



## COGNITIVE FLEXIBILITY – The fourth scenario

### 1) NAME AND DESCRIPTION OF THE TOOL

The fourth scenario of a change process refers to the blockage that affects us when we know what we want (focus on the goal), we know how to do it (we have the necessary competences and resources), we execute it properly (motivation and accountability) but, for some reason, we do not achieve the desired result.

This tool (which can be implemented both on and offline) comes to question the strategies that we usually use, and that are already installed in our habits, routines and ways of being and acting. We will confront these strategies with the achievements we make, and if these are not aligned with our desires, we will ask ourselves whether our commitment is to reason or to results.

Moreover, we will understand that in many occasions what keeps us away from new and better results is not what we are (our personality, our identity...), but our strategies, that is, what we do in a certain way, although we often stick to them as if they were part of our identity.

### 2) OBJECTIVES OF THE TOOL

- Check our strategies, even those that we repeat systematically and that do not lead us to achieve the desired results.
- Identify failure strategies
- Stimulate the implementation of new strategies and encourage behavioural flexibility.

### 3) CONNECTION OF THE TOOL WITH THE ENEMY

Attachment to ways of being and also to the way we do things (often nurtured over years of habits, routines and customs, even inherited from family, friends or colleagues) reinforces our perception of security, of certainty that we are in the realm of what we know how to do, of what is known, in a framework in which we feel comfortable. If this strategy leads us to achieve the desired results, perfect. The problem comes when we settle in that field of action and systematically fail to achieve our objectives.

The temptation to "keep doing the same thing" until it works is enormous, especially when previously, under other conditions, that strategy was profitable and effective. But if it no longer works, it is time to let go of our beloved strategies and learn to develop new ones.

### 4) RESOURCES & MATERIALS

No specific resources are necessary. Optional a ball pen and a piece of paper.

### 5) IMPLEMENTATION OF THE TOOL

- Step 1. Define a goal that you have set for yourself and that you have not yet reached, even though you feel that you have done everything necessary and, moreover, you have done it correctly.
- Step 2. Think about what you may have missed or where the mistake is.
- Step 3. Check your strategy step by step. All the actions you have undertaken, the resources you have





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had at your disposal, the people you have been accompanied by, the timing, the order of the actions...

- Step 4. Describe your particular "recipe" of a perfectly executed strategy, but which nevertheless does not help you to achieve your objectives.
- Step 5. Ask yourself what you are committed to: reason or results? Do you want to be right about the adequacy or success of the strategy? Are you in love with your strategy even though it is not working for you?
- Step 6. Identify what you can change, what new resource (human, technical or material) you may need, what you need to add or remove. In short, what you need to change in your recipe.
- Step 7. Implement the new strategy. Are you ready to sacrifice your old strategies and try new ones?

### 6) WHAT TO LEARN

The power of attachments and customs as fixative elements of "how things have to be done", especially when in other times and circumstances they have served us to achieve the desired results.

The prey of tradition or "this is the way it has always been done" when it comes to setting strategies for action.

The attachment to being right, because it generates a sense of certainty, of security, and even of knowing what is going to happen next... even if what is going to happen is not aligned with our results or objectives.

The discomfort of abandoning old strategies and adopting new ones as a learning process of recycling and resilience.

