

BEYOND ENTREPRENEURSHIP 2.0

Turning Your Business Into an Enduring Great Company

-Jim Collins & Bill Lazier



LEADERSHIP

As a leader, you are a teacher, parent, and friend.

You set examples for the rest to follow

You influence people around you and are responsible to get the work done

HOW TO IGNITE THE LEADER WITHIN YOU?

Ask Yourself

What cause do you serve?

What cause will give your life a meaning?

What cause are you willing to sacrifice and suffer for

When you must make decisions that cause pain to yourself & others to advance that cause?

FOLLOW YOUR GUT

How do you make a final choice?

Go to the heart of a problem.

Don't let the data, analysis, and probabilities overwhelm you

Clear the clutter from your head and table.

Ask- "What's the core problem?"

Let go of the details for some time

Does your gut say "Yes" or "No"

HOW TO KNOW IF YOUR GUT APPROVES?

Make a decision and observe how you feel.

Do you feel uneasy? Not Your Gut

Do you feel a relief? Gut Approved

Decide and sit with it for 24 hours to analyze your
reaction



BAD DECISION > NO DECISION

Don't fear mistakes

The fear of being judged and laughed at makes deciding harder

The consequences in our heads of a decision are worse than actual ones

1. Determine how much time you have to decide, whether minutes, hours, days, months, or even years.
2. Stimulate dialogue and debate – based on facts – to derive the best options
3. Make a firm decision once you're clear on what must be done.
As the decision clock runs out, do not wait for a consensus agreement.
4. Unify fully behind the decision and execute with fanatic discipline.

FOCUS

If you must have more than one priority, limit it to three

Any task beyond the range is an admission that it is not a priority

Concentrate on one shot at a time. If you don't, you're going to get into a lot of trouble.

PERSONAL TOUCH VS MICROMANAGEMENT

A micromanager doesn't trust the people with work and decisions
But, a personal touch leader trusts the abilities and decisions of his team

A leader must learn when to "Let Go" of the detailing

They should learn the transition from hands-on leader to hand-off leader

IS FEEDBACK CRUCIAL?

(Positive) Feedback- The most unused element of corporate leaders

Positive feedback improves the performance

Negative feedback however deteriorates it

So, counterbalance a criticism with a bit of praise

LEADERS AS A TEACHER

When you have to give a negative feedback, think yourself as a teacher

Make it an experience that contributes to the value of the person

They should learn the transition from hands-on leader to hand-off leader

COMMUNICATE

Your Vision & Strategy

Focus on communicating effectively using analogies, graphs, figures etc

Ask questions and leave people time to answer the questions.

Ask people to come to be present at staff meetings scheduled at regular intervals with at least one point that they think everyone should

Encourage them to ask at least one question that is on their minds.

Ask questions and leave people time to answer the questions.

Respond with, “Good question. I’m glad you asked that.”

Don’t make them feel stupid for asking

HARD WORK VS WORKAHOLIC

Hard work stems from ambition

Workaholism stems from compulsion or a fear

Hard work is healthy, invigorating, and can be practiced daily

Workaholism is unhealthy, destructive, and leads to burnout

TACTICAL EXCELLENCE

As a leader, you must set realistic deadlines

They are missed for two reasons:

- 1) An unanticipated event (disease, accident)
- 2) Unsolicited changes in deadline by the person it is committed to

SMaC Mindset

“Specific, Methodical, & Consistent.”

SMaC is a mindset. It is focused on

1. Executing in chaos
2. Focusing on the right details
3. Getting the details right

How To Achieve SMaC

1. Specific, replicable processes and mechanisms that create tremendous consistency.
2. Checking and cross-checking systems to prevent catastrophic mistakes
3. Rigorous thinking to consider a wide range of contingencies and backups
4. Continuous evolution of SMaC based on understanding the why behind

After Action Review- AAR

Discuss, review, and learn from what happened.

Ask “What worked?”

Ask “Why did we fail” & “What did we learn?”

5 CONDITIONS OF EXECUTION

People execute well under 5 conditions:

They have freedom & Support

They have the right skills and talent

They have clarity of what & what-nots

They know the importance of their work

They receive Recognition & Appreciation

DISCLAIMER

This is just a summary. For a better understanding, read the book is highly recommended

This summary is with respect to my interpretation and learning

Please excuse any errors

For more updates

<https://www.unleashtheyou.com>