



# Unsafe Thinking

## How to Be Nimble and Bold When You Need It Most

### THE SUMMARY IN BRIEF

How can you challenge and change yourself when you need it most? We're creatures of habit, programmed by evolution to favor the safe and familiar, especially when the stakes are high. This bias no longer serves us in a world of constant change. In fact, today, safe thinking has become extremely dangerous.

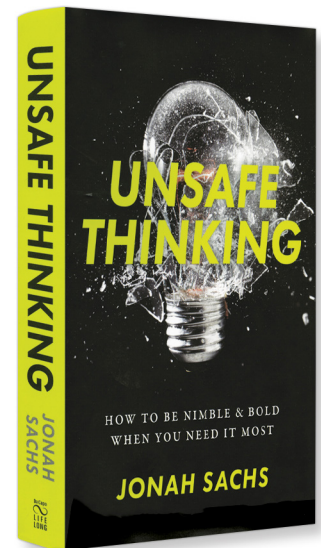
Through stories of trailblazers in business, health, education and activism, and leveraging decades of research on creativity and performance, Jonah Sachs reveals a path to higher performance and creativity for anyone ready to step out of their comfort zone.

*Unsafe Thinking* is full of counterintuitive insights that will challenge you to rethink how you work. Sachs reveals, among other key points, why your area of deep expertise is often where you'll find your biggest blind spots, why anxiety can be fuel for creativity, and how collaborating only with those that share your values stunts your creativity.

An inspiring and accessible read, *Unsafe Thinking* has the power to change the way you approach both your work and your life.

### IN THIS SUMMARY, YOU WILL LEARN:

- To recognize — and break out of — the “safe thinking cycle.”
- To find the perfect balance of intrinsic and extrinsic motivation.
- To keep exploring and avoid falling into the “expert’s trap.”
- When to trust intuition and when to challenge it.
- To build an organization that embraces intelligent risk.



by Jonah Sachs

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# THE COMPLETE SUMMARY: UNSAFE THINKING

by Jonah Sachs

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## Courage

### The Safe Thinking Cycle: Why We Stick to Our Guns When We Know We Shouldn't

Unsafe thinking is the ability to meet challenges with a willingness to depart from standard operating procedures; to confront anxiety, tolerate criticism, take intelligent risks and refute conventional wisdom — especially one's own views — in order to achieve breakthroughs.

In a rapidly changing world, unsafe thinking is an indispensable skill. But it doesn't come naturally because the basic structures of the human mind prejudice us against changing ourselves and how we approach problems.

When facing an unfamiliar challenge, we often know we need to open our minds to a wider field of possible solutions because the status quo clearly will not suffice. At the same time, the threat we feel switches our brains into survival mode, which tends to make us cling to the familiar and engage in safety-seeking behavior.

The pernicious dynamic of clinging to the familiar and safe is captured in the safe thinking cycle. The first step of the cycle, threat awareness, gets triggered in many ways. We feel it when we get negative sales information, a customer or client complains, or our boss criticizes our work. Even success leads to threat awareness, paradoxically, because it propels us onto bigger stages, with greater challenges and higher stakes. It is impossible to live our lives, let alone try to accomplish anything of value, without triggering threat awareness along the way.

In step two of the cycle, the perception of threat causes a spike in what neuroscientists call cortical arousal, a state of increased wakefulness, vigilance and focus. We need this to react quickly and decisively to physical threats,

for example. But a low arousal state is better for creative thinking. With all our cognitive systems running at normal, we're free to let our attention roam to where our curiosity takes it, and this fosters creative insights.

When we confront a challenge that feels threatening, we no longer have the option of staying consistently in low arousal. We are programmed by evolution to respond with high arousal because of the need for speed of action in dealing with many of the threats our early ancestors faced.

Take the case of a new competitive threat at work, say, from a fast-emerging new technology. Though we may perceive that our old ways of operating aren't adequate for this new challenge, and we may feel a desire to "open up," our brains scream at us to shut down our range of options and take safety-seeking action. These are short-term fixes that we believe will hold off the threat and lower our anxiety.

We tell ourselves that once we've handled the immediate threat, we'll have the luxury of being more expansive. Unfortunately, we're unwittingly priming the cycle to repeat. Following an old course of action in the face of new challenges sets us up for even more threat and thus more anxiety and arousal.

### Fear as Fuel: How to Embrace Anxiety and Break the Safe Thinking Cycle

Mahatma Gandhi, now a global symbol of courage in the face of danger, wrestled mightily with the fear of not fitting in and being judged.

Well into adulthood, Gandhi suffered debilitating shyness. He never became entirely comfortable with social interaction, but he came to see his struggles with himself as an important source of his power. As he grew older,



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Gandhi spoke of his shyness, which had once brought him tremendous shame, as one of his key assets. To his trait of speaking hesitatingly and slowly, for example, he attributed the fact that he hardly ever regretted a word he had said. That, he reflected, was a key to his leadership.

We all feel anxiety when setting out on a new and uncharted course. How we contend with that anxiety makes all the difference.

Trying to stop ourselves from feeling anxiety only makes the cycle more pernicious. Psychologists call the act of suppressing negative emotions “experiential avoidance.” People spend enormous amounts of energy trying to master the art. But the effort is worse than useless. Experiential avoidance actually has the effect of exacerbating unwanted emotions.

Rather than trying to avoid or fight our anxiety, those who study its nature say we should learn to become more comfortable with the discomfort of it, which lessens the impulse to react in a fight-or-flight fashion and frees us to be more creative in our responses to challenges. But how can we build up this tolerance?

Cognitive psychology has shown that the simple process of becoming aware that we’re having an automatic, emotional reaction and coaching ourselves to accept the feelings rather than trying to avoid them can be extraordinarily powerful.

If we can welcome a bit of discomfort with a belief that it is a necessary signal of the potential for growth, we can feel the cortical arousal, give it a moment (or a day) to pass and then retake control of our actions. With a foundation of courage and a mindset that embraces rather than shrinks from anxiety, we can learn to master discomfort and change long-held thinking patterns. ●

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## Motivation

### Mastering Motivation: How to Energize Yourself and Others to Stay on the Edge

The popular understanding of motivation tells us that to sustain our energy while taking the risk of breaking with the herd and to pick ourselves up from failure, we must be driven primarily by passion for the work we’re doing, or as psychologists say, we must be intrinsically motivated.

This notion doesn’t come out of nowhere. Teresa Amabile shook the world of creativity research by demonstrating how children lose their creative edge when offered a reward for their work. The London School of Economics studied 51 companies using pay-for-performance plans

and found that these bonuses actually decreased employee effectiveness. But can we really expect to achieve a state of pure intrinsic motivation without quitting our jobs and heading for the Himalayas?

Yes, there are times when a focus on rewards can be absolutely deadly. But there are smart ways to use intrinsic and extrinsic motivation together to amplify the energy and commitment required to keep ourselves in the demanding zone of challenge and creativity.

Researchers have concluded that when offered rewards in ways that make us feel manipulated, coerced or controlled — which is how our bosses and society tend to impose extrinsic motivators — we lose motivation. We feel like pawns in someone else’s game and give up or act in counterproductive ways.

But when we understand that the two types of motivation and rewards are offered in an upfront way that doesn’t feel manipulative, we can make choices about how we respond to rewards. We come to treat them as fun, enjoyable bonuses rather than tools of control. Thus, the external rewards only serve to increase our intrinsic drive.

If we’re smart and have established a base of love for what we do, we can use the desire for money, esteem, status or freedom in just the right way to boost motivation.

Intuit, the financial software giant, uses what it calls an “Unstructured Time” reward for top innovators. If you perform at a high level, you’ll get significant chunks of time to explore and play wherever your passions lead.

### Finding Your Source: Why We Need to Love the Challenges We Face

Every day people get stuck in the face of new and critically important challenges. All too often, they lose their drive to succeed and settle for the mediocre. They fall back on the familiar rather than take the risks needed for success. Why is that?

Psychological science tells us not simply that a healthy dose of intrinsic motivation is important but where intrinsic motivation actually springs from. And it provides clues for how we might imbue any team’s work with focus, energy and love of the process.

Psychologist Mihaly Csikszentmihalyi uses the term “flow” to describe the psychological state we enter when the conditions of high challenge and high skill emerge. He has shown that when the level of challenge just barely exceeds the level of skill, this lays the groundwork for producing a state of heightened focus, creativity and determination.

If we add to this mix clear goals and the ability to get consistent feedback on our progress, Csikszentmihalyi

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has demonstrated, flow consistently emerges. Despite exertion and hard work, people in flow feel a sense of love for the task they are involved in and are far more likely to invent novel and useful solutions. Flow is a key source of intrinsic motivation.

Throughout the act of creation, we can achieve and stay in flow by checking in regularly to assess our answers to these three questions:

- Do I (or we) know what success really looks like? Flow theory asks us to take the time to be very specific about what our targets are and how we'll know we're achieving them.
- Can we get regular feedback to know if we're making progress? If we receive feedback with a sense of unattached curiosity (positive feedback is a great sign we're making progress; negative feedback is a great chance to learn), we're increasing our chances to create flow.
- Do we have the skills to match this challenge? It makes sense to do the equivalent of an equipment check as we set off on our journey. We can begin by mapping out the phases of a project from first conception to execution and refinement. For each phase, or even for each necessary task, do we believe we have the specific skills we need? Or will the challenge be too much of a stretch in spots? If we can identify those places ahead of time, we can plan for them. ●

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## Learning

### The Explorer's Edge: How to Pursue Expertise Without Falling into the Expert's Trap

Being unprepared for an exam is one of the most common nightmares people experience. In fact, dream researcher Tony Zadra says this nightmare is not just experienced by those who go through life truly underprepared but is particularly common among the highly educated and successful.

We are right to fear not having expertise when we need it. And we need it often. It's extremely difficult to create anything of value in a field without first becoming something of an expert.

Why then, if expertise is so indispensable, do experts so often lead us astray? Why are experts so slow to update their views in the face of new evidence? And why do relative beginners sometimes beat experts at their own game? The answers to these questions are critical because, throughout the process of creation, we must constantly

decide whether to rely on or question our expertise, to deepen what we know or seek entirely new ideas, to see the world through the eyes of the expert or the beginner.

Decision-making researcher Gary Klein points out that while expertise can make us enormously efficient at playing an established game, it can also make us slower to realize when the game has changed and less able to respond to those changes. For example, expert bridge players have been shown to have more trouble than novices in adapting when important rules, like who gets to lead, are suddenly tweaked.

Rice University researcher Erik Dane says one of the most effective things we can do is put ourselves in situations where we're novices. Get out more and explore. It's a key way, he says, of taking the rigidity out of overdeveloped knowledge networks. Time spent in the unfamiliar can enhance anyone's creativity significantly.

Why do so many of us stay comfortably in our own domains, inadvertently becoming more fixed and rigid? The culprits are two drives we humans have trouble resisting: ego attachment and urgency. Learning to master them can open the space to explore much more broadly and get out of the kind of safe thinking that keeps us stuck.

### Ego and Urgency: How to Tame the Urges That Keep Us From Exploring

It's 2007, and Vineet Nayar has just been appointed CEO of HCL Technologies, a global IT services company based in India. His first public appearance is about to get underway. Nayar steps onto the stage as a crowd of 4,000 employees murmurs speculation about what the new boss is going to say.

Nervous anticipation fills the room because Nayar is taking over in uncertain times. The firm has recently grown rapidly to 55,000 employees, and major challenges are on the horizon. HCL is going through the growing pains of transitioning from cut-rate outsource IT provider to aspiring global player, and that will mean having to compete with giants like IBM for some of the world's most demanding customers. Few feel that the company is ready.

Nayar faces the room and smiles. Suddenly, a popular Bollywood tune blasts through the auditorium. The boss begins bopping his head and awkwardly wiggling his portly, middle-aged body. He is dancing! He descends the stage and boogies his way down the aisle. The employees, nervously at first, begin clapping their hands over their heads. Now they're cheering as he pulls people out into the aisle to dance with him. He shimmies all around the room, employees crushing in

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behind him, and when he returns to the stage, sweaty and out of breath, the crowd erupts in a cheer.

After performing another number on stage to more raucous approval, Nayar composes himself. He begins to lay out his vision for totally upending the company's management structure, giving more autonomy to frontline employees. He says that he has laid out the bones of the plan but still wants his employees to speak up and challenge it — that their input is vital.

He recalled later, "Those words sounded very different coming from a sweaty man who had just proved in public that he couldn't dance than they would have coming from the emperor at the podium." His goofy ploy worked. An animated, two-hour discussion followed.

Nayar wasn't dancing only for the employees that day; he was also playing a psychological trick on himself. The company's board had given him *carte blanche* to drive change however he saw fit. But he feared thinking he knew exactly what to do. He wanted to find a way to make sure he listened, genuinely and with a flexible mind, to any and all ideas shared. By humbling himself with his wacky dancing, he primed his psyche to be receptive. After dancing, he felt he had less of an expert's image to defend, having already showed how imperfect he was.

It feels good to be an expert. It's a mark of accomplishment, intelligence and hard work. It brings us esteem and makes us feel needed. And that, just like overactive pattern recognition, can lead us, unwittingly, down the path to entrenchment.

As we come to identify with what we think we know, our identities and our egos can become attached to the unique knowledge networks we've constructed, leading us to want to defend our expertise from any challenges, whether from new information that runs contrary to our accumulated knowledge or from people questioning our views.

The endpoint of this path is closed-mindedness and overconfidence. The problem of overconfidence and closed-mindedness in areas we believe we have expertise is all the more troubling because we so generally tend to credit ourselves with having more expertise than we do. Many studies have documented this phenomenon, often referred to as the "better-than-average effect." For example, 93 percent of US drivers rate themselves as above average behind the wheel. Even drivers currently laid up in the hospital for accidents they themselves had caused were similarly found to overestimate their abilities!

This data may explain a rising appreciation for humble leaders who act like explorers rather than experts. Instead of making their employees feel uncertain and unguided,

according to a 2013 study from the University of Washington and the State University of New York, Buffalo, humble leaders were far more likely to have engaged, satisfied and loyal employees. ●

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## Flexibility

### The Power and Perils of Thinking With Your Gut: Why We Need Intuition and How It Often Leads Us Astray

By their very nature, counterintuitive ideas lead the way to possibilities few others are interested in considering, and this is a key reason that, according to esteemed creativity researcher Robert Sternberg, they can be such rich sources of creative breakthrough. Because analysis alone can't prove an unusual idea is right, proceeding demands a heavy dose of intuition.

What we commonly call "intuition" actually refers to a couple of very different mental processes that we experience in very similar ways. The first we might simply call subconscious processing, in which our brain is logically analyzing information in the background of our conscious attention, and when it arrives at a sense of coherence, an intuition bursts forth. This type of intuition uses similar neural pathways in the brain as those used for conscious thinking, so its conclusions, while hard to explain and justify, can be as "smart" as those derived by our conscious mind.

The second source of intuition relies on what Daniel Kahneman and Amos Tversky have famously referred to as "heuristics," mental shortcuts that we use to quickly and efficiently make sense of a complex world. In other words, snap judgments. Heuristics are hard-coded deeply in our psychological makeup, often regardless of experiences we've had. We don't learn these shortcuts so much as we're born with them. For example, we intuitively "know" that things that happen in close succession and close proximity are probably related through cause and effect (even when they're not).

Like subconscious processing, heuristic thinking tends to transmit its findings through the body and through feelings. The instantaneousness of both processes also makes them feel quite similar. Subconscious processing often takes considerable time, but because we're not aware that our brains are working in the background, the resulting intuition may feel like it happens all at once. Heuristic thinking, on the other hand, does happen at lightning speed.

Intuition can be powerful in helping us recognize patterns in conditions of complexity and when speed of

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decision making is vital, and that intuition is an indispensable part of creativity. But we've got to be alert about false intuitions that can trap us, leading us to decisions based on biases we would never consciously embrace.

### **Harnessing Intuition: How to Recognize Faulty Intuition and Hone Your Instincts**

Kahneman and Tversky have demonstrated that what feels like intuition can often just be faulty heuristic thinking or bias. For example, "availability bias" is a thinking flaw that causes people to consistently overweight the importance or likelihood of things that are easy to recall. Familiarity bias pushes us, for example, to prefer investments in the known over the unknown, even when the numbers don't work in our favor.

These cognitive biases are devilish and difficult to overcome. But they aren't alone in skewing our intuition. Because intuition travels to our attention along our emotional highways, it can often get muddled and polluted by feelings that have their own, often unhelpful, agendas.

If we want to find and invest in counterintuitive breakthroughs, abandoning our intuition altogether hardly seems reasonable, but if it's so often flawed, is letting it guide us ever advisable?

Robin Hogarth, a leader in the field of intuition research, advises, "Emotions are data that need to be explained." In other words, we should treat our intuitive insights like ingenious hypotheses. We shouldn't ignore them. We also shouldn't feel sheepish about openly discussing them with our colleagues. Intuitions belong at the front of the line of our attention when making difficult decisions in uncertain environments. But we should never trust our intuitions until we've questioned them, pressure-tested them and patted them down, searching for cognitive and emotional bias.

Hogarth says that intuition is a learned and trainable skill. We develop intuition over time based on our experiences and the rewards and punishments we receive for using it. And that means the environments in which our intuitions develop are of critical importance. A "wicked learning environment," in Hogarth's terminology, gives us slow, ambiguous or misleading feedback, while a "kind learning environment" gives us plenty of timely, clear and accurate feedback.

When we form an intuitive judgment, we should ask ourselves, "Am I getting this intuition in a kind or wicked learning environment?" If the environment is kind — that is, you've been in it long enough to understand it, it provides lots of clear and direct feedback, and it hasn't

changed much over time — Hogarth says, you should be more inclined to trust it. If the environment is wicked, your intuition deserves a far more skeptical eye.

### **Leaping into the Counterintuitive: How to Tackle Difficult Problems With Unexpected Solutions**

Counterintuitive insights can grow logically from stepping back, finding those places where conventional thinking is broken, and then creatively attacking the problem from a new angle. To do that, however, we must begin with a willingness to work through the discomfort of accepting that some of our most basic beliefs about how the world works might be leading us astray.

We can use a set of established tools to optimize our ability to entertain more seemingly outlandish ideas. Here's how:

**Embrace cognitive dissonance.** What are the inconvenient truths of your industry or your company? Think of the inconvenient truths you dig up as starting points for engaging in productive cognitive dissonance rather than as obstacles to avoid.

**Reformulate the problem.** Before spending any more time trying to solve a particularly difficult problem, ask if you must solve it to reach the end you're seeking. Might you solve other problems instead that will achieve the same result? Might subtle reformulations of the problem open new doors?

**Bring in an outsider's mindset, or simply an outsider.** We can all benefit from inviting outsiders into our solution-finding or leveraging our own knowledge from other, unrelated fields.

**Listen to, then test intuition.** We should not dismiss counterintuitive approaches simply because they defy conventional wisdom. We should capture them as they appear in our creative processes, even when they come from our own mysterious intuitive thinking. Once they do emerge, we must then test them rigorously.

**Present ideas as minimally counterintuitive.** An interesting body of research demonstrates that people tend to tune in to, remember and talk about ideas that strike a happy medium. Known as minimally counterintuitive concepts, they tend to be rather mundane in most ways but to have one or two features that break expectations.

Airbnb launched as AirBedandBreakfast, emphasizing that people all around the world were already opening their homes to strangers by running bed-and-breakfasts. Early Airbnb hosts were nothing at all like professional

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bed-and-breakfast owners, but the analogy made the new model feel safer and better established in renters' minds. ●

### Morality

#### **When Wrong Is Right: Why Being Creative Means Sometimes Bending (or Breaking) the Rules**

Classrooms, companies and governments set rules for many good reasons, such as to increase predictability, minimize risk and create harmony. In contrast, new, breakthrough ideas are usually unpredictable and risky and upset established patterns. That's why companies and managers so often talk about how much they value creativity, then reject it once they see it, forcing creative individuals to lie, cheat and steal to bring their ideas to life.

Writer Ira Chaleff brought the term "intelligent disobedience" to the business world's attention, inspired by his observations of how guide dogs are trained to behave at work. Imagine a blind woman and her trusted dog. For the duo to function, the dog must be instantly responsive to his owner and make her goals his own.

What happens, though, when the owner tells the dog to step off the curb, but the dog sees a car coming that might kill one or both of them? Amazingly, without abstract thought or verbal language, guide dogs can be taught to disobey with a commitment to a higher purpose. They will ignore a direct command that goes against the best interest of the team. Without that ability, neither owner nor dog would be remotely safe.

So how can we bring intelligent disobedience into our organizations without getting our heads chopped off? Research shows that it's a two-way street. As employees, we can cleverly increase our chances of getting away with rule-breaking with a few critical strategies. And as leaders, we can design our organizations to benefit from rather than punish positive rule-breaking behavior.

First, be open about dissatisfaction with creativity-killing rules. While pushing back on company policy can get us labeled as troublemakers, we're far more likely to make enemies by resisting in secret.

Next, it's important to articulate the pro-social value of breaking a rule rather than the personal reason for doing so. Managers are more likely to forgive a violation committed in the interest of customers, co-workers or society as a whole rather than to help an individual employee achieve a personally important goal or rectify a private grievance.

#### **Creating With the Enemy: Why We Need Friends Who Look Like Foes**

In a surprising and widely quoted experiment, the University of Michigan's Scott E. Page and Lu Hong of Loyola University showed that groups selected at random tend to be more effective at solving complex problems in fields like business, public policy and education than even handpicked groups of the best and brightest experts.

"This is because the random group is more likely to contain a diversity of approaches to these tasks," explains Page. The experts are all likely to follow similar strategies and duplicate each other's work. But the random group, because its members have different perspectives and ideologies, Page says, will more quickly overcome any shared weaknesses.

"If we're in an organization where everyone thinks in the same way, everyone will get stuck in the same place. But if we have people with diverse tools, they'll get stuck in different places. One person can do their best, and then someone else can come in and improve on it."

These findings should throw up warning signals for the growing number of organizations proudly declaring that they hire for cultural fit over skills (Google calls their cultural fit Googliness). We want to keep negative, destructive personalities off our teams, but how quickly can culture fit come to mean people who think like we do, care about what we care about and employ the same mindsets we do? ●

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### Leadership

#### **Unsafety in Numbers: How to Break Consensus and Infect Others with the Confidence to Take Risks**

Over a 20-month period, the University of Richmond's Dejun Tony Kong watched 42 teams take on a difficult change-management consulting project. He found that the teams made of highly agreeable people not only performed worse than more cantankerous teams but often couldn't tell when things were going wrong. They judged their satisfaction with their team based on how good it felt to be together rather than what they were getting done.

Teams with a few disagreeable individuals showed a different pattern. Not only did they perform better, but their satisfaction tended to track well with their results. Feeling good came not from getting along but from making progress, and so they had a functional internal compass to guide them to success.

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The first takeaway here is that we should stop spending so much energy trying to make others feel good, and if nobody else is doing it well, we should strive to be an occasionally disagreeable member of any group we're in.

But Kong's study also highlights another important and subtle rule about teams: Success derives from disagreement but not of the sort that depresses a team's satisfaction in working together.

We need not denigrate, embarrass or resist our teammates to break out of the trap of agreeableness. So how can we disrupt harmony without destroying morale? One way is to gamify disagreement by finding mechanisms that both encourage and depersonalize controversy.

A low-tech solution for gamifying disagreement is the use of red teams. The term comes from military war games in which the blue team represents our side and the military strategies we are considering using in the real world.

The red team takes the role of the enemy, and its job, of course, is not to make the blue team feel good about itself. Red team members are supposed to expose every possible flaw in their opponents' plans and defeat them if possible.

Despite the fierce competition, everyone playing the game knows they're actually on the same side with a common goal of making the chosen strategy better, and there's a culture of respect for those who run excellent red teams even though they occasionally best their colleagues or superiors.

This kind of approach can work for any group.

### Rewarding the Nonobvious: How the Right Incentives Fuel Breakthrough Creative Teams

When Steve Kerr took over as head coach of the Golden State Warriors in 2015, the NBA team was already one of the best in the league. The year before they had gone a very respectable 51–31, but they had lost in the first round of playoffs, leading to the firing of head coach Mark Jackson.

Once Kerr had earned their trust by showing respect for their accomplishments, he says, he proceeded to shift the team's focus to the important activities that usually get overlooked. "We were last in the league in passes per game," he said. "We weren't involving everyone. So we started to celebrate and reward the number of passes we made. I would read off the stats each night, and the team got really interested. We went from 245 a game to 315, and that had a huge impact on our ability to win."

By celebrating not just those who scored and made the highlight reels but those who contributed to group

success, Kerr took the team from 51 to 67 wins and an NBA title in his first season.

To instill a sense in our teams that it's safe to take risks, a focus on incentives that reward effort and not just results is critical. Research indicates that we can begin by specifically rewarding contributors who pursue thoughtful but disruptive lines of experimentation (regardless of where they lead). We can give credit to those who share their negative results, recognizing that in doing so they're saving the larger group from repeating their mistakes.

And we can provide incentives based on group rather than individual performance, allowing for some members to risk hitting dead ends while still sharing in the larger group's success.

Groups must be constantly cultivated to allow for disruption as well as incentivized to step beyond the bounds of safety. And that takes a constant focus from leaders at all levels. When it's done right, the payoff is profound.

So many conventional notions of what it means to be a leader, a creator or a disruptor are just plain wrong. If we want to adapt to a changing world, we need to attune our internal role models to the latest science and to our times.

Perhaps the most important thing you can do is try confronting challenging situations with a new internal role model, to ask yourself when you face the unknown, "What would an unsafe thinker do?"

And then do it. ●

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