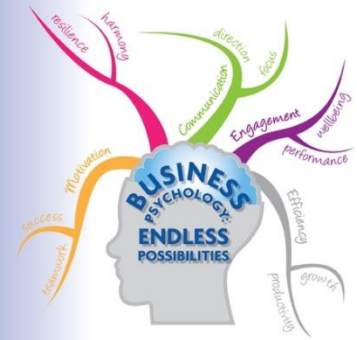




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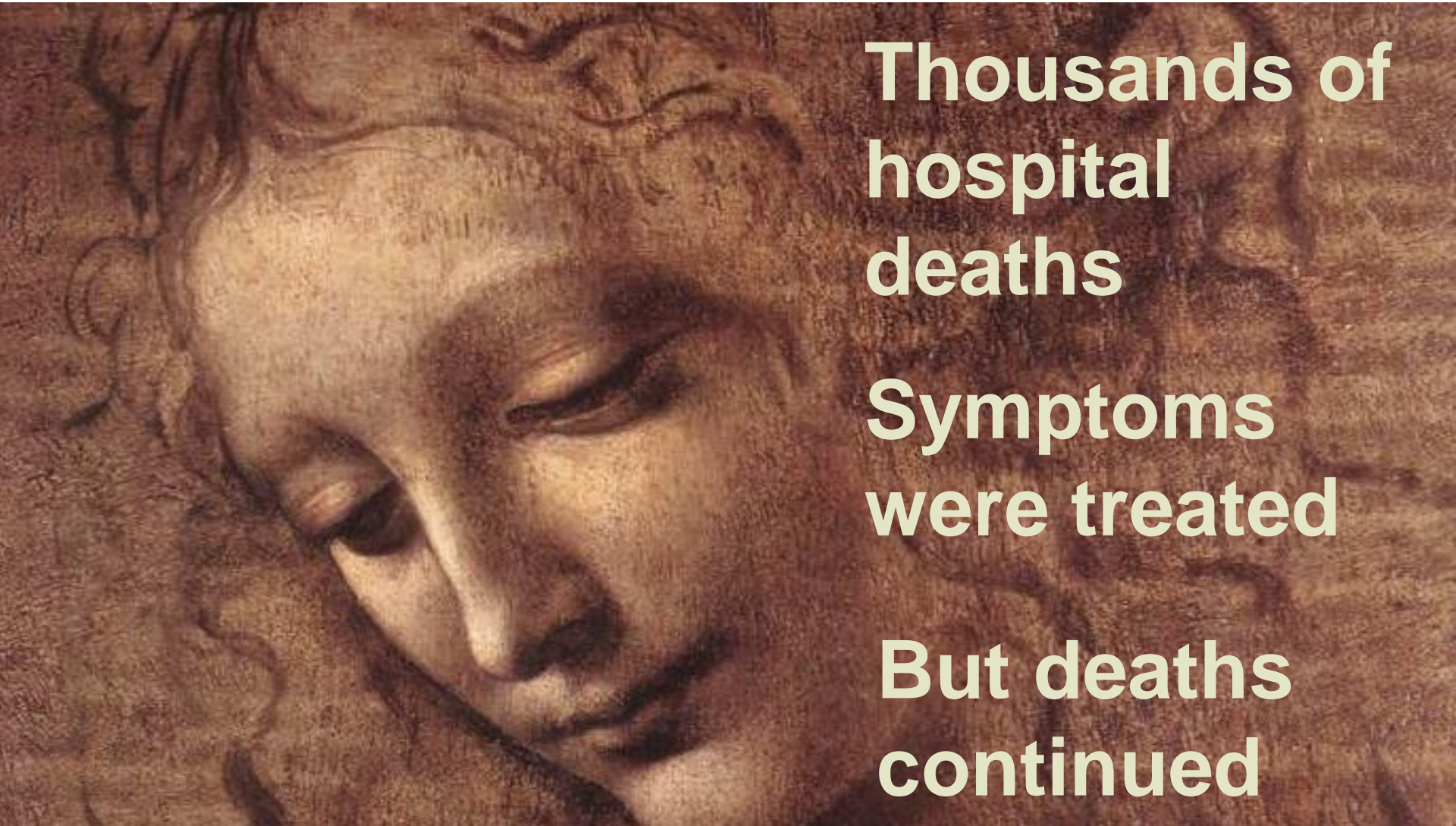
A New Language for Creating Meaningful, Long-Term Change

Michael Lazan

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Early Medicine



**Thousands of
hospital
deaths**

**Symptoms
were treated**

**But deaths
continued**

Eventual Discoveries

Disease is the single root cause of symptoms

Germs, bacteria, and viruses cause and spread disease

They, and not the symptoms, must be treated to prevent deaths

Treatment of Organisational Problems

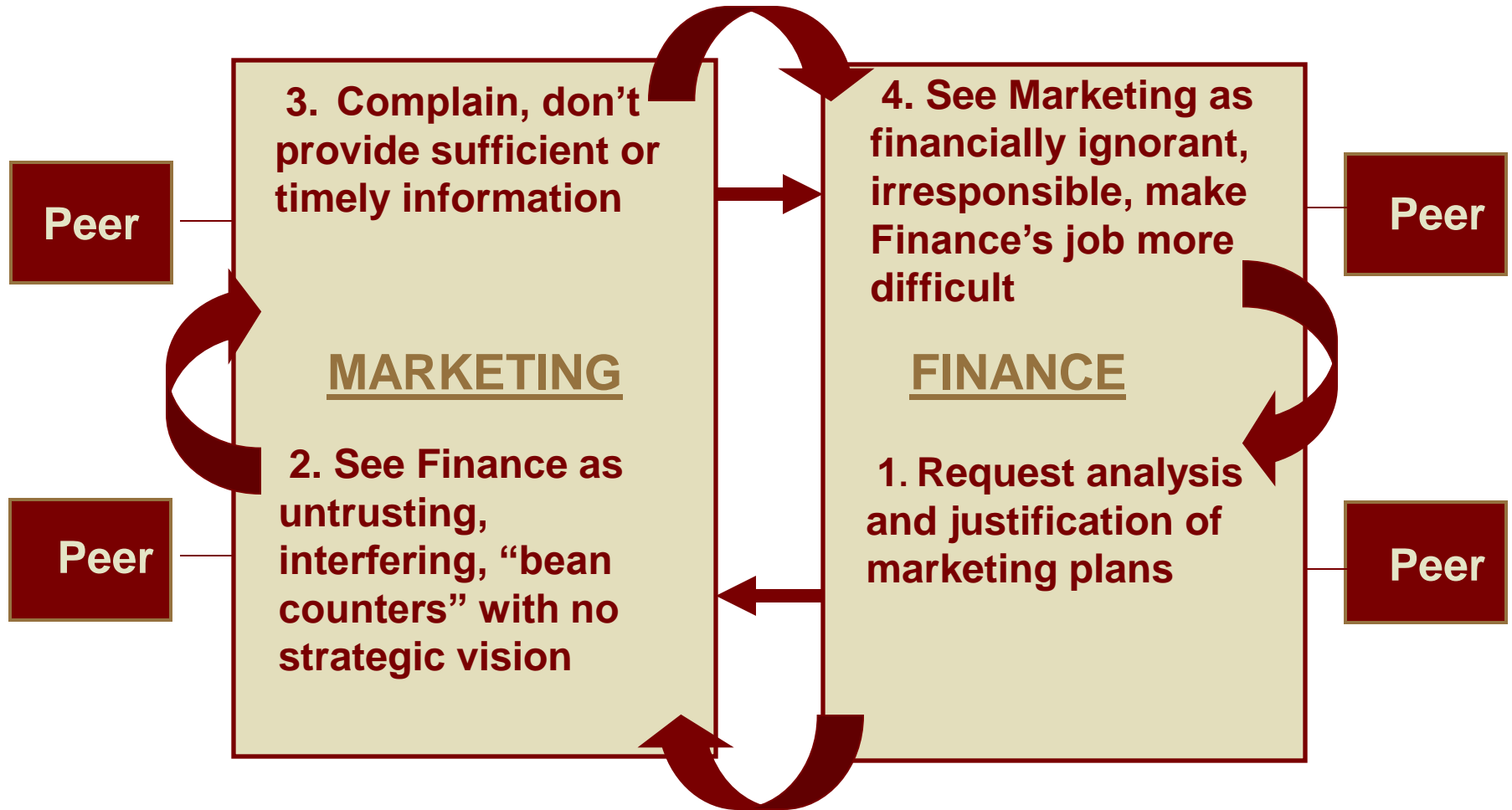
Treatment of individual problems:

A specific training program for every problem

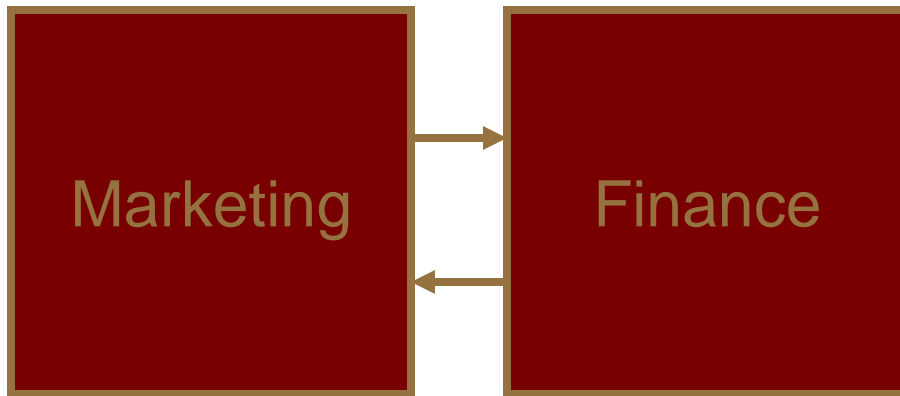
- Leadership Training
- Communication Workshops
- Conflict-Resolution Seminars
- Teambuilding Experiences
- Trust Exercises
- Motivational Speeches

And so on . . .

Organisational Issues: An Example



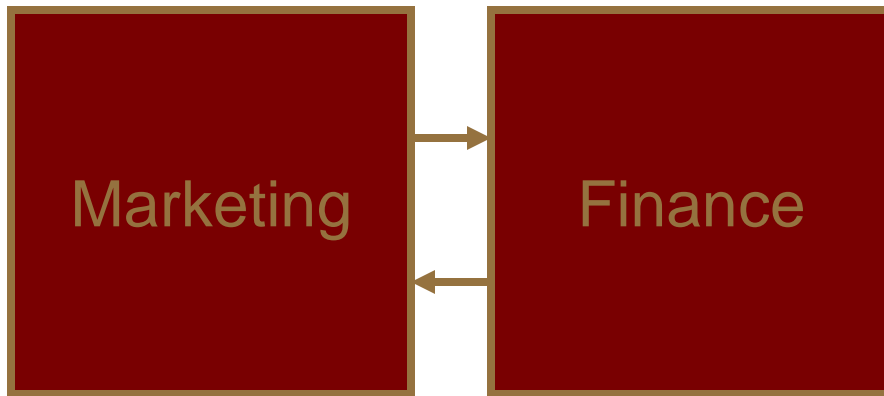
Problems?



- Miscommunication
- Conflict
- Silo Mentalities
- Finger-Pointing
- Turf Wars
- Lack of Accountability
- Mistrust
- Sluggish Execution

And so on . . .

Key Questions?



- Who's creating problems?
- Who thinks *they are* creating problems?
- So who thinks *they* need to change?
- So who's *likely* to change (even if we apply a solution?)
- So how long will it last?

A Deeper Problem . . .

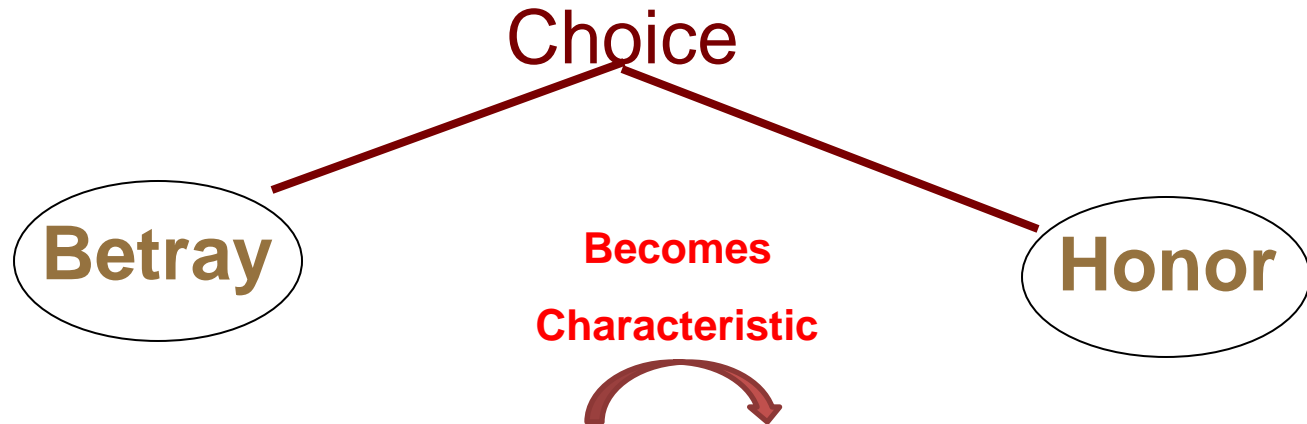
The Underlying Problem

Self-Deception

- The problem of having a problem, but not knowing you have a problem
- As a result, we:
 - Create problems
 - Can't see that we create problems
 - Think others create problems
 - Feel justified
 - Resist solutions

How Does It Start?

SENSE: To share information with Frank to help him with his work



How I started to see myself

- More resourceful
- Harder working
- Better Employee
- I deserve it and deserve to be on top

How I started to see Frank

- Competitor/ threat
- Lazy
- Too Dependent
- Won't appreciate it

“The Box” of Self-Deception:

I am focused on myself and on justifying myself

I don't see myself, others, or the situation clearly

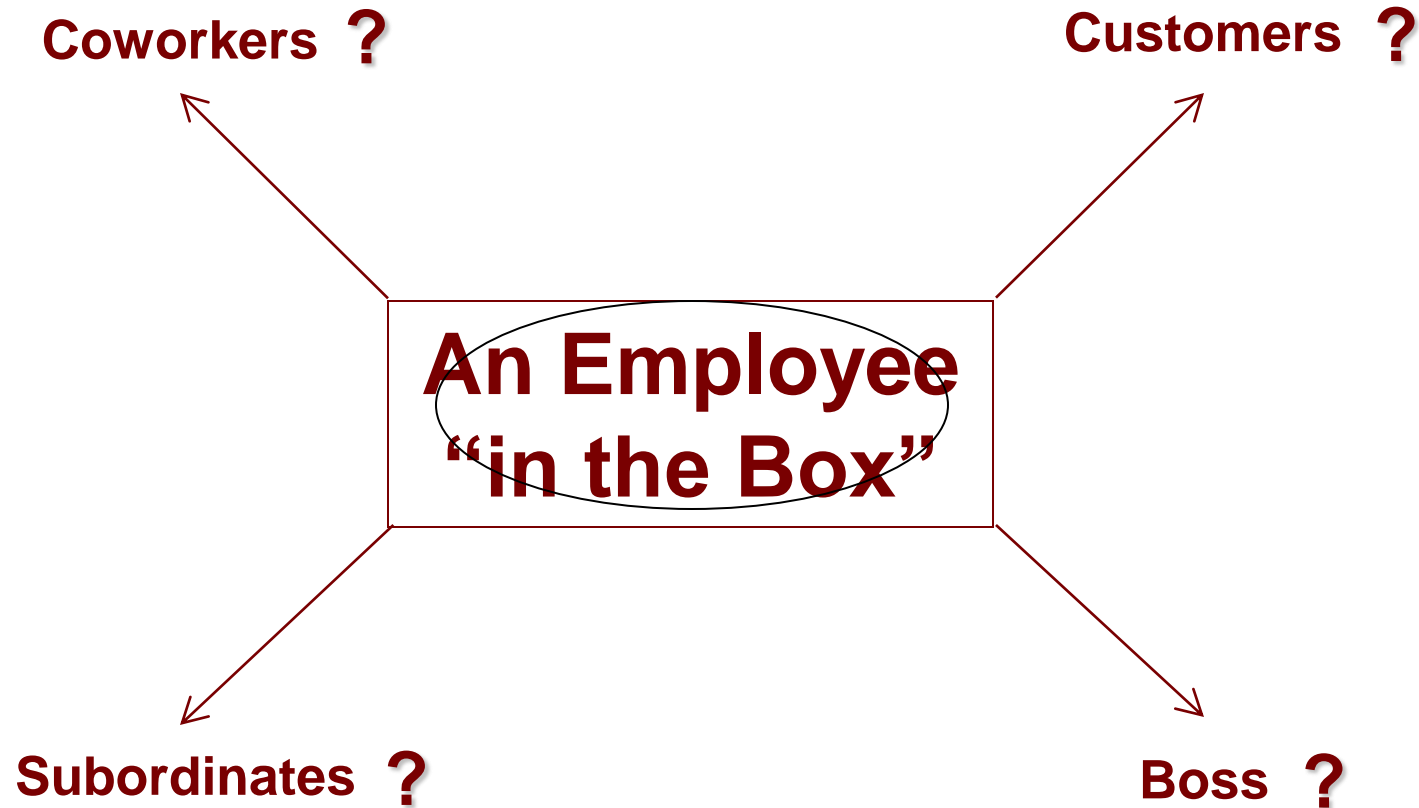
I blame others when they have done nothing

Symptoms of Self-Deception

Characteristics of an Employee Stuck in “The Box” of Self-Deception

- Blames others
- Exaggerates others' faults
- Feels victimised
- Insists that he is right
- Focuses on himself

“The Box” in the Workplace



Core Solution Core Problem

❧ Core
Problem:
The Box



❧ Core
Solution:
Getting Out of the
Box

Counterintuitive Solution

The solution to people problems is not to focus on people problems.

The solution to people problems is to focus, in a particular and powerful way, on results.

The Solution: A Way “Out of the Box”

1. Create deep awareness of “the box” and its impact on our lives

2. Create a common language around “the box”

3. Embed a different way of working

that doesn't allow us to focus on ourselves and our “doings”



Focus on

-Myself

-Sufficiency of my “doings”



Focus on

- Others

- Results / Organisation

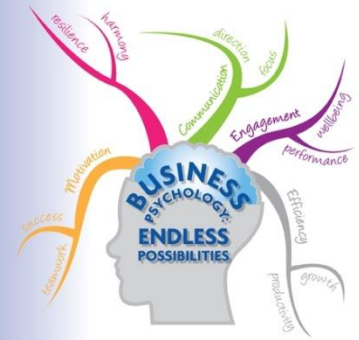
Signs of Working Out of the Box

Characteristics of an Employee Working out of “The Box” of Self- Deception

- Enthusiastically focuses on results
- Enthusiastically helps others get results
- Actively both learns and teaches
- Focuses on solutions
- Takes correction easily
- Holds self accountable
- Takes responsibility
- Inspires trust



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Thank You

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