

# Visual Variation

## Agile Learning and Communication for Managers in fast-paced Industries

Zoomikon, 18.1. 2023

HSG Alumni Webinar

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# Agenda

1. Welcome: Our Context & Purpose today
2. Interview: Key Management Challenges to discuss
  - I. Shaping a Career - creatively
  - II. Leading - consistently
  - III. Communicating - clearly
  - IV. Changing - courageously
  - V. Being resilient - consciously
4. Dialogue: Your Questions & Comments
5. Conclusion: Wrap-up

# Our Purpose and Context in this Session

Why?

- **Joint Purpose:** Reflect about *leadership challenges* in fast-paced industries and how to tackle them. Stimulate you to reflect on your *own approaches this year*.

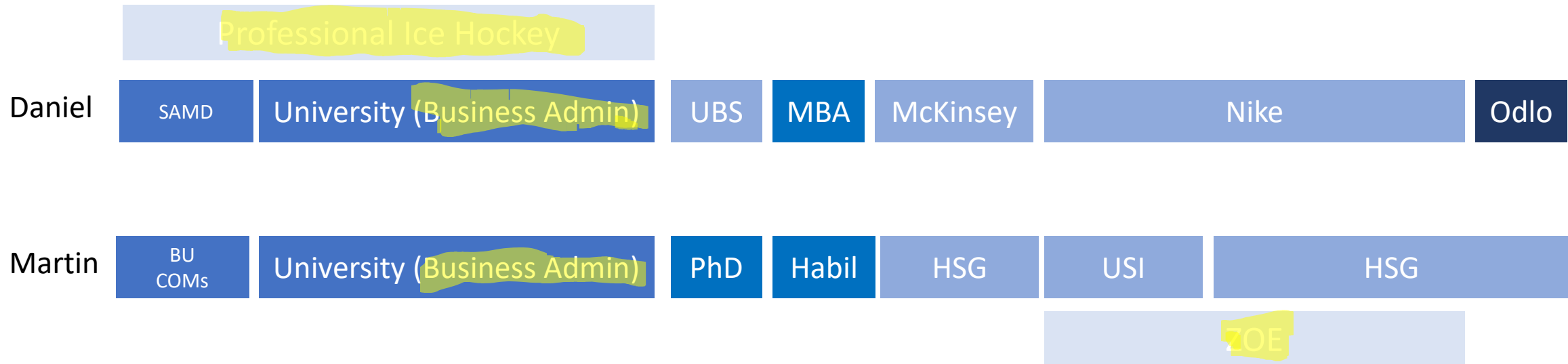
How?

- **Martin:** Piloting a novel experience sharing, agile learning and graphic communication *technique* to empower anyone to communicate and think *visually* - with **Visual Variation**.

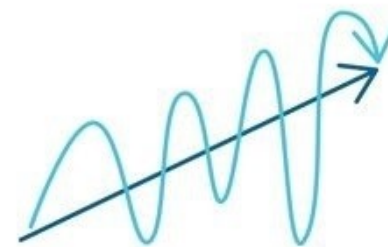
Who?

- **Daniel:** Starting a new CEO position and using this as an *experience sharing* and reflection opportunity.

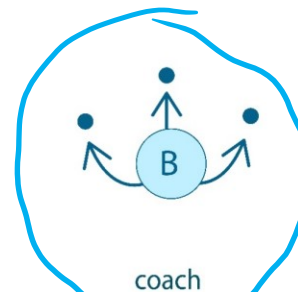
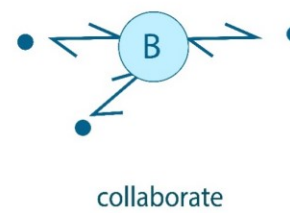
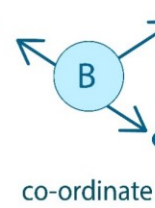
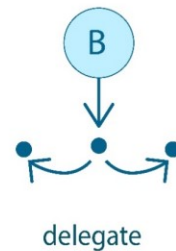
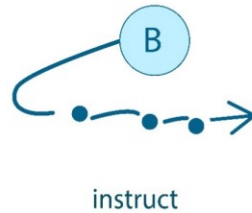
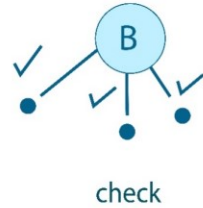
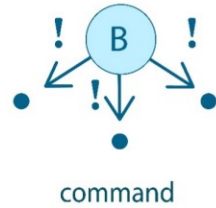
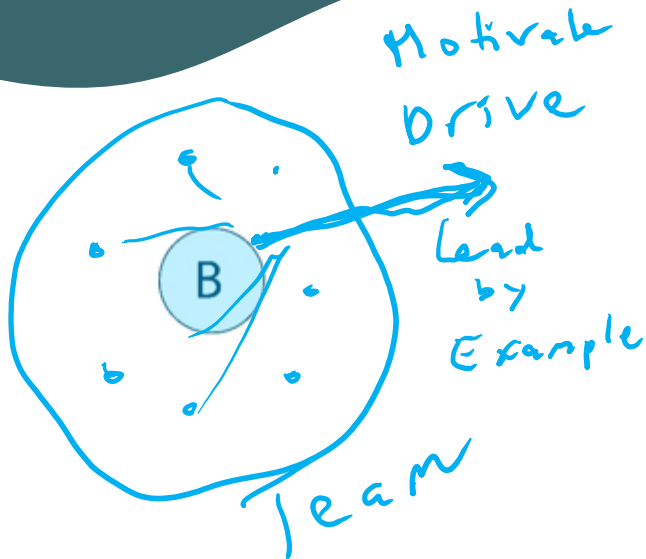
# Background: our CVs as Segments



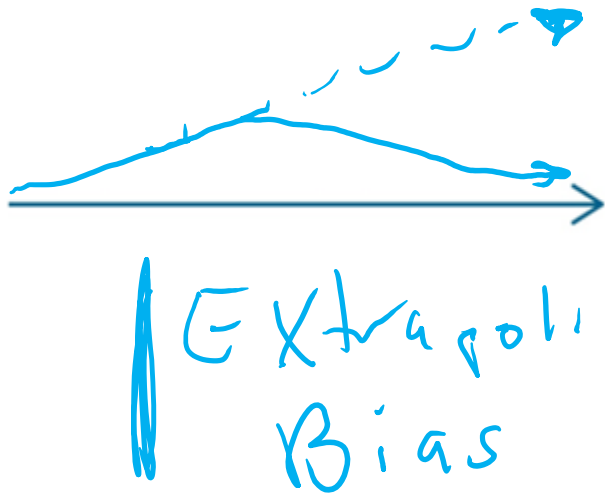
# I. What's a Career?



## II. What's a fitting leadership style for today?



### III. Which thinking traps matter most for fast-paced decisions?



Sunk Cost		You should stop it now. But you keep investing/working on it.
Confirmation Bias		You should look for other evidence. But you just confirm your own view.
Functional Fixedness		You should use it differently. But you use it as always.
Planning Fallacy		It takes this long. But you think it takes this long.
Bandwagon Effect		The others go this way. So you go that way too.
Anchoring Bias		You should decide independently of a reference point. But you get anchored by somebody's initial reference point.
Problem solving set		You should use the solution most fitting to the problem. But you re-use the solution that helped you recently.

# IV. What are your key communication challenges?

## The Five Dysfunctions of Communication



The wrong medium is chosen for communication.



Communication breaks down because of relationship issues.



Communication is one-sided because of a lack of listening.

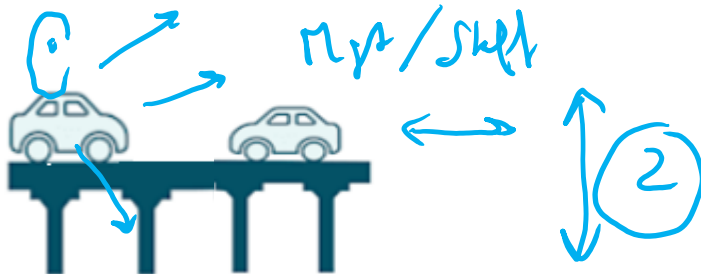


Communication leads to misunderstandings because of a mismatch of interpretations.



There is too much communication that drowns out the key messages.

Board

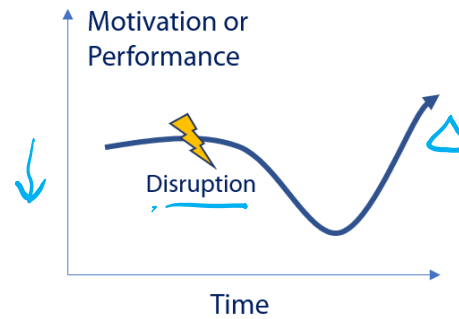


formal  
in formal ③

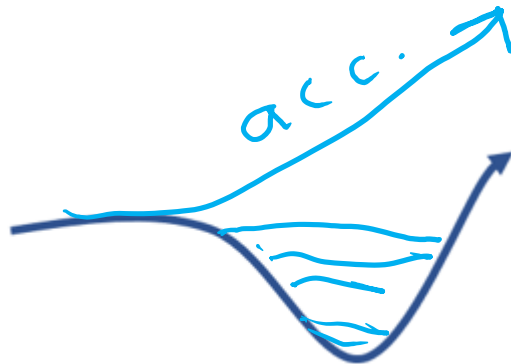
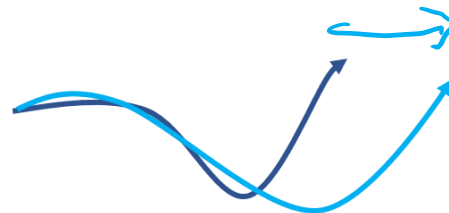
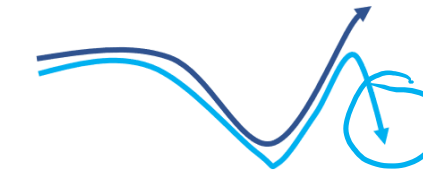
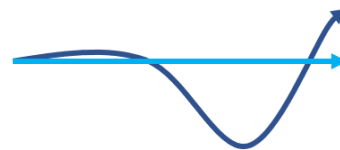
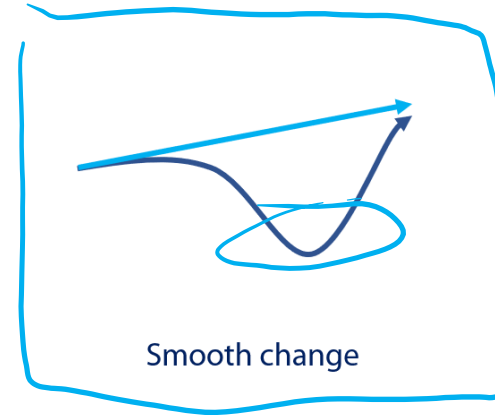
VISUAL VARIATION



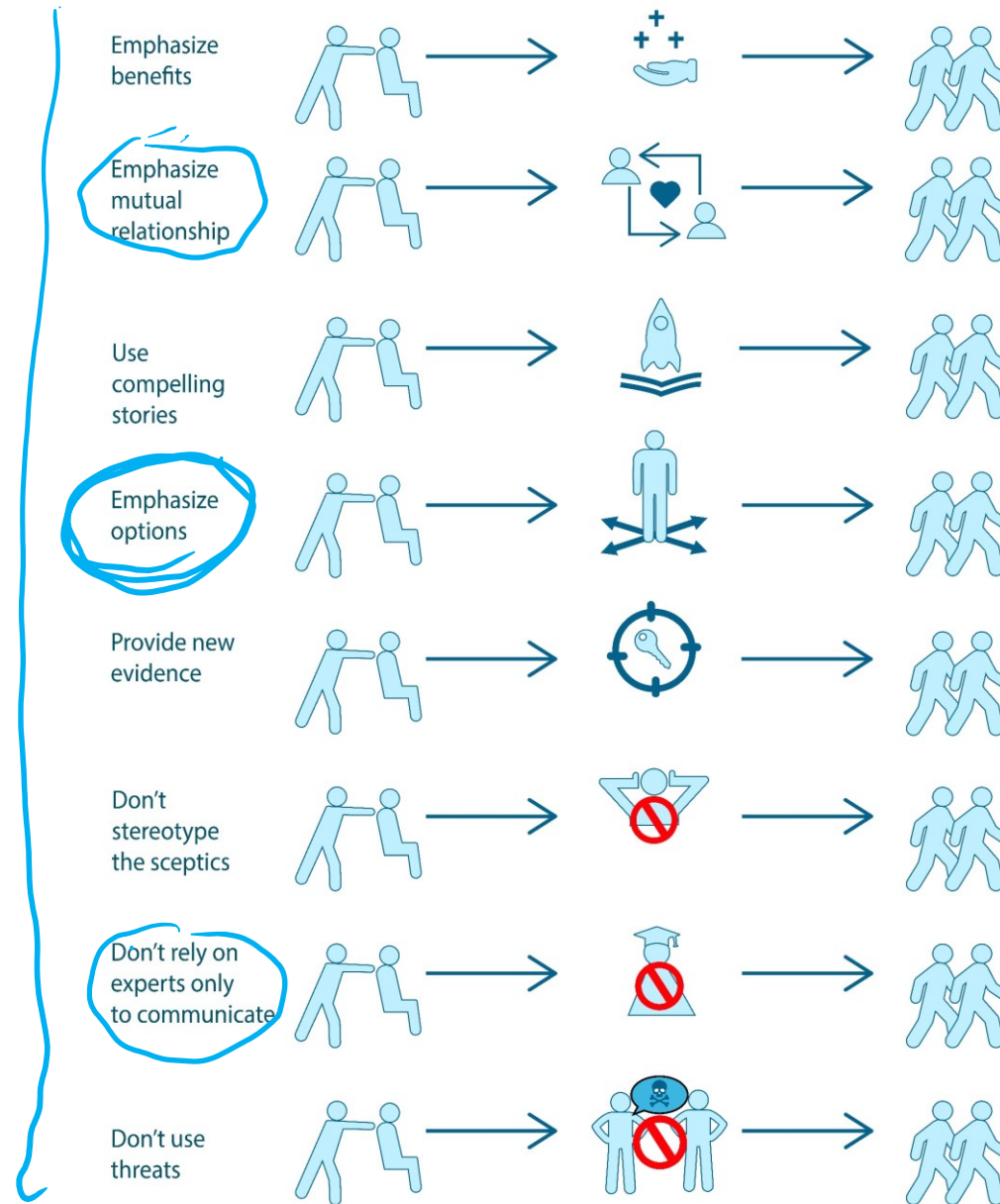
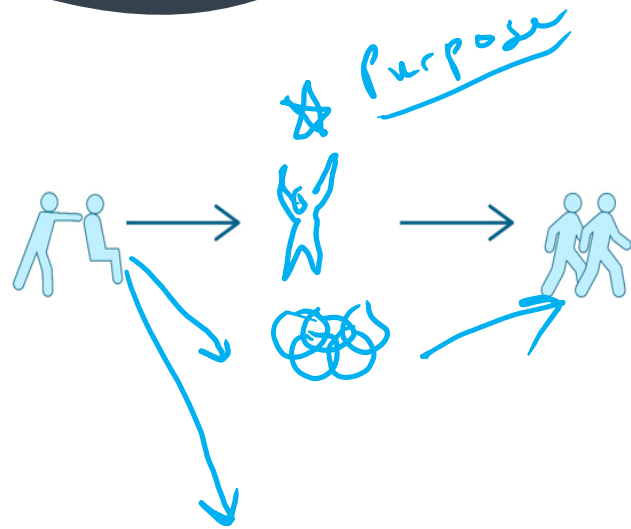
# V. How to make change efforts succeed?



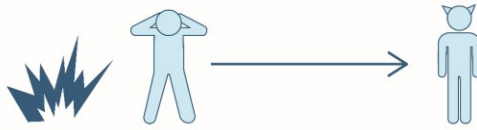
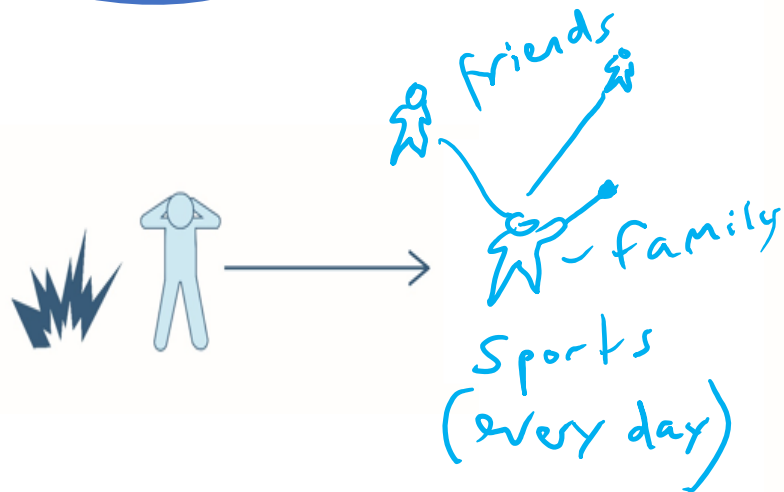
The Change Curve



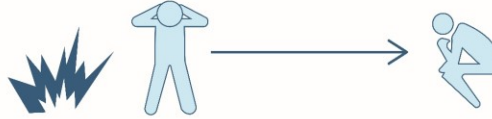
# V. How can you reduce resistance to change?



# VI. How do you react to setbacks?



Attacking yourself and others



Dwelling on negative thoughts



Avoiding it all



Self doubting



Compensating



Developing coping resources



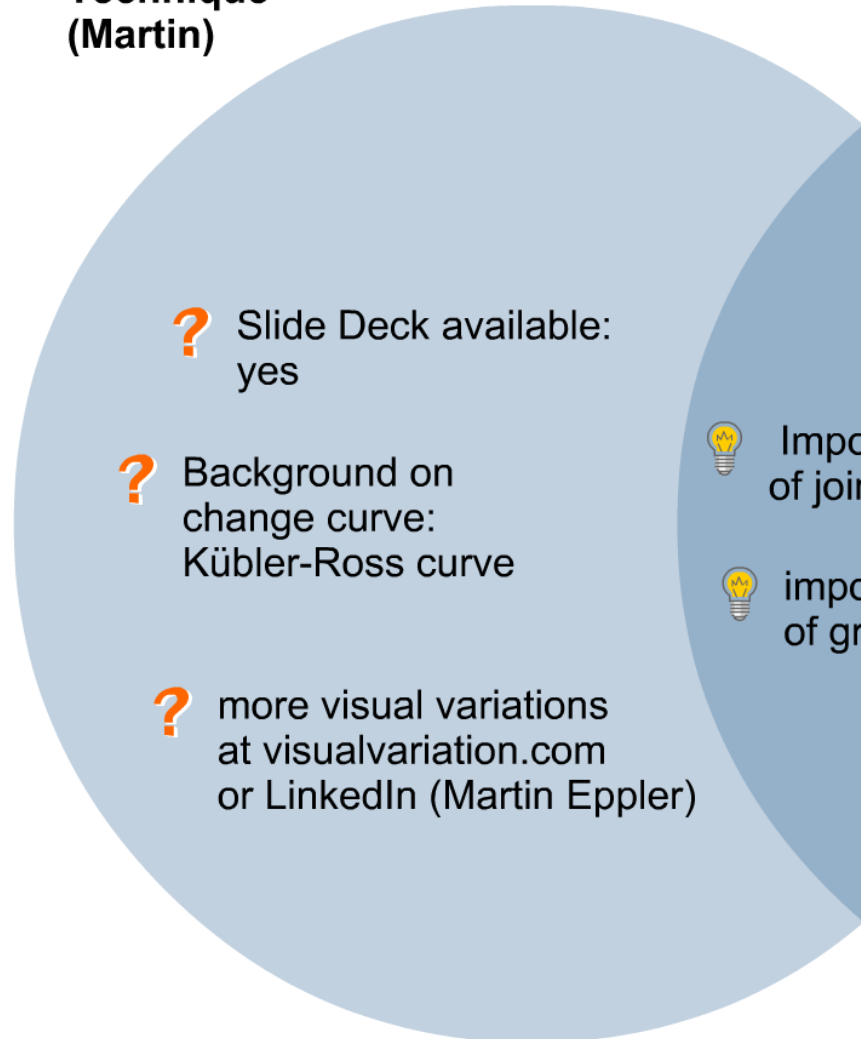
Reframing as learning opportunity  
(growth mindset)

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# Your Questions & Comments

## Visual Variation Technique (Martin)



? Slide Deck available: yes

? Background on change curve: Kübler-Ross curve

? more visual variations at visualvariation.com or LinkedIn (Martin Eppler)



Importance of joint passion



importance of gratitude

## Executive Experiences (Daniel)

? How to motivate people (who are motivated by their pay check)? Hire people who can identify with your brand, Give them an environment in which they can flourish and make connections. Find common passions.

? Can setbacks be learning opportunities? Reflect on the role of different stakeholders in a setback (and your own idiosyncracies/characteristics).

? How to be an authentic leader? Know thyself (strengths and weaknesses) be a BS buster

? How to set the right priorities? Listen and Analyze

# Background: To see beyond

[www.visualvariation.com](http://www.visualvariation.com) or on Amazon

