



Ad**v**anced
Leadership
Programme

**INTUITION, SELF-AWARENESS AND
OBLIGATIONS: Lessons from life experiences in
followership and leadership**

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Three Messages and a few Questions

A. *Analysis is essential, but can get you that far only. After that, you rely on intuition.*
(What is intuition? How do you nurture it?)

B. *A hidden enemy periodically retards your career development and progress.*
(Who is he? How do you befriend?)

C. *A career is born in the crucibles of duty and obligation.*
(How to view boss as a customer?)

DECISION MAKING: why we lead our lives through intuition but pretend to live through rationality

What is Intuition?

“I turned my chair to the fire and dozed... the atoms were gamboling before my eyes... my mental eye could now distinguish larger structures of manifold confrontation... all turning and twisting like in a snake-like motion... as if by a flash of lightning, I awoke...”



Professor Kekule

Knowledge and Intuition?

Knowledge

What you know you know

Intuition

What you do NOT know you know

Wisdom

Wisdom =
Knowledge + Intuition

Intuition involves pattern recognition

- ❑ Finding order in chaotic masses of data

- ❑ Four natural disasters:
 - 1975 Haicheng
 - 1976 Tangshan
 - 2004 Tsunami
 - 2008 Sichuan

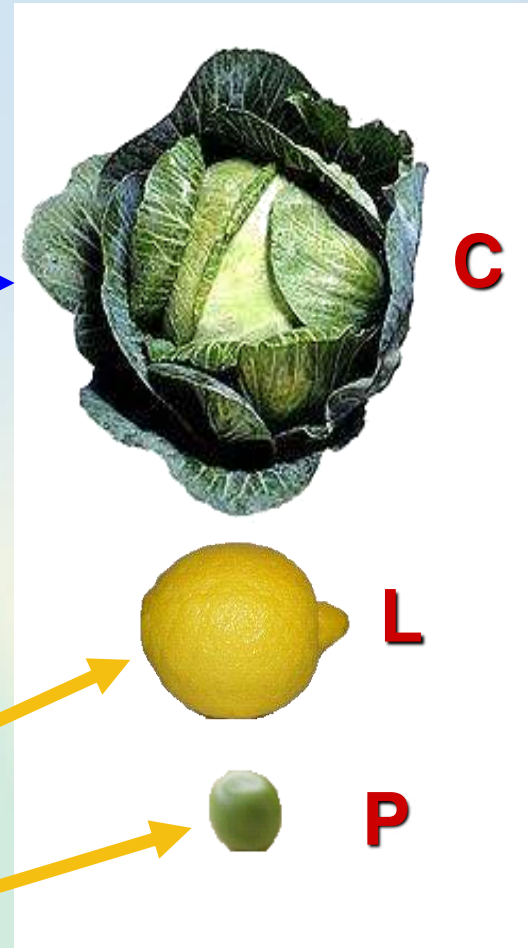
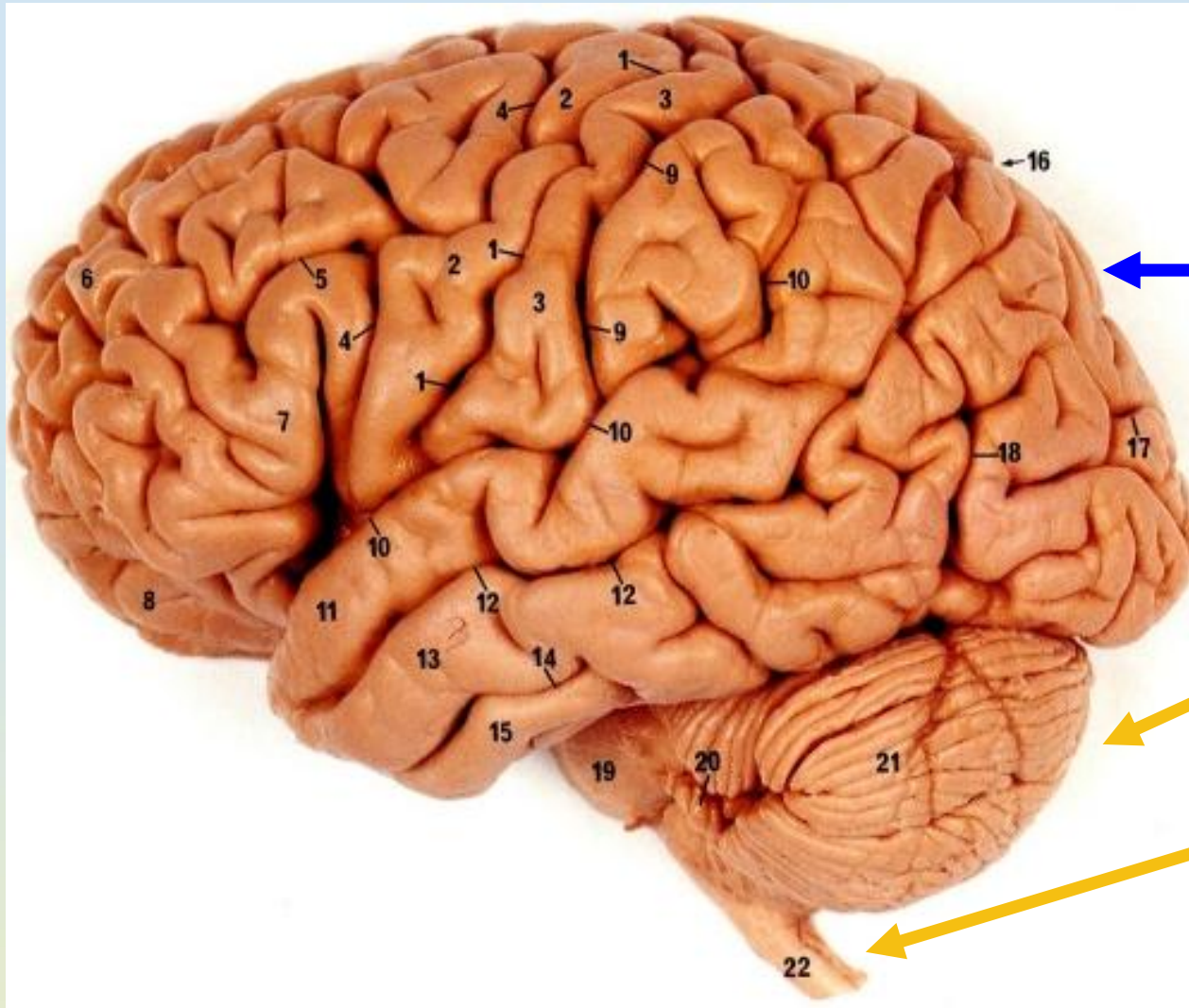
Intuition exists in sports



There are ways to enhance intuition

- **Use the value of emotional experiences**
- **Understand the concept of BRIM**
- **Practise the cycle of ImOpCoRe**

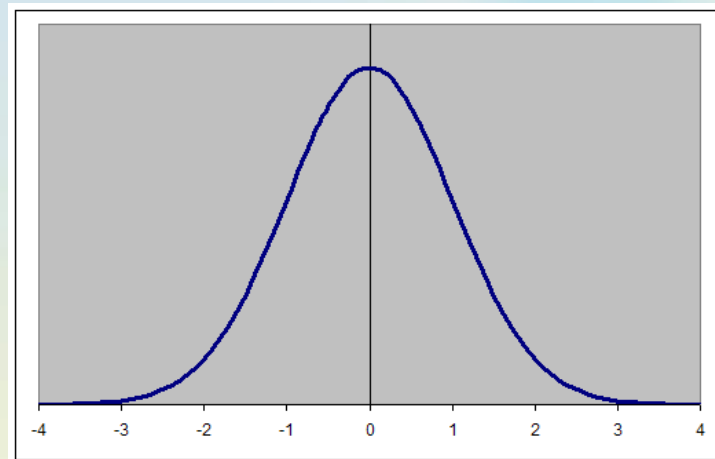
The Concept of BRIM



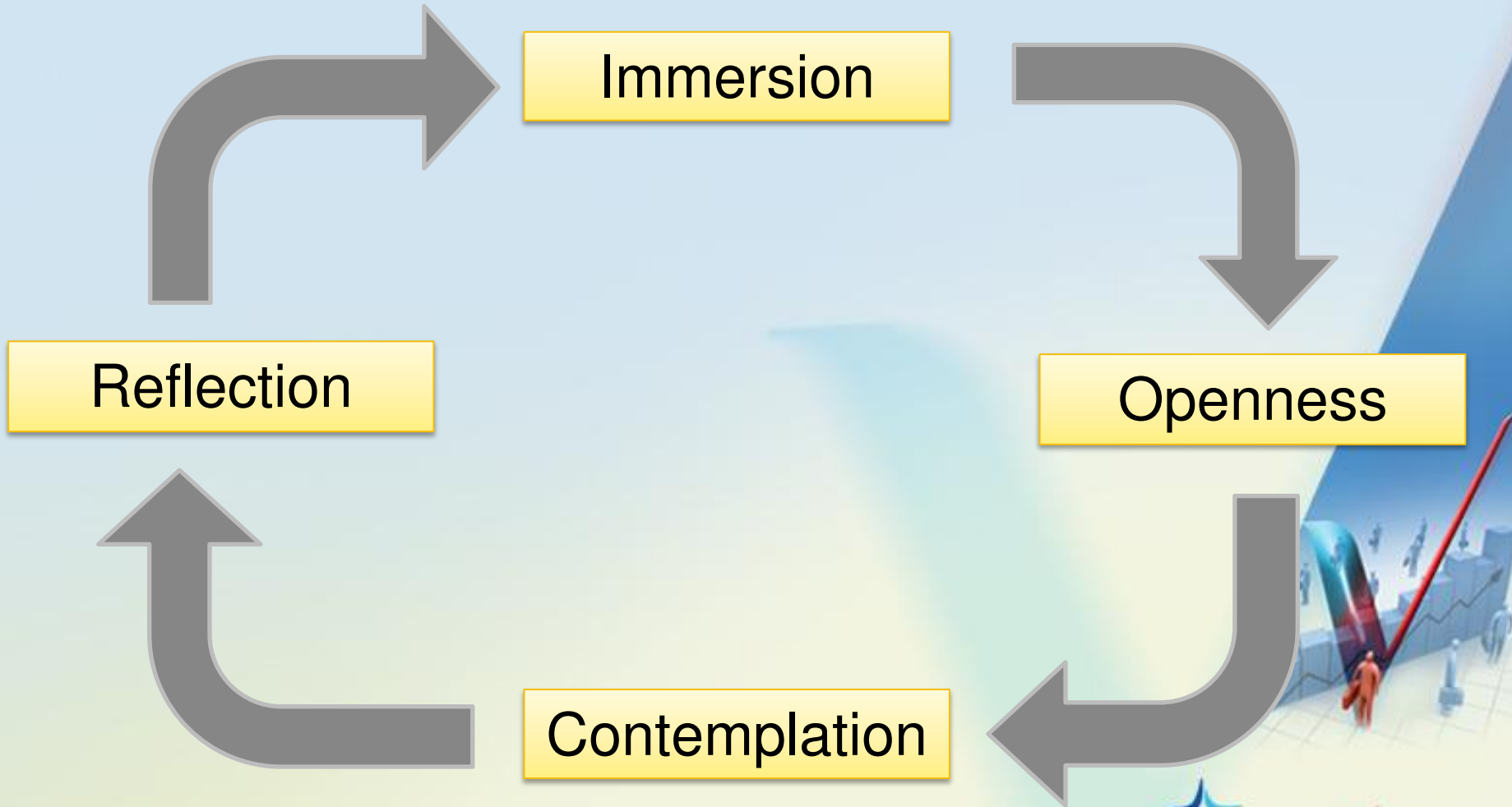
How to develop Intuition?

- ❖ **Two kinds: basic and higher order**

- ❖ **Developed by**
 - ❑ **Appreciating context**
 - ❑ **Immersion & contemplation**
 - ❑ **Sensing at the edges of the spectrum**
 - ❑ **Filling the BRIM with emotion-rich stories**



Practise the cycle of ImOpCoRe



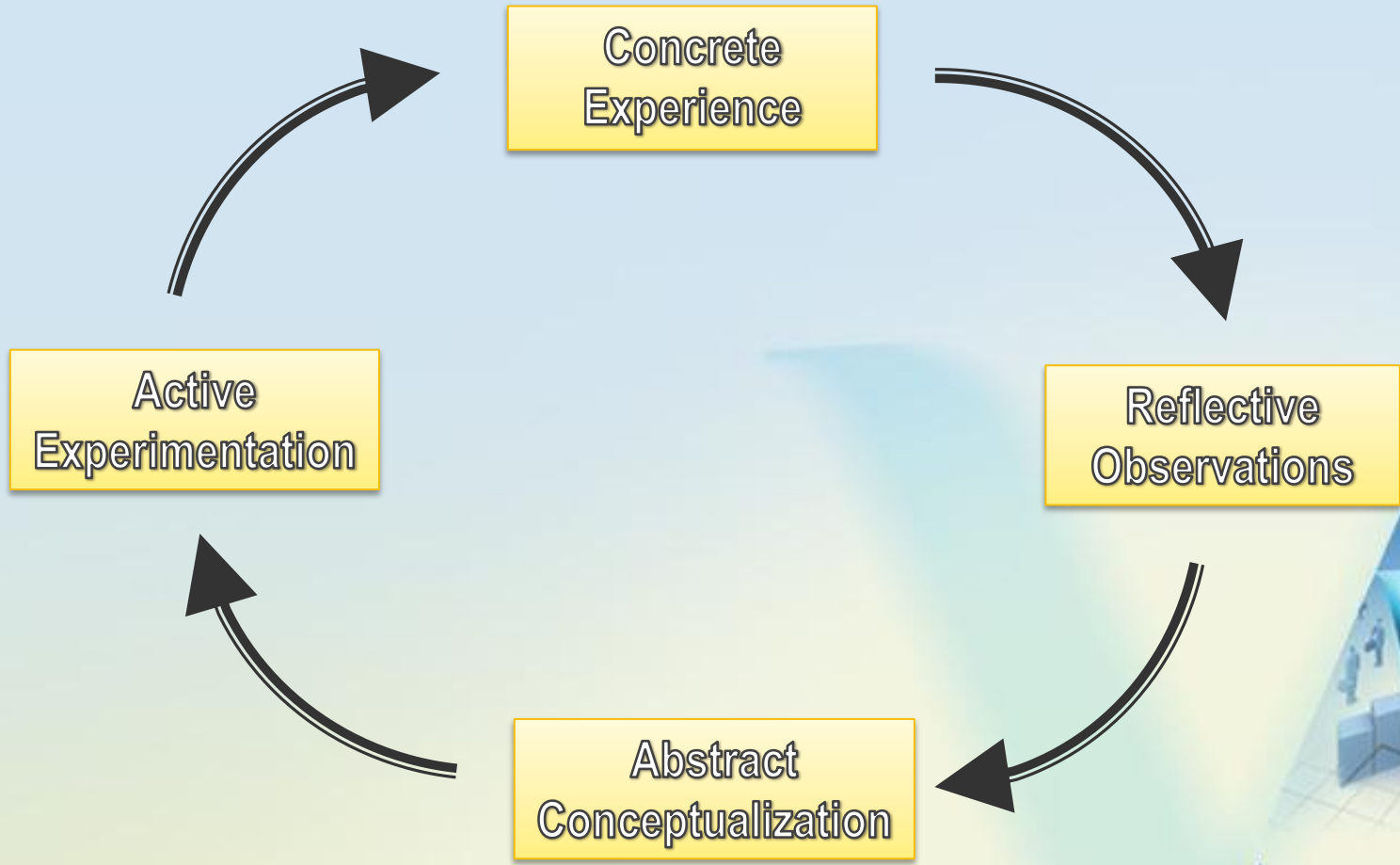
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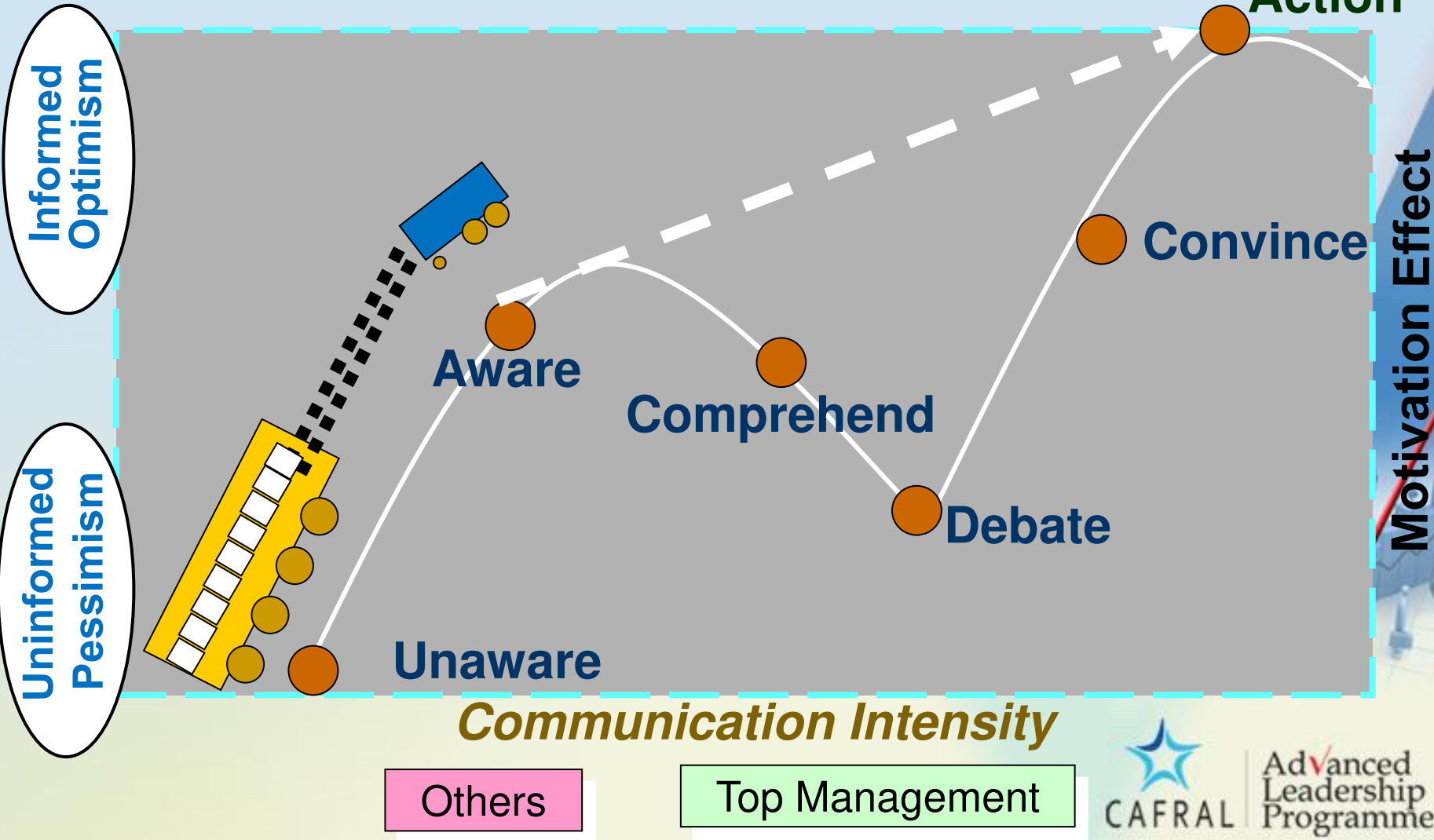
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Learning happens only through doing

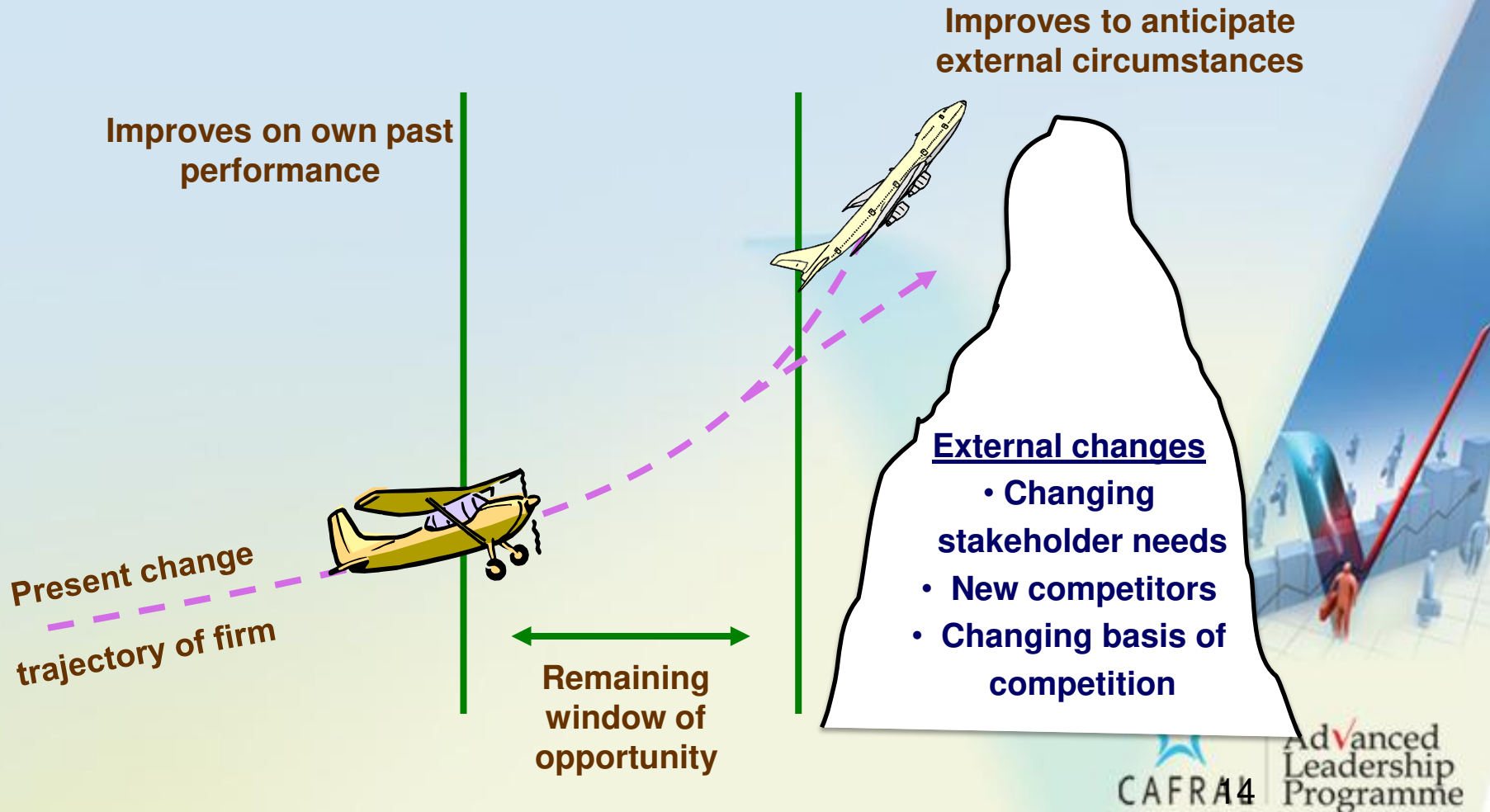


Great Difference between Top and Lower Management Perspectives: the Train Journey



Yes to change. But how much and how soon? The Aeroplane Picture

Organisational Transformation: The Strategic Imperative



The evolution of TMTC's 3 Worlds Framework

- **CCL's trail blazing LOE (1980s) among 191 executives**
- **Two questions: what happened / what did you learn?**
- **TMTC-CCL research (2006) among 71 executives**
- **The 3 Worlds Framework**

Key messages on HOW we learn

- **You need to learn certain lessons which nobody teaches you**
- **You learn unique lessons by reflecting upon your own experiences**
- **Two people who go through the same experience learn different lessons**
- **You learn by integrating your personal aspirations, your motivation and your learning style**
- **You learn through experiences in your inner world, the world of relationships and the world of doing things**

Key messages on WHAT we learn

Inner World (35%)	World of Getting Things done (32%)	World of People (33%)
Confidence	Being execution and operation-savvy	Managing and motivating subordinates
Self-awareness	Improving management and leadership skills	Nurturing and developing subordinates
Life goals	Grasping the technical aspects of running a business	Team management
Becoming humane	Acquiring a broad organizational view and strategic insight	Building relationships with peers and superiors
Building credibility	Becoming adept at decision making and problem solving	Communication and feedback
Dealing with ambiguity	Handling organizational change	Customer orientation
Coping with setbacks		
Developing flexibility and adaptability		
Integrity		

Explicit feedback mechanisms

- **Every person is shaped by his crucible experiences. These produce positive and negative tendencies.**
- **It is difficult to eliminate negative tendencies. You can develop a heightened sensitivity to their presence and thus control their effects.**
- **Feedback about negative tendencies can come through explicit feedback. Most work acquaintances would not wish to offer any explicit feedback.**
- **The best feedback is from a well-wisher like a spouse.**

Implicit feedback mechanisms

- **Since explicit messages and feedback are difficult to come by, you must learn to pick up implicit messages and feedback.**
- **Empathy is one way of picking up implicit messages. Empathy is the ability to feel the other person's feelings without being judgemental about the legitimacy of those feelings.**
- **Careful listening is another way of picking up implicit messages and feedback. But nobody teaches us to listen. Observations of how deaf people try to listen offer lessons on better hearing.**

Coriolanus story



Flash of Genius story

Click here for the movie

Definition of Folly

The pursuit of a policy which is contrary to self-interest in the times when the incident occurred. Must meet certain criteria:

- counter-productive in its own time
- a feasible alternative must have been available
- action by a group of leaders, not just an individual

Ref: *The March of Folly*, Barbara Tuchman, 1984

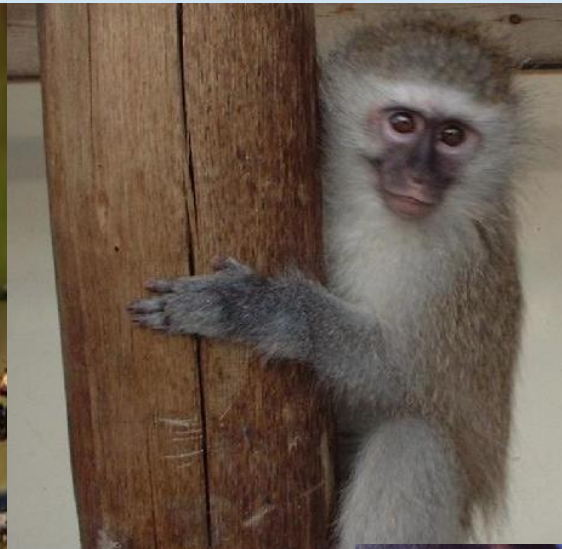
Why the Study of Folly is important

- i. Can happen anytime with any group of leaders**

- ii. Impacts a large number of people when it happens**

- iii. Difficult to teach, one has to learn through others' stories**

An example of folly: Vervet Monkey



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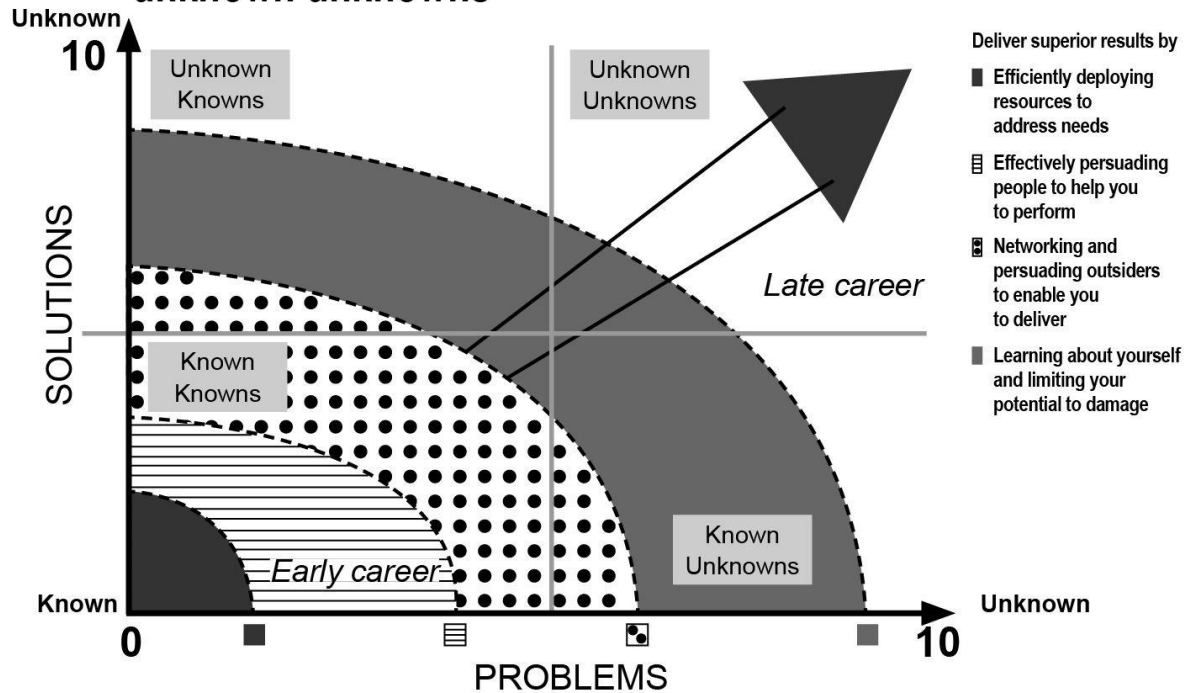
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Attributes of the successful career

Aim is to Sense – Serve – Satisfy:

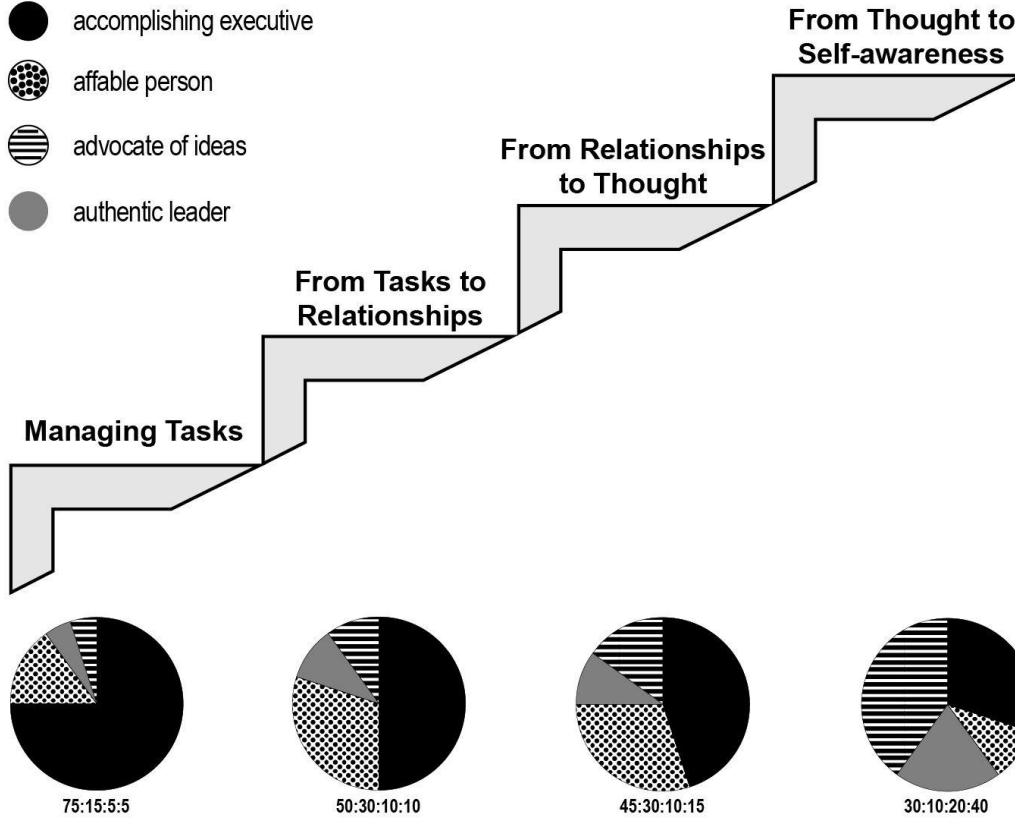
- i. Accomplishment**
- ii. Affability**
- iii. Advocacy**
- iv. Authenticity**

You sail into the ocean from known knowns to unknown unknowns

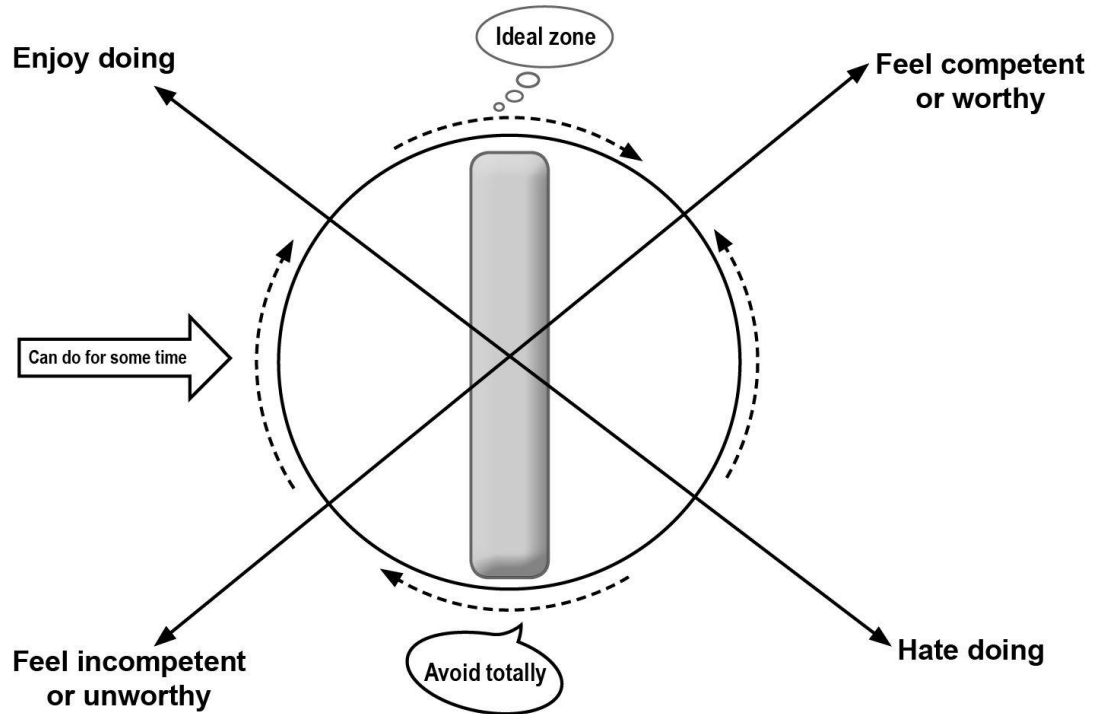


You evolve along a staircase of personal development

- accomplishing executive
- affable person
- advocate of ideas
- authentic leader



The Way to Think about Purpose



Thank you

