

**THE
DISTILLERY**

—

INSIGHT TO ACTION

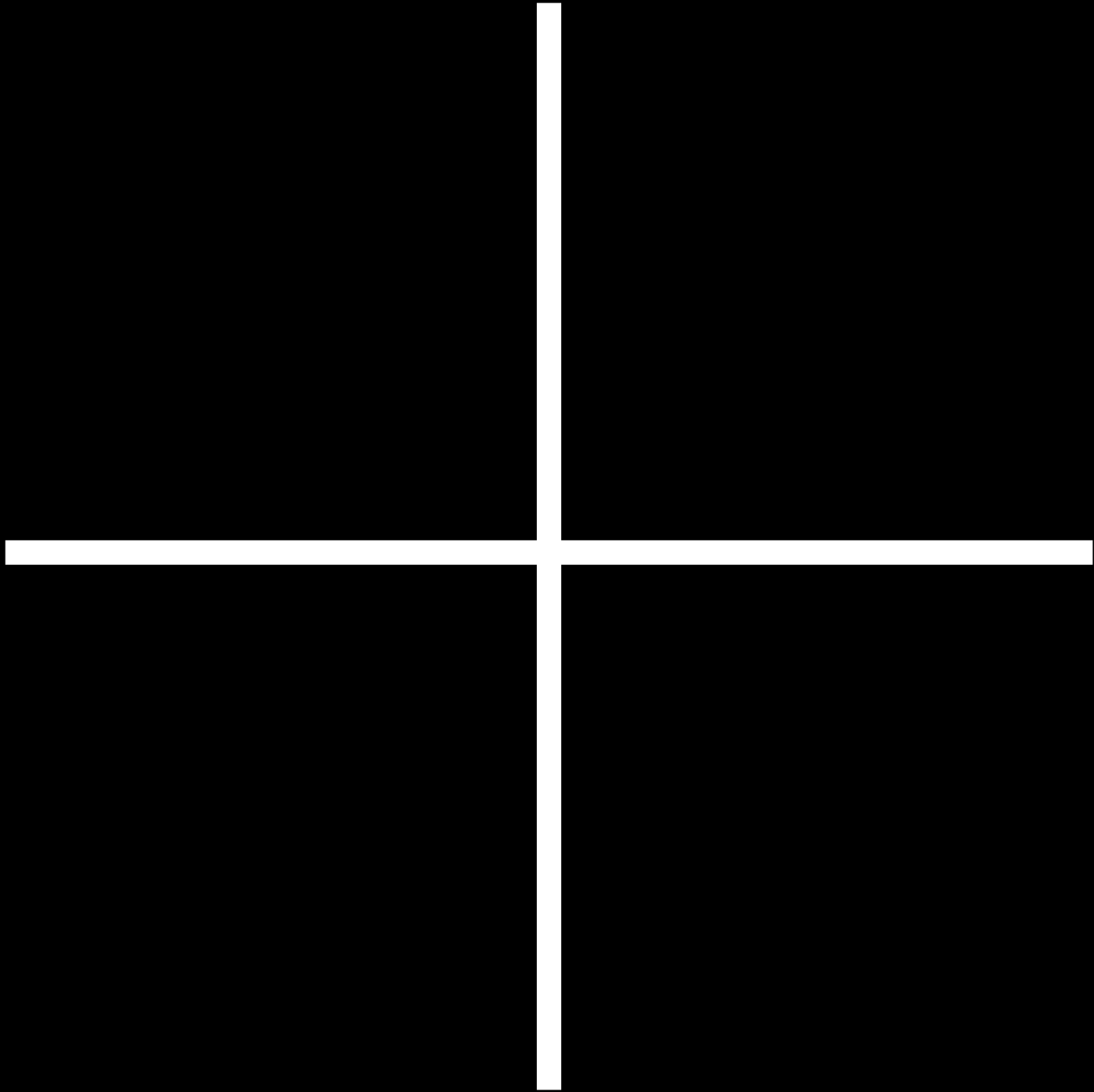
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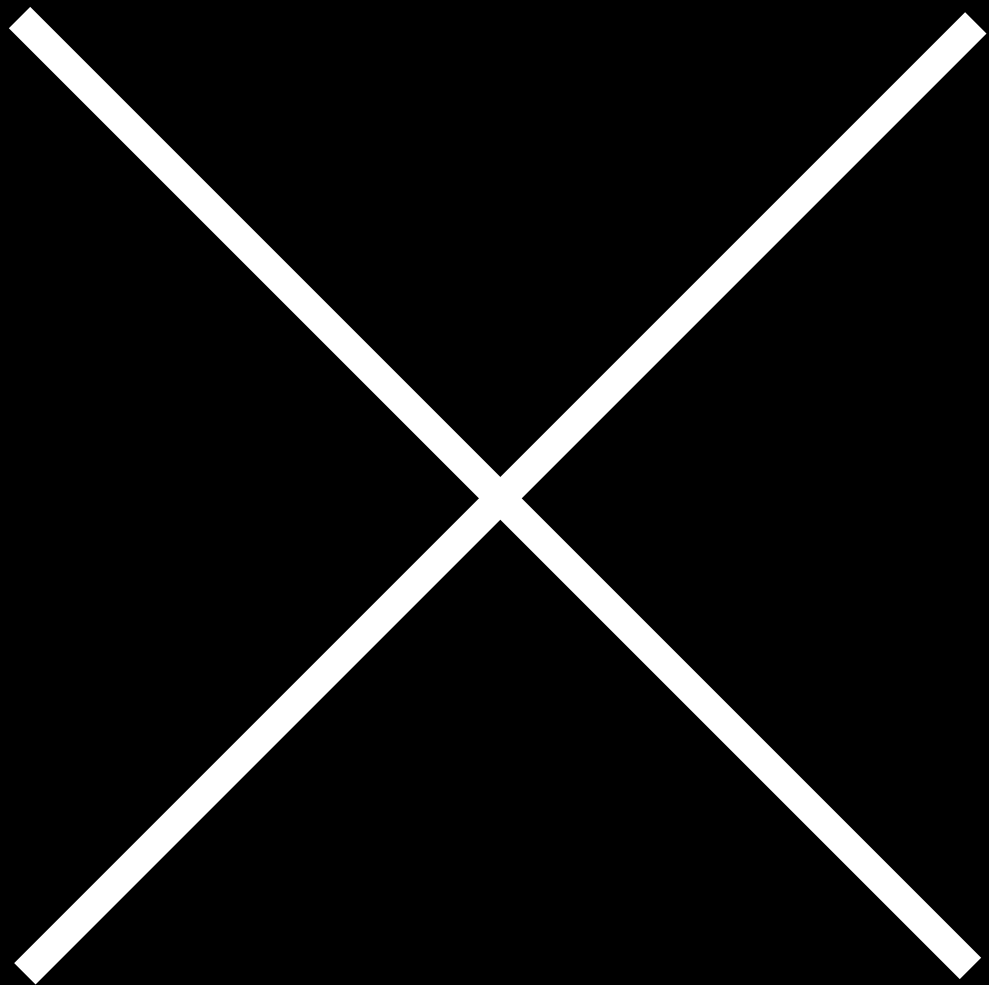
*Exploring the role of coaching, insight & language
in design & innovation*

@markbuntzen

Auckland, September 2017







[TWO QUESTIONS]

**A question
for you.**

***Are you
doing the
best work of
your life?***

**A question
for you.**

***Are your
people
doing the
best work of
their lives?***

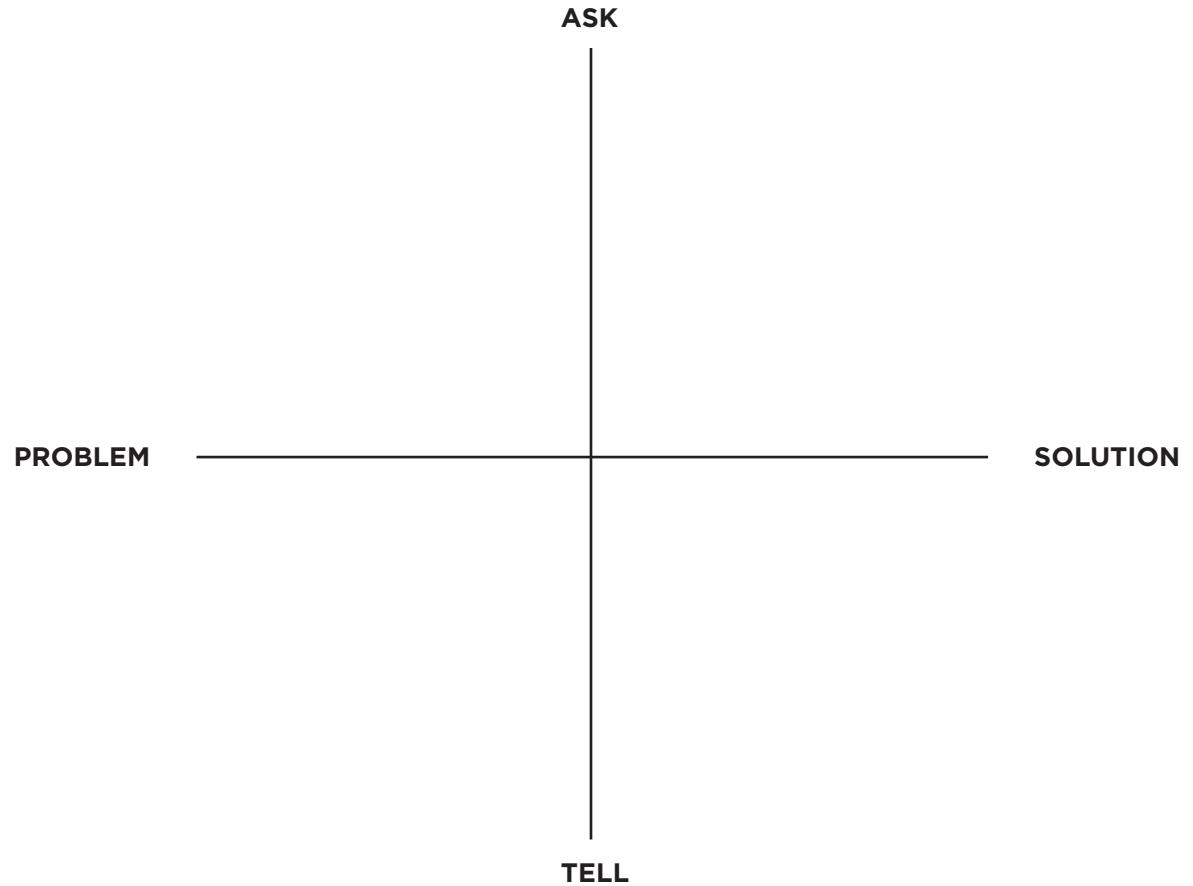
Hmm.

*So your
clients are
getting the
best value,
right?*

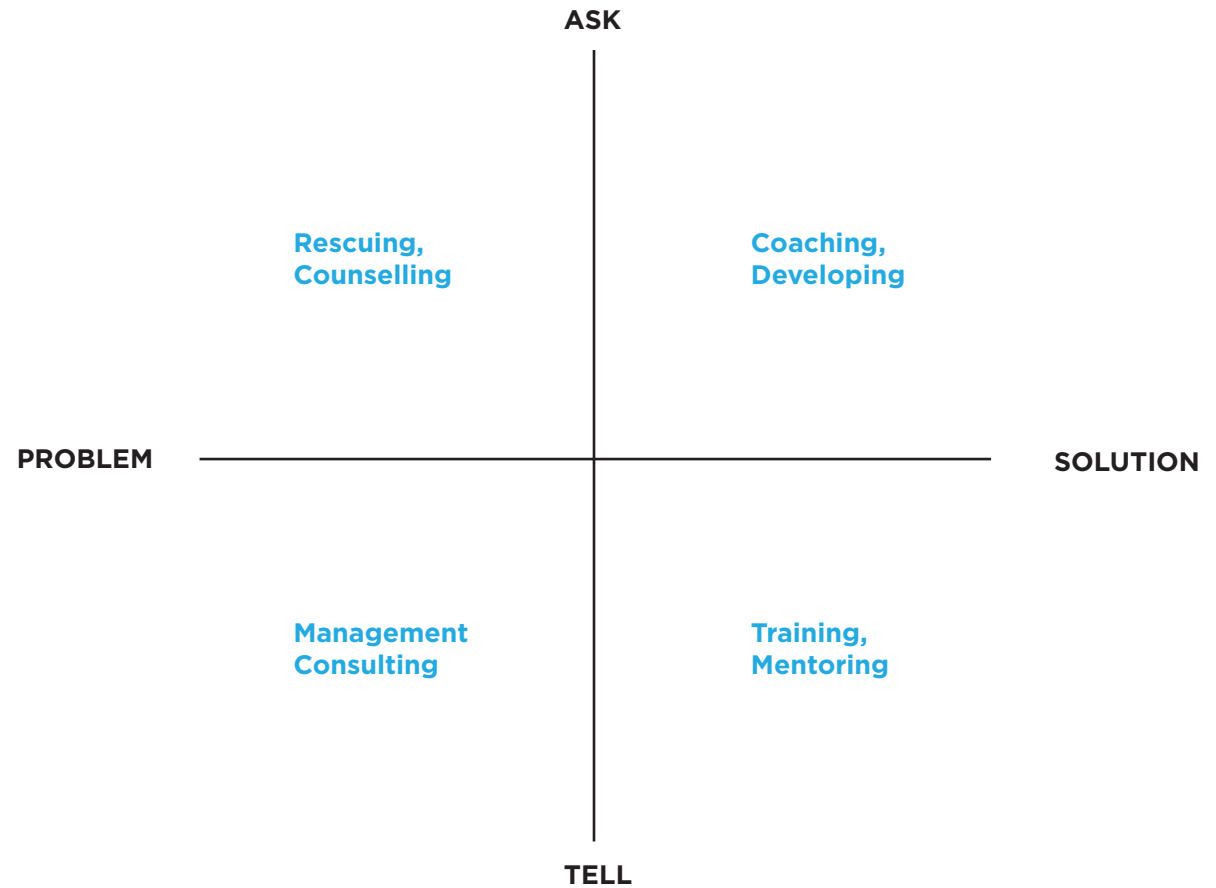




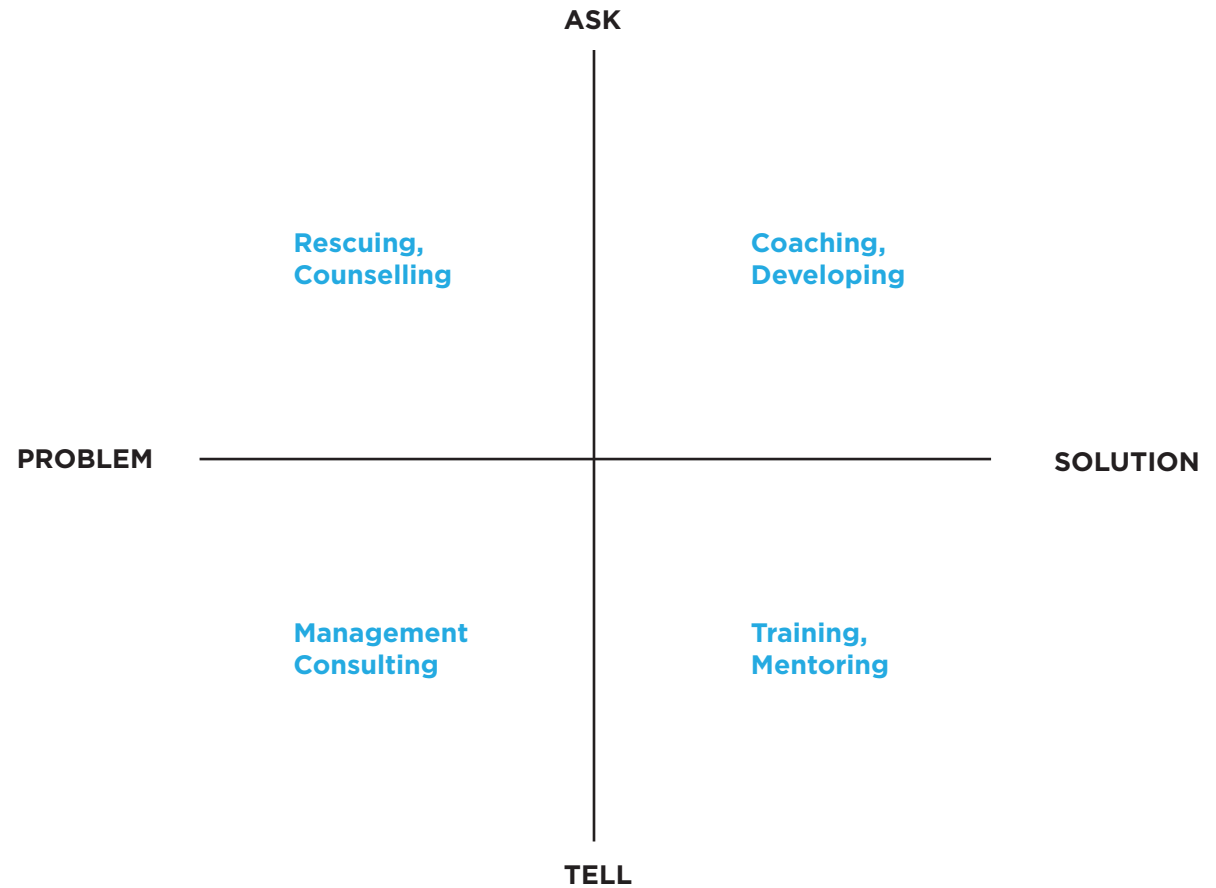
Where do you spend the majority of your time?



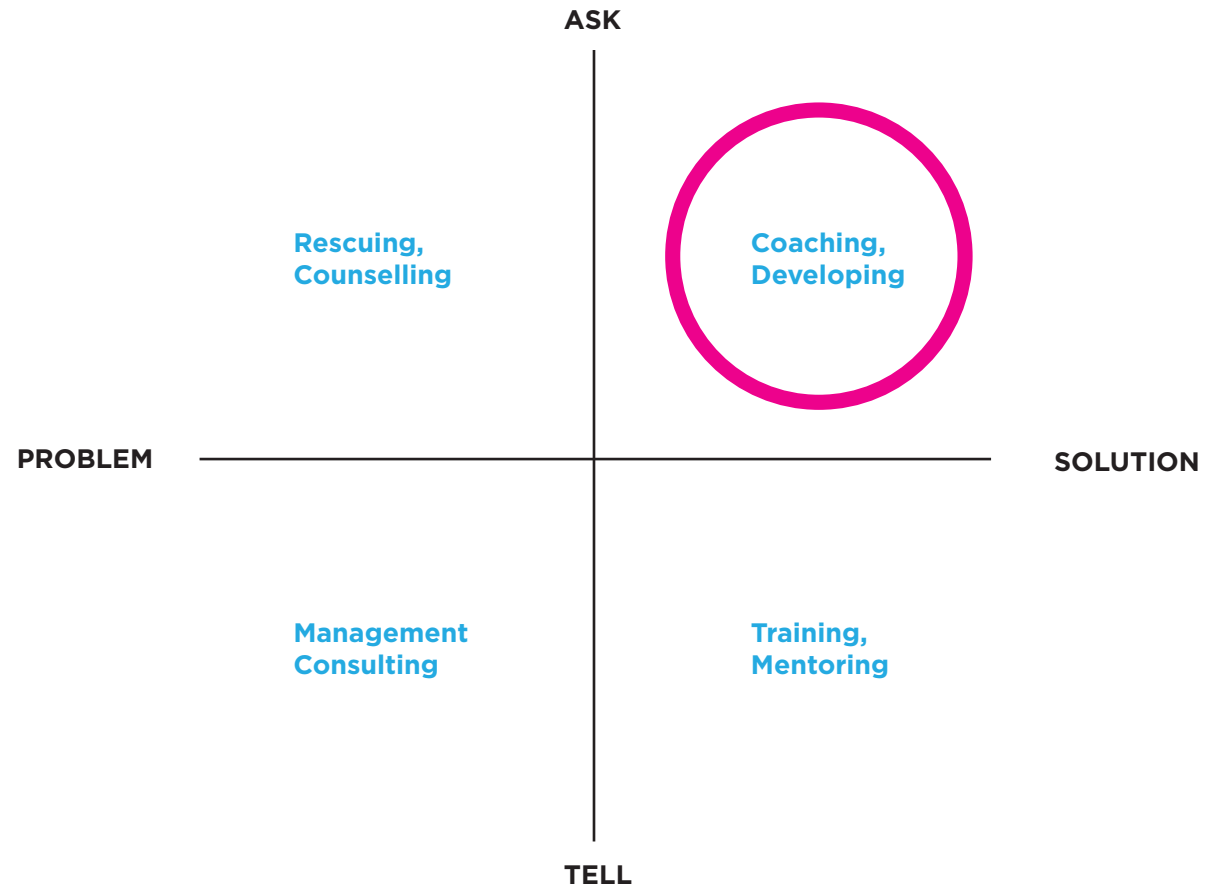
Where do you spend the majority of your time?



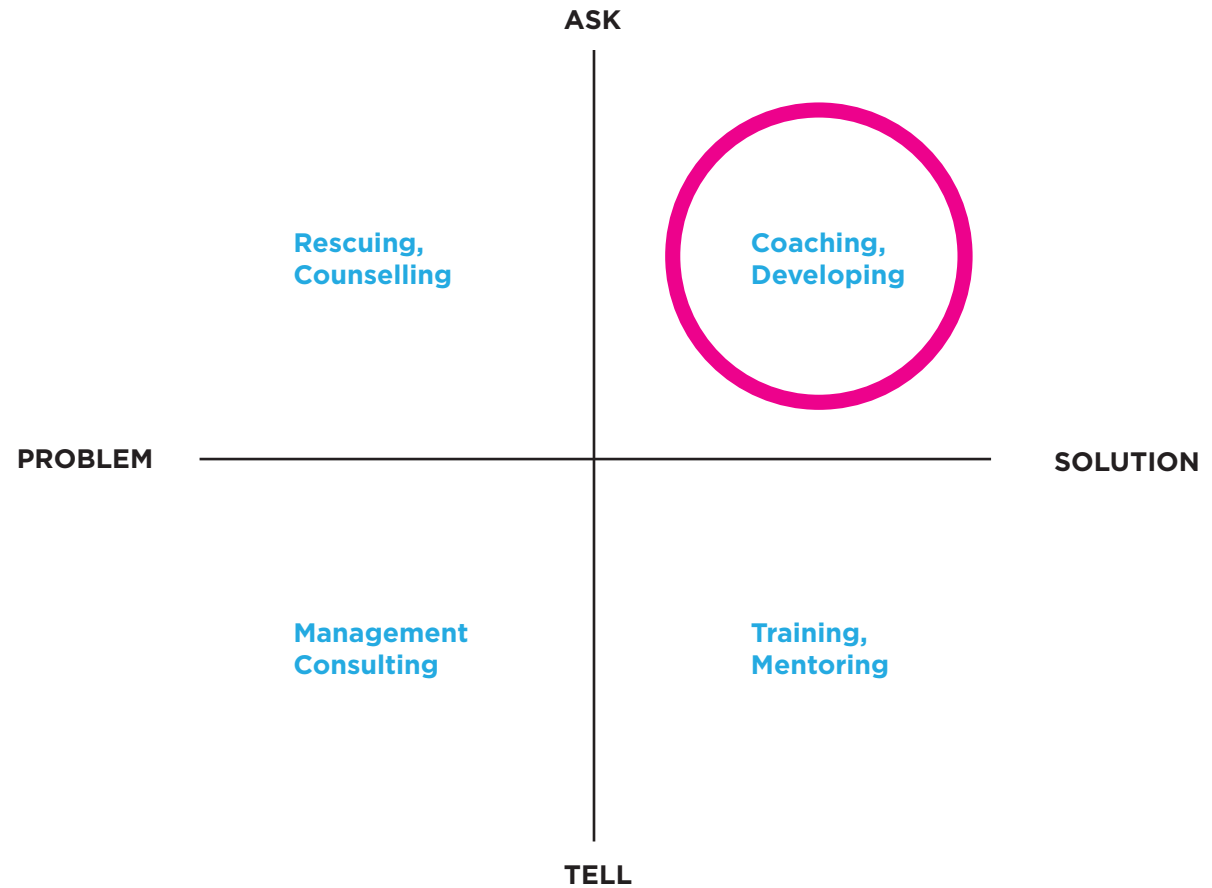
Which quadrant do you need to be in to help drive innovation?



Which quadrant do you need to be in to help drive innovation?

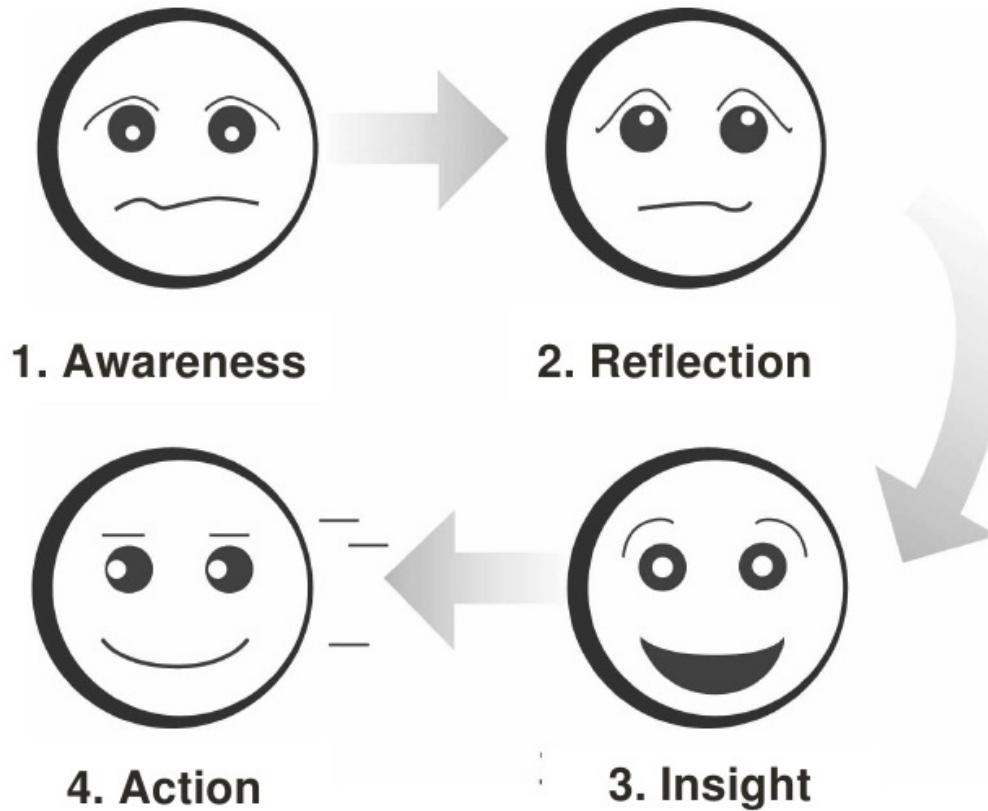


Level of familiarity with formal coaching frameworks, and use of coaching as a people leader?



David Rock (et al)

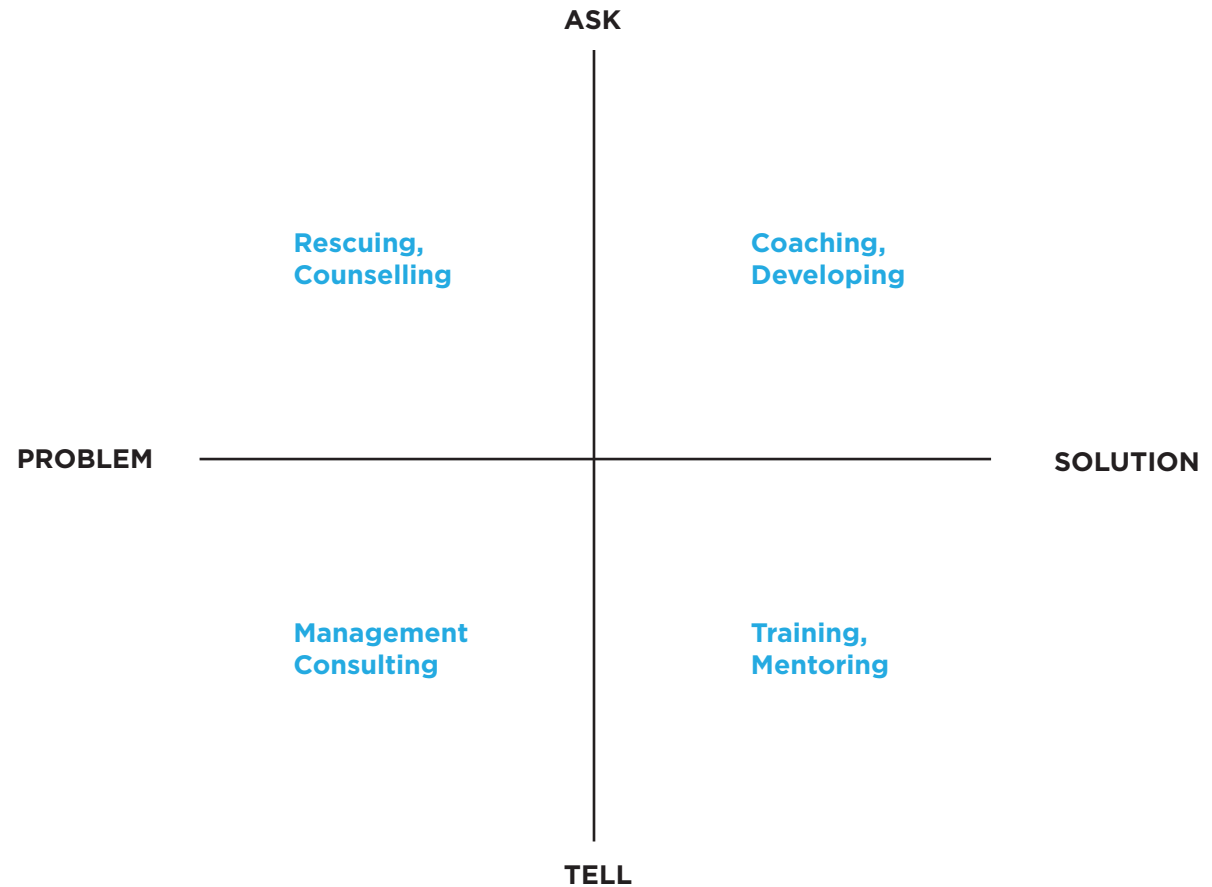
The four faces of insight



Whiting et al.

“Insights are rewarding because it gives the brain a boost of dopamine (novel connections) and releases energy. Because of the burst of energy and the satisfaction of solving a problem on your own, insight creates a greater sense of ownership of the idea, as well as the motivation to put the idea into action.”

You don't generate the 'face of insight' when you're telling your people, or indeed your clients, what the answers (or the insights) are.

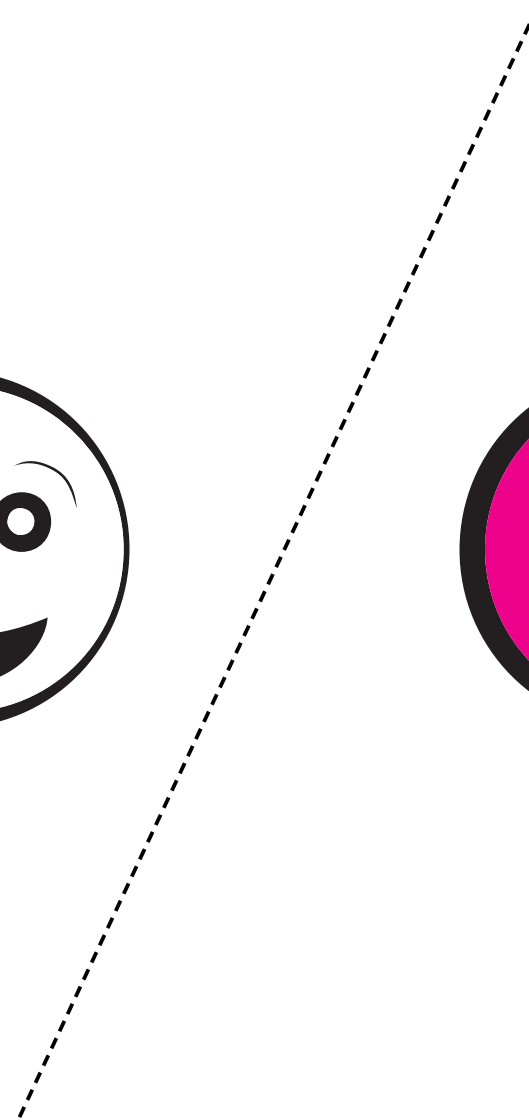
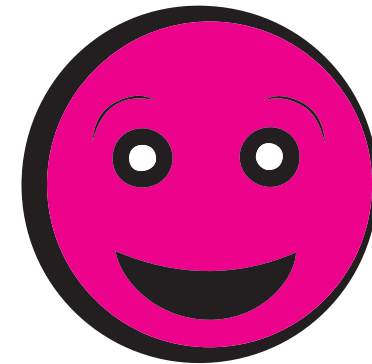


VALUE OF
COACHING

LOCUS OF
INSIGHT

ROLE OF
LANGUAGE

Time to face an uncomfortable truth?



DESIGN THINKING









Check in
to meeting -
About process
trip budget
Make notes
about the meeting
Make notes
about the meeting

Check in
to meeting -
About process
trip budget
Make notes
about the meeting
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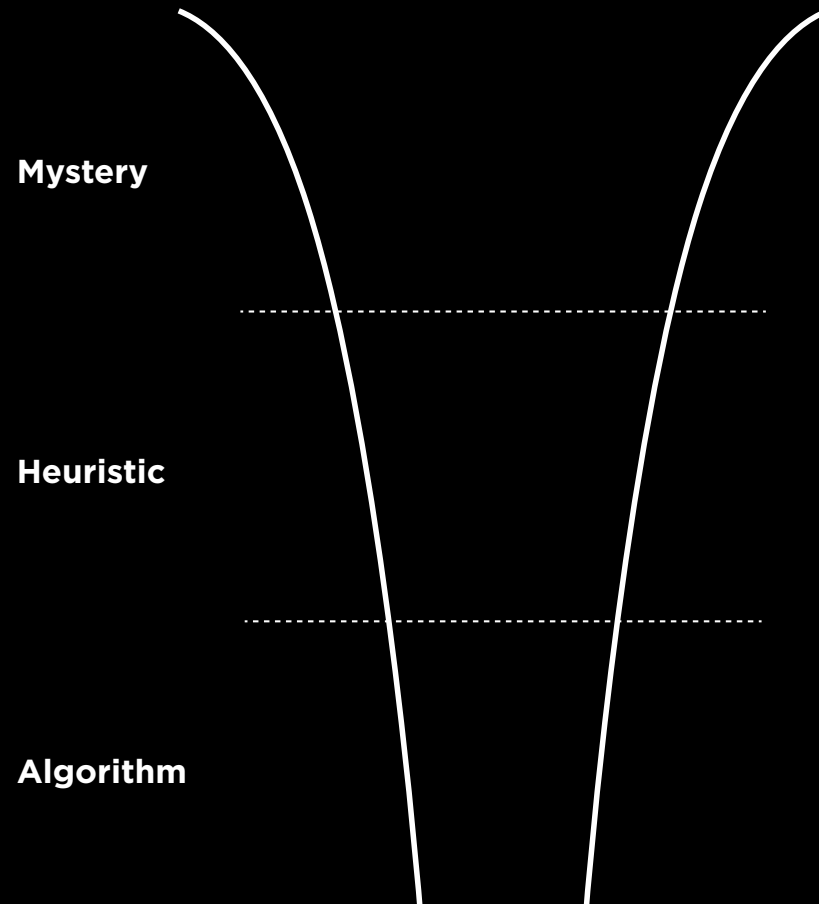
Check in
to meeting -
About process
trip budget
Make notes
about the meeting
Make notes
about the meeting

- *Holy fuck!*
It's completely
opposite!

VALUE OF
COACHING

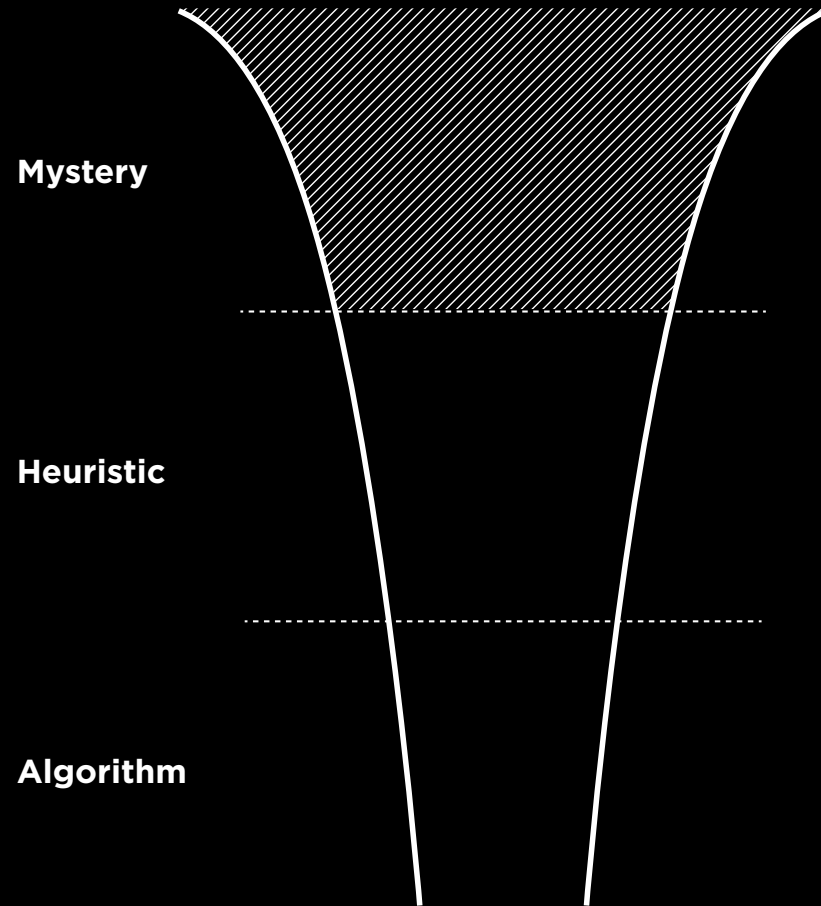
LOCUS OF
INSIGHT

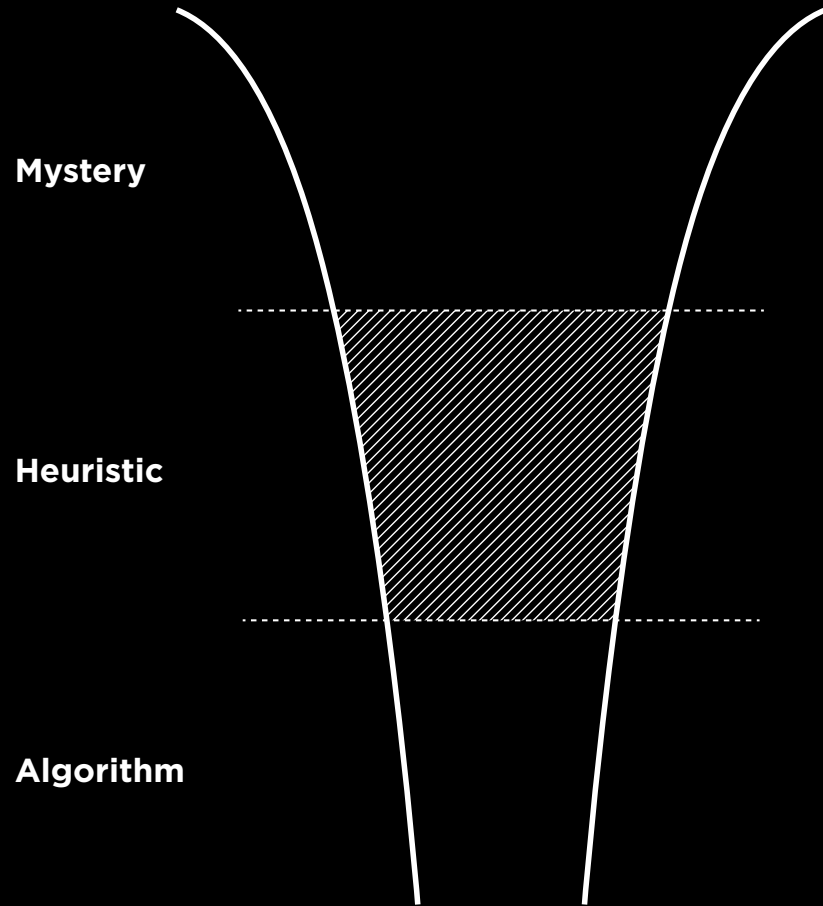
ROLE OF
LANGUAGE

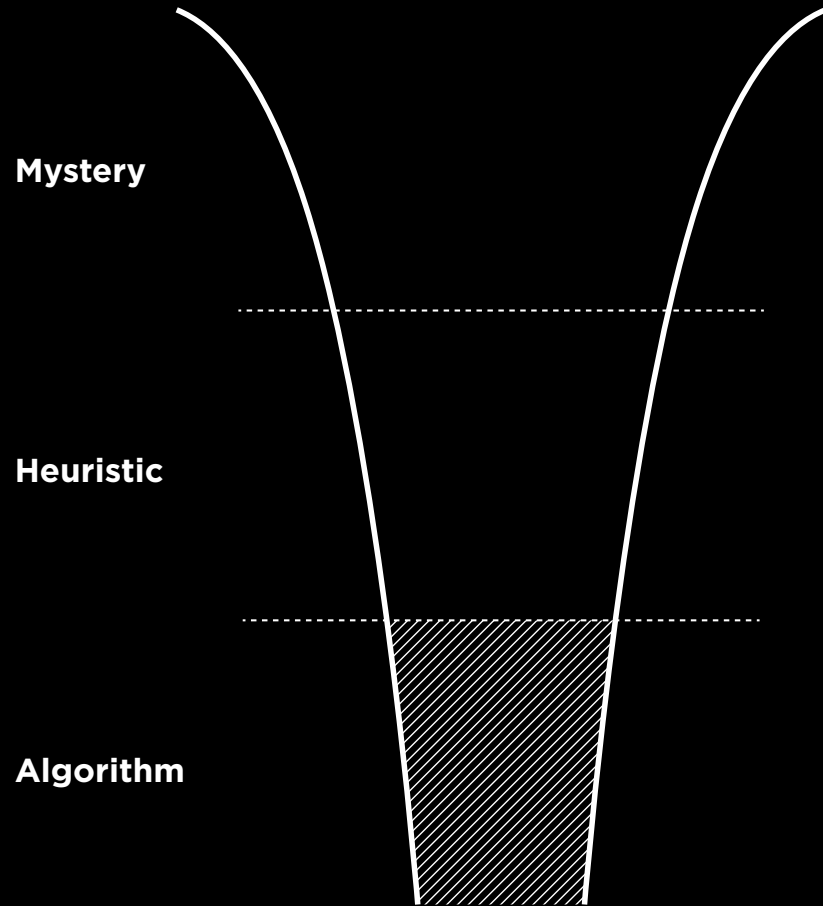


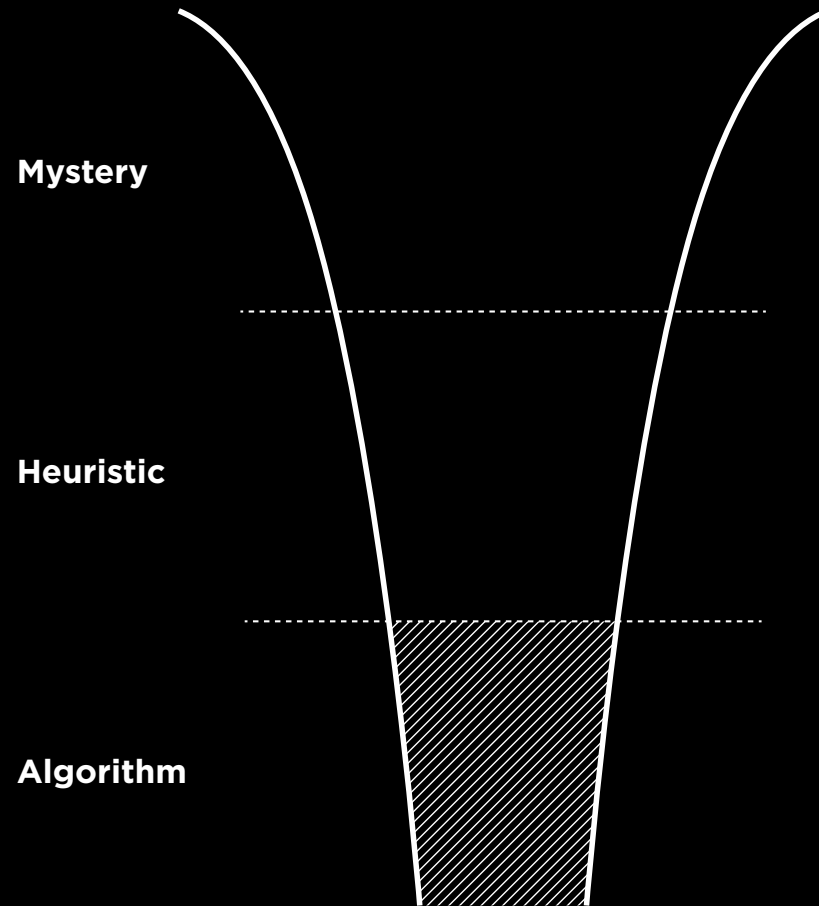
The Knowledge Funnel

Roger Martin's way of representing the process of discovery and value creation in business.



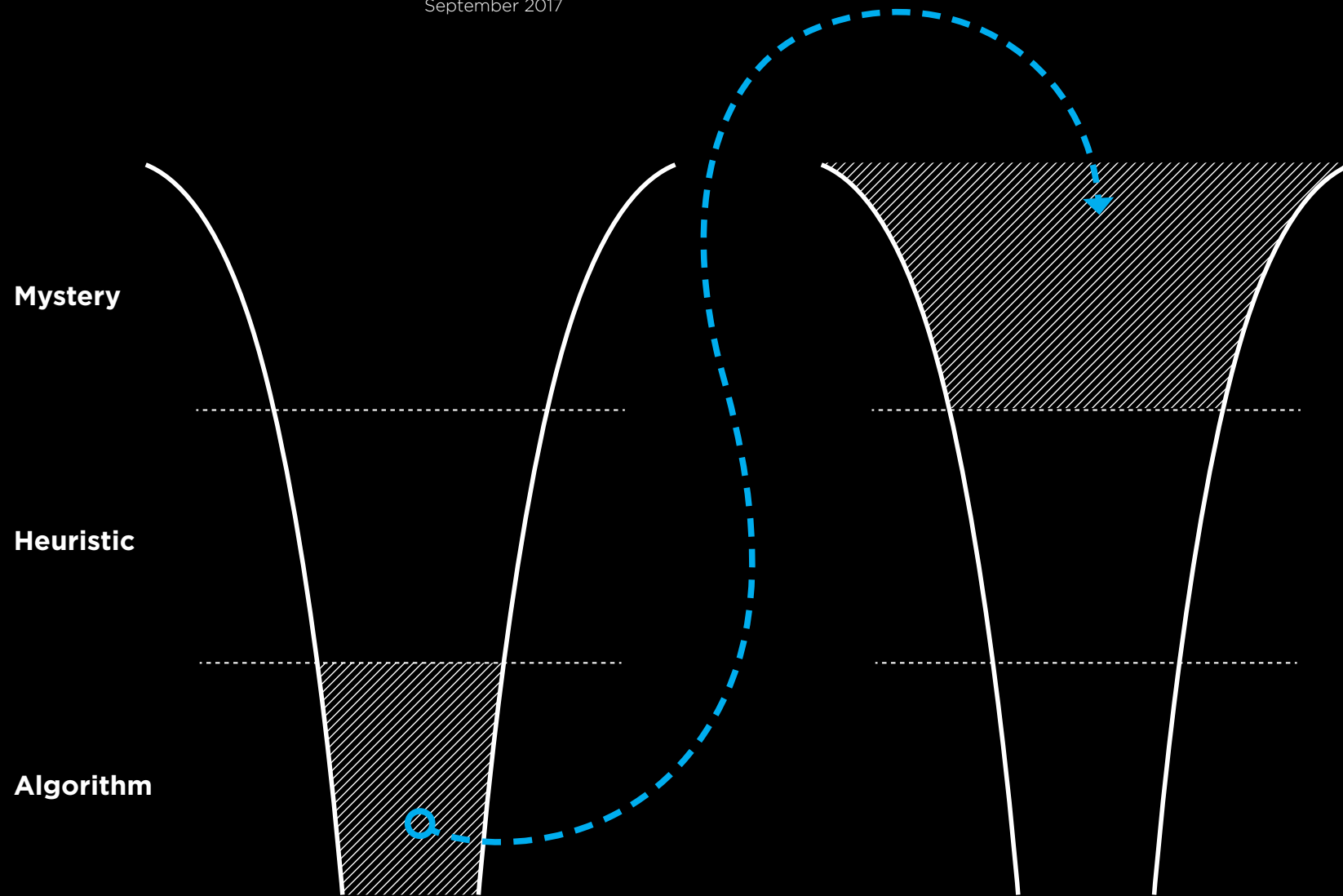






Stuck

As you will no doubt already be aware, many business get stuck in the algorithm space. After having successfully 'solved a mystery', defined their heuristics, and refined these down to algorithms, they struggle to get back up to the space of the mystery and repeat the process.



This process is oftentimes the role of overly enthusiastic, arm-waving, post-it note dispensing, HMW blurting 'design thinking' facilitators.

verbiage

verb

neurolinguistic programming

how to set goals

S

Specific
Simple

M

Measurable
Meaningful to you

A

As if now
Achievable

R

Realistic
Responsible

T

Timed
Toward

S

Specific
Simple

M

Measurable
Meaningful to you

A

As if now
Achievable

R

Realistic
Responsible

T

Timed
Toward

present tense

How we usually express goals:

I need to... [train for a triathlon]

We will... [launch a new app/website/service/experience]

How we should express goals:

I am... [training for a triathlon]

We are... [launching a new app/website/service/experience]

Expressing Goals

When you express goals as “I need to...” then ***you’ve already achieved your goal: the needing to...***

And when you express goals as “I will” or “We will” then you push them out into the future, and ***separate them from the present and yourself.***

Okay. Weird. Profound NLP stuff. (Maybe.)
***So does the tense you use to express your goals
change your ability to achieve them?***

Future Time Reference

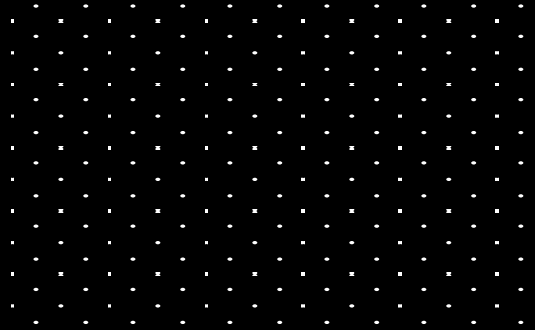
S-FTR vs W-FTR

S-FTR vs W-FTR

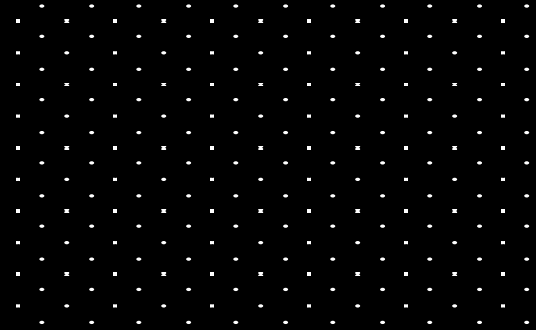
English
Italian

German
Mandarin

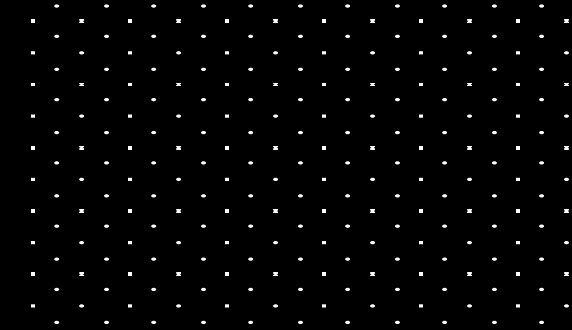
s-FTR English



It rained yesterday

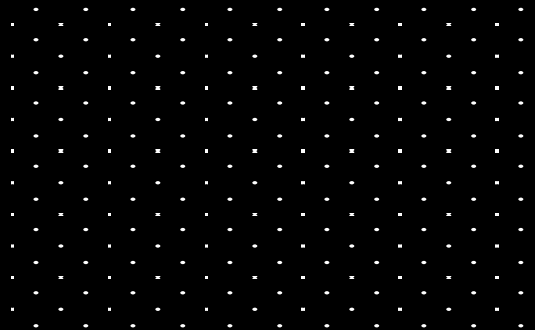


It is raining now

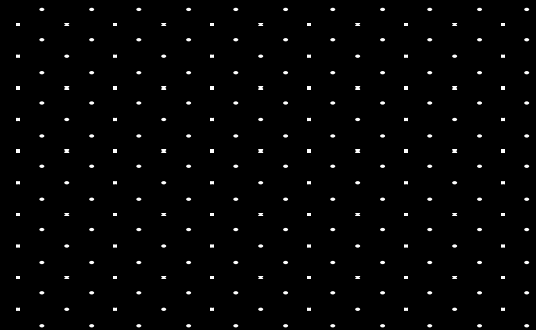


It will rain tomorrow

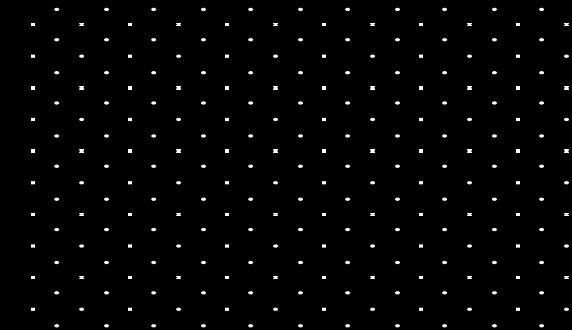
w-FTR German



Gestern regnet es
(Yesterday it rain)



Jetzt regnet es
(Today it rain)



Morgen regnet es
(Tomorrow it rain)

Could how you speak about time, could how your language forces you to think about time, affect your propensity to behave across time?

You speak English, a futured language. And what that means is that every time you discuss the future, or any kind of a future event, grammatically you're forced to cleave that from the present and treat it as if it's something viscerally different.

Now suppose that visceral difference makes you subtly dissociate the future from the present every time you speak. If that's true and it makes the future feel like something more distant and more different from the present, that's going to make it harder to save. If, on the other hand, you speak a futureless language, the present and the future, you speak about them identically. If that subtly nudges you to feel about them identically, that's going to make it easier to save.

Accumulate
39%
*more wealth
by retirement*

Are
31%
*more likely
to save*

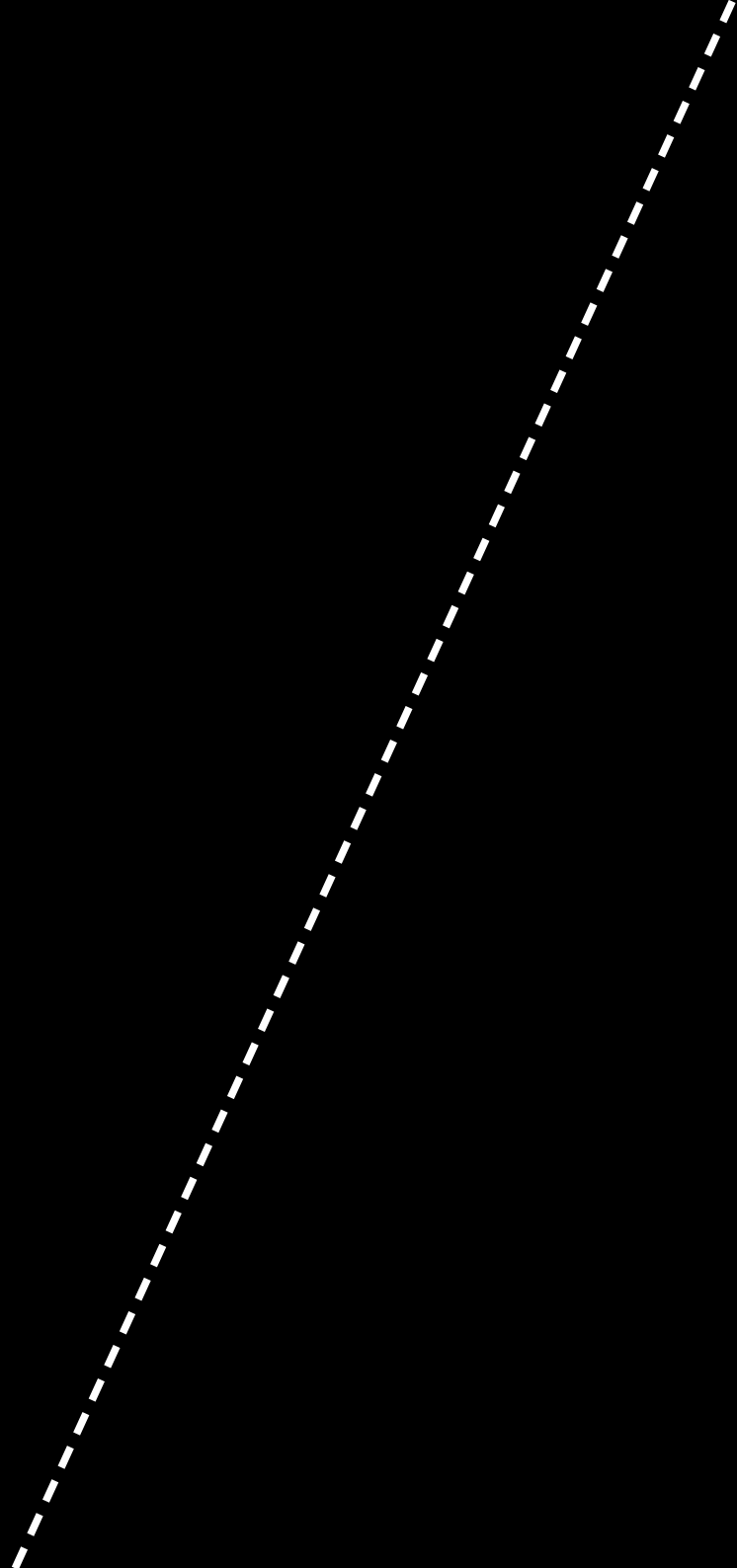
Speakers of

◦ ***w-FTR***

languages like German
or Mandarin

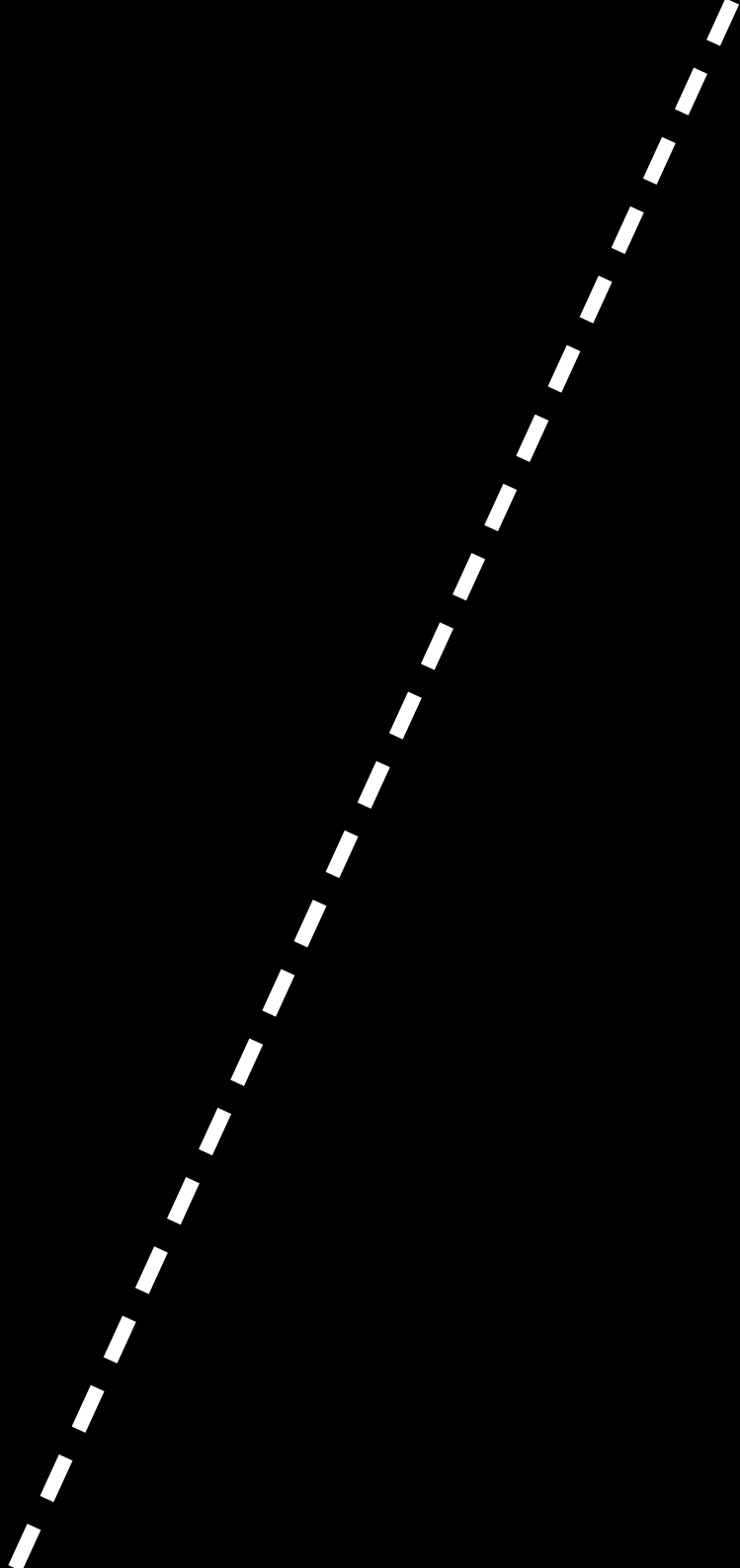
Are
24%
*less likely
to smoke*

Are
29%
*more likely
to exercise*





Live in the now!



nominalisation

Nominalisation

Nominalisation is a noun phrase generated from another word class, usually a verb. (Other word classes include adjectives and nouns).

In other words, the process of nominalisation turns verbs (actions or events) into nouns (things, concepts or people).

When a verb is nominalised, it becomes a **concept** rather than an **action**.

Strong writing (and speech) uses verbs rather than turning them into nouns (nominalisations). Nominalisations **hide the real action**.

Verbs

We **walked** for charity.
We raised money for the
Leukemia Foundation.

Crime was **increasing**
rapidly and the police
were becoming
concerned.

Nominalised verbs

The ***charity walk***
raised money for the
Leukemia Foundation.

The rapid ***increase***
in crime was causing
concern among the
police.

[Yes, I know. It feels like you're back at school, and that sucks. Please search 'nominalisation' on Google. It is great in some instances, e.g. academic writing, and very poor in others, e.g. driving action. (This may explain the mutual frustration when academic institutions—and academics, and industry engage.)]

Express Banking

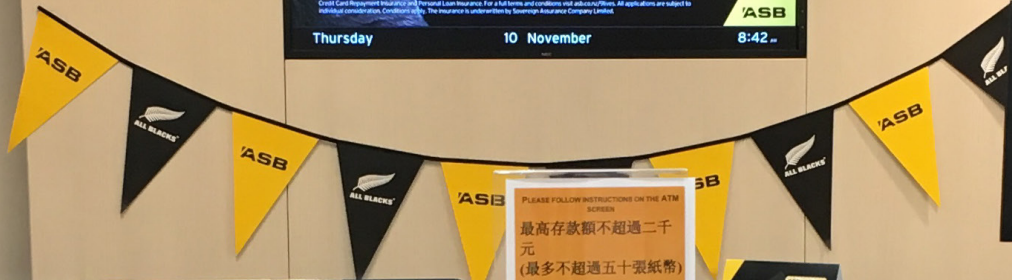


Get covered and be in to win 1 of 9 cash prizes worth \$3,000.

* This application must be submitted to ASB by 18 November 2016 and the resulting policy must be issued by 17 February 2017. Excludes Staff, Credit Card Repayment Insurance, Personal Loan Insurance. For a full terms and conditions visit [asb.co.nz/press](#). All applications are subject to underwrite consideration. Conditions apply. The insurance is underwritten by Sovereign Assurance Company Limited.

Thursday 10 November 8:42 ..

ASB



PLEASE FOLLOW INSTRUCTIONS ON THE ATM SCREEN

最高存款額不超過二千元
(最多不超過五十張紙幣)

고객님, 입금은 최대 \$2,000.00 까지이며, 지폐는 최대 50장 까지 가능합니다.

ASB

Introducing ASB Visa Light.

ASB



Instant Deposit - Note Deposit/Withdrawal

Make cash deposits into this ATM without an ASB card.

Deposit → [Diagram] → [Diagram]

Select 'Deposit without a card' Enter account number Follow on-screen prompts

It's easy, and the funds are available straight away.

ASB

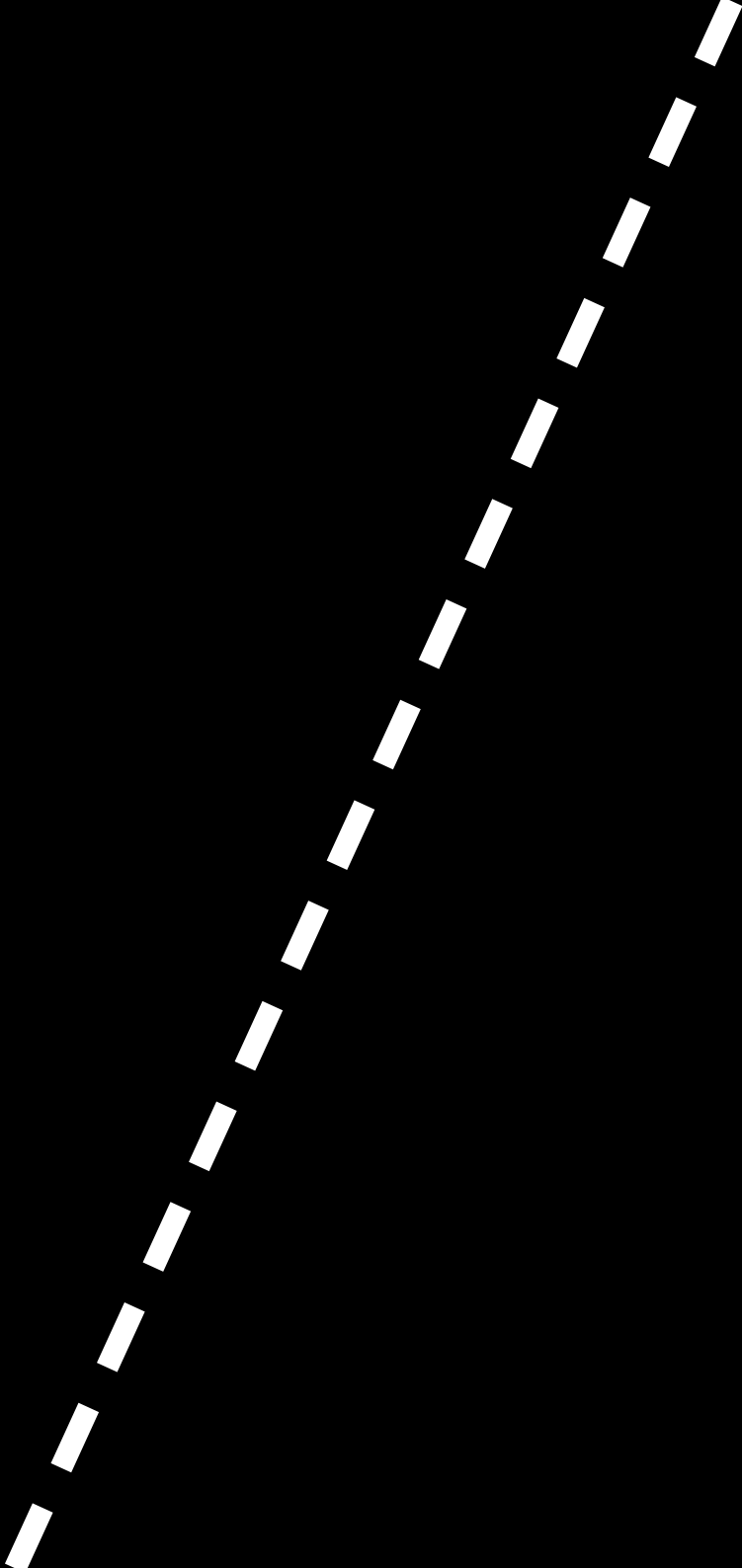
Deposit without a card

Bag Deposit

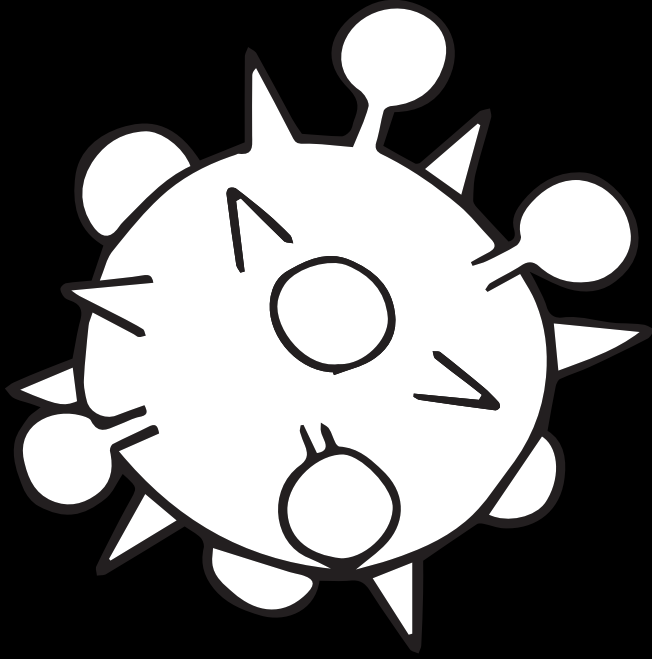


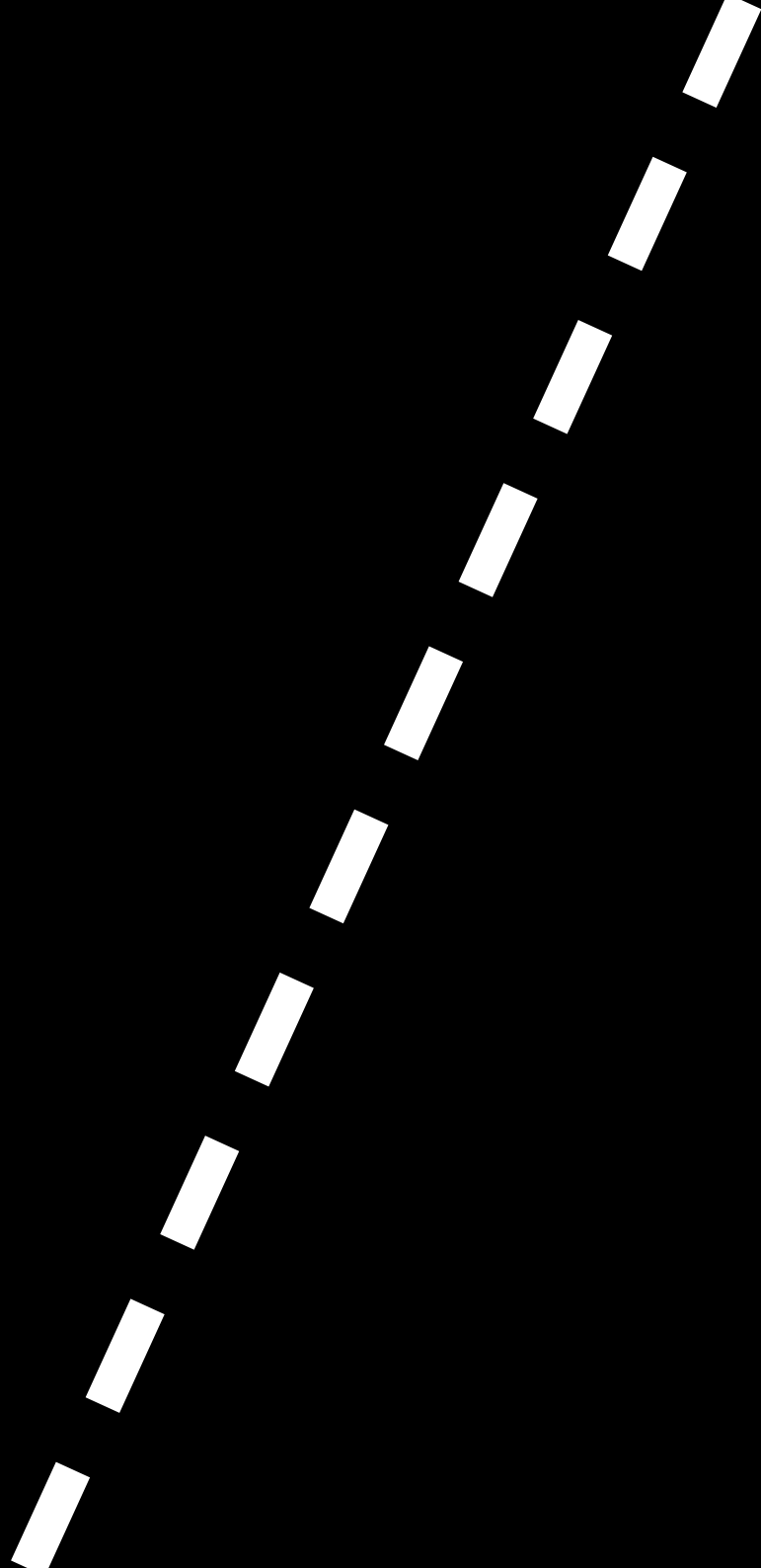
Express Banking

Inter

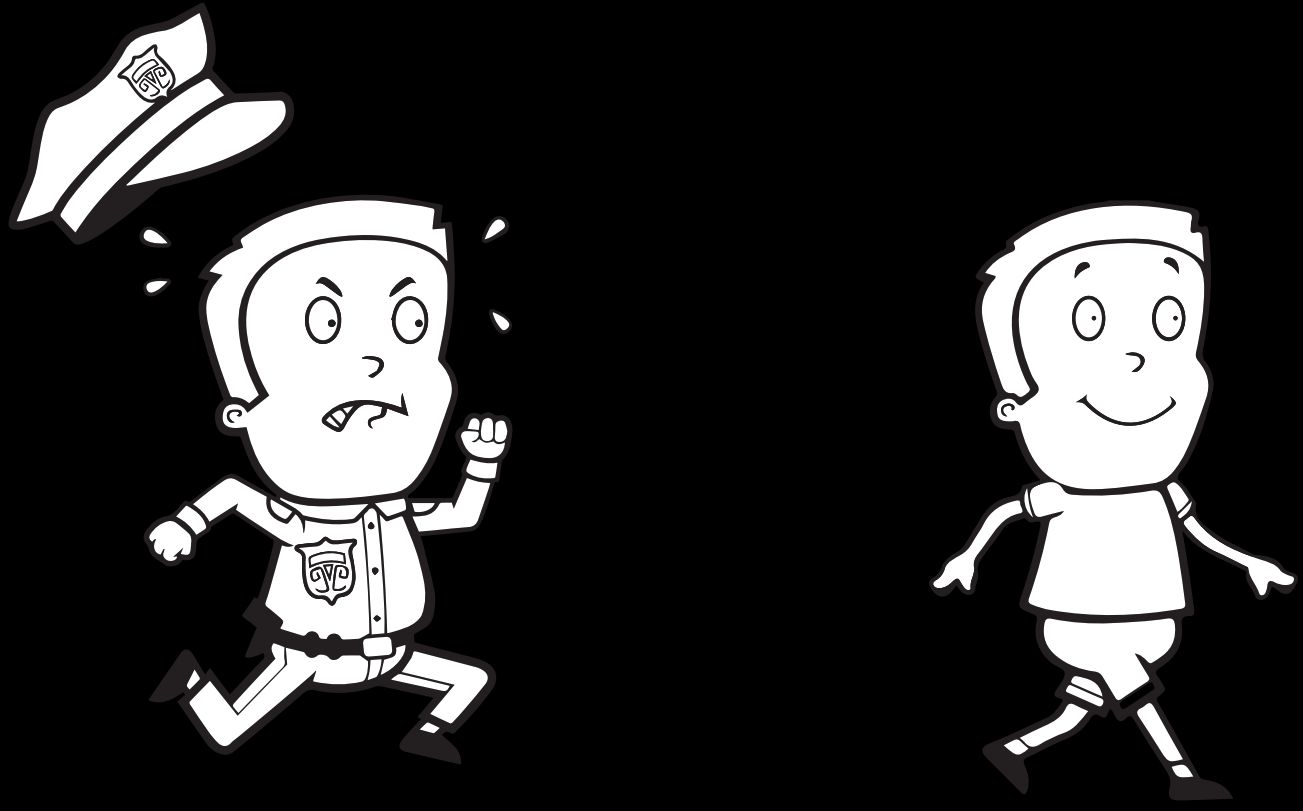


metaphor





positive language



So where are we?

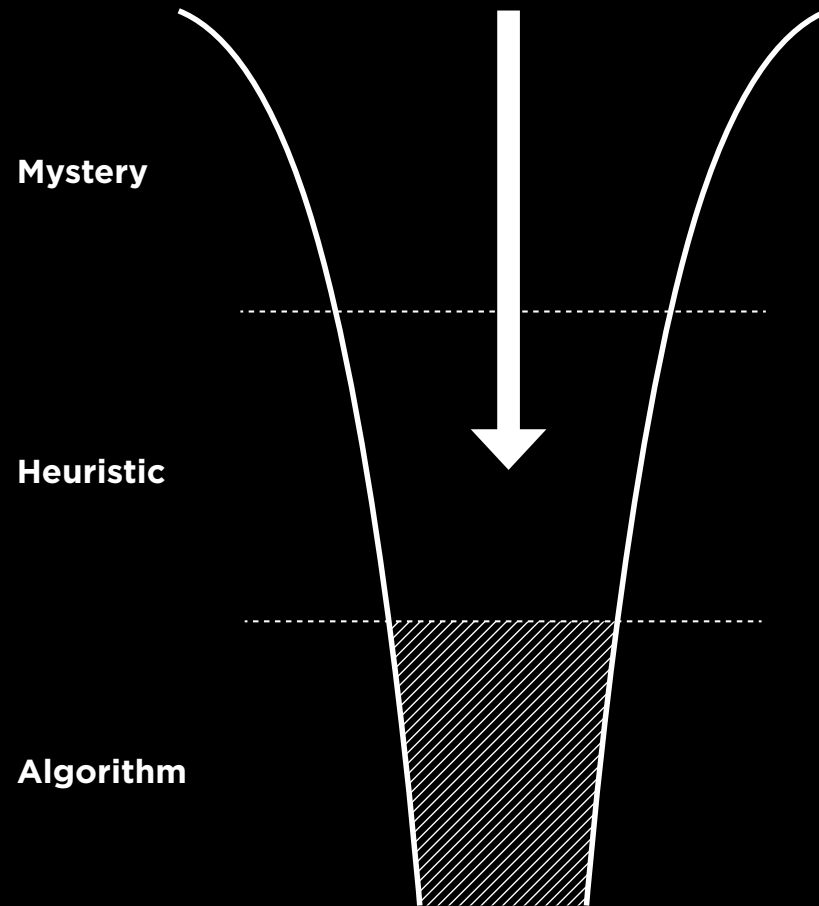
Coaching, as a process of asking questions about the solution in order to guide individuals to insight, helps to drive action.

Using the present tense in a s-FTR language (or indeed using a w-FTR language) helps drive action.

Excessive nominalisation can have an ossifying or stultifying effect on your language, whereas using active verbs and positive language helps drive action.

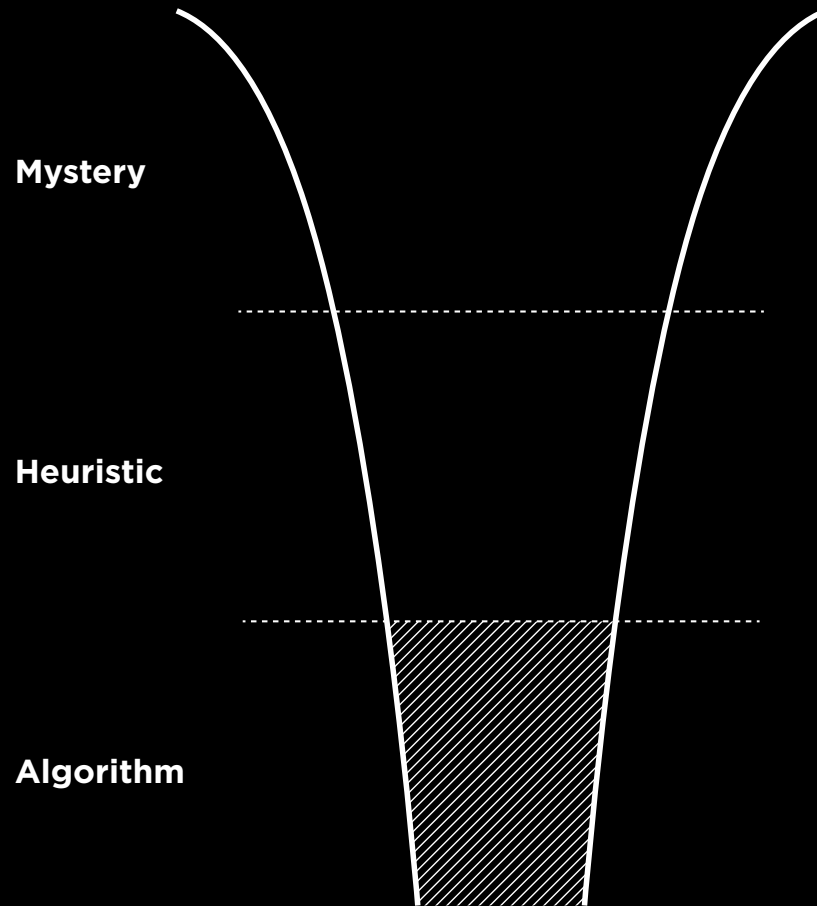
Metaphor instantiates knowledge frames that guide thinking.

Innovation is, ostensibly, about action; about helping people move from the algorithm back up to the space of the mystery, so that they can repeat the process and create new value.



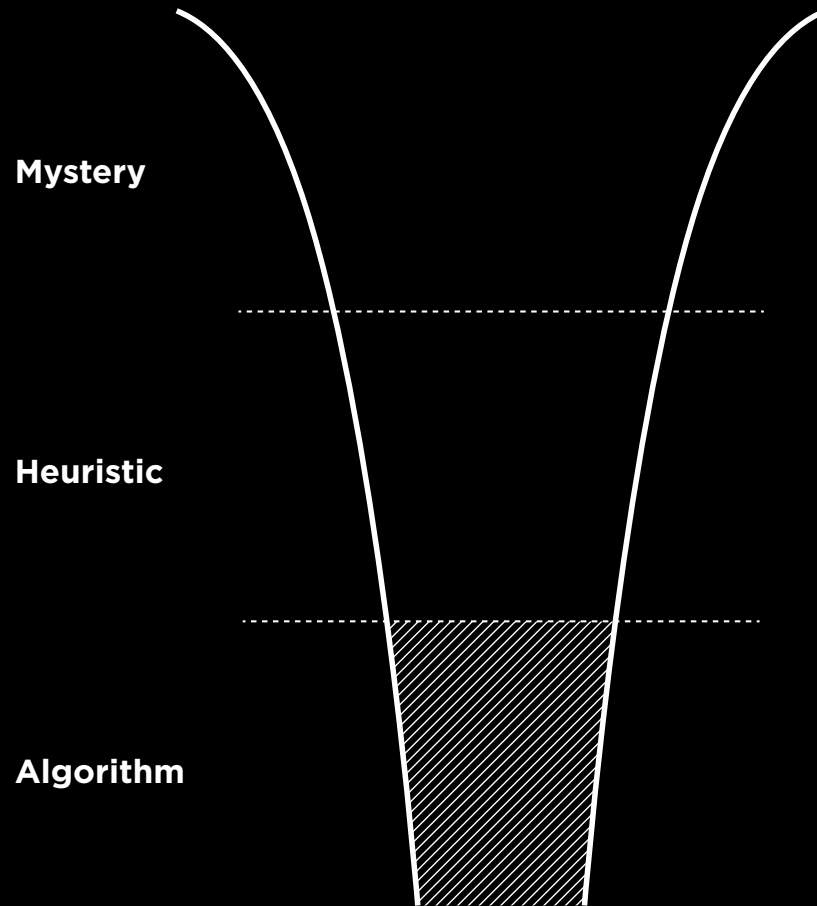
Language

My sense is that as we move down the funnel, the language used often becomes highly nominalised, and all about nouns: things, and names for things, or processes and names for processes. “How’s ‘the restructure’ going?”



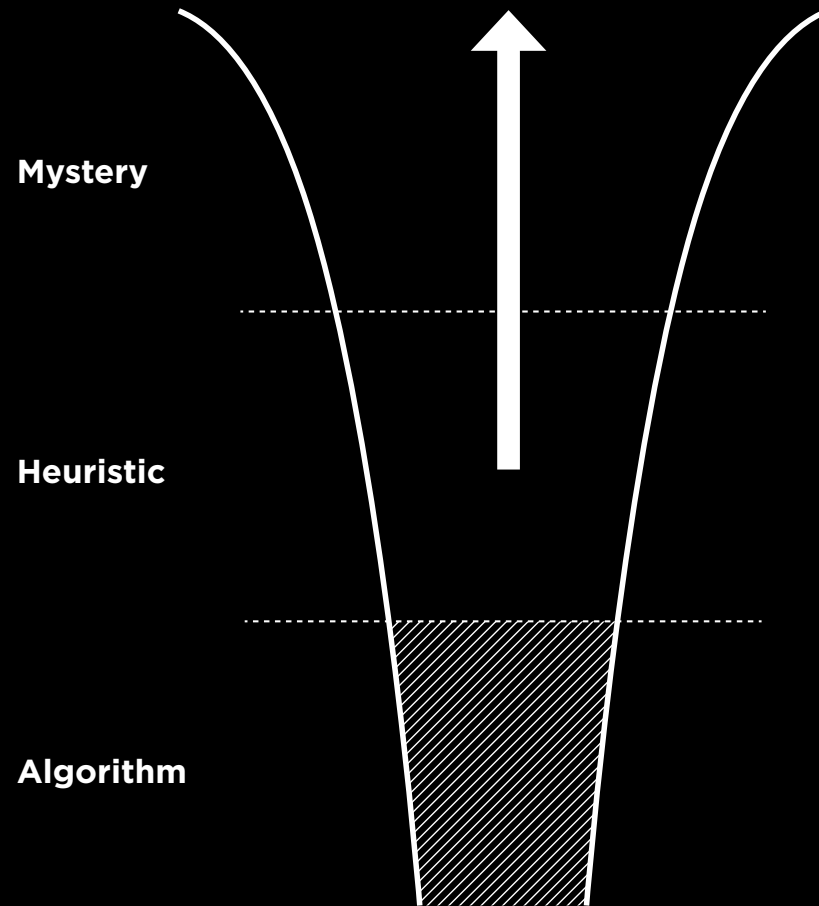
Experts

Experts (like us) often have a penchant for nouns & nominalisation; names for everything, and everything in its place. Systems, procedures, categories, processes, nomenclature, research methods and methodologies. This knowledge is our identity; our armour.



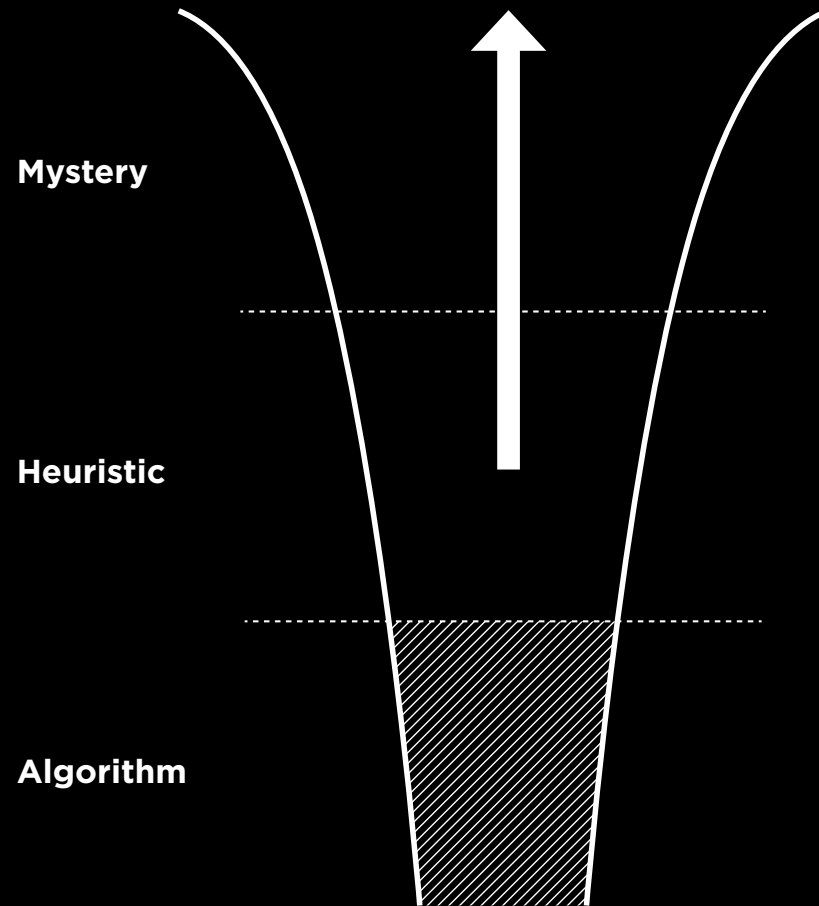
Our Domain

Are we ourselves stuck in this space in our efforts to define algorithms and create value? And does the endless debate around UX vs CX vs SD, and our very overt focus on research methods (themselves algorithms) mean we are unwittingly painting ourselves into a corner of excessive nominalisation? We no longer 'solve problems' (verb-focused) we 'do a sprint' (nominalised).



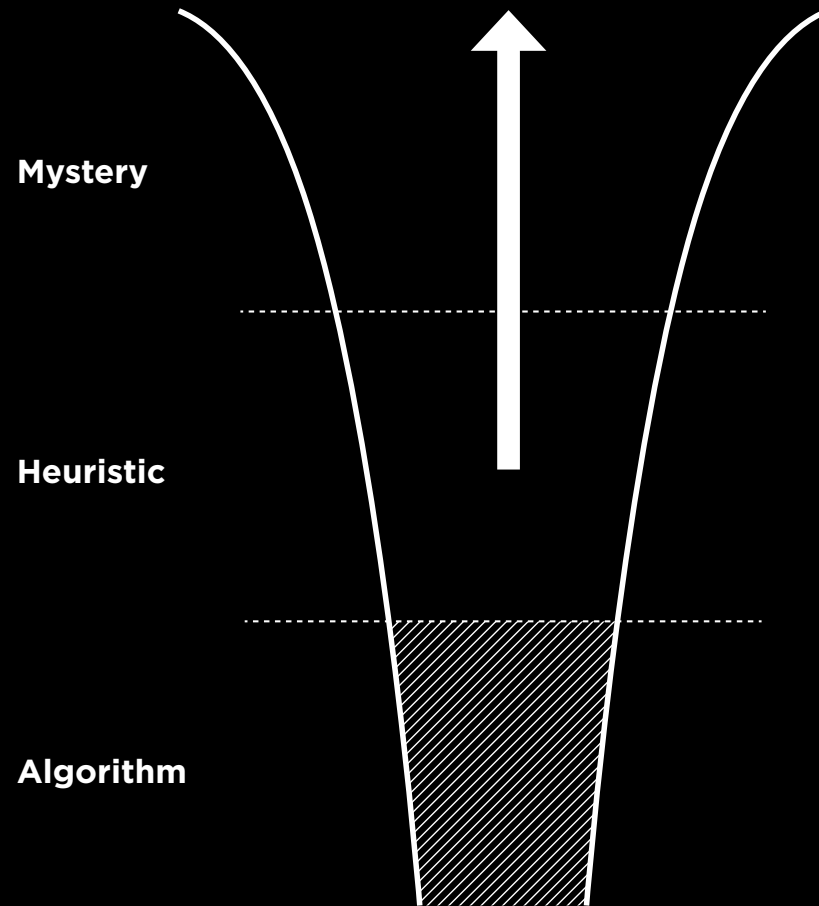
A New Way?

Is our need to ‘provide the insights’ (because we’re super-smart researchers, right? It’s what we pride ourselves on...) in combination with the language we’re using restricting our ability to drive action (and hence innovation) for our clients?



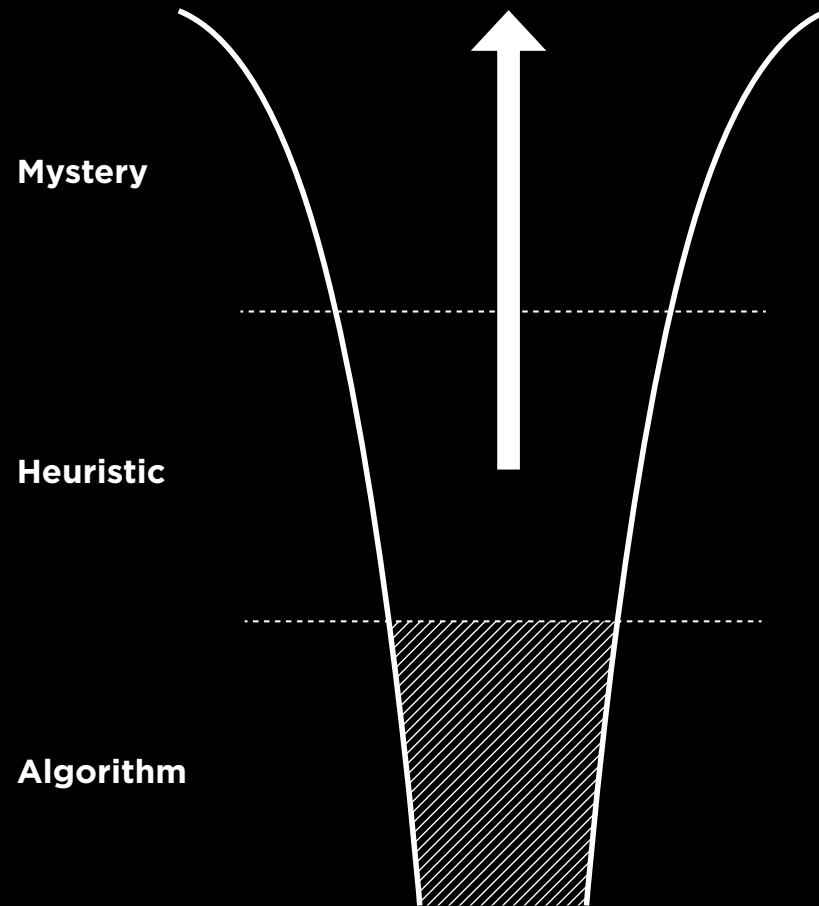
A New Way?

And if this is the case, is it perhaps why we sometimes struggle to help our clients move back up to space of the mystery and repeat the process?



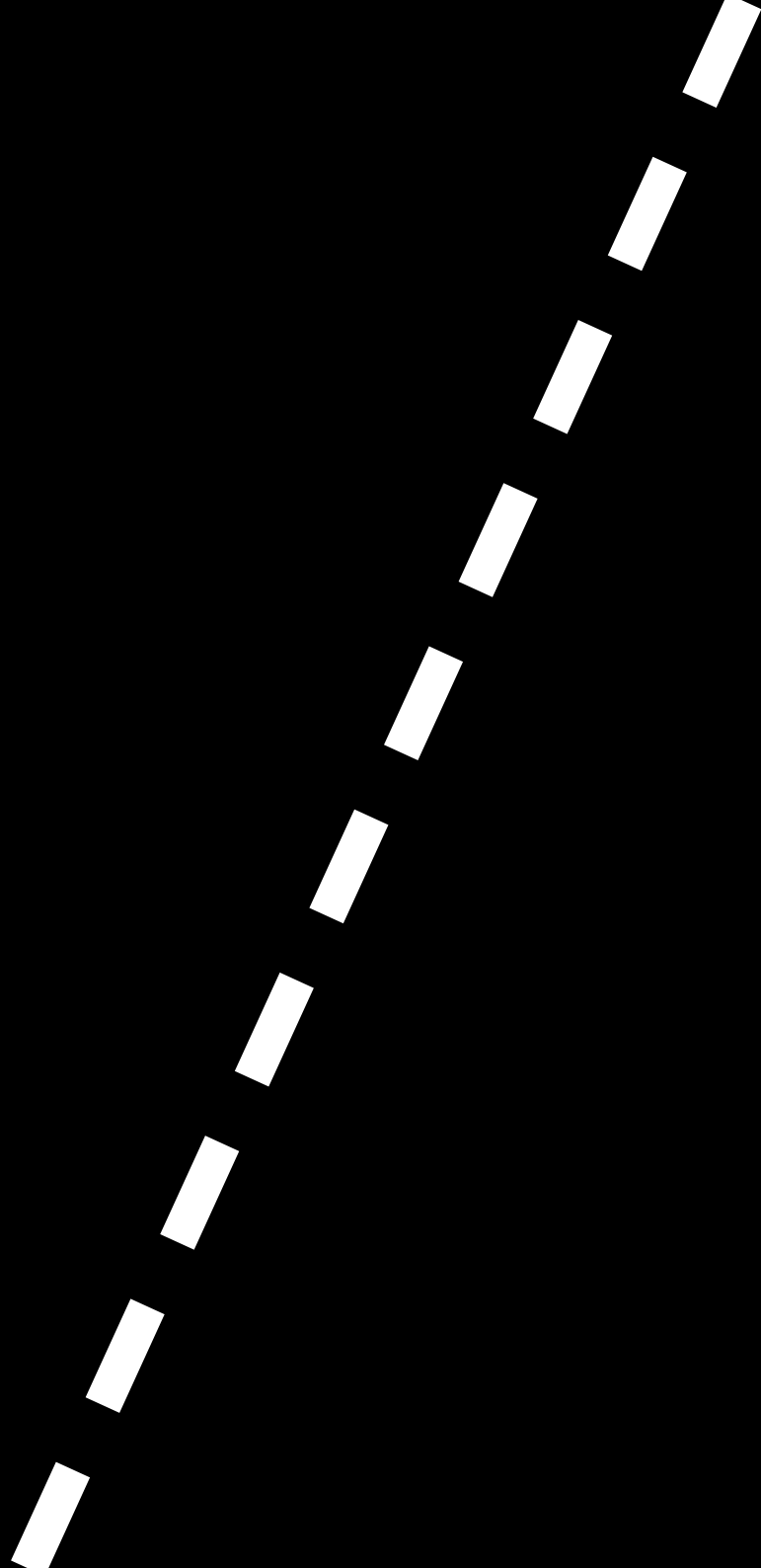
A New Way?

Is using positive, verb-driven, present-tense language that draws on appropriate metaphors the linguistic equivalent of effective visualisation?



A New Way?

And we combine this new language with clear coaching frameworks - questions to help drive insights for our clients, will we drive better innovation outcomes because we're changing the locus of insight: helping our clients have the insights, not giving our clients the insights we've had?

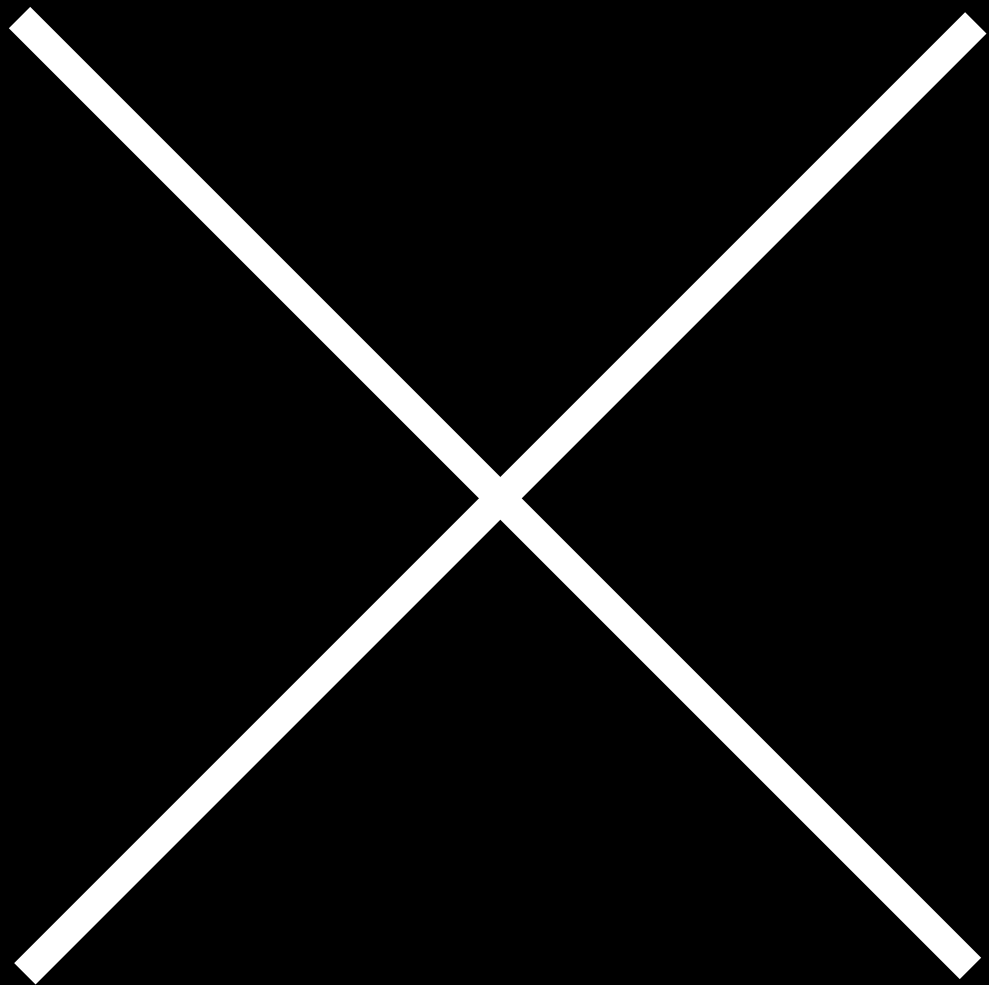




“

**Words
Create
Worlds**

”



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DISTILLERY**

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THANK YOU!

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@markbuntzen

Auckland, September 2017