

ALMANAC

A little black book to become a better person, creating better products and shaping a better business. Wisdom from Tim Brown, Chade-Meng Tan, Charles Darwin, Charlie Munger, Richard St. John, Matthias Horx, Ray Dalio, Carlota Perez, Astro Teller, Ash Maurya, Steve Blank, Donella Meadows and many more.

Hello

Almanacs are books published every year containing facts and information about a particular subject or activity, like weather forecasts or tide tables.

The Almanac at hand is different: It is not annual, but continuous. It does not contain numbers to predict the future, but knowledge to create it. It includes no reference tables, but practices and perspectives.

The content is a collection of wisdom by many influential, provoking, productive, and inspiring persons. It has been curated with great interest and care. Mandalas by Visnezh, Raftel and Sketchpedia invite you to reflect, muse or pause with a pencil.

I hope you may find value in it.

Yours,

Matthias

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COACH YOURSELF

This chapter is about getting to know yourself and your cognitive and emotional abilities: Hints, how to become a better person.

By Chade-Meng Tan

Search Inside Yourself

Mind-wandering and multi-tasking prevent us from being fully and truly attentive. Mindfulness can help to paying attention to what's happening in the present moment in the mind, body and external environment, with an attitude of curiosity and kindness. Because greater complexity outside requires greater clarity inside.

From autopilot to awareness

Pay attention to what's happening in the present moment in the mind, body and external environment, with an attitude of curiosity and kindness.

From being to experiencing

Shift view from existential "I am" to physiological "I experience" by paying attention to your body. Learn about your internal states, preferences, resources and intuitions.

From compulsion to choice

Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our happiness.

From pleasure to meaning

Let your values motivate you.

From expectations to outcome

Cultivate optimism by becoming aware of negativity bias. "In a sense, we learn from the past what to predict for the future and then live the future we expect."

From sympathy to empathy

Experience and understand what others feel while maintaining a clear discernment about your own and the other person's feelings and perspectives.

Practice

Pause before you begin a meeting or group activity and invite everyone to take 1-minute to focus attention on the breath, allowing the body and mind to settle and focus on what you are going to begin.

Take three breaths. Complete yet gentle attention to the process of breathing, let the body relax and ask what's most important now.

Bring to mind someone in your life and take three mindful breaths. Settle the mind, see a fundamental human similarity and offer kindness.

Scan your body with three mindful breaths. Check in with your head and feel present thoughts. Check in with your body and feel present emotions, intuitions, or gut feelings. Check in with your heart and feel what's important right now, what you hope to create in this next moment.

Stop, breathe, notice, reflect, respond.

By Emily Esfahani Smith

Find Meaning

Too many of us believe that the search for meaning is an esoteric pursuit—that you have to travel to a distant monastery or page through dusty volumes to discover life's secrets. The truth is, there are untapped sources of meaning all around us—right here, right now.

Belonging

We all need to find our tribe, to feel understood, recognized, and valued—we need to feel that we matter to others. The way we satisfy our need to belong transforms over the course of our lives. In our early years, the love of a caregiver is essential; later we find belonging in our relationships with friends, family, colleagues, and romantic partners. We also join communities of like-minded people to satisfy our need to belong—whether it's a group of yoga enthusiasts, bereaved parents, or a book club.

Purpose

Purpose is a far-reaching goal that motivates our behavior, serves as the organizing principle of our lives, and allows us to make a contribution to the world. People who have such a purpose are more resilient and motivated, with the drive to muddle through the good and the bad of life in order to accomplish their goals. Purpose sounds big—ending world hunger big or eliminating nuclear weapons big. But it doesn't have to be. Living with purpose can also mean mentoring children, creating a more welcoming environment at your office, or tending a community garden.

Storytelling

We are all storytellers whether we realize it or not; we take our disparate experiences and assemble them into a narrative that allows us to understand our lives as coherent. This storytelling process helps us to form an identity and to make sense of the world: why things happen the way they do, who we are, and how we got that way. Reflecting on childhood experiences, on pivotal moments in our lives, and reading or listening to other people's stories can help us make meaning. According to researchers, being able to tell stories defined by themes of redemption, growth, and love is associated with more meaning in life.

Transcendence

During a transcendent or mystical experience, we feel that we have risen above the everyday world to a higher reality. Whether these moments take place beneath the stars, in front of a gorgeous work of art, during a religious ritual, or in the hospital delivery room, they wash away our sense of self and leave us feeling connected to something vast and meaningful. Our anxieties about existence and death can evaporate, and life seems, for a moment, to make sense, leaving us with peace and well-being. Transcendent experiences imbue our lives with meaning.

By Ray Dalio

Apply Principles

Look to the patterns of those things that affect you in order to understand the cause-effect relationships that drive them and to learn principles for dealing with them effectively.

Embrace reality and deal with it

Be a hyperrealist by having an accurate understanding of reality: Evolving is life's greatest accomplishment and its greatest reward.

Practice radical open-mindedness

Appreciate the art of thoughtful disagreement and triangulate your view with believable people who are willing to disagree.

Understand your ego barrier

Your subliminal defense mechanisms make it hard to accept your mistakes and weaknesses. Deep seated needs and fears - such as the need to survive and the fear of not surviving, the need to be important and the fear of not mattering - reside in primitive parts of your brain such as the amygdala, which are

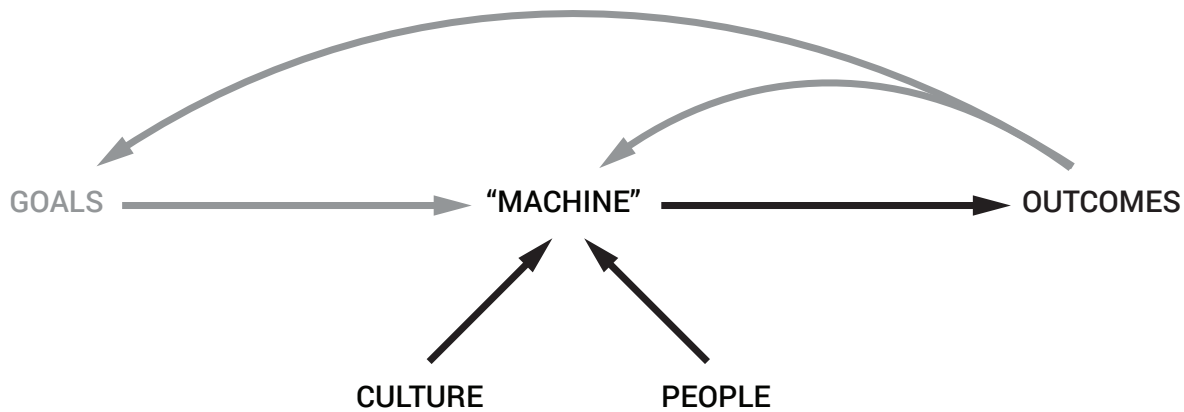
structures in your temporal lobe that process emotions.

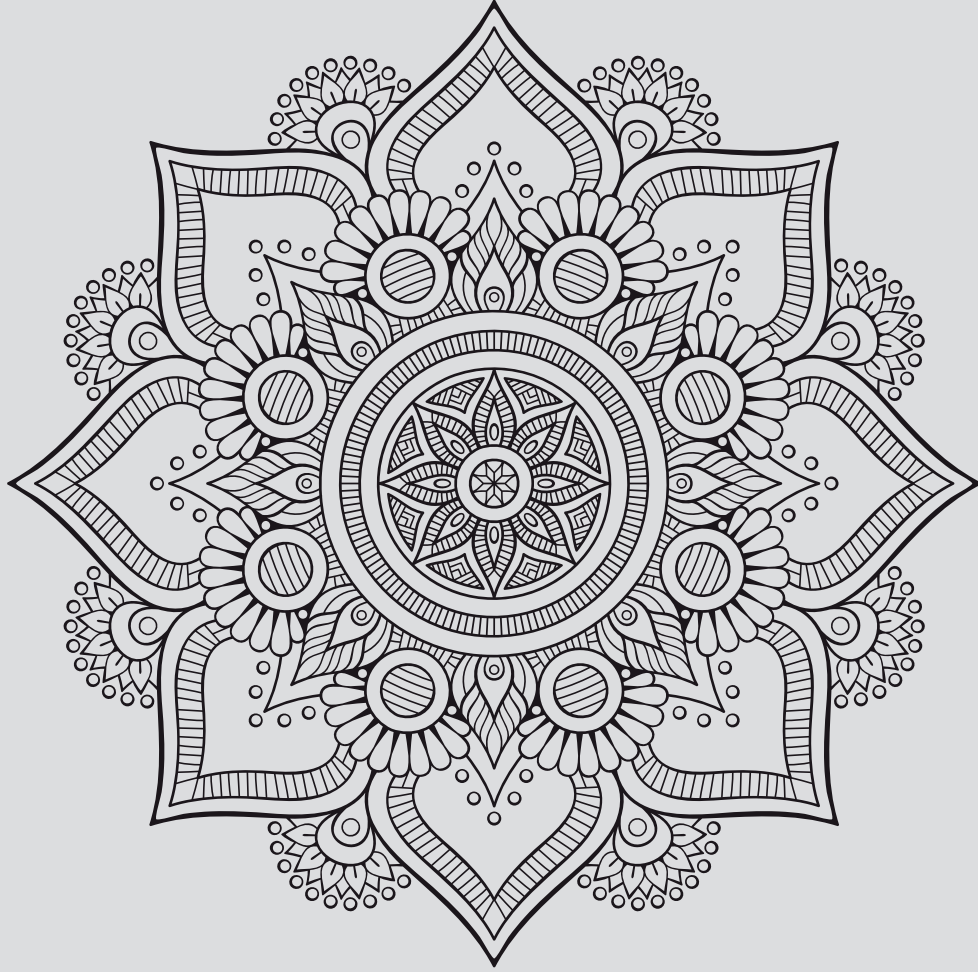
Understand your blind spot barrier

Areas where your way of thinking prevents you from seeing things accurately. Naturally people can't appreciate what they can't see.

Use this process to get what you want out of life

1. Set goals by using higher-level thinking, synthesis, visualization and prioritization.
2. Identify and don't tolerate problems by using perception, intolerance of badness (regardless of severity) and synthesis.
3. Diagnose the problems root causes by being hyper-logical, willing to "touch the nerve" and seeing multiple possibilities.
4. Design a plan for eliminating the problems using visualization, practicality and creativity.
5. Do what is set out in the plan by self discipline, good work habits, results orientation and proactivity.





By Slava Akhmechet and Richard St. John

Work Consistently

The small-improvements method

The observation that psychologically frequently making small incremental improvements is a better approach than attempting to fix big looming problems once.

The just-get-started method

Joel Spolsky's observation that just starting to work on a small, concrete, finishable problem puts your consciousness in a productive state.

The top-five-problems method

Richard Hamming's algorithm for doing important work. Periodically ask yourself: "what are the top five most important problems in my field (and life), and why am I not working on them?"

The teaching method

Teaching the basics is an excellent method for generating profound new ideas, and for putting consciousness in a productive state.

Practice

Do it for the love (and not for the money)

Work very hard (not easy, but fun)

Improve yourself (and what you do)

Focus in order to master (one thing at a time)

Push yourself through (shyness & self-doubt)

Serve others (something of value)

Ideas to solve (identified problems)

Persist through failure (and CRAP¹)

¹ Criticism, Rejection, Assholes, and Pressure

UNDERSTAND TODAY

This chapter is about taking the
long view and considering shifts:
Hints, how to understand today.

By Carlota Perez

See Paradigm Shifts

Five boom-and-bust cycles of technological innovation reveal striking patterns: Capitalism experiences pendular swings every two or three decades from bubble times to golden age and back. Carlota Perez draws upon Schumpeter's theories of the clustering of innovations to explain why each technological revolution gives rise to a paradigm shift and a 'New Economy' and how these 'opportunity explosions', focused on specific industries, also lead to the recurrence of financial bubbles and crises.

Each new paradigm brings a far reaching transformation for production, communication, living and working. Because of resistance to such major paradigm shifts, capitalism experiences pendular swings every two or three decades from bubble times to golden age and back. Once the bubbles collapse, the job is done. The new paradigm is installed and can be deployed. But that requires a structural shift away from the casino economy. The new infrastructural networks are crucial in the transformation: Each expands and transforms possible markets and guides product and service design.

Paradigm shifts in the last 250 years

1771 Steam, Machines & Factories

1829 Coal, Iron & Railways

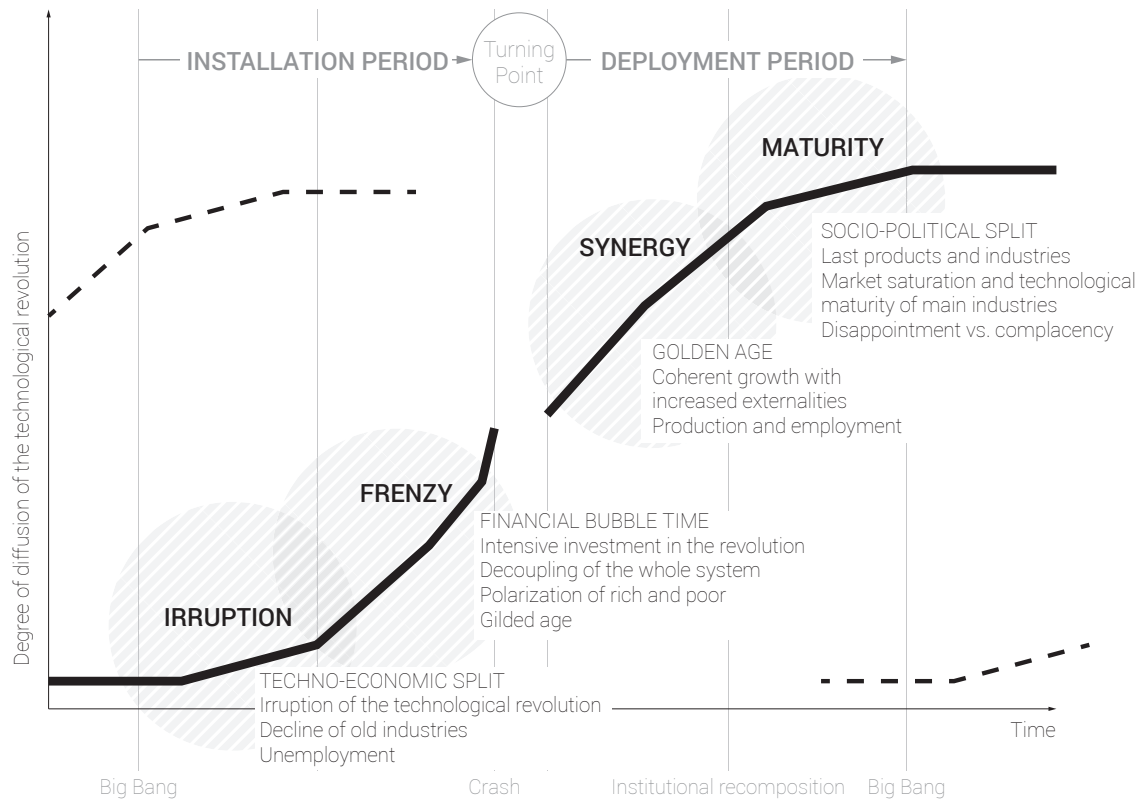
1875 Steel, Electricity & Heavy Engineering

1908 Cars, Petrochemicals & Mass Production

1971 Technology & Telecommunications

At the verge of a Golden Age?

Golden ages don't come automatically: They must be facilitated by promoting a clear, synergistic and common direction of restructuring sectors, redesigning policy framework and refining consumer lifestyle. Each golden age brings also a new aspirational ideal of the 'Good Life' based on new goods and services at 'affordable' prices. Shifts in consumption patterns ultimately shift profit-making opportunities.



By Matthias Horx

Mind the Myths

Downfall Myth

Civilizational breakdowns, that is, when large, centralized systems break down into less complex orders, are always present. Much more often than we think, however, we succeed in finding a new beginning with which a new historical epoch begins, or we are dealing more with transitions than with catastrophic fractures. We never experience linear downtimes. In human cultures, for example, ascensions, crises and falls, new organizations are constantly taking place. The history of civilization is a key and searching, a stumbling and insane, and sometimes, rather rarely, this process also leaves behind walkable ruins.

Vision

Visions are to create future-proofing and to align companies to a certain prognosis that is perceived as "safe to solve". But this creates a tunnel that ignores the changes in the environment, ie the markets. In doing so, the company goes on a narrow-gauge path into the future, and does without a

decisive evolutionary law: it does not give feedback and variance. Variance is what opens up different possibilities. Feedback is what closes the circle of evolution. A visionary company does not really care about "feedback".

Technology Myth

Technology can be incredibly chic, sensational, breathtaking. Only with its broad implementation in reality is it apparently such a thing. "We like to live in an era of tremendous change ... in an exciting era with radical disruptions ... The truth is, we live in a period of stagnation, and this stagnation is particularly visible in the field of technology. The gadgets of the information technology do not have the least transformational effect like the electric light a century ago, the refrigerator, gas furnaces and sewers. Is the combination of telephone, screen and keyboard really as pioneering as the letterpress or the typewriter or the simple telephone or the Watch TV?". Technological evolution decelerates by itself. In the future, the innovation process will no longer be controlled by great breakthroughs, but above all by syn-

thesizing, by coupling and crossing already existing results and experiences.

Human Peak

One of the most stubborn rumors about the future is 200 years old and is by Thomas Robert Malthus: The increase in the number of populations and the constant production of food would in some cases no longer suffice, leading inevitably to hunger catastrophes. On the one hand, agricultural productivity has been improved, but the birth rate has fallen drastically much more - in many cases only just above the reproduction rate. Since fertility trends are tremendously robust, a stabilization by 9 billion people in 2050 and a shrinking world population seems to be not a mistake.

Progress

The process of progress is always two-fold: the increase in productivity and the demand for "higher". It is only when people feel themselves "empowered and called" that the future begins. It would be short-

ened to relate productivity only to the production sector. Productivity not only increases the output of goods and goods or the famous gross social product, but the quality of life. The possibility of the spiritual. The complexity of culture.

By Matthias Horx

Choose a Future

Mad Max

In a desolate future - the climate catastrophes has long since taken place - madly half-mad men on scrapped, bored motorcycles around the wager and shoot each other down. Bizarre sects run by Burschikos-heroic women fight with machine guns around the last oil supplies in rusted barrels to bring their semi-starved children through...

This scenario is based on the classic linear assumption of the FINAL BUTTONS OF RESOURCES, combined with that pessimistic anthropologism, which is particularly dominant in the German future reception: "Man" is fundamentally irresponsible, greedy and dumb, he "exploits nature". Sooner or later, he will turn back into that raw, violent affair, that he was "always".

McWorld

At the entrances of the big city, the hyperoperated hookers dance. Gigantic billboards flash over the heads of a frenetic, fun-loving crowd that has only food, pleasure and sex in its head. Everything is for sale, everything is corrupt. Above, in the tops of the skyscrapers, above the poisonous fog, in which the marginalized subclass vegetates, the bosses of the world count the money...

This vision of the future is as old as humanity itself. The harlot of Babylon, Breughel's visions of Hell and gluttony, the flagellation of sinners, decadence - in all human cultures the fear of excess and the fear of the unleashed forces of the economy plays an important role. The underlying pattern contains an implicit criminal fantasy, which also works in the nucleus of many religions: whoever has fun, who deserves money, who escapes the constraints of morality and norm, leaves the human culture consensus and falls into the damnation.

The Matrix

The big machine knows everything, controls everything, determines everything. Not only that, she has incorporated herself into man. People live as a simulation in a machine uterus, their lives consist of dreams, machine rooms, their identity is an avatar illusion, an intended simulation, only created to feed the cold machines. But there is a hero, a rebel, an insurgent, a savior...

This narrative strand can also be translated into archetypes of human history. He reverts to the dream-time, to the presumption of a second, superordinate existence, a being which conceals us, but which subdues us in our human history, but which at the same time also deprives us of the existential labor of being-takes. A security fantasy, recombined with the fear of the loss of identity. The hero stands for the imagination of individuation, for the murder of God, from the autonomy, and thus ultimately the genuinely human culture arises.

Beautiful New World

On the banks of the river, surrounded by lame lions and beautiful petting gazes, a group of beautiful people is lying. Gentle music sounds, spherical sounds. Men with strong muscles and angular faces, women with optimized bodies, exchange polite words, read philosophical texts, eat exotic fruits. They all look alike, move at once, speak alike. But at one end of the group one sees a deviation, a change, a face in which recognition is shown. A deviation, an outbreak, a rule offense is prepared...

Also this fantasy (cinematically implemented for example in the "Zeitmaschine" or "Gattaca") is deeply rooted in our anthropomorphic heritage. An incestuous primal situation (or a final stage) of human history is shown, in which the mechanisms of evolution are overridden. The society of the clones can not be successful.

By Zukunftsinstitut

Navigate with Megatrends

Globalization

Globalization is one of the central challenges of the 21st century. Thanks to the internationalization of the markets, emerging economies are also benefiting from world trade, prosperity and economic growth.

Gender Shift

Massive upheavals in the professional and private life of men and women bring great opportunities. New men and women find their life balance not only in professional realization, but also in new relationship and family models.

Individualization

Our biographies are now running along new breaks, detours and new beginnings. They have become much more "multigrafies". In a society that gives us more and more individual freedoms, but also increasingly puts us under pressure to make decisions, values change - and with them changes the economy in DIY culture and niche markets.

Aging

The growing life expectancy worldwide not only makes us grow older but also age differently. In addition to aging, "down-dating", the emergence from the traditional old-age roles of the former "seniors". Instead of retiring, older people naturally continue to actively participate in the social life.

Urbanization

The cities of the future will be more diverse, networked, more viable and in every respect "greener" than we have experienced them for a long time. Above all, however, the relationship and consciousness of people are changing to their cities.

Mobility

We are at the beginning of a multimobil era - with multifaceted possibilities to implement the new mobile requirements and wishes economically, comfortably and sustainably.

New Work

Our economy is changing from an industrial to a knowledge society. Accordingly, corporate structures and work spaces are also changing: the boundaries between professional and private life are blurred.

Knowledge Culture

Digital creates an ever easier access to a growing amount of knowledge. In the "War for Talents" of the new global creative economy, it is clear that education is a key to a hopeful future. The promotion of individual talents and passionate curiosity creates the prerequisites for innovation and social advancement.

Health

Health is no longer the opposite of disease but an awareness of the balance of individual life energy. The medicine is therefore transformed by a specialized repair company into a huge sector serving the health care professional.

Neo-Ecology

Environmental Protection, Resource Conservation, Corporate Social Responsibility: The Megatrend Neo-Ecology shifts the coordinates of the economic system towards a new business morality that radically changes markets and consumption patterns. Growth will be understood as a new mixture of economy, ecology and social commitment.

Connectivity

Through the "Internet of Things", not only humans, but also machines, communicate with each other. But the real impact of this change lies in the social: the new culture of openness opens up enterprises and administrative structures to the outside.

Security

Society is insecure, the state is overburdened: We are on the way to a new security culture that is characterized by two factors: the all-encompassing networking of the world and the change of responsibility - away from superior government institutions.



By Philip Tetlock

Become a Superforecaster

Everyone would benefit from seeing further into the future. Unfortunately, people tend to be terrible forecasters. As Wharton professor Philip Tetlock showed, even experts' predictions are only slightly better than chance. However, an important and underreported conclusion of that study was that some experts do have real foresight, and Tetlock has spent the past decade trying to figure out why. What makes some people so good? And can this talent be taught?

The following qualities are what he found:

Philosophic Outlook

Cautious: Nothing is certain

Humble: Reality is infinitely complex

Nondeterministic: What happens is not meant to be and does not have to happen

Thinking Style

Open-minded: Beliefs are hypotheses to be tested, not treasures to be protected

Intelligent and curious: Intellectually curious, enjoy puzzles and mental challenges

Reflective: Introspective and self-critical

Numerate: Comfortable with numbers

Forecasting Style

Pragmatic: Not wedded to any idea or agenda

Analytical: Capable of stepping back from the tip-of-your-nose perspective and considering other views

Dragonfly-eyed: Value diverse views and synthesize them into your own

Probabilistic: Judge using many grades of maybe

Thoughtful Updaters: When facts change, they change their minds

Intuitive psychologist: Aware of the value of checking thinking for cognitive and emotional biases

Work Ethic

Growth mindset: Believe it's possible to get better

Grit: Determined to keep at it however long it takes

REFRAME MINDSET

This chapter is about generating disruptive ideas, reset and reframe your thinking and giving you the belief to do moonshots: Hints, how to reframe your mindset.

By Donella Meadows

Think in Systems

Some of the biggest problems facing the world—war, hunger, poverty, and environmental degradation—are essentially system failures. They cannot be solved by fixing one piece in isolation from the others, because even seemingly minor details have enormous power to undermine the best efforts of too-narrow thinking. Thinking in systems helps to avoid confusion and helplessness, the first step toward finding proactive and effective solutions.

A system is more than the sum of its parts.

Many of the interconnections in systems operate through the flow of information. The least obvious part of the system, its function or purpose, is often the most crucial determinant of the system's behavior. System structure is the source of system behavior. System behavior reveals itself as a series of events over time.

Stocks, Flows, and Dynamic Equilibrium

A stock is the memory of the history of changing flows within the system. If the sum of inflows ex-

ceeds the sum of outflows, the stock level will rise. If the sum of outflows exceeds the sum of inflows, the stock level will fall. If the sum of outflows equals the sum of inflows, the stock level will not change — it will be held in dynamic equilibrium. A stock can be increased by decreasing its outflow rate as well as by increasing its inflow rate. Stocks act as delays or buffers or shock absorbers in systems. Stocks allow inflows and outflows to be de-coupled and independent.

Feedback Loops

A feedback loop is a closed chain of causal connections from a stock, through a set of decisions or rules or physical laws or actions that are dependent on the level of the stock, and back again through a flow to change the stock. Balancing feedback loops are equilibrating or goal-seeking structures in systems and are both sources of stability and sources of resistance to change. Reinforcing feedback loops are self-enhancing, leading to exponential growth or to runaway collapses over time.

The information delivered by a feedback loop—even nonphysical feedback—can affect only future behavior; it can't deliver a signal fast enough to correct behavior that drove the current feedback. A stock-maintaining balancing feedback loop must have its goal set appropriately to compensate for draining or inflowing processes that affect that stock. Otherwise, the feedback process will fall short of or exceed the target for the stock. Systems with similar feedback structures produce similar dynamic behaviors.

Shifting Dominance, Delays, and Oscillations

Complex behaviors of systems often arise as the relative strengths of feedback loops shift, causing first one loop and then another to dominate behavior. A delay in a balancing feedback loop makes a system likely to oscillate. Changing the length of a delay may make a large change in the behavior of a system.

Scenarios and Testing Models

System dynamics models explore possible futures and ask “what if” questions. Model utility depends

not on whether its driving scenarios are realistic (since no one can know that for sure), but on whether it responds with a realistic pattern of behavior.

Constraints on Systems

In physical, exponentially growing systems, there must be at least one reinforcing loop driving the growth and at least one balancing loop constraining the growth, because no system can grow forever in a finite environment. Nonrenewable resources are stock-limited. Renewable resources are flow-limited.

Resilience, Self-Organization, and Hierarchy

There are always limits to resilience. Systems need to be managed not only for productivity or stability, they also need to be managed for resilience. Systems often have the property of self-organization—the ability to structure themselves, to create new structure, to learn, diversify, and complexify. Hierarchical systems evolve from the bottom up. The purpose of the upper layers of the hierarchy is to serve the purposes of the lower layers.

Places to Intervene in a System (in increasing order of effectiveness)

Numbers	The constants and parameters
Buffers	The sizes of stabilizing stocks relative to their flows
Stock-and-flow structures	The physical systems and their nodes of intersection
Delays	The lengths of time relative to the rates of system changes
Balancing feedback	The strength of the feedbacks relative to the impacts
Reinforcing feedback	The strength of the gain of driving loops
Information Flows	The structure of access to information
Rules	The incentives, punishments, and constraints
Self-Organization	The power to add, change, or evolve system structure
Goals	The purpose of the system
Paradigms	The mind-set out of which the system arises
Transcending Paradigms	

Practice

- Expose your mental models to the light of day.
- Honor, respect, and distribute information.
- Use language care with and enrich it with systems concepts.
- Pay attention to what is important, not just the quantifiable.
- Make feedback policies for feedback systems.
- Go for the good of the whole.
- Listen to the wisdom of the system.
- Locate responsibility within the system.
- Stay humble—stay a learner.
- Celebrate complexity.
- Expand time horizons.
- Defy the disciplines.
- Expand the boundary of caring.
- Don't erode the goal of goodness.

By Donella Meadows

Mind System Traps

Policy Resistance

Trap: When various actorstry to pull a system state toward various goals, the result can be policy resistance. Any new policy, especially if it's effective, just pulls the system state farther from the goals of other actors and produces additional resistance, with a result that no one likes, but that everyone expends considerable effort in maintaining.

The Way Out: Let go. Bring in all the actors and use the energy formerly expended on resistance to seek out mutually satisfactory ways for all goals to be realized—or redefinitions of larger and more important goals that everyone can pull toward together.

The Tragedy of the Commons

Trap: When there is a commonly shared resource, every user benefits directly from its use, but shares the costs of its abuse with everyone else. Therefore, there is very weak feedback from the condition of the resource to the decisions of the resource users. The consequence is overuse of the resource, eroding it until it becomes unavailable to anyone.

The Way Out: Educate and exhort the users, so they understand the consequences of abusing the resource. And also restore or strengthen the missing feedback link, either by privatizing the resource so each user feels the direct consequences of its abuse or (since many resources cannot be privatized by regulating the access of all users to the resource.

Drift to Low Performance

Trap: Allowing performance standards to be influenced by past performance, especially if there is a negative bias in perceiving past performance, sets up a reinforcing feedback loop of eroding goals that sets a system drifting toward low performance.

The Way Out: Keep performance standards absolute. Even better, let standards be enhanced by the best actual performances instead of being discouraged by the worst. Set up a drift toward high performance!

Escalation

Trap: When the state of one stock is determined by trying to surpass the state of another stock—and vice versa—then there is a reinforcing feedback loop carrying the system into an arms race, a wealth race, a smear campaign, escalating loudness, escalating violence. The escalation is exponential and can lead to extremes surprisingly quickly. If nothing is done, the spiral will be stopped by someone's collapse—because exponential growth cannot go on forever.

The Way Out: The best way out of this trap is to avoid getting in it. If caught in an escalating system, one can refuse to compete (unilaterally disarm), thereby interrupting the reinforcing loop. Or one can negotiate a new system with balancing loops to control the escalation.

Success to the Successful

Trap: If the winners of a competition are systematically rewarded with the means to win again, a reinforcing feedback loop is created by which, if it is allowed to proceed uninhibited, the winners eventually

take all, while the losers are eliminated.

The Way Out: Diversification, which allows those who are losing the competition to get out of that game and start another one; strict limitation on the fraction of the pie any one winner may win (antitrust laws); policies that level the playing field, removing some of the advantage of the strongest players or increasing the advantage of the weakest; policies that devise rewards for success that do not bias the next round of competition.

Shifting the Burden to the Intervenor

Trap: Shifting the burden, dependence, and addiction arise when a solution to a systemic problem reduces (or disguises) the symptoms, but does nothing to solve the underlying problem. Whether it is a substance that dulls one's perception or a policy that hides the underlying trouble, the drug of choice interferes with the actions that could solve the real problem. If the intervention designed to correct the problem causes the self-maintaining capacity of the original system to atrophy or erode, then a destructive reinforcing feedback loop is set in motion. The

system deteriorates; more and more of the solution is then required. The system will become more and more dependent on the intervention and less and less able to maintain its own desired state.

The Way Out: Again, the best way out of this trap is to avoid getting in. Beware of symptom-relieving or signal-denying policies or practices that don't really address the problem. Take the focus off short-term relief and put it on long-term restructuring. If you are the intervenor, work in such a way as to restore or enhance the system's own ability to solve its problems, then remove yourself. If you are the one with an unsupportable dependency, build your system's own capabilities back up before removing the intervention. Do it right away. The longer you wait, the harder the withdrawal process will be.

Rule Beating

Trap: Rules to govern a system can lead to rule-beating—perverse behavior that gives the appearance of obeying the rules or achieving the goals, but that actually distorts the system.

The Way Out: Design, or redesign, rules to release

creativity not in the direction of beating the rules, but in the direction of achieving the purpose of the rules.

Seeking the Wrong Goal

Trap: System behavior is particularly sensitive to the goals of feedback loops. If the goals—the indicators of satisfaction of the rules—are defined inaccurately or incompletely, the system may obediently work to produce a result that is not really intended or wanted.

The Way Out: Specify indicators and goals that reflect the real welfare of the system. Be especially careful not to confuse effort with result or you will end up with a system that is producing effort, not result.

By Luke Williams

Disrupt Paradigms

Getting stuck with more of the same ideas? Try this four step method to generate disruptive strategies and unexpected solutions.

1. What do you want to disrupt?

The first step is to define the situation in the industry, segment, or category that you want to challenge. "Situation" means the broad view from 10,000 feet. This should be an area of your industry in which everyone seems to be stuck, and nothing has changed in a very long time.

2. What are the business clichés?

Now that you've defined what you want to disrupt, the next step is to identify the assumptions that seem to influence the way insiders (and often outsiders) think about your situation. In other words, what are the clichés — the widespread, hackneyed beliefs that govern the way people think about and do business in a particular space. If you pay attention, you'll notice that clichés are everywhere.

3. What are your disruptive hypotheses?

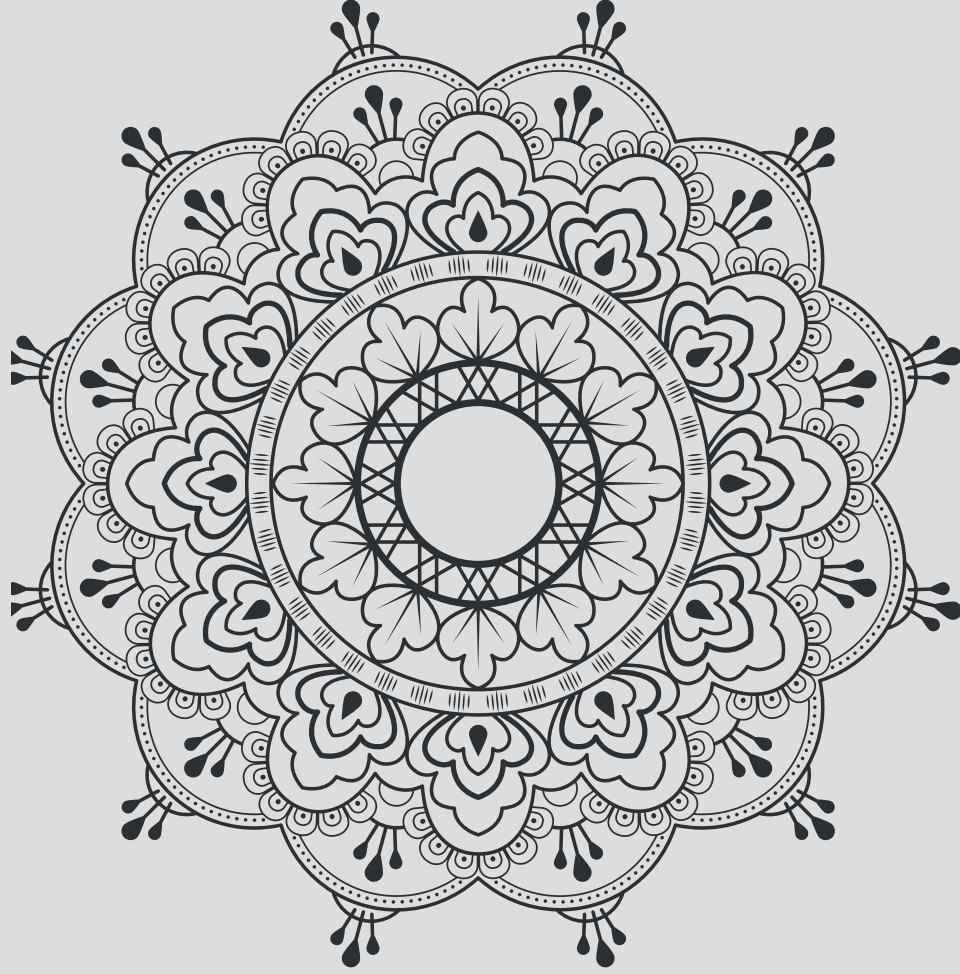
Now that you have a list of the clichés that are influencing the business situation you're focused on, your next goal is to start provoking the status quo by generating several disruptive hypotheses: seemingly crazy ways to fill in the blank part of the question.

I wonder what would happen if we:

- What if we invert?
- What if we deny?
- What if we scale?

4. Challenge your view

After going through these steps, you should be able to generate several brilliant, wacky hypotheses that will challenge your established way of looking at an industry, segment or category. The general rule is that bolder "What ifs" will offer a fresher perspective. So, don't worry if your hypotheses seem completely ridiculous. As these stories illustrate, inverting or denying industry clichés can often lead to significant business breakthroughs.



By Yuval Harari and others

Celebrate Ignorance

Modern science is based on the Latin injunction *ignoramus* – ‘we do not know’. It assumes that we don’t know everything. Even more critically, it accepts that the things that we think we know could be proven wrong as we gain more knowledge. No concept, idea or theory is sacred and beyond challenge.

Having admitted ignorance, modern science aims to obtain new knowledge. It does so by gathering observations and then using mathematical tools to connect these observations into comprehensive theories.

Modern science is not content with creating theories. It uses these theories in order to acquire new powers, and in particular to develop new technologies.

The Scientific Revolution has not been a revolution of knowledge. It has been above all a revolution of ignorance.

Practice

- Map the things you know you don’t know
- Map the things you don’t know you don’t know
- Map the things you think you know but don’t
- Map the things you don’t know you know
- Map the things too painful to know, so you don’t

LEAD TEAMS

This chapter is about understanding success, managing to lead, leading for creativity and making decisions: Hints, how to build and lead great teams.

By Andy Grove, John Doerr, Astro Teller, Julia Rozovsky and many more

Develop Leadership

Lead to what's possible

Don't manage to what is there, but to what is possible

Lead to allow imperfection

Andrew Bosworth says: "If there isn't something going off the rails on your team, then I know you are micro-managing them. You are really good at what you do, and if you stay in the weeds on everything, you'll keep things going perfectly, for a while. But eventually two things will happen. One, you will burn out. And two, you will eventually start to seriously piss off your team. So I better see some things going sideways, on a fairly regular basis."

Lead with directly responsible individuals

A simple tool to make ownership clear and point people with questions to the right place. It's not a process or framework for project management. With DRIs on everything from major initiatives to bug reports, a lot of questions of ownership are cleared up.

In the minority of cases, it's about accountability after something went wrong.

Lead with objective & key results

A method of defining and tracking objectives and their outcomes. Its main goal is to connect company, team and personal objectives to measurable results, making people move together in the right direction. A big part of OKR is making sure each individual knows what's expected of them at work. OKRs are kept public in front of everyone so that teams move in one direction and know what others are focusing on.

Lead with the two pizza rule

Never have a meeting where two pizzas couldn't feed the entire group.

Lead with quarterly audacious goals

(Emphasis on “Audacious”) Most companies set quarterly goals in a contentious manner. The manager sets a high bar to stretch the employee, and the employees want to set a lower bar they know they can meet. In the end, both parties settle somewhere in the middle and nobody is happy with the result. At Google X, the goal is for each team to set audacious, ridiculously hard quarterly goals. X has a culture where each team has the objective of impressing the other teams with how audacious they’re willing to be (Note: These goals should be just audacious enough that they are still plausible but not impossible). The result is a culture of bravery and persistence. Astro notes, “It is frequently the case that not a single person hits their audacious goals, but that’s okay...”. He continues, “Create an organization that looks like Willy Wonka’s Chocolate Factory and fill it with Peter Pans with PhDs. You need to make them understand and feel good about the fact that they are going to fail most of the time. And they’ll love it when you let them go.”

Practice

The most important six words: “I admit I made a mistake”

The most important five words: “You did a good job”

The most important four words: “What is your opinion?”

The most important three words: “Would you please...”

The most important two words: “Thank you”

The most important word: “We”

The least important word: “I”

Lead with countergoals

I think it was Andy Grove who said that for every goal you put in front of someone, you should also put in place a counter-goal to restrict gaming of the first goal. So, for example, if you are incenting your recruiters on the number of new employees recruited and hired, you need to also give them a counter-goal (and tie it to their compensation) that measures the quality of the new hires three months in. Otherwise the recruiters are guaranteed to give you what you don't want: a lot of mediocre new hires.

Lead with environment

Over two years, Google conducted 200+ interviews with employees and looked at more than 250 attributes of 180+ active teams. They were pretty confident to find the perfect mix of individual traits and skills necessary for a stellar team. They found that who is on a team matters less than how the team members interact, structure their work, and view their contributions.

By Personality Profile Solutions

Shape Team

The Team Dimensions Profile explains how your team can identify each member's talents and place people in roles that allow them to really use those talents:

Creators generate new ideas and original concept. They prefer unstructured and abstract activities and thrive on innovation and unconventional practices.

Advancers communicate these new ideas and carry them forward. They relish feelings and relationships and manage the human factors. They are excellent at generating enthusiasm for work.

Refiners challenge ideas. They analyze projects for flaws, then refine them with focus on objectivity and analysis. They love facts and theories and working with systematic approach.

Executors can also be thought of implementers. They ensure that important activities are carried out and goals accomplished; they are focused on details and the bottom line

Flexors are a combination of all four types. They can adapt their styles to fit certain needs and are able to

By Tim Brown

Lead for Creativity

Tim Brown, CEO of IDEO, says: “Creativity is what keeps organizations ahead in the marketplace. That means you, as a leader, need to empower your team to generate and execute bold ideas.”

I. Leading with a strong point of view

This is about setting a course for an inspiring, new direction. The role you play is like that of an EXPLORER, setting off across the unknown. Explorers have an inspiring vision. If they don't, people won't follow their lead. They hold to that vision and take risks, to get that much closer to their destination. You lead with a strong point of view when you need to set a course for your team, at the beginning of their journey, or when there are bold risks to be taken and you as the leader need to take responsibility for the outcome.

The qualities to practice are:

- Hold a Strong Vision
- Inspire Others
- Take risks

II. Leading through culture

This is about setting new norms that support creative work. The role you play is like that of a GARDNER. They know the conditions needed for creativity to flourish, such as providing inspiration when energy is low. When challenges crop up, they act swiftly to address them. You do it before starting a project, as you plan for how the work will get done, and along the way—whenever you notice friction. Maybe there's a momentary hiccup or an ongoing friction between the cultural needs of your organization's core work and your creative team.

The qualities to practice are:

- Set Conditions
- Make Adjustments
- Prepare for Challenges

III. Leading alongside

This is about staying present and engaged with the work of your team. The role you play is like that of a COACH—the kind that's authentic and relatable. The coach is on the field, at eye level, offering guidance on the fly. There are times—maybe during a check-in or crisis moment—when they can give instructions, but their team has to make the necessary adjustments to move forward. You lead alongside when you've got more experience, or maybe just a better vantage point, than your team. You lead alongside when being directive would shut down your team's creativity.

The qualities to practice are:

- Be Present
- Stay Engaged
- Remain at Eye Level

Lead for Inspiration

Which is more valuable: Good ideas or good people? Most audiences would be split 50-50. Yet the answer should be obvious: Ideas come from people. Therefore, people are more important than ideas.

"You can't manage what you can't measure". This phrase is ridiculous—something said by people who are unaware of how much is hidden. A large portion of what we manage can't be measured, and not realizing this has unintended consequences.

It is not the manager's job to prevent risks. It is the manager's job to make it safe to take them.

Don't wait for things to be perfect before you share them with others. Show early and show often. It'll be pretty when we get there, but it won't be pretty along the way. And that's as it should be.

Always try to hire people who are smarter than you. Always take a chance on better, even if it seems like a potential threat.

In general, people are hesitant to say things that might rock the boat. Braintrust meetings, dailies, postmortems, and Notes Day are all efforts to reinforce the idea that it is okay to express your-self. All are mechanisms of self-assessment that seek to uncover what's real.

The first conclusions we draw from our successes and failures are typically wrong. Measuring the outcome without evaluating the process is deceiving.

Our job as managers in creative environments is to protect new ideas from those who don't understand that in order for greatness to emerge, there must be phases of not-so-greatness.

DEVELOP PRODUCTS

This chapter is about values,
behaviours, and design sprints:
Hints, how to develop good products.

By Ash Maurya, Ed Catmull and Warren Berger

Learn a lot

Why does an apple fall from a tree but, why does the moon not fall into the Earth? Why do the Galapagos Islands have so many species not found elsewhere? What would the universe look like if I rode through it on a beam of light? With these rather simple questions, Newton, Darwin and Einstein generated breakthrough insights.

Learn by experiments

Every grand strategy can be tested with one or more small, fast, additive experiments. Internalize these 7 Habits for running highly effective experiments:

1. Declare you expected outcomes upfront.
2. Make declaring outcomes a team sport.
3. Emphasize estimation not precision.
4. Measure actions versus words.
5. Turn assumptions into falsifiable hypotheses.
6. Time-box your experiments.
7. Always use a control group.

Learn by asking questions

Asking Why, What if, and How, in that order, can help one advance through three critical stages of problem-solving.

- “Why” questions are ideal for coming to grips with an existing challenge or problem—helping us understand why the problem exists, why it hasn’t been solved already, and why it might be worth tackling.
- “What if” questions can be used to explore fresh ideas for possible improvements or solutions to the problem, from a hypothetical standpoint.
- “How” questions are practical, action-oriented ones that focus on how to give form to ideas, how to test and refine them with the goal of transforming possibility into reality.

Utilise hypothetical prompts like “The year is 2017. Both if this year’s films were completed in well under 18’500 person-weeks. What innovations helped these productions to meet their budget goals? What are some specific things that we did differently?

By Jake Knapp

Do Design Sprints

The design sprint is a five-day process for answering critical business questions through design, prototyping, and testing ideas with customers. Developed at Google Ventures, it's a "greatest hits" of business strategy, innovation, behavior science, design thinking, and more—packaged into a battle-tested process that any team can use.

Working together in a sprint, you can shortcut the endless-debate cycle and compress months of time into a single week. Instead of waiting to launch a minimal product to understand if an idea is any good, you'll get clear data from a realistic prototype. The sprint gives you a superpower: You can fast-forward into the future to see your finished product and customer reactions, before making any expensive commitments.

Practice

- On Monday, you'll map out the problem and pick an important place to focus.
- On Tuesday, you'll sketch competing solutions on paper.
- On Wednesday, you'll make difficult decisions and turn your ideas into a testable hypothesis.
- On Thursday, you'll hammer out a high-fidelity prototype.
- On Friday, you'll test it with real live humans.

By Rob Fitzpatrick

Talk to Customers

Customer conversations are bad by default. Rob describes ways how to fix them: “The Mom Test” leads to questions that even your mom can’t lie about.

Good customer conversations

- Talk about their life instead of your idea
- Ask about specifics in the past instead of generics or opinions about the future
- Talk less and listen more

Signs you’re likely doing it wrong

- You’re talking more than they are
- You’re getting compliments on your idea
- You don’t have notes
- You don’t share notes with the team
- You’re not changing your idea
- You don’t know the questions trying to answer
- You aren’t sure why you’re having the meeting
- You think the meeting “went well”

Before, during and after the conversation

- If you haven't yet, choose a focused, findable segment
- With your team, decide on your big 3 learning goals
- If relevant, decide on ideal next steps and commitments
- If a question could be answered via desk research, do that first.

Practice

Writing down customer conversations

- :) Excited
- :(Angry
- :| Embarrassed
- < Pain or problem
- Goal or job-to-be-done
- Obstacle
- ↪ Workaround
- ^ Background or context
- ☑ Feature request or purchasing criteria
- \$ Money or budgets or purchasing process
- ♀ Mentioned a specific person or company
- ☆ Follow-up task

By Eric Almquist

Design for Value

Social Impact

Self-transcendence: Helping other people or society more broadly.

Life Changing

Hope: Providing something to be optimistic about.

Self-actualization: Providing a sense of personal accomplishment or improvement.

Motivation: Spurring people to achieve their goals.

Heirloom: A good investment for future generations.

Affiliation & Belonging: Helping people become part of a group or identify with people they admire.

When customers evaluate a product or service, they weigh its perceived value against the asking price. Eric and his colleagues identified 30 universal building blocks of value that meet fundamental human needs. The more value you can provide for, the greater your customers' loyalty, the research suggests.

Emotional

Reduces Anxiety: Helping people worry less and feel more secure.

Rewards Me: Providing benefits for being loyal.

Nostalgia: Reminding people of something positive in the past.

Design & Aesthetics: Providing an appealing form or design.

Badge Value: Representing achieved status or aspirations.

Wellness: Improving people's physical or mental state.

Therapeutic value: Providing therapeutic value or well-being.

Fun & Entertainment: Offering fun or entertainment.

Attractiveness: Helping people feel more attractive.

Provides Access: Providing access to information, goods, services or other valuable items.

Functional

Saves Time: Saving time in tasks or transactions.

Simplifies: Reducing complexity and simplifying.

Makes Money: Helping to make money.

Reduces Risks: Protecting from losses.

Organizes: Becoming more organized.

Integrates: Integrating different aspects of life.

Connects: Connecting with other people.

Reduces Effort: Getting things done with less effort.

Avoiding Hassles: Avoiding or reducing hassles.

Reduces Costs: Saving money.

Quality: Providing high-quality goods or services.

Variety: Providing a variety of things to choose from.

Sensory Appeal: Appealing in taste, smell, hearing and other senses.

Informs: Providing reliable and trusted information.

By Artefact

Design for Behaviour

To design a system for human interaction the following patterns, collected by Artefact, are helpful. Please consider a conscious and responsible application.

Make it personal

Put the user in control

Making active choices helps people feel more ownership over a decision, and makes them more likely to follow through. How might we put users in charge of the decision at hand? How might we encourage users to take responsibility for this choice? How might we help users realize that they're in control?

Get the user to make an argument for the desired outcome

People are more likely to agree with persuasive arguments when they're forced to actively make the argument themselves. How might we help users feel a sense of ownership over the desired outcome? How might we encourage users to take ownership over a portion of the desired experience?

Encourage a sense of ownership

When people feel ownership over something they

tend to attribute more value to it and go to greater lengths to avoid losing it. How might we help users role-play the opposing viewpoint? How might we get users to communicate the logic behind the desired behaviour to someone else? How might we encourage users to advocate for another position?

Make the desired outcome align with the user's identity

People generally behave in ways that reinforce their personal identities. When an behaviour conflicts with a person's sense of identity, they can experience unhappiness and unease. How might the desired outcome reinforce or reflect the user's existing sense of identity? How might we incorporate or acknowledge relevant aspects of cultural, religious, or social groups that the user associates with?

Highlight visceral or personal stories

People are more likely to recall and respond to emotional stories that highlight a specific person's experience - rather than stories that focus on facts

or numbers. How might we emphasize personal stories related to this behaviour or decision? How might we call attention to an individual's experience? How might we use storytelling instead of facts and numbers?

Call attention to relevant social norms

People tend to behave in accordance with real or perceived social norms, and generally don't like to behave in ways that go against what's socially acceptable. How might we highlight or expose relevant social norms? How might we establish new social norms within a user group? How might we draw upon the social norms of a similar group of people?

Tip the scales

Emphasize gains to encourage a behavior

People enjoy experiencing gains, especially in the present. When an option or outcome is framed in terms of its associated gains it becomes more appealing - and people rarely stop to consider associated losses. How might we emphasize gains associated with this behaviour? How might we call attention to gains the user may not be aware of? How might we describe existing choices so that the desired outcome represents a relative gain?

Increase present gains

Gains that occur in the present are more pleasurable than gains that occur in the future. The further into the future gains occur, the more people discount their value, and the less pleasurable they seem. How might we introduce new gains in the present, associated with the desired behaviour? How might we amplify existing gains that occur in the present?

How might we call more attention to present gains?

Break large gains into multiple smaller gains

Experiencing separate, smaller gains is often more pleasurable than experiencing them simultaneously as one large gain. How might gains associated with the desired behaviour be broken apart into distinct, smaller gains? How might gains that occur simultaneously be conceptually separated or individually highlighted?

Use surprise to increase the pleasure of gains

People experience more pleasure from surprise gains than they do from expected gains. How might we associate unexpected gains with the desired behaviour? How might we exceed the user's expectations about the desired outcome? How might we incorporate surprises into the existing experience?

Emphasize losses to discourage a behavior

People dislike experiencing losses, especially in the present. When an option or outcome is framed

in terms of its associated losses it becomes less appealing - and people rarely stop to consider the associated gains. How might we emphasize losses associated with this behaviour? How might we call attention to losses the user isn't aware of? How might we describe existing choices so that the undesired outcome represents a relative loss?

Reduce or delay present losses

People go to great lengths to avoid losses. However, the further into the future a loss occurs, the more people tend to discount its impact. As a result, future losses often seem less daunting than present losses. How might we minimize or remove present losses associated with the desired outcome, such as money, time, or effort? How might we delay present losses so they occur in the future?

Combine small losses into one larger loss

Losses that are experienced together, as one large loss, are less painful than smaller losses that are experienced separately. How might we lump togeth-

er the losses that go along with doing the desired behaviour? How might we remove distinctions between multiple small losses associated with the desired outcome?

Craft the journey

Help the user make a commitment in advance

People tend to make less rational choices when they're in "hot" states -like when they're hungry or emotional. Deciding in advance, in a "cold" state, makes preferable outcomes more likely. How might we help the user make a decision in advance, when they're not in the heat of the moment? How might we help the user commit to an outcome beforehand? How might we help people pre-commit to a desired behaviour?

Establish positive expectations

A person's expectations about an event or product have the power to change the way they actually experience it. How might we help the user make a decision in advance, when they're not in the heat of the moment? How might we help the user commit to an outcome beforehand? How might we help people pre-commit to a desired behaviour?

Introduce a peak and end on a high note

People tend to remember and evaluate past experiences based on the highest or lowest point, and the end. People are more likely to fondly recall and repeat experiences that have a notable high point and end on a high note. How might we introduce a positive peak into the experience? How might we reduce any extreme negative aspects of the experience? How might we ensure the experience ends on a high note?

Provide immediate and ongoing feedback

When outcomes occur in the future it can be difficult to make the connection to the actions that originally caused them. More immediate feedback can help people better understand the consequences of their actions. How might we provide ongoing feedback about the consequences of the user's actions or behaviours? How might we help users understand future consequences more tangibly in the present?

Set up the options

Call attention to the desired option

People are more likely to select the option that they pay the most attention to. The longer a person looks at a visual representation of an option, the more likely they are to choose it. How might we draw the user's attention to the desired option or outcome? How might we make the desired option stand out? How might we de-emphasize undesired options?

Make the default option the desired outcome

People are more likely to go with a default option when one is present, since it doesn't require any extra effort or action on their part. How might we ensure the desired outcome occurs if the user takes no action whatsoever? How can we completely eliminate any effort required to select the desired option?

Make the desired outcome a mid-range option

People tend to avoid extreme options (e.g., the cheapest or most expensive, smallest or largest).

They're more likely to choose an option that feels like a compromise between extremes. How might we introduce a more extreme option so that the desired choice feels like a compromise? How might we reduce costs, features, or effort required so that the desired option is conceptually in the middle of the set?

Reduce uncertainty associated with the desired outcome

People tend to avoid options that have ambiguous or uncertain outcomes, preferring instead options that are clear and certain. How might we highlight factual information about the outcome? How might we incorporate stories about other people's experiences to increase the user's confidence? How might we decrease ambiguity about what's going to happen?

Keep it simple

Don't overwhelm the user

When facing an overwhelming amount of information, people may shut down and stop paying attention. In the face of extremely scary information, people may engage in unhealthy self-soothing behaviours. How might we reduce the amount of information we're presenting to the user? How might we progressively reveal information to the user over time? How might we avoid information overload?

Minimize decisions to reduce decision fatigue

Making many decisions in a row can lower a person's willpower and cause them to subsequently make more "irrational" decisions. How might we reduce the number of difficult decisions a user is forced to make? How might we minimize the number of decisions a user encounters during this experience?



TELL STORIES

This chapter is about improving your writing, pitching perfect and being convincing: Hints, how to tell inspiring and impactful stories.

By Andy Raskin

Pitch Perfect

Saw Elon Musk's presentation for the Tesla Powerwall? Musk's delivery isn't stellar. He's self-conscious and fidgety. But at the end, his audience cheers. For a battery. That's because Musk does five things right that you should emulate in every pitch you ever make to anybody.

1. Name the enemy

Never start a pitch by talking about yourself, your team, your product, or your total addressable market. Instead, start by naming the thing that's getting in the way of your customer's happiness. Do that by painting an emotionally resonant picture of how your customer is struggling, who/what is to blame, and why. When Musk shows this image of burning fossil fuels, you can practically hear Darth Vader's ominous breath.

2. Answer "Why now?"

Audiences—particularly investors—are skeptical. They're thinking, "People have lived this way for a long time—are they really going to change now?" Musk handles this objection by showing that we're at a critical point in the growth of atmospheric carbon dioxide concentration: If we don't act now, things quickly get much, much worse. When Musk says, "We should collectively do something about this," his audience howls in support.

3. Show the promised land before explaining how you'll get there

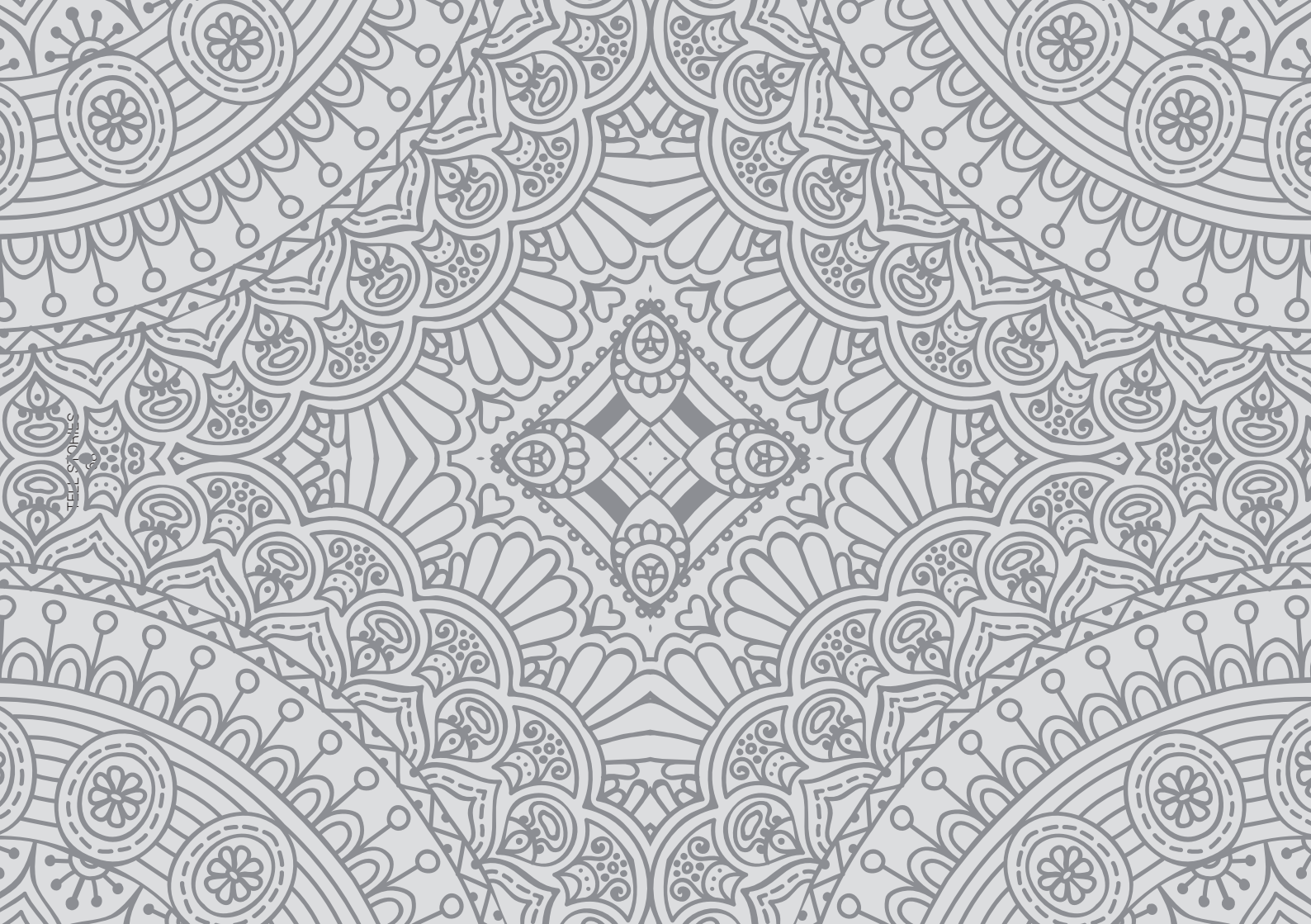
Before saying anything about batteries, Musk describes his version of happily-ever-after: a civilization powered by “this handy fusion reactor in the sky, called the Sun.” Showing the enemy’s defeat before explaining how you’ll make it happen can feel wrong for novice presenters — like blurting out the punchline before you’ve told a joke. But when an audience knows where you’re headed, they’re much more likely to buckle in for the ride.

4. Identify obstacles—then explain how you'll overcome them

Now that you’ve shared your vision of the future, (a) lay out the obstacles to achieving it and (b) show how your company/product/service will overcome each one. (There had better be some big, nasty obstacles — otherwise who needs what you’re selling?)

5. Present evidence that you’re not just blowing hot air

Again: audiences are skeptical. So you must give them evidence that the future you’ve laid out is, indeed, attainable. Musk does that by letting his audience in on a secret: Powerwall batteries have been supplying the energy for the auditorium in which he’s speaking. As proof, he zooms in on the meter above, which registers zero power from the grid.



By Josh Spector and Paul Graham

Improve Writing

Write as you talk

Write in spoken language: Just don't let a sentence through unless it's the way you'd say it to a friend.

Delete the word "that."

At least 90% of the times you use the word "that" can be removed from your writing and it will instantly make your sentence stronger. Example: "You believe that I'm lying, but I'm not." becomes "You believe I'm lying, but I'm not."

Delete the words "I think."

It adds nothing. Remove it to strengthen your point. Example: "I think this is a good sentence." becomes "This is a good sentence."

Avoid words that end in "-ing."

In most cases, the "-ing" softens your word and adds no value. Your writing will read better if you avoid it. Example: "The experiences we're seeking end up being underwhelming and even disappointing." becomes "The experiences we seek often underwhelm and disappoint."

Short sentences. Short paragraphs.

Most sentences can be cut in half. Don't be afraid to have a two or three word sentence. Keep paragraphs to less than three sentences. Shrink your opening sentence.

White space is your reader's friend.

Make it compelling, but keep it short and conversational. Example: "This is a post that's going to help you become a better writer." becomes "I can help you."

By Chris Voss

Start Negotiating

Some surprising tactics — which radically diverge from conventional negotiating strategy—weren't cooked up in a classroom, but are the field-tested tools FBI agents used to talk criminals and hostage-takers around the world into (or out of) just about any scenario you can imagine.

What is wrong about negotiation

Everything we've previously been taught about negotiation is wrong:

- People are not rational;
- There is no such thing as 'fair';
- Compromise is the worst thing you can do;
- The real art of negotiation lies in mastering the intricacies of No, not Yes;
- There's a lot more space between yes and no than most of us realize.

How to negotiate

Mirror words selectively

One of the quickest ways to establish a rapport and make your counterpart feel safe enough to reveal themselves is with a laser-like focus on what the other party has to say. Use tactics like slowing the conversation down, repeating their words back to them, allowing for silence and changing your tone of voice (try the "late night FM DJ voice").

Practice tactical empathy

Demonstrate to your counterpart that you see the nuances of their emotions. Proactively label their fears. Phrases like "It sounds like you are afraid of..." and "It looks like you're concerned about..." go a long way in disarming them. Also, list the worst things that the other party could say about you and say them before they can.

Get to "No"

Being pushed for "yes" makes people defensive, but

saying “No” makes the speaker feel safe, secure, and in control, so trigger it. Ask no-oriented questions, like: “Is now a bad time to talk?” or “Have you given up on this project?”

Trigger “That’s right

The moment you’ve convinced someone that you understand their dreams and feelings is the moment a negotiation breakthrough can happen. Trigger a “that’s right” response by summarizing and reaffirming how they feel and what they want.

Resist compromise

Frame the conversation in such a way that your counterpart will unconsciously accept the limits you place on the discussion. Navigate deadlines to create a sense of urgency and anchor your counterpart’s emotions so that not accepting your offer feels like a loss.

Create the illusion of control

Don’t try to force your opponent to admit that you

are right. Ask questions, that begin with “How?” or “What?” so your opponent uses mental energy to figure out the answer.

Guarantee execution

Don’t let your work fall apart when you’re close to securing a deal: Identify the motivations of the players “behind the table” and spot liars by paying attention to body language; test if your counterpart’s “yes” is real by getting them to reaffirm their agreement at least three times. Use your own name and humor to break tension and show your human side.

Find black swans

To uncover the “Unknown Unknowns” work to understand the other side’s position and worldview. Find common ground with them, and get some face time. These tactics will help you dig deeper and uncover the hidden variables of the situation.

RESET BUSINESS

This chapter is about organizational transformation to remain or become relevant and resilient:
Hints, how to reset organizations.

By Paul Cobban

Eliminate Waste

DBS had a well-earned reputation for being a bureaucratic, unimaginative and unresponsive bank. As part of its transformation, "Process Improvement Events" were started, inspired by Kaizen, a process of continuous improvement developed by Japanese management guru Misaki Imai.

Day 1 Walkthrough and map the current state

First we needed to know what we were up against. We forced the team to physically walk the entire DBS process step by step, taking notes, interviewing staff and recording times. We then created a large "current state map" on the wall indicating each step with timings and issues. We marked the steps that added value with green dots and those that didn't with red dots. We calculated effort and time for the entire process. It wasn't pretty.

Day 2 Map the future state

We asked the teams to create a new version of the process for opening this account. This time, we tried to eliminate as much waste as possible. We esti-

mated the resultant levels of effort and end to end times. The results were much better, but so far this was only a theoretical exercise on paper.

Day 3 Decision-making session

We invited the seniors responsible for the process along with risk executives to review the current and future states. Then, we asked them to go through the list of changes required and give a decision on each as to whether the team could proceed.

Day 4 Refine the solution

Based on the direction given, the solution was refined and an implementation plan developed. We wanted to execute as many of the changes as possible, and we wanted to do it immediately.

Day 5 Outbrief

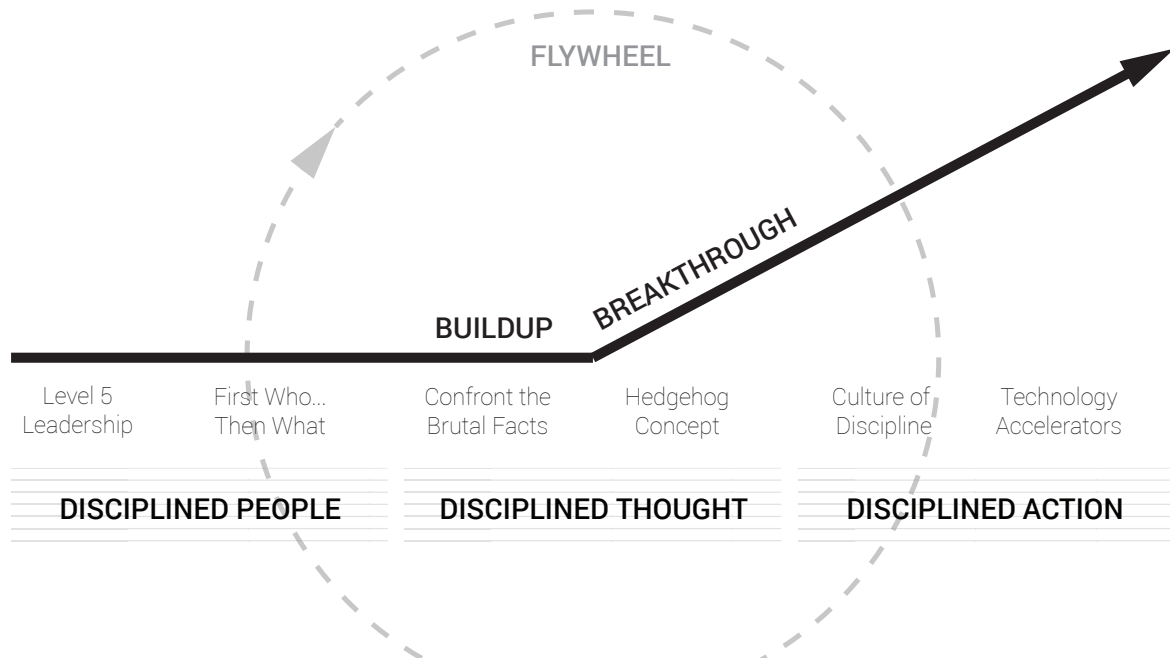
The team presented the solution to the senior team, and we went ahead.

By Jim Collins

Break Through

The Flywheel effect is a concept developed in the book Good to Great. No matter how dramatic the end result, good-to-great transformations never happen in one fell swoop. In building a great company or social sector enterprise, there is no single defining

action, no grand program, no one killer innovation, no solitary lucky break, no miracle moment. Rather, the process resembles relentlessly pushing a giant, heavy flywheel, turn upon turn, building momentum until a point of breakthrough, and beyond.



By Jeff Bezos

Remain Day 1

True Customer Obsession

There are many ways to center a business. You can be competitor focused, you can be product focused, you can be technology focused, you can be business model focused, and there are more. But in my view, obsessive customer focus is by far the most protective of Day 1 vitality. Why? There are many advantages to a customer-centric approach, but here's the big one: customers are always beautifully, wonderfully dissatisfied, even when they report being happy and business is great. Even when they don't yet know it, customers want something better, and your desire to delight customers will drive you to invent on their behalf. No customer ever asked Amazon to create the Prime membership program, but it sure turns out they wanted it, and I could give you many such examples.

Staying in Day 1 requires you to experiment patiently, accept failures, plant seeds, protect saplings, and double down when you see customer delight. A customer-obsessed culture best creates the conditions where all of that can happen.

Resist Proxies

As companies get larger and more complex, there's a tendency to manage to proxies. This comes in many shapes and sizes, and it's dangerous, subtle, and very Day 2.

- Processes serve you so you can serve customers. But if you're not watchful, the process can become the thing: The process becomes the proxy for the result you want. You stop looking at outcomes and just make sure you're doing the process right.
- Market research and customer surveys can become proxies for customers, yet good inventors and designers deeply understand their customer. They spend tremendous energy developing that intuition. And you, the product or service owner, must understand the customer, have a vision, and love the offering. Then, beta testing and research can help you find your blind spots. A remarkable customer experience starts with heart, intuition, curiosity, play, guts, taste. You won't find any of it in a survey.

Embrace External Trends

The outside world can push you into Day 2 if you won't or can't embrace powerful trends quickly. If you fight them, you're probably fighting the future. Embrace them and you have a tailwind.

These big trends are not that hard to spot (they get talked and written about a lot), but they can be strangely hard for large organizations to embrace. We're in the middle of an obvious one right now: machine learning and artificial intelligence.

High-Velocity Decision Making

Day 2 companies make high-quality decisions, but they make high-quality decisions slowly. To keep the energy and dynamism of Day 1, you have to somehow make high-quality, high-velocity decisions. Speed matters in business – plus a high-velocity decision making environment is more fun too. We don't know all the answers, but here are some thoughts:

- First, never use a one-size-fits-all decision-making process. Many decisions are reversible, two-way doors. Those decisions can use a light-weight process.
- Second, most decisions should probably be made with somewhere around 70% of the information you wish you had. If you wait for 90%, in most cases, you're probably being slow.
- Third, use the phrase “disagree and commit.” This phrase will save a lot of time.
- Fourth, recognize true misalignment issues early and escalate them immediately. Without escalation, the default dispute resolution mechanism for this scenario is exhaustion.

