

# Nestle: How the Best Get Better.

## 1 Mindsets

What has got you here, won't get you there  
You don't have to be sick to get better

## 2 Foundations

Thinking Biases

- Turkey thinking: Past results are a bad indicator of future results
- Mental Myopia: More good data means you're close to the edge
- Dunning-Kruger effect: Less you know, the more you think you know
- 70% of all strategic initiatives fail to achieve their intended goals

Razor's Edge

- Power laws
- Small input differences result in major outcome differences

Michelangelo Principle

- Take away everything which masks your strengths
- Advantages
  - More robust
  - More opportunities
  - Easier to do

## 3 Clarity

The Columbus Principle

Vision versus Connection

- High Performance
  - Consistent
  - Big Goals
  - Laziest way possible
- Ivory Tower
- Kumbaya
- Stuck

Quick goal exercise

- Alignment in team
- 30 seconds

10 goal exercise

## 4 Valley of Death

Principle

- What happens with your energy between setting a goal and achieving a goal
- Lizard versus NeoCortex
- Focus on maintaining high energy

## More information

Ted Talk: Why the majority is always wrong  
Ted Talk: Strategic Quitting  
Power of Preeminence  
Books

- How successful engineers become great business leaders

## 7 Strategic Questions

Which activities/projects/products will you strategically quit?  
Which new behavioural standards will you set?  
Which best practices will you challenge?  
What will you change at parts of the business which are doing well to avoid becoming a Turkey?  
How will you share resources with this team to make the boat go faster?

## 6 Execution

Will it make the boat go faster?  
Eat your Frog

## 5 Focus

Strategic Quitting

- 1440
- Highest and Best Use of Time
  - Skill
  - Passion
  - Value creation
- Zero Based Thinking
  - Which current activities wouldn't I get into if I could do it all over again?
- Application
  - Delegation
    - Give work to someone for whom it is play
    - Build on strengths
  - Elimination
    - Don't do something which shouldn't be done
  - Outsourcing
    - System
    - Third Party
- Hannibal Mindsets
  - Owners versus Victims
    - Serving versus Pleasing
    - Honest versus Nice
  - Agreements versus Expectations
    - Mutual
    - Time specific
    - Clear
    - Escalation process
  - Kryptonite Behaviors reduce Ownership
    - Yes, but....
    - Listening to reply
    - Adding too much value
    - Excuses
    - Negativity

