

Veeva: How to Expand Influence and become a Trusted Advisor

1 Foundations

- Mindsets
 - What has got you here, won't get you there
 - You don't have to be sick to get better
- High Performance
 - Consistency
 - Big Goals
 - Laziest way possible
- Principles
 - Michelangelo — Take out everything which is not your Dvid
 - Thinking biases
 - Turkey Thinking
 - Survivorship bias
 - Dunning-Kruger effect
 - Razor's Edge
 - Power Laws
 - Small differences have a big impact on results

2 Clarity

- Vision versus Connection
 - High Performance
 - Ivory tower
 - Kumbaya
 - Stuck
- Goals
 - 30 second exercise — team alignment
 - From --> To
 - Define what a goal is not — Anti-Goal
 - Options development
- Boundaries
 - All the freedom to do what it takes, provided that...
 - Principles versus Taste

3 Focus (1)

- Valley of Death — Energy versus Time
- Kryptonite behaviors — Mask strengths
 - Yes, but
 - Adding too much value
 - Listening to reply
 - Excuses
 - Negativity
- Influence — Personality
 - Reflective versus assertive
 - Task versus peopls
 - Types
 - Analytics — data
 - Driver — options
 - Amiable — Guarantees
 - Executive — Referrals
- Behavioral standards
 - Owner versus Victim
 - Agreements versus expectations
 - Clear
 - Mutual
 - Time specific
 - Escalation process
 - Serving versus pleasing
 - Honest versus Nice
 - Being right versus being effective
 - Falling in love with client versus falling in love with process



5 Execution

- Does it make the boat go faster
 - Inbox is not your action list
 - 2 minute rule
 - Break Parkinson's law
 - Task-to-time
 - Golden hour
 - Productivity Trident
 - Eat your frog

4 Focus (2)

- Formula
 - Achievement = skill & luck
 - Maximize impact skill, minimize impact luck
 - Knowledge
 - Expert activities
 - Place
- Strategic Quitting
 - Highest and best use of time
 - Skill
 - Passion
 - Value creation
 - Application
 - Delegate — Give work to someone for whom it is play
 - Eliminate — Zero-based thinking
 - Outsource
 - Process
 - Third party
- Success Environment team
 - Common Goals
 - One Voice
 - Celebrate success
 - Ask & give help
 - Expect mistakes on your way to achieve big goals
- In versus on
 - Hamsterwheel
 - Time Focus — How can I make myself obsolete
 - Innovation
 - Improvement
 - Operations
 - Problem solving
 - Duct tape management

6 More information

- Other
 - Ted Talk: Why the majority is always wrong
 - Ted Talk: Strategic Quitting
- Books
 - Power of Preeminence
 - How successful engineers become great business leaders