

# Effectively Produce Video Transcript

Great work in getting our feature program, for how to effectively produce as a knowledge worker – as to create more good things this year than in the previous ten... and ultimately, how to live a more meaningful life.



Check your email in 5 to 10 minutes, because there you'll find your document. And over the next few days, you'll also receive in your inbox, my take on 7 essential Harvard Business Review articles that expand on the insights here. Look out for 'John Angheli' as the sender; see the Promos folder if you use Gmail; and whitelist my email if it needs to be.

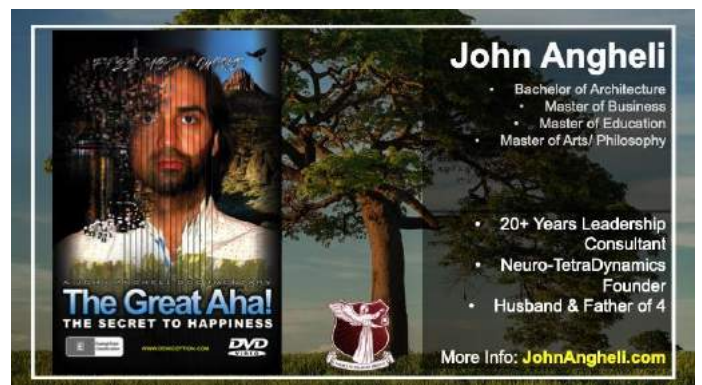
In this program document, we will discuss many new ideas that you probably never encountered - because it's grounded in the work of a major philosopher and mathematician from the 20<sup>th</sup> century - who among many things, also came up with alternate theory to Einstein's general relativity, by an entirely different method... (a true genius in every sense of the word)

But more importantly, do watch this video here now – because now I want to show you the big picture for how to more effectively produce - - without the burnout or stress – which boils down to expanding your authentic voice, and integrating more of who you are, as illustrated here on our overall map.



This is the 'Decade Year' program as a whole, and what we're discussing right now is station 9 in this program – the inner workings of effective productivity and your creative power. A subject I've titled, the 'Creative Unfreezing' – and you'll understand why shortly...

Now, if this is the first time you've heard me speak, and you're curious as to qualifies me to speak with on such a complex subject, - just a quick intro - I've been a leadership consultant for close to 2 decades now, have multiple degrees: in architecture, business, education and philosophy - and have helped hundreds



of knowledge workers to get better at what they do.

I've also recently also produced a feature documentary, 'The Great Aha, on the 'Secret to Happiness', as shown here. Now, if you'd like to know more, you can just go later on to [johnangheli.com](http://johnangheli.com), where you can read more about my background and vision... But for now let's just get back to the question at hand, because I realize your time is of essence.

And I want to start you off with a huge insight from Harvard Professor, Chris Argyris and his main life work. Chris' main project was to investigate just why do creative knowledge workers, (who are usually extremely smart people), are also, paradoxically, on average, very poorly equipped in knowing how to lead their lives well.



It was an observation that emerged as spending 15-years conducting in-depth research into the lives of management consultants. Who are in his opinion - the epitome of the highly educated professional – who usually graduates from many of the top universities, and have a great work ethic...

But he was surprised to discover that as smart as these people were, they were also, in equal measure, bad at making personal life changes, and managing their own minds... They were mostly not able to learn from their bad choices. Which was very puzzling and counter-intuitive, because on paper - based on academic performance and on-job problem solving, they were usually outstanding.

They were ordinarily excellent problem solvers, and as long as these problems were externally directed – in resolving issues for others, dealing with various technical know-hows - they usually shone brightly...

In fact, the longer they were engaged in continuous self-improvement efforts, the more likely it was that they would fail to learn altogether.

Now, the usual judgement call here is that perhaps it's their ego and pride that gets in their way. And there may be something to that...

But Chris was not satisfied with this simplistic explanation, because he also saw that many of them were also genuinely interested in self-improvement. They were motivated, they were open to learning, but regardless, they encountered the same learning failure.

So from this, Chris stumbled on the insight of what he would come to call, 'single-loop' and 'double-loop' learning. What does this mean?

Well, single loop learning is the learning that we encounter and are taught to practice, throughout the majority of our lives.

It's the learning that considers the actions and consequences that can be brought about in the external world, when you apply certain theories, techniques and strategies. It's problem solving.



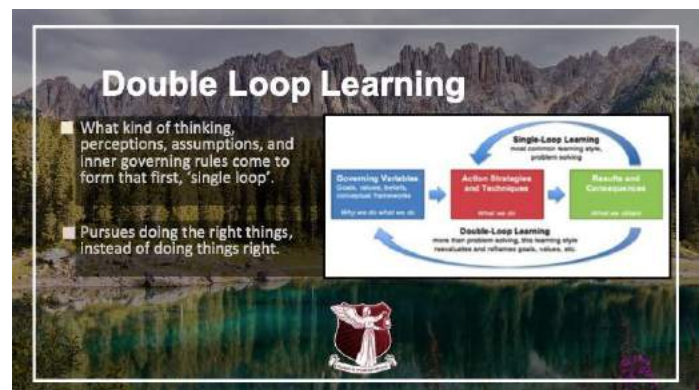
This is what we are always trained in, throughout our schooling and higher education, and eventually, by our profession. It's the ability to process that if you do this action 'x', you get this type of result 'y', because of 'z' reason.

Single loop learning is the pursuit to do the thing right, and to do it better.

Knowledge workers are usually fantastic at this and it's why they are where they are – whether they're a consultant, a lawyer, doctor, a designer, a teacher and so on. And the more time they spend in higher education and in their specific jobs, the better they get at the intellectual habits required to solve these specific, real-world problems.

But double-loop learning is the kind of learning that integrates another dimension.

It's the awareness of your own thinking, your own perceptions, assumptions, and the governing rules within you, that directly impacts the 'single-loop' choice itself. This double-loop, as illustrated, reveals knowledge about a deeper question – why do we do what we do?



Double loop learning pursues to do the right things – what are these and why - instead how to do things right.

A good illustration I've heard to explain the difference, is the case of the US military in the Iraq war. Throughout the first phase of the war, the US soldiers experienced many horrific eye injuries. Being out in the desert, and having flying debris from explosives, caused brutal damage to eyes.

So surgeons and specialists were sent in, and in the process they developed new techniques and tools for how to better repair the eye. But the injuries kept on coming. While specialist skills were getting better at repairing eye damage,





they were more EFFICIENT - this did not stop the issue from emerging in the first place.

So one day, someone asked a double-loop question, 'why exactly are so many eye injuries happening?' – because the soldiers were issued with eye protection glasses, and the glasses worked. So they went to investigate. And there they discovered that indeed most soldiers were not wearing the glasses when the injuries occurred.

How come? Well, because while the glasses were 'shock-proof', they were also ugly and uncomfortable. Here is what they looked like... The soldiers nicknamed them "birth control glasses", and many left them in their pockets, or used their personal sunglasses instead.



So now this double-loop learning revealed the root-cause. It was only then that the army went back to the drawing board, and re-engineered their eye-protection glasses. They got a fashion designer to make the glasses more attractive, and also they were moulded, so the glasses were very comfortable. Here is their redesign...

As you can imagine, eye injuries dramatically dropped thereafter. Because the soldiers loved wearing these new glasses and in the line of fire, these now entirely *prevented* the majority of injuries - a much better solution... an effective solution.

So double loop learning is coming to understand the deeper 'why's' – like your personal thinking processes, the thinking processes of others, and what cognitive rules you or others apply before taking action.

Double loop learning seeks to understand our internal operating system, which governs our behaviours and the emergent actions. As such and it uncovers new ways for making better choices. It pursues effectiveness or what is the right thing to do at a meta-level, so to speak.

**Therefore**, why knowledge workers are mostly bad at double-loop thinking is because, ironically, they were excellent 'single-loop' learners. Having had high intelligence early on, and excelling in 'single-loop' thinking that schools train you in, knowledge workers get extremely good at this... and it's then continually reinforced throughout their early life experiences...

Here is how it continually gets reinforced. They get happy stickers in primary schools, to A+s in high-schools, HD's in higher education, high salaries when starting their careers – with success after success - it's



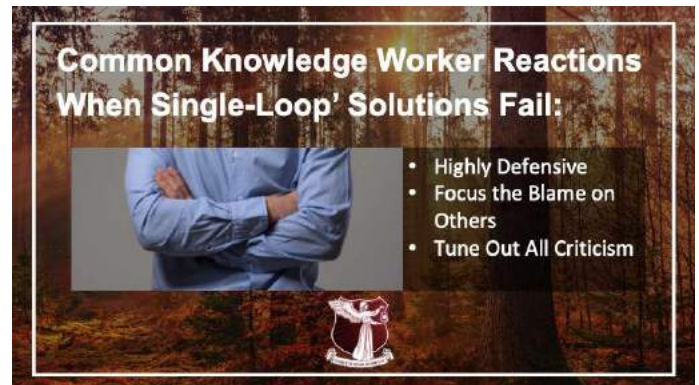
hard then not to assume that with your smarts and education, you can just accomplish anything you want in life...

Good knowledge workers become victims of their own success. They rarely experienced failure early on, and as such, they never had to learn from failure. In fact they fear failure above all else, which is in actuality, the main *natural* driver for double-loop learning.

Smart people who mess up their life early on for instance, and are challenged to look within themselves - this is how they naturally get started. (You hear this pattern over and over again in countless autobiographies...)

But this is also rare. And if you never had failures that forced introspection, the 'single-loop' paradigm then becomes the dominant, exclusive lens through which you view life.

And when 'single-loop' solutions fail – these same individuals usually get very defensive, they put the blame on everyone else, or if it's really uncomfortable, they learn to just tune out all criticism.



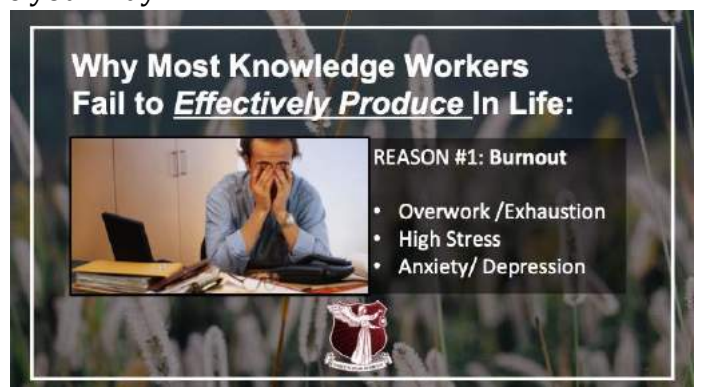
This is in fact the 'tell-tell sign' of being held under this dominating paradigm. And you probably know certain very smart people around you that act exactly like that... maybe even you at times...

But all this comes with a terrible price. The majority of life problems that a typical knowledge worker experiences, is sourced right here.

A single loop thinker one only knows how to more and more efficiently put out fires - but one cannot address the root causes that started the fire in the first place, and create an effective solution. Like in the scenario with the soldier glasses, one ends up like a burned out eye-surgeon, continually working harder and harder, as more and more injuries come your way...

Like with the mythology of the hydra, they cut off one head and three heads appear in their place. And the end result is this - burnout, unmanageable workloads, exhaustion, high stress, and eventually anxiety and depression.

Which is bad enough, but it can get much worse... Why? Because the quickest, single-loop solution to escape all these negative feelings is to just change the chemistry of the body as the solution.



So knowledge workers often end up addicted to some kind of external chemical fix –like consuming coffees or cigarettes to get more work done, or alcohol, drugs, sex, pornography, gambling, and to all kind of distractions of entertainment...

Which in turn means that one gets out of shape, energy levels drop, and this manifests in increased illnesses and chronic pains...

These all are the inevitable result of a 'single-loop mindset', which seeks to influence the inside, from the outside-in... a typical way of thinking.

And if you're starting to see the pattern – this is not really going to be solved, by merely changing the diet, or by going to the gym, or by drinking less. These, to use that famous maxim by Einstein, are just more solutions, created at the same level of thinking that sourced the problem.

And so long as this deeper, root problem is not addressed, the burnout, the heavy workload, the follow-up addictions ... these all then accumulate as to damage the quality of one's relationships...

Many are perpetually single and isolated, while many others seclude themselves, because they have deep-seated problems with their spouse and children...

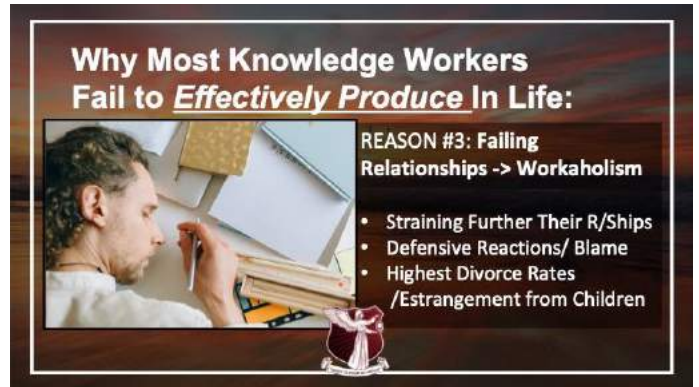
Knowledge workers like physicians and other healthcare workers for instance, identify broken relationships as the number one cause for higher than average rates of suicides and depression. Which ironically, most try to resolve not by working on their 'inner selves' - but by increasing workloads instead.

Which from the outside sounds crazy, but if you put yourself in their shoes, the only time they feel successful, competent and in control, is when they are at work - when they exercise 'single-loops' – which is quite unlike their home life, which can seem very confusing... full of chaos, disappointment and pain.





'Workaholism' as such is often the drug of choice. Which of course, only puts more strain on their fledgling relationships. And if the spouse or children brings this up, they then react with more defensiveness, blame, or just ignoring the other altogether – predictable ground for divorce, or in having children that hate you...



It is a truly vicious cycle, and the impact this can have on one's life can be truly horrendous. I'm sure you know of many such examples yourself.

So what's the solution then? Because if you're starting to get the picture, how to become more effectively productive, is not to try to dig your way out, with the shovel of doing more work, nor by doing more postgraduate studies.

As great as these can be, these can also be your worst enemy. They only enforce that same one-dimensional mindset...

So how do we can we get to be EFFECTIVELY productive? Well, we need to master the 'double-loop' mindset – to know ourselves better and what makes us tick:



- to know exactly how our thinking impacts our emotions and the actions we take;
- to know exactly how to evaluate what's truly meaningful in life, and why it matters;
- to know exactly, what is the highest vision for our lives - authentic with our gifts or strengths, and who we would ultimately love to be

And how can we do that? Well, there are 3 meta-steps that we need to master on an ongoing basis, for the rest of our lives.

- 1. Get to the Whole Truth**
- 2. Unearth the Emergent Vision**
- 3. Learn From Feedback Loops**

The first step is to become brutally truthful about the objective facts of our lives. You have to begin with the unvarnished awareness of your exact position in life, and the causes that are impacting you, from the inside-out – without embellishment, distortion, or wishful thinking.



You want to get to the truth, the whole truth, and nothing but the truth. Which is something that we as knowledge workers are often terrible at doing, because we are also our own best defence lawyers.

We prefer to tell a story that makes us look good instead. And we are very clever at this rationalization process. So we can convince almost anyone of its validity, including ourselves...



But rationalizations are 'poison' for personal growth and that essential double-loop awareness. Because if you want to get to the next level, you must be truthful about who you actually are, right now – and how your intentions, thoughts, emotions, actions operate in actuality.

You need to take the masks off, to get naked to yourself, and see reality for what it actually is. What's really influencing you to act the way you act? What effects do various hidden causes like certain ideas, desires, and emotions have on you? This is the first step.

The second step is to develop a vision of yourself and where you'd love to arrive at - in one year, in five years and beyond. You must begin to craft a vision in your mind, of what is 'you' in version 2.0 like?

What's your next upgraded version of self, specifically?

Like Stephen Covey put it, this means working with the end in mind. As it's often illustrated, imagine trying to solve a jigsaw puzzle, without having a picture of what you're trying to create. How much longer will it take you to complete this puzzle then?



At a recent church service, the pastor made a demonstration with this very principle. He called from the audience a child of 7, and an adult in his 40s, who both self-identified as being good at building Legos.

They were each given a relatively simple Lego set that was to form a helicopter. But the pastor gave to the child a picture of the end result, while to the adult he didn't – he just had to figure it out on his own, from all the bits and pieces.

As you can imagine, within 5 minutes or so, the child was done. But the adult, even by the end of the service, 30 minutes later, did not fully complete it.



The lesson for us being, that if you want to accomplish more in one year, and to speed up your production, without an end vision in mind, you end up wasting so much time...

But it's also important to stress here, that you can't just have an end vision, without knowing exactly where you are right now.

Think of this process to be like the GPS system on your phone. In order to create a map for how to get from A to B - you need 2 pieces of information.

The destination is one thing, but if the satellite doesn't also know exactly where you are right now, that desired end point is just a pipedream. Worse still, it can be a major cause for much grief and disappointment.

Presuppose that you want to arrive at Fifth Avenue, in New York City. That's fine, but if you don't know that you are right now in Sydney, all that's going to happen is that you'll be perpetually frustrated driving around Australia and coming nowhere near New York.

The awareness of your position determines what vehicle options you need. Because as great as your car may be, there's an entire ocean to cross to get to New York... a plane and a taxi may be more suitable for this destination.

So this is why you must begin first with the knowledge of where you actually are - through a comprehensive double-loop analysis of your true position.

The vision of your end state is but a second step. And in this sense, that Stephen Covey principle of 'Beginning with the End in mind', is only partially true.

You must start first with the truth in mind. Only then do you add the End, or Vision. Both aspects must be present, if you are to have a workable map.

And the third step -you need to have an ongoing feedback system that keeps you on track towards your destination.

Coming back to that GPS metaphor, once you know your present location and your desired destination, you must make continual adjustments, by applying feedback loops that measure the distance from where you're currently at, and where you want to arrive.



The journey of being effectively productive is a day-by-day, week-by-week game, where you're continually trying to shorten the distance between the two points.

This continual analysis of feedback loops is also known as cybernetics. And to make genuine progress, you must set up cybernetic processes to regularly

analyse the circular causes of your life – no different from how an old-school ship captain used to regularly come back to their compass, map and sextant, to estimate their position, in relation to their goal.

Now, as simple and powerful as these 3 steps are, what brings all these insights together, is covered in the whitepaper, “How to Be Effectively Productive”, which should be in your inbox by now.



It will introduce you the essence of double-loop thinking, so you come to understand your reality in terms of processes and relationships. It's based on the philosophical framework of the philosopher Alfred Whitehead - the man I mentioned at the start of this video. (There's much more to say about this, so I just refer you to go directly to the whitepaper once we finish here.... )

But we zoom out right now onto the entire map of this 'decade year' program, as illustrated here – what we are covering here is just the introduction to station 9, out of a total 16.



These ideas we're tackling now, is just a proverbial 'snowball' taken from an entire iceberg – which is our unique solution for how we help knowledge workers to achieve incredible results, in just one year's time.

We have created a reliable bridge for how to cross that huge chasm – where on one side, you are good and efficient at what you do, and on the other side to are effective and great.

This world-class bridge has taken us two decades to develop - which is more like an entire new body of knowledge we have innovated for this very purpose – and as such, we’ve distinctively titled it as, ‘Neuro-TetraDynamics’ or NTD.

NTD integrates the philosophical teachings of classical thinkers like Aristotle, modern figures like Whitehead and Heidegger, to brilliant thinkers from the world of business, like Chris Argyris, Peter Senge, Peter Drucker, the world of psychology, like Abraham Maslow, Martin Seligman... drawing even from the world of acting like the insights of Michael Chekov.

All these ideas and principles come together, as to form a rich tapestry of tools, insights and practices for increasing your effectiveness, like you have never encountered before.

So with this 16-station framework, you just simply walk across that huge chasm that stands between the ‘you’ that you are now, and the ‘You’ that lives life to the fullest, on principled terms.

Now, if all this makes sense to you, and you’re wanting to apply this step-by-step system - I invite you to book a free fast track call with us.

This call is made available for any knowledge worker who is at present struggling with things like:

- burnout and the accompanying stress and anxiety;
- or the lack of discipline to do the things that matter;
- or in not having the clarity of vision, to know what to create next...



In this call we put a finger on the pulse of what you’re doing right now, where are you on your production journey, and we help you to get clear on what is that ONE THING that you should do right now, to get unstuck.

This is not a sales presentation, and there’s certainly no pressure to join us – it’s just an opportunity to get clear on what steps you should take next, if your wanting to increase your overall effectiveness.

With that said, if you do know of another program that’s better at increasing your effectiveness as a knowledge worker – no problem – I do recommend starting with that first...

Otherwise, if all this sounds good with you, schedule a call right here, and we look forward to talking with you. Speak with you soon. Take care.