the

COLLECTIVE
GENIUS

simulation

LEADER IMPLEMENTATION GUIDE

TAKEAWAY TOOLS

SIMULATION FLYOVER PREVEIW
11.20.23 and 12.05.23

PARΛDOX
STRATEGIES

Advantage

EMBRACE INTEGRATION

OVERVIEW

Many of the decisions we make for and with our teams are little more than the simple selection of one option, to the exclusion of all others, or some sort of splitting the difference between alternatives. For more complex challenges, it is critical that the team see a problem holistically, and then integrate a variety of perspectives and ideas to create the best solution. This tool guides you as the leader in keeping multiple options open so that the teams can practice "both-and" rather than just "either-or" thinking.

KEEP MULTIPLE OPTIONS OPEN: Work with your team to develop the ability to hold in their minds multiple options at the same time. Continue to explore and/or experiment until they can create a new idea that combines multiple alternatives and is superior to one alone.

BREED PATIENCE: Teams often seek clarity and the appearance of decisiveness from their leader. But, to truly innovate, you need to allow, and even encourage, confusion or turmoil temporarily. Don't let your team rush to judgment. Let the solution emerge.

AVOID CHUNKING: Don't break the challenge into pieces and then work to solve each piece separately. This will lead your team to losing any sense of the "whole."

DON'T SETTLE: Don't tell others what direction to take but encourage your team to keep looking for a better solution and/or to study the situation more closely.

CONSIDER STRUCTURE A FLEXIBLE RESOURCE: Don't let structure bog you down. Encourage cross-role thinking and communication. Foster informal elements like shared norms, social networks and peer pressure to support your problem-solving opportunities.

BE THE DEBATE MAKER NOT THE EXPERT: Be involved but don't provide answers. Your role is to ask difficult, probing questions, raise points of view that need more attention, and share information about what other teams are doing. Give your team the autonomy they need.

INTEGRATE TO LEVERAGE "BOTH-AND" THINKING

OVERVIEW

Innovative teams combine their ideas together rather than choosing among them. As a result, what they create is better than either option alone. Doing so requires the rare, but important skill of integration. Meet with your team to consider how you might combine ideas from different sources to create better solutions to a challenge that you are currently facing. As a team, you will use this meeting to learn and practice a different way of making decisions – one that requires thinking holistically and integrating different options.

DRAFT EMAIL

Hello team,

As we continue to explore aspects of highly innovative teams, we will be meeting to discuss how we can embrace "both-and" thinking rather than "either-or" thinking when making decisions. Often, we are tempted to rush and pick one answer. I'd like for us to explore how we can hold space for multiple possibilities and consider how we might combine them into an even better solution. This experience may be quite different from our usual way of working and making decisions, but I'm confident that we can learn a new approach that will help us to generate innovative solutions in the future.

EXAMPLES

Tin	+	Iron	=	Bronze
Metal type	+	Wine Press	=	Printing Press
Electric Car	+	Gas Car	=	Hybrid Car
Radio	+	Clock works	=	Electric Radio
Trolley	+	Suitcase	=	Wheeled Suitcase
Mobile Phone	+ Personal Jukebox +	Desktop	=	Smartphone

INSTRUCTIONS

During the meeting, you will practice "both-and" thinking with your team by trying to combine different ideas, rather than choose one.

1. On a flip chart or on a virtual whiteboard, write the examples below. Explain that these are solutions based on "both-and" thinking.

2. Identify with your team a problem that you are currently facing, one that does not have an obvious solution, and requires a different approach. Be as specific as possible in defining the problem.

3. Once you and your team have defined the problem, map out the existing solutions. Ask the team, "What aspects of existing solutions are working?" "Where are these existing solutions falling short?"

4. Collaborate with your team to identify possible options that exist from other products, services, markets or industries? Write these ideas on a white board or virtual board. Encourage the team to think as far afield as possible.

5. Together, discuss how you could borrow or combine these other options to create a new solution to your team's problem. Create a map of the various combinations that might solve the challenge.

6. Do not feel that you and your team need to come to solve the problem or come to a decision in this meeting. Ask your team to reflect on these various options until you next meet. You may even decide to ask a few members to continue to work on some of the alternatives that you generated together.

7. At the end, reflect on what this experience of "both-and" thinking felt like as a team. What feelings, tensions or challenges came up when keeping space open for ambiguity and complexity? How can you continue to use this practice in the future to work on other problems?

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THANK YOU

FOR JOINING US!

Send us your feedback!

- We'd love to get your thoughts about the **simulation** and your experience at our preview event. Scan or click the convenient **QR code below** to take a *quick* survey.

- During the next 2 weeks, **give both of these tools a try**, Let us know if you find them helpful, and we'll be in touch with *some additional ideas* on how you might use them!

- **Contact Advantage** for details on how to bring the *Collective Genius* learning journey to your organization. Find out more about the simulation at **apg1.us/collective-genius**

WE ♥ FEEDBACK:

PARADOX
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