requires seeing the **energies at work behind the events, people and things**. This requires **manage our mental and emotional biases** and modes of behavior.

Objectivity—“Seeing” our own thinking?

8 Forms of Bias to Manage in No More Feedback*

Confirmation—tending to hold ideas **early on in life, failing to notices changes**. We favor information that confirms our existing beliefs and discount that does not conform. We think our ‘experience is true’ when it is filtered. Even about people!

Availability- What **comes fast and early seems accurate**. Then we **project it into the future** and are unlikely to see significant changes. The confirmation bias envelops us and how we interpret

Functional Fixedness- We tend **not to look behind to see the working of something**. We have a **things view of the world** (including people)and don’t ask “why it is that way?” or “what underlies its way of being?”. Make use of sensory input as the default and **miss the motivators, forces and emerging changes**.

- * Source: No More Feedback” Cultivating Consciousness AT Work. See all 8 obscuring biases.

Exercise: This past year

!. About which things were we:

Holding a **Static World View**? i.e. Seeing things as unchangeable with no new options possible. With people, *ways of working*? Which biases were at play?

Holding a **Dynamic, Living, World View**? Allowed us to reframe and redirect our endeavors

Holding a **Developmental World View** of others and ourselves? How did we bring that into play and use for learning and a better corporate Direction. Has potential unique to it.

2. Reflection on Opening Instance: How does it connect to Worldview and How you are thinking?

Six *Nodal* Aspects of Strategy

<p>Performance Indices- Outcome Measures</p>	<p>Corporate Direction (Essence, Global Imperatives, Intersection</p>	<p>Pursuits achieve Strategic Intentions</p>
<p>Capacity— Partnering, Hiring, Acquisitions/ Divestiture, Mergers</p>	<p>Portfolio Differentiation (Buyers, Users, Consumers</p>	<p>Marketing Premises— Business Models</p>

Reframing Buyer/Beneficiary Understanding (and all other entities)

Source: Mind, Brain, Education Institute: Harvard Business School of Education

The End of Average: Todd Ross, Harvard School of Education; Science of Singularity

Two modes of understanding and their history

Aggregate, then analyze: 17th Century Class One Error. Do with physical Phenomena. Sensorial. There is no useful info. There are not average for Human Phenomena. Generic

Singularize, then particularize: WWII Course Correction; and 21st Century Practice . Discovery with Living process. Buy for identity and being we achieve. Source:

How: Can do with Essence- what is **true for a Whole**. Whole Person,
Whole entity (e.g. business, city a whole, watersed), Whole buyer nodes,

Process: Carol Sanford Institute since 1977

Caveat: **Do not make categories.** *Discover* them by imaging them alive and aspiring.

1. Identity your most persistent **BIAS** before beginning and how to watch for it. (SO/Aim)
2. Start with one person, personally known, who is a dedicated buyer of your offering. Avoid Demographics and categories you hold. This takes **TONS of practice** because a different mind at work.
3. Reveal their essence by **watching the working of their life, not buying habits but living in a whole and complete way.**
4. Think of another significantly different individual buyer, and repeat, until you cannot find a different nature of buyer. DRAFT and start to engage.
5. You can do the same thing to understand a group of voters. Stop polarization

Example: Orchard Hardware

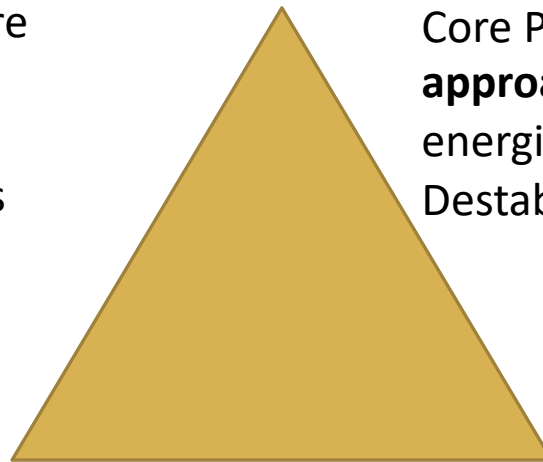
Buyer Nodes Process



Basis of Essence of a *Living Whole*

Imaging a Whole at Work in living its life

Core Value: What are the **meaningful effects** for Whole and Greater Wholes
e.g. Systemic Understanding



Core Process: **How approaches life** – underlying energies at work
Destabilize Certainty

Core Purpose:
Motivational Forces for that Process
e.g. Elevate Discernment

Process: Carol Sanford Institute since 1977

Caveat: Do not make categories. *Discover Core of one entity*, by imaging it alive and aspiring.

1. Identity your most persistent BIAS before beginning and how to watch for it.
2. Start with one person, personally known, who is a dedicated buyer of your offering
3. Reveal their essence by watching the working of their life, not buying habits but living in a whole and complete way.
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Learn to Assess a One of One

Why Move from Aggregating Knowledge, to engaging in Singular Understanding

1. Moves us from generic abstraction to deep empathy and caring
2. Improves precision on understanding the other person and whole
3. Increases innovation that will gives a return
4. Makes us more attractive to buyers —It is Magnetizing to be understood

The Regenerative Business Summit

Theme: **Essence Expression Through Your Business**

Where: Fusion of Virtual/Local

May 29th

Be a Champion- Location, Invites, Host

Free attendance of 3 Leaders

We Work—Essence to Essence

ASK YOUR RESOURCE

TRBDC- Next Session

April 26, 2019

11 am- 1 pm PT

Between Sessions- Use Frameworks to engage, introduce to others and Reflect often. Use Modes of Being & Human Capacity Triad to reflect in meetings, on decisions, and with events.

Engage your organization in today's work! Next week and two weeks out. Build a bi-weekly ritual!