

Generating Insights

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Outline

- What are insights?
- Where do insights come from?
 - Contradictions
 - Connections, Coincidences & Curiosity
 - Creative Desperation
- What impedes insights?
- How can we foster insights?

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Defining Insights



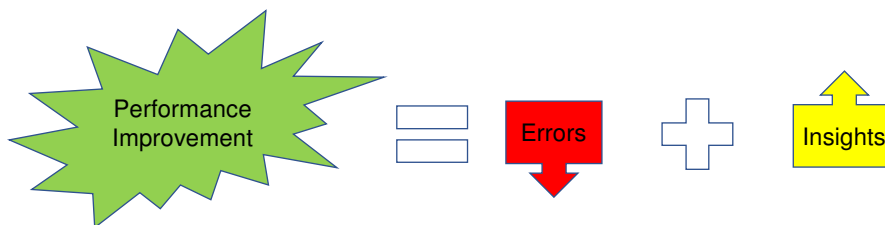
- An unexpected shift to a new set of beliefs that are more accurate, more comprehensive, and more useful.
- Insights change how we understand, how we act, how we see, and what we desire.

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Purpose of Insights

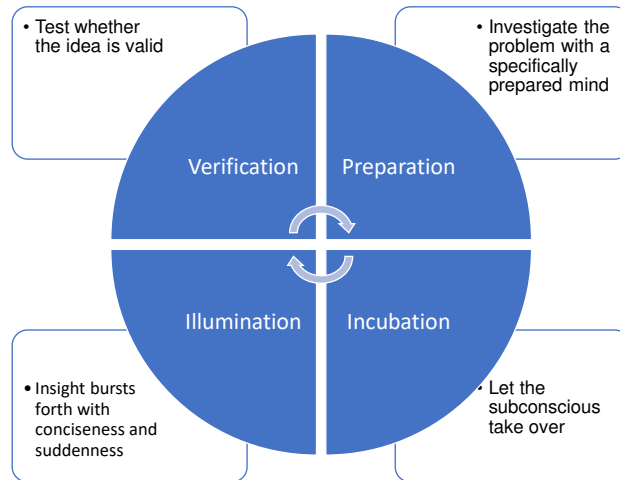


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Early Thinking

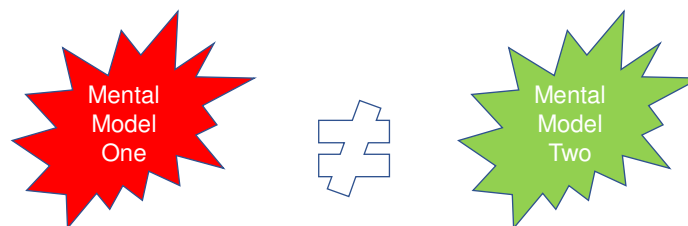


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Thinking is Transformed



- Contractions
- Connections
- Coincidences
- Curiosity
- Creative Desperation

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Contradictions



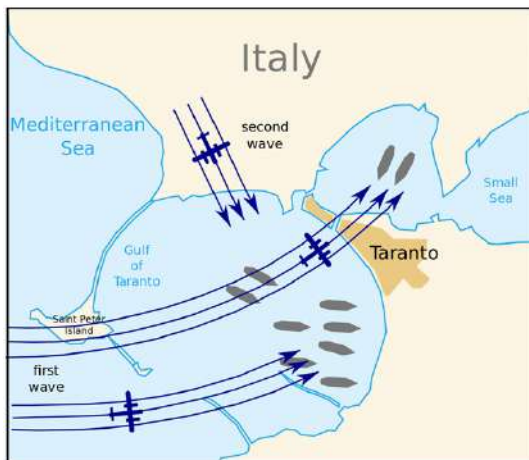
- “No way, that can’t be right”
Instead of reacting to the way ideas fit together, we react to inconsistencies.
- A signal that there’s something seriously wrong with the story (Mental Model 1) we are currently telling ourselves.

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Connections



- The battle of Taranto (11-12 Nov 40) showed battleships were vulnerable to air planes launched by carriers.
- The battle marked a new understanding that expanded the actions that could potentially be undertaken.

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Coincidences



- “I’ve seen something like this before”
- Some events that seem related to each other even though they don’t seem to have any obvious causal link yet they provide us with an early warning about a new pattern.

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Curiosity



- “That’s funny, what’s going on here?”
- Curiosity is sparked by a single event or observation rather than a repetition of a pattern.

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Creative Desperation



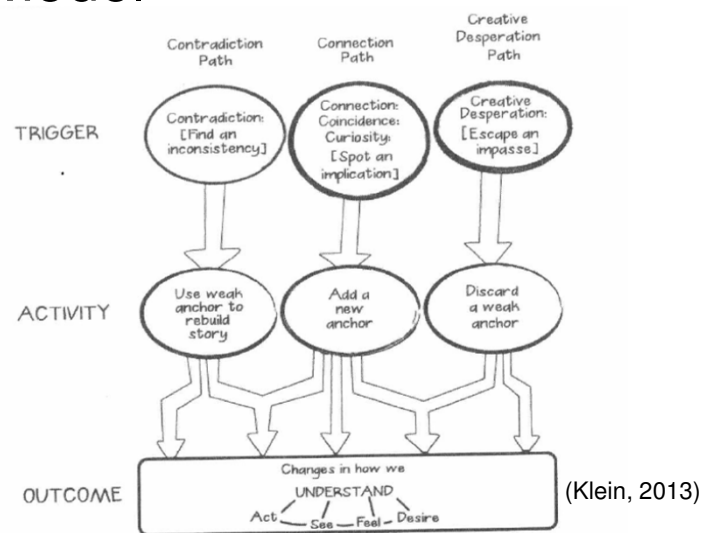
- “How can I find a way out of this trap?”
- Creative desperation requires finding a way out of a trap that seems inescapable, usually by jettisoning assumptions that are trapping us.

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Insights Model



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Impeding / Fostering Insights

- Gripped by flawed beliefs that become 'knowledge shields'
 - Speculate and test
- Lack of experience, but not necessarily knowledge
 - Tune our attention
- Passive stance
 - Actively scan for new developments and opportunities
- 'Concrete' reasoning
 - Juggle ideas and imagine hypothetical scenarios

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Summary

- Insights are disruptive. They come without warning, take forms that are unexpected, and open up unimagined opportunities.
- Executives may believe that they want insights and innovations but are most receptive to new ideas that fit with existing practices and maintain predictability.
- Insights can take us beyond 'perfection' and show us ways to improve on the original plan.

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