THE
CHANGE
MINDSET

SURVIVALKIT FOR PROFESSIONALS IN CHANGE

CYRIEL KORTLEVEN

THIS BOOK IS A MUST-READ FOR ...

... the professional feeling slightly stuck in coping with the challenges the fast-changing world throws at him.

... the change manager, professional or agent driven to spread a culture of change within his organisation.

... the leader searching to create an engaged team of people that dare to take initiatives and think outside the box.

... everyone looking for the tools, the language and the energy to boost their creative and entrepreneurial mindset.

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We current ly live in a world of econo mic turbulence, disruptive technology, globalisation and a lot of competitors who are fighting each other to fulfill the needs of ever more demanding custom ers. We live in a VUCA world.

Volatility. Challenges are une xpected or unstable and may be of unknown duration. We're living in a world full of turbulence and great instability.

Uncertainty. The lack of predictability, the prospects for surprise and the sense of awareness and understanding of issues and events. We're living in a worldwhere it is very hard to predict the direction of the future.

Complexity. The multiplex of forces, no cause-and-effect chain and confusion that surrounds organisations. We're living in a world where everything is inter-connected, and all things influence each other.

Ambiguity. The haziness of reality, lack of clarity and cause-and-effect confusion. We're living in a world where nobody has the single right answer anymore.

A CHANGI NG WORLD

ANGELO VERMEULEN

SPACE SYSTEMS RESEARCHER, BIOLOGIST, ARTIST, KEYNOTE SPEAKER, DELFT UNIVERSITY OF TECHNOLOGY, BIOMODD, SEAD (SPACE ECOLOGIES ART AND DESIGN), ECOLOGY, TECHNOLOGY, COMMUNITY, GLOBAL NETWORK, CREW COMMANDER NASA-FUNDED HI-SEAS MARS SIMULATION, SENIOR TED FELLOW.

LET THE END RESULT EMERGE

"During our community art project 'Biomodd' we recycle e-waste and build functioning networks with the different computer components. We then create a living ecosystem inside the computer network that uses the waste heat of the electronics. Together with fellow collaborators of the SEAD collective, we've created Biomodd projects all over the world, and every single project version involves a new group of participants. We always start with the same core idea: e-waste, recycling, and the integration of living biology. The end result can differ widely, depending on the kind of community we're working with. We start with a few guiding principles, but the result emerges out of the local group and is certainly not fixed at the start of the project.

It's crucial to find the right balance between a goal that's not too abstract, and one that's not too specific either. If it's too open-ended, people lose their sense of direction and consequently lose their motivation. If the goal is too specific, people will also disconnect because they don't want to feel like a robot simply executing orders. The right balance will lead to a situation where people feel involved and engaged because there is room for their ideas, and they feel the contribution they make is actually meaningful. It's the task of a good leader to play around with this 'slider,' moving between complete openness at one side of the spectrum, and a detailed blueprint with pre-planned tasks at the other side."

AN AGILE MINDSET

"Freedom and responsibility go hand in hand, and people will respond differently to these. Some people feel more secure when things are predefined by a leader, while others prefer to have more responsibility and want to try out new things on their own. You can explore this by inviting people to experiment and take up way more responsibility than what they're used to. Of course, the feasibility of such an approach depends on the type of projects and departments people are involved in.

I would start experimenting with a more loose leadership style in a department where the organization needs a lot of innovation. Start there, and it might radiate to other departments. And it doesn't mean that it's a bad strategy if there are a few failures. Failures are a crucial part of the agile mindset. Also, make sure that you are sensitive about both the group dynamics and the individual needs of people. You can't apply an agile mindset just by reading a manual. There's a craft to develop and apply an agile mindset."

SWITCH LEADERSHIP ROLES FOR A WEEK

"In the HI-SEAS project, a NASA-funded Mars mission simulation, the main objective is to investigate the psychological effect of long-term isolation on small crews. During the first HI-SEAS mission, I was the commander of a crew of five, living for four months on the slope of the Mauna Loa volcano in Hawaii (resembling the Martian surface).

One of the things I found quite important was having short morning and evening meetings where everybody would speak up and share what was on their mind. Some crew members had questions about the necessity of such sharing and preferred to focus on the operational side of the mission. Out of curiosity, I asked the crew who was actually interested in leading the mission, and four out of five people raised their hands. I accepted the challenge and turned this situation into a small social experiment. For the next four weeks, different crew members took turns acting as crew commander. And at the end of every week, we had an open evaluation of each experience. One major advantage of the experiment was the fact that my colleagues could understand better what it's like to be the leader in such a situation.

However, sometimes it was also quite painful to hear that certain new ways of working were actually perceived to be better than my own carefully crafted method. At those moments, you have to put your ego to the side, and learn from the experience. In the end, it was a very interesting learning curve for all of us."

HOW WOULD ... SOLVE THE BANANA PEEL PROBLEM?

* **The Health & Safety Manager** puts a big fence around the banana peel and makes sure that everybody who walks within 20 meters of it wears a helmet. They might even organise an awareness meeting to explain the dangers of a banana peel lying on the floor.

* **The HR Manager** checks if there is someone in the company who has banana peel pick-up-skills in their profile. If not, they will send a high-potential candidate on a 3 week long banana-peel-pick-up training to make sure that person has the right skills to do the task.

* **The Legal Counsellor** waits until somebody falls over the banana peel and then sues every banana producing company in the world.

* **The Innovation Manager** organises a brainstorm session with a multidisciplinary team to generate hundreds of ideas to solve this challenge. He then gathers the solutions on a one pager and delivers it to the CEO.

* **The Government Employee** hires a team of management consultants that come in, analyse the situation and deliver an extensive report explaining that there is a banana peel on the floor. They advise waiting for 4 weeks until the banana peel has rotted away.

* **The Quality Control Assessor** creates a checklist with relevant criteria (size, thickness, color, shape, ...), and does a risk-assessment of all possible scenarios depending on who may slip on the banana-peel.

* **The Agile Scrum Master** creates a Scrum Board, breaks up the epic "banana peel problem" into 15 Stories and 8 Tasks. He plans 4 sprints of 2 weeks for the estimated Work. Each morning the Scrum Master does a short stand-up meeting with the banana peel-developers and the banana peel product owner to assess whether the situation of the banana peel has changed.
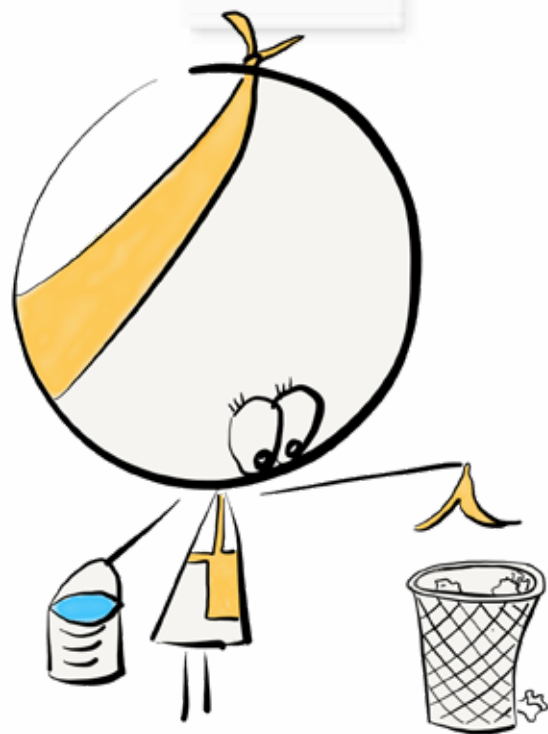
* **The Company Coach** asks the banana peel if it hurts to lie on the floor. He then proceeds to reflect together on some options on how the banana peel could solve it is own problem.

* **The Visual Facilitator** takes a flipchart, draws the banana peel and listens carefully to all reactions from bystanders. Then he draws them, notes comments down, groups them. He then makes people voice what they now think the best course of action is.

* **The Junior Management Trainee** follows the 'problem'-procedure which means that they must print 7 documents from the internet where they fill out the problem and the possible consequences. He gets extra points if he can add a business plan with the necessary figures on how this will affect the quarterly results of the company. This document has to be signed by his direct boss who will discuss it in the next management meeting where they will take the 'right' decision. If he is lucky, he will be informed two months later about the decision.

* **The Communication Specialist** starts to collect quotes from leaders saying how critical removing the banana peel is in the company strategy. He then launches a communication campaign with videos, infographics and a roadshow to warn the employees about the dangers of a banana peel. A few months later, the team invites leaders to give an update on the status of the banana peel... but no one shows up. The management team has been so busy re-defining their strategy and re-aligning their organisation charts, that no one remembers where the cursed banana peel is or who (if anyone) was held accountable for removing it.

* **The Handyman or Cleaning Lady** sighs before picking up the banana peel, and throwing it in the nearest waste bin.

EDUARDO BRICEÑO

CO-FOUNDER AND CEO MINDSET WORKS, GROWTH MINDSET, LEARNING-ORIENTED CULTURE, TEDX SPEAKER, BORN IN VENEZUELA, LIVING IN CALIFORNIA, HUSBAND, SPEAKER, TRAINER, LEARNER.

A LEARNING AND PERFORMANCE ZONE

The 'performance zone' is that moment when you're doing something as best as you can. You're executing. If you are a tennis player, then you're in the performance zone when you're playing a game. You want to win, so you apply all your techniques and strategies in the best way possible to win the game. But, if you're having trouble with your backhand topspin, you will avoid that move because you want to avoid mistakes and lost points.

The 'learning zone' is the moment when you focus on becoming better. You concentrate on the things that you haven't mastered yet (in this case, the backhand topspin). You will practice this move (with a coach) during training sessions to grow your tennis skills. At that moment, it's expected to make mistakes and observe them. You reflect on how you can adjust your technique to become better.

In most organisations, people try to be in the performance zone the entire time. Making mistakes is undesirable all of the time, and you're always in the execution phase. As a consequence, we're doing the best we can, but we're never getting better. We're stagnating. This can be very dangerous for an organisation (and an individual) because the world is changing, and continuous learning is becoming crucial. Successful organisations understand that their employees need time and opportunities to learn. There are many ways to support a learning environment, like clarifying how you want people to learn, having leaders role model learning visibly, and rewarding people who learn & share. It also helps to have a stimulating physical learning environment. once.

LEARNING IN A HIGH-STAKES ENVIRONMENT

1. Create your own low-stakes island. Even in an environment where you always have to be in performance mode, you can start with defining some domains in which you want to improve. Then you can improve in small ways. You could find a mentor or a colleague to share some learnings, or plan some time for learning activities like reading some books or watching a TED talk.

2. Keep executing and observe, reflect and adjust your behaviour afterwards. How did a certain meeting with a high-stake client go? What went well? What could be improved? What are the next steps needed to grow?

3. Become a role model in the high-stakes environment. Start with sharing your learnings and mistakes; create a safe zone where your colleagues can do the same, and give feedback to each other.

FOUR TYPES OF MISTAKES

Not every mistake is the same. Eduardo defines 4 different types of mistakes:

The Stretch Mistakes

'Stretch mistakes' happen when we're working to expand our current abilities. We're trying to do something that is beyond what we already can do without help, so we're bound to make some errors. When a mistake happens, reflect, identify what we can learn and adjust your approach to a more proactive stance, until you master the new level.

The 'Aha' Moment Mistakes

So, you do something as intended, but then realize that it was the wrong thing to do. There's a moment of surprise that makes you realize you need to do things in a different way. For example-you want to help a friend (assuming that help is always welcome), but we find out that the person didn't want help at that moment. Asking for feedback is a good way to learn from these mistakes.

The Sloppy Mistakes

These kinds of errors happen when you do something that you are already familiar with, in an incorrect way, due to lack of concentration. It's a signal to enhance our focus, attention or processes.

The High-Stakes Mistakes

You want to minimize these high-stakes mistakes because there's a lot to lose-sometimes it can be catastrophic or dangerous to make mistakes in these situations. You don't want to experiment with driving blindfolded, or setting out to try out new techniques during a sport championship. It's the moment to perform.

7 WAYS TO LIVE A MEDIOCRE LIFE!

A lot of people are afraid of reaching their full potential. It's indeed a path where you have to dare to dream big, make difficult choices, commit, be persistent and accept failure in order to learn and continue. For those people who love the status quo, here are some tips to live a mediocre life.

1. Keep your dreams very realistic. Make sure that SMART actions are your mantra. Don't even think about doing something bigger than you can imagine. Don't even bother to imagine because that only leads to despair and disillusionment.

2. Listen to all the advice of others. Certainly, to the people who shout loudest and have never tried it themselves. It's absolutely true when they proclaim that 'it won't work anyway'. They are 100% correct in saying that if you never try to achieve your idea.

3. JDo normal - no crazy stuff. The world is already full of crazy people who want to do impossible things. Most of them won't achieve their goals anyway. Okay, a few of them will. But those are the exceptions. If you stay normal and behave within the 'normal' limits, you will be fine. Hopefully.

4. Be complacent. Do you know about the risks of a new idea? There are always risks - certainly in our perception. The status quo is not a bad place. Nothing changes. You do the same as the day before. No surprises. It can be a bit boring ... okay- very boring but hey, you can't have everything in life.

5. Laziness just has a bad name. It's not that bad to be lazy. Always choose the easiest way to achieve a goal. Don't take an extra step or put in some extra effort. It requires energy. Okay, you might miss out on some opportunities, but who said life is about 'having it all'?

6. Always look at the world from your point of view. Stay at home as much as possible because the world is a dangerous place. In a different country, they have a different culture and they behave very strangely. Don't go there because you might broaden your view and that might complicate your life. Having a small world view is easier.

7. Don't commit yourself. Perseverance is hard work - it costs time, money and energy to get somewhere. Spend a lot of time creating lots of disclaimers to make sure that they can never blame you for something. It's easier to stay where you are. Just hope that something extraordinary will happen, or maybe you get lucky.

You Can't Steer a Parked Car

An Australian colleague of mine, Michael McQueen, shared a great story in his book 'Momentum' about taking decisions to keep moving. He says that sometimes we get stuck in the trap of analysis paralysis - holding off on taking action because you want to consider all possible options. The danger is that you lose momentum and don't get to the action.

His dad told him 'You can't steer a parked car'. Don't wait for the perfect moment or until you have all the information, but get moving because you can always adjust the direction once you're on your way. And it's true ... you can't steer a parked car - it won't have any effect. However, when the car is moving, slowly or even in the wrong direction, it is possible to adjust course down the track.

THE 3 MINUTE RULE

This exercise will help you double or triple the number of ideas that you'll come up with during a meeting (if you apply the exercise in the right way ;-)). You can download a poster with idea killers on www.ideakillers.net.

The 3-minute rule works as follows:

1. Select one item on the agenda you're going to apply the 3-minute rule to. In general, if you have a list of 10 agenda points, use your logical thinking and experience to make decisions for 9 of these agenda points. Most of the time, there's one agenda item that could use some additional creative thoughts. Pick that item and reformulate it into a creative question.

Note in case you're not familiar with the concept:

A good creative question is concrete and challenging and starts with the words 'How can I/we ...'. E.g. if you want to attract more customers with a new product, a good creative question would be: 'How can we market our new product to double the number of customers in a month?'

2. Invite your colleagues - for three minutes – to get into the 'yes, and' mindset. Instead of responding with an idea-killer to a new idea, they have to answer with 'yes, and ...'. This forces them to initially accept the idea and add something to it. It might be very interesting to put a print of the idea killer poster on the table before you start.

3. During the 3 minutes, no judgement is allowed and quantity of reactions is more important than quality at that moment. If somebody in the group is still using an idea-killer, the other group members can point to the idea-killers poster to make the person aware that he or she used an idea-killer. The punishment for this is that the idea-killing person must come up with 2 new ideas because they killed one idea. Quite often this judgement happens in an unconscious way, so the person isn't aware that he or she was destroying an idea. It is in fact, an awareness exercise.

4. You will notice that after three minutes, you will have a lot more ideas than in a normal set-up. Also, you'll probably get some crazy ideas. That is NOT a problem because you don't have to implement all of them. Make sure that everybody can see the ideas (maybe put post-its on the table or use a flipchart to write the ideas down).

5. Select the ideas or (importantly) a part of an idea that might be feasible or interesting and combine different small ideas to one or two bigger ones. Those are the ideas that you are going to test.

"The one who says it cannot be done should never interrupt the one who is doing it."

Anonymous

Advantages of the '3 minute rule':

+ You will generate a lot more ideas than in a normal discussion

+ You will also allow the crazier ideas to the table, which might result in a breakthrough

+ You give everybody a chance to contribute

+ There's a good chance that some of the ideas will be implemented because people feel responsible for them (since they had a chance to contribute)

+ It only takes 3 minutes (so even if you don't find a good idea, there wasn't any significant time 'wasted').

IDEA BOOSTERS...

THE ATTITUDE TO BOOST CREATIVITY AND INNOVATION IN YOUR ORGANISATION

Yes, and... Let's find the concept behind it...

Wow, interleresting... **YES!** Maybe now is the right time...

You are on to something... **Good, let's enrich the idea...**

How do they do this in other industries?... Tell me more...

Let's look at the financials later... Let's ship!

Our industry is ready for disruption... **Let's experiment...**

Great! LET'S MAKE IT EVEN MORE CONCRETE...

It's time for change... I will try it tomorrow with one client...

What's the worst thing that could happen?... What are we waiting for?...

WHAT IF A COMPETITOR WOULD STEAL THIS IDEA?...

I love you! Let's spend the lunchtime on it today...

Convince me in 3 minutes... I feel the potential... Why the hell not...

Find a problem... **Fix it...** Start a company...

Stop discussing... **Start doing!**

LET'S KICKSTART THIS PROJECT!

Poster from the book: Creativity in Business
Download your own poster at: www.ideaboosters.net

There's also a poster with idea-boosters available. Put both posters in your meeting room and refer to them when you want to generate some new ideas. www.ideaboosters.net

GIGA

A GIGA DREAM CONSIST OF 3 THINGS

1. NO LIMITS
2. VISUALISE THE FINISH LINE
3. GIVES ENERGY

1. NO LIMITS

The Giga dream is a synonym for a BHAG. Jim Collins & Jerry Porras (author of the book Built to Last) introduces the acronym BHAG (pronounced bee-hag) which is short for 'Big, Hairy Audacious Goals'. These are extremely bold objectives to which great organisations commit utterly and completely. BHAGS are so ambitious that they often seem unrealistic, especially to outsiders. Nevertheless, they are also clear and tangible enough to energise and focus the organisation.

A well-known example of a non-corporate Giga dream is the one set by John F. Kennedy in 1961 when he proclaimed 'that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth.' This was a very bold commitment at the time.

The translation from a Giga dream into SMART (specific, measurable, achievable, relevant and time-related) goals is important, but it's the second phase. The whole purpose of a Giga dream is to stretch your limits and go out of your comfort zone. Dare to explore the borders of the impossible.

2. VISUALISE THE FINISH LINE

It is not a lack of resources that holds people back, rather a lack of resourcefulness. To end your Giga dream visualise what is possible in the future, rather than being stuck in the present. Look at things not as they are now, but as they can be – without constraints.

Use visualisation as a kind of mental rehearsal, which gives you a compelling taste of what your vision will be like in reality. How do you know when you've realised your Giga dream? What do you see? What do you hear? What kind of feelings will you have in your belly? Create a mental picture of the 'finish line' to make the Giga dream concrete. Having a huge, compelling Giga dream doesn't mean that it's vague or unclear. It is tangible, energising, highly focused. People "get it" right away; it takes little or no explanation.

3. GIVES ENERGY

You will know if you've found your Giga dream because you can feel the energy in your whole body. It will engage people; it reaches out and grabs them in the gut. You will find it stimulating, exciting and adventurous. It will stimulate forward progress and momentum. You will want to throw in your creative talents, and skills to go for it.

A Giga dream differs quite a lot from the meaningless, impossible to remember mission statements that a lot of companies are using. Most mission statements are ambitious, but they often consist of very vague terms and lack the energy required to engage their people to take action.
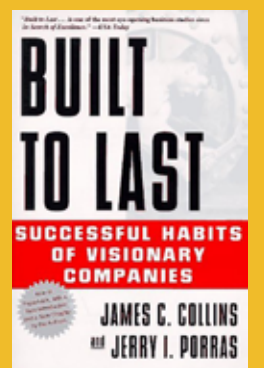
*Built to Last
by Jim Collins
& Jerry Porras*

BELIEVE IN YOUR GIGA DREAMS

In 1986, a football team lived on a little island in the south of Thailand called "Koh Panyee". It's a floating village in the middle of the sea that has not an inch of soil. The kids here loved to watch football, but had nowhere to play or practice. However, they didn't let that stop them. They challenged the norm and have become a great inspiration for new generations on the island.

thechangemindset.video/gigadream

Inspired by the artwork of a Swiss artist Markus Raetz, I've created a 3D printed version of a Yes-No artwork. If you look from one perspective, you see the word 'No' but if you switch your position, you see the word 'Yes'. The artwork hasn't changed, you have altered your viewpoint.

This seemingly simple artwork is an essential ingredient of having a change mindset. It allows you to switch from a 'negative' perspective that you don't like anymore to a more 'positive' perspective.

SWITCHING
PERSPECTIVE

Imagine that you have one client who is always complaining. He calls you every week to tell you what is wrong with your service. Everybody in the office already knows about him, they recognise his phone number and try to avoid being the one that picks up the phone. most colleagues consider this person a problem-client. If you are able to look from a different perspective to this situation, you could also see a person that contacts you weekly to give you feedback on how to improve your service. It's somebody who takes the effort to pick up the phone and spend time to explain why certain elements could be better if applied in a different way.

Chances are that a lot of the 'issues' that come up may be irrelevant for you, or difficult to solve but it is also possible that once in a while, that person comes up with a great idea to improve your service. It might help you to create more happy clients. The danger is -if we have given that person the perspectives of 'NO' or 'Problem', we don't see or hear the potential of certain remarks anymore. Everything that person says, immediately goes into the imaginary 'rubbish bin'. As a result, you might miss out on some great opportunities.

The fact that we can switch perspectives (you

have just proven that you are capable of it, because you could see a 'No' and a 'Yes' in the artwork mentioned before) means that reality is not always what it seems to be.

Reality plays tricks on our creativity by only allowing us to see what there is. If we take this one step further, we can only see what we think is there. So, we get 'used' to our own perspective of reality. Studies have already proven that perception consists of information gathered from outside for only 20%. Consequently, 80% is produced in the brain itself. All our senses pick up information from the outside world and transform that into an image inside our head. For that reason, our society (politics, advertising, ...) puts a lot of - sometimes unintended - effort into influencing our reality. The patterns that we are seeing are not coming from the outside but are rooted in our own perceptions.

Rodolfo Llinas, a professor of neurology at the medical faculty of New York University goes a step further and claims that the outside world is just a projection created by our brains. A motion picture that explores the endless possibilities of this is 'Inception' by Christopher Nolan. In the movie, layer upon layer of brain projections are created in order to effectively alter someone's reality.

WHAT'S YOUR
PERSPECTIVE ON LIFE?

No... Yes... Problem...
Opportunity…

thechangemindset.video/yesno

The thinking patterns that influence our perception are the reason why switching to a new perspective is hard to do. It took hundreds of years before humanity accepted to switch the perspective from a flat to a round earth.

If you want to change, you need to do that effectively, otherwise you will always be thinking that the status quo (or old ways of thinking) are preferable. If you still believe that your old phone is better than a smartphone, then chances are you're still using your old phone. If you believe that to command and control is the best way to manage your employees, you will never make the switch to self-steering teams, because it doesn't fit in your perspective, which is your reality.

If you believe that self-driving cars; artificial intelligence and 3D printing are dangerous inventions, then you won't experiment or use these new technologies until the moment arrives when your perspective switches - the reason for the change of perspective can have all kind of circumstances.

The above examples prove that it is truly possible to change your own perspective and look from a different angle at a situation. This means that you can make a decision to at least try and explore new pathways to solve a certain challenge.

5. TRENDS SOCIETY

1. A group of max 8 people gather around a table and one person has a piece of paper and will write
2. Everybody can add a trend in society and the writer creates a mindmap with all suggestions (go as broad as possible in terms of trends - don't stick to your own industry) - 3 minutes to get as many associations as possible
3. Put mindmap in the middle & divide group in pairs. Every pair picks an association that has nothing to do with original question
4. Use that trend as inspiration to generate new ideas. Switch trend after 2 or 3 ideas.
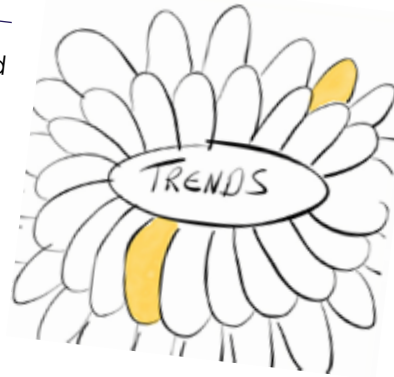
Example: you pick the trend 'globalisation'. Possible ideas: 'Take 10 minutes to do a google search on how other companies are stimulating creativity.' or 'let employees who come back from a holiday share some innovations or bizarre things they have learned abroad.' Trend 'Artificial Intelligence'. Possible ideas: 'All employees get an AI chip to generate more ideas.' or 'Invite a trend-watcher for a speech.'

6. SUPERHERO

1. Groups of 4 people and everybody shares his or her hero (could be a real or fictive person, comics, historical figures, …).
2. Choose the hero that everybody recognises but not a stereotypical hero like Superman
3. Write down some charactericstics of that hero
4. How would the hero solve your problem? Use the different characteristics to come up with different ideas
5. Re-associate - translate the actions of the hero into concrete solutions

Example: you pick Frodo from Lord of the Rings as your hero. Characteristics: small, courage, no special heroic powers, ring, accompanied by his friend Sam. Then you reframe the question: What would Frodo do to stimulate more creativity? Possible ideas: 'Go on a quest to find the solution' can become 'Organise a quest within the company where employees have to bring in ideas to solve the quest.' Or 'Ask for help from friends' could lead to 'Every employee will contact a friend in a different organisation and ask what kind of initiatives they take to stimulate creativity.'

LOOKING FOR MORE?

Then I can suggest to have a look at the 27 methods shared by Marc Heleven and Ramon Vullings

27 creativity & innovation techniques explained
in one-pagers !

thechangemindset.video/27techniques

"CREATIVITY IS ONE OF THE LAST REMAINING LEGAL WAYS OF GAINING AN UNFAIR ADVANTAGE OVER THE COMPETITION."

ED MC CABE

7. REVERSE THINKING

1. Reverse the question
   In this case: 'How can I make sure that nobody in my team will come up with new ideas?'
2. Invent ideas for the new problem statement on a seperate sheet
3. Reverse every idea on the list and re-associate. Go to the extremes - don't just reverse the negative idea into a positive one. How would the extreme positive side look like, + also explore if you can stay on the negative side and turn that into something positive.

Example: a 'negative' idea could be: 'If you have an idea, you have to fill out 7 documents and get 4 signatures before you can share it'. If you reverse this idea, you could get the following 'real ideas': 'Create a very easy process to share ideas - in every meeting we allocate 10 minutes for new ideas', or you stay on the negative side 'You have to follow a difficult process to make sure that you are really motivated to share that idea.' or 'Make it very exclusive - only the top 10% of the best employees can come up with new ideas'.
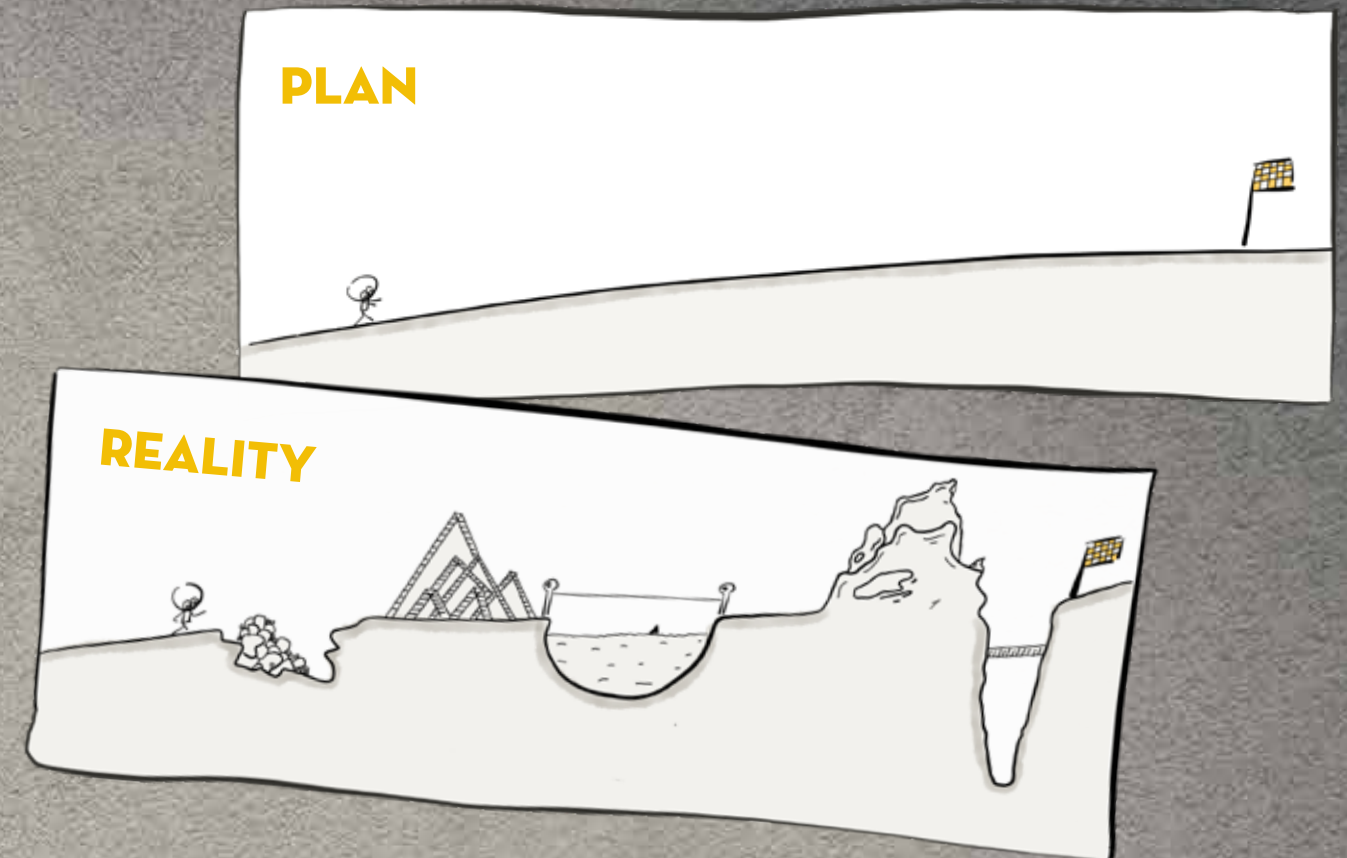
PLAN ≠ REALITY

Planning is a crucial element for every project. Without a plan or direction, we will allow chaos to take over. However, it looks like the balance has shifted to the opposite side of the spectrum. In many companies, planning has become more important than the action itself. Employees spend months on analysing and developing the perfect plan, but once the plan is 'confronted' with the reality outside the meeting room, it shatters into pieces in a very short time.

A project is a living, growing process and won't happen in a vacuum. No matter how much time you spend planning, something will change, and if that makes large portions of your documentation obsolete, it means you have spent too much time creating it. Starting to act earlier on (with smaller actions) is often the best way to learn whether your plan is going in the right direction.

PLAN

REALITY

4 MONTHS WORKING ON THE BUDGET PLAN

In September every year, a team of several people begin working on the yearly budget for the next year. That process last for 4 months, and takes up a lot of the resources and time of our people. Nobody will argue that it's bad to have a good plan ready, but the reality shows that the plan already has to be adapted drastically after 4 weeks into the new year, because the conditions and environment change really quickly in our industry. Now it looks like nobody is referring to the budget plan anymore - until it gets back on the agenda in September of next year.

Manager large telecommunication provider

"IF PLAN 'A' FAILS, REMEMBER YOU HAVE 25 LETTERS LEFT."

CHRIS GUILLEBEAU

BUT HOW CAN YOU GET BACK ON TRACK WHEN THINGS GO AWRY?

+ Be aware that this 'reality check' will happen. You will get distracted or change your mind so don't go into panic mode.

+ Reach out for support. Have a chat with a friend, coach or colleague to solicit empathetic support so you can move out of 'self-blaming' fast.

+ Come back to why you're doing what you're doing in the first place. Connect to your mission again.

+ Pay attention to what's true. Make a distinction between what's really true and your excuses to avoid a certain fear.

+ Recalibrate. It's time to get back on track. Take out your plan, adjust accordingly – however big or small – and get moving again. Your work matters. Your business matters too.
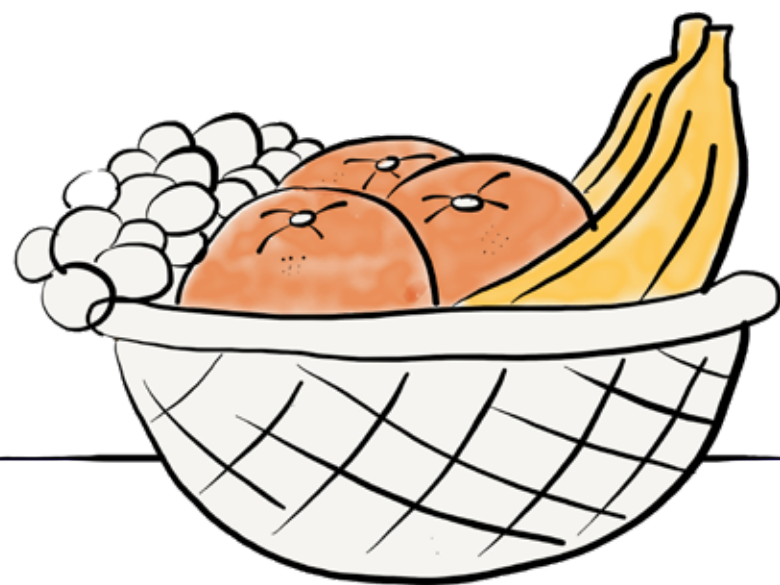
THE BANANO ACTION

More and more companies offer their employees a piece of fresh fruit as a healthy perk. Often, you'll notice that the bananas are gone, and the oranges are still there. How is this possible? It's not that bananas are objectively more delicious than oranges. The difference in their popularity comes down to one thing: how easy are they to peel.

Tania Luna & Jordan Cohen have done research on this topic and call this phenomenon the 'banana principle'. Human beings operate on the principle of the Least Effort - given several paths, we choose the easiest. How can we reduce friction so that positive actions feel more like a glide than an uphill trek? We can use this banana-principle to support all kind of change initiatives. How can we reduce friction if we want our employees to behave in a certain way?

Make the change as easy as possible. For example, do you want more brainstorming in your offices? Then make sure people have access to post-its and flipcharts in every room. You want people to switch off the lights when they go home? Put the garbage bin under the light switch because there's a good chance that people want to throw something away before they go home.

Positive psychologist Shawn Achor talks about the 20 second rule. He believes that 20 seconds can make all the difference when it comes to behavior change. Specifically, making tasks slightly easier or more accessible will encourage you to do them, whereas making a behavior slightly harder will decrease the likelihood that you will give in to your urges. If something – such as checking your social media – takes you 20 seconds longer to do, you're less likely to do it.

A BaNaNo action is the first, small step that you can take to check if an idea or project has potential. Imagine that you have a limited amount of money (max. 10 euro/dollar) & time (max. 1 hour)

BANANO ACTION: OLD REPORTS

At a larger financial organisation in Belgium, I had the opportunity to collaborate with a team responsible for delivering monthly reports with key figures for 9 other departments. Every month these departments receive an extensive report with key figures of the previous month. I call them the 'Report Team'. They felt that nobody was really reading these reports, although they were time consuming to create.

The Report Team decided to change the extensive paper report into a short digital summary, with only key figures that the specific departments needed. Due to egos and political games, they knew that the department's heads wouldn't agree to this. Consequently, the report team decided that they would experiment with a 'BaNaNo-action'.

The following month, they resent out an 'old' report (from 2 months earlier) to one department, only changing the title and announced it as the most recent report available. Nothing happened. The next month, they sent out the exact same 'old report' to all departments. None but one department noticed the mistake. This proved the Report Team's hypothesis that hardly anyone paid attention to their reports.

This encouraged the Report Team to organise a meeting with the department's heads, announcing that they would receive a digital summary in the future. As expected, they were annoyed, claiming they needed the extensive report.

Thanks to the BaNaNo actions, they could prove that people weren't reading the reports. The heads conceded to smaller digital report, saving a lot of time and money for the Report Team as well as giving them the satisfaction of actually having made an impact on a change that in future allowed them to focus on more important tasks.

THE PIANO STAIRS

'The piano stairs' is an initiative from the funtheory.com. The stairs will play notes of a melody or piano tones when people walk on them. These artworks stimulate people to take the stairs instead of the elevator or escalator.

thechangemindset.video/piano-stairs

DEVELOP A
NEARLING CULTURE

You will find several examples how you can create a culture in your organisation that allows space to talk about nearlings and stimulate a more entreprenerial mindset.

The nearling circle

Gather in a special place designed for a weekly or monthly nearling ceremony.
Invite the people to stand up (one at a time), and confess a mistake or nearling in front of the crowd.

Let them answer the following 3 questions:

- What did you fail at?
- How did you cope with it?
- What would you do differently?

Celebrate the mistake with a round of applause, or preferably with beer and champagne.

Do's

- Encourage the most senior leader in the room to admit his or her nearling to start with.
- Make sure you create a truly safe environment. If at any time any sanctions are made, trust will vanish instantly.
- Create a prize for the best nearling.

Don'ts

- No blaming and shaming.
- Do not expect that everyone wants to share their biggest nearlings from the start. Normally, people find it very discomforting to genuinely open up. Don't force it, be patient and keep building trust.
- If people repeat the same mistake over and over again, something is wrong. When this happens, it means they are not learning from previous mistakes.

Add KPIs to reward risk and failure

Most KPIs are tied exclusively to productivity, efficiency and boosting the bottom line. However, without incentivizing risk taking and without making allowances for the inevitable outcomes that comes with taking risks (failure), innovation will remain all talk and no action. To truly make trying new things part of the culture, employees must be measured by it. A simple way of doing this is to hold employees accountable for trying a new approach to one of their tasks each quarter.

FuckUp Nights

Fuckup Nights is a global movement to share stories of business and professional failure. It is powered by an event series in 250 cities of 80 countries. Since it began a few years ago, the initiators of the FuckUp Nights have started a research arm called 'the Failure Institute', to do research on all the cases shared at the Fuckup Nights to help decision makers make better decisions.

Oeps, we forgot the most important value

To make sure that everybody in our company would understand the core values, we took several actions. We started with checking if our 'old' values still represent the 'new' company that we want to be and did several sessions with the senior leadership team to identify our 'new' core values. After that, we had (town hall meetings) WORK SHOPS with ALL our employees to start discussions about these values and what they would mean in our daily business processes. And we had to make some hard decisions to say goodbye to some leaders who didn't fit in our 'new' organisation anymore.

Another idea to spread the message, was creating a note block with the core values on it & every employee would recieve one of those note blocks. It turned out we missed the most important one, Safety! We had taken that value so for granted, that we actually forgot to explicitly notice it on the block.

Instead of considering this as a big failure, we looked at it from the point of a nearling - we did something with the right intention but it didn't work out as expected. And that mindset helped us to use this nearling as an opportunity to emphasize the importance of Safety even more. We gave everyone a stamp with the word Safety on and asked them to stamp it on the note block themselves. It turned out that it was a great way to make sure that Safety is in the heads of all our people.

HR Director @ large supplier to printing and packaging industry

'Failure is not an option. It's a privilige re served only for those who try.' - Anonymous

THERE'S ONLY ONE MOMENT TO CHANGE

My name is Cyriel Kortleven which translates literally to 'Short Life' in English. From the moment I was born, every single day upon citing my name, I've been reminded that we are granted a limited time on this earth. This is the one absolute certainty we have in life: we are born at a certain moment and we will die. A lot of people approach this fact in a very heavy way and feel a bit sad about it. They are hoping that some day the 'elixir of Eternal Life' will be invented. However you can also look at this fact from a different perspective. Today is a new day and you can decide to live your life to the fullest, today.

I believe that you can choose to change your mindset at this very moment. Results won't be instantly visible. They may even ask a lot of effort and endurance but it sure starts with a decision; the decision to make a change. Are you committed to decide to start doing things in a different way? Are you committed to make sacrifices to go in a certain direction? Are you committed to go out of your comfort zone – even out-of-your-box - and do the hard work of changing your life?

CHANGE HAPPENS **NOW**

ABOUT THE AUTHOR

Imagine a man coming in. He's friendly. Joyful. Expressive. Very present to what you want to discuss with him and happy to be of service. His enthusiasm is contagious, his playfulness apparent, his creativity endless. At the same time he is practical and to the point. He knows his stuff. There's also something you can't quite put your finger on. A kind of innocence that puts you at ease. An openness that is integer and authentic. Take a deep breath, relax and allow that smile to emerge on your face ...

You've just met **Cyriel Kortleven**.

Cyriel is the first Belgian CSP (Certified Speaking Professional) and one of only 35 Global Speaking Fellows. But more importantly, Cyriel is on a mission: boosting the creative & entrepreneurial mindset of professionals in change. To that effect I deliver keynotes all over the world and write books around 'The Change Mindset'.

Are you looking for an inspiring keynote speaker in the area Change? Do you want your audience to leave your event energized and ready for real action? Are the words 'interactive', 'inspiring', 'fun', 'pragmatic tools and tips' and 'lots of energy' resonating with your event goals? Then dive into this bookazine for a quick overview and invite Cyriel as a keynote speaker at one of your events to achieve your goal.

'Cyriel' in 25 words: global speaker, author, Change Mindset, inspirator, Certified Speaking Professional (CSP), digital nomad, interaction, less is beautiful, Yes And Act, obstacle run, burning man, loves Liane, present.

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"In a time when most people do not have time to read books authors need to be creative and that is just what Cyriel has been with this Bookazine. But to get read books need to be more than creative, they need to inspire - and that is much more difficult (trust me, I know as an author of ten books myself) but again Cyriel has done it. Cyriel is one of the most positive and inspiring people I know and in this Bookazine his positive and inspiring spirit shines through. If you can not get a one-on-one with Cyriel the second best thing is to get "the change mindset"."

- *Fredrik Haren, author of 'The Idea Book'.*

"Doing more of the same will get you to where you're heading but most likely not were you really want to be ... a constant change is needed to overcome that !! Cyriel's bookazine provides a set of refreshing and inspirational instruments that help driving transformation in all sorts of environments. A real survival guide."

- *Peter Lathouwers - Digital Innovation & Solutions Leader @ Cegeka*

"Whatever industry you work in, understanding and reacting to change is essential, to stay relevant and enable success."

- *Simon Yeowart, Program Director @ The Eventful Group*

"Having the tools to embrace change, creativity and action are absolutely necessary in these dynamic uncertain times. Cyriel has the unique ability to be both fun & profound in providing easy to get tools, processes and awareness creations that are completely relevant NOW! Whether you are a high flying executive, an entrepreneur or someone who wants to make a difference. Jump in to grow and expand your mind-set and abilities."

- *Mark Fraser-Grant, International Coach, Facilitator and Trainer @ Beyond Coaching*

"In this new world of Change, we constantly have to adapt and be more agile than before, otherwise we're left behind! Living in a VUCA world, means that we are confronted to situations or environments that stimulate high levels of Volatility, Uncertainty, Complexity and Ambiguity. In other words, it's crazy out there!. In his book, Cyriel manages to bring all of those concepts alive while giving tips and solutions in order to survive in it! Thanks for your visions & creativity Cyriel."

- *Michael Nielsen - Managing Director @ TENEO events*

"Having a Change Mindset is crucial in this age of disruption. Master storyteller and agent of change, Cyriel has written a transformative book that will impact your life and business. Start your change journey to prepare you for what is coming. Read this book!"

- *Jerome Joseph, CSP, Global Speaking Fellow, Global Speaker & Best Selling Author of 7 books on Branding*

"In my role as thoughtleader and speaker around customer-centric organisations, I see organisations struggle to keep up with all those changes in this high speed digital world. Cyriel's message around the Change Mindset is really a kind of survivalkit for those professionals in change. His bookazine is simple, pragmatic and very fun to read."

- *Steven Van Belleghem - author, keynote speaker and entrepreneur*

"Cyriel Kortleven's 'The Change Mindset' provides you with a cornucopia of ideas for surviving and thriving in a changing world. But beware...this book will make you re-think about your life and work and could lead to unexpected moments of happiness"!

- *James Taylor, MBA, FRSA, Keynote Speaker on Business Creativity, Innovation & Artificial Intelligence*

"Welcoming Change, even when it feels (very) uncomfortable, helps you to handle future change coming up. A lot of the tools & techniques in Cyriel's survivalkit are really useful and easy to apply. They have helped us to stimulate experimentation."

- *Sabine Blanchet, HR Director @ Unilever*

"Rarely do I read world class materials served up with strong practical application ideas. Cyriel Kortleven - thanks for a magnificent book. The visuals are amazing, the content life changing, and the results are showing up already."

- *Ian Stephens - Founder @ Enrich Training & Development*

"I am pleased with how easy it reads, you can browse back and forth, read 'an article', put it back, knowing that you will come back to it soon. It does read like a really good magazine which you always have lying around. In particular what I like best about the bookazine is that it's practical; it motivates and helps you to get into action; go change!"

- *Arjan Landesbergen - Director Customer Care EMEA @ Rockwell Automation*

"The world needs change like never before, which necessarily requires a change of mindset. Cyriel Kortleven's compelling contribution to this challenge is simple, yet powerful. By taking the time to intentionally suspend our judgment, assess situations from a fresh perspective, and then doing something different we might just reach the true potential of a human society that can live in balance with the natural systems we depend upon."

- *Simon Harvey, Executive Director @ Proxima Consulting*

"In The Change Mindset Cyriel provides actionable advice how to deal with change. With key insights cool examples & easy to apply tools, Cyriel helps you to take the next step up the ladder of change in organisations. This bookazine is suitable for both leaders & professionals searching for proven & tangible tools on how to deal with change in this ever more challenging world."

- *Ramon Vullings - international keynote speaker, cross-industry expert & ideaDJ @ RamonVullings.com*

"The secret to changing your mindset is simple. Get out of the way. And read this bookazine. And explore the mindsets of those who are already free and loving life. And then change your own mindset and your world. Cyriel Kortleven is The Change Mindset Guru and his latest bookazine offers us a treasure trove of ideas and advice for creating a truly extraordinary life."

- *John Hale, Global Keynote Speaker – The Strategic Mindset @ Hale Consulting Group*

"You can't change anything if you can't change your mind. Having a growth mindset is non-negotiable if you want anything great for your life and relationships. Cyriel has done amazing work to get so many useful tools and ideas into this beautifully illustrated "bookazine" - which I highly recommend."

- *Wynand Jacobs, Life and Relationship Coach @ The Identity Entity*

"A Change Mindset and a dare to try attitude are essential to become future-proof a in our continuously changing world"

- *Marleen Crombez, Innovation Coach @ Pfizer*

"The book hit me like a slice of lemon; fresh, provoking and edgy! If you share the mentality and mindset Cyriel puts through in the book you're in for a good and exciting future. If not, well.. it might just be exciting - Read it!

- *David JP Phillips, Coach, Public speaker & Founder @ SpeakerRating.com*

> Trend watchers and futurists will flabbergast you with hip & hot examples of new technologies and trends in the world (but they easily skip the part on how to handle them).

> Motivational speakers will boost the energy of your audience to be open for change (but they often forget to bring all that energy to practical application).

> Change managers will focus on structures and processes to facilitate change in an organisation (but they might lose track of the professional in the organisation).

If you are in search of clues on HOW you yourself can keep up with the ever-changing world, then this bookazine is a must-read for you.

THIS BOOK IS ABOUT THE CHANGE MINDSET.

HOW do you cope with the changes you see in the world around you?

Which **PRACTICAL** tools will help you stay flexible and open to possibilities?

How can **YOU** boost your creative and entrepreneurial mindset?
And stimulate the mindset of the **PEOPLE** you work with?

Sure, change can be frightening. But change doesn't have to be hard.

It all starts with the right mindset. Set your mind to change.

10% of the revenues of the booksale go to a charity:
Together We Can Change The World.

A BOOKAZINE BY
CYRIEL KORTLEVEN

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