The Four (Justifiable) Fears That Limit Value Creation

Ryan Gottfredson

Organizations either emphasize

Making Progress

or

Creating Value

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Organizations either emphasize

Making Progress

Creating Value

#Dieselgate

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Organizations either emphasize

Making Progress

↓

Hinders agility and long-term growth

>

Creating Value

↓

Enables agility and long-term growth

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My Focus

Making Progress

Creating Value

Why do organizations commonly get sucked into focusing on "making progress" and how do we break free from its justifiable and enticing grip?

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Hot Air Balloon Metaphor

Making Progress

Creating Value

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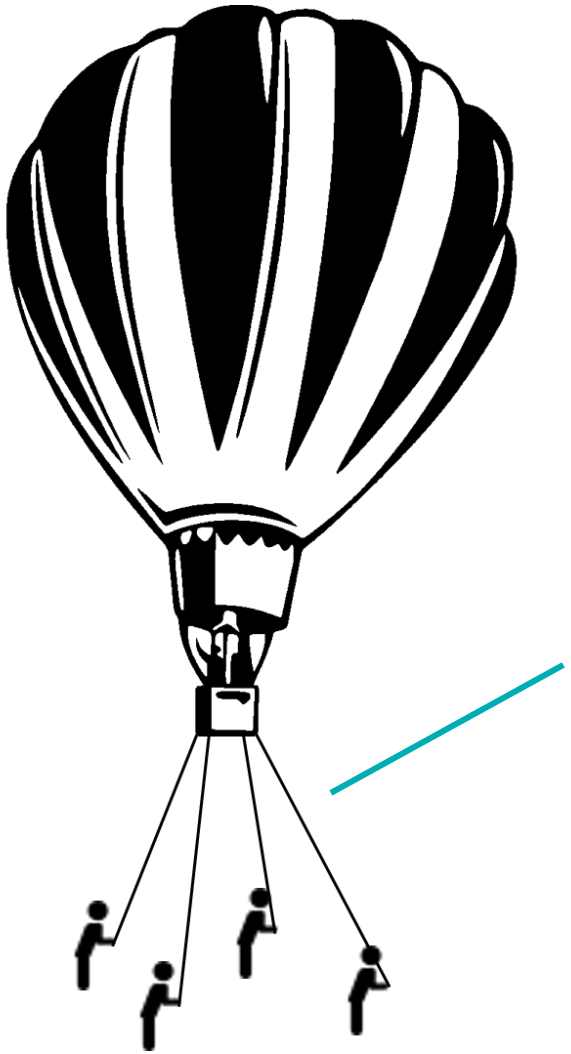
Hot Air Balloon Metaphor



The Ropes:

Four (Justifiable) Fears That Limit Value Creation

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The Fear of Looking Bad

Justification: Looking bad = Losing Respect

But, if we are unwilling to look bad, we will rarely try something new or outside of our comfort zone

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Were we?

Making Progress

Creating Value

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The Fear of Being Wrong

Justification: Being wrong = Little value

But, if we are unwilling to be wrong, we will care more about being right than about finding truth and thinking optimally

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Were we?

Making Progress

Creating Value

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The Fear of Having Problems

Justification: Having problems = Clean up

But, if we are unwilling to have problems, we will

1. Be slow
2. Only do the things that we know we can be successful at
3. Never push the envelope

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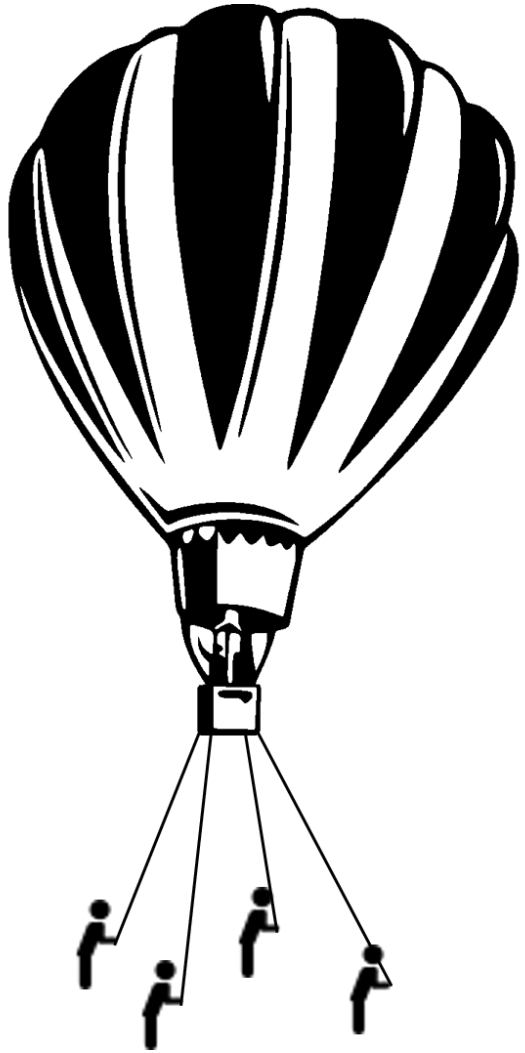
Were we?

Making Progress



Creating Value

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The Fear of Not Being Seen

Justification: Not being seen = Not being of value

But, if we need to be seen, we will create conditions where both customers and employees will get less.

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Were we?

Making Progress

Creating Value

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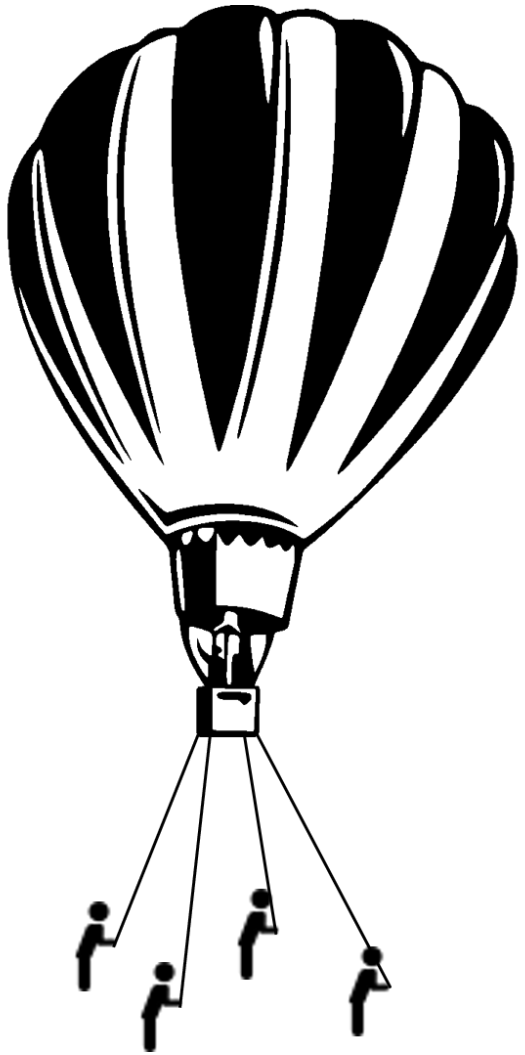
The Four (Justifiable) Fears that Limit Value Creation

The fear of looking bad

The fear of being wrong

The fear of having problems

The fear of not being seen



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The Four (Justifiable) Fears that Limit Value Creation

The fear of looking bad

The fear of being wrong

The fear of having problems

The fear of not being seen

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I morphed from:

Making Progress

Creating Value

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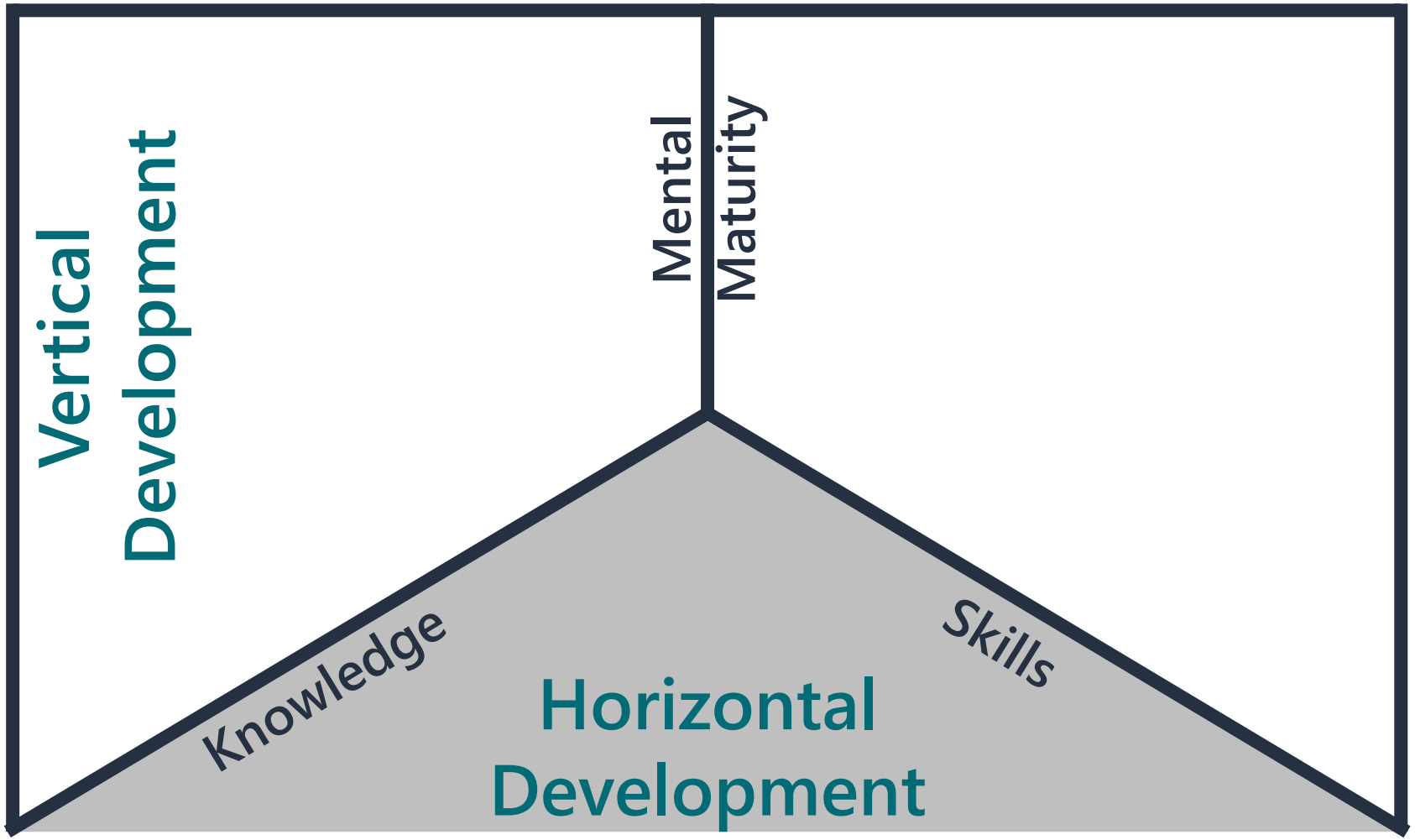
Two Forms of Development



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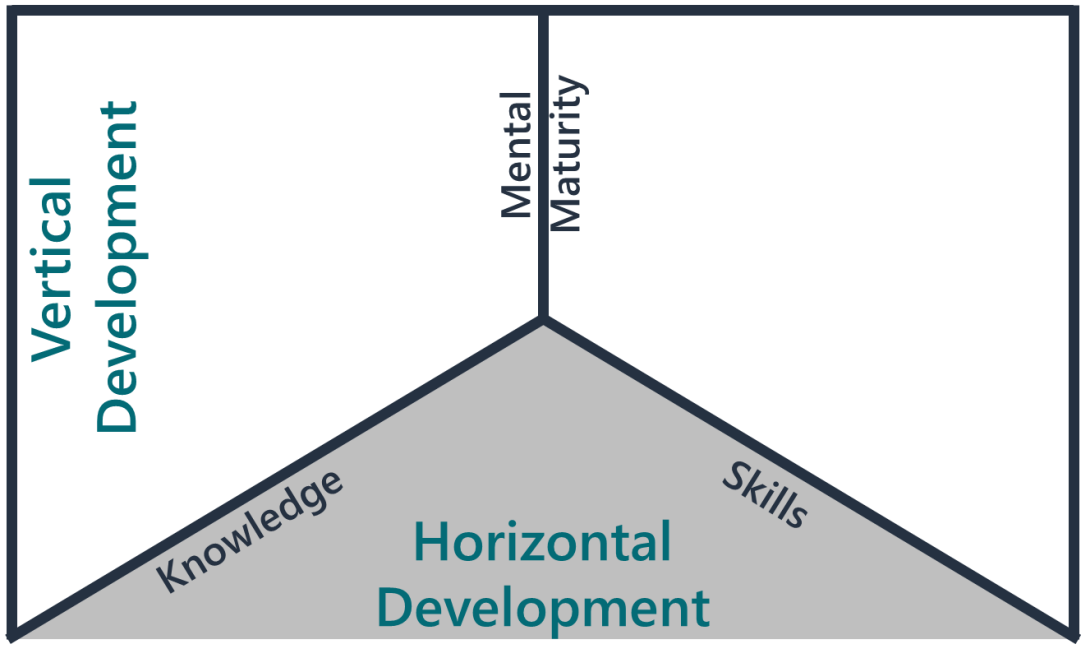
Horizontal Development



Horizontal: Adding more knowledge, skills, and competencies

- **Focus:** Doing More

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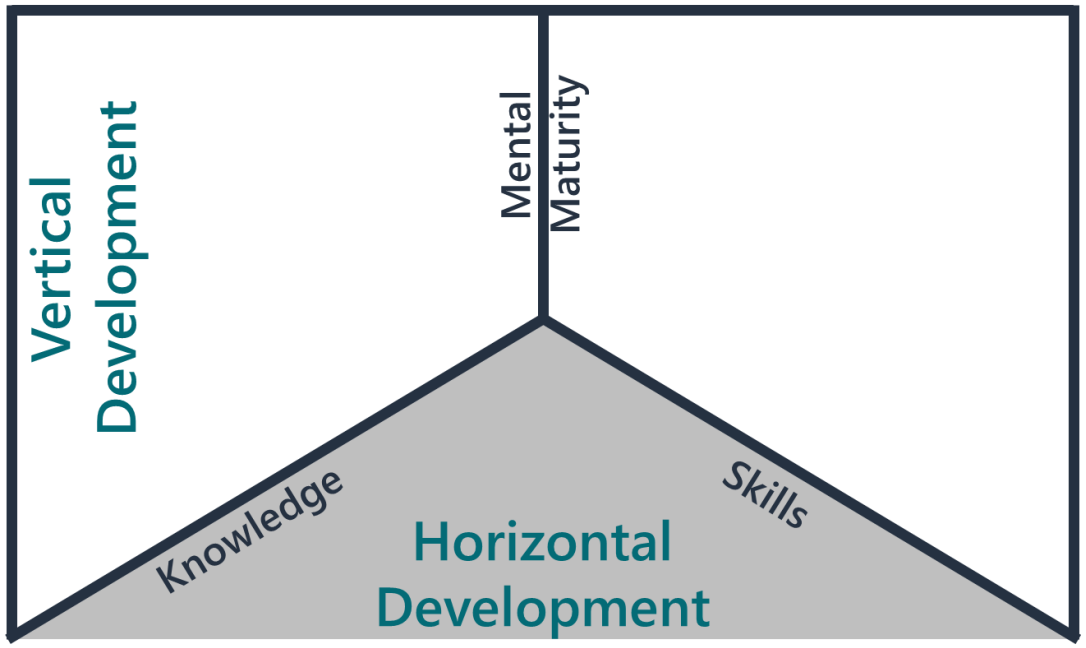
Vertical Development



Vertical: Elevating a person's ability to make meaning of their world in more cognitively and emotionally sophisticated ways

- **Focus:** Being Better

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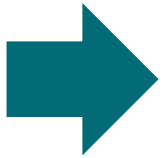
Vertical Development Upgrades

Low Cognitive and Emotional Sophistication

- I can't look bad
- I can't be wrong
- I can't have problems
- I can't be passed up



High Cognitive and Emotional Sophistication

- I need to learn & grow
- I need to find truth
- I need to reach goals
- I need to lift others

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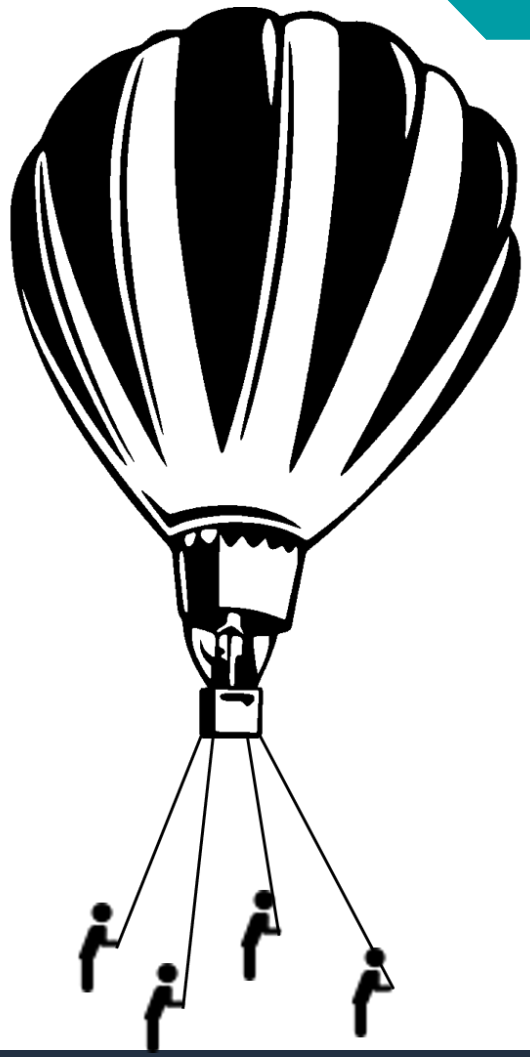
Cutting Your Ropes

1. Awaken to your fears



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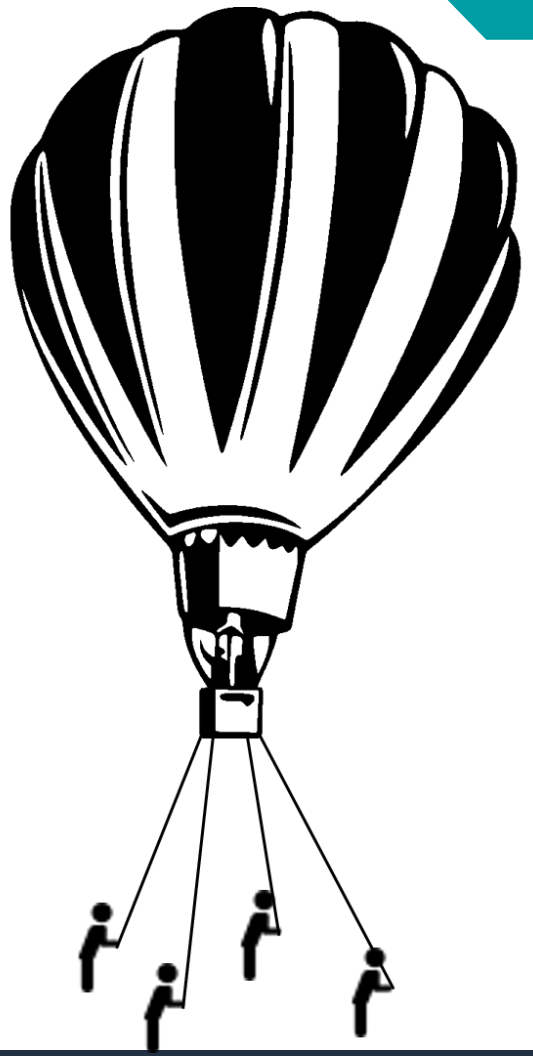
Cutting Your Ropes

1. Awaken to your fears
   - Fixed Mindset = I can't look bad
   - Closed Mindset = I can't be wrong
   - Prevention Mindset = I can't have problems
   - Inward Mindset = I can't be passed up



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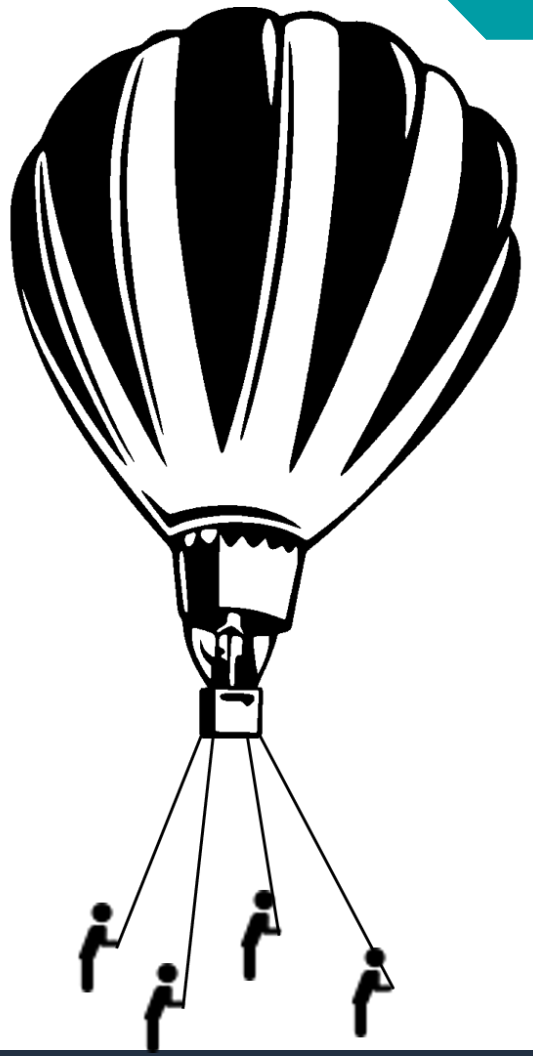
Cutting Your Ropes

2. Get clear on your purpose, and make sure it is a purpose that is focused on creating value (not on making progress)
   - Your "why" > Your fears of:
     - Looking bad
     - Being wrong
     - Having problems
     - Getting passed up



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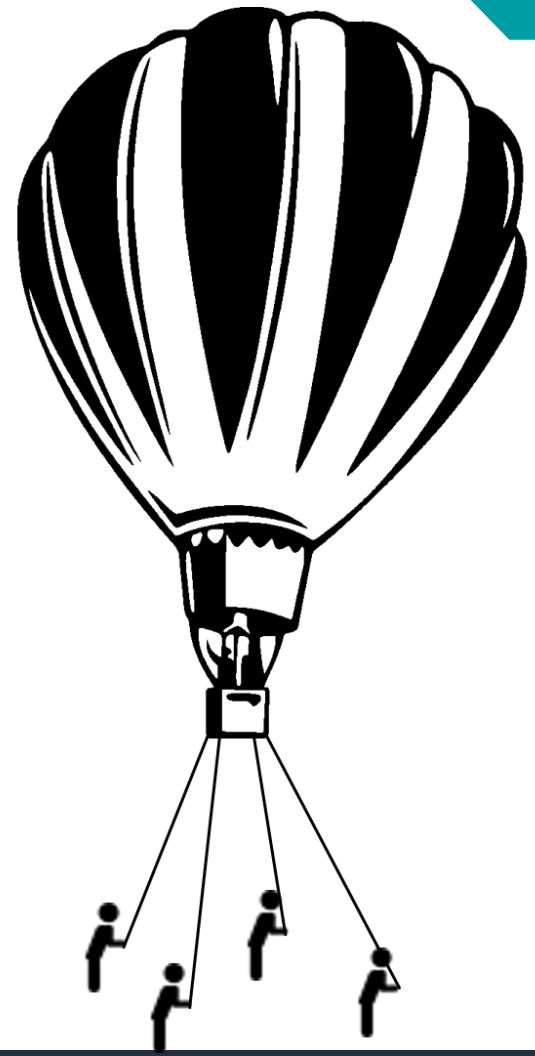
Cutting Your Ropes

Set an Intention:

- What rope are you going to cut?
- What are you going to do in the next week to cut it?



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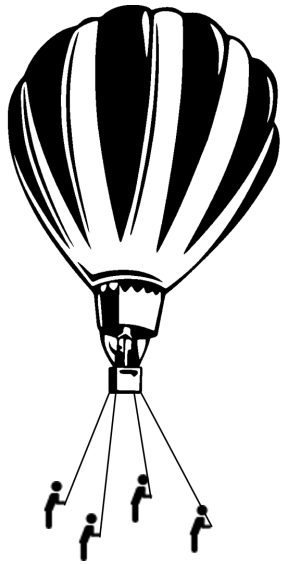
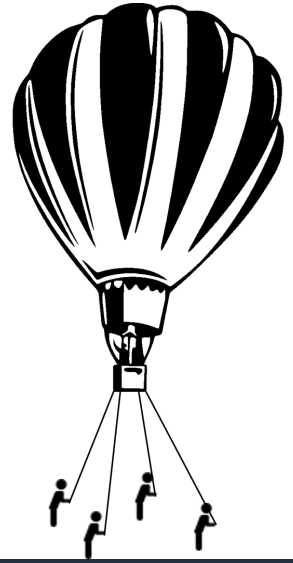
My Challenge for you

Cut your fears

So you can be a Value Creator



And not a Progress Maker



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Thank You

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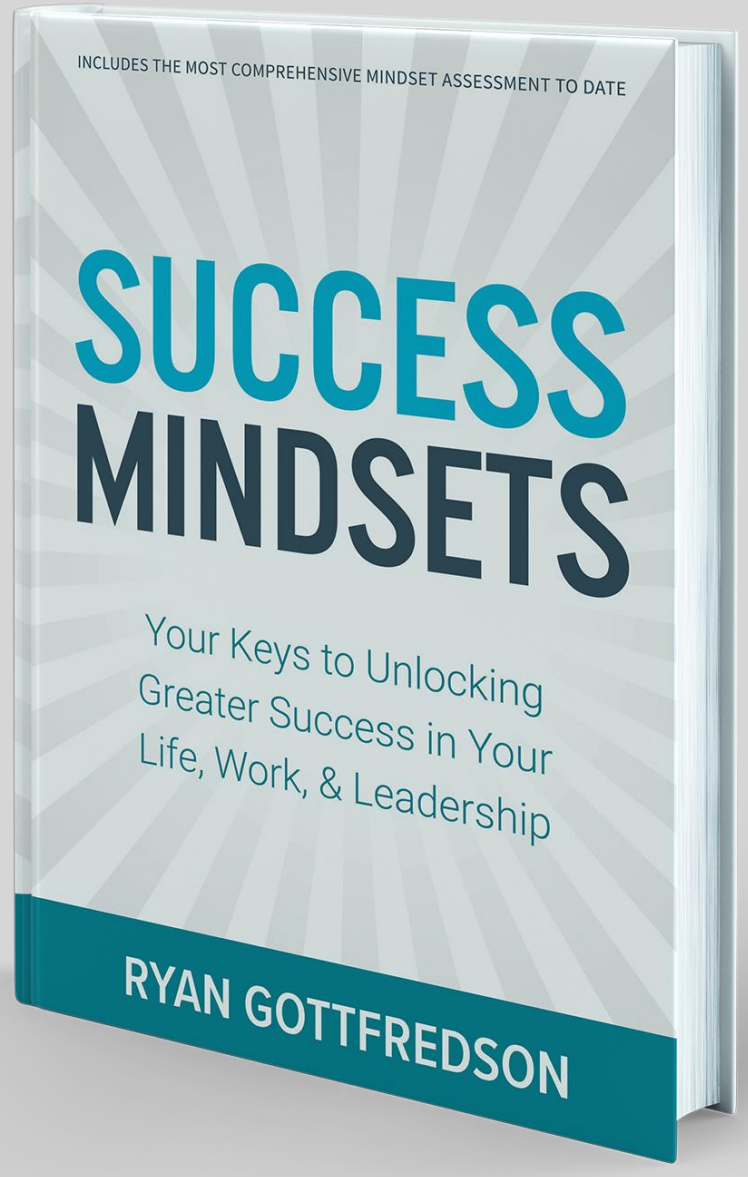
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