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Context to the nugget

Jennifer speaks about the risk of us going for a compromise and ending up in a “one size fits nobody” situation, as Late Prof Clay Christensen would say. She speaks about why it is important for us to think about disagreement as a means to expanding the solution set and getting to a better place in a complex world.

Transcription

Deepak Jayaraman (DJ): And moving to the other trap you talk about which is about the desire to agree, you mention that the urge to compromise in complexity takes us from two viable options to one potentially mediocre solution and to borrow from Clay Christensen, who passed away recently gives you a one size fits nobody kind of an answer, right? So talk to us about the insight here and more specifically I found the term disagrees to expand quite interesting in the context of making sense of complexity and how you think about compromises during complexity. Talk to us about how you see this phenomenon.

Jennifer Garvey Berger (JGB): Yeah, we saw so many times as we were working with leadership teams that even when they knew that they were dealing with quite a complex situation and they were trying to build a kind of experiment to figure more out about the situation, they would argue with each other about which was the best experiment. And one of the core features about complexity is you can't know which thing will work until afterwards. The relationship between cause and effect is only available later and so because of this people were either trying to defeat one possibility or the other or they were trying to, you know, I'll give a little, you give a little, I'll give a little, you give a little and so instead of having two hypotheses that we were going to test or two ways to test these hypotheses we sort of get this mediocre middle one when really in complexity if I have an idea that we ought to do it this way and you have an idea that we ought to do this very different way and we are both smart people then quite probably the thing that we want to do is explore both of those paths. There's no knowing until afterwards what it's going to be. So instead of having executive teams arguing over which one was best, we worked on using this thing as you say disagreeing to expand our solution set, how do we take the different views and expand our set of possibilities and expand the number of possible experiments we run.

DJ: Very interesting. Rather than trying to have a winning argument and going down one path, how can we construct prototypes or experiments and then learn from it and then move forward with conviction?

JGB: Exactly.

DJ: Would that be a fair way of understanding that?

JGB: Exactly.

Reflections from Deepak Jayaraman

DJ: Thank you for listening. For more content across 50+ speakers, 500+ nuggets painstakingly curated across 65 odd themes, please visit playtopotential.com. You will also find the podcast on apple podcast, Spotify, Google podcast player and most other podcast platforms.

End of nugget transcription

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Jennifer Garvey Berger - Nuggets

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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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