

Courage the Future

Mindset • Energy • Action



be courageous

This is your moment!

We celebrate you, your curiosity, your courage and your commitment to wanting to create your future with intention.

This is your moment of Courage, right now, when you choose the future over the past. Take the first step into the unknown, the first step towards your new future, your team's future, your organization's future and our collective new future.

What is the Future You Have the Courage to Create?

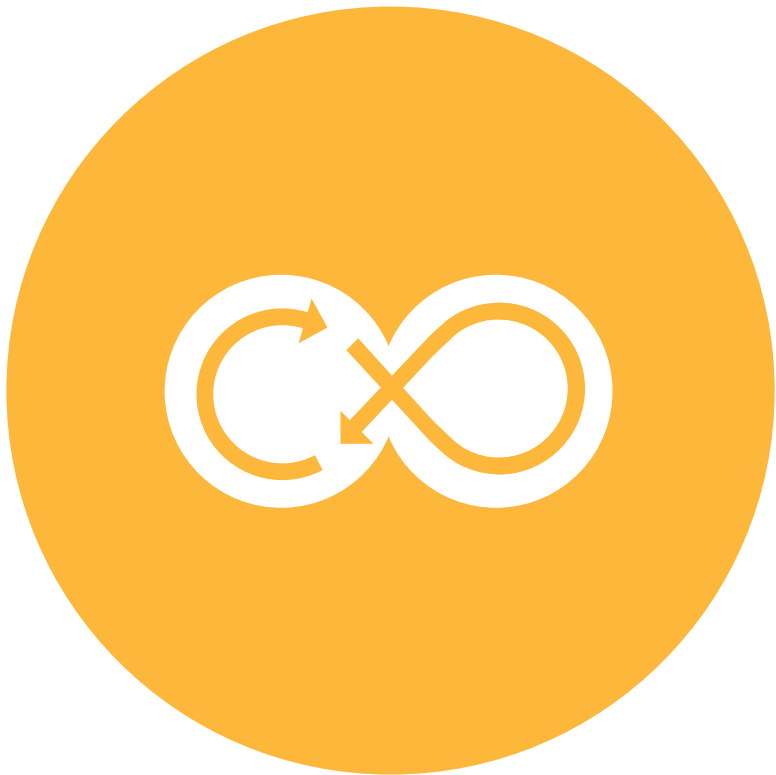
We have curated some of the best knowledge, tools, practices and methodologies into practical and easy to use learning cards to guide you to transformative breakthroughs and impact.

Use these cards to expand your mindset, unlock your creativity, channel your energy and focus and activate your moments of courage.

Welcome to your Courageous Future.

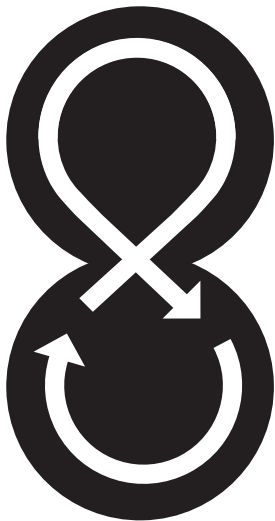
Let's go!

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Cycling Worlds

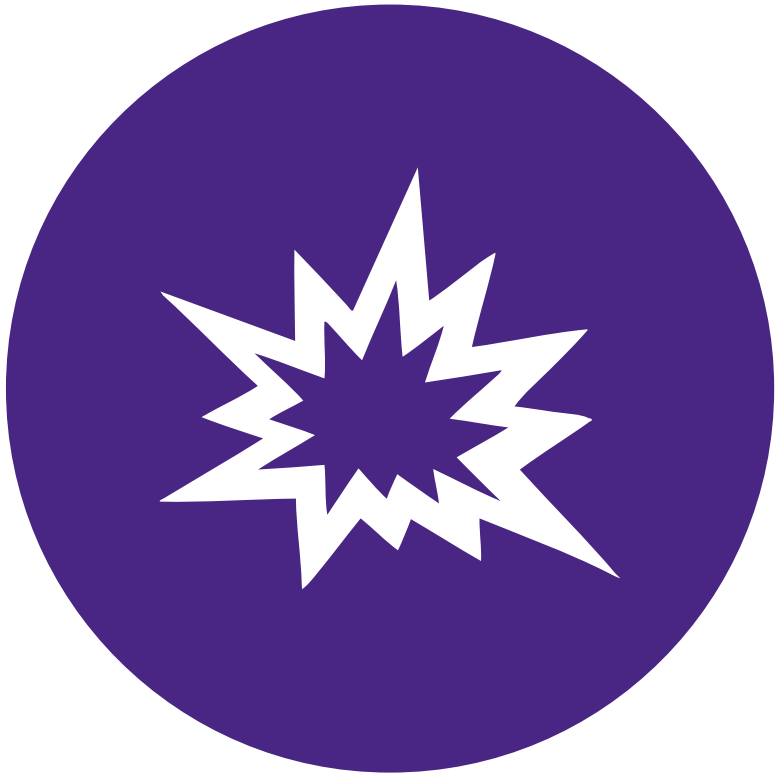
Making innovation a reality requires you to consciously flow between two worlds in business. If you can maintain equal footing in both and manage the transitions, then you'll be able to create new ideas and bring them to fruition.



Operational world is about the here and now and knowing the answer; dominated by rules, procedures, and expectations.

Innovation world is about the future and exploring new possibilities; focused on exploring, curiosity, and developing ideas.

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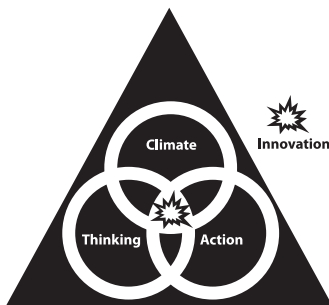
Climate, Thinking & Action

Set up successful innovation meetings with the right ingredients:

Climate: Establish the energy and environment that nurtures open collaboration and the sharing of new thoughts and ideas.

Thinking: Suspend reality with unfiltered thoughts and divergent ideas based on wishing and metaphorical, analogous, and absurd thinking to create newness.

Action: Jump back into your operational world with processes and guidelines to take new and intriguing thoughts, build on them as a team, and bring them into action.



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Types Of Meetings

It is important to decide what type of meeting you are having at the start of your meeting. Problem Solving? Decision Making? Information Exchange? Idea Generation? Connection and Belonging?

This will help define the roles and responsibilities in the meeting, how the participants will participate, and what is expected of them.



Idea
Generation



Information
Exchange



Problem
Solving



Decision
Making



Connection
& Belonging

Connection and Belonging Inspired By Vuori

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Roles & Responsibilities

Creating and maintaining three distinct roles for innovation meetings enables creativity to flow in a purposeful manner.

Challenge owner: describes the problem, directs content, invites resources, accountable for decisions, builds climate, commits action plans.

Responsibility: Content

Facilitator: designs, directs and manages the process, remains neutral on opinions, protects ideas and people/creativity, gives client choices, manages climate, ensures group participation.

Responsibility: Process

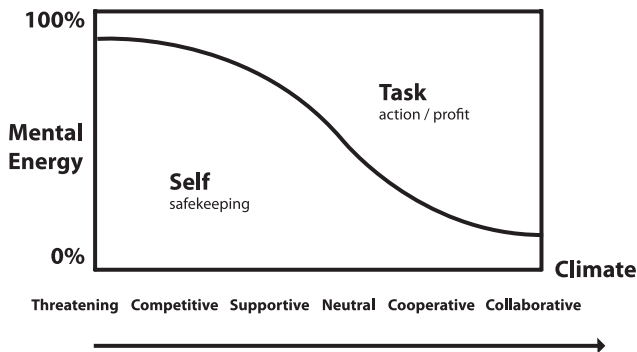
Resources: honored guests, contribute knowledge and ideas, lead implementation, provide diversity.

Responsibility: Expertise/Content

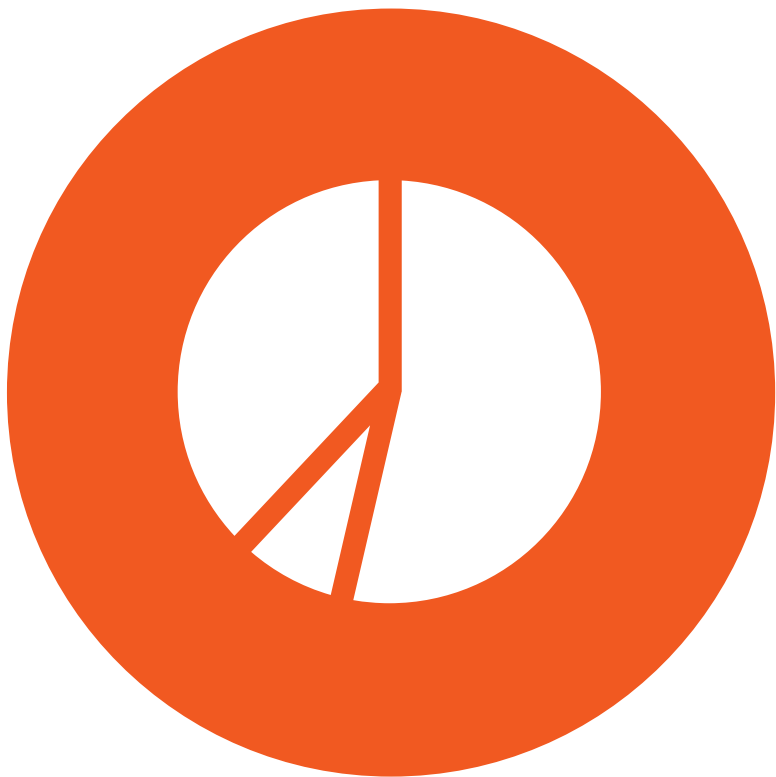


Mental & Emotional Energy

In any meeting or organizational culture, each person has a certain amount of “**Mental and Emotional Energy**” available to spend. Our natural human tendency is to take care of the self first (consciously and unconsciously). So, in a threatening meeting situation, we are often uncomfortable and anxious, and cannot put enough energy into bold thinking and action. We need our teams to think and act courageously to achieve breakthroughs, and by moving the group towards being collaborative, we move their mental energy into boldly inventing, creating, and contributing to new courageous outcomes.



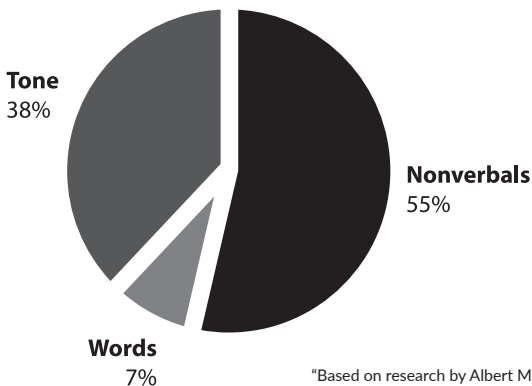
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Words, Tone & Body Language

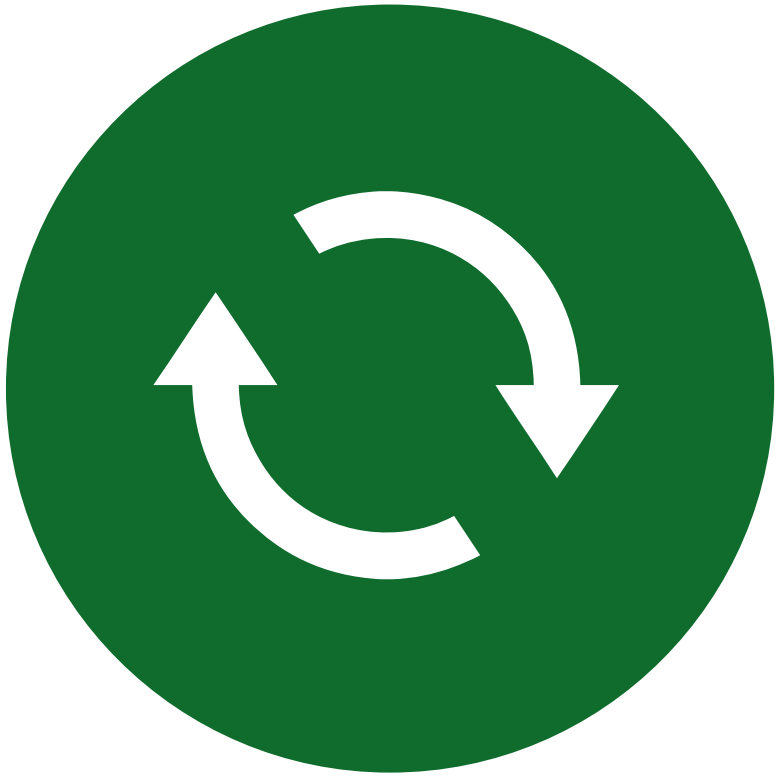
Did you know that in creative sessions, how you say things is generally more important than what you say?

Words are the spoken message; tones are the inflection, volume, and enunciation of the words; and nonverbals are the body gestures, facial expressions, and postures that can accompany the other two. When the messages are mixed, non-verbals and tones have the highest impact. Being conscious of the combination of these three ensures the climate stays upbeat and creative.



"Based on research by Albert Mehrabian".

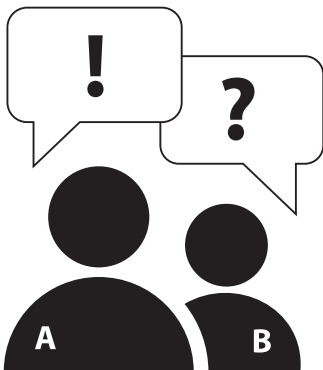
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Intent & Effect

Did you know that 50% of the time there is a communication disconnect between people's intent and the effect it has on other people?

In highly creative situations, we tend to expose ourselves. Being mindful of how statements are intended is important to maintaining a creative climate and ensuring teammates are properly heard. Listen carefully, paraphrase, and ask questions to make sure you understand the intent behind a creative comment. Assuming value in an idea and positive intent in a person sets up a positive bias.



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Creating a Courageous Climate

Lovely weather conditions help make vacations better...

Similarly, the right “climate setter” sets up the conditions to be bold and courageous from the start. They stimulate early ideas, establish a collaborative environment, and help disconnect participants mentally from their activities outside the meeting.

The safer you make the climate, the more your team can put their courage into their thinking.

Here are some examples of climate setters you can pose to your team to set the right climate at the start of the meeting:

Talk about a time when you took a bold step?

Describe a favorite childhood toy.

Share a time you experienced 10X-100X - be vivid.

What/who is your example of courage?

Describe a bold food combination that you love.

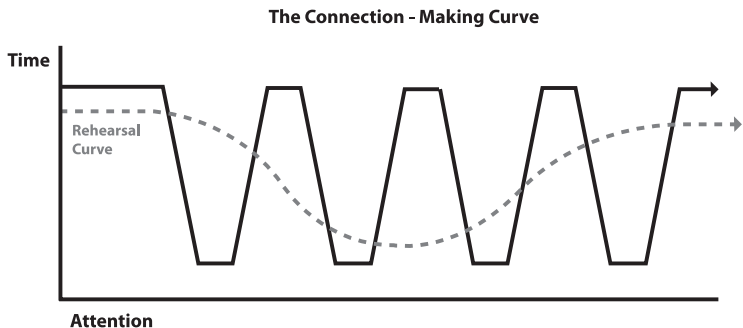
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In & Out Listening

Even with really interesting speakers, most people are only able to absorb 7 seconds of information at a time. In the interim, we're making creative connections, rehearsing what we intend to say, daydreaming, and wishing. Those are all fertile thoughts for innovation.

Write down the connections you are making and enable your team to do the same. Then talk about those ideas.



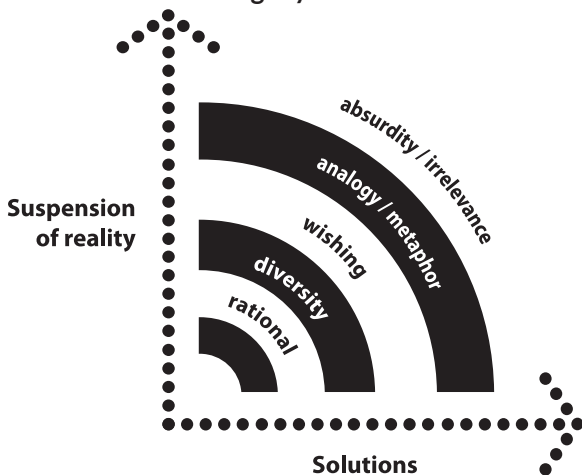
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Spectrum Of Thinking

We are living in a world where exponential technologies can make almost anything possible. For truly exponential, courageous, breakthrough thinking, you need to go beyond the rational, into the absurd, to challenge beliefs and break the rules. A great, safe climate will enable your team to think Big, Bizarre and Bold.

“What’s an idea that would get you fired?”



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Connection Making

The average person can tune in for 7-8 seconds before we start making connections to what they are hearing, seeing, and feeling. We process information so much faster than we speak that it's important to harness this cognitive surplus.

Use the method below on a pad of paper to capture your thoughts and ideas.

What i heard	What I'm thinking	Actions worth Taking
Normal, everyday notes, quotes, and data	Images Emotions Dreams Hunches Connections Random ideas What I am hearing, seeing, and feeling	An action i can take right now to courage my future.

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i wish

how to

Language & Headlining

Typically, speakers give a preamble before giving their main point. It's often more powerful to “cut to the chase.” Take advantage of people's listening habits by presenting your thoughts beginning with the main point.

Headline first, then elaborate.

Keep your notes to share the backstory of where your idea came from, what were the triggers, connections, and builds that sparked your idea. Start your headline with:

“**I wish** there was...”

“**How to** overcome...”

or

“**What you could do is...**”

Then explain how your mind brought you there.



Springboarding

A Springboard is a one-sentence headline of any thought or connection that addresses a Task Headline. It starts with **“I wish”** or **“How to,”** followed by 8-10 words that express an idea.

This is the time for expansive thinking, leading to breakthroughs. Suspend judgement. Anything goes. Absurd is “the new” at this stage.

“I wish we could build a second earth for all living things”

or

“How to have a second earth for all living things?”



Taking Excursions

Creative excursions enable your team to open up new creative possibilities and provides them with a playful break from the work of solving your main task.

When to take an excursion?

When you want more speculative ideas

When you have run dry

When you are up against a roadblock or need a breakthrough

When you want to lift the climate of a meeting

How to take an excursion?

Step 1. Put your problem temporarily out of mind.

Step 2. Generate seemingly irrelevant material unconnected to the problem.

Step 3. Force fit a connection back to the problem and generate fresh Springboards or novel ideas.



Excursion Ideas

Have your team play with these to generate fresh ideas:

Biology	Gardening	Electricity	Architecture
Tribal Customs	Imitations	Astronomy	Weather
History	Crafts	Nursing	Comedy
Myths	Archeology	Sculpture	Art
Plants	Time	Vacations	Magic
Philosophy	Technology	Celebrations	Noise
Espionage	Economics	Space Travel	Acoustics
Senses	Dwellings	Textiles	Finance
Romance	Chemistry	Decorations	Exploration
Religion	Mathematics	Nature	Music

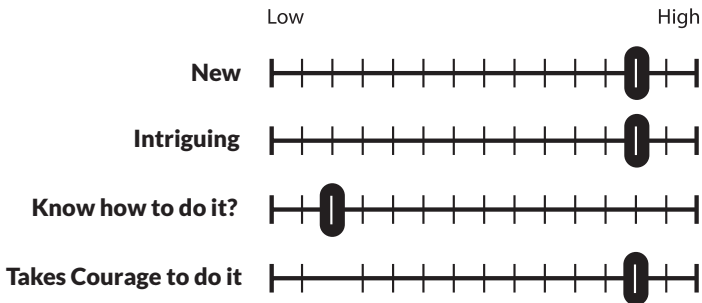
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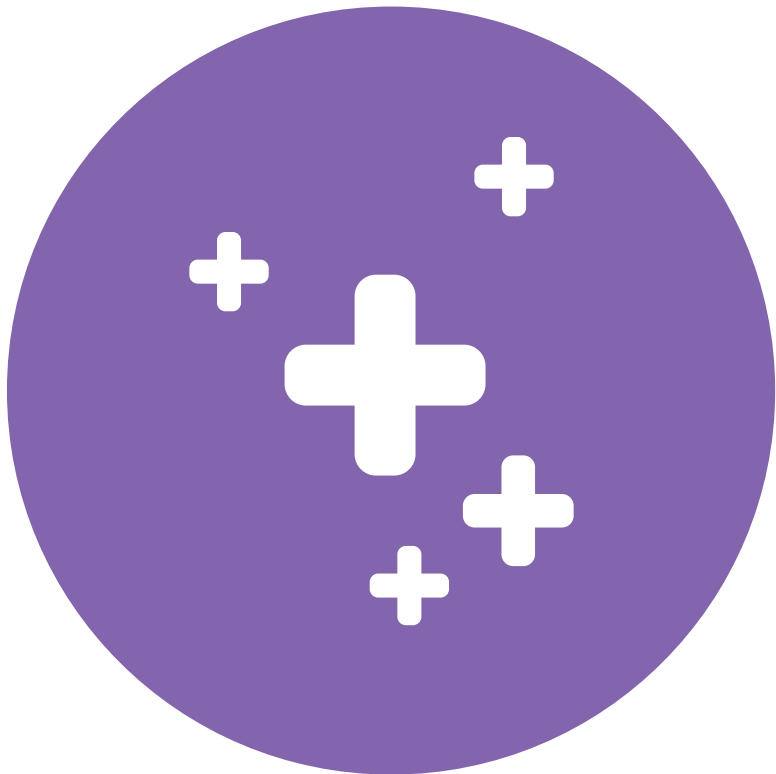
Making Your Selection

When selecting new ideas to take forward into development and action we want to select with the following criteria in mind:

The ideas must feel very **new**. They should be very **intriguing**. They should feel **low in feasibility**... you should not know how to implement them, yet, and, they should require **courage**. This will open up the opportunity to work on something that can create freshness.



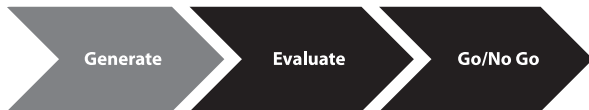
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Developmental over Decision-Making Thinking

Use developmental thinking to boost innovation when you want nascent ideas to evolve and prosper.

Decision-making thinking filters ideas quickly, therefore missing the opportunity to incubate and cultivate.



Developmental thinking enables ideas with a chance to evolve and grow by cocreation and group contribution.



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Identifying Tasks

To effectively address your innovation challenge, you need to start with a well-conceived task. Here's how to do it.

Task Headline:

Client provides a one sentence statement that reflects what you want to work on. Start the statement with action words such as “Devise ways to go...”, “Develop a strategy for...”, “Generate alternatives for...”, etc.

Analysis:

Provide enough information to get the group going. Ideally, the whole task analysis takes no more than 3-4 minutes. Share why does the topic represent a problem or opportunity?

Context:

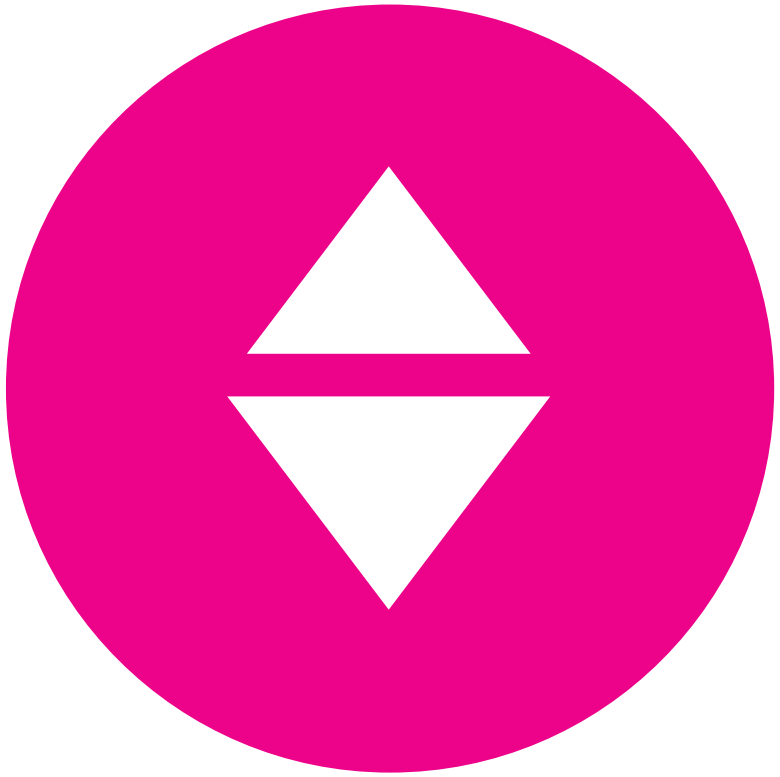
Provide a brief history of the problem/opportunity.

Stake:

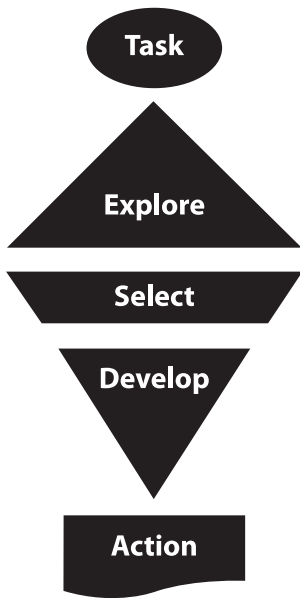
What's your role or stake in this problem area?

What Else?

Explain what else has been tried before - to keep the group from reinventing the wheel for you and to give examples of what you are not looking for. How best can the group be of help? What are the deliverables? What will success look like? What do you want to walk away with?



The Creative Problem Solving Model



The Diamond: A balance of exploring and analyzing with clear steps and plenty of room for imagination

Task: Develop a concise and clear statement about the problem to be solved.

Explore: Next, open minded, speculative thinking forms “springboards” that lead to ideas fueled by “excursions” that open up creativity.

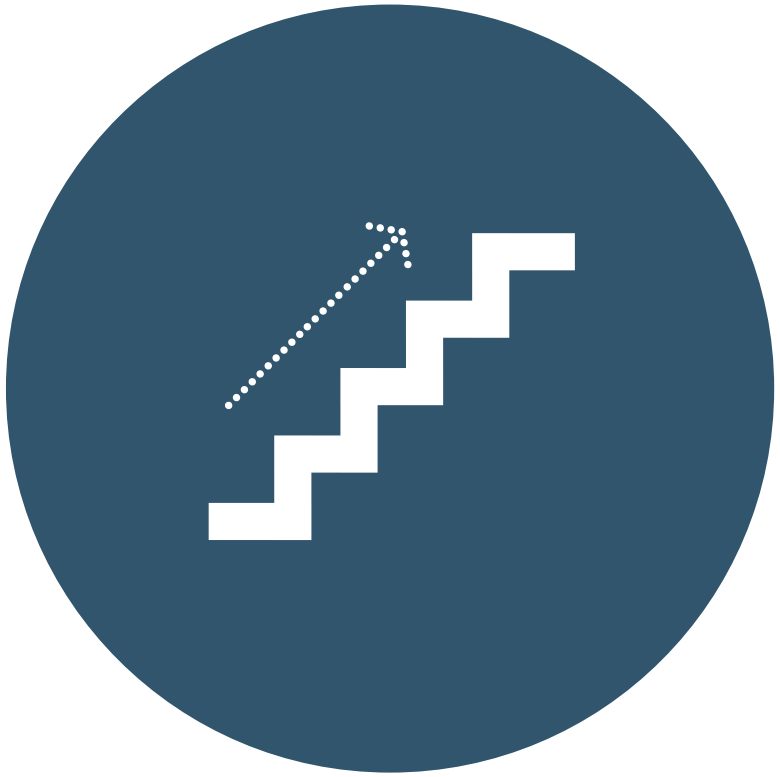
Select: The client identifies, selects, or combines ideas for further development based on newness and intrigue, not worrying about feasibility.

Develop: Moving forward, your team works with the selected ideas, modifying and often transforming them, retaining newness and intrigue while building in feasibility.

Action Plan: The outcome is an action plan with next step accountabilities.

Source: Synectics Problem Solving Model

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Open Minded Response

Developmental thinking enables us to grow nascent ideas into viable solutions. Use the five steps below to balance creativity and pragmatic evolution of ideas. Be patient, courageous, tenacious, and imaginative as you go through the five steps.

1. Paraphrase or restate the idea and get an image of it working.

2. List plusses that identify the pieces and parts of the idea that are helpful, useful, and beneficial in resolving the task.

For example, “what I like about that ideas is...”

3. List concerns and the drawbacks of the idea by identifying what’s stopping you from implementing it, and use “invitational,” “how-to” language to invite continued development.

For example, “how to make it work internationally.”

4. Resolve concerns, one at a time, in order of importance.

5. Modify the idea to incorporate the thinking that overcame your concerns and headline it as a **Possible Solution** ready for **Next Steps**. This approach creates the positive climate and shared ownership needed to bring forth newness.

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Four Futures

You have four choices of future ahead of you:

The one you **chase**, when competitors lead the way.

The one you **defend**, when your legacy is more important than your progress.

The one you **improve**, when fixing another's problems is your primary focus.

Or, Courageously, the one you **create**, when you decide on the future you want to live into and set out to make it a reality.

The journey is vastly different depending on the one you choose.

While most try to disrupt for the future from the present, focus on disrupting for the present from the future.

Ask your team: **“What is the future we want to create?”**