

Increase your effectiveness

*How to enhance your own intelligence
and the intelligence of your team*



Overview

We will review a list of 24 practices that favor the individual and the collaborative intelligence.

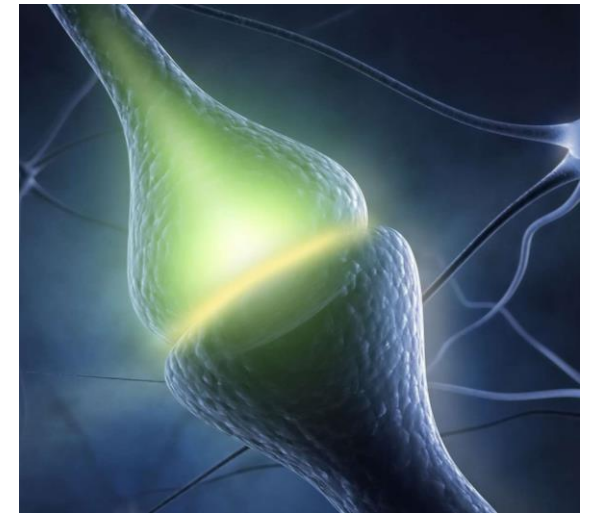
They are known thanks to recent research in cognitive and human work sciences.



By the end of the conference

You will be able to select a few practices and adapt them to your own situation. Two examples.

- Do not send your important messages the same day.
You will be able to improve them by 27 % the next morning.
- Work on a clear desk.
You will increase your intelligence by 12 %



The steps to increase your effectiveness

1. Get prepared. Mind management practices
2. Get organized. Work management practices
3. Get connected. Communication management practices
4. Get a team. Collaborative intelligence management practices

The 24 basic practices

1. A function of the human intelligence and its weakness
2. Examples of practices that favor / support this function, that compensate for its weakness



The speaker

Professor in management

- Collège des Ingénieurs, Paris

Medicine doctor, neurosurgeon

- Cognitive sciences, University of Brussels

Founder of startup companies in applied cognitive sciences

- Sold to SAP and IBM

Author in management and human factors

- Kogan Page UK and US

What makes human intelligence ?

First, some basic concepts to understand the practices

Why do we decide what
we decide ?

Why do we make errors ?

Why do we engage into
conflicts ?



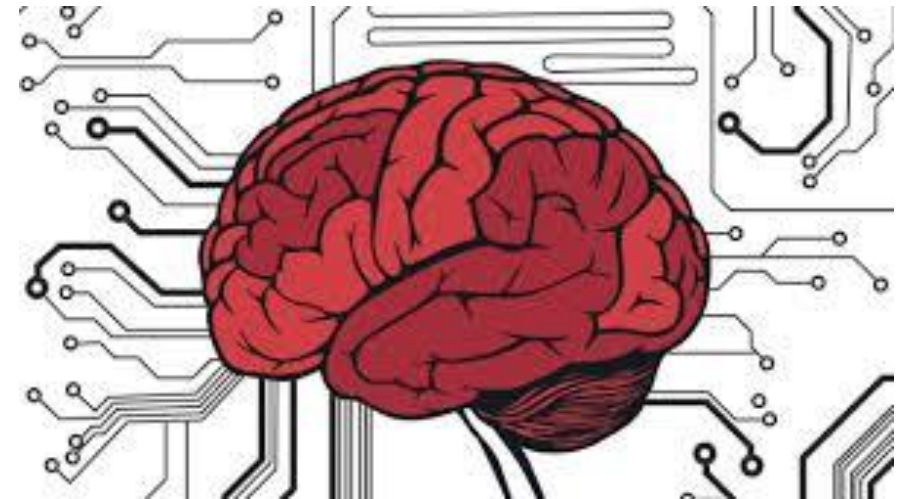
**Our
intelligence is
an information
processing
system**



What's the scientific background?

Publications in

- Cognitive sciences
- Ergonomics
- Organizational behaviours
- Management sciences



What's intelligence at work?

The capacity of a person, or of a group of persons

- To keep its objectives in sight and to focus on them longer than others...
- ...using fewer resources than others to reach them...
- ...through quicker adaptation to new situations.



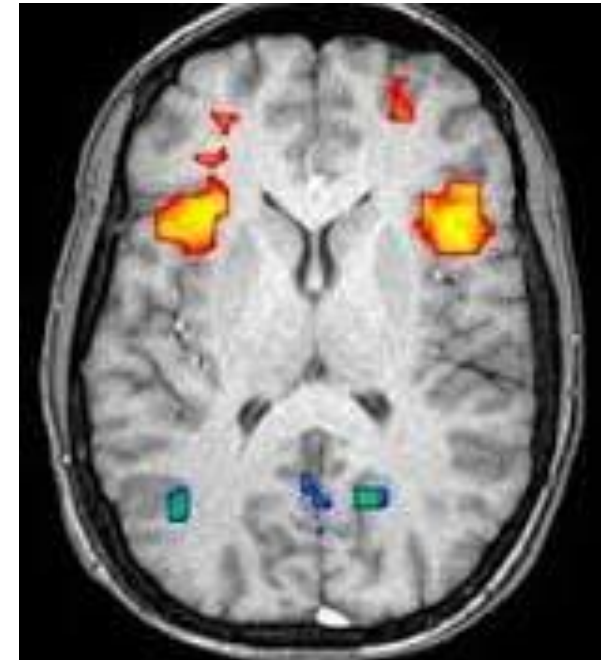
Step 1

Get prepared. Mindset, stress and workload management

Our intelligence is limited

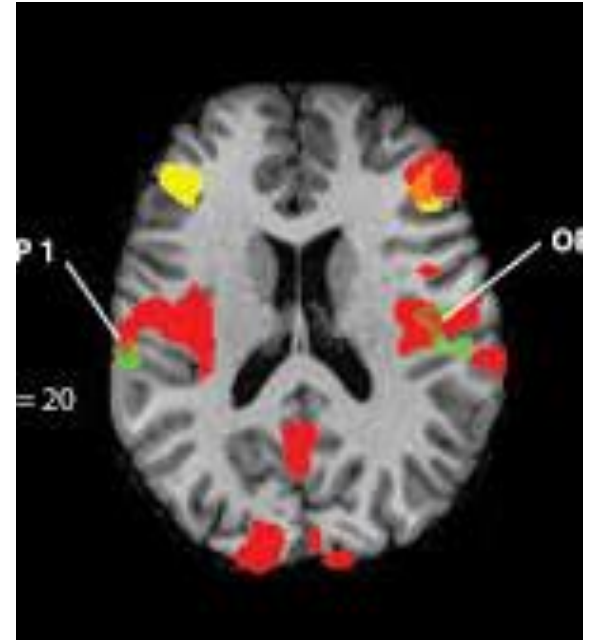
It can process only a small part of all information received

- Never complain of having too much work to do
- Help your intelligence to filter information. Set priorities by keeping a few precise objectives on display.



Our intelligence is slow

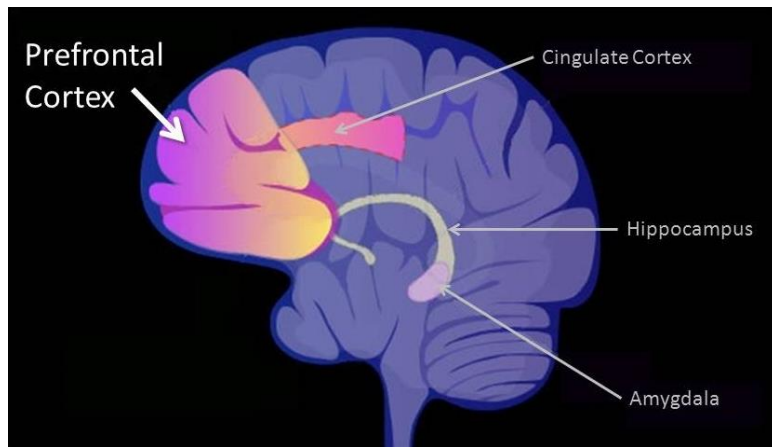
- Do everything a little bit slower, the quality of your work will naturally increase.
- Shift more often from fast oral communication to slow written communication
- Delay your answers to important questions. Never send your key messages the same day



Our intelligence is highly influenced by its environment.

- Always exit the shop or the site before buying. Never sign in front of the vendor
- In a meeting, our intelligence can be strongly impaired
- Open space offices prevent key intelligence functions to work properly.

The gate to our intelligence, the Working Memory, is small



- Always start with the conclusion
- Never use sentences longer than 10 words, tables larger than 12 cells..
- Testing your WM span can be useful.

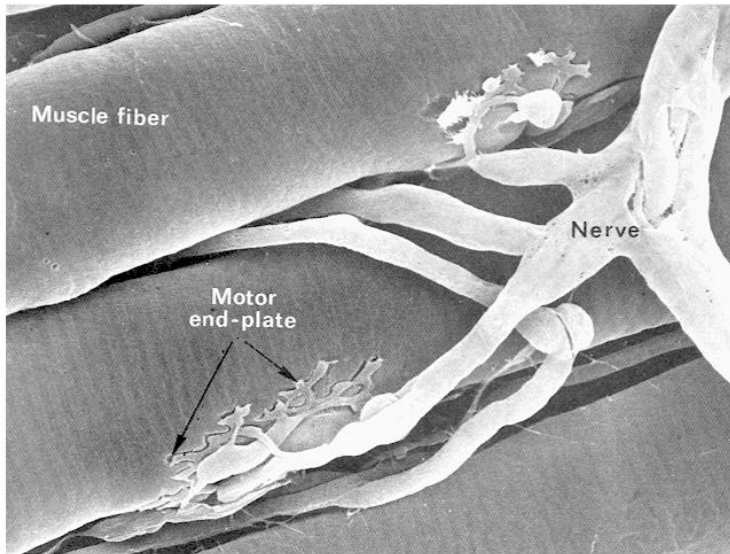
Our memory is highly selective

It record failures better. Spontaneously, it will make you remind only the bad things

- Write down your biography every Saturday morning to get a better idea of your real achievements.



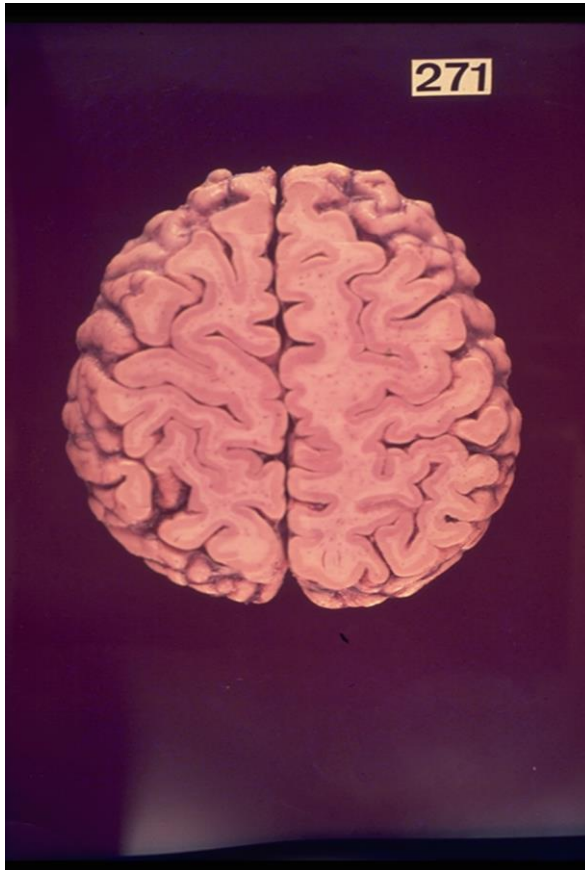
Our intelligence is action



The main cause for human anxiety is thinking without acting

- Act more, decisively
- Or practice a 20-minute physical workout exercise just after work

Our intelligence is ignorant



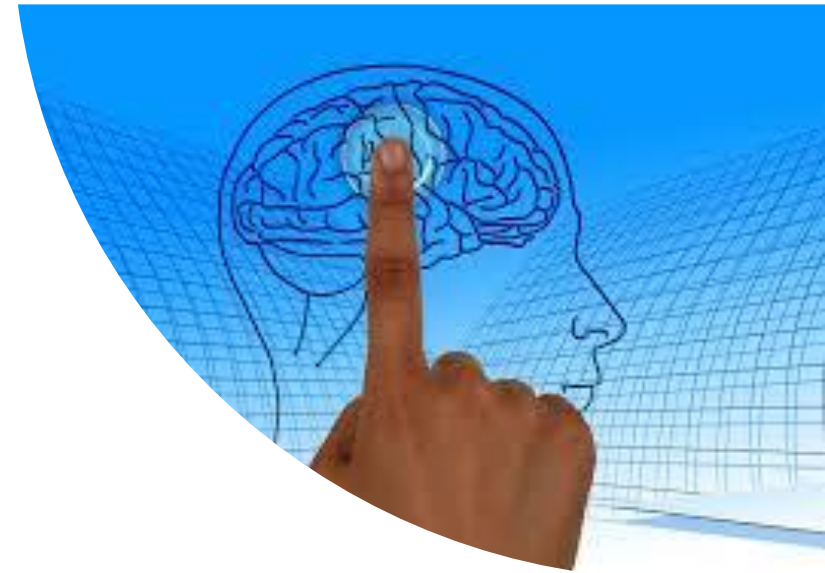
It can perceive only a small, distorted part of the reality. And not exactly the same as our neighbour.

- To be right more often, be modest and tolerant
- Avoid convictions, except if you are a genius

Our attention span is too short

The frontal lobe warm up delay is 20 minutes. Our intelligence needs help to stay concentrated longer

- Work on a clear desk
- Close your door and phone more often
- Open your messages no more than three times a day



Our intelligence is mostly subconscious, automated

1. Know our 12 instinctual decision flaws

- What is different is dangerous
- What is beautiful is good
- What is visible but rare is important
- ...

2. Fight back, activating the rational intelligence

- Diversity brings benefits

Our intelligence can be distorted by our early education.

The reality is never « good » or « bad ». Only our twisted thoughts make it emotional and stressful for us.

First, discover your most influential reality distortion amongst the 6 most frequent

- Tendancy to sadness, pessimism and fear
- Tendancy to exaggeration
- Tendancy to avoid / seek risks
- ...

Our intelligence is comfortable in the instant or in the eternity only

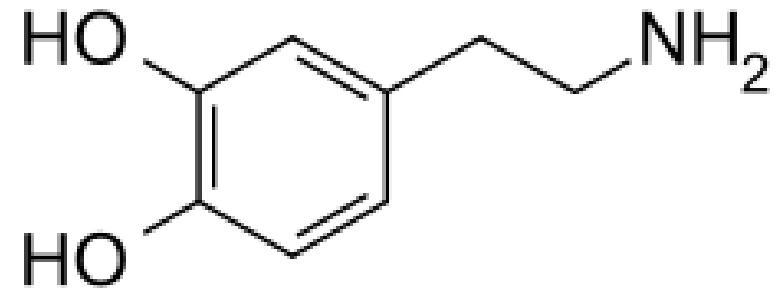
- Act or decide. Never try to do both at the same time.
- See what's to be done. Do it. That's it.



Our intelligence is strongly driven by desires

Our dopamine drives us to chase for what we do not have, making us constantly unsatisfied.

- When mature, define yourself by what you accept more than by what you want.



Our intelligence is highly emotional

- To regain rationality, never decide alone.
- Use decision support softwares or team decision processes

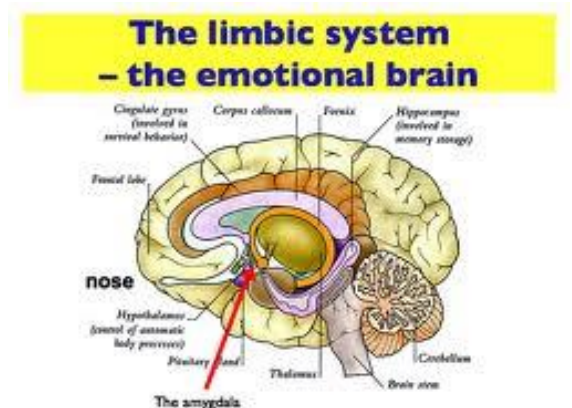
Our intelligence looks for drugs

Chemical drugs

- Do not drink too much beer or wine

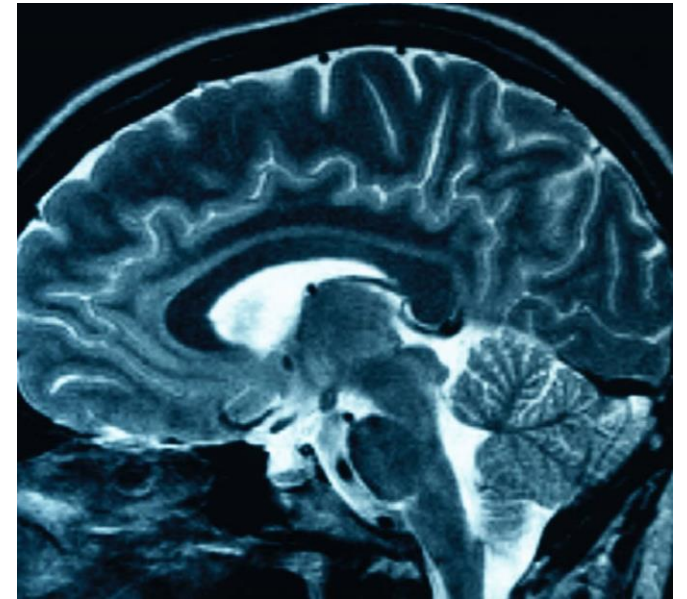
Mental drugs

- Do not open your messages when they show up



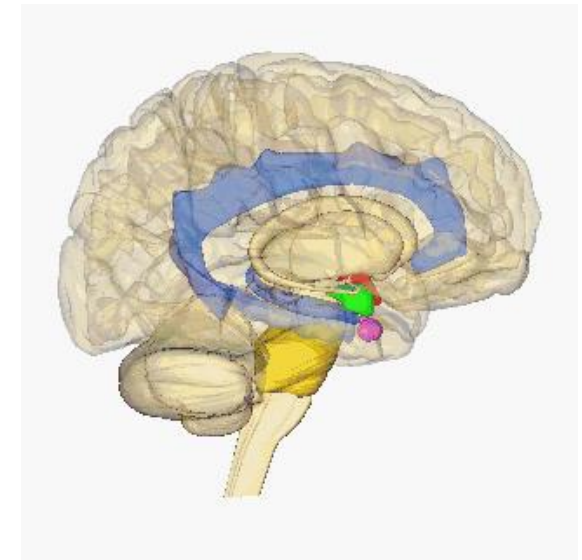
Our intelligence is quickly tired

- Breakfast like a king
- Start your day with what's demanding.
- Finish it with what's exciting : mailing, meetings, visitors.



Our intelligence needs a good sleep to repair

- Keep a notepad at your bedside
- Obey your natural sleep needs
- Organize your night shift



Our intelligence is easily stressed

Stage 1.

- A. Overreaction
- B. Quick mood variations

Stage 2.

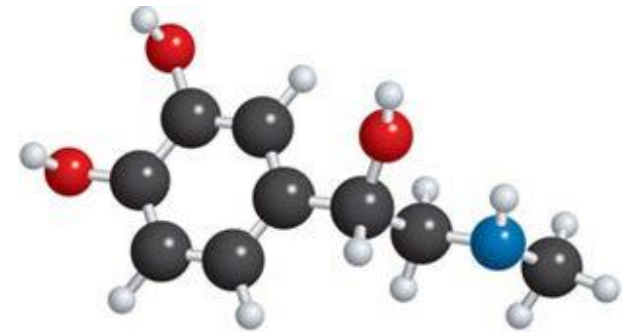
- A. Falling asleep lately
- B. Early wake-up
- C. Night wake-up

Stage 3.

- A. Overwork
- B. Burnout

How to resist stress

- Find the right job for your natural stress resistance
- Abandon your less beneficial objectives, works, and relations
- Apply a proved stress-coping practice: the third pillar, act on trigger...



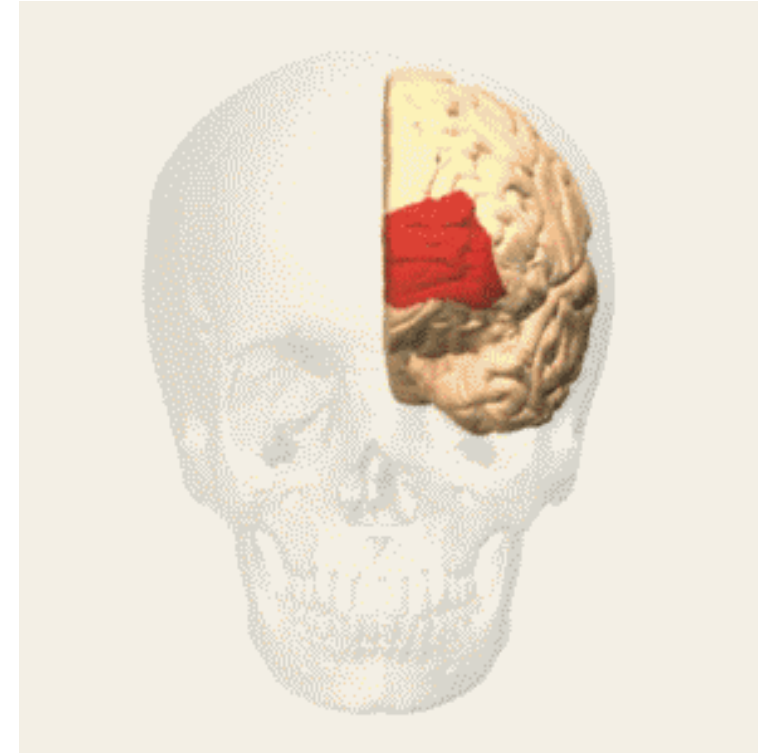
Adrénaline

Step 2

Get organized. Working intelligence. Office and work management

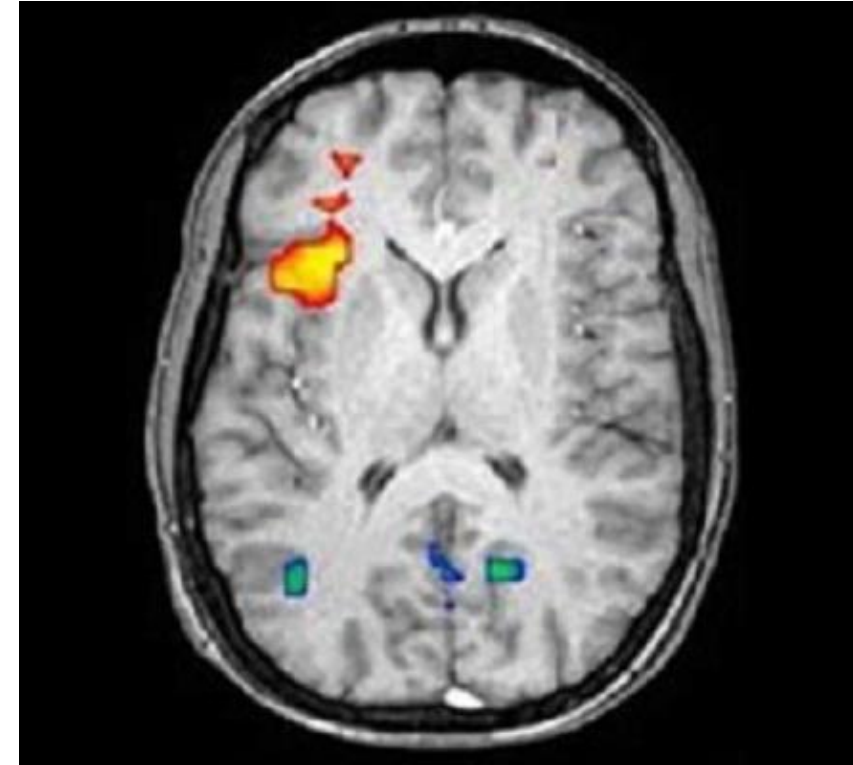
Our frontal lobe is impaired by interruptions

- Protect yourself from interruptions at least 30 % of your time



We are forced by nature to process in priority all human voices and faces

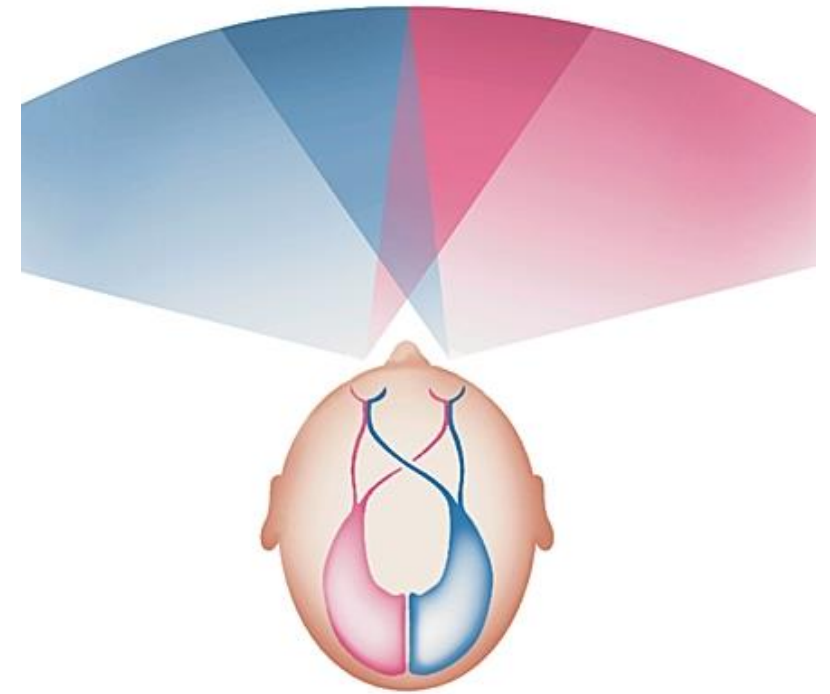
- Avoid human voices when working. Hearing voices, our working intelligence will decrease by 37 %



We are forced to process all information appearing in our visual field

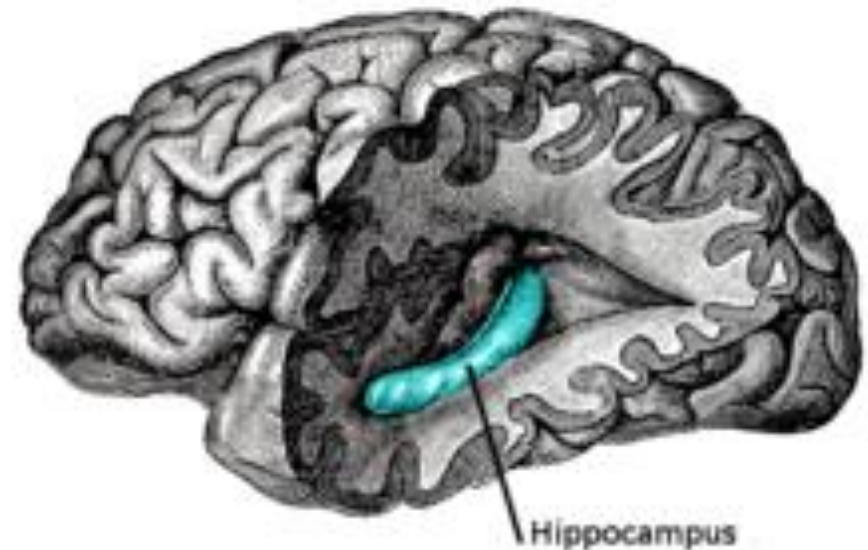
When working, clear your visual field from everything, except for two things

- Your current task
- Your main objective for the day



The first work hours are critical for the human intelligence

- Before entering your office, decide on what should be the main concern of your day
- Never start your day by reading your messages
- Start with a long, difficult task



Work fragmentation decreases the human intelligence

- Every day, book 3 full hours for 3 key issues
- No more than 3 messages reading sessions per day

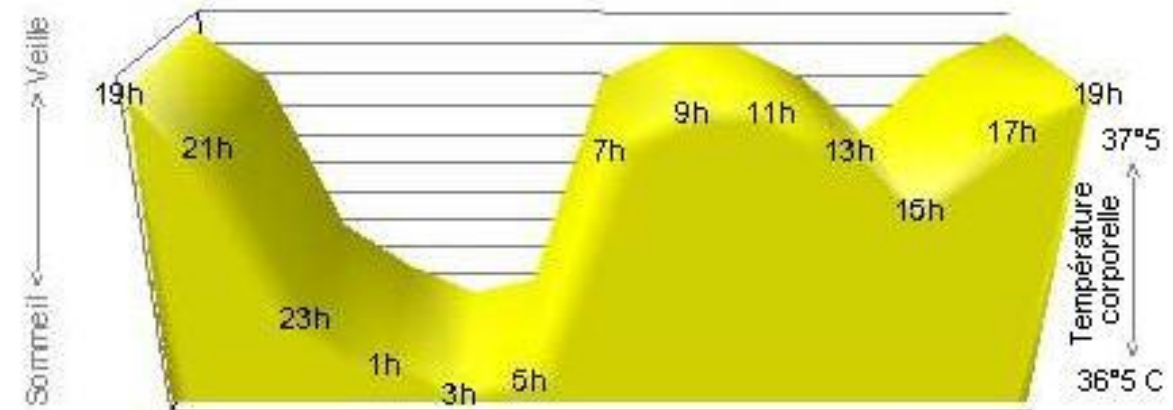
We benefit from two daily peaks of intelligence

3 hours after we wake up :
deep, problem solving
intelligence

- Better for working alone or
face to face

10 hours after we wake up :
fast processing intelligence

- Better for meetings,
visitors, message reading



Our intelligence loves lists



- The “To do” list
- The “Main” list
- The achievements list

For our intelligence if it's measurable, tangible, it should be done

Tell more clearly to your intelligence where you want to go

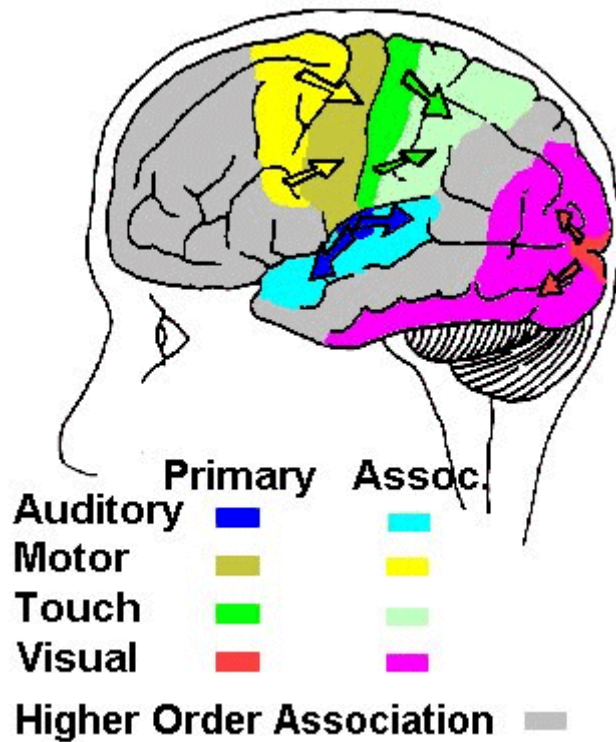
- The tombstone exercise
- The ideal day exercise
- The quality of life exercise
- The six figures exercise



Step 3

Get connected. Social intelligence. Communicate and leadership management

To please the human reading system

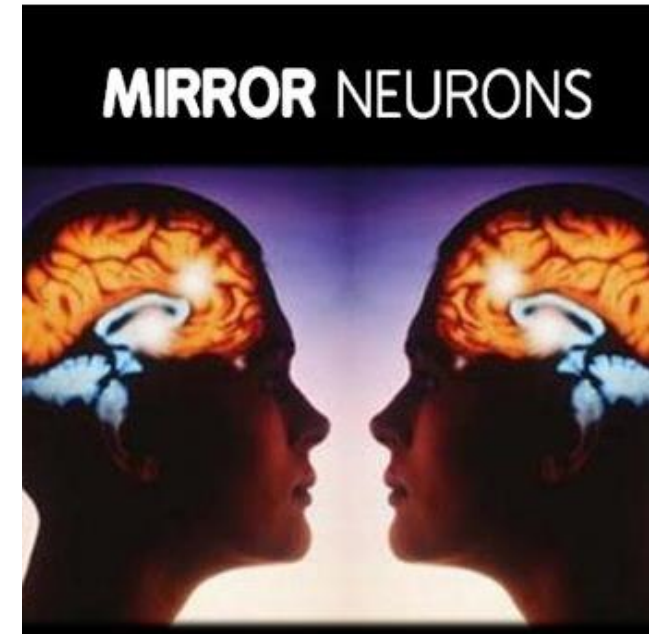


- Always start with the conclusion
- Turn your titles into question
- Use no sentences longer than 10 words
- Use fast reading fonts for the text body and memorable fonts for the key words

Our deep intelligence looks for signals of leadership

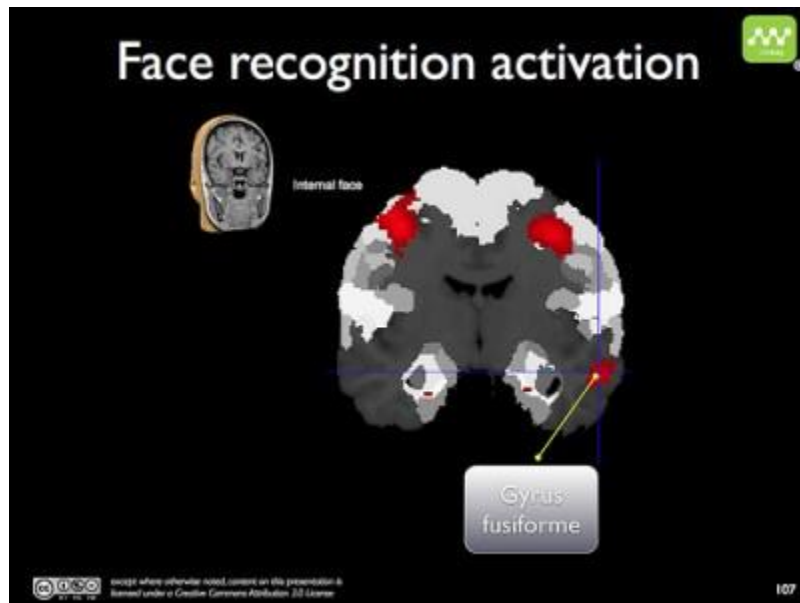
More people will instinctually follow you if

- You never complain and never explain
- You never show a sign of stress
- You display clearly your objectives
- You increase your visibility and control your accessibility



Our intelligence is good at detecting liars

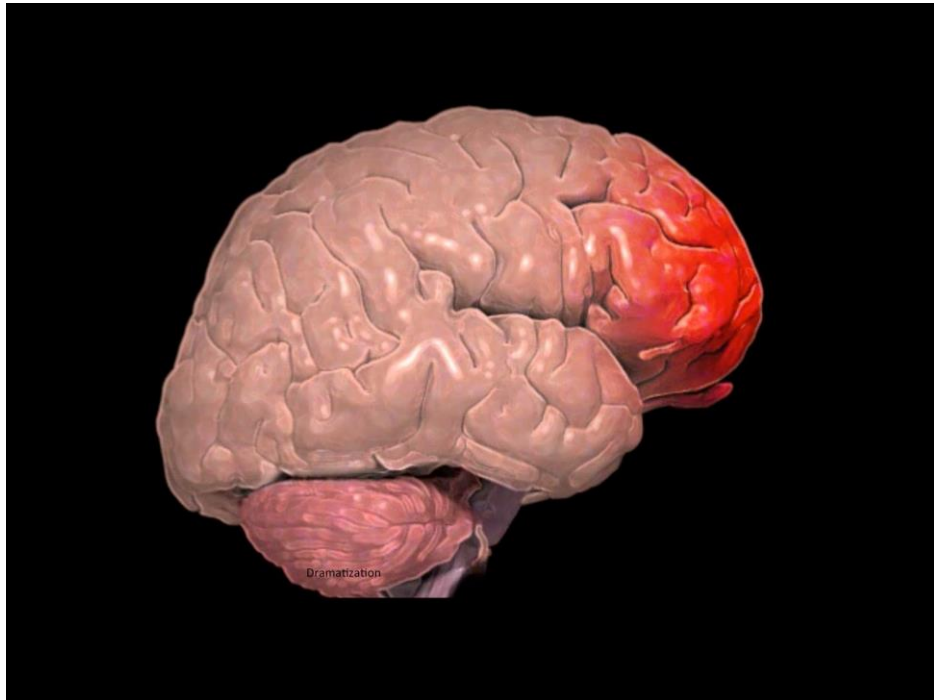
Don't smile if you don't feel like smiling



Our social language is distorted

- Never quit a conversation without confirming, repeating what you decided together

We memorize only a few people



Increase your memorability

- Work your Google Index
- Work your mental signature
- Develop a unique, rare expertise

Step 4.

Organizing the team collaborative intelligence

Why do we make errors and face conflicts in teams ?

The 10 main flaws of the collaborative intelligence.

One person doesn't know the objectives and priorities of another

Run the Team Cohesion Index exercise

- Ask to all team members to guess what are the six figures of the team leader. And to rank them by order of his /her priority
- Sign up together the team six figures

One person reacts differently to the same situation as another

. Write down the team reference guidelines for responding to the 20 most frequent situations

Nobody / everybody feels to be the main responsible for a particular collaborative result

- Run the objectives delegation test

One person doesn't know precisely what another is doing

Ask for a better transparency

- Enforce the open agendas policy
- Identify a clear number 1, for running the projects and a clear number 2 for running the processes

One person follows personal objectives conflicting with the joint objectives

- Separate from any team member with a personal objective that may prevent the team to reach its joint objective.

The persons don't interact frequently enough

Use the 3 team meeting rules

- The 20-minute breakfast meeting, every morning
- The 90-minute cockpit briefing, every Friday afternoon
- The 4-hour objective setting debate, every quarter

One person doesn't know what another person knows

Post on your personal page on your intranet or on your Enterprise Social Network

1. Your self-evaluation on the list of competencies
2. Your CV
3. Your job description
4. Your objectives
5. The status of your projects
6. Your FAQ

The team objectives are not enough actionable, mind drivers for people

1. Revenues from new activities
2. Customers contact time
3. Gains from processing
4. People responsibility levels
5. Return on the critical resource
6. Key project status



Conclusions

Conclusions

1. To be more intelligent,
genetic is too late, education
is too late.
We are left with discipline.
2. Help yourself from the list of
100 good practices.



Last points

1. There is much more in life than just « intelligence ».
2. If you already reach your goals, do not change a winning method, your own.

Thanks for your patience with me.