

# 30 quotations that I posted with tweets during 2022



@HelenBevan

[Quotations from other people]  
*are sources of guidance in times of need,  
they can give us inspiration in times of  
struggle, they can motivate us in times  
of tribulations--success is not final and  
failure is not forever.*

Lolly Daskall



# About this slide deck

Each page in this slide deck contains a quotation that I posted as a visual with a tweet during 2022. I used them to illustrate the point I was making in the tweet.

I have attempted to group the quotations by similar themes in this deck.

You may not agree with all of the quotations but I hope they might inspire, motivate and/or challenge you as they have me.



# Shared values and shared purpose are the foundations of large scale change

That is the changemaker mindset: To understand that change is hard, even unlikely, but to remain clear-eyed, hard-nosed and opportunity focused. To know that through shared values and shared purpose, radical, transformational change is not only possible, but ultimately inevitable

Greg Satell,

*Adopting a changemaker mindset*

<https://greg-satell.medium.com/adopting-a-changemaker-mindset-f60aa7437aaf>

# Leaders that can forge a sense of shared identity and purpose have the advantage over leaders who design “incentives” for performance improvement

We can no longer coerce people to do what we want with carrots and sticks, but must inspire people to want what we want. Humans are not purely rational beings, responding to stimuli as if they were vending machines that spit out desired behaviours when the right buttons are pushed, but are motivated by identity and dignity more than anything else.

Leadership is not an algorithm, but a practice of creating meaning through relationships of trust in the context of a shared purpose.

[Stop expecting people to act rationally! Here's why](#)

Greg Satell

# Building or rebuilding a sense of belonging is one of the most critical tasks in leading change

*Our most recent research into the successful leadership of large-scale complex change, pinpointed a vital ingredient omnipresent in all human systems: **our fundamental need to belong** – to feel secure, included and part of something significant. If you feel you belong, loyalty follows, and with that the permission for risk-taking and innovation.*

Deborah Rowland and Paul Pivcevic

*Leading change post pandemic: belonging*

<https://blogs.lse.ac.uk/businessreview/2022/04/08/leading-change-post-pandemic/>

# Why belonging at work counts more than inclusion or diversity

*Diversity is a fact (the numbers are what they are), inclusion is a choice (you decide whether to include someone or not), but belonging is a feeling that can be enforced by a culture that you can purposefully create. The best thought-out diversity and inclusion strategies will go so much further in cultures where people feel they belong because when we're seen and valued for who we really are — **our own unique and authentic selves** — we thrive, and so do the people around us.*

Anita Sands

[Diversity and inclusion aren't what matter-belonging is what counts](#)

# Hierarchical power is losing its power and more relational approaches are needed

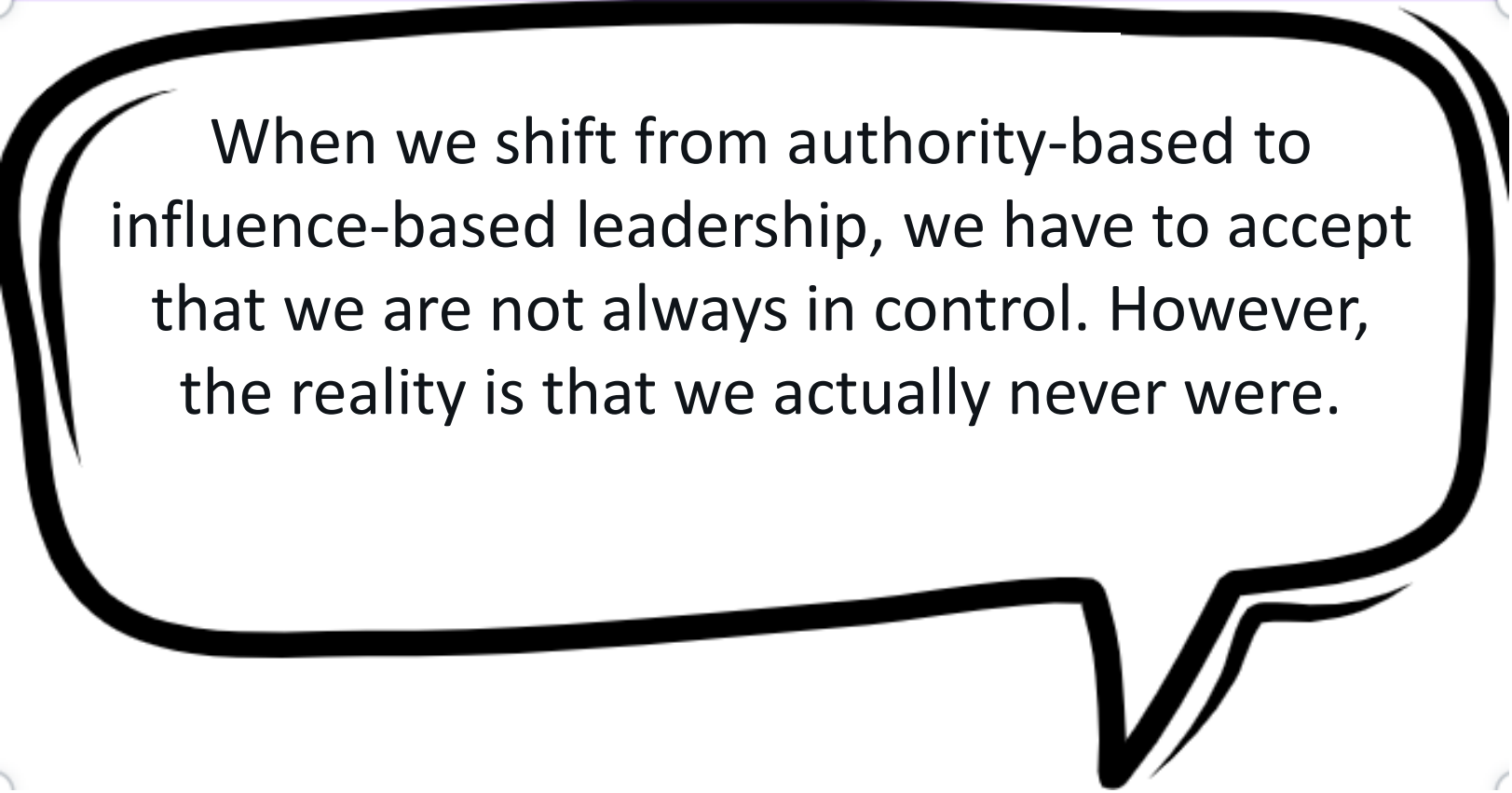
*Our research has shown that in the world of remote and hybrid work, hierarchical power alone is not enough. Hierarchies have merit. However, to succeed in increasingly virtual work settings, [leaders] must shift their thinking when it comes to how power is distributed within the organization and the tools they use to build and confer relational power.*

Lebene Soga, Yemisi Bolade-Ogunfodun, Nazrul Islam and Joseph Amankwah-Amoah

## **Relational Power Is the New Currency of Hybrid Work**

<https://sloanreview.mit.edu/article/relational-power-is-the-new-currency-of-hybrid-work/#:~:text=In%20the%20new%20world%20of,on%20traditional%20hierarchical%20power%20structures.>

# How to influence without authority



When we shift from authority-based to influence-based leadership, we have to accept that we are not always in control. However, the reality is that we actually never were.

Jesse Lyn Stoner

[How to Influence Without Authority](#)



# Systems leadership is about people and relationships

Sometimes we lose sight of a simple truth about systems: They are made up of people. Despite all of the frameworks and tools at our disposal and all of our learning as a field of practice, purely technical, rational approaches to systems change will not make much of a dent in shifting power or altering our most deeply held beliefs. If most collective impact efforts fall short of supporting people to change in fundamentally consciousness-altering ways, then, the system they are a part of will not significantly change either.

Katherine Milligan, Juanita Zerda and John Kania

*The Relational Work of Systems Change*

[https://ssir.org/articles/entry/the\\_relational\\_work\\_of\\_systems\\_change#](https://ssir.org/articles/entry/the_relational_work_of_systems_change#)

# The difference between change done “to” people and change done “by” people

*When change is done to people they experience it as violence. When change is done by people they experience it as liberation*

Rosabeth Moss Kanter

# Change isn't about persuasion, but about power

*The greatest **misconception** about **change** is that it's about **persuasion**. All too often, we think that once people understand our idea, they will embrace it.*

*...The truth is that change isn't about persuasion, but **power**. If you want change and can access the power to implement it, it will happen. If not, it won't.*

*...It is **small groups, loosely connected, but united by a shared purpose** that drives **transformational change**. As leaders, it's our job to help those groups connect and to inspire them with purpose.*

Greg Satell

[Change Isn't About Persuasion. It's About Power](#)

# Creating a Minimum Viable Transformation (MVT)

What if we don't need to train everybody, but instead, just need to coach a small group of people to create a non-violent resistance to the old ways of working, and to slowly, relentlessly bring the new ways in?

.....The core of non-violence is invitation — that someone can come into the change, and make it their own, can be part of a co-creative process, to see and feel their stamp on the process.

**Daniel Stillman**

*Minimum Viable Transformation: How many people does it take to change a culture?*

<https://daniel-stillman.medium.com/minimum-viable-transformation-6016919f6700>

# When it comes to change, shaping networks is typically a more effective strategy than shaping opinions

If you expect to shift the opinions of dozens or hundreds — much less thousands or millions — with [argumentation or logic], you're bound to be disappointed.  
Instead of trying to shape opinions, we're often better off shaping networks....

Rather than wordsmithing slogans, our time and efforts will be much better spent working to craft cultures, weaving the complex webs of influence that lead to genuinely shared values and shared purpose.

[This one simple scientific principle explains why you shouldn't waste too much time trying to convince people](#)

Greg Satell

# Leading change requires emotional connection, commitment, time and positive reinforcement

Change is never easy, but how we approach it makes a significant difference to whether it's embraced or rejected. Even though each organisation and context are different, human behaviour dictates that [change] requires emotional connection, commitment, time and positive reinforcement.

Andrea Belk Olson

[We need a new, sustainable approach to change management](#)

# Transformationl organisations and systems work differently

*To make a dent in complex social challenges, organisations need to work differently: to be human and outward looking, to try things, learn and adapt. We could call these organisations 'transformational', 'adaptive', 'human learning systems' or 'transformative'.*

Jess Price

**Transformative organisations: what if we do this right?**

<https://medium.com/hellobrink-co/transformative-organisations-what-if-we-do-this-right-955ef012557e>

# Leaders who adopt a “paradox mindset” surface, embrace and process conflicting demands

## Example paradoxes in health and care:

Clinical expertise AND people manage their own health

Care close to home AND expert, specialist care

Value people’s time AND value clinician’s time

Deliver operationally AND transform care

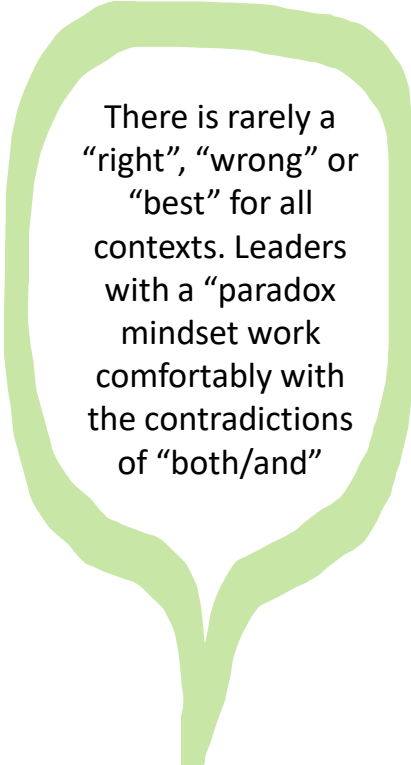
Deliver national goals AND focus on local priorities

Work through the formal system AND Build a social movement

Tried/tested approaches AND Innovate and experiment

Transformation AND continuity

Storytelling AND Data

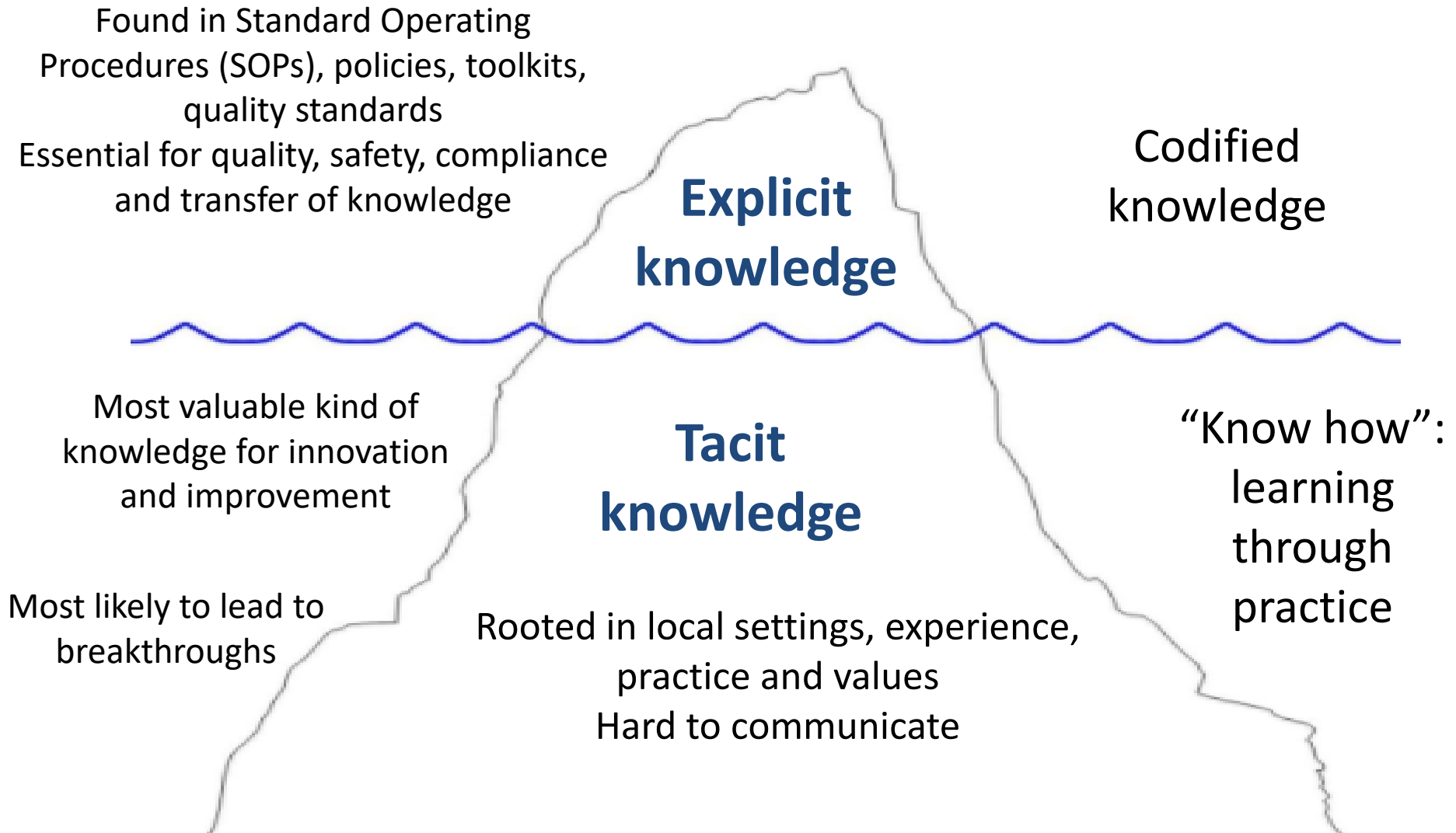


There is rarely a “right”, “wrong” or “best” for all contexts. Leaders with a “paradox mindset” work comfortably with the contradictions of “both/and”

It’s not “either/or”: we have to work with both



# If we want to change the system, we need to tap into the powerful tacit knowledge that already exists



# If you're leading a transformation initiative, you should expect to be criticised

*Don't let the flak derail your transformation initiative. Instead, dive in to understand the core of any resistance better and strive to build your coalition. Transformation initiatives succeed on the strength of relationships, not ideas*

Art Petty

# Toxic cultures are often the result of an organisation failing to adapt to changes in its wider world

*In many cases, it is not malice, but rather **an inability to proactively and deliberately shape culture** that results in **toxic cultures**. The new reality of the Covid-19 pandemic has exacerbated the challenge by creating **even more distance between leaders and their teams**. Assessing the health of the [organisational] culture must be high on the agenda to proactively identify and address potentially destructive behaviours. **Intentional evolution** is critical to ensuring that culture continues to be an **enabler**, not a detractor, of progress.*

Gaurav Gupta, Kotter Inc.

*Adapting Corporate Culture – Before It's Too Late:  
Lessons From Better.com*

[https://www.forbes.com/sites/johnkotter/2022/01/04/adapting-corporate-culture--before-its-too-late-lessons-from-bettercom/?sh=2eb856b4735d&utm\\_source=Forbes+Blog&utm\\_medium=Social&utm\\_campaign=Adapting+Corporate+Culture](https://www.forbes.com/sites/johnkotter/2022/01/04/adapting-corporate-culture--before-its-too-late-lessons-from-bettercom/?sh=2eb856b4735d&utm_source=Forbes+Blog&utm_medium=Social&utm_campaign=Adapting+Corporate+Culture)



# INFLUENCE IS YOUR SUPERPOWER

By Zoe Chance

## Five insights that can make us better at influencing others

- 1. Making it okay for someone to say no makes them want to say yes:** When we make an invitation without any pressure whatsoever, people are more likely to receive it positively. They are more likely to be influenced face to face. Conversion doesn't happen in one conversation—it happens in a relationship.
- 2. Influence doesn't work the way we think because we don't think the way we think:** There are two internal systems governing our thinking and behaviour. The first is fast, unconscious, emotional, and instinctive – our gut reactions. The second is slow, conscious, effortful, and seemingly rational - our deliberate decisions. We tend to overestimate the second system because it's the only one we can experience, but the first system is far more powerful. Being influential requires us to focus first and foremost on people's gut reactions, and on making their path to a choice as easy as possible.
- 3. The best predictor of behaviour is EASE:** The biggest misperception about changing minds is that we need to do it at all. A lot of our behaviour doesn't reflect any conscious thinking; That's why ease is more powerful predictor of behaviour than motivation, cost, satisfaction, or intentions. Ease makes people happy, and effort can really annoy people. If we want to influence people to change behaviour, we should make that behaviour as easy as possible.
- 4. Being charismatic isn't something we are—it's something we do:** Charisma isn't a special personality trait, it's a behaviour. It is about paying attention to people, asking questions, using their names. To have charisma is to help people feel like they're the only one in the room, and people want to say yes to you.
- 5. Authentic, lasting influence is a group project :** As our paths cross, entwine, diverge, and reconnect, we form a greater whole—an interconnected web of influence. We are already part of this collective power. The root of the word "influence" is the Latin *influere*, to flow in—as a river, a current. Our influence flows from other people and to other people, and from them to others, and so on. Sometimes we're aware of your own ripple effects, sometimes not.

Adapted from: *5 insights from behavioural science that can make you better at influencing others*, summarising the work of Zoe Chance, published by Fast Company: <https://www.fastcompany.com/90722135/5-insights-from-behavioral-science-that-can-make-you-better-at-influencing-others>

# Listening is a skill that improves with practice, like any other skill

*Some people have more potential than others, but in the end, we all need to practice in order to get better. Getting feedback from others—people who observe us during calls, meetings, discussions—is essential for improving, especially if they are able to call us out when we don't listen, and if being told that we are a bad listener makes us feel guilty enough to want to change it. If it does, it is at least a sign that we were listening.*

**Tomas Chamorro-Premuzic**

*How to become a better listener, according to science*

<https://www.fastcompany.com/90749446/how-to-become-a-better-listener-according-to-science/>

# The age at which people do their best work is increasing over time – don't underestimate older innovators

*As our understanding of the world grows more complex—and the body of scientific knowledge accumulates over time—so too does the time it takes an individual to gain mastery of this knowledge. This is likely one reason why the age at which scientific researchers do their most impactful, breakthrough-worthy work has increased over time. And for all of the buzz about young tech disruptors like Elon Musk and Mark Zuckerberg—in their twenties and teens, respectively, when they founded their first extraordinarily successful firms—older tech entrepreneurs actually have the edge.*

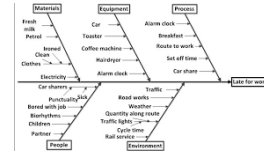
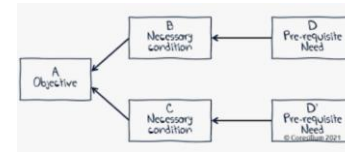
**KelloggInsight**

KELLOGG SCHOOL OF MANAGEMENT  
AT NORTHWESTERN UNIVERSITY

**How do we improve the odds of breakthrough innovation?**

<https://insight.kellogg.northwestern.edu/article/improve-odds-of-breakthrough-innovation?>

# Seven decision making frameworks for deep thinkers



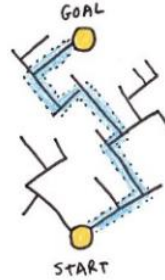
1. **Ishikawa diagram** to identify the potential causes of a problem
2. **Evaporating Cloud diagram** to help resolve conflicts between individuals or groups
3. **Productive Thinking model** to increase productivity while creatively solving problems
4. **Abstraction laddering** to help us figure out the real problem we need to solve
5. **Inversion** to flip our viewing angle on a problem to be more creative
6. **Problem tree** to break down bigger problems into smaller underlying causes
7. **Solution tree** to link problem and solution discovery



From: Seven decision making frameworks for deep thinkers by Jano le Roux:  
<https://medium.com/swlh/7-decision-making-frameworks-for-deep-thinkers-4b6604b9bb32>

# Ten mental models for learning anything

1. Problem solving is search



2. Retrieval strengthens memory



3. Knowledge grows exponentially



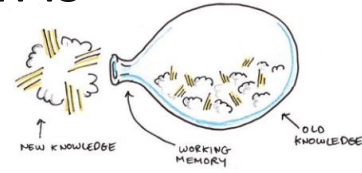
4. Creativity is mostly copying



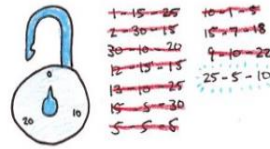
5. Skills are specific



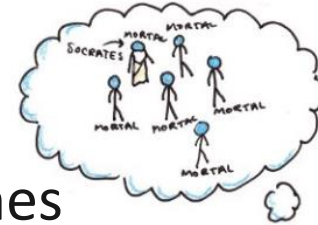
6. Mental bandwidth is extremely limited



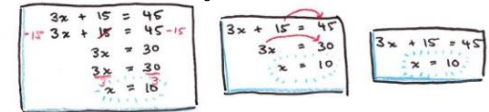
7. Success is the best teacher



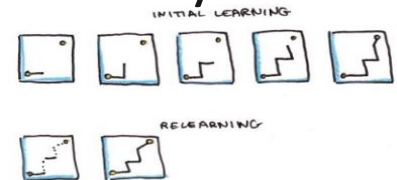
8. We reason through examples



9. Knowledge becomes invisible with experience



10. Relearning is relatively fast



From: *10 mental models for learning anything* by Scott H Young

<https://medium.com/better-humans/10-mental-models-for-learning-anything-318446320c1e>



# If you want to reduce “collaboration overload”, don’t change the way you manage meetings; change the beliefs you have about them

*Beliefs about ourselves and our roles...accounts for 50% or more of the overall problem [of collaboration overload]. When I say “beliefs,” I’m talking about deeply-held, and often unexamined desires, needs, expectations, and fears centred around how we feel we need to “show up” for others each day. A desire to help can lead us to jump into a project or debate without being asked. A need for status can prod us to drive collaborations back to ourselves. Fear can block us from saying “no” to a collaborative request that we know we can’t handle.*

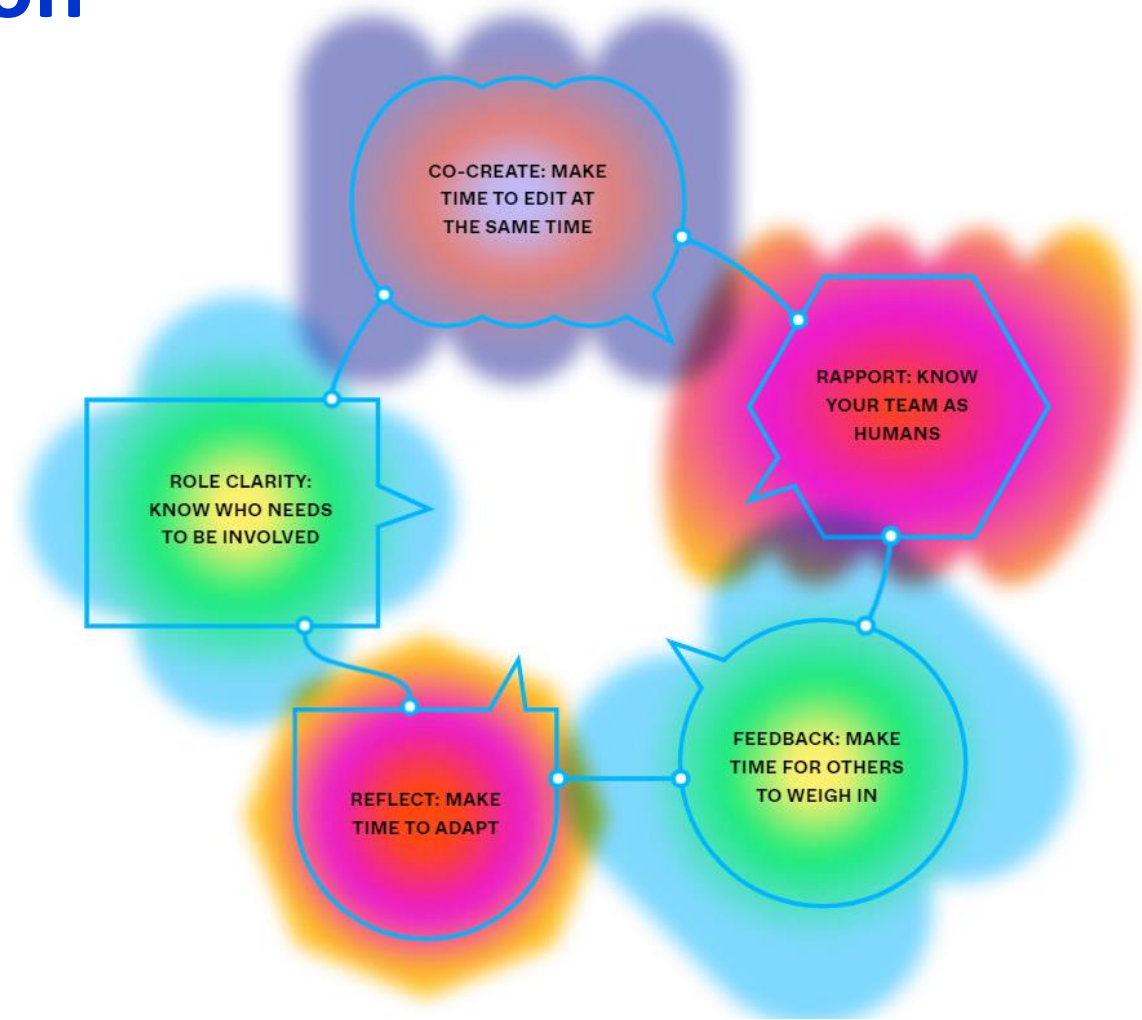
*A first step in reducing collaborative overload is becoming aware of these internal triggers.*

Rob Cross

*Where we go wrong with collaboration*

<https://hbr.org/2022/04/where-we-go-wrong-with-collaboration>

# Five statistically significant behaviours of good collaboration



Figma

[What makes collaboration click?](#)

# How to get your dissenting or rebellious voice across at work (based on research)

*These seven rules ensure a greater probability of winning over an audience and turning dissenting ideas into accomplishments. What the world needs now are not conventional thinkers but people who dare to differ, deviate, and defy to make their organizations – and society – a better place.*

**Todd Kashdan**

Seven Rules for Persuasive Dissent

<https://hbr.org/2022/07/7-rules-for-persuasive-dissent>

# A checklist for effective hybrid meetings

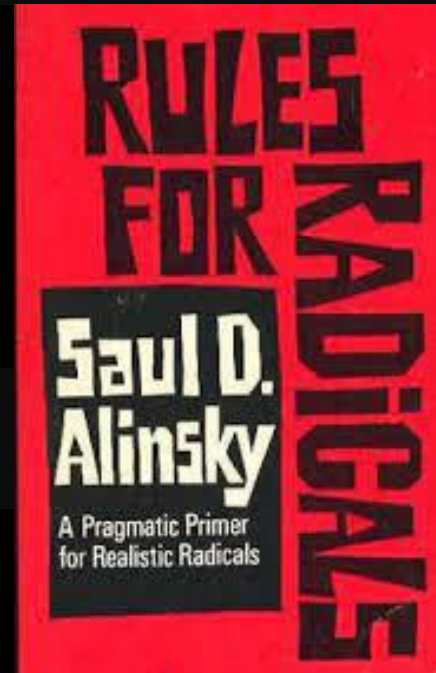
- ✓ Do you make time for social interaction/check-ins at the start of meetings to encourage social connection?
- ✓ Do you appoint someone to advocate for those joining remotely and ensure they are invited into discussions?
- ✓ Do you have short breaks, every 40–50 minutes, to help with focus and resilience?
- ✓ Do you share an agenda in advance so that people can prepare?
- ✓ Rather than just putting an agenda point as a subject (i.e. Finance), do you pose each point as a question for people to prepare their thinking?
- ✓ Do you mark agenda items as either for “Decision”, “Consultation” or “Information” so people know what is expected of them?
- ✓ Do you have a regular guest slot for members of other teams so that you don’t become too siloed in your thinking and your plans are coordinated with theirs?
- ✓ If a new member joins the meeting for the first time, are they briefed and clear on their expected contribution?
- ✓ Does your meeting have a clear purpose and structure?
- ✓ Does your meeting require any additional technology to encourage active participation from everyone (Miro, Mural, Jamboards, Menti, etc)?
- ✓ If discussions are dominated by one or two voices, do you arrange go arounds to invite everyone’s perspective?
- ✓ Do you use activities like [Liberating Structures — 1. 1–2–4-All](#) to give people time to develop their point of view in smaller groups before opening it up to the full group?
- ✓ Do you nominate one person to facilitate and one person to be scribe and document the actions?
- ✓ Are the desired meeting outcomes and outputs shared in advance and at the start of the meeting so people are focused?
- ✓ Do you regularly share the relevant actions and decisions from your meetings with other teams?
- ✓ Do you regularly review your meetings to ensure they are serving our needs?
- ✓ Do you make time at the end of the meeting to review how it went and what could be improved next time?

Source: Garin Rouch *Your Essential Checklist for Effective Hybrid Meetings*

<https://medium.com/@garinrouch/your-essential-checklist-for-effective-hybrid-meetings-b77df93641ca>



Saul Alinsky's Iron Rule  
Never do for  
someone what  
they can do for  
themselves



# Reflecting on and recognising even small wins can be very motivating for people

*Reflective recognition gives you, the leader, a window into what matters most to another person while at the same time, helping [team members] get present to their own progress and accomplishments.*

*What's more? When [people] stop and reflect on their own achievements, how they've tackled challenges, and how they've made progress, it is great for engagement, too. Research shows that when we make progress towards goals that matter to us, we feel motivated to continue. In other words, reflecting on even small wins can motivate [people] to get more done. The best part? It is extremely simple, requires no preparation, costs nothing, and makes a world of difference for both parties.*

Christopher Littlefield

[A better way to recognise your employees](#)

## Get comfortable with feeling discomfort

People are highly motivated by immediate gratification. But many paths to self-growth involve short-term discomfort and long-term gains. So when people can find a positive spin on otherwise negative cues, those cues should become more motivating.

[Get Comfortable with Feeling Uncomfortable](#)

See also

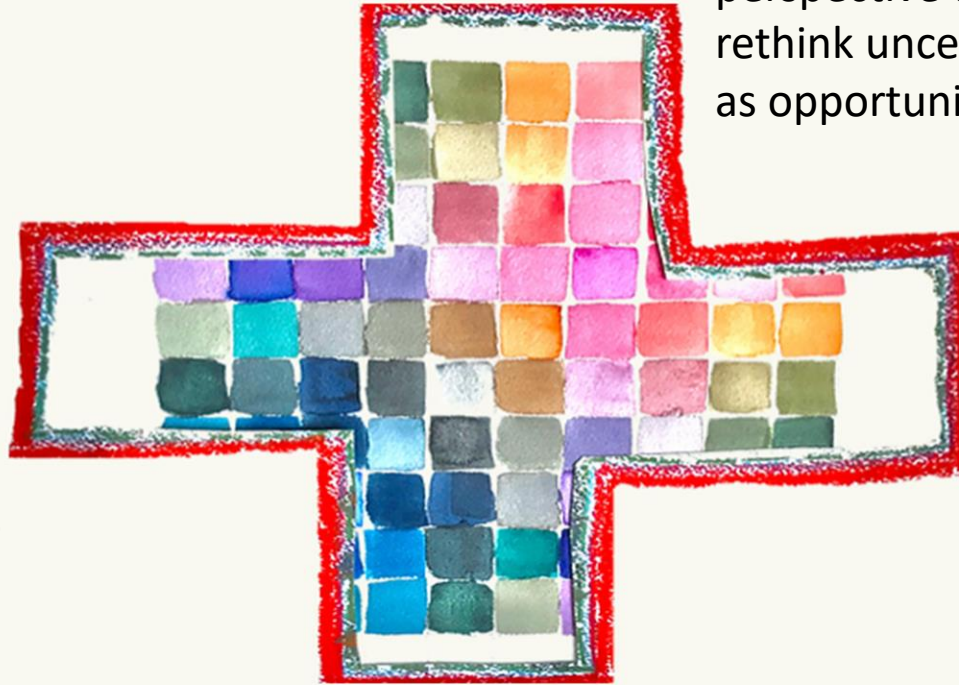
[Why making yourself uncomfortable can be motivating](#) by Kasandra Brabaw

Ayelet Fishbach

# How to build “uncertainty ability”

REFRAME

Change your perspective to rethink uncertainty as opportunity



PRIME

Assess your uncertainty ability and prepare to face unknowns. Balance risks by taking on a mix of certain and uncertain projects

DO

Rather than obsessing with control and managing risk, understand how to activate and unlock the possibilities in the uncertainties you face

SUSTAIN

Build the strength to address uncertainty, by caring for your own wellbeing