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next actions: calls & emails

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next actions: @computer

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next actions: errands

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next actions: @office

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loaned items

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gift ideas

person/meeting

date

agenda

description:

we'd rock if:

steps

date

project:

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films/music/books/websites

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shopping list

Simple

- Find the core—*The curse of knowledge; Commander's intent; Don't bury the lead; "It's the economy, stupid."*
- Share the core—*Simple=core+compact; Proverbs; Use existing schemas*

1. Unexpected

- Get attention: surprise—*Break a pattern; Avoid gimmicky;*
- Hold attention: interest—*Create a mystery; Highlight a gap; Use a news-teaser approach; Hold long term interest: "man on the moon."*

2. Concrete

- Help people understand and remember—*Concreteness of a fable (sour grapes); Nature Conservancy's landscapes as eco-celebrities; Accounting class using a soap opera; Brown eyes, blue eyes.*
- Help people coordinate—*Find common ground at shared level of understanding; List white things, white things in fridge.*


3. **Credible**

- Help people understand—*Heliobacter*
- External credibility—*Experts*
- Internal Credibility—*Convincing details; Make stats accessible (BBs for warheads); Testable credentials;*

4. **Emotional**

- Make people care—*“If I look at one, I will act.”; The Truth smoking campaign;*
- Appeal to self-interest
- Appeal to identity

5. **Stories**

- Tell how to act
 - Inspire
- 

Disciplined People

Level 5 Leadership

- Intense professional will
- Humility
- Set people up for success

First Who, Then What

- You can more easily adapt to a changing world.
- With the right people on the bus, the problem of how to motivate and manage people largely goes away.
- With the wrong people, it doesn't matter whether you discover the right direction—you still won't have a great company.
- When in doubt, don't hire — keep looking.
- When you know you need to make a people change, act.
- Put your best people on your biggest opportunities, not your biggest problems.

Disciplined Thought

Confront the Brutal Facts

- Lead with questions, not answers.
-

Good to Great by Jim Collins

Engage in dialogue and debate, not coercion.

- Conduct autopsies, without blame.
- Build red flag mechanisms that turn info into info that cannot be ignored.

The Hedgehog Concept

- At what you can be best in the world?
- What drives your resource engine?
- What you are deeply passionate about?

Disciplined Action

A Culture of Discipline

- Build a culture around the idea of freedom and responsibility, within a framework.
- Fill your culture with self-disciplined people who are willing to go to extreme lengths to fulfill their responsibilities.
- Don't confuse a culture of discipline with a tyrannical disciplinarian.
- Adhere with great consistency to the Hedgehog Concept, exercising an almost religious focus on the intersection of the three circles.

Technology Acceleration

- Find the Right Technologies
- Don't Overreact to New Technology

Good to Great by Jim Collins