



KNOWLEDGE CAPACITY: OUTCOME REFOCUSING

Outcome Refocusing challenges individuals to alter their perceptual lens, to shift viewpoints, and to prioritize different aspects of their experiences or the tasks at hand. It shifts the attention from the output to the outcome and impact on humans and society. It emphasizes the importance of assessing actions based on long-term outcomes and sustainability. Xerox's shift from selling copy machines to providing intelligence copying solutions exemplifies the change in focus from output to outcome and impact. Thus, Outcome Refocusing is uniquely tied to 'Perceiving and Representing' in terms of meaning, what is important. When this refocusing occurs from output to outcome in terms of impact, it is necessary to develop an understanding of the customer, an empathy, a connection. By engaging in the practice of refocusing, one's actions are recalibrated to be more aligned with overarching and meaningful outcomes.

Let's look at an example scenario. At the heart of tech giant Techtronics, a problem simmered. The latest smartphone, despite superior specs, was floundering. Amaud, the Chief Marketing Officer, decided to employ the Outcome Refocusing Knowledge Capacity. He tore down the focus on intricate features, understanding that consumers sought a seamless experience, not a spec sheet. Through extensive customer interviews, including deeply personal stories – like that of a mother connecting with her son abroad—the marketing narrative transformed. The new campaign, 'Close the Distance', showcased the phone's role in everyday human moments, launching it to bestseller status. Techtronics didn't just sell a product; it connected lives, echoing *The Societal Advancement Principle*, and Leo's empathetic approach had led the way.

Outcome Refocusing carries immense **value** for individuals by fostering resilience against setbacks and promoting continuous personal evolution. It helps in realigning one's efforts with their core values and adapting to life's changes, ensuring personal endeavors remain meaningful and fulfilling. For organizations, Outcome Refocusing can mean the difference between stagnation and growth. It enables a dynamic response to market shifts, aligns operations with strategic imperatives, and redirects resources toward more sustainable and impactful outcomes. The capacity to refocus ensures organizations remain relevant and proactive in their mission, driving innovation and maintaining competitive advantage.

Within the Whole Thought framework, Outcome Refocusing is aligned with *Praximorphic Cognition* as it necessitates revisiting the theoretical underpinnings of practices and actions to devise improved and more effective applications. *Temporal Integration* is inherently part of Outcome Refocusing, as one must consider the continuum of past, present, and future to discern the full range of impacts. Reflective practicing plays a crucial role in enabling this, providing the introspective insights necessary to navigate the process successfully. Moreover, Outcome Refocusing resonates with *The Ethical Responsibility Principle*, compelling individuals and organizations to consider the broader implications of their actions on stakeholders and the environment. This capacity also upholds *The Societal Advancement Principle* by shifting focus from mere output to meaningful outcomes with a beneficial societal impact.

How to Engage in Outcome Refocusing

Outcome Refocusing requires the cognitive agility to adapt one's focus in response to new information or changing situations and the ability to discern which areas require more attention to realize the desired impact. In support of Outcome Refocusing, the table below provides specific actions an individual can choose to take, providing the what's and why's of those actions along with a brief description. Following the table, we offer a personalized tool called The Refocus Lens.

WHAT	DESCRIPTION	WHY
Assess Impact vs Output	Regularly evaluate tasks and projects based on their broader impact rather than just the final outputs.	Aligns efforts with broader goals and societal contributions, promoting actions that are not just efficient but also socially responsible.
Customer-Centric Approach	Consistently frame projects and services from the customer's or end-user's point of view, gauging their actual benefits and usability.	Ensures that the solutions and products developed are truly valuable to those they serve and meet real needs, fostering greater customer loyalty and brand integrity.
Flexible Goal Setting	Adopt a dynamic approach to setting goals that allows for shifts in priority as projects resolve and new information emerges.	Flexibility in goal setting accommodates learning and adaptation, leading to more resilient and relevant outcomes.
Create Focus Shift Workshops	Host interactive workshops where teams can explore and challenge their current focuses, envisioning different perspectives and directions.	These workshops provide a structured environment for Outcome Refocusing.
Implement Regular Review Cycles	Set up regular intervals for reviewing and potentially refocusing project goals and personal development plans to align with broader objectives or respond to new insights.	These cycles allow for an iterative approach to goal attainment, making space for necessary pivots that keep endeavors relevant and impactful.
Cultivate Adaptability Skills	Through training and development programs, sharpen individuals' and teams' abilities to adapt, particularly in uncertain or rapidly changing environments.	Adaptability is crucial for successfully refocusing efforts when required, ensuring continued progress toward long-term goals.

Tool: The Refocus Lens

Objective: Foster the ability to Outcome Refocus by directing attention and effort towards new, often overlooked perspectives or areas for improvement, aiding in problem-solving and personal growth.

Materials: Notepad or digital device for notes, a list of current projects or personal goals, and access to quiet space for contemplation.

Steps:

1. **Goal Reassessment:** Make a list of your current projects or personal goals. Ask yourself why each is important, what your initial purpose was, and if that purpose still holds true.
2. **Identify Stagnation Points:** Note where you feel progress is lagging or where engagement is low. Highlight these as areas for potential refocusing.
3. **Gather Fresh Perspectives:** For each stagnation point, actively seek out a fresh perspective. Consult someone outside of your usual work or social circle, research alternative approaches, or switch up your routine.
4. **Perspective Shift Exercises:** Deliberately alter your usual approach to a task or problem. For instance, if your approach is typically data-driven, consider the emotional aspects or vice versa.
5. **Implementation Trial:** Choose one small element of refocus and apply it to your project or goal. Note any changes in productivity, creativity, or engagement.
6. **Reflective Journaling:** After implementing the refocused element, reflect on the outcome. Was this shift beneficial? Did it provide new insights or solutions? Write down your observations.
7. **Scaling Up:** If the small refocus element proved helpful, consider how you can expand it to other areas or scale it up for a more significant impact.
8. **Routine Review Schedule:** Create a routine review schedule—weekly or monthly—where you reassess and potentially refocus aspects of your work and personal endeavors.

Outcome: The Refocus Lens is designed to prompt immediate reassessment and adjustment, leading to a more dynamic and responsive approach to work and personal goals, the prevention of tunnel vision by introducing regular reflection and adjustment periods, and enhanced problem-solving skillsets as you become more adept at identifying and acting upon areas that benefit from refocusing. By implementing the Refocus Lens, you can recalibrate your efforts continually and reenergize aspects of work and life that have become routine or stagnant. Redistributions of attention and resources can lead to more efficient and gratifying outcomes, aligning with the proactive, adaptable ethos of Whole Thought.

Follow-Up Actions

To further cultivate Outcome Refocusing, you might:

- **Create a Mind Map:** Use mind mapping for complex tasks to visualize different facets and spot neglected areas that could benefit from a shift in focus.
- **Skill Development:** Learn new skills that are tangentially related to your primary area of focus. These can sometimes provide innovative insights when you return to your main tasks.
- **Feedback Cultivation:** Regularly solicit feedback from diverse sources. Outside perspectives can often pinpoint where a change in focus could lead to improvements.
- **Cross-Training:** Temporarily switch roles with a colleague or undertake tasks outside your usual remit to gain insight into other aspects of your work and identify opportunities for refocusing.
- **Change of Scenery:** Alter your physical workspace or change your work rhythm to refresh your perspective. Sometimes, the act of physically moving can catalyze mental shifts.

Regularly integrating Outcome Refocusing strengthens your cognitive flexibility and ability to adapt to changes and emerging opportunities. It reinforces the principles of Whole Thought, particularly *Holistic Development*, by cultivating a mindset that is prepared to acknowledge and adapt to multi-dimensional changes. With practice, Outcome Refocusing becomes a natural part of your problem-solving repertoire, enabling you to pivot when faced with obstacles and opening doors to potential that was previously unseen. This proactive stance ensures that you stay aligned with evolving goals and contexts, making you an invaluable asset in both personal and professional spheres.