



BARRETT VALUES CENTRE

# **The Gathering November 2021**

**Navigating Disruption**

# Agenda

5 Pillars of human adaptive resilience

Neuroscience Meets Eastern Wisdom Tradition

What wants to emerge is in the disruption gap – where creativity happens

*Self Efficacy* Overview: Belief In Ability to Succeed

*Self Efficacy* Practice Challenges

Next Steps



## Modern Neuroscience Meets Eastern Wisdom Tradition

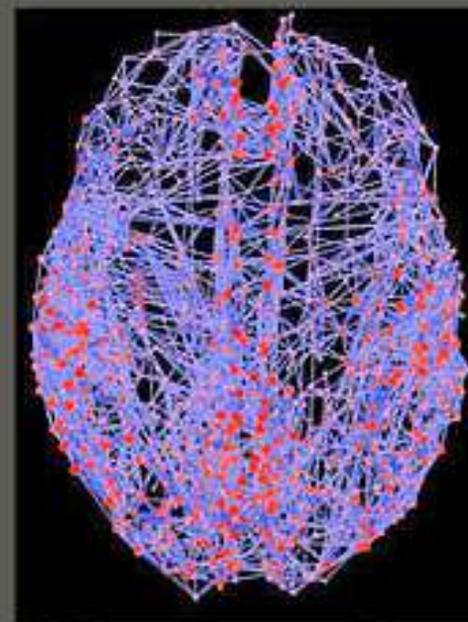
Emotions, thoughts, feelings and behavior are interconnected and reinforce each other through the connectome and neuronal pathways.

The space between every thought is entangled in our experience with our perceptions, our emotions, our feelings, our imagination, and our creativity.

Disruption exists in the space between every thought.

That little gap is called pure consciousness in eastern wisdom traditions and contains 5 qualities:

1. Infinite possibilities
2. Pure creativity
3. Pure uncertainty and unpredictability
4. Non-local correlation – everything connected and inseparable
5. Source of attention and intention which navigate disruption



### Connectome

Shown are the connections of brain regions together with "hubs" that connect signals among different brain areas and a central "core" or backbone of connections, which relays commands for our thoughts and behaviors.



### Neuronal Pathways

A new MRI technique called diffusion spectrum imaging (DSI) analyzes how water molecules move along nerve fibers. DSI can show a brain's major neuron pathways and will help neurologists relate structure to function.

# 5 Resiliency Traits

**Motivation To Achieve:** willingness to fight through challenges

**Openness To Experience:** willingness to try new things

**Emotional Stability:** ability to regulate emotions during disruption

**Self-Efficacy:** belief in ability to navigate disruption

**Agreeableness:** ability to work in a team AND to stand up for beliefs



# Developing Self Efficacy

# Self Efficacy Defined

Personal perception of my capability to perform and to achieve a particular outcome or goal

Belief in skills and experience to cope well and succeed

A personal judgment how well I can execute courses of action required to deal with prospective situations

Belief in ability to navigate uncertainty and disruption

Belief my actions can make a difference



## The Social Cognitive Theory - Process of Goal Realization



### Goal Attainment and Motivation

There are four cognitive processes that encompass the Social Cognitive Theory; Self-Evaluation, Self-Observation, Self-Reaction, and Self-Efficacy (Redmond, 2010). These processes are dependent on one another. To successfully complete a goal, a person goes thru these cognitive processes.

**Self-Evaluation:** the process of a person cognitively comparing their performance to the desired performance needed to achieve their goal (Bandura, 1991).

**Self-Observation:** the cognitive process of a person observing and monitoring themselves as they work towards their goal (Zimmerman, 2001).

**Self-Reaction:** the cognitive process a person goes thru in which they modify their behavior based on their evaluation of their progress towards their goal (Bandura, 1991).

**Self-Efficacy:** an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments (Bandura, 1997).

**Self-Efficacy** was defined by **Albert Bandura** as part of a larger theory: the **Social Cognitive Theory** of how people achieve goals

## 4 Contributing Components

Past Performance  
Vicarious Learning  
Coaching &  
Discouragement  
Emotional Arousal



# Make Continual Change & Learning a Fun Practice



## Goals

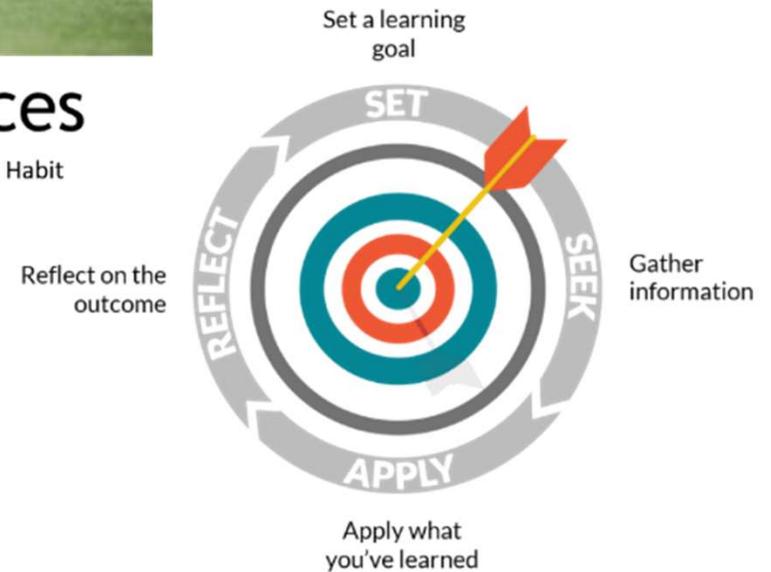
Make It Undaunting

## Milestones

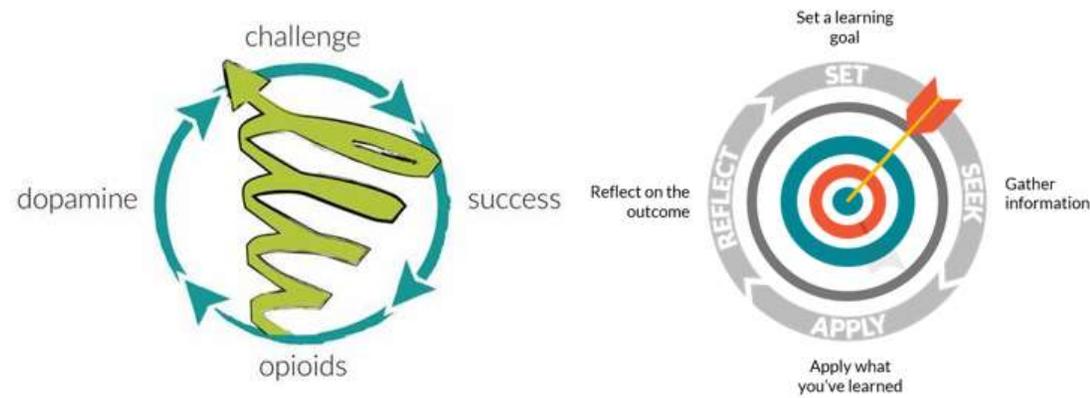
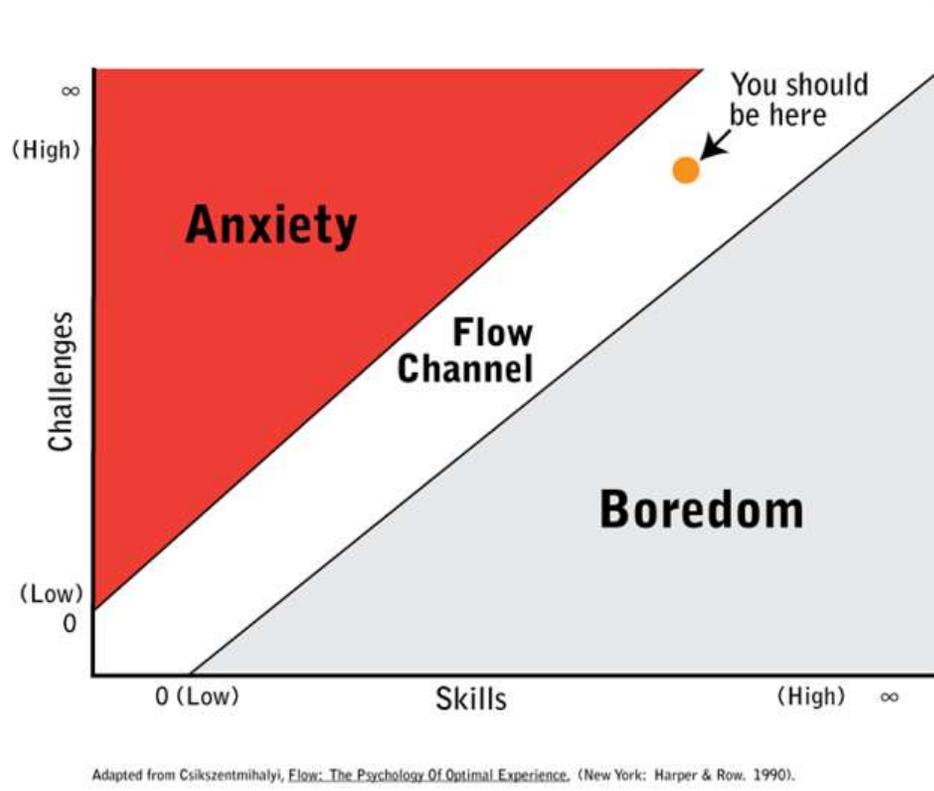
Break It Down

## Practices

Make It A Fun Habit



# GOAL ACHIEVEMENT & THE ZONE



**Goals**

Make It Undaunting

**Milestones**

Break It Down

**Practices**

Make It A Fun Habit

## Building Self Efficacy

Growth Mindset & Positive Self-Talk

Break it Down to a Safe & Fun Practice

Experiment on Your Development Edge Constantly

Learn From Others – Emulate Exemplars

Seek Out Mentors & Coaches

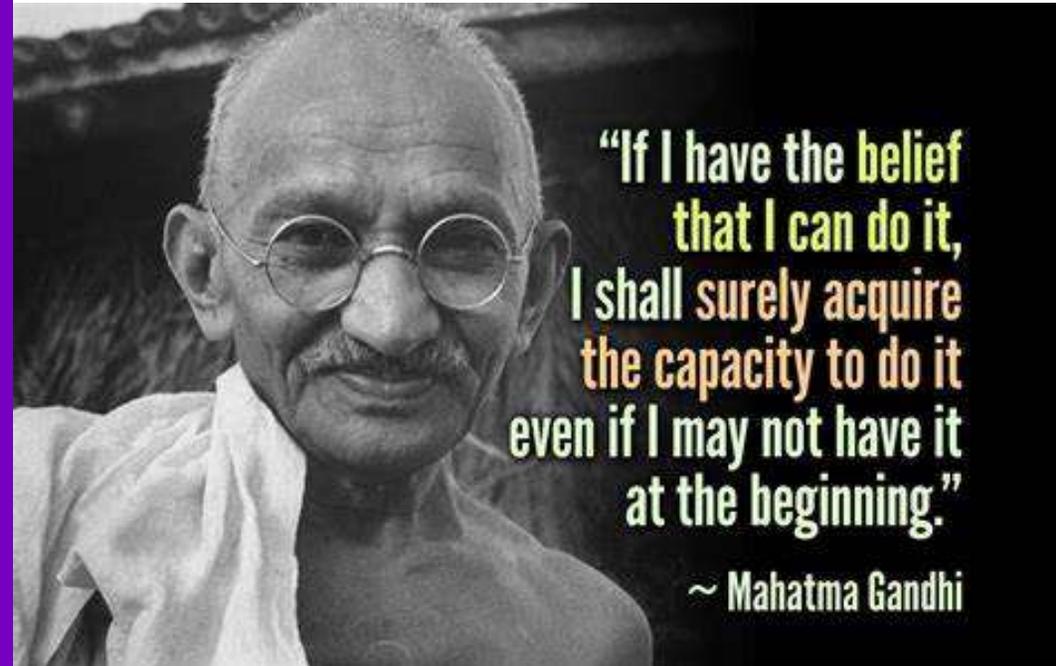
Seek Alternative Perspectives

#1: Look for & Assess Your Blind Spots and Biases

#2: Build a Positive Network

#3: Seek Out Expert Evaluation

#4: Seek Feedback Relentlessly



**Self Efficacy**

**Practice #1**

# Select a Bias to Unlearn

Learn about some common biases:

[12 Cognitive Biases Explained - How to Think Better and More Logically Removing Bias – YouTube](#) 10:08

Learn about some the self-serving bias:

[Cognitive Biases - The self-serving bias – YouTube](#) 2:51

Learn about the Fundamental Attribution Error:

[Fundamental Attribution Error – YouTube](#) 1:04



# Micro-Learning To Avoid the Fundamental Attribution Error

## Situation Awareness

Learn to recognize situations in which you might be in danger of falling victim to FAE

Review the FAE video. Recall recent situations where you made judgements about the causes of other people's actions. How often did you consider external causes?

For several days, allow a corner of your mind to scan for situations in which you would typically judge another person's behavior. Each time one of these situations occurs, take a moment to jot down a few words describing the situation.

Then, ask yourself the following and jot down your answer: What is it about this situation that makes me want to judge this person?

## Skill Awareness

Learn how others react in situations that invite the FAE

For the next several days, allow a corner of your mind to scan for situations in which others are making judgments about another person's behavior

Each time one of these situations occur, take a moment to jot down a few words. Include:

- a short description of the situation itself,
- a note about whether or not the individual fell victim to fundamental attribution error, and if they did not,
- any external causes they considered.

At the end of each day, take a moment or two to look over your notes. Ask yourself:

- What did I learn about the prevalence of fundamental attribution error?
- Were there any individuals whose ability to avoid fundamental attribution error stood out for me? Why? What can I learn from their behavior?

## Emulation

Increase your skills for avoiding FAE by emulating the behavior of individuals whose skills you admire.

Gather & review list of admired skills. Select one skill to emulate until it is habit.

Each time you are in a low stakes situation where you can experiment with this skill, give it a try! A low-stakes situation is one in which learning experiments are unlikely to have important effects. You can reduce stakes by (1) practicing in "safe" contexts and (2) working on micro-skills.

Immediately after each trial, ask yourself:

- How did that go?
- What could I do differently next time? If you have time, keep a running list of your ideas.

Once you have conducted several trials, reflect upon your learning to date. Consider the following:

- What have I learned about this skill?
- Has my level of skill (virtuosity) changed? If so, how? If not, what might be getting in the way? You can get even more benefit from an emulation practice by telling a trusted friend or peer which skill you are working on so they can observe your performance and provide feedback.

**Self Efficacy**

**Practice #2**

**Build A More Positive Social Network**

# Empowering Me

## Build A More Positive Social Network

**Set:** Complete this assessment to better understand your personal network and to create an action plan to optimize its effectiveness.

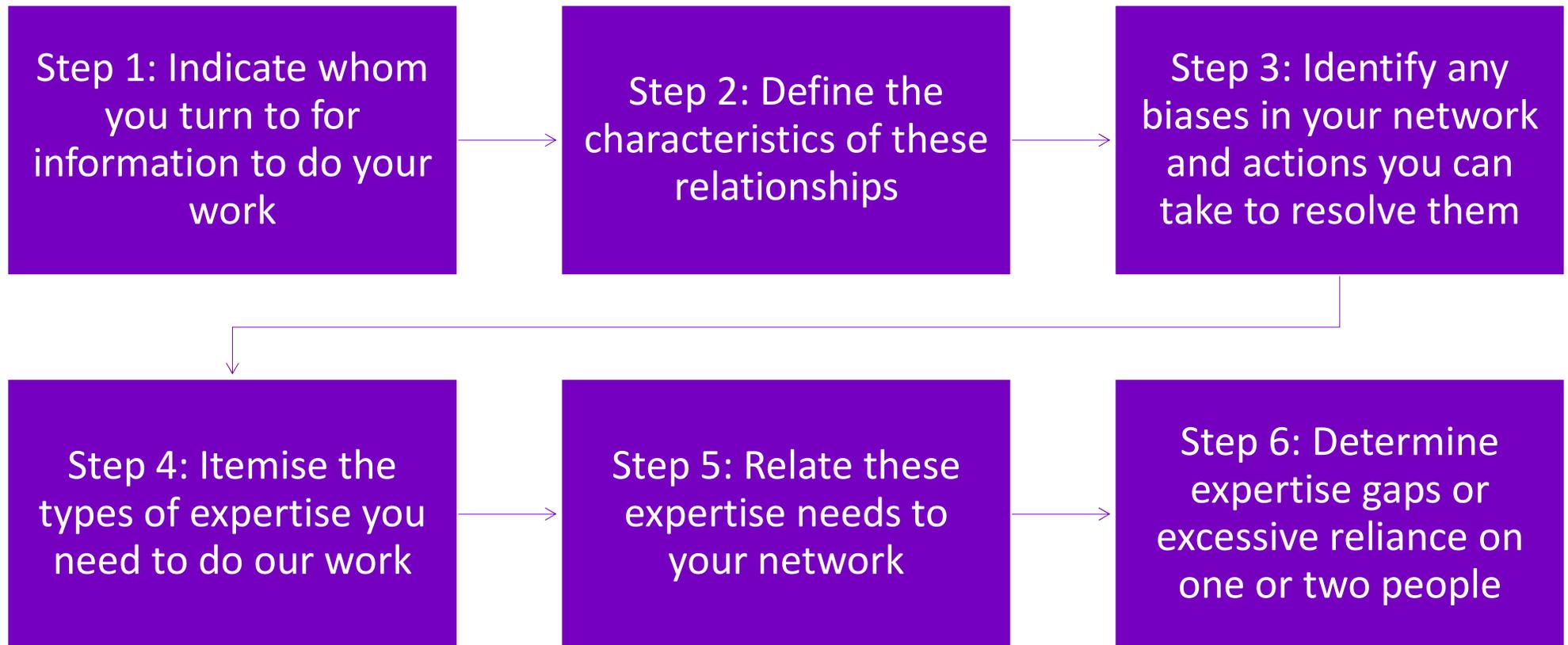
**Seek:** Review the assessment process. Schedule enough time on your calendar to conduct a thorough analysis.

**Apply:** Complete the assessment. Consider doing it in a few sessions. Give yourself time to reflect and expand on what you are documenting. Consider sharing it with a trusted colleague to get their perspective.

**Reflect:** Were you able to identify areas to strengthen your social network? Have you been able to put a plan into action to resolve the issues you discovered?

**Reset:** Repeat this network analysis any time you have a major role change or find yourself in a new career situation.

# Social Network Analysis and Optimization Practice





## **Self Efficacy**

### **Practice #3**

**Seek Perspective & Evaluative Feedback**

**From A Skilled Peer or Mentor**

**On a Specific VUCA Resilience Skill I Want to Develop**

# Empowering Me

## Seek Perspective & Evaluative Feedback From A Skilled Peer or Mentor On a Specific VUCA Resilience Skill I Want to Develop

**Set:** Choose a skill you want to develop important enough to seek feedback and perspective from a colleague whose skill you admire.

**Seek:** Watch the 3 videos linked on slide #4, then review the key points on slides 5-8.

**Apply:** Hold 2-3 perspective and feedback seeking conversations with respected colleagues. Take notes during your process for later reflection.

**Reflect:** Ask yourself the questions on slide #8. Use your reflections to inform your goal reset decision.

**Reset:** Hold as many conversations as you need to be satisfied with your development of this specific skill. Then, pick the next best skill you wish to develop and repeat the process. Continue this process for the rest of your life to be a person constantly and consciously working their leading edge of development.

This is a continual learning **MASTER HABIT** life-long learners develop to stay in flow and enjoyment of life.

# Learn from Others – Emulate Exemplars



Watch these short videos to discover best practices for seeking feedback and valued perspective

**Seek Feedback Relentlessly 11:04**

<https://vimeo.com/436212460/81cec77727>

**Taking Perspectives 5:04**

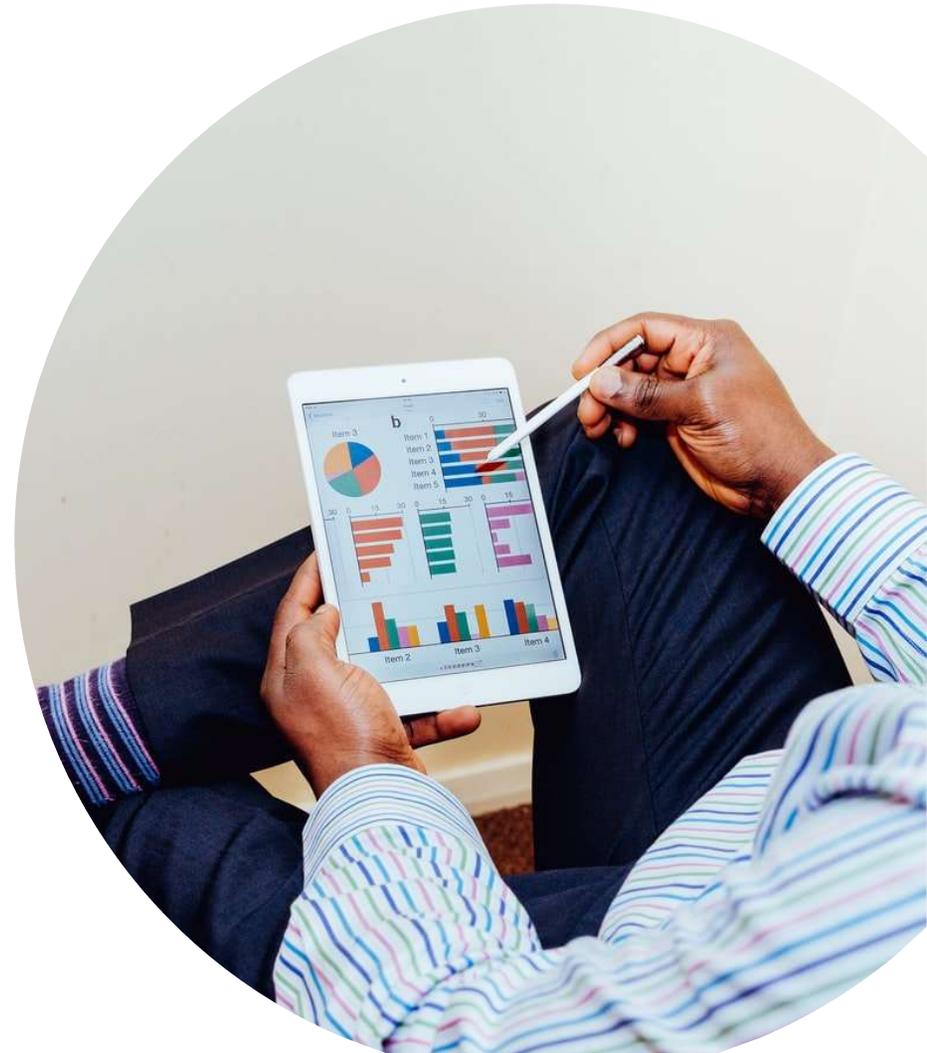
<https://vimeo.com/470557225/6548162ef5>

**Seeking Perspectives 5:00**

<https://vimeo.com/470562970/4e8d6a0e75>

# Perspective Seeking Best Practice

- Explain why you seek their perspective
- Explain how you intend to apply their perspective
- Thank perspective providers for their participation
- Offer to share your final results, outcomes, and/or decisions with them



**Self Efficacy**

**Practice #4**

**Nurturing a Feedback and Perspective Seeking Habit**

# Ask For Feedback & Perspective as A Habit

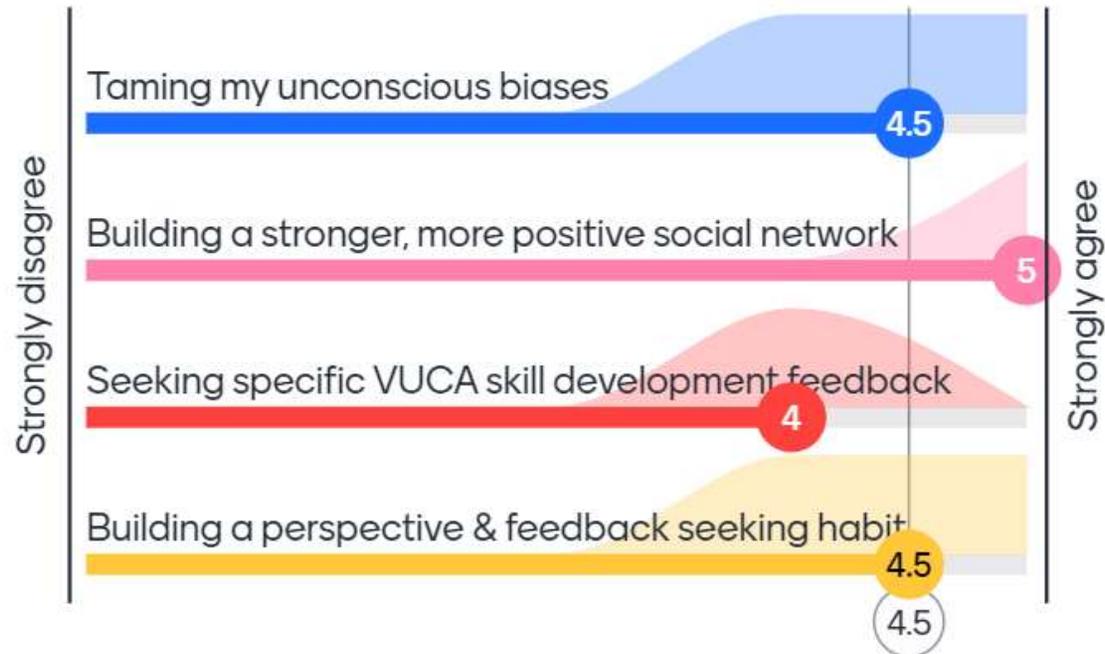
- Ask for feed-forward regularly, e.g., “I am working on my clarity, could you listen with an ear towards where I am not clear in this next meeting?” or “I am working on bring more collaborative, did you feel fully a part of our recent decision regarding ‘x’?”
- From a peer or boss: “What’s the one thing I am doing that gets in my own way?”
- From a direct report: “What’s one thing I could do differently to make your job better?” or “What could I do to make your job more engaging?”



Go to [www.menti.com](http://www.menti.com) and use the code 68 33 94 1



# I have room for improvement with:



**Thank you for your time.  
Enjoy your new practices to better navigate disruption.**