

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.

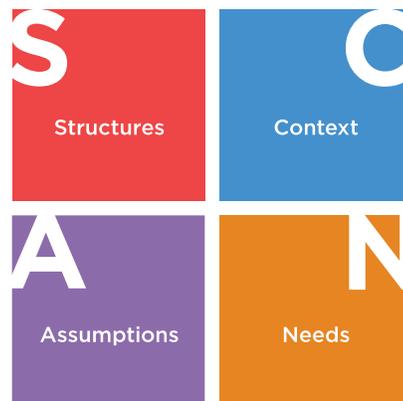
Spotlight

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 is an all-purpose thinking tool for reducing the risk of missing something important. SCAN helps us develop our [attention agility](#).

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, visit www.unstuckminds.com/scan



Structures—

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

Howard Yu, a professor of strategic management and innovation at IMD Switzerland has some [interesting things to say](#) about the challenge of industry incumbents given our turbulent business environment. Yu studied under Clayton Christensen at Harvard. He has been influenced by Christensen's [theory of disruptive innovation](#).

Yu is not only interested in the drivers of innovation. His analysis includes important insights about what holds companies back. Yu notes that technology allows disruptors to move faster, which puts an extra burden on incumbents to build agility into their structures.

According to Yu, while startups invest in building future capabilities, incumbents are saddled with existing assets, organizational inertia, and shareholder expectations of steady growth and returns.

Incumbents can also get stuck in their thinking. According to Yu:

...many intractable problems become intractable because you stare at the problem with the same framework or mind-set year after year. What you need in those situations is a fresh lens...

There are industry incumbents (Ford versus Tesla). There are also role incumbents (leaders who may be stuck in their ways). An industry incumbent can be disrupted by someone who builds a better mousetrap. A role incumbent can stifle innovation by making it unsafe to challenge the status quo.

How might we increase the number of disruptive ideas that come to the attention of senior leaders?

Structural Influences We're Paying Attention to

- According to a Nov. 2021 [Fortune article](#), nearly 40% of employers expanded mental health benefits during the pandemic
- Employers are [rethinking location-based pay](#). Given the trends in hybrid work, businesses are split on whether to adjust workers' salaries based on where they live.
- [Circular supply chain](#) models that are more profitable and better for the planet.
- [Onboarding](#) becomes more important for distributed workers.

Context—

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

Social cohesion has to do with the strength of the relationships among people in a group or community. It's also about the extent to which members feel a sense of solidarity with the group or community.

According to [The World Economic Forum's 2022 Global Risks Report](#), "Social cohesion erosion is a top short-term threat in 31 countries – including, Argentina, France, Germany, Mexico and South Africa from the G20." The report goes on to say that "social cohesion erosion" is the risk that has worsened the most since the start of the pandemic.

The Global Risks Report defines *erosion of social cohesion* as:

Loss of social capital and a fracture of social networks negatively impacting social stability, individual well-being, and economic productivity as a result of persistent public anger, distrust, divisiveness, lack of empathy, marginalization of minorities, political polarization, etc.

Social cohesion is seen as an important social determinant of health (SDOH). Both the CDC and the U.S. Department of Health and Human Services have set goals for strengthening social cohesion as a strategy for improving health.

To what extent is social cohesion erosion impacting social stability in your organizations?

How might leaders apply social-determinants-of-health research to increase social cohesion in their organizations?



Contextual Influences We're Paying Attention to

- By 2050, centenarians will comprise roughly 40% of the population of Japan and Italy. How those countries develop programs and technology to accommodate their aging populations will be a bellwether for the rest of the world.
- Walmart has filed for trademarks and patents indicating an [interest in the metaverse](#). Walmart appears to be establishing a virtual currency, sell virtual goods, and offer NFTs (non-fungible tokens). Yes... Walmart!
- Meta, the new parent company of Facebook with the frowning infinity sign logo, has entered the [virtual meeting room](#) business. We'd like to know if your Meta avatar will be able to wear the virtual Nikes you purchased with your Walmart cryptocurrency.



Assumptions—

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

Many organizations and institutions have made diversity, equity, and inclusion (DEI) a priority. DEI training has become de rigueur. Companies have added a seat for a chief inclusion officer around the table in the executive boardroom. It's all to the good. However, substantive structural change without corresponding mindset shifts can undermine the best of intentions.

DEI programs often get framed by what the organization opposes rather than what the organization is for. We rightly raise awareness of structures and behaviors that harm, discount, exclude, and oppress. We fail to give equal attention to the underlying values and assumptions behind a commitment to DEI.

An organization that aspires to become more diverse, equitable, and inclusive is making a de facto commitment to a form of [cultural pluralism](#). An organization that embraces DEI, is an organization that values the identities and practices of minority groups.

Showing up as a leader in a pluralistic, DEI organization is not just about learning to avoid offensive behaviors. It's a good start, but it's not enough. For minority groups to become full participants, leaders need a way to give due consideration to unfamiliar values.

Legitimizing values you don't share isn't easy. What's worse, the ability to see alternative worldviews as valid has started to atrophy. Writing for [Tablet Magazine \(Jan. 9, 2022\)](#), Ilana Redstone noted, "When we fail to recognize the moral legitimacy of a range of positions on controversial topics, disagreements about these issues inevitably become judgments about other people's character."

How might we help people consider a wider range of values when making decisions?

Influential Assumptions Worth challenging

- In times of uncertainty, we judge what is correct by paying attention to what others judge to be correct. The well-researched phenomenon is called, "social proof." Here's an [explanation \(6:27\)](#) by [Robert Cialdini](#).
- When listening to someone describe a problem, notice how quickly you're ready to offer advice. The faster the advice feels right, the stronger the influence of your assumptions. Think of your premature certainty as a cue to reveal your assumptions.
- [Earning to give](#) reframes "doing well by doing good" into "doing good by doing well."

Needs—

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

In the next three years, Generation Z (those born between the late 1990's and the early 2010's) will comprise 27% of the workforce. How prepared is your organization to meet their expectations? How prepared are you to supervise the work of someone under the age of 30?

Consulting firms and research organizations have published a variety of surveys attempting to characterize Gen Z. One statistic stood out to us. According to a [Pew research study](#):

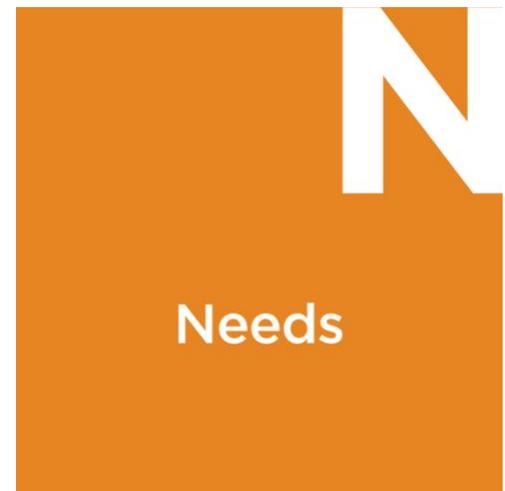
Only 18% of Gen Z teens (ages 15 to 17) were employed in 2018, compared with 27% of Millennial teens in 2002 and 41% of Gen Xers in 1986.

Simply put, Gen Xers and Millennials were much more likely to be employed as teenagers than their Gen Z counterparts. Now, think about the kind of work teenagers are typically hired to do. Teenagers, by and large, work entry-level positions in Leisure, Hospitality, and Retail. In other words, they collaborate in person with a team of co-workers while solving problems for a wide variety of customers.

Gen Z's digital acumen is enviable. However, posting a video to TikTok (#karen) is not the same as learning how to productively respond to unreasonable complaints from entitled, privileged customers.

Most digital natives entering the workforce in the next few years missed out on some important work experiences. Work experiences that were formative for their leaders.

Since we're convening less often for work, how will organizations develop the social-emotional skills of its leaders?



Influential Needs We're Paying Attention to

- According to [Quartz](#), "You reclaim six hours a week when you work from home. Unfortunately, you spend three of those extra hours working."
- [An EY survey](#) found that 40% of people reported feeling isolated at work... and the survey took place at the start of the pandemic!
- Test your [theory-of-mind](#) savvy. Play the [what-are-they-feeling game](#) at [emotionslab.org](#).
- Brain differences are not deficits. [Neurodiversity](#) will upend the way we think about what counts as "standard" when it comes to written, verbal, and embodied communication.



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.



Innovators' Compass®

Our Network Partner, [Ela Ben-Ur](#) helps people tap into their natural abilities to make things better.

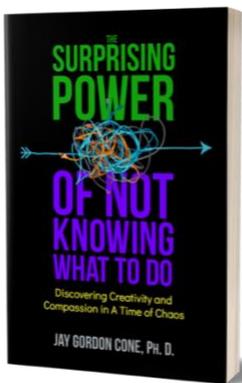
Ela worked 13 prior years at renowned innovation firm IDEO. There she led and coached teams, facilitated for clients, and co-founded IDEO's Leadership Studio for developing project leaders. Ela has taught courses from product design to life design at pioneering Olin College since 2007.

Ela created [Innovators' Compass](#), five simple, but powerful questions people use from preschools to global conferences to get unstuck. Resources and examples that help people apply the Compass questions are available for free at [Ela's website](#).



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

