The Contradictions of Leadership
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- The Map is just a Suggestion
- Life is not linear
- Manage the Unknowable
- Fear eats Opportunity

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- Our Job is to Spend Money
- Leveraging with Others
- Budget for what we Believe
- Our Fund Balance is Someone Else’s Opportunity
- Soviet Russia Model?
The Contradictions of Leadership

- The Customer Comes Second
  - Do we Manage for Inevitable Turnover?
  - Do we hire People or Coverage?
  - Make it hard to get a Job
  - Money Follows Good Work
The Contradictions of Leadership

- Loose the Job Descriptions
- Intuition, Experimentation, Analogy
- Ambiguity
- Discretionary Effort
- Skills Matter

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- Pay attention to 20% of Customers
- Pareto 80/20
- Repeat Customers Cost 80% less to Keep
- But, New Customers Are Often the Spark of Innovation & Change

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- Challenge Your Corporate Culture
- If you want to understand your Corporate Culture, Make a Change
- Define a Crisis *(Someone is dying)*
- Corporate Culture gives us Boundaries
- It also Gives us Fences

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- Play Politics
  - *Politics is Harder than Physics* (Einstein)
  - Politics provides Insider Information
  - Creates Partnerships that Wield Power
  - Provides protection; Strength in Numbers

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- It’s Business-It’s Personal
- Upper Management has Disabilities?
- Economic Power: Supply Chain Leverage
- Board: Hard to Get In; Use Influence

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- Both/And not Either/Or
- Law of Requisite Variety
- Ambiguity
- Abundance Vs Scarcity

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- Move Towards Your Anxiety
- Conflict is not all Bad
- Hegel’s Dialectic
- Addictive Organizational Symptoms (Gossip, Crisis, Fear)

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