

Unit 1.1 Scotomas

OVERVIEW

In our busy, workaday life, it's easy to overlook the obvious. Our beliefs, conditioning, and the natural filtering effect in our brains build scotomas – conditioned blind spots that keep us from seeing the whole truth. We saw a scotoma at work in the Finished Files exercise, where most exercise participants left out some of the F's because of phonetic conditioning.

The problem with scotomas is that we often don't know we have them. We think we're getting "the whole truth, and nothing but the truth," but reality is most of the time we're missing vital information all around us. And this doesn't just apply to us as individuals. Organizations build collective scotomas, blinding them to vital truths that would transform their growth and potential.

To break these scotomas, first become end-result oriented. Define the "what" first, then let the "how" surface naturally. After you set the end-result, the "how" will become apparent over time, breaking scotomas to important problem-solving information. When you start with the premise that the answers do exist, you eventually find them.

Secondly, you break scotomas by maintaining diversity in your personal relationships and work teams. This helps you "watch each other's backs" to discover truth that would otherwise be missed.

Through diverse team interaction around end-results, we change our beliefs, break scotomas, and dramatically improve our performance.

UNIT QUESTIONS / EXERCISES

1. What was your first reaction to the Finished Files exercise? How did it change your thinking? Share your answers with your coach and/or the group.

2. How do end-result thinking and diverse relationships increase your performance? Discuss your answers with your coach and/or the group.

3. Think about how this applies to your work relationship at John L. Scott. What scotomas have been holding you back in your individual performance? What organizational scotomas have been hurting us? How can we break them?
