

Influences [Hiding](#) in Plain Sight

INSIDE

What's Got our Attention

Stories and prompts from each dimension of SCAN.

Embracing Uncertainty

A new learning experience that teaches leaders and teams how to SCAN.

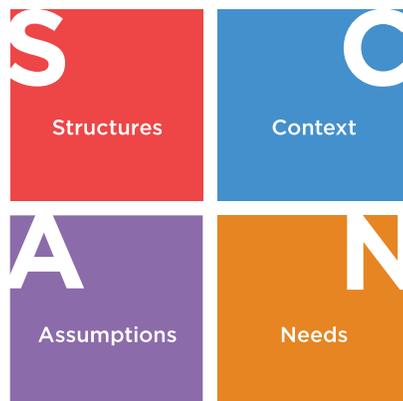
Spotlight

Community members making the world more creative and compassionate.



The Quarterly SCAN is a publication of Unstuck Minds. Each quarter, Unstuck Minds and our [Network Partners](#) pause to set aside our expertise and adopt a beginner's mind. This report highlights insightful and provocative ideas hiding in our turbulent and uncertain world.

About SCAN



SCAN helps us develop our [attention agility](#). When we pause and shift our attention, we make it possible for hidden opportunities to emerge.

Each element of SCAN is like a key that unlocks a wealth of insights and options to help us get unstuck. Each element provides a view into a different, and often overlooked aspect of our situations.

To learn more and get your [FREE SCAN Profile](#)



Structures—

Norms, habits, systems, and processes that create stability and consistency

On a recent [Hidden Brain Podcast](#), Shankar Vedantam interviewed organizational psychologist Loran Nordgren about hidden obstacles to change. Nordgren uses the term, *friction* to describe the subtle and sometimes invisible forces that hold things in place. He points out that when we want to get people on board with a change, we focus on making the idea more appealing. Nordgren suggests that we might be more successful at encouraging adoption by discovering and removing hidden barriers.

He told Vedantam the story of a furniture company that had a lot of visits to the page on their website advertising their customizable sofa system. The website allowed people to design sofa modules to fit their living space. The company couldn't understand why the interest in the product didn't convert into sales. They thought to add features or adjust the price. Nordgren and his colleagues did a little research. The researchers discovered that the biggest obstacle for customers was figuring how to deal with their existing sofa. When the furniture company included sofa removal with the delivery of the new sofa, the conversion problem was greatly reduced.

Structural Influences We're Paying Attention to

- Compensation systems that create unintended consequences or bad behavior
- Meeting formats for hybrid working
- Productivity optimization that leaves no slack in the system for disruptions
- Marketing tools that may be overly dependent on personal data
- [Inclusive communication](#) norms, materials, and modalities

What norms or processes create unnecessary friction for you and your stakeholders?

Context—

Factors and trends in the external environment that signal disruptions and opportunities

To many, *cryptocurrency* and *blockchain technology* feel like buzz words that have little to do with daily realities. We hear about people getting rich, but even the investors have trouble describing the possibilities for the underlying technology. As long as their investments are increasing in value, they probably don't care.

Zooming out from conversations about currency allows for a more generic understanding of what the technology means. Fundamentally, blockchain is about trust. Here's the best [introductory video](#) we've found on the subject.

Today, we need rulings from an intermediary to establish things like value and ownership. We use lawyers, banks, and governments to assure us that we are the rightful owners of our property. The same intermediaries are required to assure us that the numbers in our financial institution accounts represent real and agreed upon value.

Think of all the people, organizations, and businesses you pay for goods and services. Without a financial intermediary you can't pay them. Without a government, even the cash you hand the neighborhood kid selling lemonade is nothing but paper.

Institutions and intermediaries are powerful and influential. We may never fully experience the promise of blockchain technology because it disrupts too many special interests. On the other hand, we add a lot of cost and hassle just to transact a trusted exchange.

What emerging technology might make your products or services less exceptional or less necessary?



Contextual Influences We're Paying Attention to

- Retail implications of the [metaverse](#). What's the purpose of a store?
- The influence of non-financial factors like *Environmental, Social, and Governance (ESG)* on employees, customers, and investors.
- Who needs a clone when you can have a [human digital twin](#)?
- Regulatory environment for the use of personal data.
- Social, political, and economic implications of [climate driven migration](#) patterns.



Assumptions—

Beliefs, values, and worldviews that orient our attention, judgements, and priorities.

For those of us who preach about finding purpose and meaning in our work, [Sarah Jaffe's new book](#), *Work Won't Love You Back: How Devotion to Our Jobs Keeps Us Exploited, Exhausted, and Alone*, can feel like a betrayal. Jaffe shakes a few foundations. She got my attention and her uncomfortable questions have put me on unsure footing.

The pandemic has propelled us into a future we weren't ready for. We're rethinking how we learn, how we work, and what matters. In her new book, Jaffe asks us to consider the consequences of equating our self-worth and our self-esteem with our jobs.

After listening to Jaffe discuss her book on the [Ezra Klein podcast](#), I started thinking about the number of times I've encouraged organizational leaders to articulate and share their vision. *You must help your team find meaning in the future they're helping you create.* In my head, I hear that sentence very differently now.

I'm not sure how much I accept Jaffe's argument. To be clear, Jaffe is not saying that work can't be meaningful or satisfying. She is saying that fundamentally, an employee is making a transactional agreement with an employer.

I'm part of a generation that has uncritically accepted the bromide, "love your job and you'll never have to work a day in your life." Even when I loved what I was doing, the transactional nature of my relationship with my employer lurked in the background. Conversely, I've never once thought of what I do for those I love as a transaction.

To what extent do those you work with share your beliefs about work?

Influential Assumptions Worth challenging

- Meritocracies bring out the best in people.
- If gut reactions are built up from prior experience and the future won't look anything like the past, should we trust our gut?
- Synchronous meetings are the most efficient way to stay informed and align priorities.
- Learning and working are different activities.

Needs—

Desires, fears, preferences, and social processes that motivate behavior

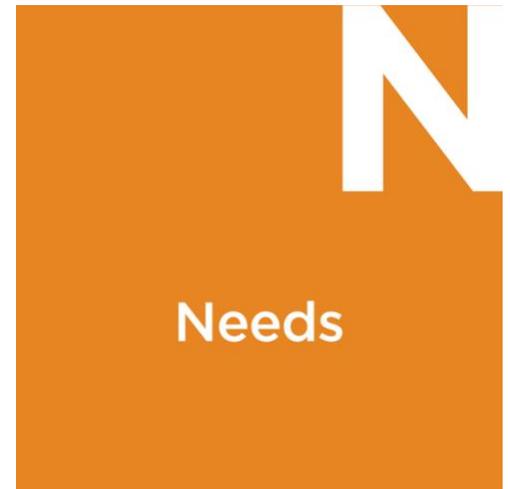
Our network partner, [Mia Mbroh](#) likes to say that there is no updated version of the human operating system. Nothing has changed about our need to feel seen, heard, and valued. When we feel seen, heard, and valued we know it's safe to bring our full, flawed, magnificent selves to any endeavor.

Early in any training or facilitation led by Mia, she will ask participants to describe the characteristics of a safe space. The exercise allows the group to establish working agreements that create openness and rapport. The exercise also reveals the ways in which people have been excluded or discounted in the past. When a participant says a safe space is one in which people can speak without being interrupted, it's likely the person is drawing on previous experiences.

The idea of a “safe space” feels more literal during in-person meetings. The concept has taken on new urgency in a world where people gather without being physically together. Evolution has not equipped us to be interpersonally effective when communicating across distances. We can exchange simple facts. Smoke signals, drums, and Morse code work for simple facts. But do we really know whether someone in our Zoom meeting feels antsy or left out?

When physically together, the empathetic facilitator or leader can tell how people are doing just by looking around. We advise people to “read the room” to gain an understanding of how people are feeling. How have you learned to “read the Zoom?”

What new working agreements are required to help people feel seen, heard, and valued when they aren't physically together?



Influential Needs We're Paying Attention to

- Rising rates of anxiety and depression.
- The impact of the pandemic on people's need to belong. Learn about your own motivations to be part of a group: [Need to Belong Scale](#).
- Speaking of the need to belong, which is a more potent influence on your choice to adopt Covid precautions: Following the science or your need to belong?
- Empathy tops several [lists of critical leadership](#) skills.
- Think about those you serve. Now think about who they serve. To build empathy for your customer, think about what your customer's customer cares about.



Embracing Uncertainty

Four keys to unlocking hidden opportunities

Unstuck Minds and the award-winning business simulation designers at **Insight Experience** introduce an immersive learning experience to help leaders and teams break free of status-quo thinking. For information: lisa@unstuckminds.com.



The Future of You

Our Network Partners, [Nan Ives](#) and [Lisa Stornaielo](#) describe themselves as retirees, turned entrepreneurs. They came to the conclusion that retirement planning needs a reboot because the traditional definition of retirement doesn't fit the needs of today's retirees.

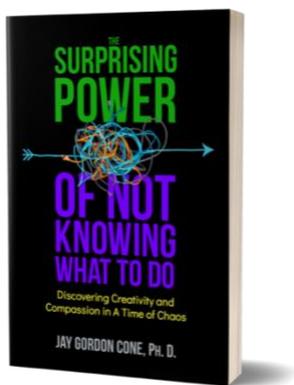
They created [The Future of You](#) to aid pre & post retirees in forming plans for what they would like to pursue most when the obligations of a 9-5 are behind them. They strive to empower their clients with a feeling of purpose, a sense of wonder, and a craving for new adventures.

[The Future of You](#) provides personalized retirement transition planning solutions offered in three ways: a self-paced digital platform to explore and develop on your own, a 6-session cohort driven workshop with a community of like-minded people, and individual coaching.

Community Spotlight



Each quarter we shine a light on a client, network partner, or organization doing inspiring work that helps the world become more creative and compassionate.



Being at a loss for what to do is an opportunity, not a problem.

available at


We help people **think better**
and **connect better**
so the world becomes
more **creative** and **compassionate**

www.unstuckminds.com

