

# DISCUSSION GUIDE FOR THE UNTAPPED POWER OF DISCOVERY

## TOOLS AND KNOWLEDGE TO UNLEASH YOUR CREATIVITY FOR PERSONAL AND ORGANIZATIONAL CHANGE

### Creating Change That Inspires a Better Future

Think of a time when your organization, team, or local community created change with positive impact.

- Which ideas in the book provide insight into how your group accomplished that change?
- What would you be sure to do again the next time?

What discovery idea or tool are you hoping to develop and use more often?

### Avoiding Discovery Derailers

Common behaviors that stop the discovery process in its tracks: ignore unsettling clues, explain away discrepancies, censor contrary ideas.

- Have you cut short discussion of new ideas or perspectives you disagreed with? What behaviors did you use? Were they similar to those profiled in chapter one? If so, how?
- How does the use of discovery derailers limit creativity?

What discovery idea or tool could help you gain greater awareness of your own and others' derailing behaviors?

### Developing Belief Flexibility

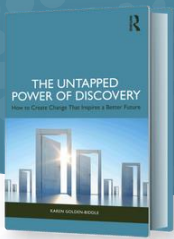
A capacity that helps you loosen your hold on beliefs that no longer work and take up new ones that do.

**Personal:** Describe a situation that made you question one of your beliefs. Beliefs, for example about where to work, what personal success means, how to treat others.

- How did you respond? Did you loosen or tighten your hold on the belief in question?
- What do you take-away from your response? What would you do differently the next time?

**Organizational:** Describe a situation that upended a belief in an organization where you work or volunteer. Beliefs, for example about managing people, market success, cross-unit cooperation.

- How did leaders respond? Did they loosen or tighten their hold on the belief in question? Perhaps adjust their thinking?
- What changed in the organization as a result?



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## Leveraging the Unexpected

Common behaviors that capitalize on surprise to ignite the process of discovery: savor surprise, seek clues to the surprise, set surprise in motion.

Describe a surprising situation that upended one of your beliefs.

- Did you engage or turn away from it?
- How did you feel? What did you think? What did you do?
- Using chapter three ideas and strategies, what could you do differently the next time?

Describe how you could use a discovery enabler from chapter three to navigate surprising situations.

## Engaging the Unknown

Common behaviors that harness genuine doubt to generate discoveries: ask questions from a discovery mindset, strike a balance of belief and doubt, deploy hypothetical entities.

Think of an occasion when you didn't know something and couldn't figure it out.

- How did you feel? What did you think? What did you do?
- Using chapter four ideas and strategies, what might you do differently the next time?

What is the confidence "sweet spot"? What are its hallmarks?

## Experimenting in Situ: New Ways

Common behaviors that turn vague, yet promising new possibilities into viable solutions: see beyond your expectations, permit recombination, assess the suitability of proposed new ways.

One of the exercises for launching new ways described in chapter five is "walking with."

- How could you use it for change in your work environment?

How does gaining new experience and reflecting on it support the discovery process?

## Building Relational Capacity for Discovery

Common behaviors that build human capacity to engage in discovery processes: build diverse representation, foster respectful engagement, design flexibility into roles.

To cultivate discovery is not a solo endeavor, you need people willing to join in and grapple with challenging situations whose exploration and resolution matter.

Using chapter six ideas, how could you build relational capacity for change in your organization or community?