

# CONTENTS

INTRODUCTION.....	xxv
<b>PART I: UNIVERSAL PATTERNS OF LEADING IN UNCERTAIN TIMES</b> .....	1
<i>How do some people, organizations, and coalitions thrive in uncertain times? What enables them to appear so certain and take decisive action amid ambiguity about the future?</i>	
<b>CHAPTER 1 – BEING CLEAR ON WHAT’S REALLY IMPORTANT</b> .....	3
<i>How did you decide how you spent your time yesterday? What criteria are you using to allocate your time tomorrow?</i>	
<b>LEADING</b> .....	5
<i>Does being called a “leader” mean you are “leading”? What does “leading” mean?</i>	
<b>IN-ON</b> .....	9
<i>Are you seduced by working “in” the business at the expense of “on” it?</i>	
<b>CHANGE VERSUS TRANSFORMATION</b> .....	13
<i>Are you fixing or creating?</i>	
<b>CHAPTER 2 – BEING INTENTIONAL AND GOING FIRST</b> .....	18
<i>What are you committed to making happen and by when? What does “committed” mean? What does your commitment mean to others?</i>	
<b>INTEGRITY</b> .....	21
<i>Does your “yes” really mean “yes”?</i>	

<i>xviii</i>	CONTENTS	
	<b>TRUST THE UNIVERSE</b> .....	25
	<i>Is your vision limited to what you've already seen?</i>	
	<b>DECLARATION</b> .....	29
	<i>Are you willing to live unreasonably?</i>	
	<b>CHAPTER 3 – ENROLLING OTHERS</b> .....	32
	<i>Can you call people, from disenfranchisement and mere compliance, to their highest level of commitment?</i>	
	<b>DYNAMIC INCOMPLETENESS</b> .....	35
	<i>Can you create a vision that is compelling because of what it says and at the same time inviting—for what it leaves yet to be said?</i>	
	<b>ENNOBLEMENT</b> .....	39
	<i>Does your vision elevate people in degree and excellence and respect and inspire them to act boldly?</i>	
	<b>POWER</b> .....	45
	<i>Do you know how to turn strangers, competitors, cautious allies, and suspicious stakeholders into powerful, outcome-driven coalitions?</i>	
	<b>PART 2: UNIVERSAL PATTERNS OF POWERFUL ALLIANCES</b> .....	47
	<i>How do you generate unprecedented power within the group? Is this question all that important to you?</i>	
	<b>CHAPTER 4 – GAINING SHARED PERSPECTIVE</b> .....	49
	<i>Everyone claims to value diversity. Can maintaining diverse perspectives ever be a bad thing?</i>	
	<b>BLIND MEN AND THE ELEPHANT</b> .....	51
	<i>How do you help people to see the “whole thing”?</i>	

<b>LEVELS OF PERSPECTIVE</b> .....	55
<i>How do you help people to see the same “whole thing”?</i>	
<b>S-CURVES</b> .....	59
<i>How do you lead people to a shared sense of now?</i>	
<b>CHAPTER 5 – ESTABLISHING SHARED INTENT</b> .....	62
<i>How do you lead the group to be intentional?</i>	
<b>CORE PRIME</b> .....	65
<i>How do you help the group to focus on the right things and feel urgent about acting?</i>	
<b>PARITY</b> .....	73
<i>What is the right ratio of analyzing versus imagining?</i>	
<b>STAKE</b> .....	77
<i>How do you get the group “all in”?</i>	
<b>CHAPTER 6 – TAKING COORDINATED ACTION</b> .....	80
<i>How do you get the group to do everything persistently about a few critical things versus doing a few things about everything?</i>	
<b>COHESION</b> .....	83
<i>Cohesion is an unnatural state for a group. How good are you at establishing and sustaining it?</i>	
<b>REDPOINT</b> .....	85
<i>A good question to ask is, “What is important to do?” A better question is, “Of all the important things we could do, what are the fewest, most important?”</i>	
<b>MUDA</b> .....	93
<i>Can you distinguish “non-value-added activity”? How much of your group’s resources is it consuming?</i>	

**PART 3: UNIVERSAL PATTERNS OF OUTSTANDING GROUP PERFORMANCE..... 96**

*What do high-performance groups know and do that low-performance groups do not?*

**CHAPTER 7 – MAKING DECISIONS ..... 98**

*What does the word “decision” actually mean? How are decisions made?*

**LEADERSHIP SPECTRUM ..... 101**

*Are you the kind of leader who likes to facilitate consensus? The right answer is, “That depends.”*

**CONSENSUS ..... 105**

*Are you still using the traditional definition of consensus? Are you aware of how destructive the traditional definition is?*

**OPEN–CLOSE–DECIDE ..... 109**

*How do groups actually make decisions?*

**CHAPTER 8 – BUILDING AN INTENTIONAL CULTURE ..... 113**

*Quick—what does “culture” mean? There are consequences to using more than seven words to define culture.*

**CULTURE ..... 115**

*Culture happens. You shape it or it shapes you. How good are you at shaping a culture?*

**CONGRUENCE ..... 119**

*What is the dark side of a stated culture?*

**FEEDBACK AS CARING ..... 123**

*How good are you at giving it? How good are you at getting it? Why does it matter?*

**CHAPTER 9 – SOCIAL CONTRACTING AND ACCOUNTABILITY  
WITHIN THE GROUP ..... 126**

*How do peers give each other commands?*

**REQUEST** ..... 129  
*Why saying “no” protects your saying “yes.”*

**TRUST** ..... 133  
*We all say how important trust is. What is trust? How do you generate it and how do you destroy it?*

**BREACH** ..... 137  
*What do you do when your “yes” turns out to be a “no”?*

**CHAPTER 10 – SAYING AND NOT SAYING; LISTENING  
AND NOT LISTENING ..... 140**

*How do high-performance groups sound?*

**PERIMETER** ..... 143  
*How small a fence have you built around what can and cannot be said?*

**FACTS, STORIES, AND BELIEFS** ..... 147  
*Can you distinguish facts from stories from beliefs? Do you use facts the way a drunk uses a lamp post—for support versus illumination?*

**GOSSIP** ..... 151  
*What is it? What makes it so destructive? How do you stop it?*

<b>PART 4: UNIVERSAL PATTERNS OF GROUP FAILURE</b> .....	153
<i>How good are you at anticipating, avoiding, and slaying the dragons that inevitably show up and threaten your group and the outcomes your group is standing for?</i>	
<b>CHAPTER 11 – OVERCOMING RESISTANCE</b> .....	155
<i>Are you okay with favoring some people and ignoring others?</i>	
<b>LAGGARDS</b> .....	157
<i>Do you know how to starve “possibility killers”?</i>	
<b>FRAGMENTATION</b> .....	161
<i>How skilled are you at overcoming resistance from the powerful middle?</i>	
<b>SAME–DIFFERENT</b> .....	165
<i>Everybody’s special. Really?</i>	
<b>CHAPTER 12 – MANAGING INTRACTABLE DILEMMAS</b> .....	168
<i>How do you end a never-ending argument?</i>	
<b>BIG HAT–LITTLE HAT</b> .....	171
<i>What do you do when the needs of the many conflict with the needs of the few?</i>	
<b>RIGHT VERSUS RIGHT</b> .....	175
<i>Resolving conflicts about right and wrong is child’s play. How skilled are you at resolving matters of right versus right?</i>	
<b>RESOLUTION PRINCIPLES</b> .....	179
<i>Right versus right arguments have been going on forever. What can we learn from our ancestors?</i>	

**CHAPTER 13 – AVOIDING TRIPPING HAZARDS** ..... 181

*Tripping hazards are easier to avoid when you know where they are. When it comes to working in groups, can you see them coming?*

**CHASE–LOSE** ..... 183

*Chase teamwork, leadership, morale, and culture and you will surely lose them all.*

**PROCESS–CONTENT** ..... 189

*You can run the process. You can contribute to content. Pick one.*

**SHAPE SHIFTING** ..... 191

*How to destroy your power in groups.*

**CHAPTER 14 – REFUSING TO HIDE OUT** ..... 194

*We all live our lives trying to avoid embarrassment. Can you recognize when you and your group are hiding out and playing safe?*

**VICTIM–LEADER** ..... 197

*What does “going victim” sound like?*

**COURT–LOCKER ROOM** ..... 199

*Do you find planning to be a near-death experience?*

**CONFUSION** ..... 203

*Why is confusion such a wonderful way of being?*

<b>PART 5: UNIVERSAL PATTERNS OF THRIVING IN AMBIGUITY</b> .....	205
<i>How do you stay healthy when the world is sick?</i>	
<b>CHAPTER 15 – AVOIDING BRIGHT AND SHINY OBJECTS AND SQUIRRELS</b> .....	206
<i>How do you manage distractions?</i>	
<b>A CLEARING</b> .....	209
<i>How skilled are you at creating nothing?</i>	
<b>ISSUES FORWARD</b> .....	213
<i>Looking behind and looking ahead are both important. What is the right ratio?</i>	
<b>CHAPTER 16 – TAKING GREAT CARE OF YOURSELF</b> .....	216
<i>Can you give up coming from “something is wrong”?</i>	
<b>COMMITMENT VERSUS ATTACHMENT</b> .....	219
<i>Why saying “This project makes me so frustrated” is irrational.</i>	
<b>BE</b> .....	223
<i>How good are you at cutting grass when you are cutting grass?</i>	
<b>CONCLUSION: NOW WHAT?</b> .....	226
<b>NOTES</b> .....	228
<b>INDEX OF THE PRIMES</b> .....	237
<b>ABOUT THE AUTHOR</b> .....	239