

Hello,

MY BRILLIANT FRIENDS.

THE PLAN:

9:00-9:30AM: INTRODUCTION

9:30-10:30AM: WHAT STANDS IN THE WAY OF EFFECTIVENESS

10:40-11:40AM: THE PRACTICES

11:40-12:30PM: WHAT CREATIVE PEOPLE NEED

12:30-1PM: LUNCH BREAK

1:00-1:45PM: MOVING FROM CONTROL TO INFLUENCE

1:45-2:30PM: MANAGING TIME AND ATTENTION

2:40-3:30PM: LEADING THE CREATIVE PROCESS

3:30-4PM: WRAP AND NEXT STEPS



STAR
WARS

How to DRAW DARTH VADER



START WITH A HEAD
AND BODY.



ADD A CAPE.

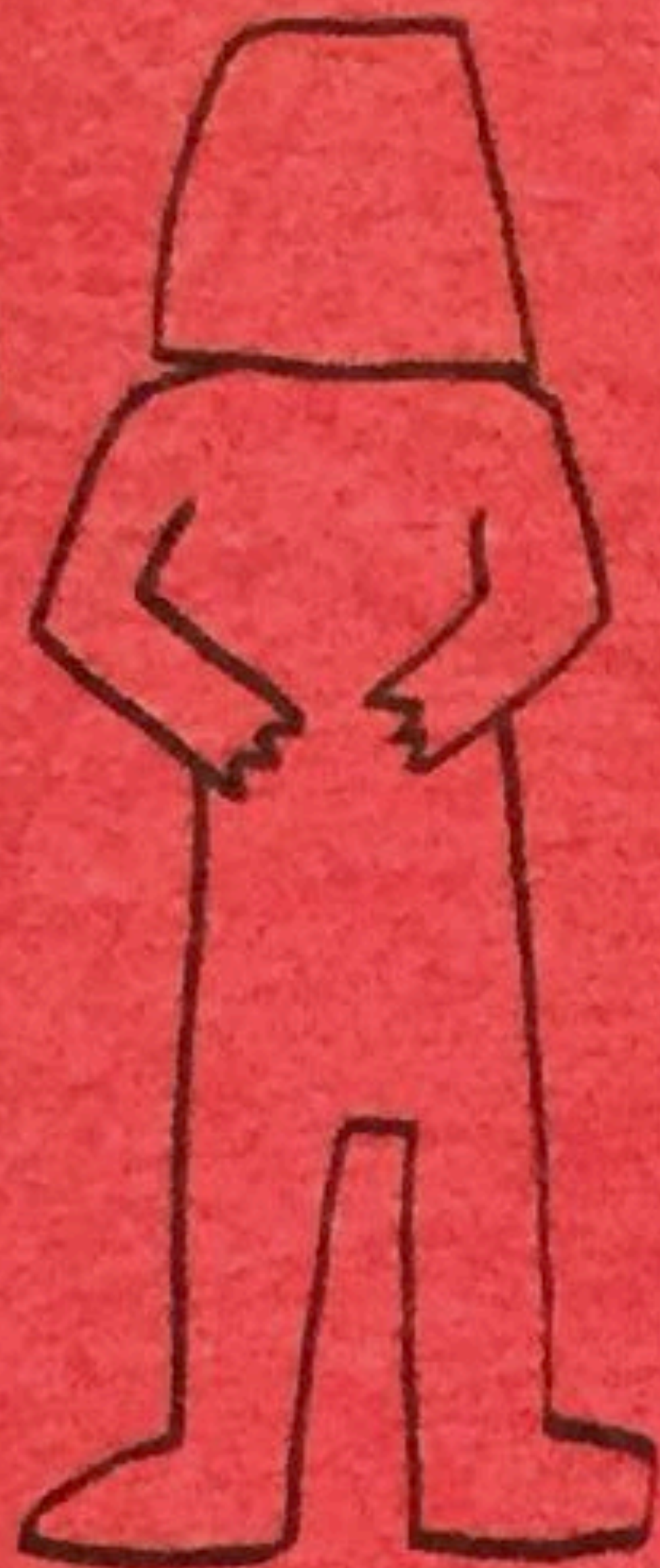


DRAW THE FACE,
EYES AND BOOTS



ADD DETAILS
AND SOME SHADING.
FINISHED!

①



START WITH A HEAD
AND BODY.

②



ADD A CAP



WITH A HEAD
AND BODY.

2.



ADD A CAPE.



DRAW THE FACE,
GLOVES AND BOOTS

3.



DRAW THE FACE,
GLOVES AND BOOTS

4.



ADD DETAILS
AND SOME SHADING
FINISHED!

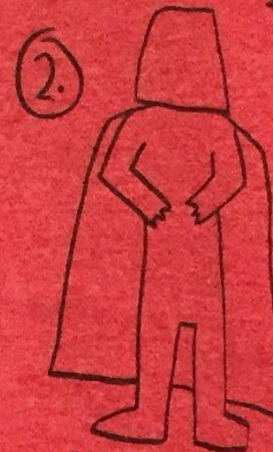
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S
SMALL
\$24.95

STAR
WAR

HOW to DRAW DARTH VADER



1
START WITH A HEAD
AND BODY.



2
ADD A CAPE.



3
DRAW THE FACE,
GLOVES AND BOOTS



4
ADD DETAILS
AND SOME SHADING
FINISHED!



CREATIVITY+
INNOVATION

“Premature
optimization is the
ROOT of all evil.”

- Donald Knuth

- DONALD KNUTH

Mediocrity

medius + ocris

CREATE-ON-DEMAND

Prolific
BRILLIANT
+healthy

Prolific +
BRILLIANT

- healthy

= FRIED

Healthy +
BRILLIANT
- prolific

Healthy +
BRILLIANT

- prolific

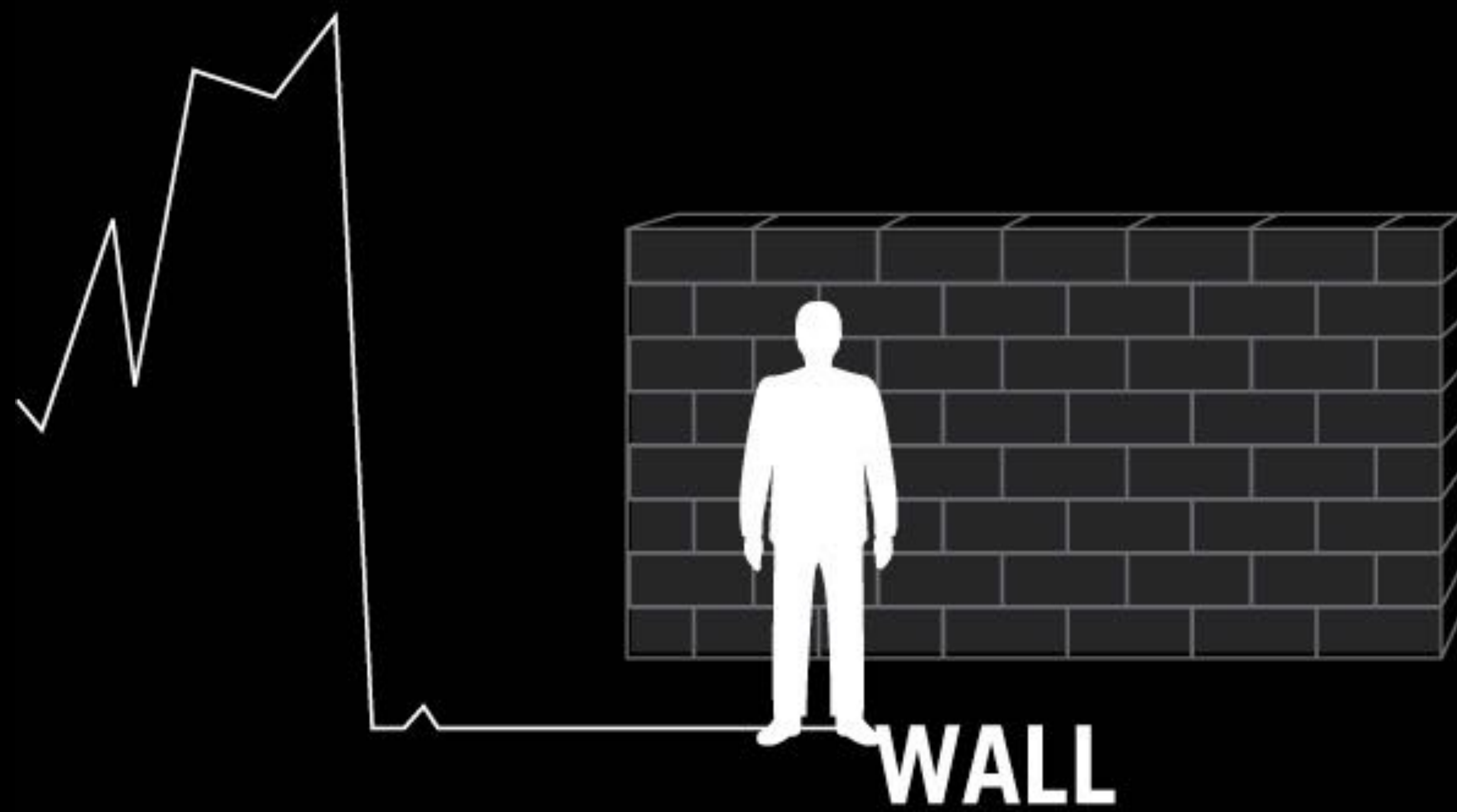
= UNRELIABLE

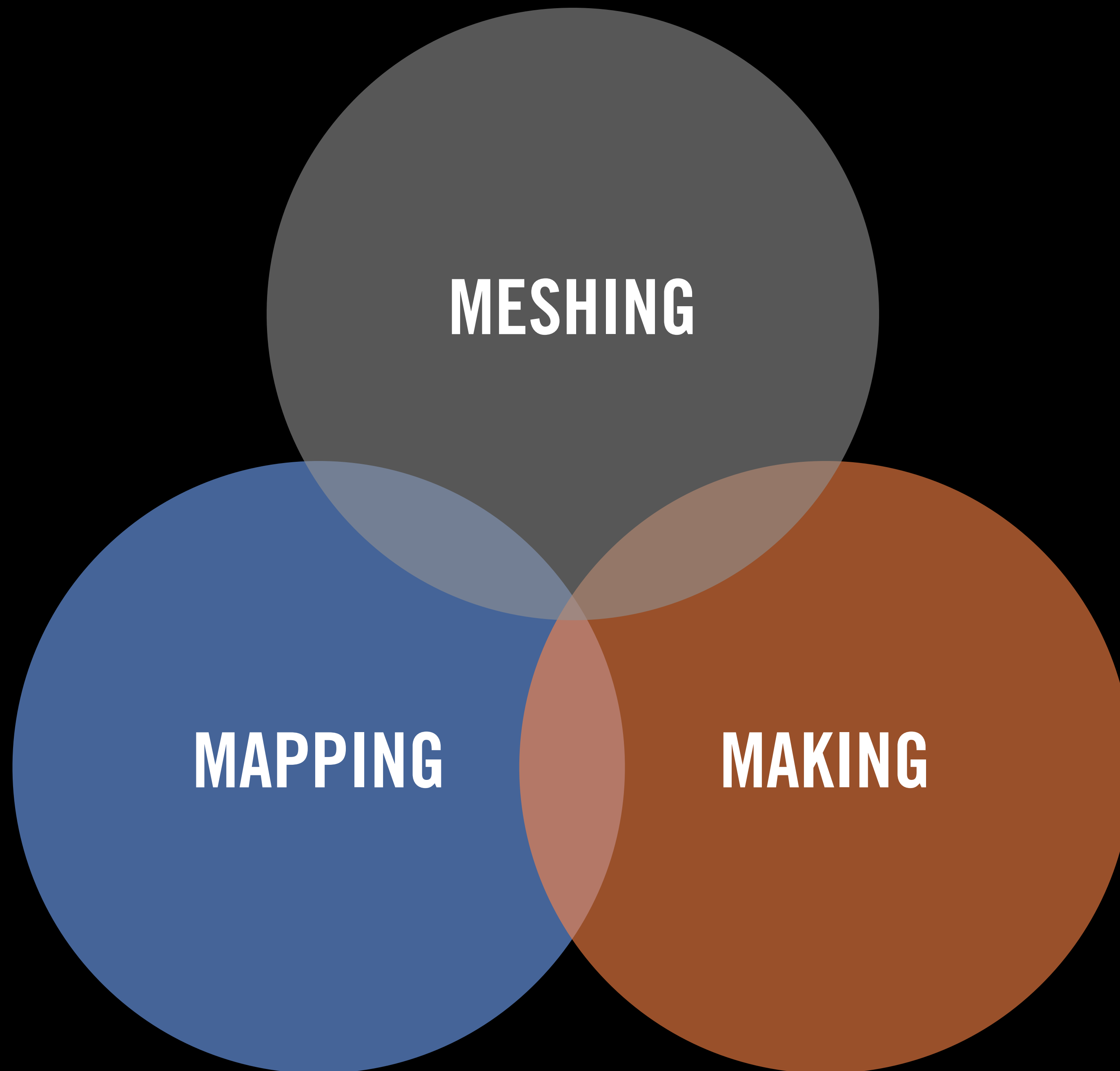
Prolific +
HEALTHY
- brilliant

Prolific +
HEALTHY
- brilliant

.....
= FIRED

Prolific
BRILLIANT
+healthy





ASSASSINS

DISSONANCE



$$1+1 = [((27/3) / 3) - 1]$$

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT

WHAT



FEAR

FEAR



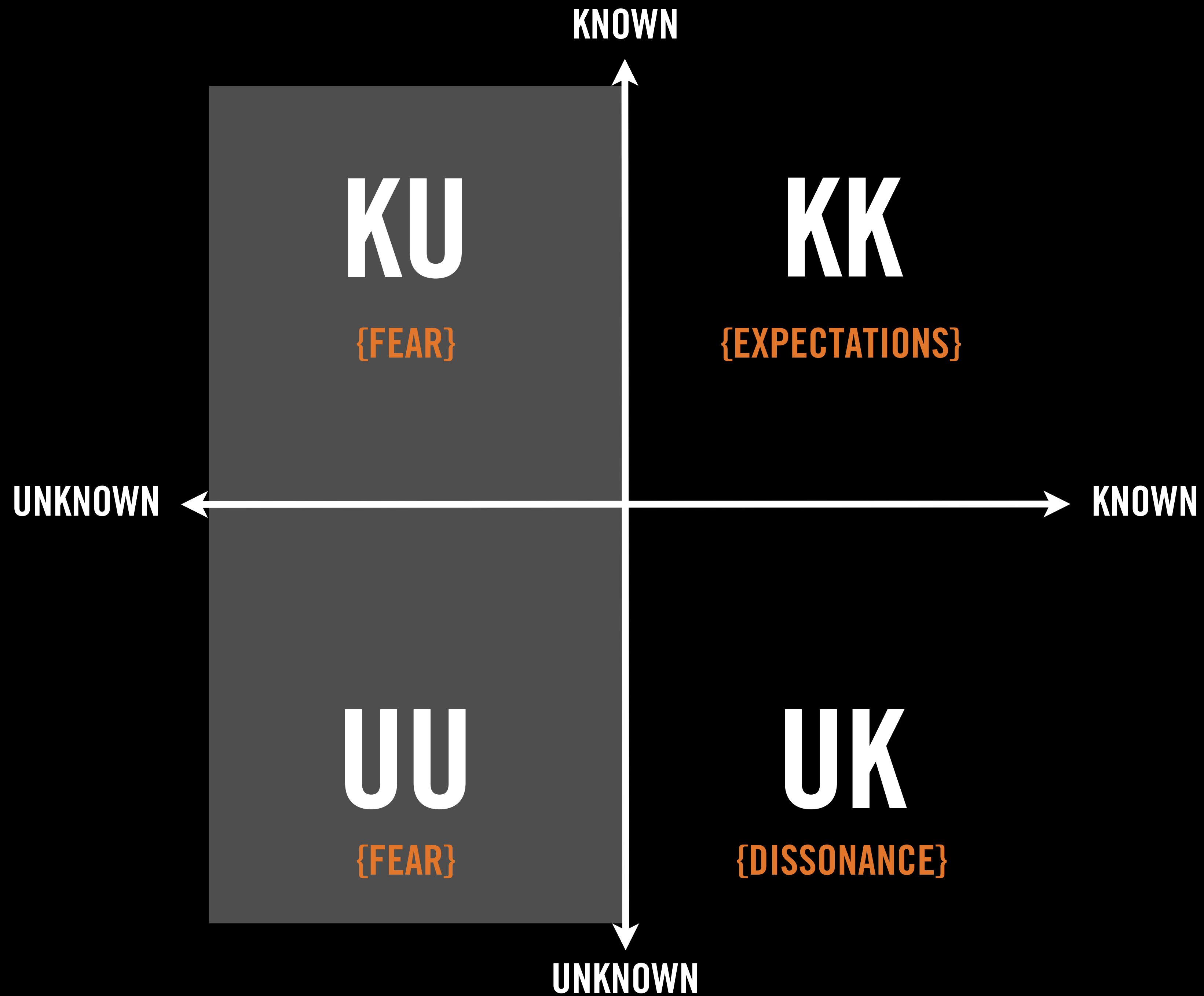
EXPECTATION ESCALATION

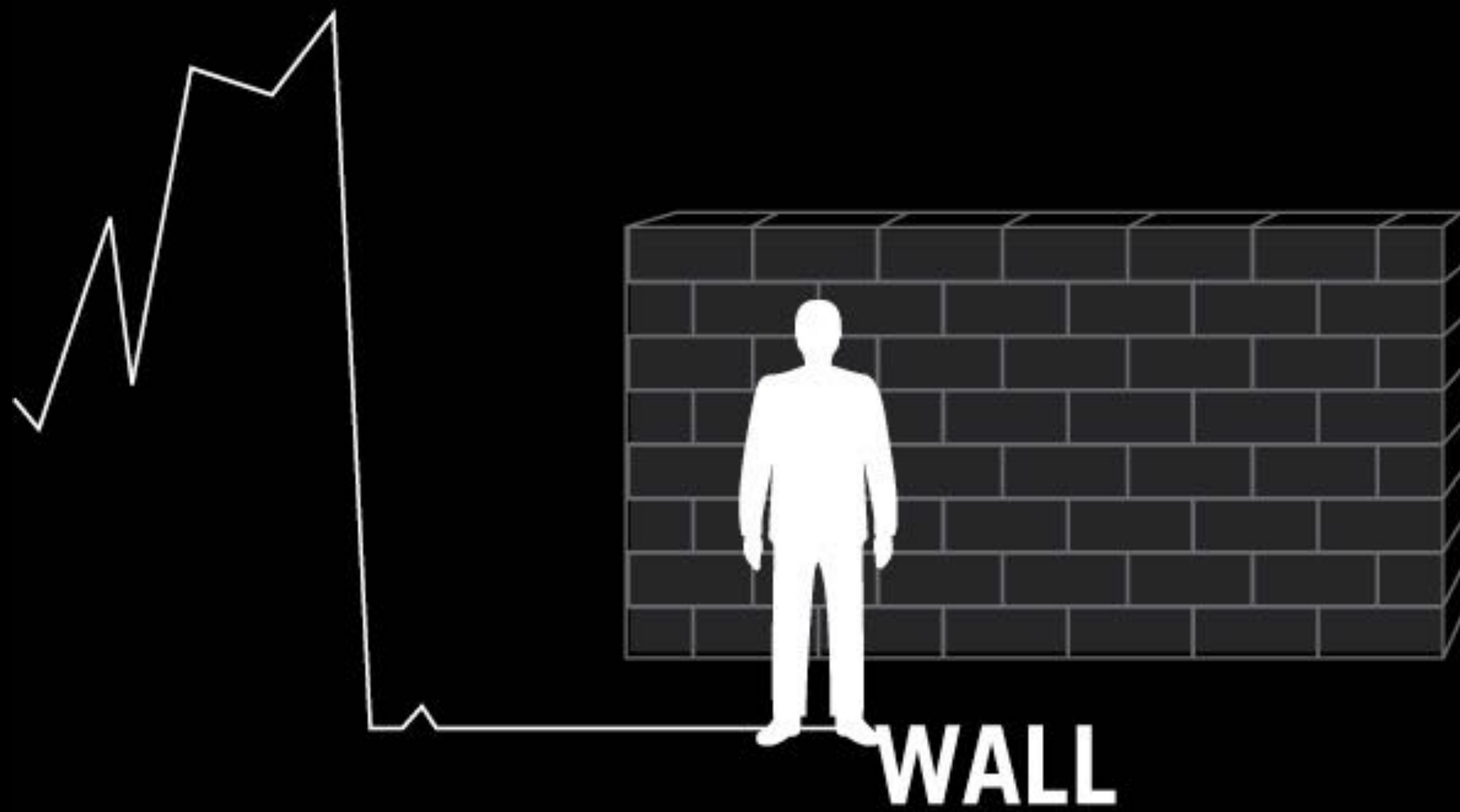


“There are **KNOWN
KNOWNNS**. These are
things we
know that we know.
There are **KNOWN
UNKNOWNNS**. That is to
say, there are things
that we know we
don't know. But there
are also **UNKNOWN
UNKNOWNNS**. There are
things we don't know
we don't know.”

Donald Rumsfeld







Where do you experience
**DISSONANCE, FEAR,
EXPECTATION ESCALATION?**

EVIL COIWHIION ESOWHWHIION:

RHYTHM

{5 elements}

FOCUS





PiNG



24,000

66.6

DEFINE: CHALLENGES

REFINE: BIG 3

CLUSTER: **ADJACENCY**

RELATIONSHIPS

“By forming a party, by melting into some group, we avoid not only conscience, but martyrdom. This is why fear of others dominates this world. No one dares to be a **GENUINE SELF**; everyone is hiding in some kind of ‘togetherness.’”

Søren Kierkegaard

SØREN KIERKEGAARD



GUNS ON THE TABLE

WIDEFF

START CIRCLES

HEAD TO HEAD

HEAD TO HEAD



~~STEAMROLL~~

TEAM + INDIVIDUAL

TEAM + INDIVIDUAL



1. The **CLARITY** Conversation

- Do **WHAT/WHY** add up?
- Do we understand the **OBJECTIVES**?



2. The **EXPECTATIONS** Conversation

- Do we know what's expected of **US**?
- What do you expect from **ME**?
- Am I falling **SHORT**?



3. The **FEAR** Conversation

- What are we afraid **MIGHT** happen and why?
- Do we feel free to take **RISKS**?



4. The **ENGAGEMENT** Conversation

- What's our **ENERGY** level/enthusiasm?
- What's **INSPIRING** you?
- What's the **BEST** thing we're doing and why?



5. The **FINAL 10%** Conversation

- What's the **DUMBEST** thing I/we are doing?
- What's the **SMARTEST** thing I/we are doing?
- What's something **OBVIOUS** I don't see?

ENERGY

ENERGY

PRACTICE PRUNING

THINK
WHOLE LIFE

WHOLE LIFE

STIMULI

“I’m so glad I just spent 15
minutes reading the
insightful comments on that
Instagram post!”

NO ONE, EVER

NO ONE, EVER

HAVE A
STUDY PLAN

STUDY PLAN

WISDOM

UNDERSTANDING

KNOWLEDGE

INFORMATION

DATA

NOISE

DEE HOCK

TAKE (BETTER) NOTES

STIMULUS

DIVE

DIVE

HOURS

BACKBURNER CREATING

OVERVIEW

IDEA
TIME

IDEA

FOCUS

RELATIONSHIPS

ENERGY

STIMULI

HOURS

Prolific
BRILLIANT
+healthy

What will you
IMPLEMENT?

IMPLEMENT:

HERDING TIGERS



CHALLENGES

OPPORTUNITIES

CULTURE



WORK

TALENT



HERDING
TIGERS

PEOPLE

LEADING WOULD BE
EASY IF IT WEREN'T FOR
ALL OF THE PEOPLE.

IT'S ABOUT THE
PEOPLE.

QUESTIONS:

WHAT DOES YOUR TEAM NEED
MOST FROM YOU RIGHT **NOW**?

WHAT **QUESTIONS** DO YOU HOPE
TO HAVE ANSWERED?

HERDING TIGERS



WHY SHOULD PEOPLE
FOLLOW YOU?

WHY SHOULD PEOPLE
FOLLOW YOU? *

* Not a trick question

HERDING
TIGERS

**THINK ABOUT A
LEADER...**

TRUST IS THE
CURRENCY OF
CREATIVE TEAMS

INTENTIONS
(INVISIBLE)

VS.

ACTIONS
(VISIBLE)



BANK ACCOUNT

VS.



WATER BALLOON

DECLARING UNDECLARABLES



HERDING
TIGERS

DECLARING UNDECLARABLES
BEING A SUPERHERO
RELATIONAL USURY

YOUR GREATEST
POTENTIAL TO CAUSE
DAMAGE AS A LEADER IS
DIRECTLY TIED TO YOUR
BIGGEST INSECURITY.

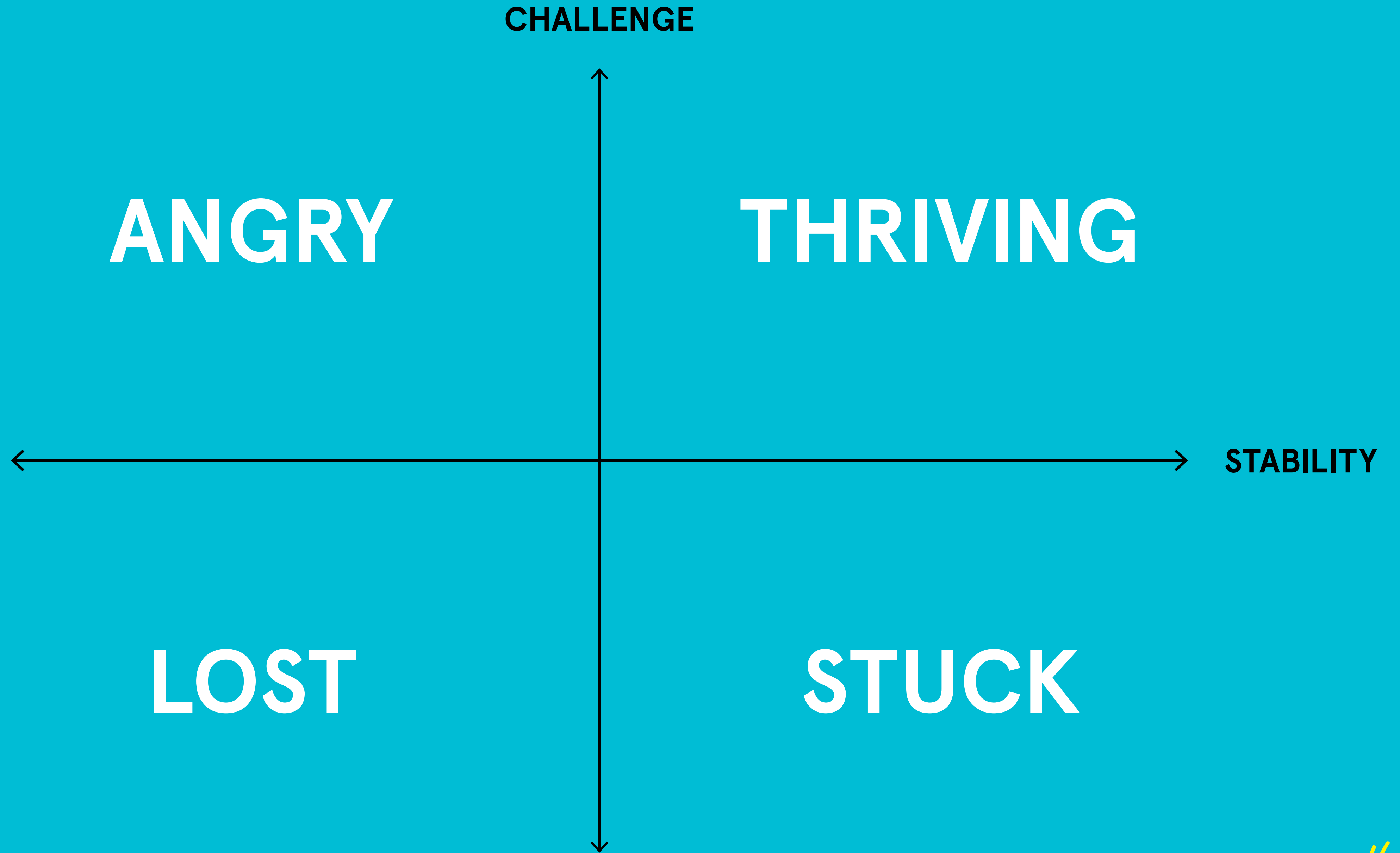
STABILITY

CLARITY + PROTECTION

HERDING
TIGERS

CHALLENGE

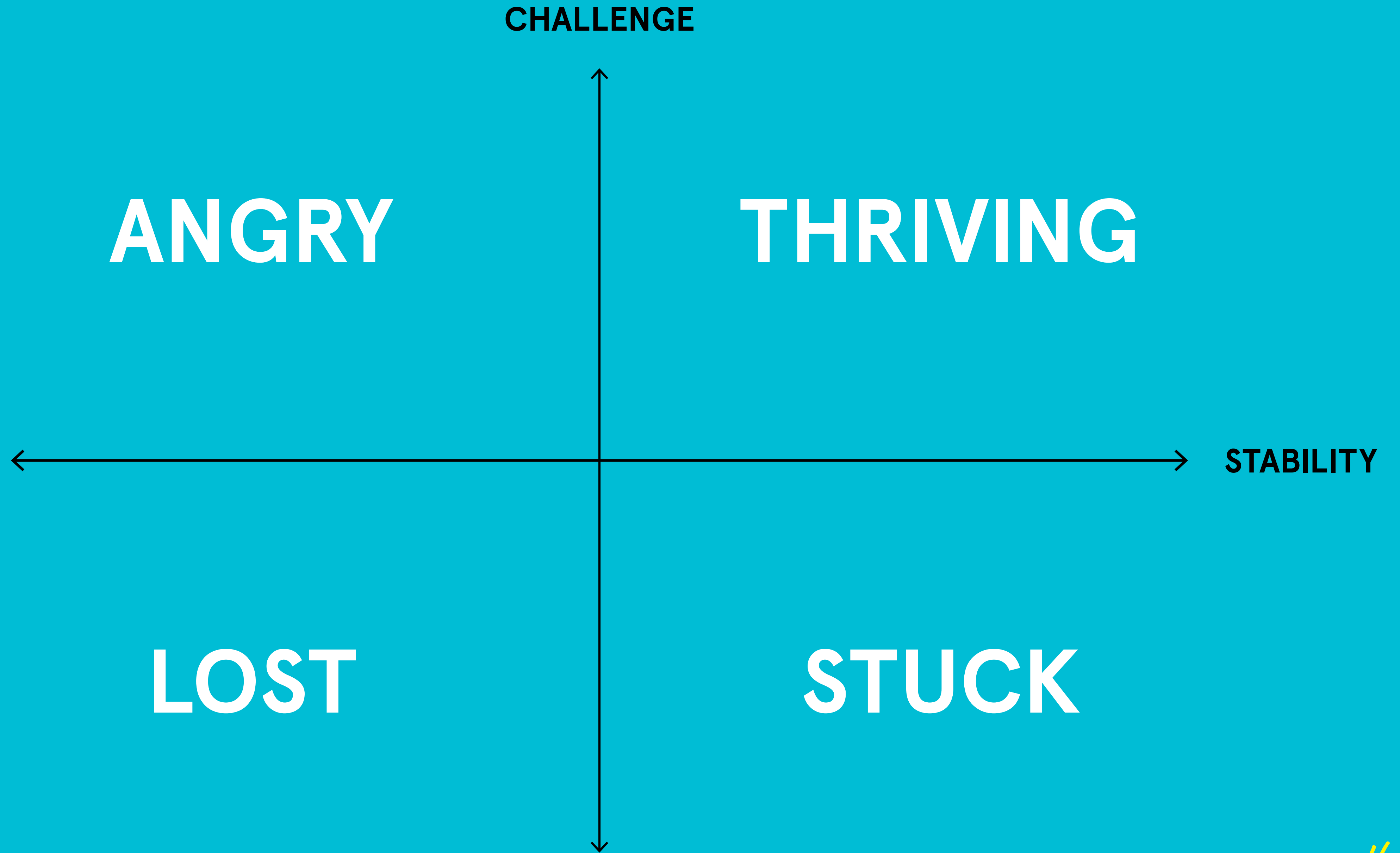
PERMISSION + FAITH



QUESTIONS:

IN WHAT SMALL WAY(S) HAVE
YOU BREACHED **TRUST**?

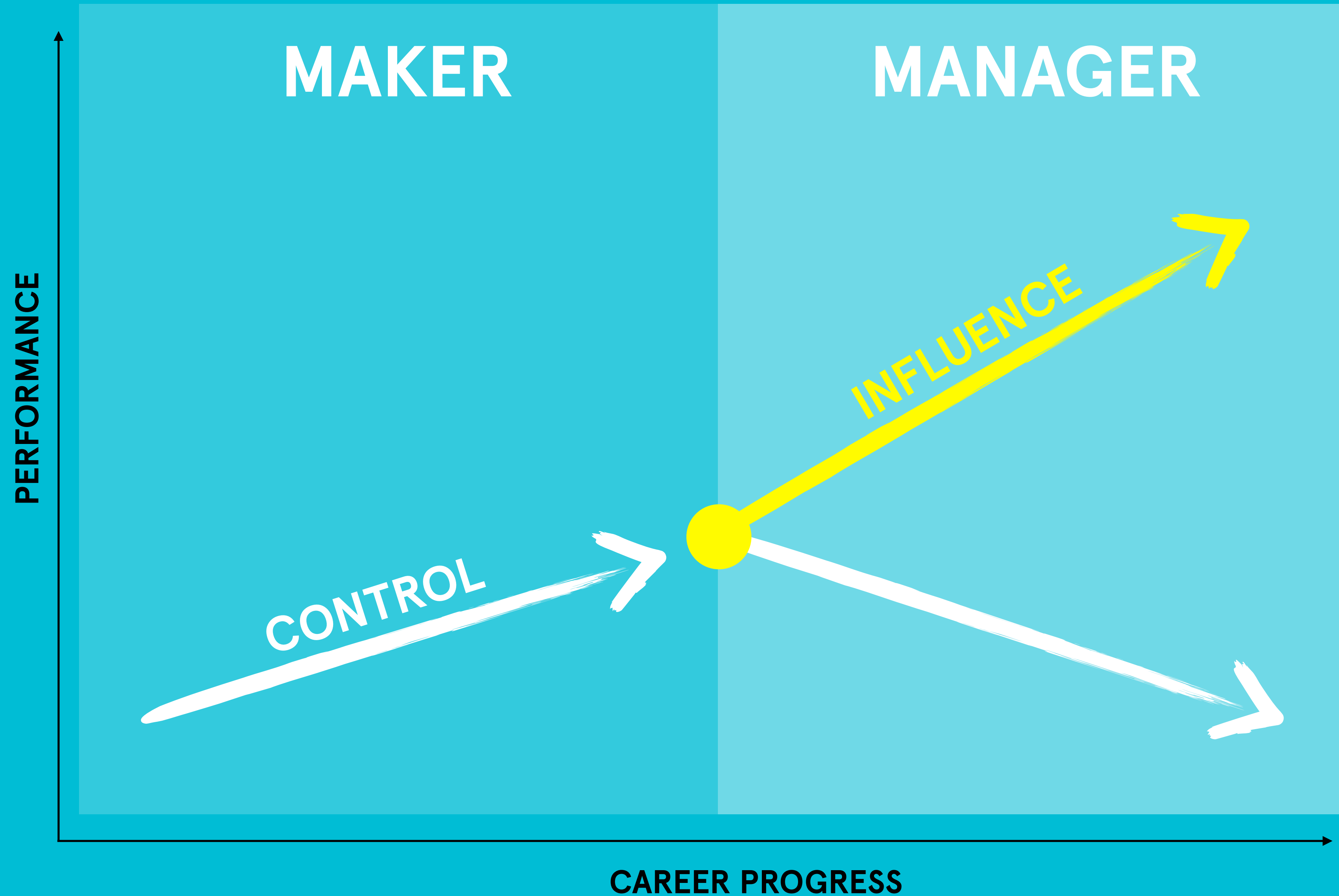
WHERE IS YOUR **TEAM** ON THE
MATRIX RIGHT NOW?

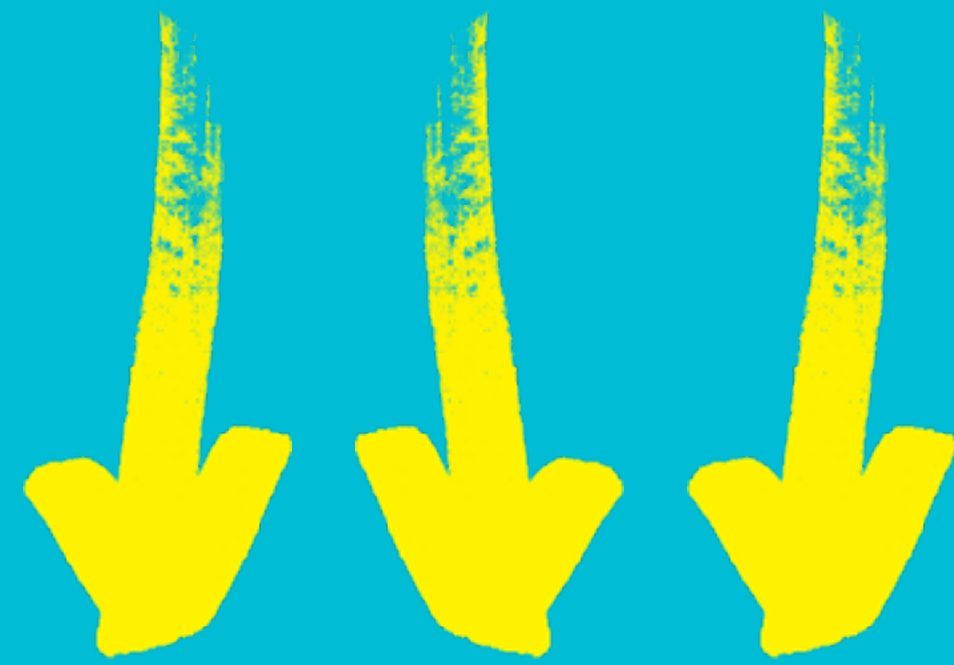


HERDING TIGERS



MAKE THE PIVOT





PRESSURE
DOWN



“THE MIDDLE”



PRESSURE
UP



A GOOD LEADER...

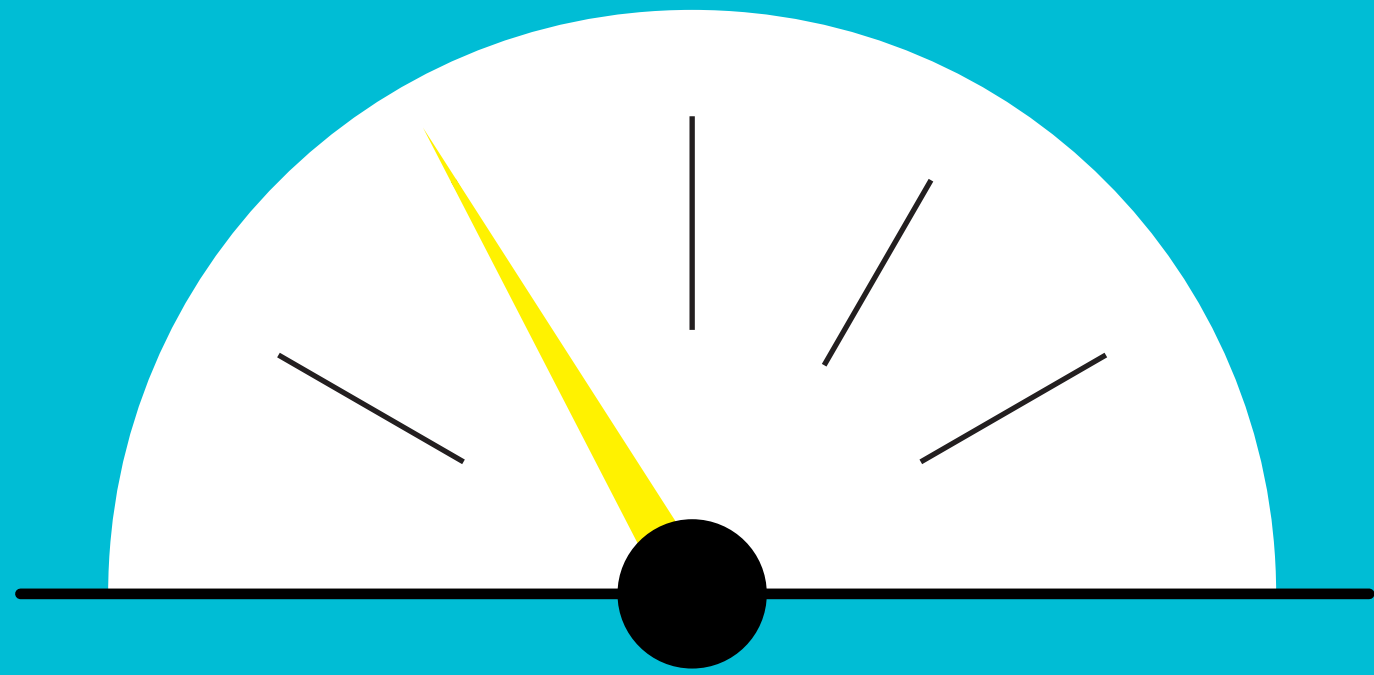
**ACCOMPLISHES THE WORK
WHILE DEVELOPING THE TEAM
TO TACKLE NEW AND MORE
CHALLENGING WORK.**

*HERDING
TIGERS*

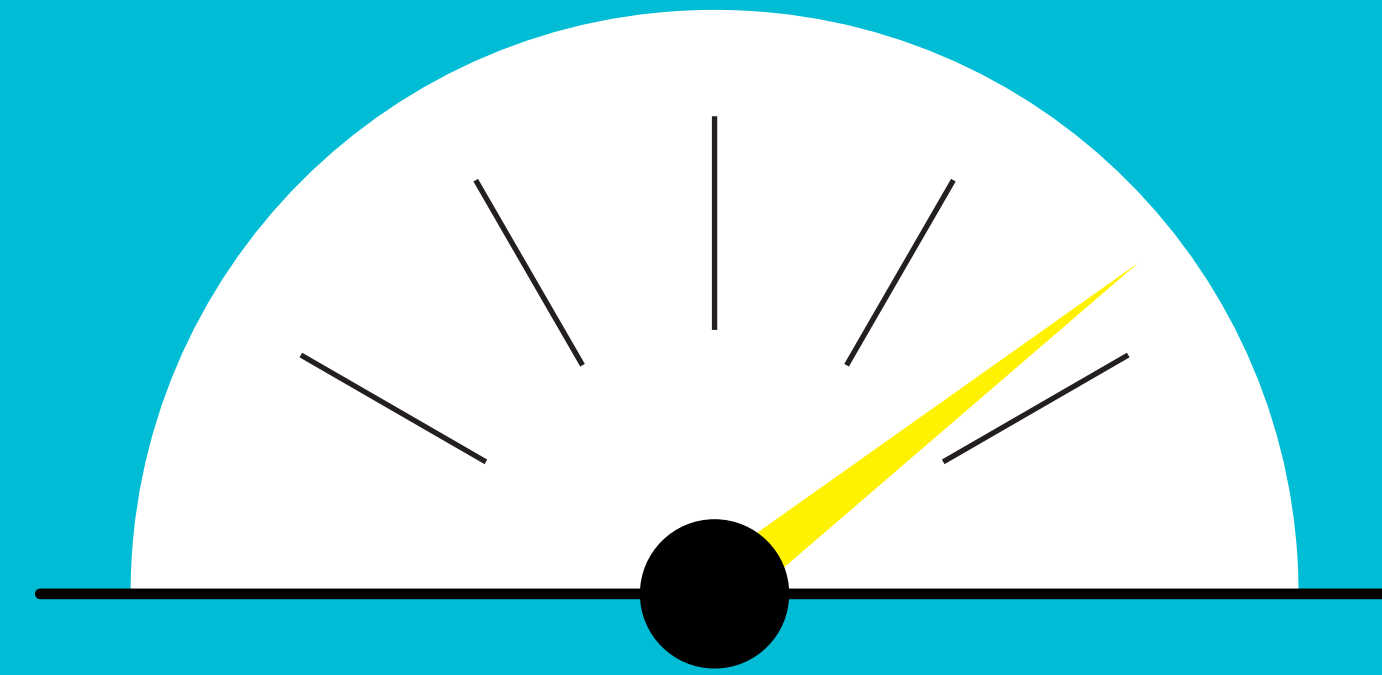
STOP DOING
THE WORK

START LEADING
THE WORK

LEADING MEANS PROVIDING...



STABILITY



CHALLENGE



HERDING
TIGERS

SCOREBOARD



DASHBOARD

SCOREBOARD:

ACCOMPLISH THE OBJECTIVES?

MAINTAIN OUR VALUES?

POISED TO DO IT AGAIN?

DASHBOARD:

PROLIFIC

+ BRILLIANT

+ HEALTHY

PROLIFIC

BRILLIANT

HEALTHY

DEADLINES

COMPLIANCE

HOURS

CAPACITY

FIRST IDEA

ANGER

MEETINGS

ENVY

P.S.

UNFOCUSED

DRY WELL

TIRED

*HERDING
TIGERS*

SCOREBOARD:

DOES YOUR TEAM HAVE A **CLEAR**
DEFINITION OF SUCCESS?

DASHBOARD:

**WHAT ARE YOU
(OR SHOULD YOU BE)
MONITORING?**

HERDING TIGERS





TEAM



BIG WIGS



TEAM



BIG WIGS



TEAM



BIG WIGS



HERDING
TIGERS

CONTROL
(PRESENCE)

VS.

INFLUENCE
(PRINCIPLE)

CONTROL
(PRESENCE)

CREDIT

SHORT-GAME

TEMPORARY

REPUTATION

INFLUENCE
(PRINCIPLE)

IMPACT

LONG-GAME

TIMELESS

REPRODUCTION

*HERDING
TIGERS*

SET THE RAILS

**A MESSAGE FOR CONTROL FREAKS
(LIKE ME)**

ESTABLISH YOUR P.O.V.

LEADERSHIP PHILOSOPHY

“SIMPLE, CLEAR PURPOSE AND PRINCIPLES GIVE RISE TO COMPLEX AND INTELLIGENT BEHAVIOR. COMPLEX RULES AND REGULATIONS GIVE RISE TO SIMPLE AND STUPID BEHAVIOR.”

– DEE HOCK

*HERDING
TIGERS*

WHAT'S YOUR PHILOSOPHY?

QUALITY OF WORK

RISK & FAILURE

THE RIGHT IDEA

CREDIT

CONFLICT

OPPORTUNITY



THEIR EXPERIENCE OF
YOU IS THEIR EXPERIENCE
OF THE ORGANIZATION

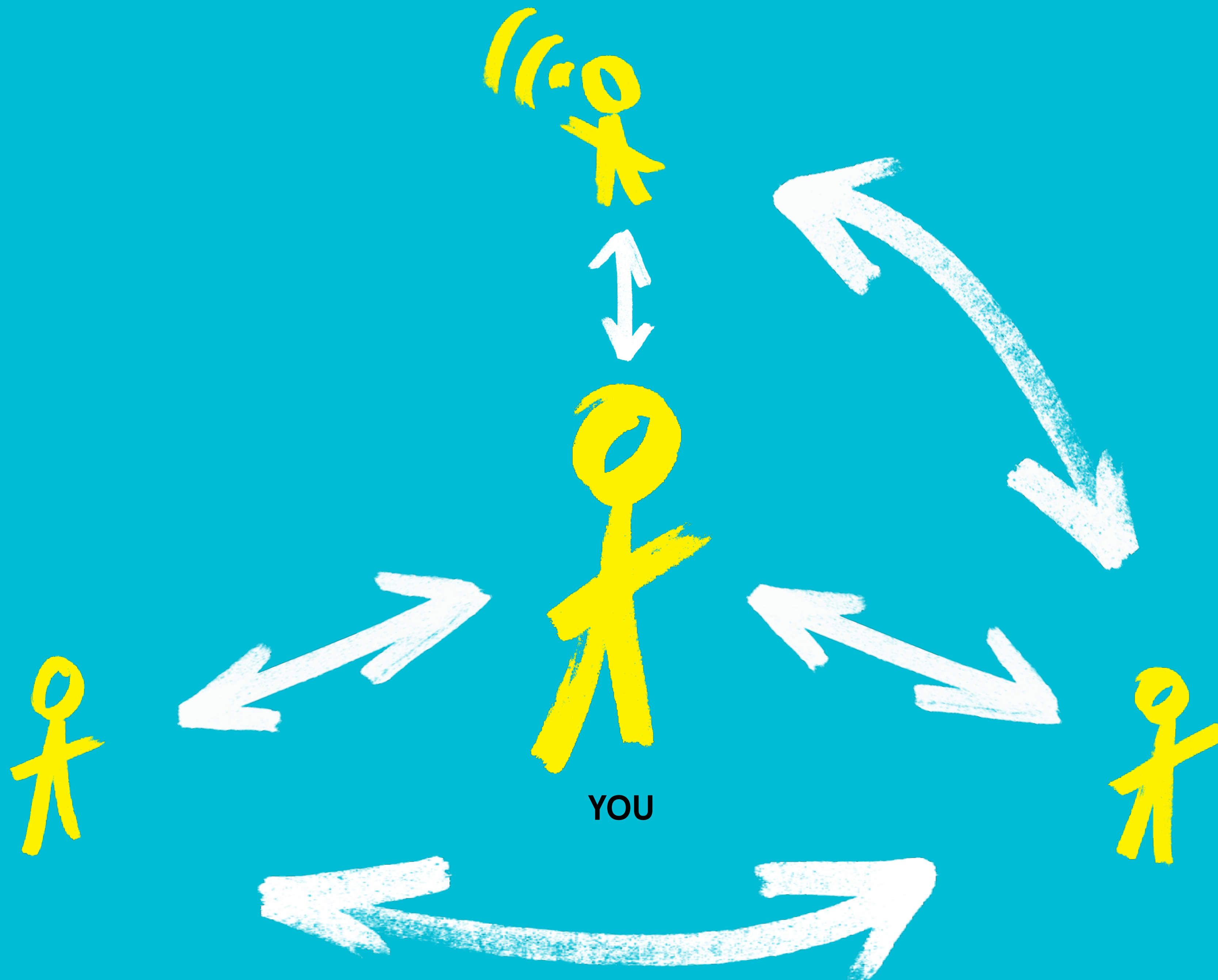


PRUNE

+

FERTILIZE

GHOST RULES



HERDING
TIGERS

GHOST RULES:
QUALITY OF WORK
RISK & FAILURE
THE RIGHT IDEA
CREDIT
CONFLICT
OPPORTUNITY



NORMALIZATION OF DEVIANCE

REWARD TO SCALE

LEAD SMALL

COACH THE WHY

FIGHT WELL

*HERDING
TIGERS*

FIGHT WELL:
AGREE ON COMMON GROUND
IDEAS, NOT PERSONALITY
FIND THE MERITS

HOMEWORK:

- 1. WRITE OUT A LEADERSHIP PHILOSOPHY**
- 2. LIST EXPECTATIONS YOU HAVE OF TEAM AND VICE VERSA**

QUESTIONS:

WHAT BEHAVIOR IN YOUR
CULTURE NEEDS TO BE **PRUNED**?

WHAT WILL YOU DO TO
FERTILIZE DESIRED BEHAVIOR?

FOCUS

ASSETS

TIME

ENERGY

UNNECESSARY
COMPLEXITY

$$1 + 1 = [(27/3) \div 3] - 1$$

MOMENTUM
INSECURITY
UNAWARENESS

EXPECTATION

ESCALATION



STAND IN
THE GAP



ATTENTION

+



TIME

ATTENTION

STOP RE-LITIGATING

STOP COPYING

**LIMIT THE PROJECT
HORIZON**

**NECESSARY MEETINGS,
NECESSARY PEOPLE**

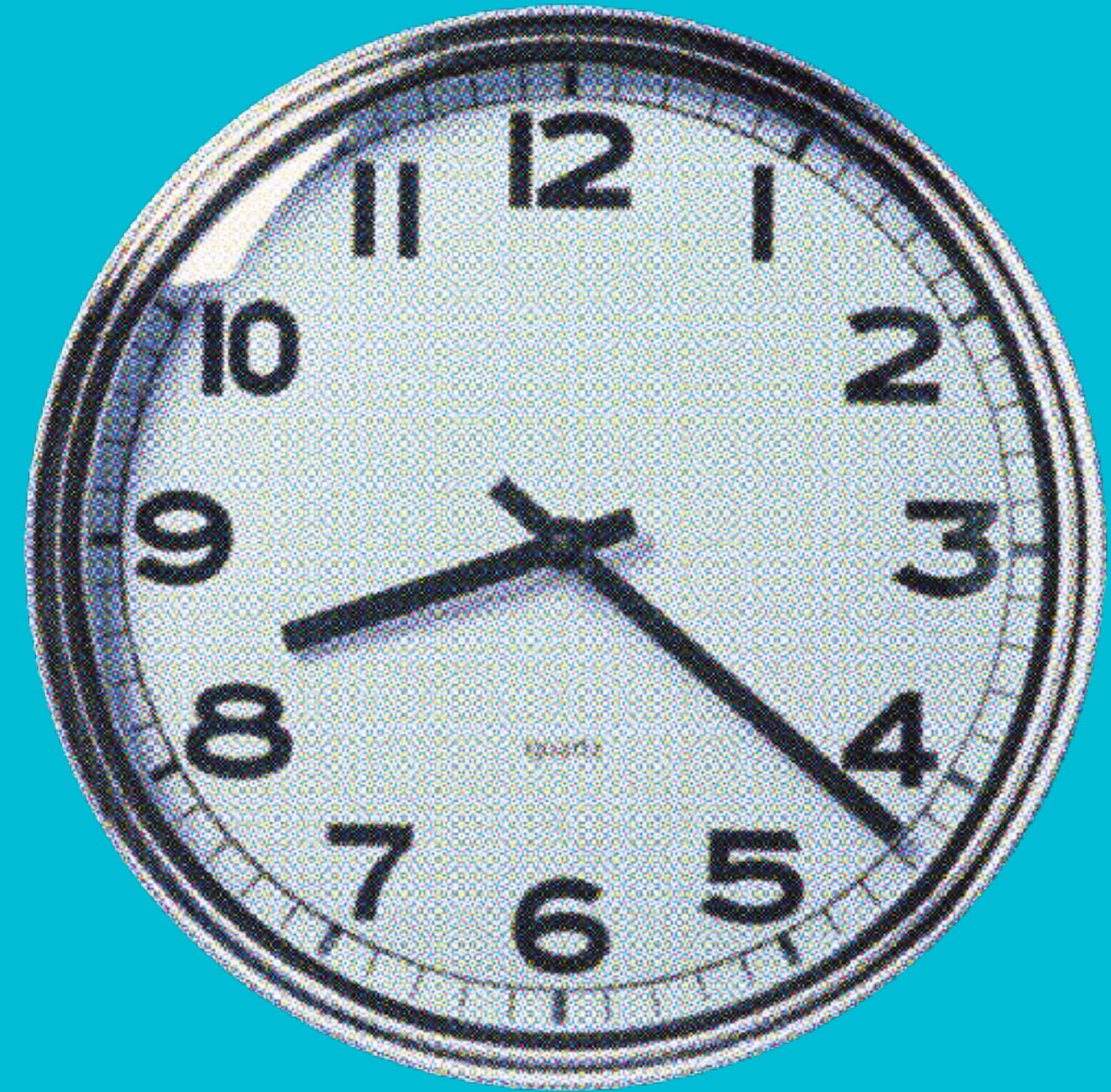


TIME

BUILD BUFFERS

ESTABLISH A “NO
FLY ZONE”

HAVE A “BREAK THE
GLASS” STRATEGY



QUESTIONS:

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S ATTENTION?

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S TIME?

HOW CAN WE LAND DELICATE EQUIPMENT ON MARS?



ADAM
STELTZNER

HERDING
TIGERS

**HOW HAVE OTHERS
SOLVED A SIMILAR
PROBLEM?**



ADAM
STELTZNER

*HERDING
TIGERS*

**WHAT IF WE
CREATED
A KIND OF
“SKY CRANE”?**



ADAM
STELTZNER

*HERDING
TIGERS*

STAY IN THE DARK ROOM



ADAM
STELTZNER

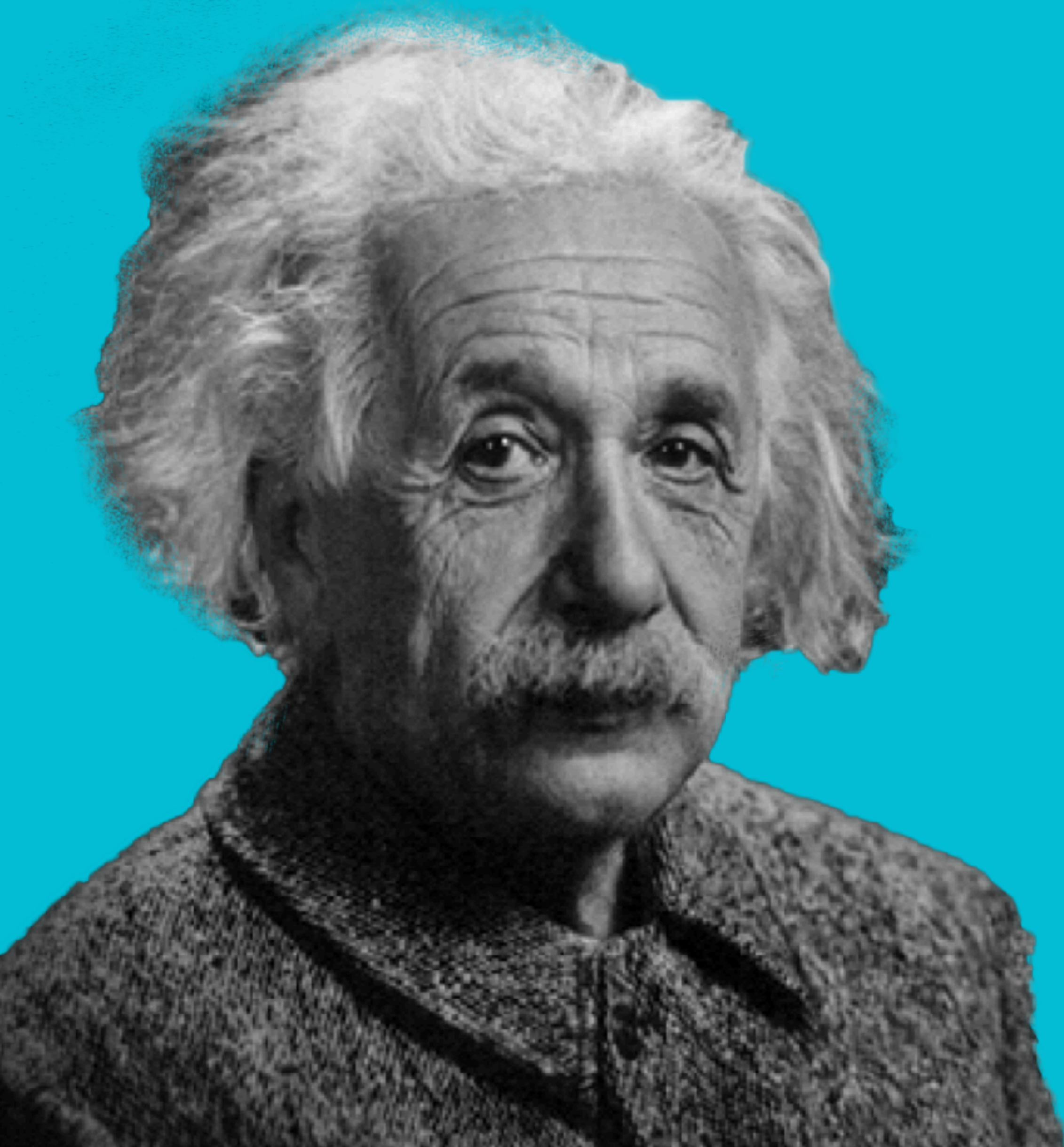
HERDING
TIGERS

**“PREMATURE
OPTIMIZATION IS THE
ROOT OF ALL EVIL”**

– DONALD KNUTH

“The **ADJACENT POSSIBLE** is a kind of shadow future, hovering on the edges of the present state of things, a map of all the ways in which the present can reinvent itself.”

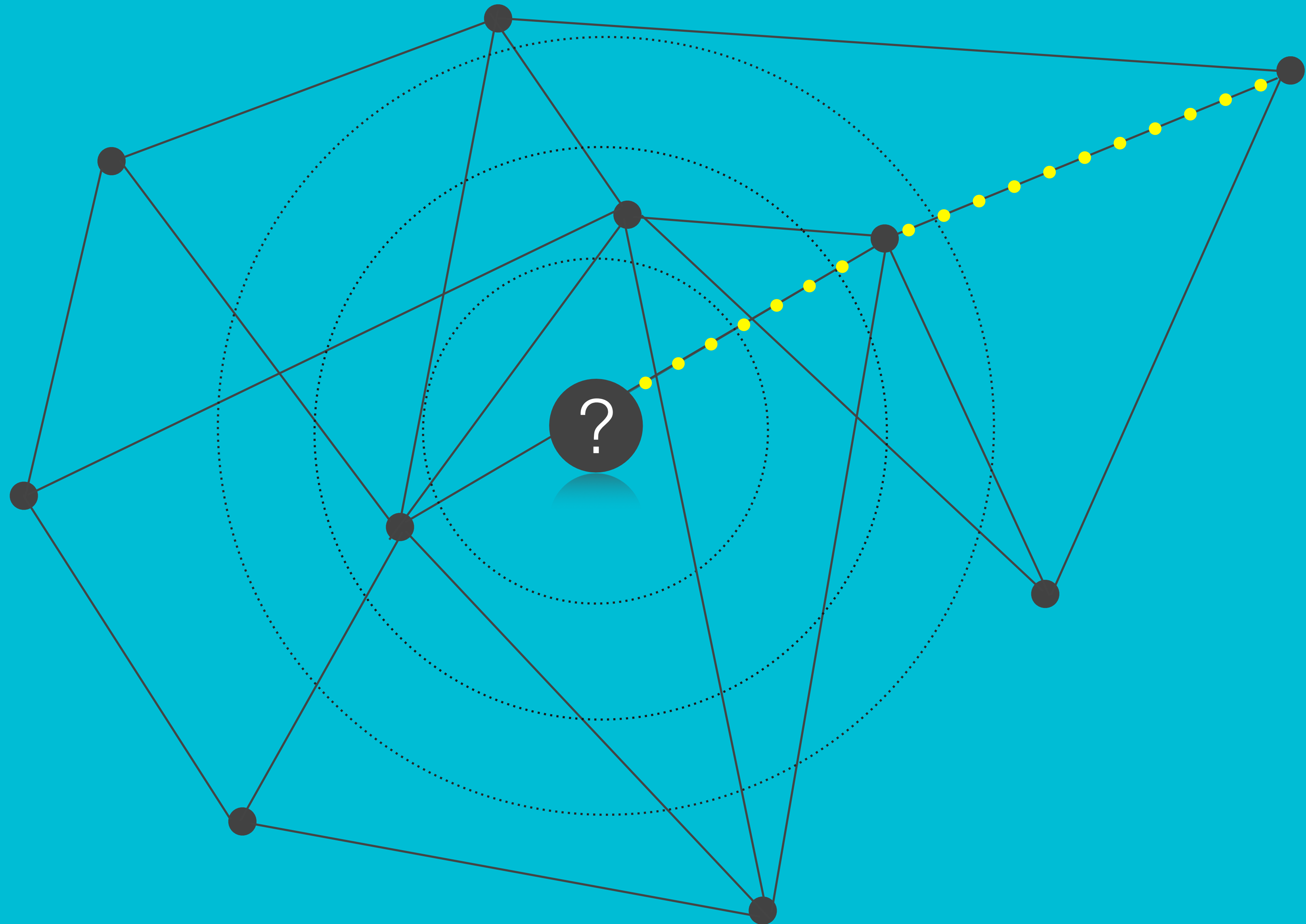
–Steven Johnson



“But taken from a psychological viewpoint, this **COMBINATORY PLAY** seems to be the essential feature in productive thought — before there is any connection with logical construction in words or other kinds of signs which can be communicated to others.”

– ALBERT EINSTEIN

INSIGHT



THE LEADER IS THE CHIEF
DOT-CONNECTOR

BREAK UP

FAST TWITCH

SLOW TWITCH

ASSIGN HOMEWORK

DEFINE THE PROBLEM AHEAD

RESTATE THE PROBLEM

RE-CENTER THE TEAM

DISCUSS IDEAS

DISTRIBUTE ATTENTION

PLANT SEEDS

IF YOU ARE NOT INSPIRED,
YOU CANNOT INSPIRE

CONTRIBUTION
CREDIBILITY
CONNECTION

DOT CONNECTION

SEARCH/RESEARCH

EMOTIONAL WELL-BEING

“SECRET WORK”

INTUITION

REFLECTION

DOT CONNECTION

SEARCH/RESEARCH

EMOTIONAL WELL-BEING

“SECRET WORK”

INTUITION

REFLECTION

QUESTIONS:

WHAT NEEDS TO CHANGE ABOUT
YOUR IDEA **PROCESS**?

WHAT WILL YOU DO TO INSPIRE
YOURSELF? WHEN?

WHAT WILL YOU DO?

TRUST

SCOREBOARD/DASHBOARD

LEADERSHIP PHILOSOPHY

PRUNING + FERTILIZING

TIME & ATTENTION

IDEAS & INSPIRATION



OUR LEGACY IS NOT THE WORK,
IT'S THE PEOPLE

BE A LEADER
WHO MAKES
ECHOES

HERDING TIGERS

