

We are far more conceptually blind to each other than we realize.
(discussion 30 minutes to 2 hours)

- "Men are from Mars, women from Venus; Finance is from Mercury, HR is from Pluto; operations is from New Jersey and management is from New York."
- Different divisions in large organizations operate under vastly different assumptions and perspectives. Recognizing each as different cultures is crucial for collaboration. Examples: negotiation, adjudication, creativity
- We are constantly talking around each other. We simplify or "dumb down" our perceptions to communicate, but this obscures deeper realities.
- It takes 12–18 months to develop an enduring conceptual framework through repeated physical engagement (all senses except eyes) with the physical environment.
- After years of behavior, we do not recognize our own behavior in new situations nor appreciate how we conceptually approach issues.
- We can be sensitized to others' perspectives (e.g., our spouse's). Once explained, we can understand it. However, we do not have the cognitive capability (enduring neural pattern/wiring) to truly see the world from their viewpoint.
- Implications: C-suite composition, talent management, internal communications, interviewing potential employees, and more.