

# Seeing the Water We Swim In

Reflecting on Our System Using the 4 Lenses of Curiosity

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**JOB  
DESCRIPTION**



Job #1

Get curious.





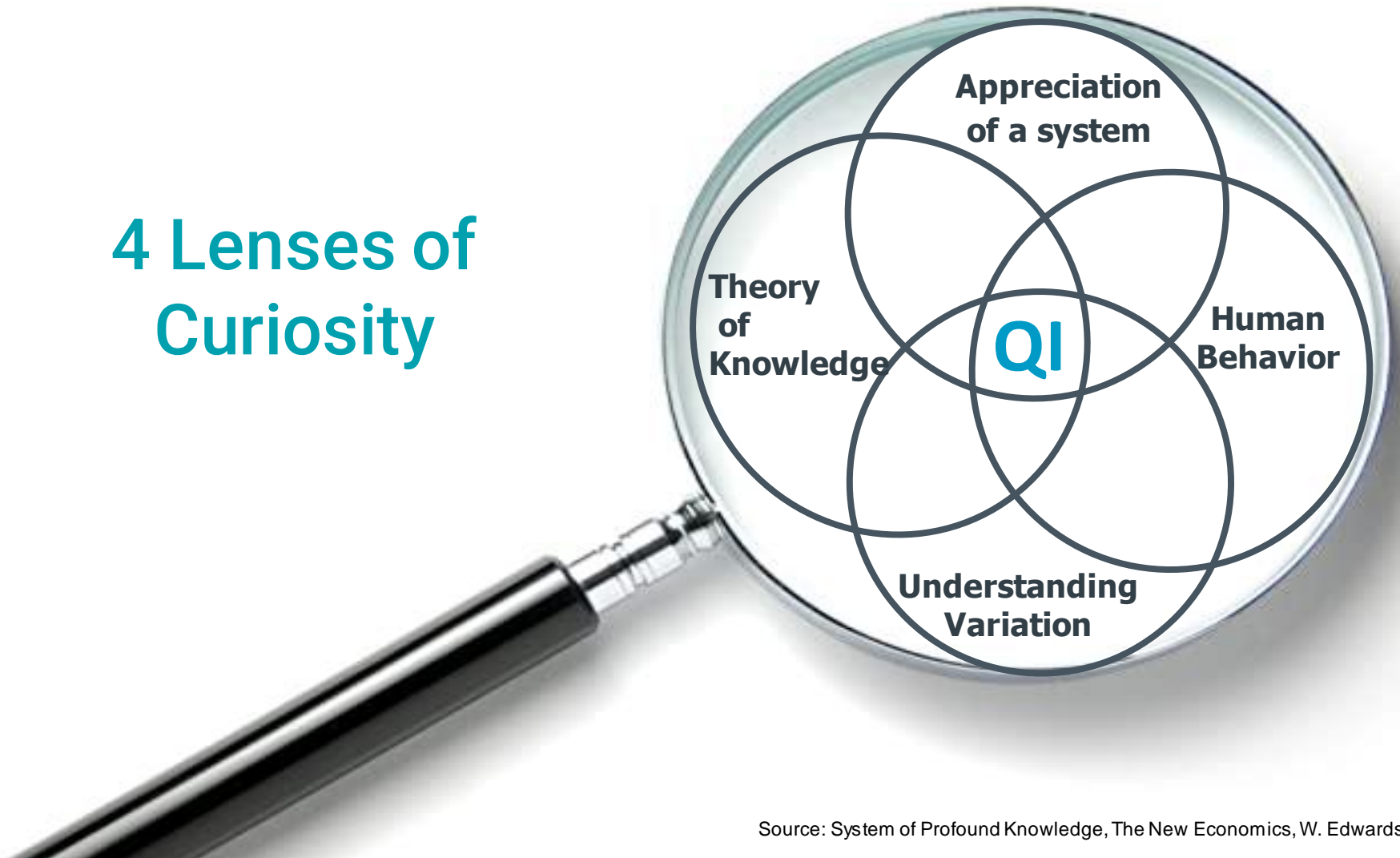
Job #2

Have a bias toward  
(mindful) action.

# A CHILA Designed for the Improver

1. Get curious.
2. Have a bias toward action.

# 4 Lenses of Curiosity

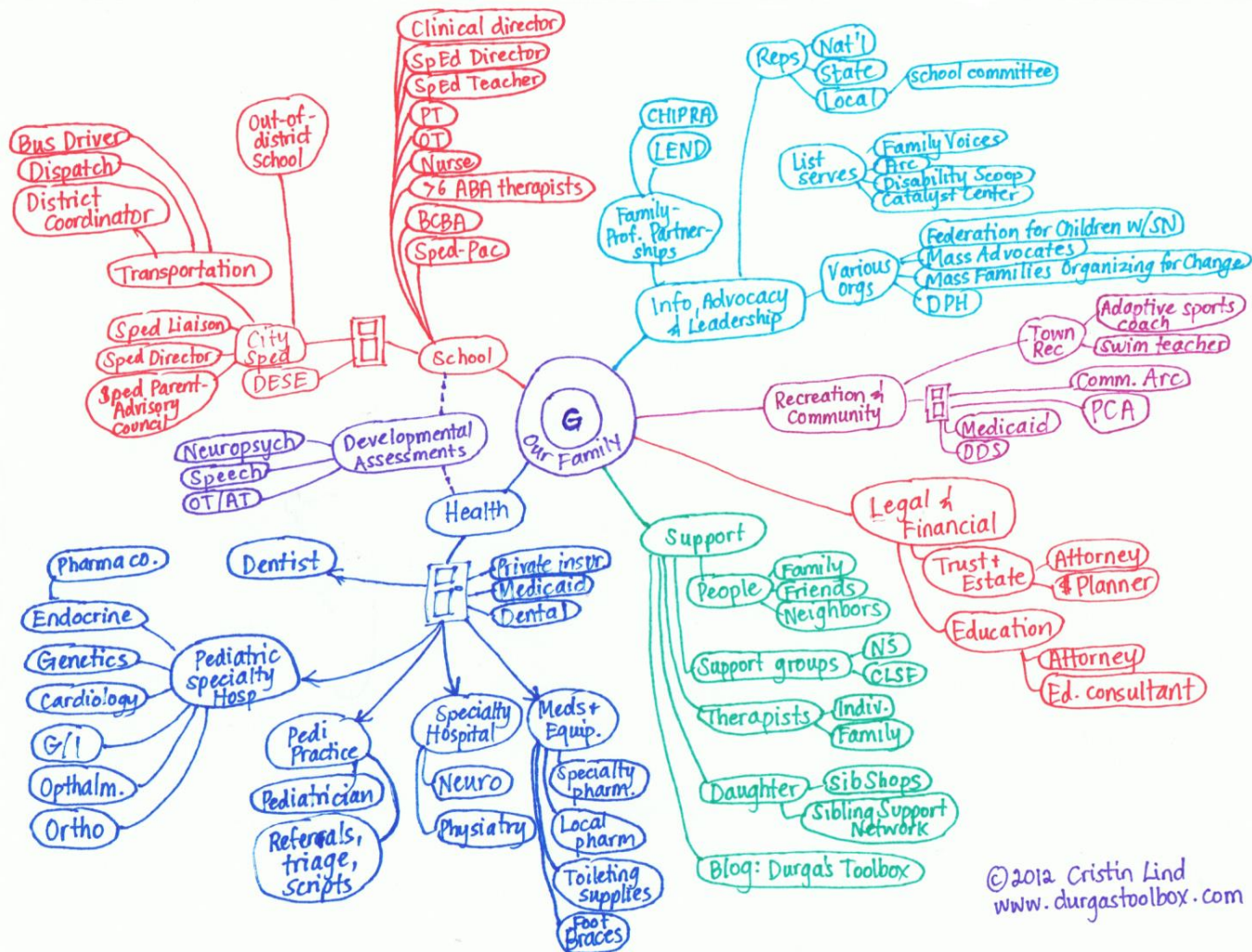




# Appreciation of a System







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# Appreciation of a System

How are we understanding the impact of our actions on the community?

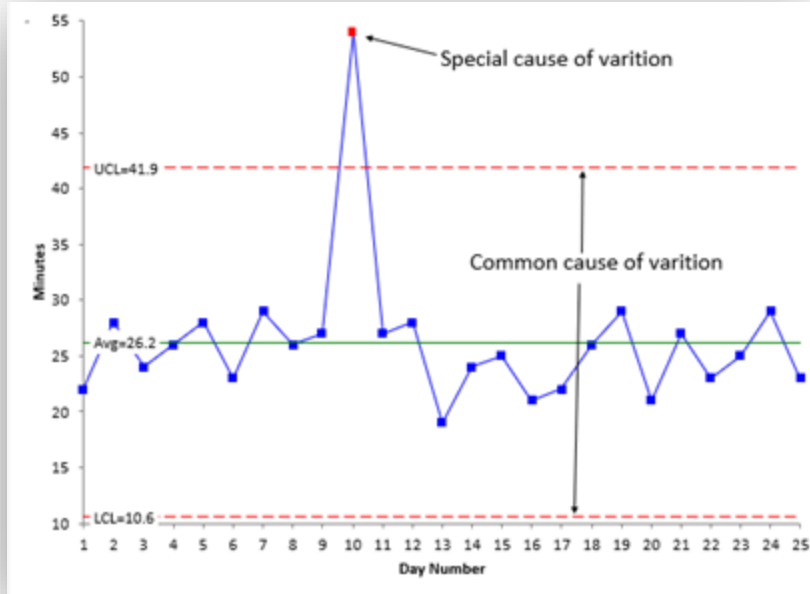
What may be some unintended consequences of our actions?

What parts of our system are dependent upon one another?

If we do \_\_\_\_\_, will it result in \_\_\_\_\_?



# Understanding Variation



How are we using data to inform our efforts?

What's happening in our data?  
What is special cause? What is common cause?

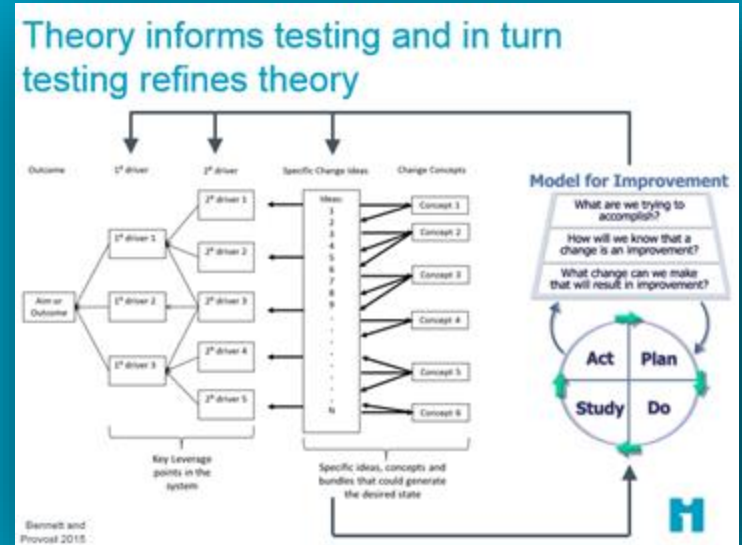
How might we be increasing variation with our actions (intended or unintended)?

# Building Knowledge

How are we learning and adapting?

How do we know what we know to be true?

How do we move from “fixing” and “minimizing” to learning and growth mindsets?



# Human Behavior / Human Side of Change

How are we engaging others in our efforts?

What are people's motivations to change? How do we make it easy to change?

How are we understanding and distributing power across our leaders?

How can we make the way we work together an example of what is possible?



**Let's explore  
the 4 lenses!**

**Applied to arguably the  
largest system in the  
world...**







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246K



90% of global goods traffic occurs via ocean

Leaflet | © Mapbox © OpenStreetMap





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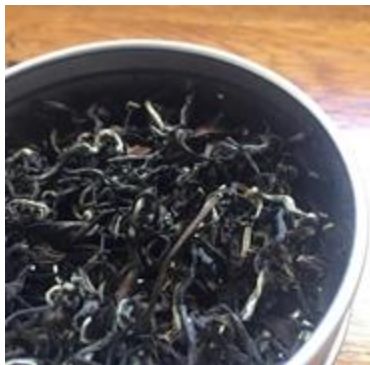
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**Marissa Reddy**  
Director of Quality  
G.S. Haly Company

# Reflection

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- What's changed about the global shipping system or some of the things that were specifically related to or caused by the pandemic that impacted the system?
- How did this change how you had to work with your partners, brokers, clients, customers, co-workers? How did those relationships change?
- In what ways did you and your team learn to get smart quickly about how things were working? What changes did you make in the way you work based upon that learning?
- What changed about how you had to analyze information?
- What are some of your "If I knew then what I know now, I would have \_\_\_\_\_" learnings?



# Appreciation of a System



- Finite number of containers in the world became much more apparent and also the path of that container became much more apparent, and how everyone is just waiting with their goods for that container.
- The interrelated parts of the system became much more crucial - knowing how a container gets off the ship and onto the port, knowing how it gets to a warehouse.
- Realization that deteriorating Infrastructure only compounded the problem.  
(chassis and cranes and rail yards)

# Understanding Variation



- While the Suez Canal bottleneck crisis of March 2021 was one big special cause in the system, it was actually a compounding series of smaller, shortsighted fixes that has caused intense variation (e.g., zero tolerance COVID labor policies in some countries; sending all available containers to China and the impact on other international ports)
- Price of containers went up from \$3,000 - \$5,000 per 40 ft container to \$15,000 per container. All of that is trickling down through the supply chain (and now hitting consumers)
- There is no central data system for global shipping - the system relies on paper and overnight mail, on calling people at ports and at tea gardens, and piecing together the data.

# Building Knowledge



- The tea industry has a “storied history” and thus a story driven way of sharing information and knowledge. Institutional knowledge that has been past down from generations has been rendered null in the face of this unprecedented set of circumstances.
- Leaned on a real-time updating with cross-industry players and pieced together across geographies (“our contact that buys and sells garlic saw this coming before anyone else”) - the entire world came together to share their most up to date information.
- Instituted daily huddles (of sorts) as an internal team to track who would “hear things first”

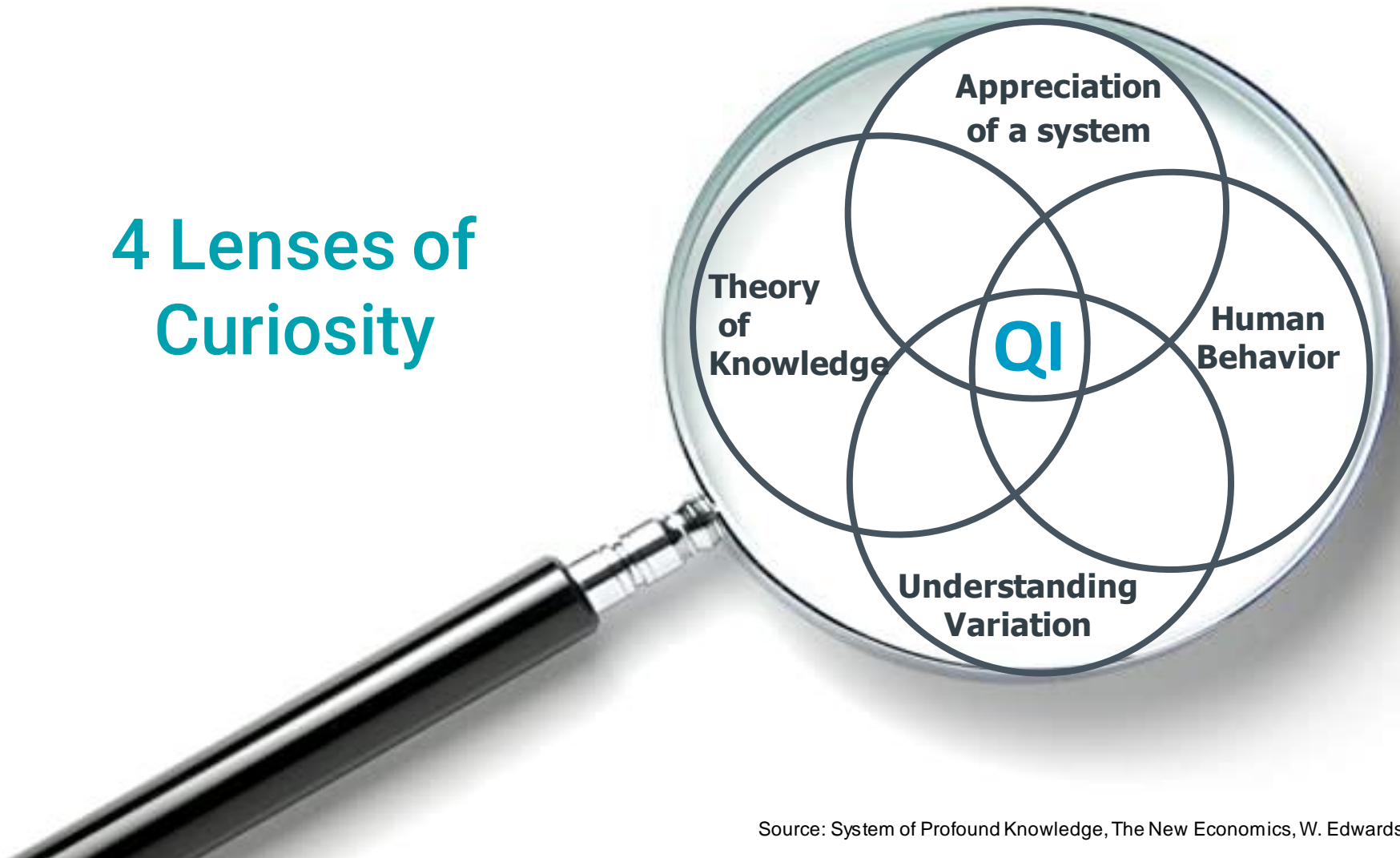


# Human Behavior



- It is an entire system driven by relationships - by networks, and who knows who, who has leverage to move through their contacts.
- Everyone is burned out and no one has answers.
- The power dynamics are on display - for example, there is a dock workers union in the US but no truckers union in the US, which has brought about a lot of power struggle at the ports.

# 4 Lenses of Curiosity



# Let's Reflect Together

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- Get up and find one other person from tables within your Focus Area – someone you didn't sit with yesterday.
- Share with your partner:
  - **Which of the four lenses resonates most with you and your work?**
  - **Which one feels new to you and your life/work? Why?**





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this session***

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for helping us improve.