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Context to the conversation

The MOVE Framework: Carol and David speak about their M.O.V.E framework; M – Mindful, O – Options Generating, V – Validating the Vantage Point, E – Engage and effect change. The key, they say, borrowing from Viktor Frankl, is to create the space between stimulus and response.

Transcription

Deepak Jayaraman (DJ): And diving into the meat of the book, you organize the book around the MOVE framework, M O V E, which is the underlying architecture of the book. At the outset, for the purpose of the listeners, could you sort of paint a picture of what this is and then, we will of course get into some of the specifics?

Carol Kauffman (CK): Okay, so the acronym is M O V E which we do for two reasons. One is, we are American and apparently, Americans do acronyms. The other is so you can remember it under fire. And I will just lightly touch on each one and then if you want, David and I can share a double or triple click on any of them. But the overriding principle first backing up is, an overarching theme in it comes from a quote from Viktor Frankl, which is, between every stimulus and response, there is a space, and in that space, you find your freedom of choice. And Real-Time Leadership is about helping leaders make that space. Then once they have made it to have choices of what to do in that space and in our frameworks, the M O V E gives people a lot of ideas on how to move forward and also can be used very quickly. So M is to be mindfully alert, mindful in terms of noticing, not prejudging, alert like an athlete. O is to be an options generator to have at least four pathways forward, four ways to win, no matter what the type of challenge. And David and I published an article in Harvard Business Review in the January-February Edition which was called The Power of Options. V is to validate your vantage point. So much of business failure is safer over optimism or overcautious, and how do you really see reality for what it is which gives you a vantage point. And then, E is to engage and effect change at scale. So that is M O V E and each one of those has multiple chapters and deep dives and stories in the book.

DJ: Got it. David, anything you would like to add?

David Noble (DN): No, I think that is a good high-level fly-over. If you think about it, M is what you want or need to get done, O for the options is how you get it done, V is vantage point check on reality to make sure you are seeing reality for what it is, and then E is how you take all those things, what you want to get done, how you might approach it, your reality check and then you scale it up as a leader so that you can work through others to achieve more things to get there.

Reflections from Deepak Jayaraman

DJ: I love the reference to Victor Frankl where he speaks about seeing the space between stimulus and response as an opportunity. This reminds me of something that came up in my conversation with Rich Fernandez (RF) who is the CEO of Search Inside Yourself, a Leadership Development company incubated in Google. He speaks about the difference between Reacting and Responding and speaks about the notion of Response Flexibility!

RF: *“to exercise that response flexibility when you are aware of your emotions you are able to manage them, when you are aware of your emotions you are able to respond rather than react. Now some listeners might say well look Rich it’s really important to react I’m in a business where I have to react and I would say to you unless you are experiencing an existential threat it gone always be far more effective to respond rather than react because responding doesn’t mean going slow. Let me give you an example to make this really concrete and really clear have you ever been in airplane and experienced heavy turbulence, you have right and so the listeners have too who do you want in the cockpit in that moment somebody who is reacting and just alarmed and on fire or someone who is calm, competent, clear headed and knows exactly what need to happen and when it needs to happen. You want Captain Sully Sullenberger. That I actually met the man he came to give a talk at Google and he is that way when you meet him like one of the calmest most grounded people but what does he say actually he says that he trained and this is by the way for the listeners who aren’t familiar with Captain Sully Sullenberger he is the man who landed the jet plan that was flying over New York City. It flew through a flock of gigs so they lost all jet proportion because the gigs flew into the engines and burnt them out so in the space I think I have about 3 minutes to make a split-second decision to land the airplane on the Hudson River it was the only available large open space over New York City but he thought about it very calmly.”*

DJ: Bringing it back to David and Carol’s work, I guess the key opportunity is for us to pause, slow down the tape and to create the space for us to exercise the MOVE in that space!

Thank you for listening. If you want to tune into the conversation with Rich Fernandez, you can just go to playtopotential.com and find him in the Guests section.

End of transcription

Nugget from Rich Fernandez that is referenced: [3 levels of resilience](#).

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Carol Kauffman - Nuggets

- 102.01 Carol Kauffman and David Noble - The MOVE framework
- 102.02 Carol Kauffman and David Noble - 3 Dimensions of Mindful Alertness
- 102.03 Carol Kauffman and David Noble - Way power over Willpower
- 102.04 Carol Kauffman and David Noble - Validating the vantage point
- 102.05 Carol Kauffman and David Noble - Vantage point during transitions
- 102.06 Carol Kauffman and David Noble - Engage and effect change
- 102.07 Carol Kauffman and David Noble - MOVE in a Coaching Context

About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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