

What goes into a typical FOCUS Adventure activity? In fact, a lot; uniquely each has its time and place in the activities thus contributing to the certain success. What are most special about the stuffs that go into FOCUS Adventure activities that produce consistent success are usually small subtle ideas or effort. In Fifth Discipline, this way of thinking and doing is best described as the Law Eight. Let's take a quick look at what Law Eight advocates.

Small changes can produce big results, but the areas of highest leverages are often the least obvious

Small actions, big results; the principle of leveraging is well known to anyone that knows physics. Until we understand how the forces at play in the system, we may not be able to detect the "leverage point".

As the leverage points are not obvious to us, detecting them is not just science but an art as well. A trim tab (see picture on right), small and seemingly unimportant can with ease drive a Very Large Crude Carrier (VLCC) through its intended course by simply altering the huge ship rudder's position. The result is in gaining complete control over this mammoth vehicle without visibility to the users at all. Without any understanding of hydrodynamic principles, we will have no idea where and how a trim tab could perform these actions while a human could never achieve by pure manual effort.



Through Facilitators' Lens

This section consolidates the facilitators' perspectives in ensuring FOCUS Adventure's activities are unique and effective.

Structuring a simple activity in progressive stages; in progressive stages, it promotes the feeling of succeeding and that forms the foundation to confident. Making another try is expected as long as the initiate success is meaningful to the participants.

The facilitators skillfully conditioned the participants to display certain behaviors which will enhance the activities. Conditioning achieved by means of FOCUS Adventure's dynamic

Introducing small progressive or abrupt changes to the flow of activities thus creating contrasts that lead to fresh paradigms in participants'

briefing. In short, it is the art of emphasizing and omitting of some carefully selected instructions while briefing the participants of the activities objectives and regulations. Participants are totally not aware that they have been conditioned; like Law Eight, it is not obvious.

With progressive stages, contrast between the various stages is evident to both facilitators and participants. The contrast is sources for debriefing topics as long as the facilitators can discern it.

Create new paradigms or causes shifting in paradigms are what FOCUS Adventure does well. This is achieved by introducing subtle changes to the activities flow, props set up or regulations that the participants least expect. Such

subtle changes are introduced with the aim of creating astounding learning because the feeling of breaking free from their underlying assumptions of the activities is usually evidently felt by the participants. This is an example of Law Eight.

Timely intervention is skillfully executed during the activities. The interventions have great augmentation effects to the desired outcome of the activities. Again, these are not some big time effort but carefully identified actions; synonymous to Law Eight. What are interventions for FOCUS Adventure's activities? Typically, they can be broadly grouped into the following,

- § Asking leading questions to provide hints for the group to make progress after a considerable amount of time spent executing counter-productive methods or displaying negative attitude towards the activities.
- § Making connections of the observable behaviors to some models discussed earlier.
- § Inject humor that carries learning insights or simply to make the atmosphere light, funny and enjoyable
- § To execute a planned intervention e.g. swapping ownership to any construction based activities to create cognitive dissonance to the participants.

An effective opening is half the battle won. FOCUS Adventure's program opening template has been perfected after years of honing. Even a rookie facilitator with limited exposure or experiences can provide a good experience for the

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participants by just stick close to the template.

The high fun factor generated by both the facilitators and activities is primary the major reason to why FOCUS Adventure's program sticks with people. Conversant facilitators skillfully integrate the "sure-fire" humor at the right time.

Facilitators are discerning of the participants' evolving needs. Adaptability is an evident strength of FOCUS Adventure. The facilitators will too go to great length to accommodate the participants' requests. The usual paradigm of facilitators is the coverage of a facilitator is restricted to activities execution and learning transfer. In FOCUS Adventure, the facilitators can adapt into other roles whenever necessary for the reason of delighting the participants beyond what the activities could offer.

Through Instructors' Lens

Instructors play a critical role in ensuring the success of each activity. They are like Sheppard to the facilitators. Their effectiveness is mutually reinforced when they work well together. Instructors that are both logistics master and also magicians make FOCUS Adventure's programs as frequent success. The instructors often perform magic in terms of locating missing props, executing multi-tasks within a short time, taking beautiful pictures and capturing great video clips. They are the unsung hero to every successful program.

Through Projects' Lens

Project managers and executives are hospital and responsive to clients' requests. Some clients' requests may seem beyond reality but they will always stretch themselves to provide. Even when requests are not totally answered,

the level of professionalism and responsiveness will always leave a lasting impression with the enquirer, giving sufficient reasons and motivation to return as paying and satisfied clients.

Activities are well placed in the design of the program. Regardless of the number of activities, time gaps of no-activity are not tolerated in FOCUS Adventure's design. The participants are constantly engaged with activities.

Creating the feeling of customization for the clients is a competence unique to the projects group. In our view, we selling standard set pieces to our clients but to the client the proposition is uniquely presented, adequately for them to feel it is customized. This account for the prompt response time that is a major reason for keeping the client delighted always. Another example of Law Eight.

Through Marketing's Lens

Marketing is another evident strength of FOCUS Adventure. Due to the lean structure and modest budget, we don't aim for prime-time slots and big page advertisements. Instead the marketing as placed great emphasis in the website design, creating interest that drives the participants to visit FOCUS Adventure's

website after they attended the program. E.g. the 4R free photo is what marketing does which is a small activity compared to prime-time slots advertisements

but achieving great results. Viral marketing may fit into the said effort. While the concept of viral marketing

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is not uncommon, it certainly takes discernment to identify what to spread in viral marketing. Clearly, we are attuned to Law Eight.

Making use of information technology is clearly what FOCUS Adventure will capitalize on. The IT and marketing in FOCUS Adventure are like Siamese twins. The need each other to remain effective.

After Thoughts

There many efforts we made that are tiny but great results have been achieved. Are we more creative than other companies? Apparently we are. In the Fifth Discipline, it advocates the notion of "systems drive behavior". If you have read the experiment on the Monkeys, Pole and Water, the phrase may resonate with you better. In any case, anyone can turn into a block of uninteresting unmovable log when the environment provides fitting stimuli. In some sense, we are being conditioned by the systems of FOCUS Adventure. The resulting conditioning effects in short have enlarged our risk appetite, which makes creativity conducive. In absolute, we are not more creative than other companies. Any companies can be equally creative as long as their systems drive that behavior.

Uniquely to FOCUS Adventure, Law Eight's leverage means creativity; after all, it feels great to create, try, experiment, aim after firing, failing sometimes. This always reminds us that we are by nature, *CREATIVE*.

Systems drive behavior