



Video transcript

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Defeating dominant logic

Dominant logic occurs... It's really a conformity mechanism that humans have. So, I'll dial it back a little bit, just to talk about where it comes from, because it really came up from us evolving into hunters and tribes of 100-150 roaming around the Earth, which we did for almost (in terms of homo sapiens) for hundreds of thousands of years. And so, the reason for that is that if you were shoved out of your tribe, and you are on the plains of Africa, chances are you were going to be eaten.

So, dominant logic is a... it's almost an evolutionary natural occurrence of us needing to conform. There's safety in numbers, there's safety in the tribe. The problem is, when you're a big organisation, there's an accepted way of doing things. And that becomes unthinking - people don't think about it anymore. And so, instead, it changes the way... you look at the world through a very specific lens. So, you don't let anything interrupt that and, in fact, if something does interrupt it, you bend – you bend it to fit into the dominant logic. So that's what I'm the logic comes from.

So, to defeat it, there's a couple things that you have to do. One of the easiest things to do is get outside your organization. Go and talk to someone, go get a different [perspective]. Go talk to a customer and see what they're wrestling with. And don't talk to the customer as a customer, talk to them as a person. So, you want to see that worldview. So, the way you break down dominant logic, often is creating perspectives that are outside your own. So that's one thing you can do.

The other thing is stop and listen. What tends to happen in organizations is they perpetuate dominant logic. So, what happens is you think: "I have the right way, I'm all that" and you're the one who's talking about all the time and you're actually a contagion that keeps dominant logic going. So, stepping

back and listening, allows you to hear different things going on and keeps you from falling into the trap of the dominant logic.

And if you do that... and the other thing is... so that's one thing, get outside the organization, listen more, and then be very aware in meetings about hierarchy. We call it the leadership shadow. What that means is: when you come in, what is the impact that you have on the organization? What's the impact you have on a meeting, because of where you sit as a position? So, you have to: one – be cognizant of that; the other is – work against that make sure you're elevating other people's voices; and making sure there's a diversity of voices that are heard.