



LES SENTIERS DU GOÛT

dégustations expérientielles

THE TASTE OF OTHERS

KEY TAKEAWAYS



We all have unconscious habits and behaviors, a “**natural mode**”; most of the time, in familiar and controlled situations (“Business as Usual”), they save us time and energy; but they can lead us astray in situations of urgency and uncertainty, when we’re faced with unusual and complex problems.

To summarize them, under pressure:

- 1/ we tend to choose harmony over performance
- 2/ we tend to choose the existing over the innovative
- 3/ we tend to share too little information and rush to consensus even if it’s the wrong way

We need to be aware of this natural mode. Then, we can put in place concrete practices.



THE L-E-D METHOD

EFFICIENT TEAMWORK UNDER PRESSURE AND UNCERTAINTY

Make sure we have a common Language

1. **Check the meaning behind words**, especially with interlocutors who have a job, culture or background different from ours. Use a **numerical scale** to define “umbrella-words”
 - ✓ Urgent? >> “Before tonight or by the end of the week?”
 - ✓ Risky? >> “Is that a 1 in 10 chance of failure, or 1 in a million?”
 - ✓ Confident? >> “On a scale of 1 to 10, how confident are you that we can hit this deadline? »
2. Make sure you’re clear. Ask for **back-brief**, with the “**echo**” technique. If they can say it, they can do it!
 - ✓ Is that clear? >> “I want to make sure I was clear. In your own words, what are the three priorities for this week?”

BONUS: Use the **metaphor** bridge: build on what they already know, to explain the unknown

- ✓ Example: “Psychological safety = the red button in a factory line”

Empathy - Listen to understand

1. **Listen for real.** Try this: listen without knowing what you're going to say until the other person has finished. Actively seek to understand before engaging in debate.
2. **Encourage everyone to speak up.** As a leader, speak last in a round-table discussion.

BONUS: To make better decisions with your team, start by discussing all options only looking at the facts. Then, and only then, everyone can give their opinion and preference.

- ✓ Replace “I prefer this option (opinion)” by “this option is interesting because...(facts)”.

Encourage Dissenting voices

1. **Organize contradiction.** Appoint two Devil’s advocates or a Red Team (people from outside your team, with a fresh perspective) to challenge your ideas/plans.
2. **Limit conformism / social bias.** Have everyone **write down** their thoughts before speaking. Silence protects the independent thinker.

BONUS: Make dissent safe to spot the weaknesses of your own plan/project with the **pre-mortem** technique.

- ✓ Ask your team: “Imagine we are one year ahead from now. The plan/project has failed: what killed it?”



FAST IS FOR SIMPLE. SLOW IS FOR SERIOUS.

Don't apply the same speed to every situation.



READING LIST

Discovering and understanding our unconscious mechanisms is a long way! Here are two great books.

[Thinking, Fast and Slow](#); Daniel KAHNEMAN (Nobel Memorial Prize in Economic Sciences laureate)

Our opinion: a reference in behavioral psychology; very complete, this "paving stone" can be read with ease, with many amazing experiences to be made as you read it.

[You're about to make a terrible mistake! How biases distort decision-making - and what you can do to fight them](#); Olivier SIBONY

Our opinion: cognitive biases in decision making illustrated by numerous very telling business cases, and concrete tools to remedy them.