Working Out Loud GIZ Leadership Camp Sep 5, 2022

[Christoph Baudson](#)

#1

Why **WOL**?

Exercise #1

- 2 minutes
- Draw a penguin
- Observe how that makes you feel

Storytime: **Penguin**

- Who is Eckart von Hirschhausen
- Penguin is awkward on land
- Penguin is a magnificent swimmer
- Who we are depends on the context
- Sometimes we are constrained by a role or a toxic environment

Model: Ikigai

Ikigai Venn diagram showing four overlapping circles: What you LOVE, What the world NEEDS, What you can be PAID FOR, and What you are GOOD AT. Overlaps labeled PASSION, MISSION, VOCATION, and PROFESSION, with IKIGAI (Reason for being) at the center.

Delight and fullness, but with no wealth

Satisfaction but feeling of uselessness

Excitement and complacency, but sense of uncertainty

Comfortable, but feeling of emptiness

Model: Larman's Law

- Organizations are implicitly optimized to avoid changing the power structures
- Culture follows structure
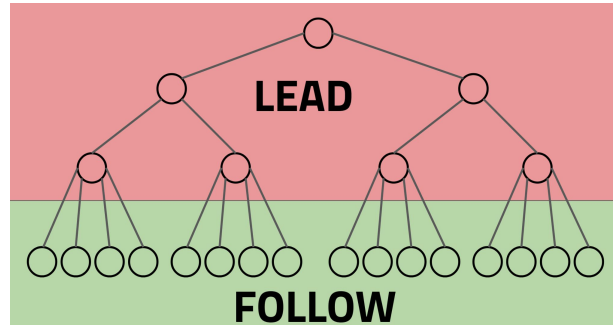
Example: Tesla

- [Joe Justice: Agile at Tesla](#)
- Elon Musk drills metal
- Everyone has a credit card
- Everyone can make decisions
- No meetings, no presentations

Summary: Why WOL?

Culture of…
- Personal growth
- Self management
- Innovation
- Trust
- Psychological safety

Exercise #2: Building Trust

- 15 minutes
- Form groups of 4 people
- Write 10 facts about yourself
- Pass your list to the left
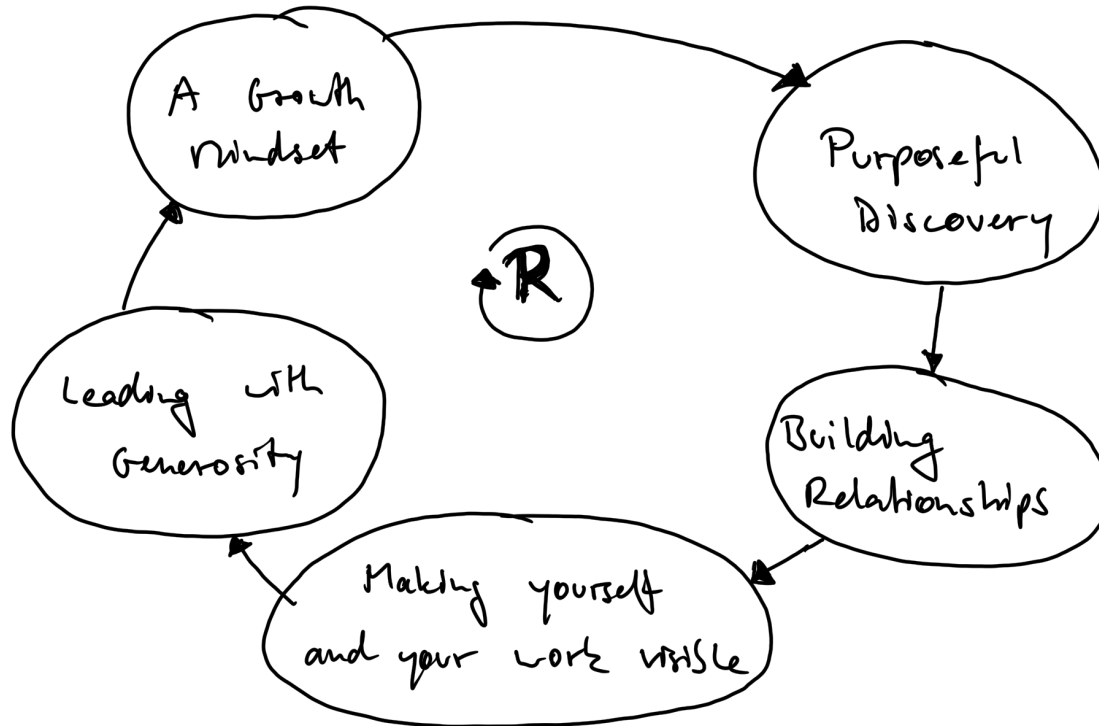- Introduce your neighbour, and find things you have in common

#2

How to WOL?

WOL circle

- 4-5 people
- 12 weeks
- self-organized
- use the circle guides (wol.wiki)
- exercises that enforce new habits
- new habits take 12 weeks to form

The five pillars

Storytime: Mountain

- Reinhold Messner interview
- What is the most important thing in mountaineering?
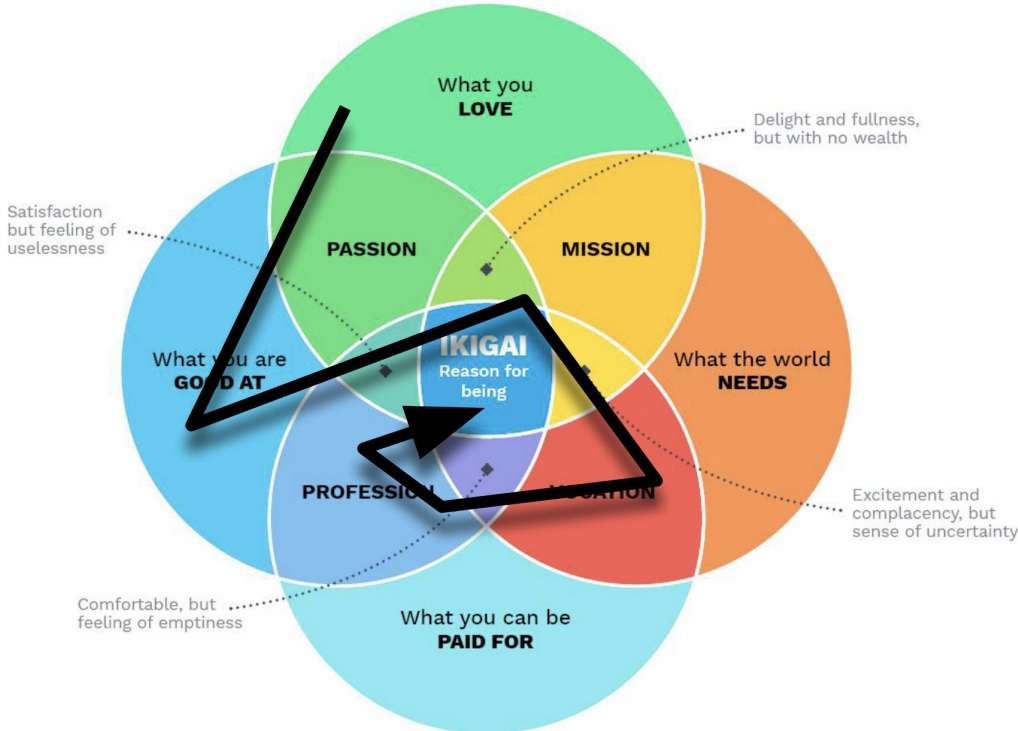- Knowing where the mountain is!

Pillar #1: Purposeful discovery

- We often have no focus, no goals
- Where do you want to go?
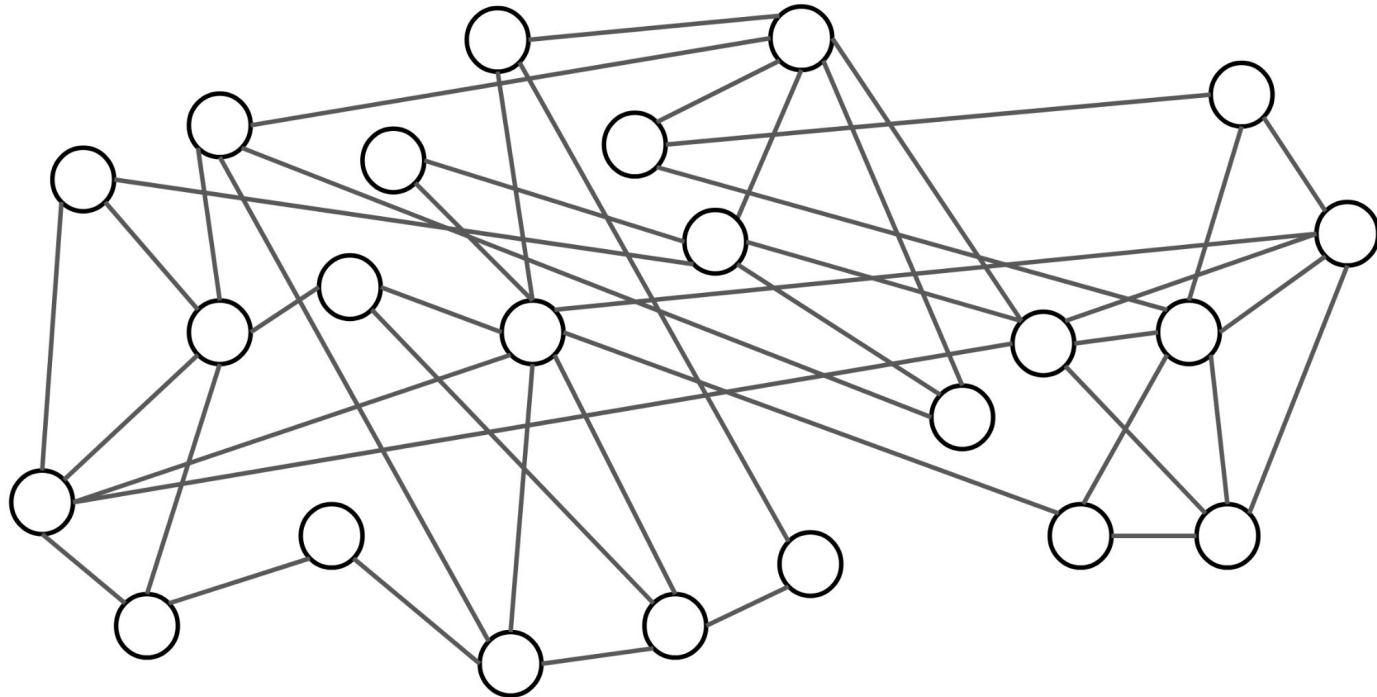
Model: Lean Start-Up

- Build
- Measure
- Learn

Model: Ikigai

Exercise #3: Your own discovery

- 15 minutes
- Go back to your group
- What would you work on, if you could use 20% of your time?
- Come up with 3 ideas
- Discuss with your groups

Pillar #2: Building relationships

Model: Levels of intimacy

- The person doesn't know you exist
- You're connected in some way. (e.g., you follow them online)
- You've had one or more interactions.
- You've collaborated, even in a small way.
- You regularly interact, exchange ideas, and help each other.

Exercise #4: Your network

- 5 minutes
- Who can help you with your project?
- What level are they on?
- Share in big group

Pillar #3: Leading with generosity

- Do not treat people as objects
- Think about contributions, not consumption
- One eyed person leading the blind

Example: Giftivism

- [Nipun Mehta: Designing for Generosity](#) (Karma Kitchen)
- Learning a language? Team up!
- Want to learn sth. new? Organize a public meetup
- Want to grow in your skills? Offer to teach

Exercise #5: Your contribution

- 5 minutes
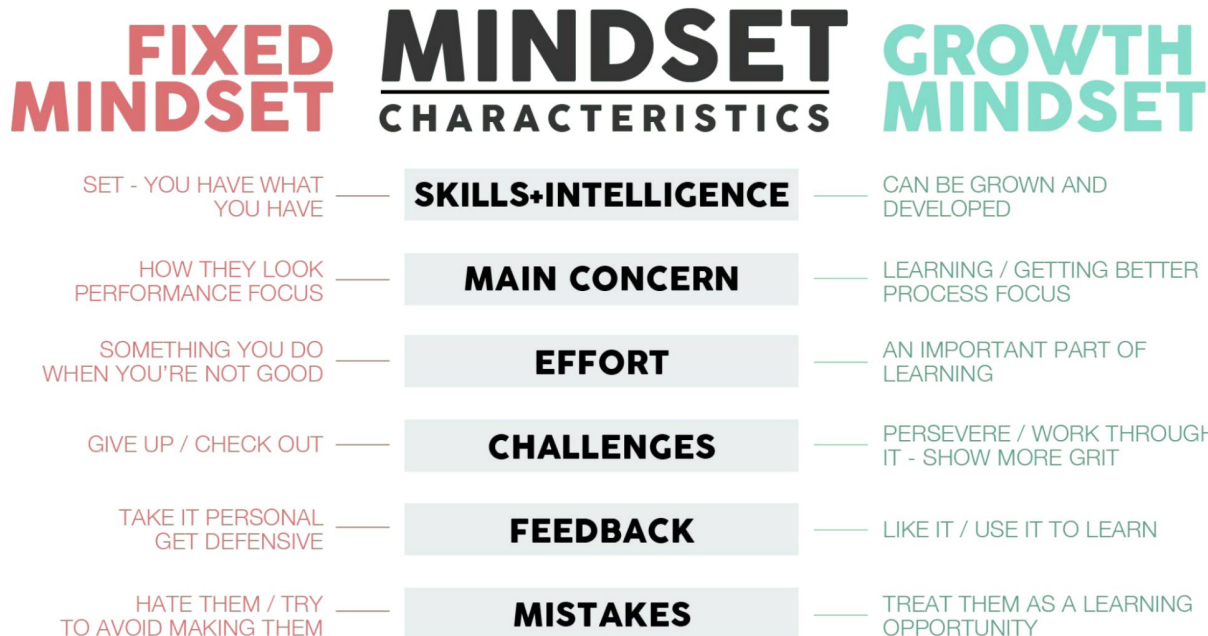- What could be your first contribution?
- Share!

Pillar #4: Making you and your work visible

- Within the company
  - Social Intranet
- Outside of the company
  - Social media
  - Use it as a tool, not as a consumer!

Exercise #6

- 5 minutes
- Either
  - Google yourself
  - Find ways to share your learnings with others
- Share!

Pillar #5: A Growth Mindset

FIXED MINDSET

MINDSET CHARACTERISTICS

GROWTH MINDSET

| FIXED MINDSET	MINDSET CHARACTERISTICS	GROWTH MINDSET
SET - YOU HAVE WHAT YOU HAVE	SKILLS+INTELLIGENCE	CAN BE GROWN AND DEVELOPED
HOW THEY LOOK PERFORMANCE FOCUS	MAIN CONCERN	LEARNING / GETTING BETTER PROCESS FOCUS
SOMETHING YOU DO WHEN YOU'RE NOT GOOD	EFFORT	AN IMPORTANT PART OF LEARNING
GIVE UP / CHECK OUT	CHALLENGES	PERSEVERE / WORK THROUGH IT - SHOW MORE GRIT
TAKE IT PERSONAL GET DEFENSIVE	FEEDBACK	LIKE IT / USE IT TO LEARN
HATE THEM / TRY TO AVOID MAKING THEM	MISTAKES	TREAT THEM AS A LEARNING OPPORTUNITY

Example

- [Carol Dweck: Growth Mindset (Talks at Google)](#)
- …Yet
- Better, not good
- Neuroplasticity
- Positive Psychology traps
  - Fixed Positivity / Cruel Optimism

Exercise #7

- 5 minutes
- Draw a better penguin!

Summary: Reinforcing loop
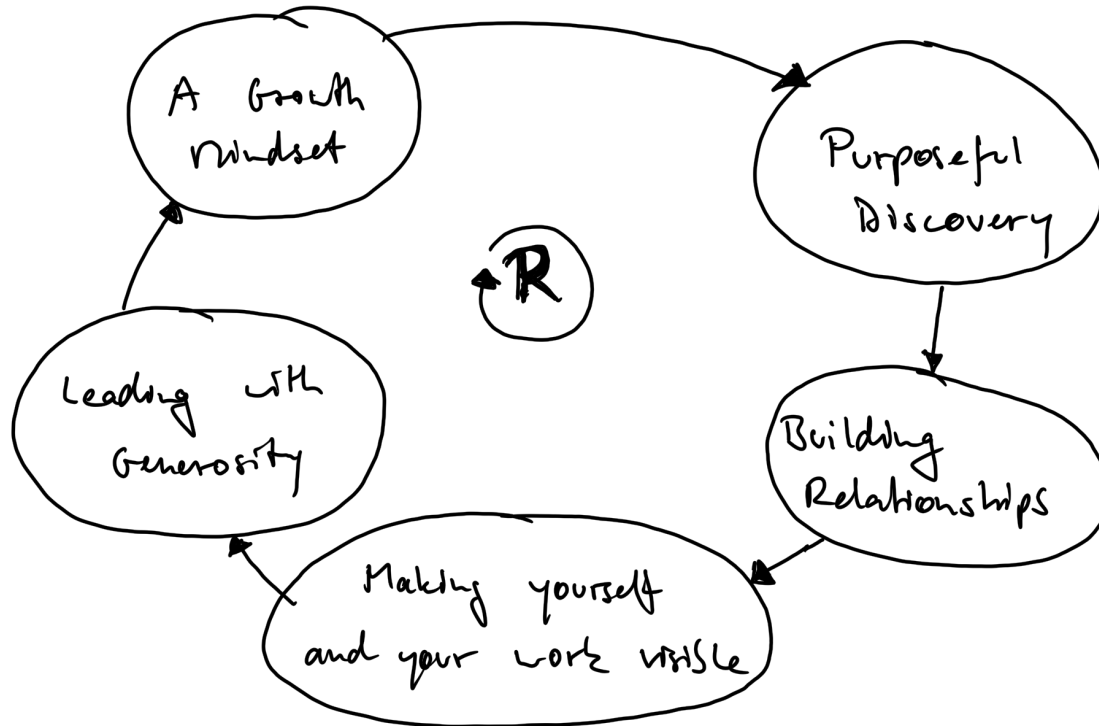
Model: Happiness research

- [New Economics Foundation](#)
  - Take notice
  - Connect
  - Be Active
  - Give
  - Keep Learning