



LAW SOCIETY PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



Not Knowing Leading in Uncertainty

Steven D'Souza

10th November 2016

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





“In times of change, learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists”

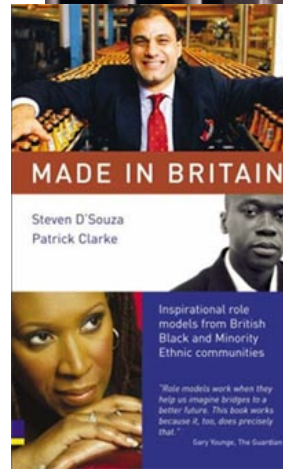
Eric Hoffer



about me



work background



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



work globally



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



aims of session

- ✓ Explore the concept of Not Knowing
- ✓ To think about how this relates to your current challenges as an in-house lawyer
- ✓ Space for sharing, discussion and questions



working together

- ✓ Use me as provocation for discussion - you are the experts in your own experience!
- ✓ Listen actively for how you can apply ideas to your work, career and context
- ✓ Experiment with 'beginners mind' and have fun!





**“Which animal does beef
come from?”**



A 3D bar chart graphic with eight yellow bars of varying heights. The bars are arranged in a slightly irregular pattern, with some bars having a slight curve at the top. The word "ADDICTED" is written in white, bold, uppercase letters across the front of the bars.

ADDICTED

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





Knowledge



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





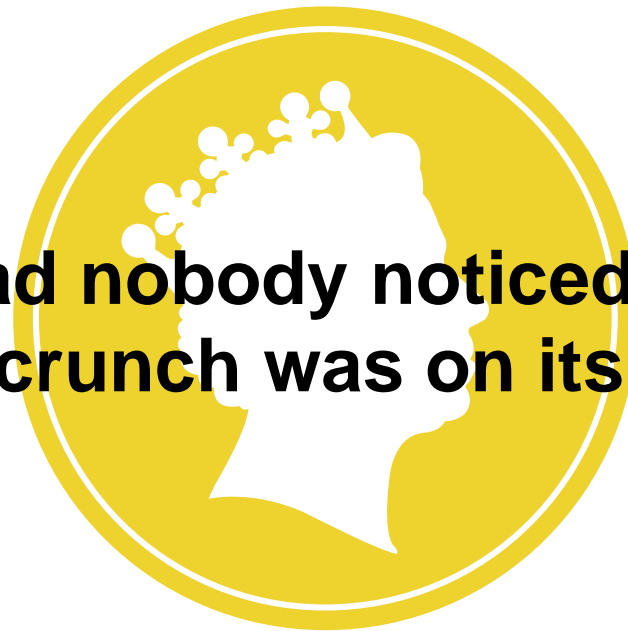
LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



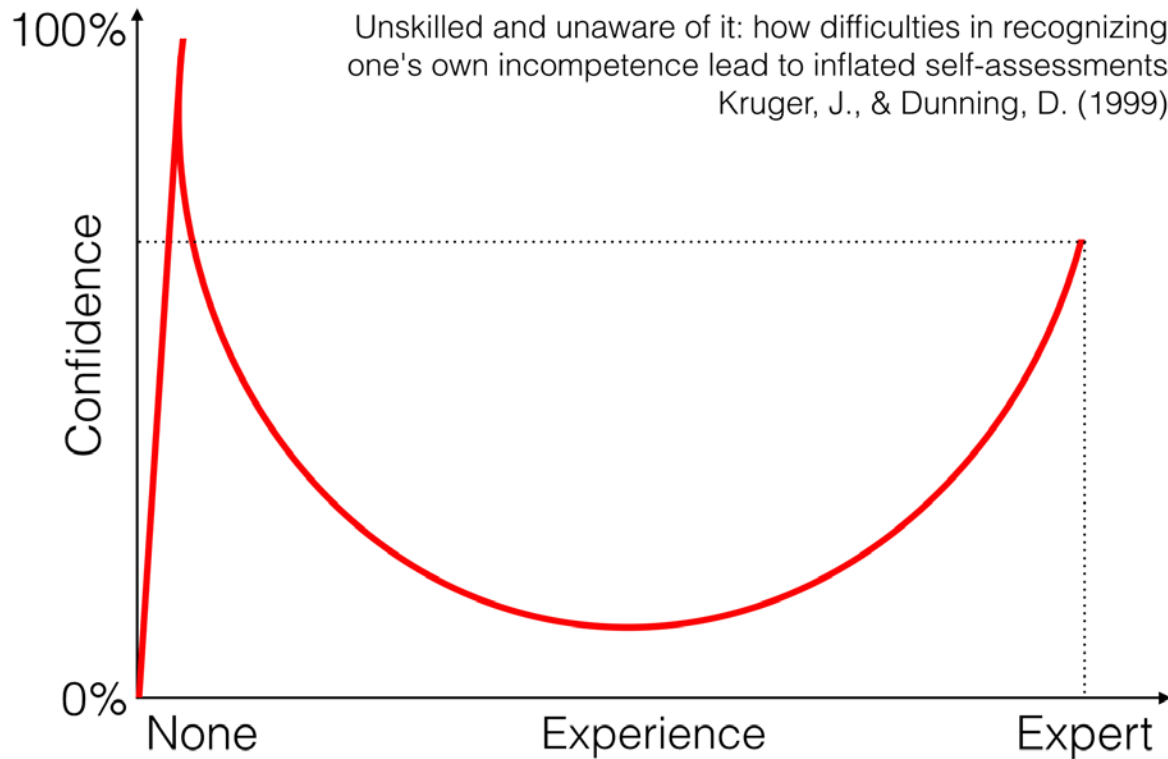


“Why had nobody noticed that the credit crunch was on its way?”





Dunning-Kruger Effect





we don't
know as much
as we think

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





Nancy Etcoff, Harvard Medical School



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



www.musicaecomputer.com

U-571



LAW SOCIETY OF IRELAND
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





I DON'T KNOW



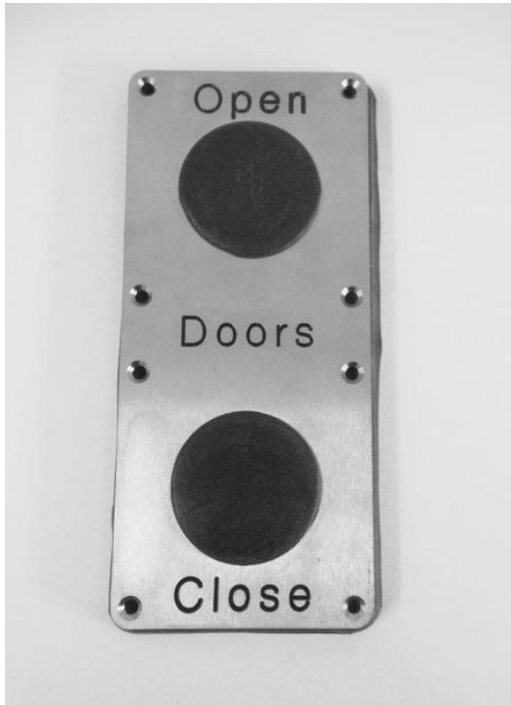
**Avoid hubris,
over confidence,
take responsibility**

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





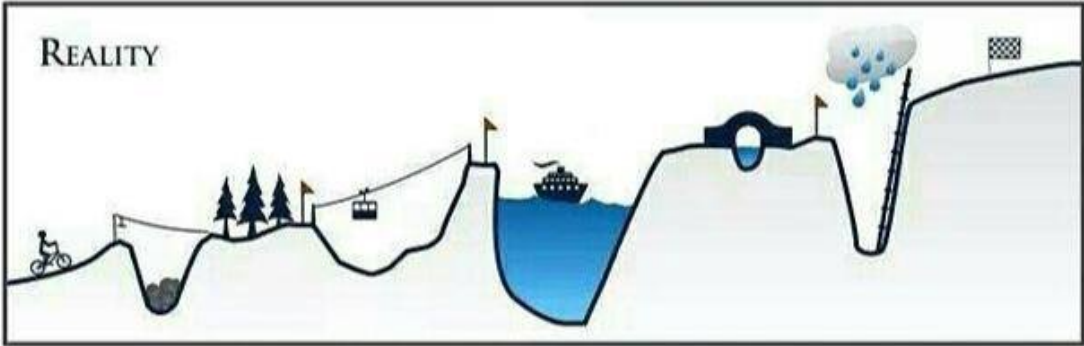




LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training







“There are known knowns; there are things that we know that we know. There are known unknowns; that is to say, there are things that we now know we don’t know. But there are also unknown unknowns- there are things we do not know we don’t know”

**Feb 2002, Donald Rumsfeld,
US Defence Secretary**

in pairs

Think of a complex challenge you are facing at work or in your organisation in which there is an element of the unknown and share with your partner





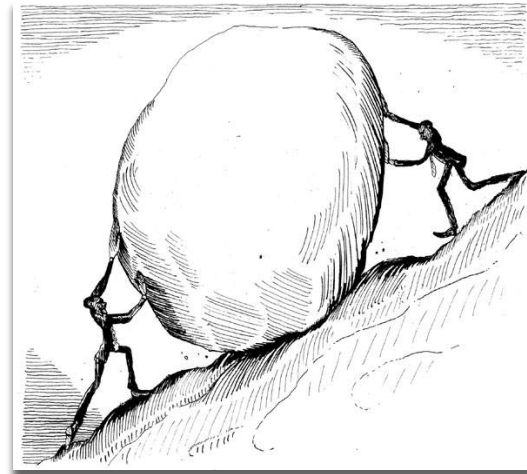
There may be dragons



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY PROFESSIONAL TRAINING

Centre of Excellence for Professional Education and Training





in pairs

What are some of your typical reactions and behaviours when you arrive at the edge of your knowledge and expertise?

Does your organisation behave in any particular way as a response to stress or complexity?



DON'T MIND

THE GAP

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





Banking on the Go

Mobile financial services are popular in Africa, where many have mobile phones and few have traditional bank accounts.

Region	Mobile financial accounts per 100,000 adults, June 2013
Sub-Saharan Africa	24,652
Middle East & North Africa	15,164
World average	4,361
South Asia	3,485
Latin America, Caribbean	2,165
East Asia, Pacific	1,657
Europe & Central Asia	416

Source: Groupe Speciale Mobile Association, World Bank

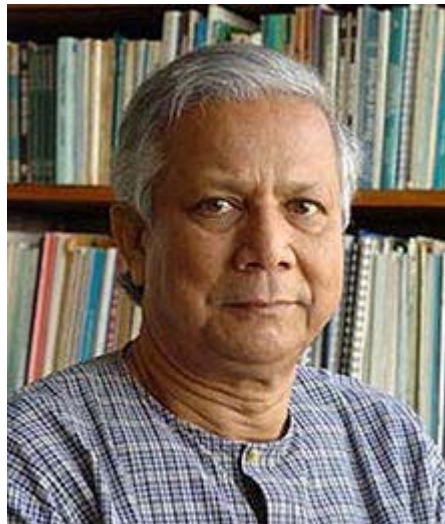
The Wall Street Journal



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





“Not Knowing something can be a blessing sometimes. You are open, you can do things in your way without worrying about rules and procedures...Every time I needed a rule or a procedure I had to look at what conventional banks do, and once I learned what they did, I did the opposite. Conventional banks go to the rich, I go to the poor. Conventional banks go to men, I go to the women. Conventional banks are owned by rich people, Grameen Bank is owned by poor people. I could try because I didn’t know anything”

Mohammed Yunus, Nobel Peace Prize Winner



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



How can you experience being a beginner again in something that you have expertise in or in a new domain?

How might you apply this to your challenge?



PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



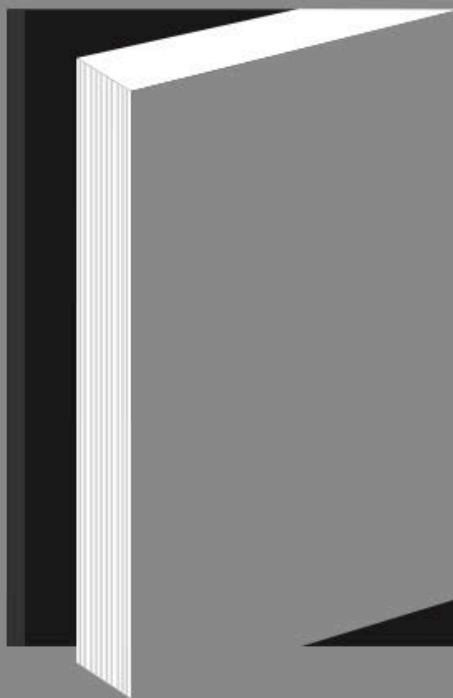
What familiar sources could you 'close' and how could you enable new possible ways of 'seeing' to emerge?

Whom could you listen to more deeply?

How might you apply this to your challenge?



LEAP IN THE DARK



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





Picture by Yves Klein

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training







Time to practice!

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training





Case Study- Intuit



What more multiple hypothesis could you generate regarding your challenge?

What are some experiments you might try?

Where do you sense that you may benefit from taking a 'leap of faith' or how might you practise with support?

DELIGHT IN THE UNKNOWN



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training



What are some of the ways for you to increase your flexibility and sense of lightness and levity?

How might you show more compassion to yourself and others when facing your challenge?



LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training

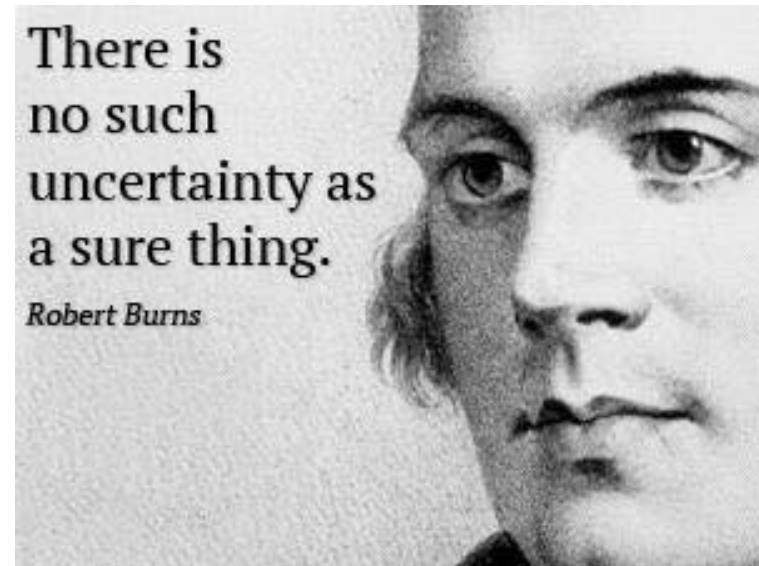


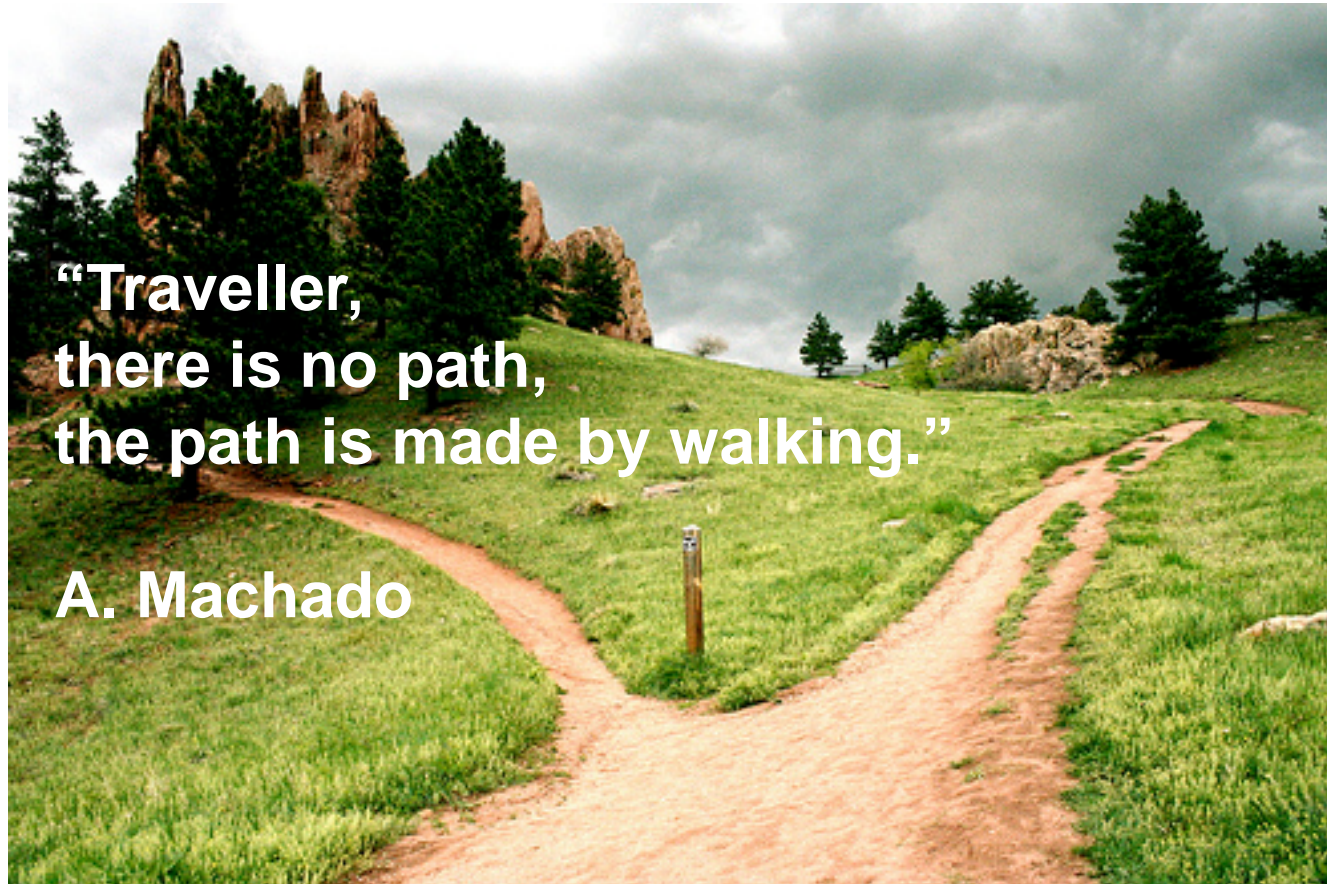
What have you learnt in this talk about your relationship to Not Knowing and 'Leading in Uncertainty'?

**What is one action could you take
or
one question you could live with?**

Some final tips

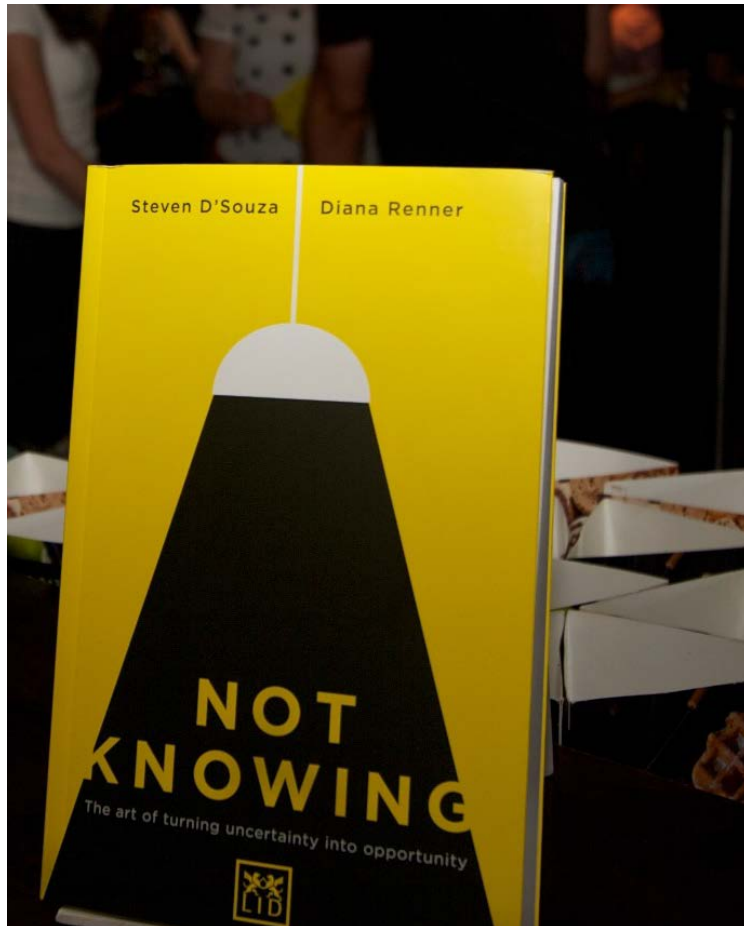
- Say 'I don't know' more often in safe situations.
- If you don't know the answers, live with the questions.
- Understand your reactions at the edge
- Let go of control, engage with 'what is'.
- Cultivate a mindset of exploration and experimentation.
- Be compassionate to yourself and give and receive support





**“Traveller,
there is no path,
the path is made by walking.”**

A. Machado



Thank you!

sdsouza@faculty.ie.edu

Twitter: @stevenxdsouza

LAW SOCIETY
PROFESSIONAL TRAINING

Centre of Excellence for
Professional Education and Training

