

# Video transcript

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## Unlearn to innovate

Both businesses and people need to unlearn. It's this fallacy that the things that got us where we are today, will get us where we want to be. And unlearning is this superpower of saying: "how do I actively change the way I think about the world around me, to be a better version of myself tomorrow?"

One great example is growing versus scaling. Lots of organizations lots of people talk about growth and I think this time when we want to grow. Growing for me is about getting bigger – it can be like knowledge acquisition – versus scaling, and scaling is quite different: scaling is getting better. And so how do we take the time out – both as an individual – like when do I want to grow by acquiring knowledge? When do I want to get better by practicing that knowledge, by trying it and applying it? And it's the same for businesses, and the difference between growing and scaling is finding your purpose. Truly finding why you're doing the thing that you do.

Another one is this differentiation between tenure and initiative. I grew up in organizations where the hierarchy, was the power structure – where the most senior people were clearly the most intelligent. But if you think about modern businesses and the most relevant successful businesses, decisions get made at the coalface. The ideas are from the people that are closest to the customer, that are very rarely the most senior people. And so if we're living in this world: how do we foster an environment where initiatives – where ideas get to rise? They form the new currency and not how long you've been enrolled, or where you sit in the organization chart.

And then the third one that I'm fascinated by is this dichotomy of outputs versus outcomes. The last revolution, gave us this focus, this fetish almost on input > process > output. But outputs are just about being busy. And it's very rare for me that I get to the end of the week, and I want to celebrate being busy. Now despite that I regularly sit there and go: "I'm busy, busy, busy". And I'm like: "I don't want to be busy; I want to be effective. And effective is about understanding the outcome you're trying to achieve – but acknowledging that the outcome probably occurs three or six months after the event. It's not how busy you are on tasks this week, but the impact you have on other people's behaviour, the way they work and the things that they do. And that's a longer-term bet, but way more impactful than just measuring your busyness on any given week.