


Adaptable Intelligence


James Bannerman (© 2019)



AIDE MEMOIRE
Re: 'Adaptable Intelligence' Workshop

DLA Piper UK : WIN 'Future Legal Leaders' Programme
160 Aldergate Street, London, EC1A 4HT
Friday 29th of March 2019

James Bannerman
(© March 2019)

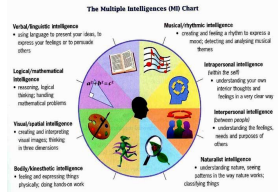


To help you explore the world of
ADAPTABLE INTELLIGENCE
(within the context of the work you do as leading in-house lawyers)

JAMES BANNERMAN

So what on earth do we mean by
ADAPTABLE INTELLIGENCE ?

Evidence suggests that there are
Multiple Intelligences

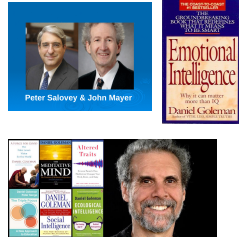


It is not about how smart you are, it's about HOW you're smart.

Professor Howard Gardner, Harvard

Gardner, H. (1983) Frames of Mind: The Theory of Multiple Intelligences, New York, BasicBooks

Emotional Intelligence
(i.e. 'Knowing how you and others feel and what to do about it')



Peter Salovey & John Mayer

Daniel Goleman

Main Theories:
• Emotional intelligence is just as important as cognitive intelligence
• Emotional intelligence shapes our everyday interactions with ourselves and others

	PERSONAL COMPETENCE	SOCIAL COMPETENCE
RECOGNITION	Self-awareness the ability to recognize and understand our moods, emotions and drives, as well as their effects on others <ul style="list-style-type: none"> self-confidence realistic self-assessment self-deprecating sense of humor 	Empathy the ability to understand the feelings, needs, and emotional makeup of other people <ul style="list-style-type: none"> cross-cultural sensitivity see other perspectives empath-oriented blend or goad / not always compassion
REGULATION	Self-Regulation the ability to control or redirect disruptive impulses and moods <ul style="list-style-type: none"> trustworthiness & integrity impulsivity comfort with ambiguity openness to change 	Building Relationships/Social Skills proficiency in managing and building relationships to produce desired results in others <ul style="list-style-type: none"> find common ground emotional range conflict management developing others

Within the context of this session,
ADAPTABLE INTELLIGENCE
= knowing how (and when)
to think more like this...



ADAPTABLE =
 'Able to adjust to new conditions'
 (Latin: Ad Aptus = To Fit)

TO ADAPT =
 'To make (something) suitable for a new use or purpose; modify'
 (Oxford English Dictionary)

To alter/change/redesign/restyle/refashion/reorganise/acclimatise

FLEXIBILITY + VERSATILITY

BETTER NEVER STOPS

LEGAL EXPERTISE/TECHNICAL KNOW-HOW IS IMPORTANT, HOWEVER, IS IT ALWAYS ENOUGH ?

- **Creative Agility:** Might there potentially be other ways (or better ways) to help you stand out from the crowd and provide added value for your clients and stakeholders ?
- **Emotional Resilience:** Might there potentially be other ways (or better ways) to manage workplace stress and deal with office politics ?
- **Strategic Self-Awareness:** Might there potentially be other ways (or better ways) to manage your Personal Branding so you can create the best impression ?

Adaptable Intelligence






CREATIVE AGILITY

Adaptable Intelligence:
Creative Agility & In-House Counsel

Same Problems.....Different Solutions

- Contractual challenges
- Admin challenges
- Team dynamics challenges
- Strategic challenges
- Communication Challenges

C.A.N.D.O.

- New Connections 
- New Alterations 
- New Navigations 
- New Directions 
- New Oppositions 


C.A.N.D.O. New Connections

Sodium **P**erborate + **S**ilicate
(1907)



C.A.N.D.O. & The World of Law
Connections

- Common law = Current case + Historical precedent(s)
- SPL = 'Shared Parental Leave'
- Dibb + Lupton + Alsop + Piper = DLA Piper




New Connections

Q: In what ways could you potentially apply the **NEW CONNECTIONS** tool back to the work that you do as in-house lawyers to inspire fresh solutions ?


e.g.

- Connecting different types of expertise ?
- Connecting different people and/or different teams ?
- Connecting/integrating different processes & systems ?

C.A.N.D.O. New Alterations



According to Lewis Hamilton, in recent years, 'genius' engineers have **altered** their approach, so they can now take 4 wheels off, and put 4 wheels on, in 1.8 seconds !



C.A.N.D.O. & The World of Law Alterations

- **Substitute:** 'Outsourcing legal contracts' (Pink, 2010)
- **Magnify:** In 2012, Lord Justice Leveson's published report which sets out recommendations for the future of press regulation in the UK = 1,987 pages (i.e. over one million words)
- **Minimise:** Small claims court

New Alterations

Q: In what ways could you potentially apply this **NEW ALTERATIONS** tool back to the work you do as in-house lawyers to inspire alternative solutions ?

- Alter the '**size**' of different parts of your business (eg. minimise them, or magnify them, or multiply them)
- Alter the '**shape**' ? (eg. make it more 'streamlined')
- Alter the '**structure**' of your plan ? (eg. make it less complicated, so it is easier to 'communicate' to others ?)

C.A.N.D.O. New Navigations

What if you could find innovative legal solutions by embarking upon a journey to somewhere completely different ?

What if you Navigated off to the world of Morse Code ?

Norman Joseph Woodland



C.A.N.D.O. New Directions

In 2006, the 'adaptable' engineer **James Dyson** brought out a new type of hand-dryer (called '**The Dyson Airblade**') which involves people putting their hands 'into' a machine, rather than under it. As a result, it is claimed to be much **FASTER** (i.e. drying people's hands in **10 seconds** rather than the **47 seconds** of conventional warm hair dryers) and also it is far more **ENERGY EFFICIENT** (because it does not require electric heating)



C.A.N.D.O. & The World of Law Directions

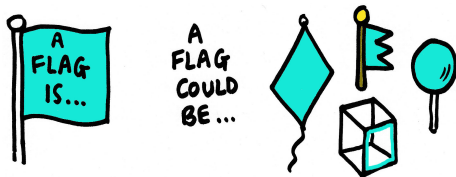
- eg. A **Court of Appeal** has the power to 'reverse' the judgement of a lower court if it is deemed to be incorrect
- 'Retrial'

C.A.N.D.O. New Directions

Q: In what ways could you potentially apply this **NEW DIRECTIONS** tool back to your own work as in-house lawyers to spark alternative solutions ?

- 'Start with the end in mind'
- Change the 'sequence'
- What if what normally happens later, happened earlier ?
- What if what normally happens earlier, happened later ?

C.A.N.D.O. New Oppositions



Pixar frequently look at the **SAME OLD CLUES** as everyone else, and then deliberately think the **OPPOSITE !**

SAME OLD CLUES

- 'Children are afraid of monsters'
- 'Superheroes need to be young, fit, and in great shape!'



C.A.N.D.O. & The World of the Law Oppositions

The Magna Carta (1215) '**opposed**' illegal imprisonment in England (although 'Habeas Corpus' did not officially become law until 1679).



New Oppositions

Q: In what ways could you potentially apply this **NEW OPPOSITIONS** tool back to your own work as in-house lawyers to spark alternative solutions ?

- Our legal processes are always X (What if they were X1, X2 or X3 ?)
- Our legal systems have to be Y (What if they were Y1 or Y2 or Y3 ?)
- Our legal meetings must be Z (What if they were Z1, Z2 or Z3 ?)

Adaptable Intelligence

James Bannerman (© 2019)

Adaptable Intelligence:
'CREATIVE AGILITY' IN THE WORKPLACE

The 5 main uses of Creative Thinking in Business (according to Edward de Bono in his book Serious Creativity) are:

1. Improvement
2. CPS
3. New Opportunities
4. Future Thinking
5. Motivation

The good news is that C.A.N.D.O. is highly versatile, and its 5 main techniques can be applied in multiple ways:


- 'To help you stand out from the crowd'



- 'To help you add extra value to stakeholders and clients'



Adaptable Intelligence



EMOTIONAL RESILIENCE

Resilience = The ability to bounce back from setbacks

[Latin: Silere = To Jump].

'The ability to remain hopeful, positive and balanced through difficult situations and adversity'

'Fall down seven times, stand up eight'
(Japanese Proverb)

What is **GREAT** about being **adaptable** in business ?

What is **LESS GREAT** ?

Creative thinking technique of REVERSAL

What's great about this problem?

Pop Stars and Rock Stars often excel at Creative Resilience

- In the 1970s, Mark Knopfler and his band had no £
- In the 1960s, Keith Moon (the drummer of The Who) refused to leave the band to join the New Yardbirds , because he said their music would go down like a lead balloon

Bannerman, J. (2014) 'What can Churchill and David Beckham teach us about survival ?', *The Telegraph*, 3 Nov: available at: <https://www.telegraph.co.uk/lifestyle/11198082/What-can-Churchill-and-David-Beckham-teach-us-about-survival.html>

1. Failing is not the same as Failure

ffffffffffffffffffffffffffffffffffffffffffffffff S

ffffffffffffffffffffffffffffffffffffffffffffffff F

Neenan, M. & Dryden, W. (2002) *Cognitive Behaviour Therapy: An A-Z of persuasive arguments*, Whurr, London.

2) There are 2 main types of perfectionists: 'Rigid Perfectionists' and 'Flexible Perfectionists'

Being a **'Rigid Perfectionist'** can be very stressful, because nobody can be 100% perfect 100% of the time.

Being a **'Flexible Perfectionist'**, however, involves continually striving for the best results possible (without attaching one's self-worth to specific outcomes)

3) Resilience can be enhanced using 'Positive Psychology' techniques such as The 3 Ps

SUCCESSFUL NEGOTIATION

<u>OPTIMIST:</u>	<u>PESSIMIST</u>
<ul style="list-style-type: none"> Permanent (stable): 'I believe I have talents and skills as a negotiator' Pervasive (global): 'This is a good start. After this I should be able to excel in further negotiations' Personal (internal): 'I've done a good job' 	<ul style="list-style-type: none"> Temporary (unstable): 'Every dog has its day' Specific (local): 'So what? It was a one-off. I'll probably fail next time' External: 'I must have been lucky. Their team are obviously lousy at negotiating'


UNSUCCESSFUL NEGOTIATION

<p>OPTIMIST:</p> <ul style="list-style-type: none"> • Temporary (unstable): 'This will pass. I'll learn from it and do better next time' • Specific: 'Yesterday was my birthday after all' • External: 'This is not (entirely) my fault. Many other people find them hard to negotiate with, too' 	<p>PESSIMIST</p> <ul style="list-style-type: none"> • Permanent: 'I'll never be the type of negotiator I aspire to be' • Pervasive: 'This failure is going to undermine everything' • Personal (internal): 'It's all my fault'
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Office Politics (Dr. J. Clarke)

		METHODS	
		-	+
MOTIVES	+	Naive	Stars
	-	Barbarians	Machiavellians

Adaptable Intelligence



STRATEGIC SELF-AWARENESS

(influence...impact...personal branding)

Building Rapport (Harmonious Social Interaction)

Imagine everyone has an invisible sign above their head that says:

'Make me feel important'

Often it is the smallest things in business that have the biggest impact

- 'Probably'
- 'Ratner'
- Music Publishing Contracts: 'Recoupable' v 'Repayable'




The Confidence Spectrum

Arrogance S.Confidence Confidence Self-Doubt Low Self-Esteem


4 Main Enemies of Confidence (Martin Perry)

- Worrying (what other people think)
- Doubting (our own abilities)
- Comparing (ourselves with others)
- Fear of Failure


Does your Personal Brand potentially need a bit of a Re-Brand ?

- What impression would you most like to create ?
- What steps could you potentially take to 'stand out from the crowd' (in a positive way) ?

[Please remember that 'impact' is less about what you take away, and more about what you leave behind]

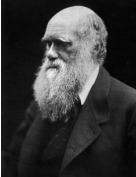


ARNIE



'In 1968, Schwarzenegger began a bricklaying business with fellow bodybuilder Franco Columbo. Despite cutting costs and being cheaper than the competition, the pair did not succeed until they had a [re-branding] stroke of genius.' They re-labelled themselves with a new Speciality European Bricklayers' name [i.e. **AUSTRIAN BRICKLAYERS**] and demanded a much higher price than their competition to signal their 'speciality'
www.seedstarsworld.com

Charles Darwin



"IT IS NOT THE STRONGEST OF THE SPECIES THAT SURVIVES, NOR THE MOST INTELLIGENT THAT SURVIVES. IT IS THE ONE THAT IS MOST ADAPTABLE TO CHANGE."

Charles Darwin

This quote is frequently misattributed to Charles Darwin. In reality, it comes from the writings of Leon C. Megginson, Professor of Management and Marketing at Louisiana State University at Baton Rouge, who was paraphrasing and wrote: 'According to Darwin's Origin of Species, ...'
Source: Megginson, L.C. (1963) 'Lessons for American Business', *Southwestern Social Science Quarterly*, 44 (1):3-13 [p.4]


CONCLUSION

The **AIM** of this workshop has been to help you develop your **ADAPTABLE INTELLIGENCE SKILLS** (so that you can become more creatively agile, emotionally resilient, and strategically self-aware in the work you do as leading in-house lawyers)

WHAT IS _____ **WHAT COULD BE ?**

- 'Right' Approach
- 'Right' Thinking
- 'Right' Systems
- 'Right' Teamwork
- 'Right' Direction
- 'Right' Strategy

And if you're potentially interested in finding out more...



Bannerman, James (2012) **GENIUS!** deceptively simple ways to become instantly smarter (Pearson)
Bannerman, James (2014) **BUSINESS GENIUS!** deceptively simple ways to sharpen your business thinking (Pearson)
<http://www.jamesbannerman.com>
<http://www.geniusthinking.co.uk>
E-mail: info@jamesbannerman.com
Twitter: @geniusthinking