

CHAMPION EXCELLENCE



ANNUAL CONFERENCE
APRIL 18-20, 2024
JW MARRIOTT, ANAHEIM RESORT

What's in it for them?

Engagement Strategies in Changing Times



Guy Marcozzi, P.E., D.GE, LEED AP



The Human Superpower



Neural Network + Collective Memory

- Ratcheted achievement
- Specialization
- Complex communication
- Social norms
- Cooperation

Social fluency part of our evolution

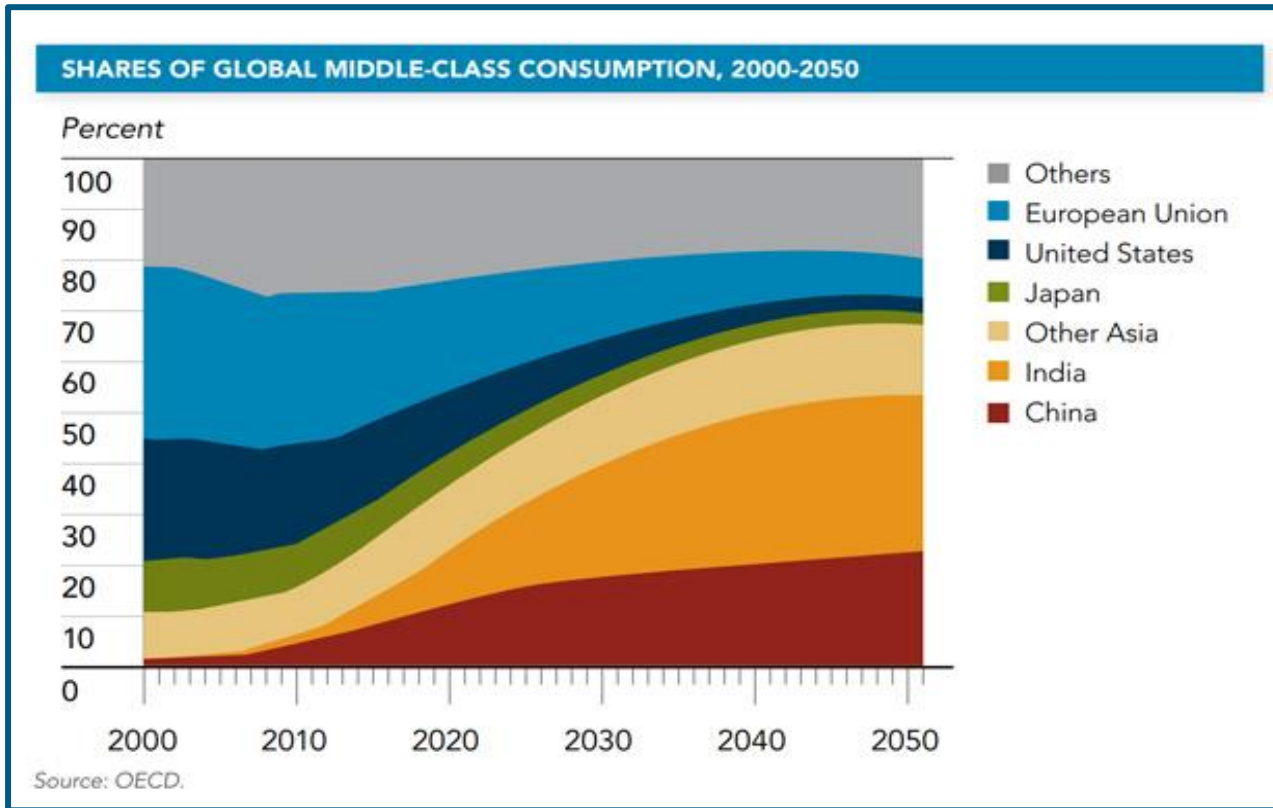
Zeitgeist - Is it different this time?

- Technology – Transportation, Lifespan, Connectivity, AI
- Demographics – Absolute Numbers, Age, Population Centroid
- COVID Pandemic



Change coming faster than evolution prepared us

Perspectives Changing



- Beyond WEIRD (Western, Educated, Industrialized, Rich and Democratic)
- Population centroid changing
 - Culture and spending
- Workforce diversity
- + Boomer retirement and Gen Z!

Change brings conflicts AND opportunities!

Hey Geoprofesional: This Means You

- You're limited if not effectively engaging others
- Technology is changing interactions
- Increasing diversity of staff and clients
- Change challenges our old “interaction toolbox”
- New approach to engagement can help



WIIFT: What's in it for them?

WIIFT - What's in it for Them?



In these new and changing circumstances:

- Recognize a changed situation
- Slow down
- Explore other perspectives

WIIFT - Empathetic approaches may enhance engagement

Finding My Way



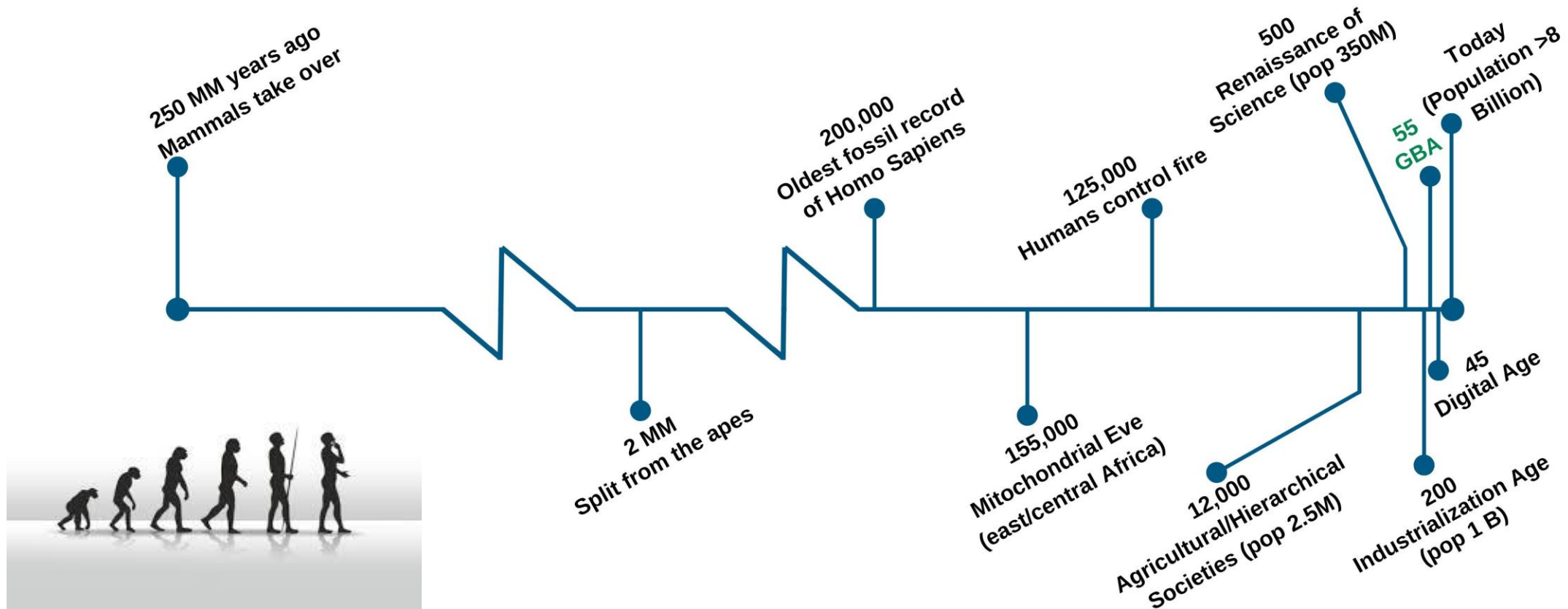
12

Get Ready!

1. Evolutionary Context (Why)
2. Strategies (What)
3. Real world applications (How)



Brief History of Our Evolution



WIIFT – Everything we think we know is very recent

Tribal Thinking

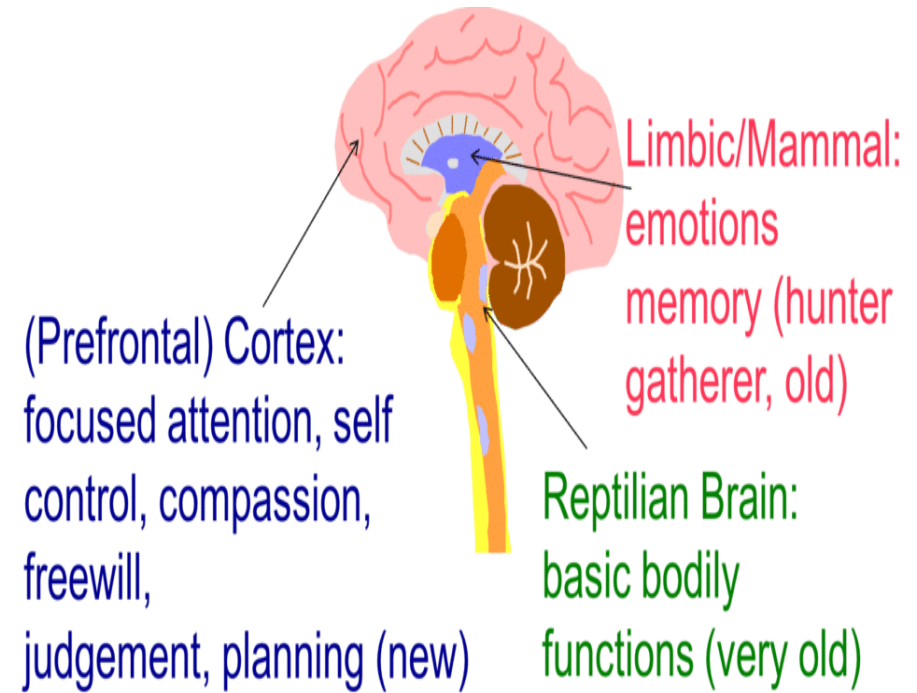


- Evolved in tribes of up to 150 people
- Subrogate personal needs to stay in group
- Relationship based rules and punishment
- Wary of outsiders

WIIFT - We evolved to need beneficial social groups

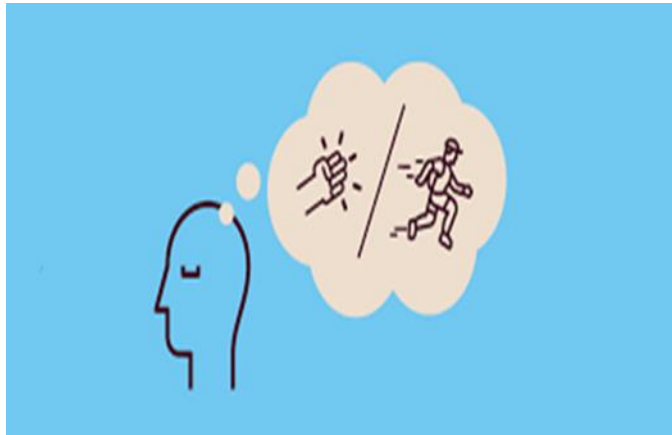
The Human Brain

- Large Brain -> Small Babies
- Development outside the womb
 - Interdependence
 - Social cooperation
 - Language
- Young brain development rapid



WIIFT - Fluency comes from adaption across generations

Autopilot: Fight or Flight



- Danger needs quick a decision
- Physiologic changes
 - blood pressure, dilated pupils, etc.
- F or F also triggered by soft conflict
- Others – Mirroring, Shame, Empathy...

WIIFT – Physiologic defaults influence engagement

Autopilot: Judgement

Bias Sampler

- Confirmation
- Framing
- Halo
- Optimism
- Relativity
- Positivity
- Rational
- Probability
- Recency
- Hindsight
- Anchoring
- Loss Aversion
- Projection
- Availability

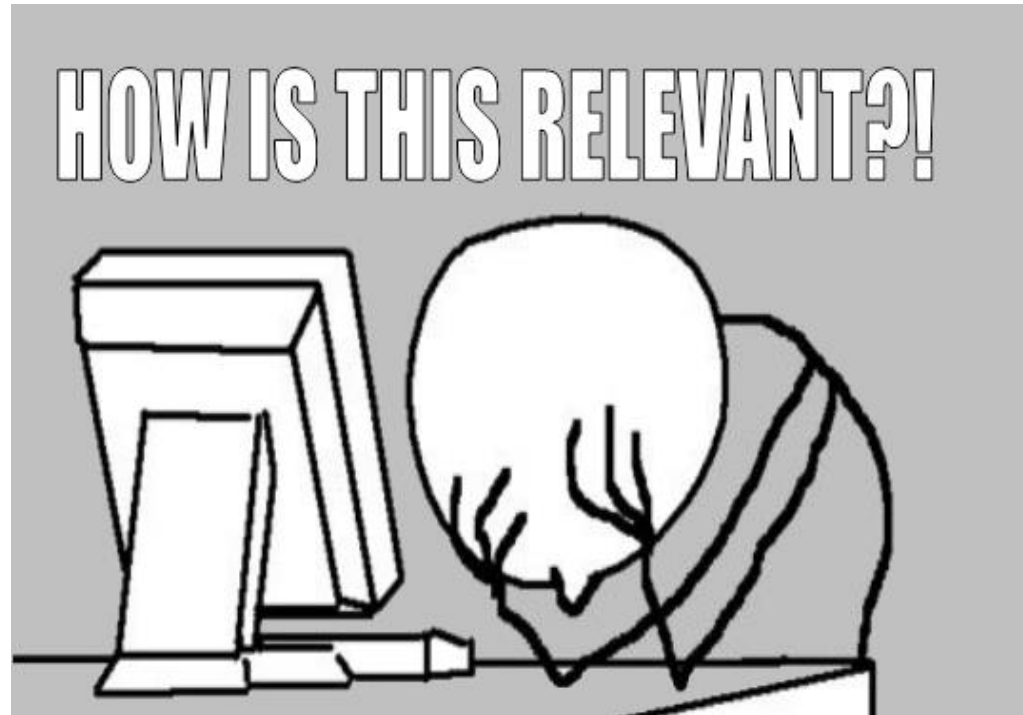


Thinking Fast
(System 1) and
Slow (System 2)

WIIFT – Bias are both prevalent and hard to notice

OK. Interesting...

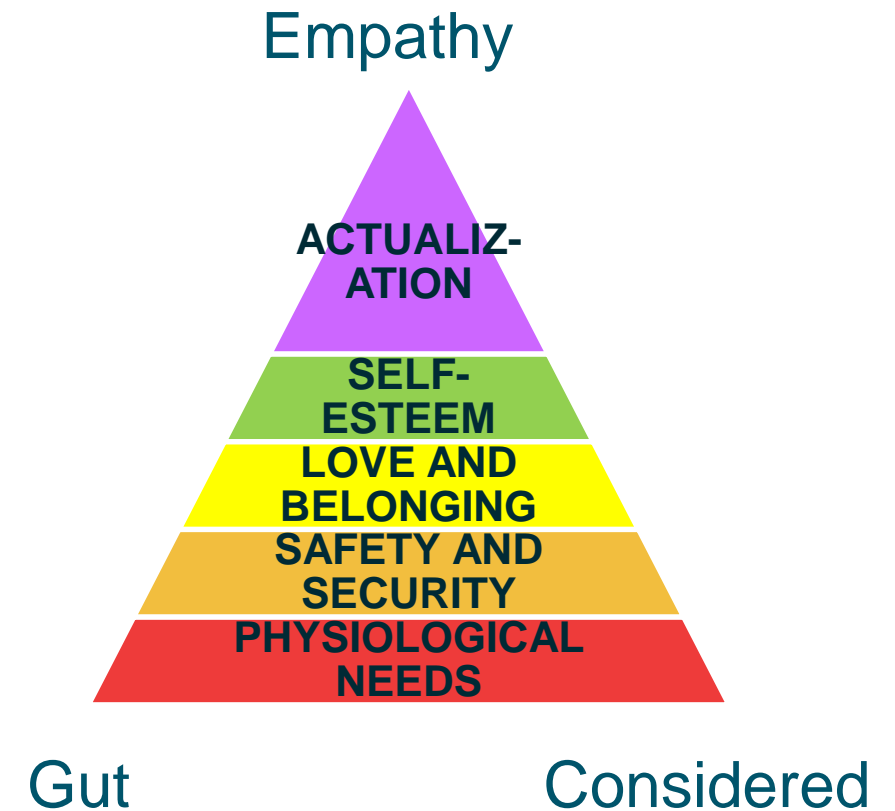
BUT,



26

Strategies: What's In it for Them?

- Evolved to collaborate in groups
- Collaboration complicated by:
 - Novel backgrounds
 - Novel engagement situations
- Triangulating to Empathy



WIIFT - Listening, learning, probing, risk-taking, adapting

No Bad People * ?

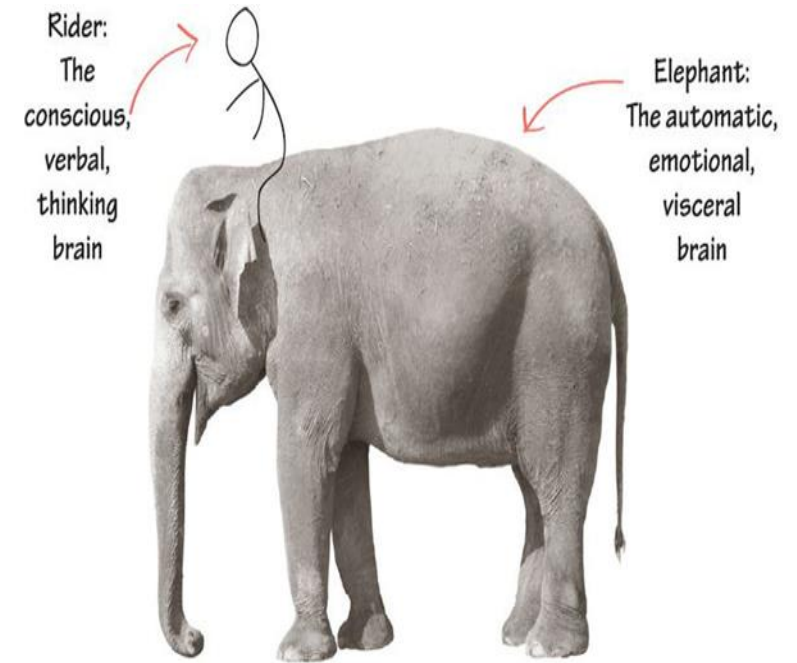


WIIFT - Be curious and probe to understand motives

The Elephant and the Rider

Defaults are normal and prevalent - Mostly helpful, sometimes not rational

1. What are your defaults telling you?
2. Does that make sense?
3. What considerations are driving the people you engage?



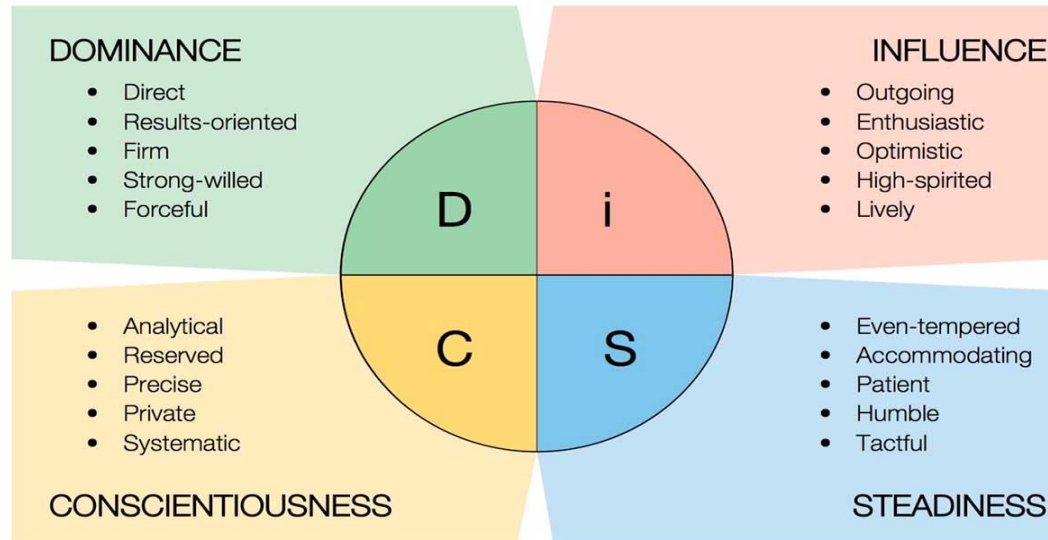
(Haidt, 2006)

WIIFT – Change minds by winning the heart not head

Communication Style Profiling

Shortcuts to generalizing values and communication styles

(DISC, Meyers-Briggs, Keirsey Bates, etc.)



DISC Primer

- Introvert/extrovert
- Organized/creative
- Some styles interact better than others

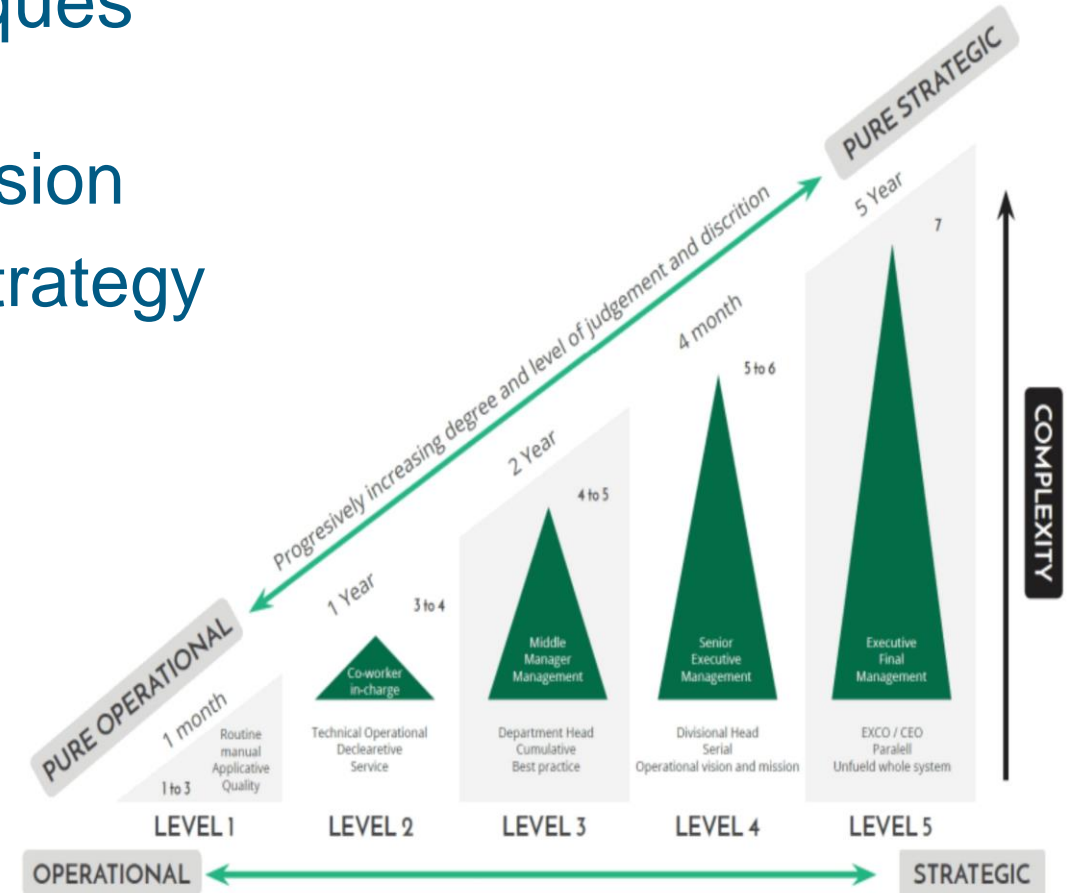
WIIFT – Steer wide of triggers and towards engagement

Timespan

Stratified Systems Theory – Elliot Jaques

- Longest goal window without supervision
- Timespan is continuum of tactics & strategy
- People are wired differently

WIIFT - Matching mindset and assignment engages productively and satisfaction



Power of 150



- We seek out affinity in small groups
- Wariness of outsiders is a barrier to inclusion
- Once in, really want to stay in the group
 - Relationship based rule-making/accountability
 - Tolerate incongruence to a point
- Social, business and military applications

WIIFT - Culture is the inferred boundaries and expectations

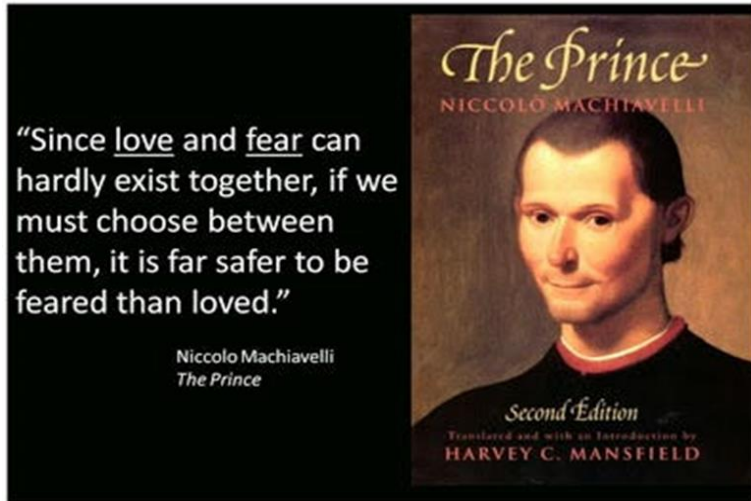
Scaling Up with a Narrative

- Humans are storytellers
- We relate and remember by narrative
- Explain and bring comfort
- Evoke emotion & enhance bonds
- Unite and divide



WIIFT – Engage groups with shared narratives

Fear or Love?



- Incongruence leading to opt-out (quitting, moving or insurrection)
- Strategies:
 - Resolving incongruent feelings
 - Filling the bucket
 - KPI vs. intrinsic value creation

WIIFT – Which approaches better engage discretionary efforts?

WIIFT - What's in it for Them



- Change can be uncomfortable
- Remember people want to be in a group
- Probing with various strategies helps
- Identify the possible defaults in play
- Experiment to win over their heart

WIIFT - Enhance engagement through communication preferences, “Assignment Alignment”, storytelling...

WIIFT Applications

HOW we can use this knowledge

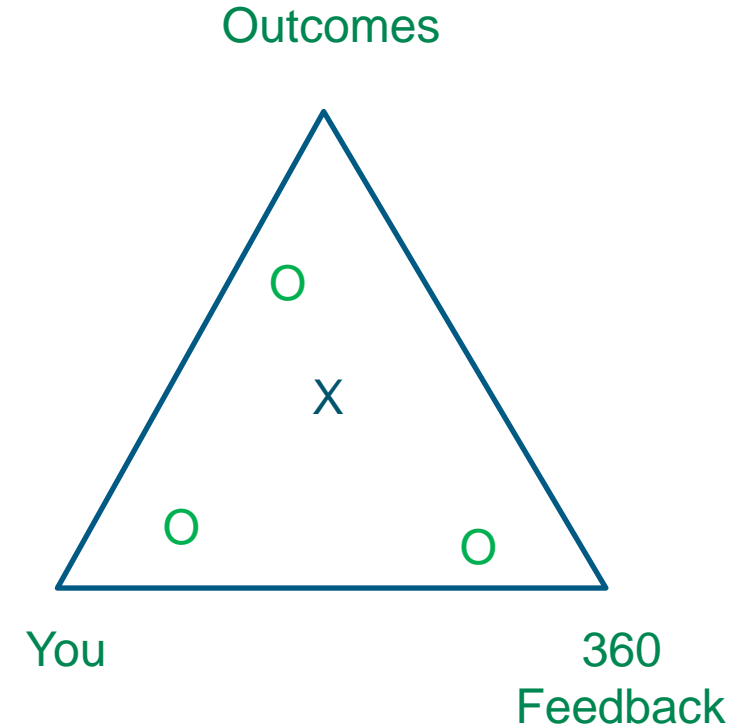
- Personal Fulfillment
- Family
- Workplace
- Community



45

WIIFY - Personal Fulfillment

- What's your personal narrative?
- Articulating allows exploration of validity
- Triangulating exposes blind spots
- Personal growth comes from refinement



WIIFM - Congruence leads to fulfillment

WIIFT - Family

Multi-generational collaboration!



- Tribal Relationship - now vs. enduring
- Complicated by emotion
 - Engage your Rider
- Communication styles
- Filling the Bucket

WIIFT - Workplace

- Culture is narrative and norms
 - Relationship vs. hierarchical scaling
- Congruence builds resiliency
- Apply **WIIFT** to:
 - Performance Reviews
 - Assignment Alignment & Bucket Filling
 - Strategic and Business Plans

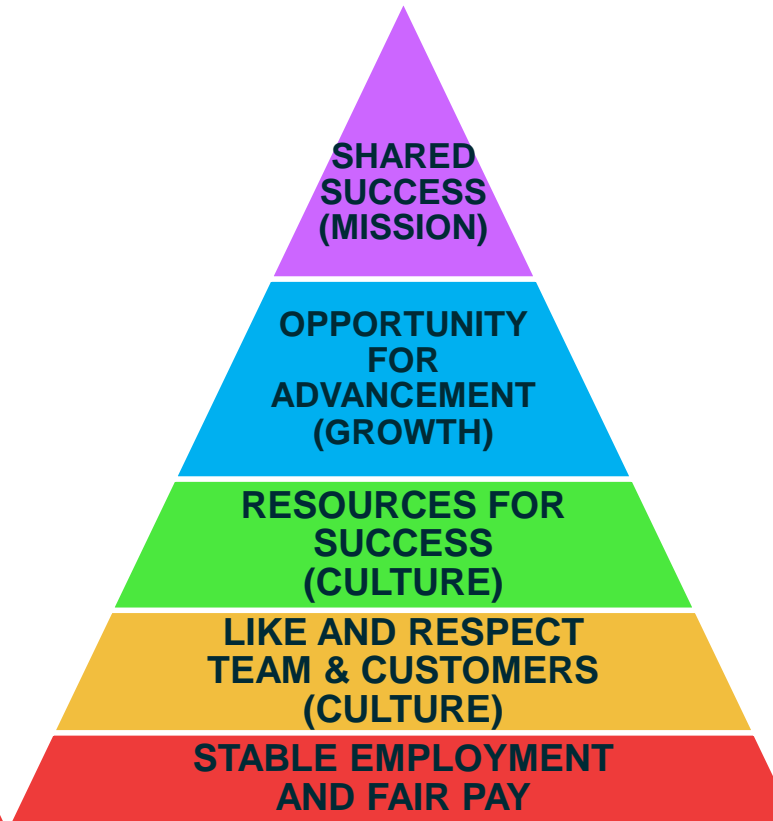


WIIFT - Workplace

Business View



Staff View



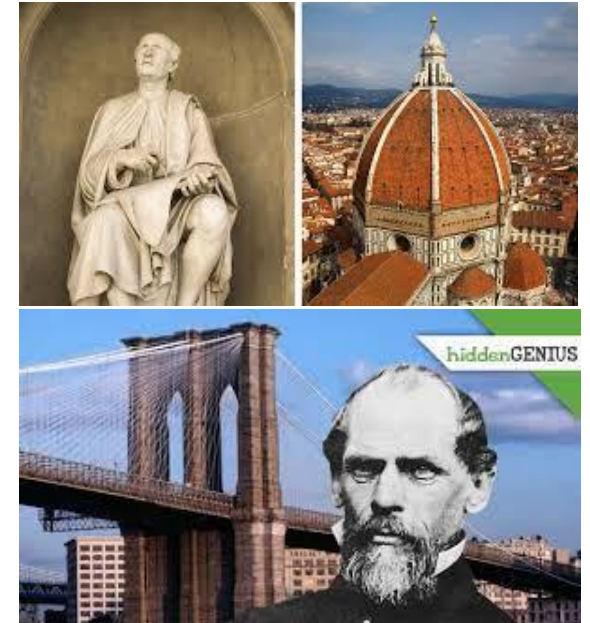
Client View



WIIFT - Community

Our Great Profession...

- Involvement enhances visibility
- Involvement broadens perspective
- Do it for You
- Do it for Us!



WIIFT can help channel your inner GBA Superpower!

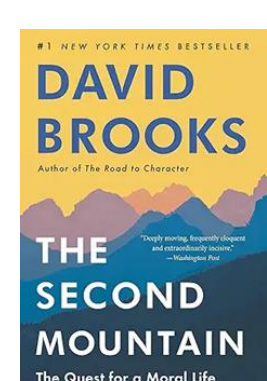
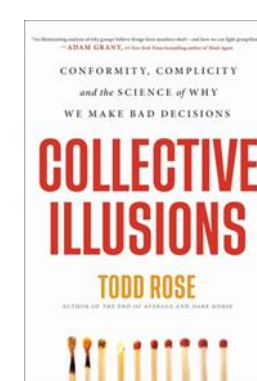
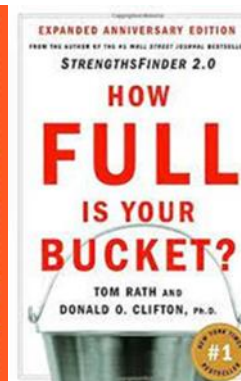
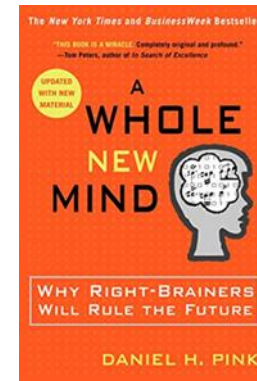
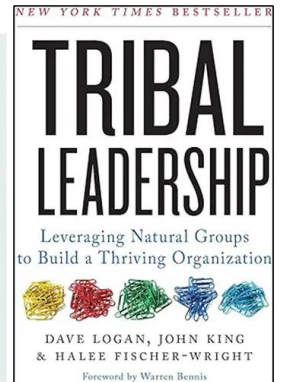
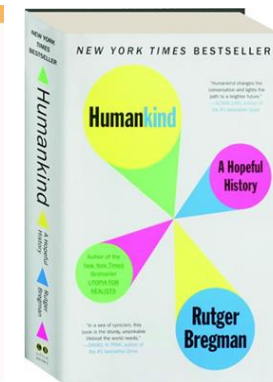
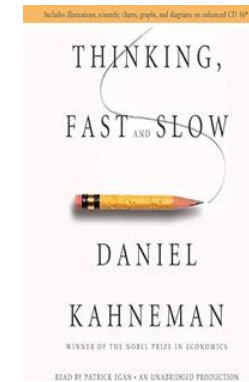
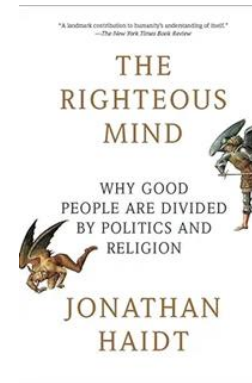
Wrap Up



“We are responsible for being the change we want to see in the world”
– Mahatma Gandhi

Bibliography

- The Righteous Mind - Haidt
- Thinking Fast and Slow – Kahneman
- Humankind – Bregman
- Tribal Leadership – Logan et. al.
- A Whole New Mind - Pink
- How Full is Your Bucket – Rath
- Collective Illusions – Rose
- The Second Mountain – Brooks



Other Great Reads

- Black Swan – Taleb
- Upright Thinkers/Drunkards Walk – Mlodinow
- Sapiens – Harari
- How the World Really Works – Smil
- History of Everything – Bill Bryson
- Big Shifts Ahead – Burns
- History of World in 12 Maps – Brotton
- The Algebra of Happiness – Galloway
- Prosperity in the Age of Decline – Beaulieu
- Brief Answers to the Big Questions – Hawking
- Origin Story – Christian
- Wait, What – Ryan
- Guns, Germs & Steel – Diamond
- The Psychology of Money – Housel
- A People's History of the World – Harman
- Work – Suzman
- The Mosquito – Winegard

Time for Questions?



