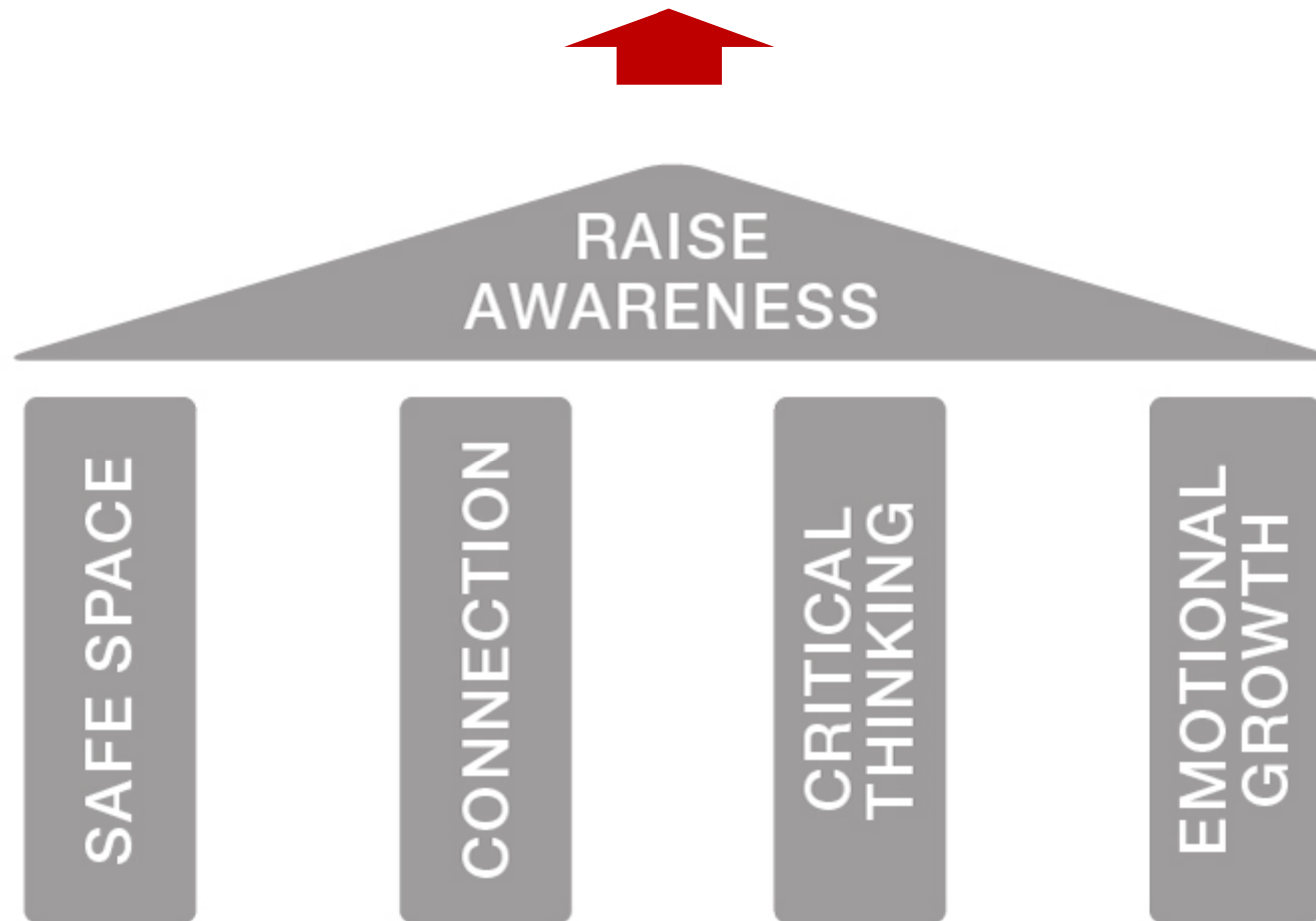


**THINKING  
BOX**

# A world that works for everyone



## Margaret Heffernan: Dare to disagree

- **What hard problem can you solve?**
  - ‘Find a hard problem and solve it’
- **What do you know is true but is not acted upon?**
  - ‘Openness alone cannot drive change’
- **‘My job is to prove Dr Stewart wrong’**
  - Do you have a Dr Stewart in your life?
  - How could you get one?
- **How do we develop the skills we need?**
  - Seek out people with different thinking/backgrounds (**Who?**)
  - Be prepared to change our minds?
- **Are we risk averse?**
  - 85% of employees have concerns they are afraid to raise
- **What statement would you be prepared to defend?**

## Michael Norton: How to buy happiness

- **Reflect on when you have spent money on yourself/others:**
  - How did each make you feel?
- **How has spending money on others made you happy?**
  - Did it have to be a big (amazing) thing?
- **Does it make a difference if the person you are giving to thanks you (or if you can see the difference it made)?**
  - Is feedback important?
  - How can you get it?
- **What would be a great 'pro-social' gift for a team?**
  - Would it include a shared activity?

