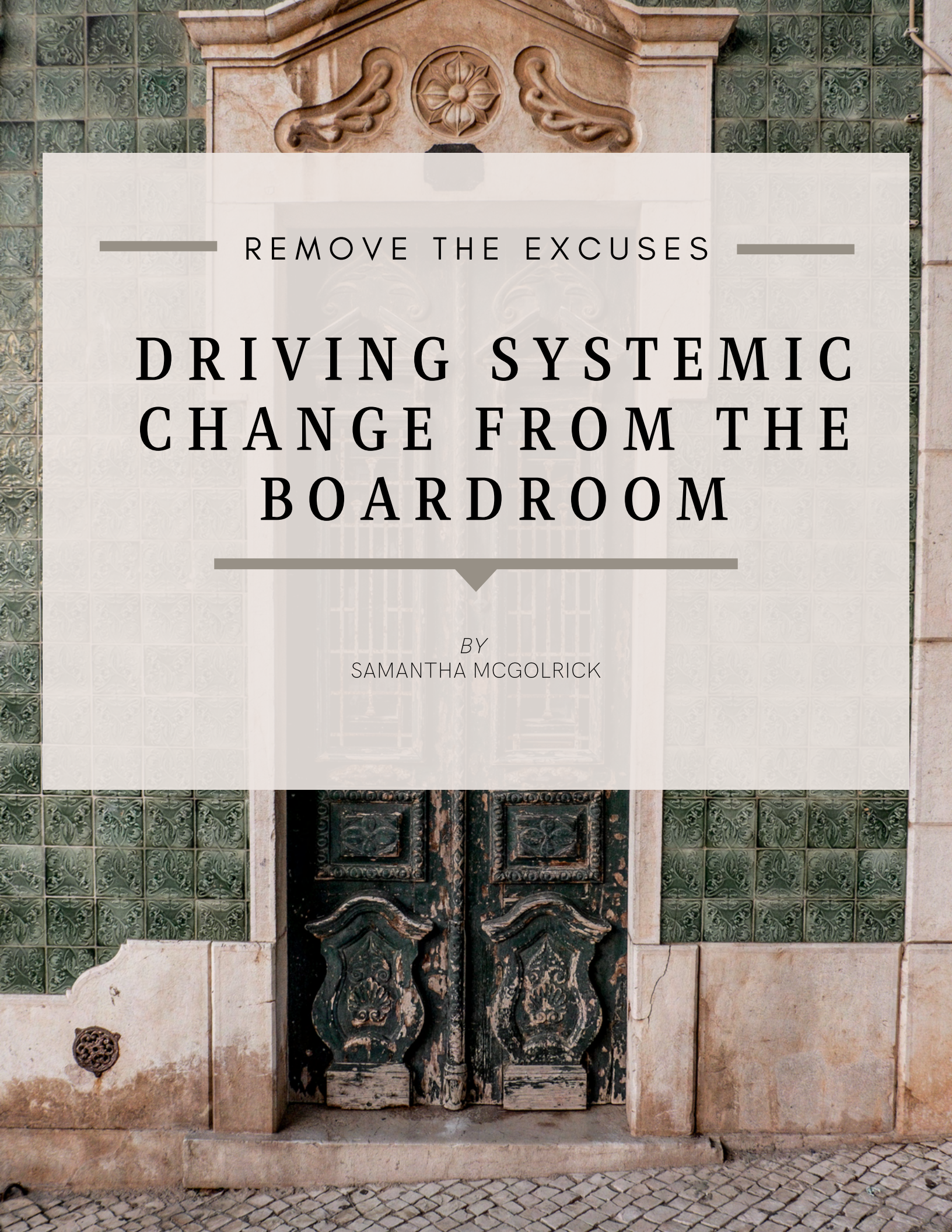


REMOVE THE EXCUSES

# DRIVING SYSTEMIC CHANGE FROM THE BOARDROOM

*BY*
SAMANTHA MCGOLRICK


# FOREWORD

In our complex world today, there is an increasing amount of interdependence. Mental health, well-being, safety, profit, performance, culture, job satisfaction, presenteeism, these are just some of the governance and social issues that businesses face on a regular basis that are all highly interdependent and interconnected and therefore cannot be solved or managed in silo.

Good thing looking at issues in silo is not a board's role!

Rather, boards are responsible for bringing a holistic perspective to governing the organisation and providing insight and leadership to executives.

As such, board members must look beyond the traditional linear, structured "mechanical worldview" where rules and control are seen as the norm.

Indeed, we need board members to bring a skillset to the boardroom that focuses more on how to govern and lead amongst a dynamic, chaotic, interconnected array of relationships and feedback loops.

In this Guide you're going to learn about "systems thinking" and how to identify high leverage points to drive systemic change from the boardroom.

When you're done reading this Guide, you'll feel a lot more confident as to where you can make a difference.

# CONTENTS



SAMANTHA MCGOLRICK / REMOVE THE EXCUSES SERIES

# SYSTEMS THINKING

We can't possibly be experts in every subject, nor do we likely want to be, but I'm fairly confident that like many board members, you want to understand how you and your board can influence culture.

Changing culture requires systemic change.

Systemic change requires "systems thinking".

Systems thinking helps us understand big messy complex problems that affect the people in our organization and more broadly our environment and society, and the role that our organization is playing or can play in either addressing or exacerbating these problems.

This is because a systems approach helps us identify "high leverage points" in the system (i.e. your organization) where you can focus your efforts to elicit the greatest chance of success in influencing outcomes.

We're going to use the word "system" a lot in this Guide, so let's first look at what exactly is a system.

”

***A SYSTEM IS A COLLECTION OF PARTS WHICH INTERACT WITH EACH OTHER TO FUNCTION AS A WHOLE.***

**- DRAPER L. KAUFFMAN, JR**

“

# THERE IS ORDER, NOT CHAOS

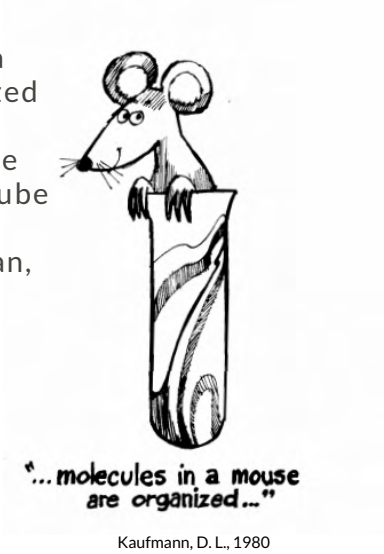
In systems thinking, the organization of parts is necessary for the "whole" system to function.

For example, "if something is made up of a number of parts and it does not matter how those parts are arranged, then we're dealing with a "heap" and not a system. A pile of sand remains essentially unchanged even if you stir it around and change the location of specific grains of sand, and for that reason it's a "heap" and not a system" (Kauffman, 1980).

However, if the order in which the parts are arranged affects the performance of the system, then it's a "system" not a "heap".

If we look at the molecules in a mouse and compare those to the molecules in a test tube full of chemicals … the difference between the two is organization.

The molecules in a mouse are organized in a precise and complex way, while those in the test tube are just sloshed together (Kauffman, 1980).




Kaufmann, D. L., 1980

Consider the cooling system in your car? It consists of a radiator, a fan, a water pump, a thermostat, a cooling jacket, and several hoses and clamps. Together the parts function to keep the engine from overheating, but separately they are useless.

To do the job, or for the whole system to function, all of the parts must be present and they must be arranged in a proper way. Moving one end of a hose just an inch is enough to put the whole cooling system (and the car) out of commission.

The point is, systems have to be dynamic. If you disconnect parts in the system, the system becomes a lifeless heap.

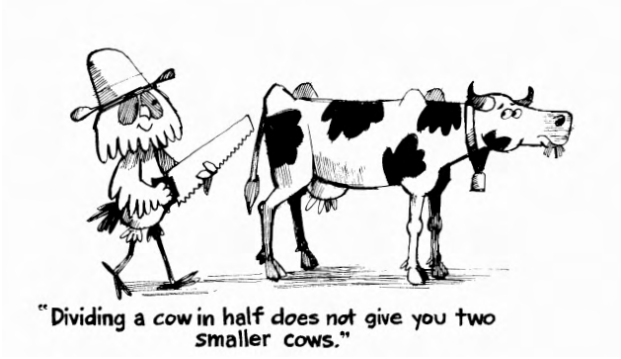
# THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS

Another difference between “systems” and “heaps” is that heaps are not essentially changed by adding to the size of the heap or taking some parts away from it, but a system very much is.

Systems are made up of interconnected parts that when put together create a complex whole. Think about a jigsaw puzzle — the individual parts may or may not make immediate sense, but placed together, the entire whole is the obvious outcome of the parts.

A system's behaviour depends on its entire structure and not just on adding up the behaviour of its different pieces (Kauffman, 1980, p2).

For example, adding more milk to the milk already in a pail just gives you a larger amount of milk, but adding another cow to the one you already have does not give you a larger cow. In the same way, pouring half the milk into a second pail gives you two smaller amounts of milk, but dividing the cow in half does not give you two smaller cows. You may end up with a lot of hamburger, but the essential nature of the “cow” - a living system capable, among other things, of turning grass into milk - would be lost.




Kaufmann, D. L., 1980

Think about your organization in the context of a complex system. You couldn't have everyone come to work acting on their own accord, with no organizational structure. And you couldn't study one person in the organization to appreciate the organizational culture or even the subcultures that exist. As such, your organization is a complex system.

# IN SYSTEMS THINKING EVERYTHING IS INTERCONNECTED

This is what is meant by “a system functions as a ‘whole’”.

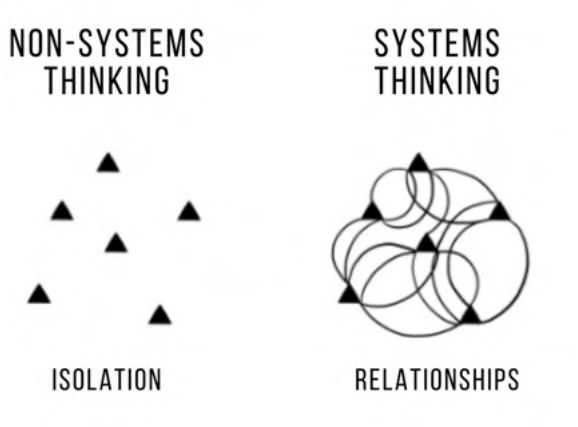
As mentioned, your organization is a complex system made up of separate departments or subsystems, which are made up of subsystems of people, and so on.

These departments interact with each other in order for the organization to function as a whole. Each department or person in your organization needs other departments and other people for the organization to meet its goals.

If we go back to our earlier definition, “A system is a collection of parts which interact with each other to function as a whole", a key word here is “interact”.

If one part has an effect on the rest of the system and the system as a whole has an effect on that one part, then a "circular” relationship - or “loop” - has been created.

This circular relationship of causality is a feature of systems thinking.

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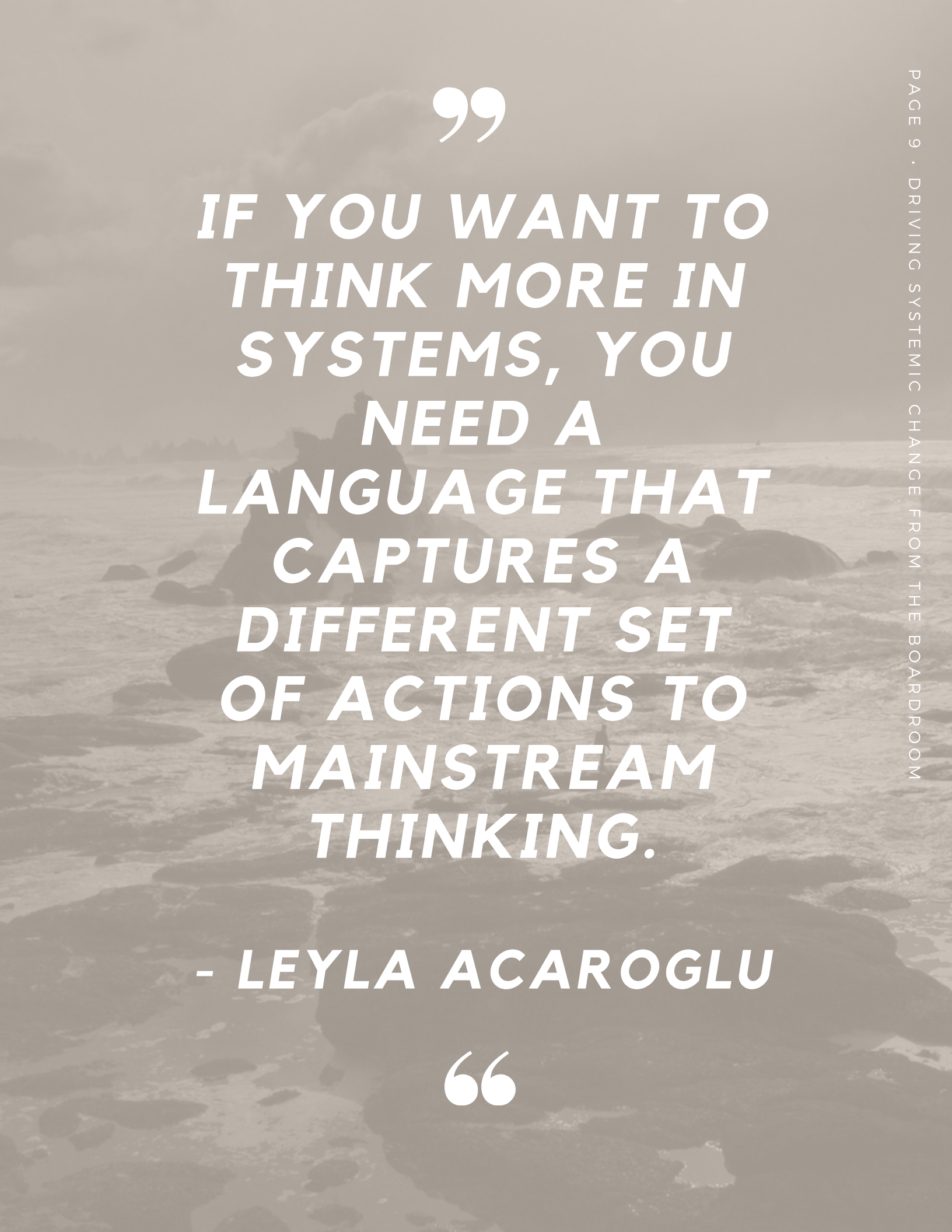
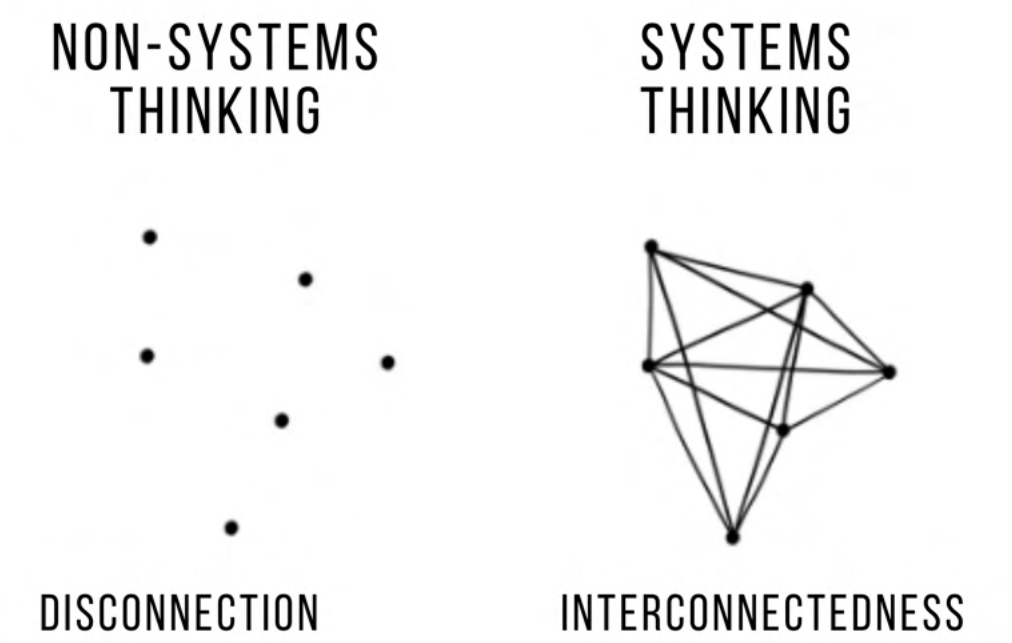


> ***IF YOU WANT TO THINK MORE IN SYSTEMS, YOU NEED A LANGUAGE THAT CAPTURES A DIFFERENT SET OF ACTIONS TO MAINSTREAM THINKING.***
>
> ***- LEYLA ACAROGLU***

# TOOLS FOR A SYSTEMS THINKER

## ADAPTED FROM '6 FUNDAMENTAL CONCEPTS OF SYSTEMS THINKING' BY LEYLA ACAROGLU

Words like ‘synthesis’, ‘emergence’, ‘interconnectedness’, and ‘feedback loops’ are key principles for systems thinking, so let’s run through these and get our hands dirty.

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# INTERCONNECTEDNESS

Essentially, everything is reliant upon something else for survival. Humans need food, air, and water to sustain our bodies, and trees need carbon dioxide and sunlight to thrive. Everything needs something else, often a complex array of other things, to survive.

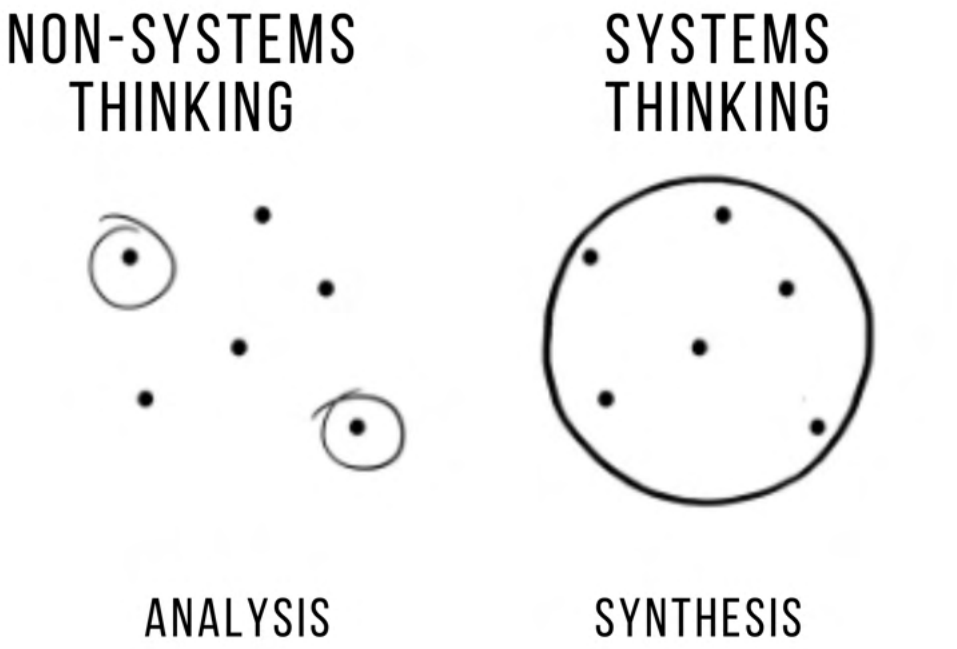
Even inanimate objects are reliant on other things: a chair needs a tree to grow to provide its wood, and a cell phone needs electricity distribution to power it.

When we say 'everything is interconnected', from a systems thinking perspective, we are defining a fundamental principle of life.

From this, we can shift the way we see the world, from a linear, structured "mechanical worldview" to a dynamic, chaotic, interconnected array of relationships and feedback loops.

Linear thinking and its relevance, or irrelevance for that matter, to safety was something I outlined in a separate guide, "5 Foundational, Safety & Well-being Principles That Every Board Member Should Know" - if you focus a lot of energy on finding a root cause when an incident occurs, you definitely need to read this Guide.

## EVERYTHING IS INTERCONNECTED

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# SYNTHESIS

In general, synthesis refers to the combining of two or more things to create something new.

When it comes to systems thinking, the goal is synthesis, as opposed to analysis, which is the dissection of complexity into manageable components. Analysis fits into the mechanical and reductionist worldview, where the world is broken down into parts.

But all systems are dynamic and often complex; thus, we need a more holistic approach to understanding phenomena.

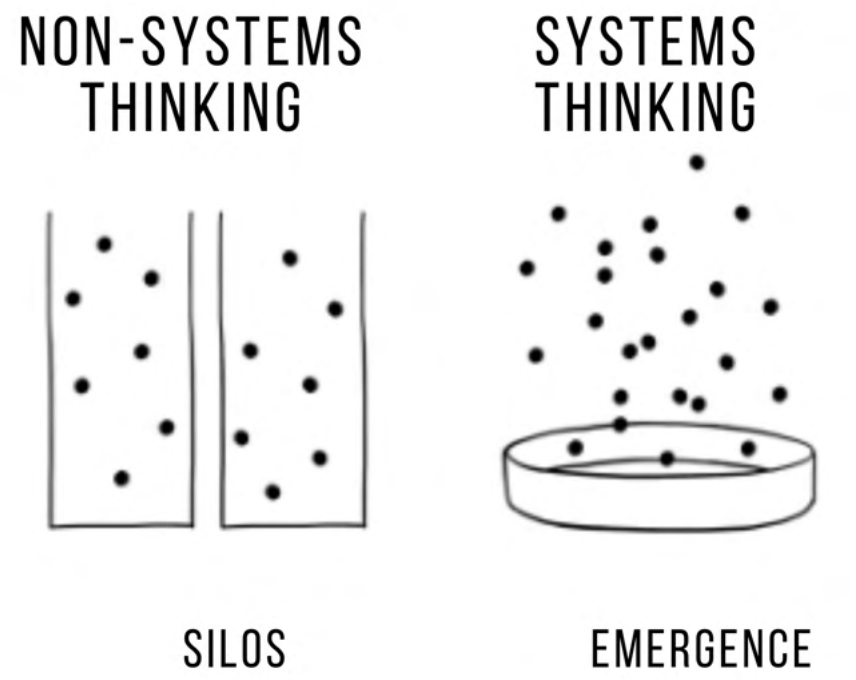
Syntheis is about understanding the whole and the parts at the same time, along with the relationships and the connections that make up the dynamics of the whole.

Syntheis is particularly important for boards as members must frequently synthesise a lot of information to arrive at a holistic assessment of what is going on in the organization.

Being able to synthesise and appreciate that everything is interconnected also helps us strengthen our compassion and empathy for others. No longer do we see people's behaviour as independent to their environment or refer to them or a group of people as “bad apples”.

Rather, we can appreciate that people are more often than not responding to the systems around them - we are a product of our environment. This doesn't negate personal agency, but a systems thinker will not discount the influence that our environment has on our agency.

## SYNTHESIS IS THE ABILITY TO SEE INTERCONNECTEDNESS

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# EMERGENCE

From a systems perspective, we know that larger things emerge from smaller parts: emergence is the natural outcome of things coming together. In the most abstract sense, emergence describes the universal concept of how life emerges from individual biological elements in diverse and unique ways.

Emergence is about non-linearity and self-organization.

For example, you could watch a lone ant under a microscope for as long as you like and you still couldn't predict that thousands of them might collaboratively build bridges with their bodies to span gaps.

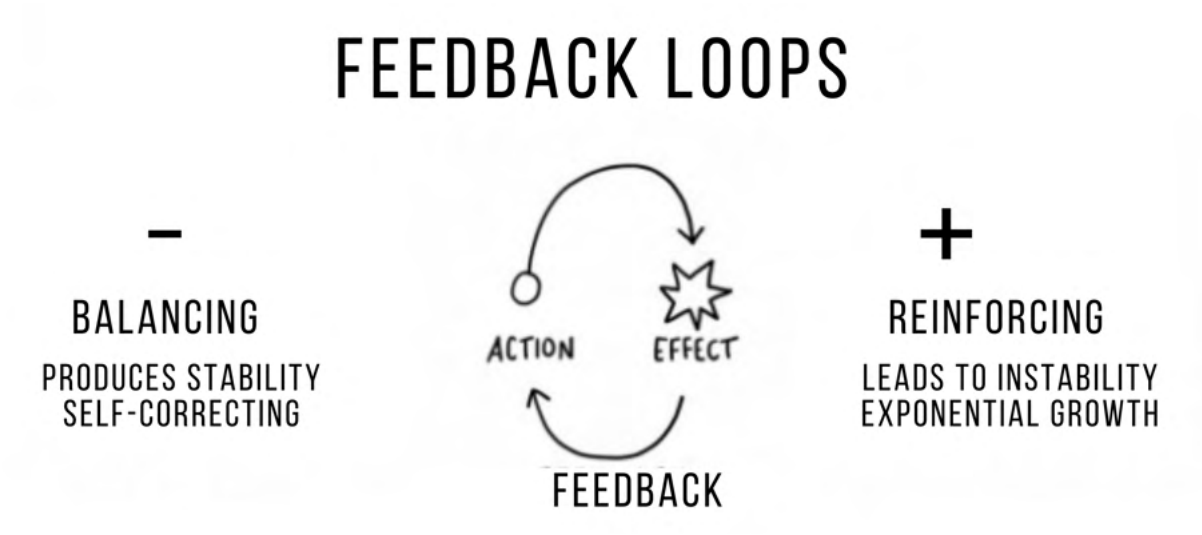
Think about how people get work done in your organization … do you think it's because Team A does their job and only then can Team B do their job, and so on? That might happen sometimes, but rarely does work happen in a linear fashion.

The way work gets done day-to-day emerges in a dynamic way - even when there are procedures and other rules in place to inform our work.

Conceptually, people often find emergence a bit tricky to get their head around, but when you get it, your brain starts to form emergent outcomes from the disparate and often odd things you encounter in the world.

## EMERGENCE IS THE OUTCOME OF THE SYNERGIES AND INTERACTIONS OF ALL THE PARTS IN THE SYSTEM

If you're still struggling with this concept, click HERE to watch a simple video that breaks down the idea of emergence by looking at ant colonies.

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# FEEDBACK

Since everything is interconnected, there are constant feedback loops and flows between elements of a system. We can observe, understand, and intervene in feedback loops once we understand their type and dynamics.

A feedback loop is when information about the output of the system is fed back around to the input side of the system.

Understanding feedback loops is about gaining perspective of causality: how one thing results in another thing in a dynamic and constantly evolving system (all systems are dynamic and constantly changing in some way; that's the essence of life).

The two main types of feedback loops are reinforcing and balancing or what's also called positive (+) and negative (-) feedback loops, respectively.

Balancing or negative feedback loops create stability and positive or reinforcing feedback loops lead to instability, if there is no balancing feedback loop to self-correct the "growth" they create.

## POSITIVE / REINFORCING FEEDBACK LOOPS

While reinforcing might sound like a good thing, an abundance of one element can continually refine itself and often leads to it taking over (more on page 16).

Positive feedback is so powerful that it can produce incredible amounts of growth in a fairly short period of time. For that reason, I included in my leadership program for board members, Lead with Heart in the Boardroom, a positive feedback loop that can strengthen a culture of health and safety in your organisation.

“

***FEEDBACK LOOPS HELP YOU IDENTIFY HIGH LEVERAGE POINTS WHERE YOU CAN FOCUS YOUR BOARDROOM EFFORTS AND HAVE THE GREATEST CHANCE OF SUCCESS IN INFLUENCING OUTCOMES.***

***- SAMANTHA MCGOLRICK***

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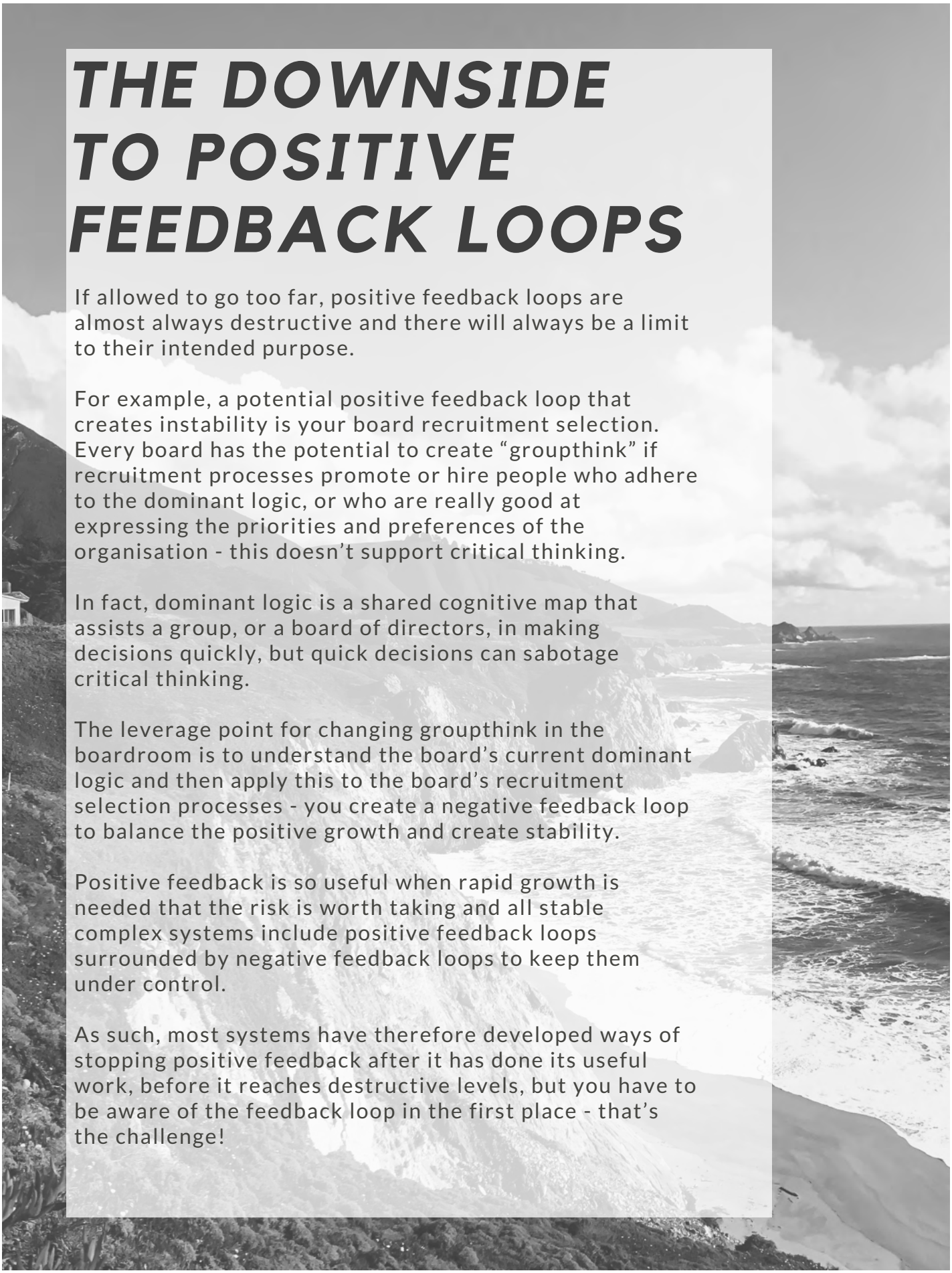


# THE DOWNSIDE TO POSITIVE FEEDBACK LOOPS

If allowed to go too far, positive feedback loops are almost always destructive and there will always be a limit to their intended purpose.

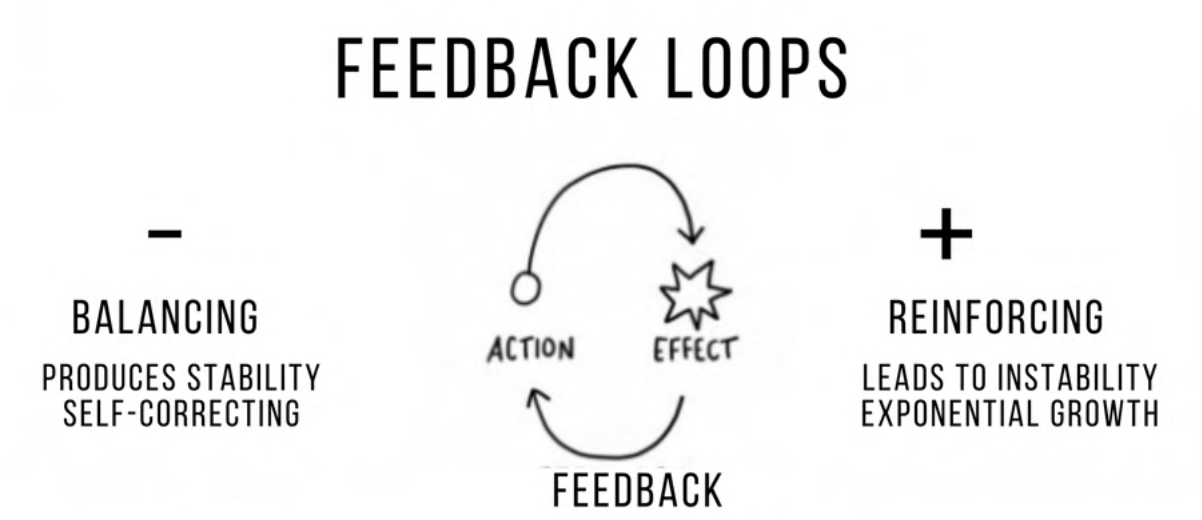
For example, a potential positive feedback loop that creates instability is your board recruitment selection. Every board has the potential to create “groupthink” if recruitment processes promote or hire people who adhere to the dominant logic, or who are really good at expressing the priorities and preferences of the organisation - this doesn’t support critical thinking.

In fact, dominant logic is a shared cognitive map that assists a group, or a board of directors, in making decisions quickly, but quick decisions can sabotage critical thinking.

The leverage point for changing groupthink in the boardroom is to understand the board’s current dominant logic and then apply this to the board’s recruitment selection processes - you create a negative feedback loop to balance the positive growth and create stability.

Positive feedback is so useful when rapid growth is needed that the risk is worth taking and all stable complex systems include positive feedback loops surrounded by negative feedback loops to keep them under control.

As such, most systems have therefore developed ways of stopping positive feedback after it has done its useful work, before it reaches destructive levels, but you have to be aware of the feedback loop in the first place - that’s the challenge!




# NEGATIVE / BALANCING FEEDBACK LOOPS

The second feedback loop in systems is a balancing or negative feedback loop where elements within the system balance things out. This idea of negative feedback sounds simple but it is extremely important for understanding the systems in our environment.

Negative feedback loops occur by the thousands inside us and all around us, including in our organizations.

People often intervene in a system to eliminate a negative feedback loop that they don't like, only to be surprised when a worse one takes its place. For example, if disease is reduced through better medicine and nothing is done to limit the birth rate, the human population then increases to the point where there is not enough food and a great famine occurs, killing even more people.

By their very nature, feedback loops are constantly responding to information. A good example of a negative feedback loop or the system correcting itself is when you're riding a bicycle.


Kaufmann, D. L., 1980

What might look like you're riding in a straight line is actually a series of wiggles from one side to the other as the bicycle moves slightly off course and you correct for it, over and over again. The information from the output of your senses is fed back into the system and you make adjustments to create stability (Kauffman, 1980, p4).

Without a continuous flow of information, you could find it difficult, if not impossible, to ride a bicycle at all - the system would therefore be unstable. Thus, balancing feedback loops create stability.

If you want to change a situation which is controlled by a negative feedback loop, it is much better to try to change the way the pieces interact than to try to "out-muscle" the system. But that means that you first have to figure out what the system is and how it works.

"

***ANY CHANGE - NO MATTER HOW INDIRECT OR SMALL IT SEEMS - WHICH HAS AN AFFECT ON FEEDBACK LOOPS IS GOING TO ALTER THE LONG TERM BEHAVIOUR OF THE SYSTEM. BY THE SAME TOKEN, ANY CHANGE - NO MATTER HOW BIG - WHICH DOES NOT IMPACT FEEDBACK LOOPS, WILL BE ONLY TEMPORARY.***

***- SAMANTHA MCGOLRICK***

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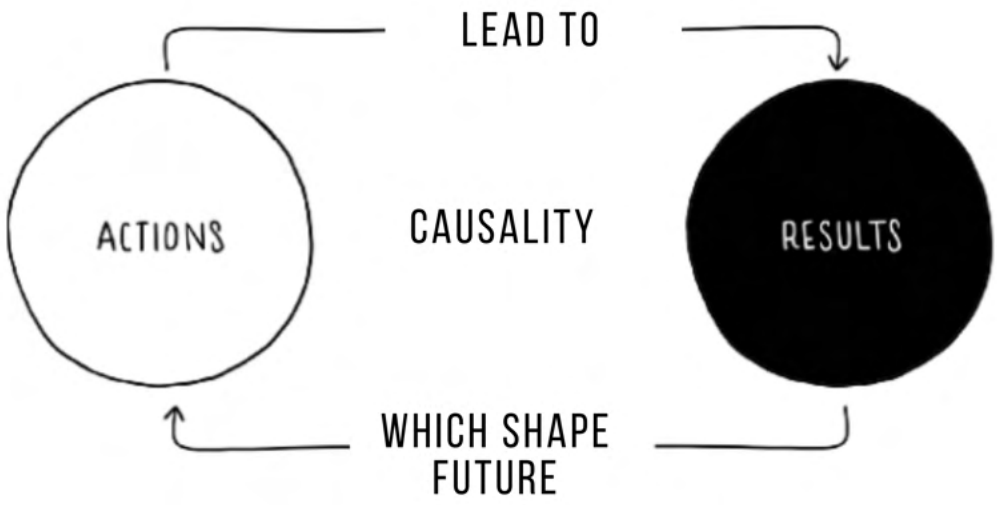


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# CAUSALITY

Although change is all around us, the result of change is not chaos. The reason for this is that we are also surrounded by systems which are able to cope with change using negative feedback to control it. There are many thousands of these self-stabilizing systems at work in your own body and in your organization right now to keep you and the organization alive and functioning.

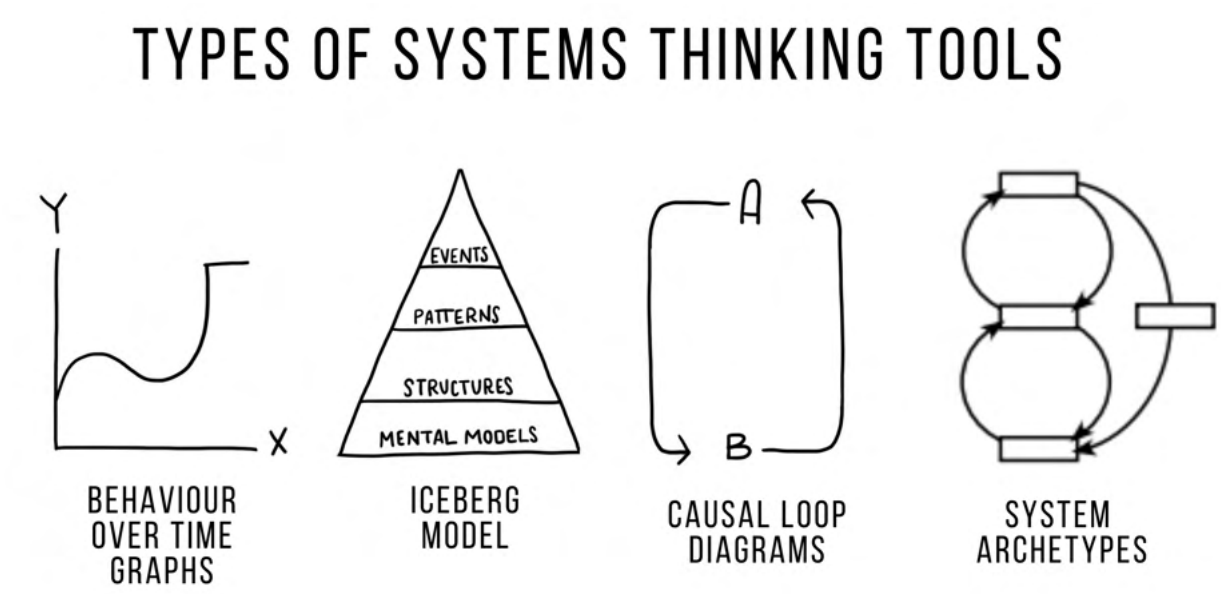
In a seperate free guide, "5 Foundational Health, Safety and Well-being Principles that Every Board Member Should Know", I talk about the ever present variability in our organization and in our life that informs how our work gets done every day.

Performance variability is what makes the system function. As such, it is a source of success and a source of failure, but more importantly it's why trying to gain more control over people in complex systems that are inherently uncertain or trying to remove performance variability is at best counterproductive.

The best we can do when working with performance variability, and therefore the more effective way to work in complex systems is to understand the system dynamics and feedback loops.

## CAUSALITY HELPS US DECIPHER THE WAY THINGS INFLUENCE EACH OTHER IN A SYSTEM

Applying causality to your boardroom behaviour and decision-making will help bring a deeper perspective to your influence on outcomes. It will help you see the connections and some of the relationships that exist. Because without this deeper perspective you may not have given as much thought to your personal agency to affect change, when in fact, your play a critical role in what people in the organization see as a priority, how they behave and whether they feel cared for and valued.

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# SYSTEMS MAPPING

Systems thinking requires a shift in our perception of the world around us. In order to build a new multidimensional thinking framework, we need to discover the dynamics and interconnectedness of the systems at play.

If we want to shift the status quo of a problem arena, we must first deeply understand what is going on below the surface, at the systems level. All too often, we rush to solve in order to get the reward of success — and before we know it, the problem has popped up again, perhaps in a new place or shape.

That's why I like the Iceberg Model as a simple and valuable tool to encourage systemic thinking and help you contextualize an issue as part of a whole system.

By connecting an event – a single incident or occurrence – to patterns of behaviour, systems structures, and mental models, the iceberg allows you to see the structures underlying the event.

Just like an iceberg, 90% of which is invisible beneath the water, these structures are often hidden below the surface. However, if you can identify them and connect them to the events that you are seeing, you may be able to develop lasting solutions that target the whole system rather than short term, reactive solutions.

## SYSTEM MAPPING PROVIDES AN EXPLORATION OF THE SYSTEM, COMMUNICATES UNDERSTANDING, AND ALLOWS FOR THE IDENTIFICATION OF KNOWLEDGE GAPS

# 12 SYSTEM INTERVENTION POINTS FROM LEAST TO GREATEST IMPACT

## ADAPTED FROM "LEVERAGE POINTS: PLACES TO INTERVENE IN A SYSTEM" BY SYSTEMS PIONEER, DONELLA MEADOWS

Despite what it may seem, leverage / intervention points are not intuitive. Or if they are, we intuitively use them backward, systematically worsening whatever problems we are trying to solve.

Here is a list of key intervention / leverage points that will help you and your board make the greatest impact.

12. Constants, parameters, numbers (such as subsidies, taxes, standards).

11. The sizes of buffers and other stabilizing stocks, relative to their flows.

10. The structure of material stocks and flows (such as transport networks, population age structures).

9. The lengths of delays, relative to the rate of system change.

8. The strength of negative feedback loops, relative to the impacts they are trying to correct against.

7. The gain around driving positive feedback loops.

6. The structure of information flows (who does and does not have access to information).

5. The rules of the system (such as incentives, punishments, constraints).

4. The power to add, change, evolve, or self-organize system structure.

3. The goals of the system.

2. The mindset or paradigm out of which the system — its goals, structure, rules, delays, parameters — arises.

1. The power to transcend paradigms.

**12. Constants, parameters, numbers (i.e. subsidies, taxes, standards - in an organization these include numbers around resourcing, hiring / recruitment processes, policies, procedures).**

*The most popular intervention point, but least effective. This is like diddling with the details of arranging the deck chairs on the Titanic, or thinking that spending more on police will make crime go away.*

*So to is firing people and bringing in new recruits if we're not going to change the system itself. Electing a new president or prime minister will inevitably change some things, but it's not all that different, given that every president or prime minister is plugged into the same political system.*

*Where constants, parameters and numbers interventions provide genuine intervention is when they kick off one of the items higher on this list, like a feedback loop.*

**11. The sizes of buffers and other stabilizing stocks, relative to their flows.**

*We haven't discussed stocks, flows and buffers in this Guide, but they are part of system dynamics. A buffer is usually a physical entity, not easily changed and it works to stablize stock in the system.*

*The stabilizing power of buffers is why you keep your money in a bank instead of living from the flow of change through your pocket, or why stores hold inventory instead of calling for new stock as customers carry old stock out the door.*

*You can often stabilize a system by increasing the capacity of a buffer. But if the buffer is too big, the system gets inflexible. It reacts too slowly which makes them not less impactful.*

**9. The lengths of delays, relative to the rate of system change.**

*Delays in a feedback process are critical, particularly when the delay is relative to rates of change (growth, fluctuation, decay) in the stocks that the feedback loop is trying to control. If you're trying to adjust a system state to your goal, but you only receive delayed information about what the system state is, you will overshoot and undershoot. Same if your information is timely, but your response isn't.*

*Delays that are too short cause overreaction, "chasing your tail", oscillations amplified by the jumpiness of the response. Delays that are too long cause damped, sustained, or exploding oscillations, depending on how much too long. Overlong delays in a system with a threshold, a danger point, a range past which irreversible damage can occur, cause overshoot and collapse.*

*Delays are not often easily changeable. There is more leverage in slowing the system down - slow down the change rate, so that inevitable feedback delays won't cause so much trouble.*

*But if there is a delay in your system that can be changed, changing it can have big effects! But be sure you change it in the right direction.*

**10. The structure of material stocks and flows (such as transport networks, population age structures).**

*Stocks and flows and their physical arrangement, can have enormous effect on how the system operates. The only way to fix a system that is laid out wrong is to rebuild it, if you can. But often physical rebuilding is the slowest and most expensive kind of change to make in a system. Some stock-and-flow structures are just plain unchangeable.*

*The leverage point here is in proper design in the first place. That's why "safety in design" is so important.*

*Thinking about how people work and move in a space (human factors / ergonomics) and implementing these considerations into the design of the building or workplace is a way to demonstrate care for employees because you've considered the various injuries that take place from poor ergonomics. This isn't just about ergonomic desks and chairs, a good ergonomic workplace increases productivity as it helps improve efficiencies.*

**8. The strength of negative feedback loops, relative to the impacts they are trying to correct against.**

*These interventions move us from the physical part of the system to the information and control parts, where more leverage can be found.*

*Negative feedback loops are ubiquitous in systems. Nature evolves them and humans invent them as controls to keep important system states within safe bounds.*

*But the strength of a negative feedback loop is relative to the impact it is designed to correct. If the impact increases in strength, the feedbacks have to be strengthened too.*

*If the organization has the potential to severely damage the environment or society or employees, then the feedback mechanisms must be stronger than those activities with less impact.*

*Examples of strengthening negative feedback controls in an organization to improve a system's self-correcting abilities:*

- *monitoring systems to report incidents*
- *governance committees*
- *protection of whistleblowers.*

**7. The gain around driving positive feedback loops.**

*Positive feedback loops are sources of growth, explosion, erosion, and collapse in systems. A system with an unchecked positive loop ultimately will destroy itself. That's why there are so few of them. Usually a negative loop will kick in sooner or later.*

*Reducing the gain around a positive loop - slowing the growth - is usually a more powerful leverage point in systems than strengthening the negative loops and more preferable to letting the positive loop run its course. In any case, slowing the growth also gives the negative feedback loop time to catch up.*

**6. The structure of information flows (who does and does not have access to information).**

*There was a subdivision of identical houses, so the story goes, except that for some reason the electric meter in some of the houses was installed in the basement and in others it was installed in the front hall, where the residents could see it constantly, going round faster or slower as they used more or less electricity. With no other change, with identical prices, electricity consumption was 30 percent lower in the houses where the meter was in the front hall.*

*Missing feedback is one of the most common causes of system malfunction.*

*Adding information can be a powerful intervention, usually much easier and cheaper than rebuilding physical infrastructure.*

**5. The rules of the system (such as incentives, punishments, constraints).**

*The rules of the system define its scope, its boundaries, its degrees of freedom.*

*Constitutions are the strongest examples of social rules. Physical laws such as Einstein's Theory of General Relatively are absolute rules, whether we understand them or not or like them or not. Laws, punishments, incentives, and informal social agreements are progressively weaker rules.*

*Challenge your idea of rules and consider putting the power to create rules in the hands of those who must abide by them - employees.*

*Power over the rules is real power and there are many mental health benefits to knowing that we are in control of our own destiny.*

**4. The power to add, change, evolve, or self-organize system structure.**

*The most stunning thing living systems and some social systems can do is to change themselves utterly by creating whole new structures and behaviours. In biological systems that power is called evolution. In human economies it's called technical advancement or social revolution. In systems lingo it's called self-organization.*

*Self-organization means changing any aspect of a system lower on this list - adding completely physical structures, such as brains or wings or computers - adding new negative or positive loops, or new rules. The ability to self-organize is the strongest form of system resilience.*

*The intervention point here is obvious, but unpopular because those in power will lose their control.*

*Encourage variability, experimentation and diversity (and this goes for safety as well as other areas in your organization). Safety is not all about rules, in fact, it has very little to do with rules, it has A LOT more to do with managing variability and improving the capability of the organization to handle the variability.*

**3. The goals of the system.**

*Even more powerful than self-organization is the goal of the system.*

*If the goal is to bring more and more of the world under the control of one particular central planning system (the empire of Genghis Khan, the People's Republic of China, Amazon, FoxNews, whatever), then everything further down the list, physical stocks and flows, feedback loops, information flows, even self-organizing behaviour will be twisted to conform to that goal.*

*Those in the boardroom have a lot of power to inform the goals of the system and therefore power to change the system.*

*A corporate social purpose or profit for purpose business model is front and centre in the global corporate community. These models assist organizations and their stakeholders to serve a bigger purpose, and it is a human desire to want to be part of something bigger than ourselves. When doing so, we bring more meaning and purpose to our work, and that improves our well-being.*

**2. The mindset or paradigm out of which the system — its goals, structure, rules, delays, parameters — arises.**

*The shared idea in the minds of society, the great big unstated assumptions - unstated because unnecessary to state; everyone already knows them - constitute that society's paradigm, or deepest set of beliefs about how the world works.*

*Paradigms are the sources of systems.*

*From them, from shared social agreements about the nature of reality, come system goals and information flows, feedbacks, stocks, flows and everything else about systems.*

*You could say paradigms are harder to change than anything else about a system, and therefore this item should be lowest on the list, not second-to-highest. But there's nothing physical or expensive or even slow in the process of paradigm change. In a single individual it can happen in a millisecond. Whole societies are another matter - they resist challenges to their paradigm harder than they resist anything else.*

*To change a paradigm, keep pointing at the anomalies and failures in the old paradigm, speak loudly and with assurance of the new one, insert people with the new paradigm in places of public visibility and power. Don't waste time with reactionaries; rather work with active change agents and with the vast middle ground of people who are open-minded.*

**1. The power to transcend paradigms.**

*There is yet one leverage point that is even higher than changing a paradigm. That is to keep oneself unattached in the arena of paradigms, to stay flexible, to realize that NO paradigm is "true", that every one, including the one that sweetly shapes your own worldview, is a tremendously limited understanding of an immense and amazing universe that is far beyond human comprehension.*

*To transcend our paradigms is to let go into Not Knowing, into what the Buddhists call enlightenment.*

# What Next?

To help you take these principles and use them to inform your boardroom decision-making, I've collated five of my favorite videos / blog posts for your viewing and reading pleasure.

*Enjoy!*

#1 Finding the "Bad Apple" Won't Help You Avoid Incidents

#2 Where to Start with Lead and Lag Indicators

#3 Your Board Might Be Missing Red Flags - Here's Why

#4 The Cost of Unfairness on Your Business

#5 These Two Paradigms Dominate Our Boardrooms and Influence Members' Behaviour

# NOTES:

## CONTACT

You can see more information like this or get in touch with me via:


SAM@SAMANTHAMCGOLRICK.COM

/SAMANTHAMCGOLRICK

@SAMANTHAMCGOLRICK

WWW.SAMANTHAMCGOLRICK.COM