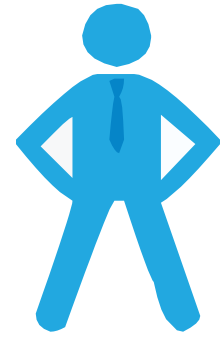


UPGRADING YOUR BRAVERY



When you act, in the Action Phase, the key choice is between Apply and Explore. You can apply existing processes that you believe will work, which is following the Status Quo Cycle. Or, you can explore new ways of doing things in order to find out what will work, driving innovation.

When you apply your knowledge, it's usually because you have already concluded that your approach will work. You may delay taking action until you have a sense of certainty about the outcome. So you risk being overly cautious, or falling into Optimism Bias, the belief that your preferred option is more likely to succeed than it really is. When you are trying something new, you may fall in love with your idea and behave as though you already know it will work, instead of testing it to find out. So you underestimate the real risk.

WHEN YOU ARE NOT BRAVE: INNOVATION FAILS

What goes wrong...

- Overly cautious/risk averse
- Paralyzed by uncertainty
- Organizational inertia
- Untested ideas implemented too quickly

What happens as a result...

- Delayed action
- Missed opportunities
- Unexplored options
- Wasted resources
- Failure to a

In the real world, it is very difficult to accurately calibrate the risks you face. So it's wise to treat almost any action as a type of experiment. Your mindset needs to be one of curiosity and exploration. Yet you also need the faith and confidence to face uncertainty and risk failure. This is one of the paradoxes of an Innovator Mindset. It requires supreme confidence and profound humility at the same time. The recognition that you may fail, yet the courage to act anyway.

GOALS

In the Action Phase, you are trying to evaluate your ideas and alter events in some way. So your goals are to:

1. Test your ideas.
2. Impact the world around you.



BRAVERY HABITS OF AN INNOVATOR



- 1) Treat your ideas as hypotheses to be tested, rather than as plans to be executed.
- 2) Define your objectives, so you know when they have or have not been achieved.
- 3) Know how you will distinguish success from failure, to learn what works and what doesn't.
- 4) Determine what you hope to learn. What will this action teach you that you don't already know?
- 5) Strive to manage risk, so that failure is an acceptable (if unpleasant) outcome.
- 6) Use your imagination to anticipate where failure may occur.
- 7) Expect surprises and be prepared to make course corrections as you learn from experience.
- 8) Act virtually. At times you can make laps around the Innovation Cycle in your head, while recognizing that the ultimate test is always in the real world.

ASK YOURSELF

- How can I make my ideas real?
- How can I find out whether my ideas will work?
- Do I have faith in myself and in these ideas?
- What resources are available to me?
- How might I fail and what would that look like?
- What are the risks of taking action and are they acceptable?
- How can I reduce the risks?
- Am I acting with confidence and humility?