

Greif - 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
 - 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 Focus

Valley of Death

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

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

Teams vs Committees

- Owners versus Victims
- Kryptonite Behaviors reduce Ownership
 - Yes, but....
 - Listening to reply
 - Adding too much value
 - Excuses
 - Negativity
 - Winner's obsession
 - Excessive heroism

6 More information

Books

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

5 Workshop - Improve decision making under uncertainty

Assessment

- Speed
- Quality

Goals vs Anti-Goals

- Best things vs GoodThings

Goals vs Options

- Rigor in goals, flexibility in options

Goals vs Boundaries

- Fail if you succeed
- No strategic initiatives to stay within

Portfolio vs Project

- Develop as many options to achieve your goal

Risk versus Reward

- Low Risk, Low Reward
 - Ignore
- High Risk, Low Reward
 - Get out
- High Risk, High Reward
 - Move to mitigate risk
- Low Risk, High Reward
 - Put all resources here

Control versus Commitment

- Decision Ladder
 - Leader decides
 - Leader consults Individual Team Members
 - Leaders consults entire team
 - Team consensus
 - Team majority
 - Decision is delegated

4 Execution

Will it make the boat go faster?
Eat your Frog

