

Today, we are really excited and in fact, we were just talking about I've come, I'm coming to you from outer space today.

I've come sitting on a lighthouse in my space station outside of here trying to take inspiration to what Ayunah is going to be presenting today.

As Eric mentioned, Ayunah has been a trainer and also been part of this journey at Enterprise Agility University from a very long time, even from the beginning.

We wanted to bring her on to shed some light today for us in building the capability.

I would love for all of us to just lean in.

If you can lean in, talk about what is important to you, what sort of things you're looking for and use the platform to interact with us.

And that would be really wonderful as we follow the path that Ayunah is going to be showing us today.

So with that, I give you Ayunah today to open up the topic.

All yours, Ayunah.

Thanks a lot, Manthan.

You can go to the next slide, please.

So I would just give a really brief introduction about myself and then we can slide into the topic of today's tonight's or this morning's conversation.

And I'm really looking forward to have it as a conversation rather than sharing only information and waiting for some feedback, so feel free to stop us or add any comments or thoughts that come to your mind at any point in time through the chat or at some points when we have our coming backs from our rooms and feel free to share all the experience or all the thoughts or questions that you have coming along through this presentation.

So I've started this journey somehow together along as a moment in time when Erik created this online educational body, which we call the Presidio University, and at the same time actually started off with agile Balkans.

It's a community which actually envisions bringing people closer.

And this is what we're doing from moment one until now.

So far I've been holding all the programs that are available coming from the Presidio University and I have a lot of experience running literally global groups with several time zones in the same time.

And I'm really happy that I received this opportunity and it was a great learning for myself but also for everyone else that I had a chance to co-learn, collaborate and simply grow in the years behind.

It's already three years in a row and our current goal is still to continue work with professionals around the world and help them advance their current understanding of what we know as agile scrambles, safe and so on.

So the world of agility and trying to help them really expand what they have as a current expertise, be able to help themselves first of all and also help everyone else around themselves, starting with their teams, with the closest teams where they work with, where they collaborate with and further on within the organizations where they consult and even broader than that.

So this is really quickly about my story and we can maybe go to the next slide if you can.

And I hand over back to Manthan now.

Yes.

So thanks Irena.

So what we would love for us is we are part of the community today that Irena has brought all of us together.

So probably it would be a good segue for us to know each other.

So shortly Eric is going to break us out into small breakout rooms and for five minutes let's introduce ourselves to each other, where we are coming, which part of the world we are joining in from today and our role and just start off knowing each other.

So that way we will build our community, gathering together as well.

So Eric, whenever you're ready, if you can do the magic and break us out into small breakout rooms, so we call it teams dating.

That's what we're going to call it today because you've got five minutes to know each other and let's do that now.

Welcome everyone.

I know it really felt like speed dating on a really quick scale because we were chatting about it and we completely forgotten and our timekeeper which is me did a sort of did a crucial job in timekeeping.

We just went deep dive into it.

So we're coming back again from that.

And let's get moving if we are okay with that and we'll go follow Irena.

Thank you, Manthan.

It was lovely to meet a couple of people in my room and I hope everyone has just to meet new interesting people.

So I only realized that it's going to be fun today or tonight or this morning for anyone who joins us.

So let's get going with the information that I think everyone is eager to learn today.

So what we're talking today, we're talking about the concept of intellectual humility and we're trying to first of all help everyone understand what this is, differentiate from standard humility and also how we can connect with one model, an interesting tool that Enterprise Agility University has created for everyone around the world and potentially for people who really need it and who can actually use it.

So let's see what comes next on the other slides so we can connect more information.

Thanks Manthan.

So today's agenda is leading, guiding us through four different parts.

Part is to help you understand what intellectual humility is.

Second part is what the Lighthouse model is that we created for everyone here in the room and later on for everyone else outside of the room and how we can connect these two.

Then the third part is bringing a bit more information around what how intellectual humility interacts with other parts which affect people in general notice and then we are trying to make some connections and bridge gaps and let's say connect the dots and see how everyone can use this information.

So what comes next for us is let's see what intellectual humility is.

So I took the chance to do a little bit more research on the topic.

So at least one of the people who is dealing with explaining the concept of intellectual humility is called Mark, Mark Larry, he's a professor from Duke University and this is how he defines the intellectual humility.

So he says it's a recognition of the things that we believe in that might in fact be wrong.

What he's trying to say with this is that intellectual humility is being self aware when you potentially are wrong instead of right.

And this is absolutely something could be something absolutely crucial for leaders but for everyone else who is working with themes of people.

And thanks Matthau for sharing the link of all.

So it will give you the link of all from previous slide will give you a lot of information for the research on the topic.

So what we're saying here that if you go, yeah, yeah, please go to the next.

What we're saying here is that people with really with higher intellectual humility usually are able to evaluate first of all more information from the environment, what this means they're able to their self aware that in interacting with more people from the audience instead of deciding for themselves or with themselves or only with a small number of people will bring more potential value to whatever outcome that they want to achieve for whatever decision that they want to go for.

This means if you have a core round of people like let's say it's only you or it's only you that you want to decide or super crucial important things in your company.

It doesn't mean that you will always have the right decision or you will have or you will be simply right.

And they usually integrate more people around themselves for even for a simple task to be accomplished.

And now we want to say that there is a difference between what intellectual humility is and what general humility is intellectual humility is different types of awareness that further on we'll explain through today's conversation.

And standard humility is being having the general understanding of being humble.

Let's call it like that.

So also there are there are some links here on the end of the slide and maybe mountain if you can share that with us.

So great.

The difference between these two and might help you understand for their own when you come back with yourself and you want to learn more about just to compare this to.

And also please feel free to add any any questions coming to your minds as we go through the.

through the conversation through this presentation and we can I'm sure we'll be able to ask them later on close to the end of the presentation.

So mountain back to you.

Yeah, everyone thanks for sharing that one thing that really comes to mind for me is and I struggle sometimes to understand is how would I know when I am depict when I am actually practicing humility to intellectual humility as a leader.

How would I know when I'm practicing which one because they so they sound so similar.

Yeah, definitely.

Thanks.

Thanks for popping up the question.

So there's I would give you share through an example.

So I would say general humility is being humble to certain situation that you are inside or you are experiencing from the outside.

For example, for me, it's an absolute humility from you guys to join with me on the call at 3am or 330am and this general community.

But then intellectual humility would be, for example, for this group to come together and decide on something important for the group.

Instead of Eric deciding for himself, he would say for certain important topic for the university, he would bring everyone in a round and come forward with whatever question it.

is, especially if it's an important one.

And then he would actually allow the opportunity for everyone to bring out their own opinion because he's already self aware that his own opinion might be wrong.

I hope this helps.

Thanks for sharing that, Irena.

And you're welcome.

I think with that, we might go and explore a little bit with one of our residential expert, Hannah AI and ask her what she thinks about what would happen and why is it important to have intellectual humility in an organization.

So I'm going to demonstrate how to open Hannah here.

So if you want to follow along on the call together, if you've not used it before, that would be a great way to understand it.

So if we can open up and I will just quickly open up Hannah AI again.

And Manchan, while you're sharing your screen again, driving us to the slide, to the link for Hannah, I just want to explain once again.

So what's Hannah, Hannah is our AI, the latest tool that has been published by Enterprise Agility University.

You can find it there.

You can easily register and start using it from right now.

What Manchan is going to do is going to show you really quickly how to use it, even in the breakout rules.

We have around five minutes and you can simply go and ask Hannah the question about what.

is intellectual humility or what's the lighthouse model thingy that we want to talk about or anything else.

Right.

No, no, it feels a lot like a deeper and quite frankly, what I've been searching for, which is a more rigorous or something with a little more bite to it to understand what's the connection between this idea of self-awareness and self-awareness around the impact of our behavior on others and actual behavioral science.

I think in a pop kind of way, we understand it from reading bestseller books like Think Again by Adam Grant or something like that.

But for me as an actual practitioner working the problems that are associated with intellectual humility, it really helps me to see the connective tissue between intellectual humility and I think your explanation shared things like decision-making and trust and psychological safety.

So those type of connections are really helpful and important to me and those are something that I don't get from just pop culture books like Think Again by Adam Grant.

So thanks a lot, James.

I would simply reply to your comment and I hope you guys can still hear me without any noise.

That would be great to know.

Just give me a thumbs up.

Okay, lovely.

So, yeah, definitely.

So what Hannah has explained to us before I move into the conversation from the slides and the video that's coming for us is absolutely so what.

It doesn't matter if they're leaders or not.

They will most likely be facing a situation where they simply will be 100 percent sure that they know all about it.

But the thing with intellectual humility is bringing you a different perspective of looking at things.

Helping you first of all come out from your own box and understand that things are changing very fast around yourself.

And when these things are happening, it might happen that, but you know so far might not be the right information or not the full information that you know.

Let's go ahead, Eric.

Oh, that was something.

Yeah, yeah, yeah.

No, no, no, no.

This is very, very, you know, I'm very passionate about this.

And then when I showed Irena the lighthouse model that you're going to learn later, you know, some years ago, she got very, very deep into, she did a lot of research.

I would say she got a little bit obsessed with the intellectual humility in terms of finding information.

And then the only thing I wanted to add here is that imagine that markets are accelerating and then you have a lot of information coming from the markets.

What we have seen is that when your brain is able to or has more intellectual humility, people with more intellectual humility are, and this is what the research says, are able to get more information from the environment.

So process more information and second, involve others.

This is what the research says.

So in an environment where things are changing all the time, imagine your brain is like a micro computer, right? Not, but imagine that.

And then the more intellectual humility you have as a leader, the more data you can sense from the environment.

And in intellectual humility, intellectual humility is connected to the sensing frameworks.

Just that.

Thank you, Irena, for this.

Thank you, Sarah, for adding this valuable information.

And what we were trying to say is that intellectual humility should be able to help you grow faster rather than slower.

Also helps you be more open to any of the perspectives that your colleagues or other people around yourself have, and you have not been aware of.

So I will give you also one example before we go into the video, Manthan.

So right now I'm working for a really huge world client in the automotive industry, and they of course want to stay relevant on the market.

And what is important that right now we're working with a really big team into three different time zones.

In most cases, majority of the decisions come from a smaller team that somehow at the very beginning of the formation of this team, we decided that we'll have one round.

Which we call a core round and another round, which is a full team round.

And most of the decisions happen in the core round.

From one side, let's say from perspective, this was set like that at the very beginning when the team was very young.

So we had no maturity at all.

We were getting to know each other.

According to Takman, we were all in the forming and in the storming.

And now we're somewhere between forming and performing.

And we realized that it's now time to actually connect these two rounds and start collecting more relevant feedback from everyone in the team and getting together to be able to bring more relevant decisions for the team and for the product that we're building.

And this is through my really realistic personal example that's happening to me every single day.

I came to a moment to understand that I really need to share this with the team.

So the team gets the opportunity to decide for every important decision that's going to affect them.

And for me, this is intellectual humility in practice because it helps you grow, I would say different, grow faster and grow more intelligent in a way.

And this is what intellectual humility through my example is.

And I hope this is valuable for you guys.

And I'm pretty sure everyone will find themselves in a different example.

But let's go to the video.

The video is a really, really interesting and a nice explanation of what intellectual humility is.

And I'll hand over to Manthan.

Wonderful.

Thanks, Irena.

So if you want to watch by yourself, you can scan this QR code and keep it for future.

But we're going to watch it as a group today.

So give me a thumbs up if you can.

We've all been in arguments.

Listen, is the argument.

And if we give you an argument, if you didn't believe that you were right and they were wrong.

But aren't we all wrong? Sometimes no one is right about all the things all the time.

Research shows that admitting that we might be wrong can actually help us be better friends, happier people, and more effective advocates for our beliefs.

This is called intellectual humility.

And it's a gift.

Not the kind you're born with, but the kind you can give yourself.

So why don't we? Why is it so hard to admit that we might be wrong? In our minds, our ideas, assumptions, and experiences weave together to form our picture of the world.

So you can see why it's painful to admit that something we believe in is wrong.

One tug on the thread and it can feel like our whole sense of self is unraveling.

In fact, studies show that our brains actually react to attacks on our beliefs the same way as threats to our physical well-being.

Our natural human tendency is to avoid those threats, surround ourselves with people who think just like us.

It doesn't matter how smart or well-educated you are, anyone can fall into these traps.

But we can break out of these bubbles.

Our ideas don't need to limit us.

We just need to remember that some of the things we know are wrong or incomplete.

It doesn't have to feel like a failure.

It can feel like a relief.

We can let go of the ideas that are holding us back from growth.

This is one of the key features of intellectual humility, that willingness to accept and admit that you might be wrong.

Early research shows that people who practice intellectual humility make more thoughtful decisions, have stronger connections with their friends and partners, and are more tolerant, which could lead to a happier life.

We live in a time where there's pressure to appear like you're always right.

But recognizing an incompleteness in our knowledge isn't weakness or ignorance.

It's the opposite.

It turns every day into an opportunity to learn and grow.

In fact, people who practice intellectual humility are shown to be better at recognizing persuasive arguments.

That means you could be a more effective advocate for your beliefs by allowing them to be challenged.

The scientific method asks us to test every idea, question every theory, and that discipline.

is responsible for much of the explosive progress that has defined the last two centuries.

Intellectual humility is the same principle applied to the individual, constantly refining your understanding of the world and yourself.

The person you are now only exists because the person you were was willing to grow into something new.

Intellectual humility is that willingness.

It allows us to constantly search through our understanding of the world, and bit by bit make it better.

Learn more about research on intellectual humility at templeton.org.

Thank you for your notes.

I hope that this part of the video you could have seen the video in a nicer mode, but we can also share the video link and everyone can much later on.

I'm back to you.

Wonderful.

That was something that was giving me goosebumps as we were going through the video.

Thanks for sharing that, Irena.

We will move on and take questions as we are going.

There was one question that did come up and the comment is, if there are any insights.

that are coming for each one of us, please feel free to share them as we go through the talk and we will come back for any questions that are bubbling up.

Thanks, Manthan.

I can continue now.

Looking forward for all your comments coming from the video.

I know that the video raised some attention at least to some people in the room and looking forward for your comments and conversation, also your questions.

So this is part of the program that we have, one of the programs that we have at the President's University.

I just want to mention it.

It's part of the mobility leadership program.

It's about a standard program that we run a couple of times in a year.

And it's important to share this information that's also in our program where the intellectual humility and the lighthouse models are really explained in details.

So just give me a thumbs up if you still can hear me well.

Well, something we did not tell people is that you are on a kind of holidays.

So we were bothering you on your holidays.

That's why you might hear some noise at the background.

We appreciate Irena is here even when she's on holidays.

So a big add for her today for supporting the community.

Thanks a lot, Eric.

So what this slide says is the idea is to try to practice the belief of being wrong from one minute to another and be happy about it.

I know it's not something easy, but if you give yourself a try, it could be an eye opener for people who would like to try.

So if we're things that you're quite certain that you are 100% true, that you think it's like that and no other way, just give yourself the chance to think that you might be wrong.

And you will see that things will start changing in your perspective.

As brain is like a habit, so the more you practice it, the more you will start doing it subconsciously.

And this is what will really help you.

Make a go to the next slide.

And there are a few ways how to start questioning yourself as soon as you are able to start.

practicing this belief of being wrong.

It's like, first of all, start to think if and how much the situation when you put yourself being wrong is affecting you.

And do you feel anxious? Do you feel excited or maybe frustrated or happy? So what feelings do you have? And how does this affect you or also then go to another direction and ask yourself the question if you can handle the emotions as a result of the situation or feeling that.

you are actually potentially wrong instead of right? And also for how long can you handle the emotions? These two things will help you understand where you are in your own intellectual community journey and how to help yourself actually grow from the initial situation of certain, let's say, level of intellectual humility you have until the levels that you would really like to achieve in a point of time.

And we can continue.

Now we'll slide gently to what can actually help us.

That's the model which is called a lighthouse model.

That's why you can see a lighthouse out there on the slides.

Something that can really give you some light in the situations when you're not sure where you are.

Coming into your decision as a confrontation to other people's decisions and both decisions are quite relevant in the formation that you have, let's say, or if you're facing a situation when you're maybe in a different position where you have to decide yourself but you're not quite sure if you have the right decision in place.

So things that we start with and we can, I think, from here move to the next slide.

The idea is to.

I'm sorry, Irena, to break in.

But that previous slide said there were three things that we should know.

Is there.

Did you mention those three things that it's important for people to learn? Yes, we mentioned and maybe it's okay to go through the information that's also on this slide.

So we have this information also in the program.

But leading by example, starting with a clear invitation, especially when you want to collect information from other people and then come with yourself and decide if you were right or wrong or come to a completely new conclusion.

These are the things that we usually pay attention before we start using the lighthouse model, but it's nothing special that you have missed on the slide.

So the other one is we're trying to improve on social agility.

So we try to go with our cameras on because this is the way how you can collect more than 8,000 micro expressions if I'm not wrong with correct mirrored when you have the people, the person in front of you with their cameras.

As a comparison, when you don't have a person with your camera, it's completely different.

And I think, yeah, I hope this is helpful for you, James, and anyone else.

Yes.

Thank you.

You can continue.

You're welcome.

So the first thing to do when starting to use the lighthouse model is become yourself ready.

What really means in this situation means to be ready to find the right time, also the right place and the right way to discuss a situation.

It can be a situation for someone else, but also a situation for yourself.

So now we're talking a bit more theoretically, but we're trying to open the horizon for any type of situation that you're affecting.

And you might think that lighthouse model might help you.

We can continue.

Sorry, ear in, I wanted.

something in the previous one if you can come back Something important here is that enterprise.

agility has what we call the three universal outcomes which is a company has to be always ready, always responsive and always innovative Now the Lighthouse model takes this one into the.

individual So how in an environment where everything is changing all the time you can be.

always ready We did a lot of research with that and trying to understand you know how brain can be.

prepared for in an environment where you are always ready So what the also the Lighthouse model is.

doing is connecting with an important outcome which is always ready Always ready means what.

he means that you are always ready as a leader to serve your people to be ready even if the situation changes Now it's not trivial because we are always ready in an environment where things are.

changing all the time It requires to understand certain principles right about how the rain.

works when a person is exposed to constant changes We are not going to cover this I.

realize not going to cover this Not what is going to cover this in this session but this will be.

very extensive But we're going to do some session at some point We have 12 principles in enterprise.

agility and many of those 12 principles are teaching people of how the brain reacts to an environment which is changing all the time So to be always ready is for the organization.

or the person who is connecting with a universal outcome in enterprise agility which is called always ready Right? Thank you, Arina Thanks Eric for giving a bit broader sense to the.

point forward So this is the first step and it's one of three steps always ready, always.

as Eric mentioned So let's maybe continue Always responsive and always innovative of course.

So we do have eight clear steps in the Lighthouse model So let me guide you through them.

and feel free to add your questions to the chat whatever you feel needed.

So as soon as we feel that we are ready for the place, for the space, for the situation, for the time that we want to open a discussion on certain topic, we need to make sure we are clarifying the objectives of the discussion So everyone knows what we are talking about.

And here it gives them more information here on the Lighthouse diagram that this model helps us constantly refine and re-refine our understanding of the world and ourselves and this is very important and that's why we're adding it here After clarifying the objective, making sure everyone,.

you are actually ready to start of the discussion, it's very important to give people a place and space to start talking on the topic and shut up Now shut up and listen might sound a bit harsh.

Yes, thank you, Michel But it's very important Why? Because if we continue talking only on our own,.

we don't give possibility for other people to express their opinion and give a completely valid information that we are lacking in most, in many cases So that would be the third step.

Then we go for the next step As soon as we already have some input from people around.

ourselves who are in the discussion and we try to re-frame from constantly talking and giving or asking for feedback, we already have some new input that made most likely we were not aware of.

Then we are trying to go for the next step, which is the re-framing This is not something easy to.

be done It's part of the mental agility, it's part of our foundation's program and something.

very, I would say, very powerful It's a powerful tool to have in your hands And re-framing means.

being able to adapt perspectives and values and emotions and what else was there Being able to.

adopt exactly the thoughts of the other person as they're talking, to be able to get closer to them and in this way to continue the conversation in a more effective mode After re-framing, we placed.

communicating vision values and boundaries Why is that? I don't know, maybe Eric wants to answer.

this part Eric, can you help us understand why after we are able to re-frame a certain discussion.

with the audience, with us? Why it's important to communicate the vision values and boundaries? Yeah, I think it's very important here, because first, what is happening in the brain when you who are re-framing? And this is something that all the people who have been in EIU for a long time, they know very well And are we going to be doing an event next week about the five types or.

dimension of agility? We have one dimension, which is mental agility Companies where employees.

do not have enough mental agility, they are not going to succeed, right? Because when market accelerates, the number of perspectives a person can evaluate diminished to crisis We know that.

because, you know, in crisis, some cortisol, etc Now, something very important about re-framing is.

there is a model, you can find it in the book, it's called the fish model, which allows you to understand how to measure mental agility Let's say that the most flexible person in a room is the.

person who can embrace the values, listen to these values of other person, and feel the values of the other person as if they were their own values, temporally, right? This is what we call re-framing.

Re-framing is a process and it has certain steps You find the fish model in the book and explain.

how it works But the important thing is that you are able to embrace the values of others and feel.

the values of others as temporally your own values When you're able to do that and completely.

reframe the conversation, and you can see the world in a different way Now, the more you do it.,

the more your neuroplasticity, which is how your neuroconnect increase, and then you are able to see different situations in a natural way Now, why is very.

important after you reframe? After you reframe and you're able to understand the other perspective, which takes a lot of time, especially if you're reframing into values that are against yours.

But imagine that the values you are reframing are not very different For example, I'm talking to.

Greg Greg is telling me something I can know what his values are and I can reframing to Greg's.

ideas Now, the next logical step is to put some fences in the field It's to say, okay, listen.,

this is, you know, I understand what you are saying This is great I can see your perspective And.

this is not empathy Remember, empathy is when you can feel the emotions that the other person.

is feeling Right? I see the perspective But reframing is a little bit higher than this It's.

about values embracing the values of the other person Now, if you are curious, you will see.

the fish model has five different steps to follow to increase mental agility And there is a video.

we can share and we're going to share it next week on how to measure mental agility in your company Now, going back to the original question, because I don't want to take over this, I'm sorry.

every now, but you know, I'm very too good I love what we all love here I think there is a reason.

why we are all here today So when you embrace the value, you are able to see those perspectives.

It's very, very important that you say, okay, listen, I understand what you say This is the.

vision about these companies This is the value we have to follow And this one is the boundaries.

No conversation can go ahead You know, even if you have high levels of intellectual humility,.

if you don't, you know, state well behind, you know, just initially you need to state what the values that are going to moderate this conversation, and, you know, these values and boundaries.

And then there is a video that I removed here was originally with Barack Obama, even if you support him or not, talking about, you know, there is a problem in a room and he state the boundaries Now, when we work with leaders, one of the most important things with make stating your.

boundaries or limit is to do it in a nice, but strict way Now, before any conversation starts,.

even if you have high levels of intellectual humility, you need to 100% make sure the other person understands what the boundaries are And these boundaries can be a little repressible,.

depending on the situation, but it has to be 100% clear And most of the leaders we have seen,.

they do not, or they are not able to communicate boundaries, they don't be comfortable about this, or they communicate it in the wrong way So you cannot have any kind of conversation.

without stating boundaries or serious conversation Thank you for that, Irena.

Thanks a lot, Eric It was really, really interesting for me to refresh my memory on the.

boundaries thingy And you mentioned the video, maybe later on, we can, I've met and is able to.

find it through the slides at some point, I know, knows where he is, if we can share this video link that would be great and might be additional cool new information for the people in the room.

So my boundaries are so important when you're trying to collect an opinion from someone else, and maybe understand if you're wrong, because there has to be minimum boundaries for the way of working in the room where you want to collect new information As if there are no boundaries,.

we might reach out to the state of house And we don't want to create a house when we're.

a chaos, when we're creating a new room for discussion of our important decisions need to come And that's why communicating division, different values that we are preaching, and the.

boundaries is very important so that you are able to collect really the information that you're seeking and not any kind of information that might even not be relevant to the topic And that's why.

this step is also very important And it's important to do it, let's say, right after the.

reframing, as soon as people understand that you connect really well with them, because they will feel that you are kind of behaving in a similar mode to them, and you can potentially bring more feedback from their side, simply said And after this part, it's also important to find.

ideas that can connect to the client value, company value, or workforce well-being value, which are also one

of the most important values that we preach every single day in the enterprise, university, events, and webinars, and online space So I know that Eric can talk.

for one hour on the topic, but for me, what is important to share as a part of the Lighthouse Model is that if you're able to connect all the feedbacks that we receive in a discussion, with what can be very valuable from workforce well-being value perspective, from company perspective, and from client perspective, we might come up to a new, we might come here or conclude to new, we might conclude new ideas, we might conclude new decisions, who are, let's say, even better than the ones that we have collected so far Now, I know this is not.

something easy to swallow, maybe in one hour, but if you find yourself a time to connect with the presentation once again or come back with any questions that you have, I'm pretty sure we will.

be able to help you out Yeah, there are probably things.

Irena, we've got 15 minutes or so left, so we might need to soldier on a little bit.

Okay, cool Thank you for reminding me Then the next step is to try to remove any blockages.

that will appear into the discussion that is already going, we believe, while practicing the Lighthouse Model The next thing to do is actually be ready to move on something else This is what.

the Lighthouse Model is about It's first of all really being aware, being self-aware, potentially.

going through all the steps and being able to adopt new ideas that are coming not from yourself, but from others So, Eric, please say something.

That's really wonderful Thanks for sharing that, Irena.

Probably I'll open up for a question or so There's a lot of concepts that we've covered.

I'm sure there's some curious questions bubbling up So, let's open up for a question and then.

we can move on to the content So, if anyone has any question, feel free to come up mute,.

share it or put it in the chat.

There was a question before from Valentine Would you say intellectual humility closely.

coupled with having empathy for others? So, these two things are quite similar, but they're not the same And now when we will go through the statistics, I will show you exactly.

what it means Okay, wonderful So, we are going to be going into a quick breakout room So, I would say.

10 minutes Would that be okay, Eric, for us to have a breakout room for 10 minutes?.

And in that breakout room, now that we've learned a little bit about the lighthouse model and intellectual humility, what would be great if we can go in, have a conversation and use HANA AI as well as our partner to get that diverse experience to explore this scenario And Irena.

can give us a little bit about more into the scenario Yeah, I will go through this scenario.

just to make it more visible for everyone and then we can go into the rooms, use around approximately 10

minutes and then we can come back and share more feedback or more conclusion that you guys have.

we will do in the rooms So we have the situation with Mike Mike is a manager of this manufacturing.

company that was struggling with their quality So one of the most important things for.

manufacturing when you have a product there And when defects arise on the production line,.

Mike would simply storm on the factory floor and he would, you know, go for the front-line workers that they are careless and they're incompetent So going with this kind of, you know,.

inappropriate values, I would say And this is a top-down approach that simply makes workers.

anxious and defensive and it's hampering their collaboration to actually solve the root causes of the of the raising problem that they have with poor quality And I would call, I would also say.

in any manufacturing in the world, in any factory that there is a KPI called cost of poor quality And this is one of the most important KPIs run and followed for any.

world manufacturer And I would say this is a real scenario And let's see what happens So the.

problem really persists despite all the calls from Mike, which are really intimidating And then.

the question is really how can Mike demonstrate more intellectual humility or how he can at least.

start using it and transform his, his approach to address quality issues Now let's, let's hope.

this is enough, at least minimum enough and maybe Eric can help us go.

You're impressed for what? What did you make? You're impressed? I'm impressed The suggestions that Hannah made because like now it's about based on personality.

type, how do you really coach someone like that, you know, and for Hannah to be able to discern that information just from the text and then give a proper guidance So that's good.

That's pretty good And you can also ask Hannah to give you a specific.

step or create a practice So what Hannah is going to do is Hannah is going to take the, the 12.

principles and the interpretability based on science and she's going to apply it and create a practice for you You can use it, Mike Welcome everyone Welcome back I hope you had some great.

fun I know we in our room had some great fun having a conversation with Hannah and amongst.

ourselves Probably we have time for one, maybe one share if anyone would like to share their.

experiences and come up mute and just share your experiences that would be really wonderful.

Anyone guys, maybe someone from my room? Don't be shy I know many of you wanted to talk, I remember talking to the community.

So go, change his, his, his looking at the screen I can see that.

Yeah Yeah, I'm happy to, I think one of the things we ran into,.

none of us except for, I wish I had the access to Hannah So prior to Hannah being.

brought up, we actually talked about Mike and we thinking in terms of those top five benefits of intellectual humility, we were able to align one of those or which ones we thought were most, most apropos to the situation we were reading in with Mike the manager.

And so, and then Hannah coming through and kind of reinforcing that with actual actions, actual actions we could take So one thing is to diagnose the problem, but like I always tell.

my doctor, don't tell me I have a disease that you don't have a cure for So, so, you know,.

the idea was that what should you do about it And that was what was beautiful about about Hannah.

So that was our experience Yeah, thanks for sharing that And I think I put it really nicely.

saying Hannah has given us a systematic way of tackling the problem and giving us a bit more insight as opposed to just the fluff around it saying, okay, these are the actionable things that we can do So that was really good So thanks for sharing that James with us.

These are the factors This is a statistics closely related to what intellectual humility is,.

being able to understand fallacy in yourself and fallacy in others and how genetic information and other information actually helps you and helps us here in the room understand how they, all of these things affect to the level of intellectual humility we have or we don't have.

So can a person's level of intellectual humility change? I would say for, could be the most burning question Yeah So no research directly tested, you know,.

had this efforts to change intellectual humility, there's every reason to believe that intellectual humility can be improved over time in any person And the research that I went through.

reveals that even if intellectual humility is forced, they show a certain degree of stability, they can change over time Now, let me explain you what this graph means here So genetics,.

intellectual humility level levels belong to genetics to approximately 20%, which is given by our genetics coming from our generations before us, dozens of generations And this is the general.

intellectual humility we are born with Then it's super important another 20% belongs to parenting.

What we adopt as a learned social family, first of all, social and general behavior comes from parenting So 40%, it's really important what comes from our genes and what comes from parenting,.

what our parents taught us through life for the first, if you would like, first seven years of your life And then you continue building on top of that Then also very important is the culture.

where you live in, culture where you were born or culture where you, in most majority of your life, majority of your life you're living in So you're adapting certain behaviors and even certain.

opinions as a direct reference to the culture where you are in So this is almost half of the.

whole half of the inputs for your general levels of intellectual humility And then the rest is very.

interesting as well, which means that you can build on top of the levels of intellectual humility that comes from your genes and from your parents through education And you can always do.

education You can always learn new stuff This is a never ending story And I can see in the room.

there are many people who are, I would say, above 30 That's okay We're above 40 and we're still.

learning And that's lovely to see here And I hope that I'm now 42 I have nothing to hide.

But I hope I will do the same thing in 52 or 62, maybe 72 And this is what education gives us.

a 15% It's a quite crucial moment for intellectual humility that you can expand and learn and improve.

over time, no matter what your genes say or no matter what your parents are seven to 10 years of your life, or no matter what the culture is where you are, and maybe it's not the most convenient one and you're not able to relocate at this point in time, for example Now, the yellow one, it's.

very tricky, but also very important It's called the threat It's any kind of threat that comes.

to your life, which is threatening your position, your power, your position, your prestige, your role, your basic conditions for living and so on This is when this part in the brain called the.

McDella gets activated And it's part of the understanding what mental agility is And I know.

Eric would like to speak for three hours on the topic But threats in your life affect highly your.

intellectual humility So the more threats come to you, the more you potentially will be.

putting your, you will be putting the situation to adapt and change and simply grow over time.

So a threat is a big percentage of what your current EH looks like And also ideological.

moderation can be shared through different examples So it can be connected to political.

parties, simply connected to other ideological moderations and can also affect your current levels of intellectual humility Now, I see Manthan wants to say something And I hope the.

information is Yeah, so Greg Scott is hand up and I do have something to add, but Greg, go first.

Just very quickly, just very quickly The McDella is triggered when we go through change as well.

Change is treated like a threat So it's important to understand that And that's one of the things.

why I'm learning a bit more about the science And it's really important to understand that.

when we're going through change, it's treated as a threat in our brain Thanks for that,.

share Eric, Greg, that's really helpful One thing that I wanted to share from my perspective.

is I was always of the opinion before I interacted with few of my colleagues was that PowerPoint is just a PowerPoint It really doesn't matter And after having an interaction with the marketing.

and the brand team, they shared so much new information that now I've gone into a rabbit hole of learning

about font psychology, saying, what can a font tell me about myself? How does it portray my character, my
It's my calling card in a way So that interaction really allowed me to open a.

new perspective saying, okay, it's not just words on a screen, it's something that you want to learn about And
then did you guys share the source for this research?.

We will share that, James, in the follow up, if that's okay.

It's in the very first slide, so I think Phantom can share it with us So it's the research from.

Duke University with Dr Michael Arry You can find him easily on the web as well So it's a paper.

of 30 pages, something like that It's a valid piece of work And this presentation is based on.

his work, but also on everything that we teach in the university of the university So we're.

connecting the dots here from a valid research from Duke University and what we were able to create as a
model to help people understand and improve on their own levels of intellectual humility So we are on time,
so we might need to probably quickly go through some of the last slides.

in 30 seconds or less Let's do that Yeah, if you can Yeah, let's go to the next slide.

And I'll try to make it happen really quickly so people understand And next slide And we're fast.

Yes, so I hope you can see this thing here well It's called Enterprise Agility Body of Knowledge.

and it's everything that many of the things that we learn and go through and learn, teach people together in
our programs, in our groups, in our webinars as well So I will simply go for a vertical.

and horizontal of where the Lighthouse model is It's simply shown here with the red arrow.

So Lighthouse model belongs to the leadership programs, to the leadership models, but also belongs to one of
the three values of the shared progress, which is always responsive, which is helping you understand in a
vertical and a horizontal of this body of knowledge that Lighthouse models should be able to help you as a
leader, better embrace leadership challenges during your daily work, I would say, and also help you remain
always responsive to the situation that you are put in or the situation you're facing And it's simply that there
are so many.

models here in the body of knowledge we are not able to share all this information, but we have added our
focus there and I hope it's valid and helpful for everyone in the next time coming for you.

What else? You have the link of the official university website Then you have also my website,.

Agile Balkans and the email And I would simply put it here Feel free to connect directly with me.

if you would be interested to learn more about the topic or maybe you're interested in the next coming
program in the Enterprise Agility Foundation That would be lovely to hear back.

from anyone who would like to learn and call on together.