

Strategic thinking for leaders to inspire and thrive in turbulent times

1 Achievement

- Achievement = skill + luck
- Overestimate skill, underestimated luck Turkey Thinking
- Move to place where impact of skill is maximized, impact of luck is minimized
 - From: Trying to predict the future
 - To: Create a team which is ready for anything

2 Success Environment

- Where every team member can bring its best
 - Clear and ambitious goals
 - One voice
 - Recognize and celebrate success
 - Ask and give help and feedback
 - Anticipate small mistakes on your way to achieve big goals
 - Courageous and transparent decisions
- Weakest link determines achievement
- Michelangelo principle to become better take out everything which is not your David
- High-Performance Decision making
 - Speed
 - Quality

3 Decision Ladder

- control versus commitment
 1. Leader Decides
 2. Leader consults individual team members
 3. Leader consults entire team
 4. Consensus
 5. Majority
 6. Delegate
- high-performance decision making habits
 - challenge team when consensus is quickly achieved
 - make decision at the lowest level where the negative impact of a wrong decision is felt most
 - use sandbox for delegation you got all the freedom to do what it takes, provided that....
 - decisions can only be reevaluated with new information
 - be transparent to the team about how you will take a decision

5 Influencing Others

- dimensions
 - tasks versus people
 - reflective versus assertive
- Analytics
 - data
- Driver
 - options
- Amiable
 - guarantees
- Expressive
 - references

4 Exposure Matrix

- Risk versus Reward
 - Low-Low: ignore
 - High-Low: get out
 - High-High: de-risk
 - Low-High: take massive action
- de-risk strategies
 - create a test
 - make decision reversible

