

Forward Faster by Design

VIRTUAL SERIES

Rethinking the Road Ahead

Drop Your Tools

September 24th, 2021



Mann Gulch memorial

IN MEMORY OF

THE 13 HEROIC YOUNG MEN WHO LOST THEIR LIVES
IN SERVICE OF THEIR COUNTRY FIGHTING THE
MANN GULCH FOREST FIRE 1 MILE DOWN THE RIVER
ON AUGUST 5, 1949

| | |
|--------------------|---------------------------|
| ROBERT J. BENNETT | PARIS, TENNESSEE |
| ELDON E. DIETERT | MISSOULA, MONTANA |
| JAMES O. HARRISON | MISSOULA, MONTANA |
| WILLIAM J. HELLMAN | KALISPELL, MONTANA |
| PHILIP R. McVEY | RONAN, MONTANA |
| DAVID R. NAVON | MODESTO, CALIFORNIA |
| LEONARD L. PIPER | BLAIRSVILLE, PENNSYLVANIA |
| STANLEY J. REBA | BROOKLYN, NEW YORK |
| MARVIN L. SHERMAN | MISSOULA, MONTANA |
| JOSEPH B. SYLVIA | PLYMOUTH, MASSACHUSETTS |
| HENRY J. THOL, JR. | KALISPELL, MONTANA |
| NEWTON R. THOMPSON | ALHAMBRA, CALIFORNIA |
| SILAS R. THOMPSON | CHARLOTTE, NORTH CAROLINA |



Dedicated to the memory of the 13 firefighters
who perished in the Mann Gulch Fire

U.S. Forest Service
Helena National Forest
August 5, 1999

Smokejumper Coat and Helmet circa 1949

A dramatic, low-key photograph of firefighters. In the foreground, a firefighter is silhouetted against a bright, intense fire. In the background, another firefighter is visible, also silhouetted, holding a tool. The scene is filled with thick smoke and bright flames, creating a high-contrast, somber atmosphere.

WHY

didn't they drop their tools?

*“**Dropping one’s tools** is a proxy for unlearning, for adaptation, for flexibility.”*

– Karl Weick

“

TODAY'S ROADMAP

1. Why we get stuck
2. How we can rethink



BARRIERS TO RETHINKING

1

Blind Spots

We all have blind spots and we're often blind to our blindness.

2

Identity

When we feel our beliefs are under attack, we defend ourselves through mechanisms like Motivated Reasoning.

3

Experience + Success

If it's worked in the past, why change?



What can we do
DIFFERENTLY?



***“Progress is impossible without change;
and those who cannot change their minds
cannot change anything.”***

– George Bernard Shaw

“

EQUIPPING OURSELVES TO RETHINK

Or like a designer!

1

Think Like a Scientist

Be curious. Doubt what you know. Form and test hypotheses. Update views based on results.

2

Separate Beliefs from Identity

Who we are should be a question of what we value, not what we believe. Our beliefs can evolve as we learn.

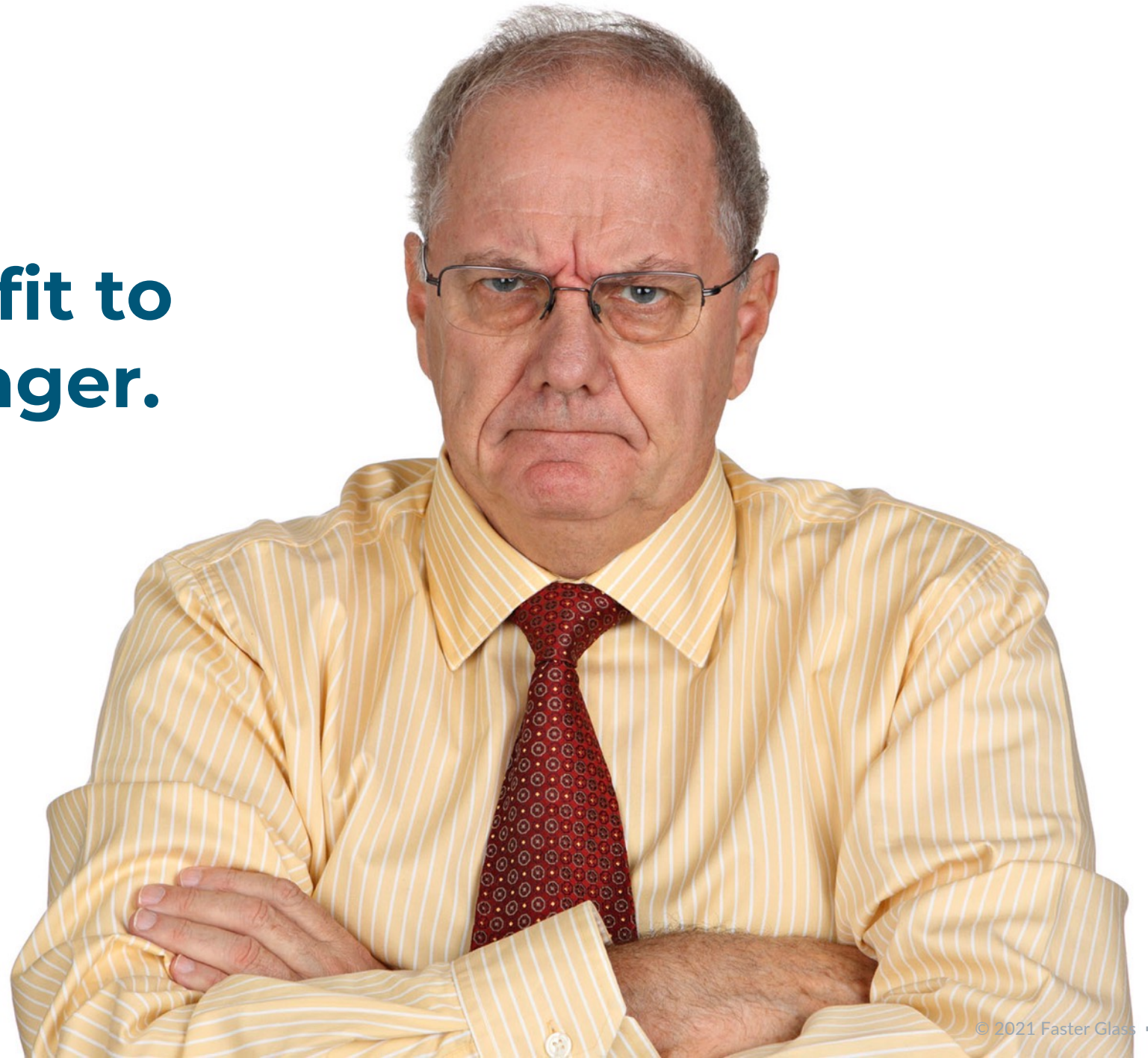
3


Adopt a Scout Mindset

- How do I know?
- Why do I think that?
- What if I'm wrong?



**There's no benefit to
being wrong longer.**

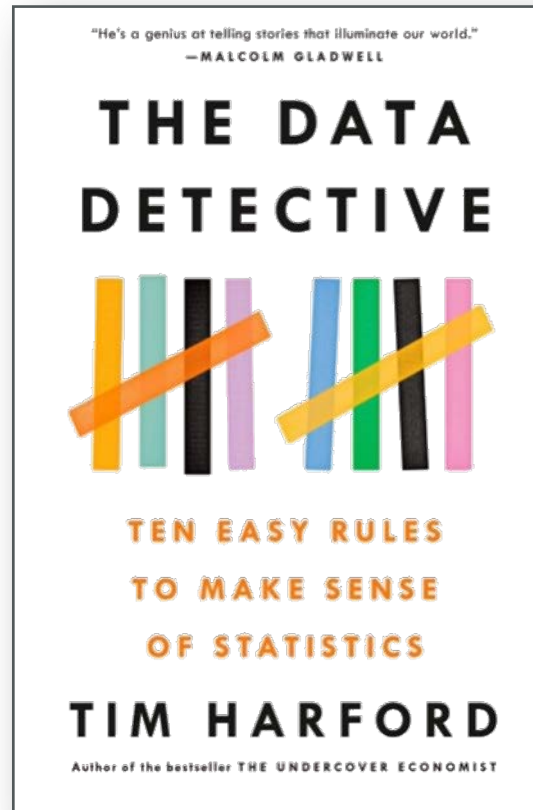
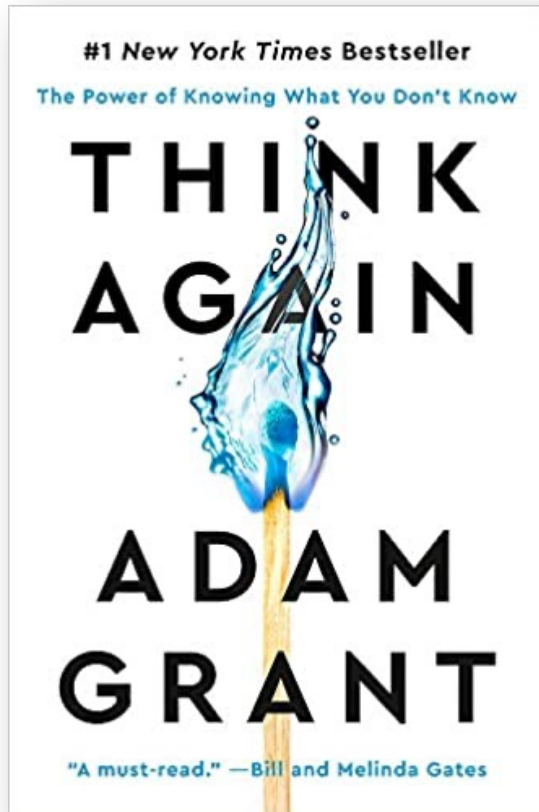


A photograph of a muddy road with deep, dark ruts. The road is wet and reflective, with a small puddle in the center. In the background, a house with a dark roof is visible through a misty or rainy atmosphere. The overall tone is somber and reflective.

**“The only difference between a rut
and a grave are the dimensions.**

- Ellen Glasgow

RETHINKING RESOURCES



Why You Think You're Right
Even When You're Wrong

Julia Galef TEDxPSU Talk



Faster Glass

imagine better — innovate faster

✉ david.phillips@fasterglass.com

☎ 704-565-9184

🌐 www.fasterglass.com