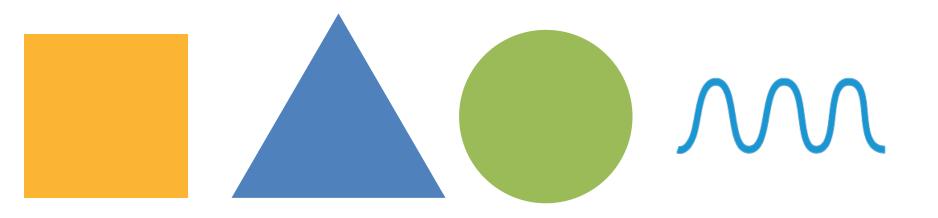
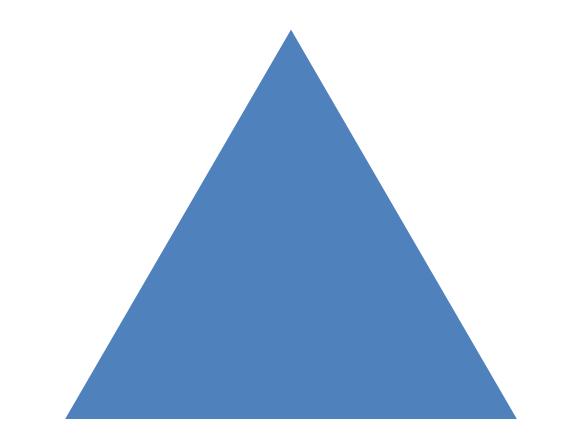
Thinking that Leads to SUCCESS

Richard Fagerlin Peak Solutions

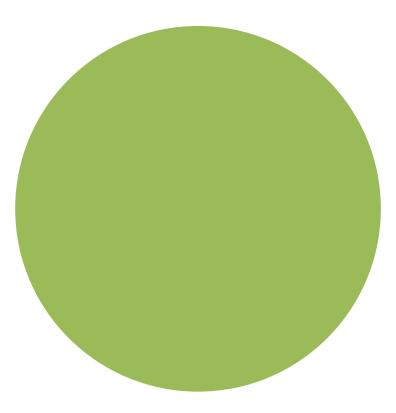


















"Every organization is perfectly designed to get the results it

gets."

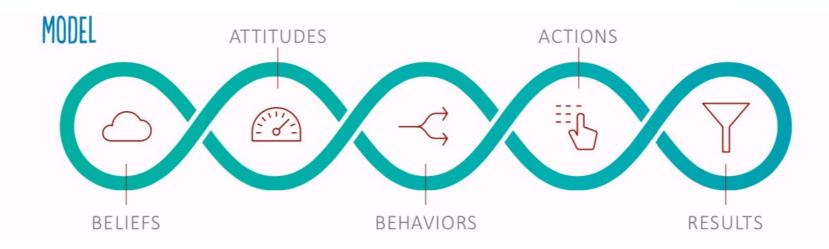
"The way you see people is the way you treat them, and the way you treat them is what they become."

Johann Wolfgang von Goethe



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ATTITUDES drive ACTIONS



Culture is the sum of what you **PERMIT** and what you **PROMOTE**.

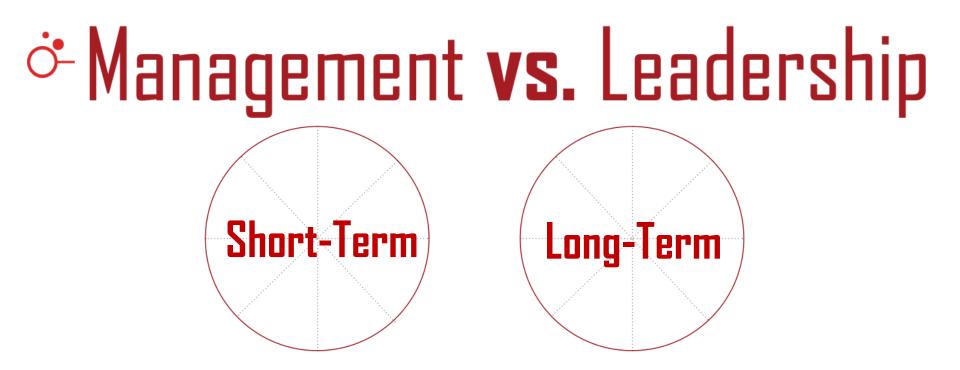
"

Permit + Promote = Culture

*Management **vs.** Leadership Disruption Order

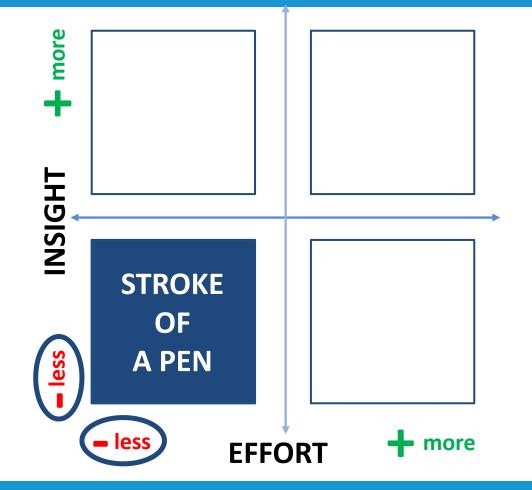
15

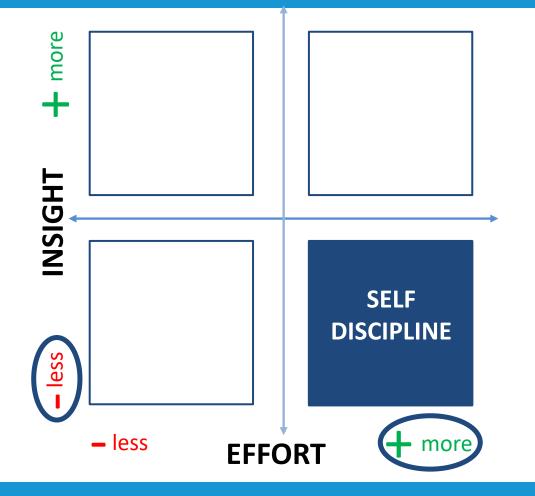
* Management **vs.** Leadership Future

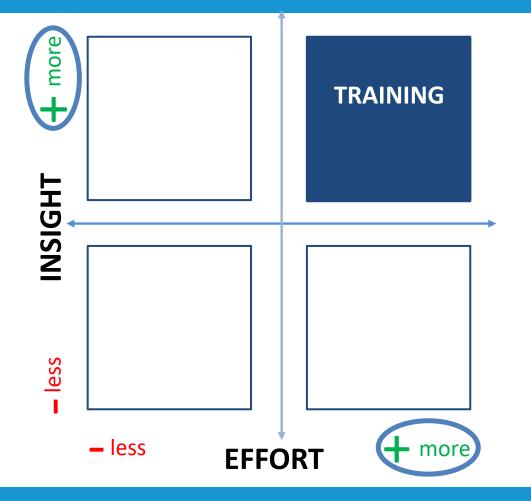


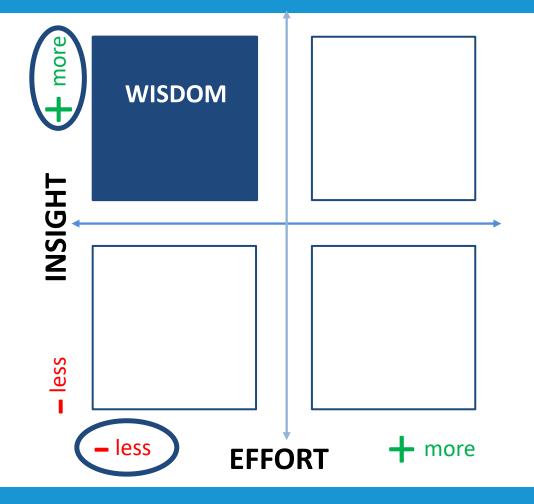
* Management **vs.** Leadership What I do Who I am

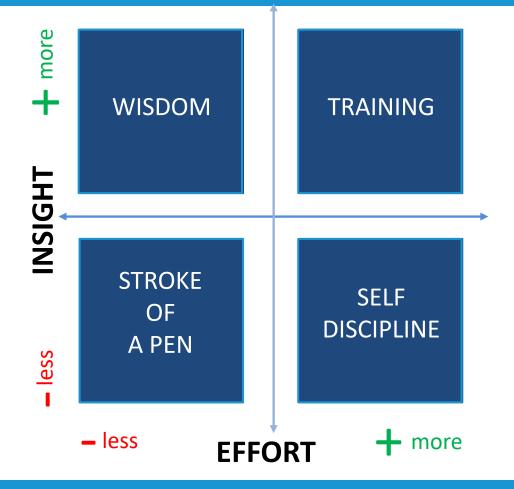
Requirements to GUIDE

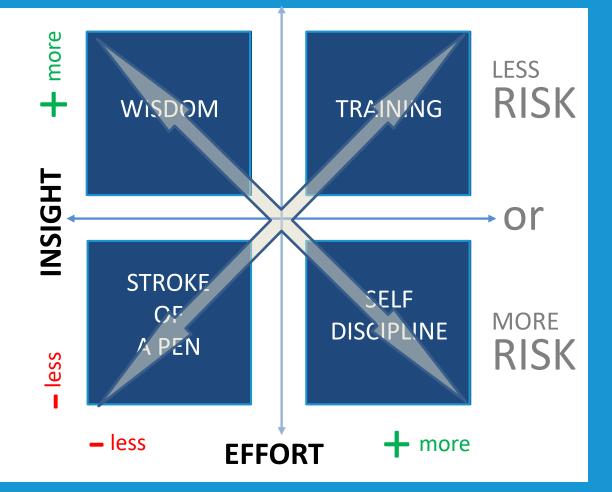


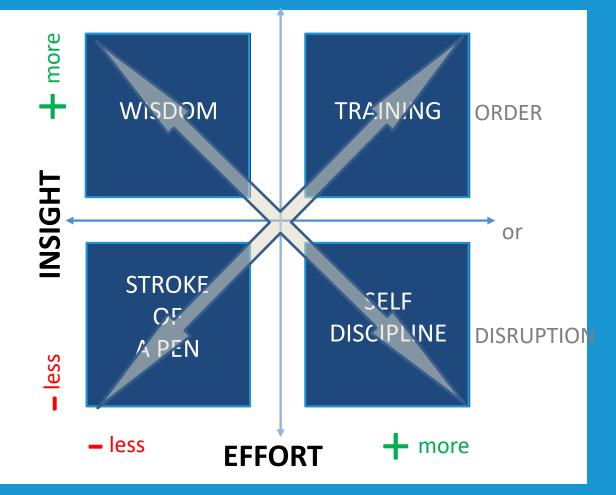


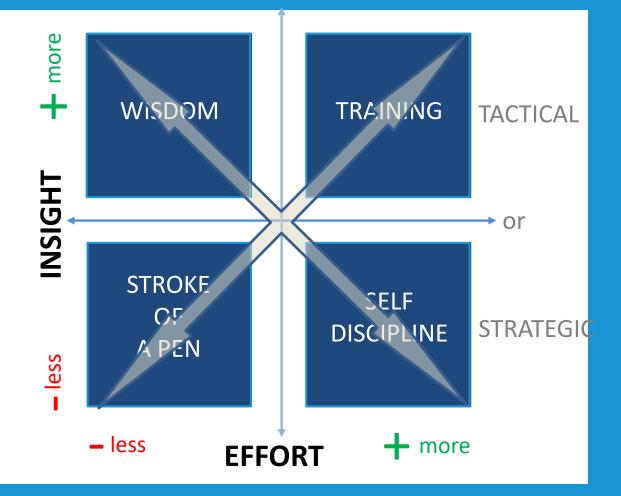














What is needed from me RIGHT NOW?

Strategic Thinking Wisdom in Action

You can tell whether a man is CLEVER by his answers. You can tell whether a man is WISE by his questions.

"

Naguib Manfouz

Strategic Thinking Questions

Four **ACTION** Framework



Strategic **THINKING** Questions

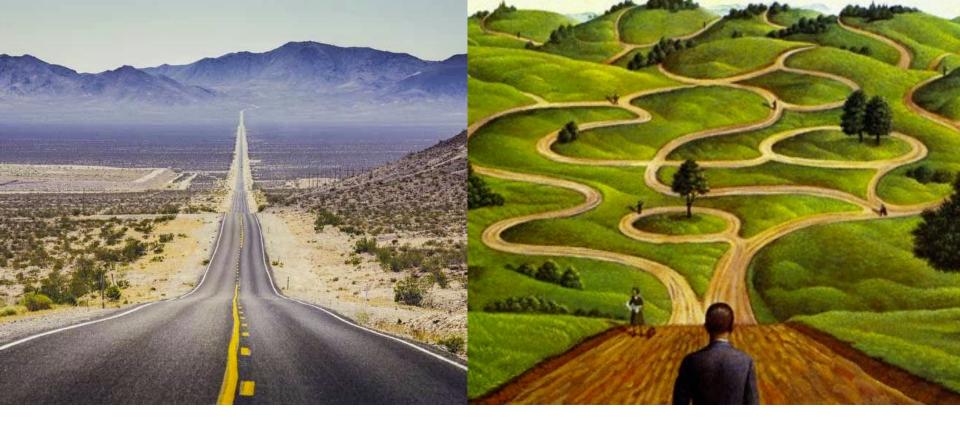
- What needs to be true for this to work?
- What important topic are we NOT talking about right now?
- What's different THIS time?
- What's the WISE thing to do?
- Why? Why? Why? Why? Why?
- -What's the 1 thing...?

Strategic **THINKING** Questions

- And what else?
- What's the evidence of that?
- What would you do?
- What's the real problem for you?
- In what areas are we "UNDER" or "OVER" served?
- How would you kill the operation in 3 easy moves?

MANAGE THE TENSIONS





CLEAR

FLEXIBLE

1. Does this problem or tension keep resurfacing?



2. Are there mature advocates on both sides of the issue?



3. Are the two sides of the tension interdependent?



The truth is that the best leaders don't resolve all the tension. They learn how to use tension for the sake of progress. Every organization, therefore, has problems that shouldn't be solved.

Andy Stanley

Focus Efforts

UPSTREAM

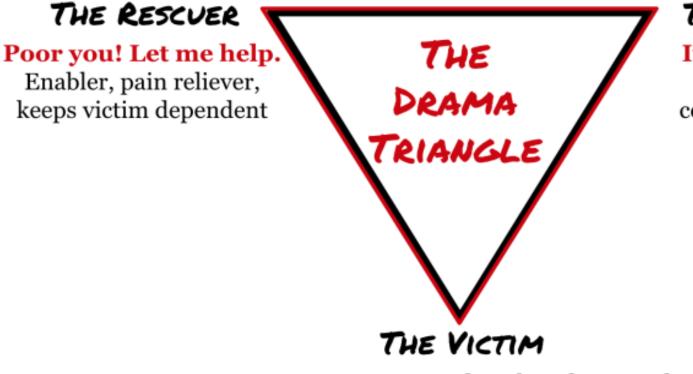


Focus Efforts Upstream

Whose job is it to make sure that certain things **DON'T HAPPEN**?

- Whose job is it to prevent GOOD PEOPLE from leaving?
- Whose job is it to make sure unintended CONSEQUENCES don't result?
- Whose job is it to make sure the CULTURE doesn't slowly creep away?
- Whose job is it to make sure FIRST THINGS remain FIRST?
- Whose job is it to ask the tough QUESTIONS?

Stop the DRAMA



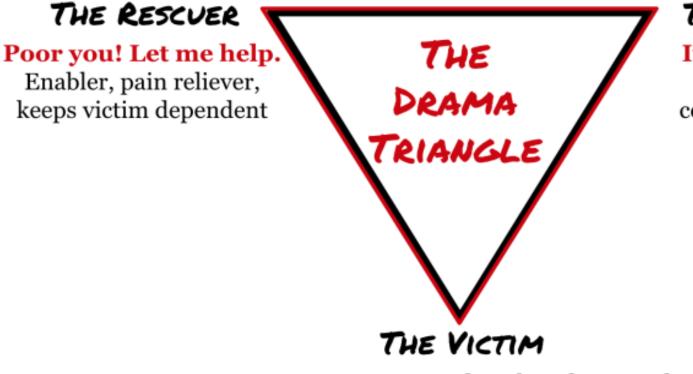
THE PERSECUTOR

It's all your fault! Critical, blaming, controlling, superior

Poor me! Powerless, hopeless, stuck







THE PERSECUTOR

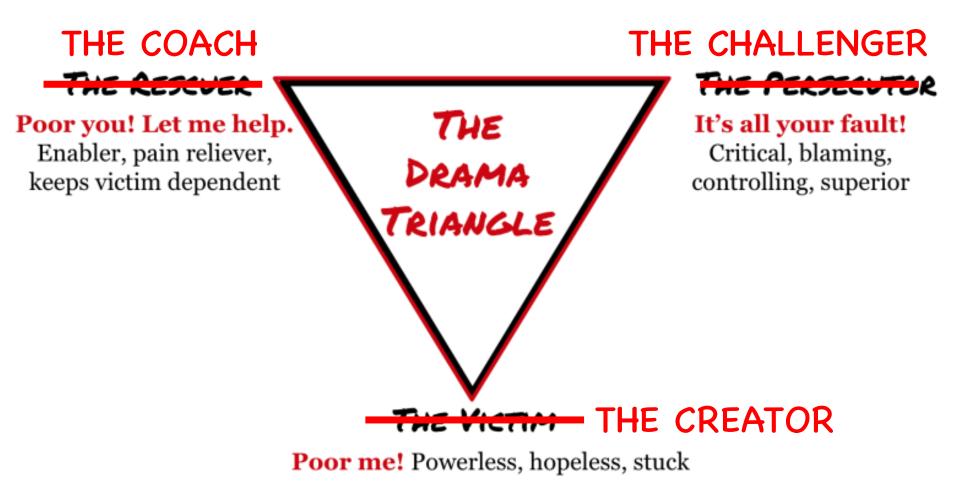
It's all your fault! Critical, blaming, controlling, superior

Poor me! Powerless, hopeless, stuck



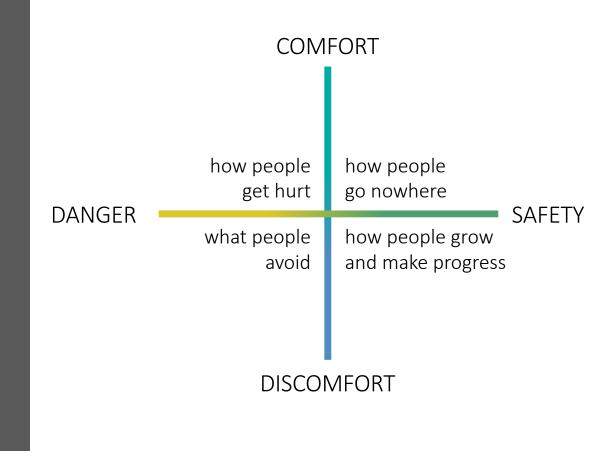
STOP it!





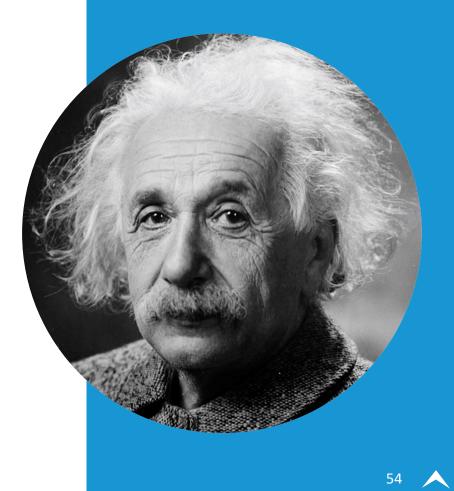
Psychological Safety

Safety **is not the same** as comfort



HUMILITY and COURAGE

YOU CAN'T SOLVE PROBLEMS WITH THE SAME THINKING WE **USED WHEN WE CREATED** THEM



Be the THIRD gorilla

THOUGTS become REALITY

ORDER and DISRUPTION

WISDOM

"



SELF DISCIPLINE

Strategic THINKING Questions

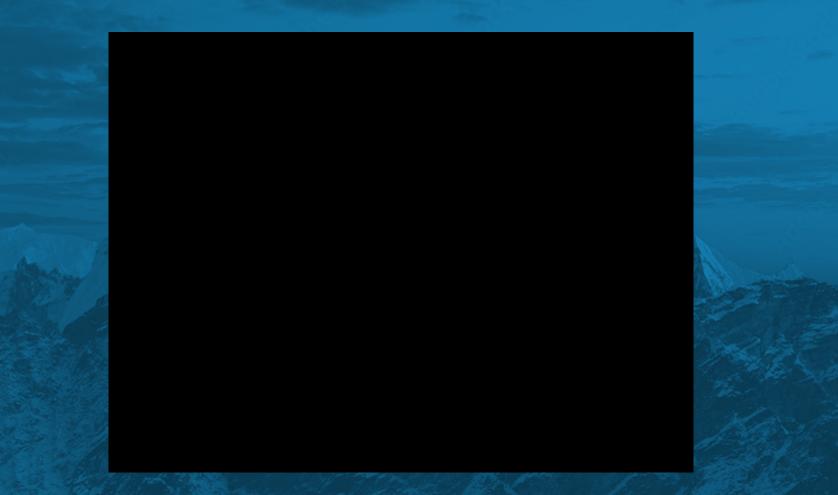
Manage TENSIONS

Focus Efforts UPSTREAM

Stop the **DRAMA**

HUMILITY and COURAGE





Thinking that Leads to SUCCESS

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