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My career path

<http://www.ncbi.nlm.nih.gov/pubmed/12774719>

- President of genomics repository
- Chief Knowledge Officer biotech startup
- Managing Director venture capital fund
- President & CEO GRMERC
- Assistant Dean, MSU College of Medicine
- Chief Medical Officer, Iowa Health System
- President & CEO, ICSI

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My career path

<http://www.ncbi.nlm.nih.gov/pubmed/12774719>

- Adjunct faculty Thomas Jefferson School of Population Health
- Keynote speaker (50 a year)
- Consulting Principal, Pershing Yoakley & Associates
- Facilitator for Hospital System Board Retreats

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My career path

- “Not all those who wander are lost” Tolkien, The Lord of the Rings
- “In science to change the objectives of a program in the light of new discoveries is a sign of wisdom. In politics, it is a sign of weakness.” F. Dyson
- “A clear sense of direction and compelling principles about conduct in pursuit of it are far more effective than long term plans and detailed objectives.” Dee Hock

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Leadership in the 21st Century

- Change
- Uncertainty

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David Remnick The New Yorker

- “Change has changed – it has speeded up and leads to a sickening anxiety (think of the hapless passenger stuck in the back of a taxi driven by an unblinking maniac). To fall behind is to risk humiliation, loss of status, poverty.”

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James Surowiecki Slate

- “Innovation replaces tradition. The present or perhaps the future replaces the past. Nothing matters so much as what will come next and what will come next can only arrive if what is here now gets overturned. While this makes the system a terrific place for innovation it makes it a difficult place to live since most people prefer some measure of security about the future to a life lived in almost constant uncertainty.”

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What Leaders Do

- Establish a vision that can inspire others
 - Environmental assessment of opportunities, risks, challenges
- Translate the vision into strategies & tactics
- Assign responsibilities to the right people
- Hold the assigned people accountable

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Managing Complex Change

The diagram illustrates the process of managing complex change through six horizontal rows. Each row represents a different state of implementation based on the presence of Vision, Skills, Incentives or Consequences, Resources, and Action Plan:

- CHANGE:** All five elements (Vision, Skills, Incentives or Consequences, Resources, Action Plan) are present.
- Confusion:** Skills, Incentives or Consequences, Resources, and Action Plan are present; Vision is missing.
- Anxiety:** Incentives or Consequences, Resources, and Action Plan are present; Vision and Skills are missing.
- Gradual Change:** Vision, Skills, Resources, and Action Plan are present; Incentives or Consequences are missing.
- Frustration:** Vision, Skills, Incentives or Consequences, and Action Plan are present; Resources are missing.
- False Starts:** Vision, Skills, and Incentives or Consequences are present; Resources and Action Plan are missing.

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Old	New
• Sickness System	• Wellness System
• Health No Disease	• Health: Wellness
• Acute Disease	• Chronic Disease
• Fee for Service	• Value Based Payment
• Hospital Beds Full	• Hospital Beds Empty
• Hospital Centric	• Community Centric
• Doctor Centric	• Patient Centric
• Doctor Decides	• Shared Decision Making
• Quality Decided by Doc	• Measurable Metrics

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Old	New
<ul style="list-style-type: none"> • Cost not considered • Independent doctors • Independent hospital • Medical record secret • Opaque • Artificial harmony • Analogue • Hypothesis driven clinical trials 	<ul style="list-style-type: none"> • Decreased cost • Employed docs • Integrated delivery sys. • Open access record • Transparent • Cognitive conflict • Digital • Predictive analytics actionable correlations

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Traditional Medicine

- Diagnose and treat
- Health is defined as absence of disease
- Patient story is subjective and untrustworthy
- Lab results are objective and true
- Pathologists are the most important doctors
- Clinicians are paralyzed until lab provides dx

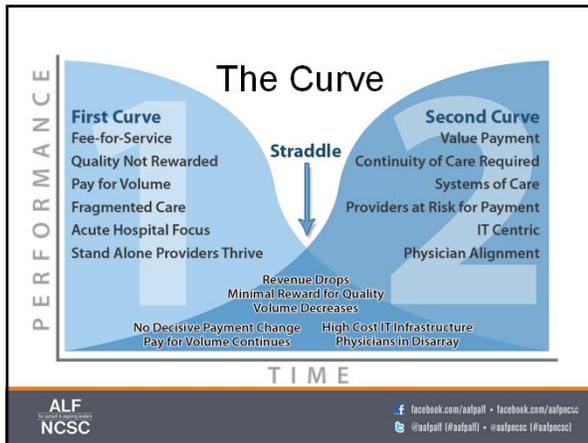
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Traditional Medicine

- Biomedical model reduces every illness to a biological mechanism of cause and effect
- Attention on acute episodic illness
- Generalists replaced by specialists
- Focus on individuals
- Cure as uncompromised goal
- Focus on disease
- Antibiotics & infectious disease

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Digital Medicine of Present & Future

- Predict and Prevent
- Health is a state of complete physical, mental, and social well-being and not merely absence of disease
- Patient story is essential for development of personal metrics which will be unique to each individual
- Pathologist sadly becomes less important

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The Digital Age

- Exponential
- Digital
- Combinatorial

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The Digital Age

- Exponential
 - “The greatest shortcoming of the human race is our inability to understand the exponential function” Albert A. Bartlett
 - Chess invented in sixth century CE, Gupta Empire
 - “Place one single grain of rice on first square of the board, two on the second, four on the third, and so on”
 - 18 quintillion grains of rice; taller than Mt. Everest
 - Numbers so big they are inconceivable

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The Digital Age

- Exponential
 - ASCI Red fastest computer in world in 1996 (\$55 million and 1600 square feet of floor space)
 - 1.8 teraflops of computer speed
 - Sony PlayStation 3 in 2005 (\$500 and less than a tenth of a square meter): Sold 64 million units
 - 1.8 teraflops of speed

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The Digital Age

- Exponential
 - Second machine age
 - Second half of the chess board
 - “into a time when what’s come before is no longer a particularly reliable guide to what will happen next”

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The Digital Age

- Digitalization of everything
 - Waze tells you what route is best right now due to network effort
 - Information is non-rival and close to zero marginal cost of reproduction
 - Products are free, perfect, and instant
 - “Information is costly to produce but cheap to reproduce” Carl Shapiro and Hal Varian
 - “I keep saying that the sexy job in the next ten years will be statisticians. And I’m not kidding.”

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Digital Age

- Combinatorial
 - Combining things that already exist
 - Kary Mullis 1993 Nobel Prize in Chemistry PCR
 - “I thought it had to be an illusion...It was too easy...There was not a single unknown in the scheme. Every step involved had been done already.”
 - Crowdsourcing with Innocentive or Kaggle
 - Waze

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The Digital Age

- The emergence of AI and connection of most of the people on globe via common digital network
- Computers can now demonstrate broad abilities in pattern recognition and complex communication

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Moravec's Paradox

- "It is comparatively easy to make computers exhibit adult-level performance on intelligence tests or playing checkers, and difficult or impossible to give them the skills of a one-year old when it comes to perception and mobility."
- "Contrary to traditional assumptions, high-level reasoning requires very little computation, but low-level sensorimotor skills require enormous computational resources."

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The Digital Age

- Watson, Jeopardy, and Medicine
- Human doctor would need to read 160 hours every week to keep up with relevant new literature
- Freestyle chess tournaments: teams have any combination of human and digital players
- Weak human + machine + better process superior to strong computer or strong human + machine + inferior process

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Something Computers Cannot Do

- Ideation
- Coming up with new good ideas or concepts
- Partnership between Dr. Watson and a human doctor will be far more creative and robust than either of them working alone
- "You'll be paid in the future based on how well you work with robots" Kevin Kelly

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Something Computers Cannot Do

- Jeffrey Dyer and Hal Gregersen interviewed 500 prominent innovators
- Disproportionate number went to Montessori
- Not following rules
- Self motivation
- Questioning
- Doing things a bit differently

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Self Awareness

- Developing spiritually/emotionally
- Personal mastery
- Prioritization
- Acting professionally

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Managing Oneself by Peter Drucker

<http://hbr.org/2005/01/managing-oneself/ar/1>

- What are your strengths?
- How do you perform?
- What are your values?
- Where do you belong?
- What should you contribute?

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Managing Oneself by Peter Drucker

<http://hbr.org/2005/01/managing-oneself/ar/1>

- Ignatius Loyola’s feedback analysis
- Every time you take an important action
- Write down what you expect to happen
- Months/years later compare actual results with your expectations
- My experience with AHERF in Philadelphia

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William James

The Varieties of Religious Experiences

- “Experience shows that there are times in everyone’s life when one can be better counseled by others than by one’s self. Inability to decide to decide is one of the commonest symptoms of fatigued nerves; friends who see our troubles more broadly, often see them more wisely than we do; so it is frequently an act of excellent virtue to consult and obey a doctor, a partner, or a wife.”

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Are Goals Always Good?

- Destructive Goal Pursuit: The Mount Everest Disaster, Chris Kayes
- 15 climbers died in 1996 (8 in one day)
- Yale Study of Goals (3% written goals amassed greater wealth than other 97%)
- Edwin Locke & Gary Latham’s 20 books

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Are Goals Always Good?

- “Goals gone wild,” Lisa Ordonez, Academy of Management Perspectives, 2009
 - Motivates people to cheat
 - Do not work well in messy real world
 - Taxis in NYC on rainy days
 - Millionaire by age 40 (divorced, health problems, children did not talk to him)
 - GM’s 29% goal

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- Saras Sarasvathy’s anti-goal effectuation
- Study of 45 successful entrepreneurs
- Scoffed at goals first doctrine
- Improvisational flexibility & willingness to change the goal itself
- Causally minded vs. effectually minded

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- Effectually minded
 - Start with your means, take action with what is available
 - Principle of affordable loss: take action as long as potential loss will not ruin you
 - See what happens
 - “The quest for certainty blocks the search for meaning. Uncertainty is the very condition to impel man to unfold his powers” Erich Fromm

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- Faster, flatter, more interconnected world
- Greater capacity for innovation, self-management, personal responsibility, and self-direction
- Organizations need employees who have higher level of independence, self-reliance, self-trust, capacity to exercise initiative

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- There is a mismatch between world's complexity and our own
- Reduce the complexity of world
- Increase our own complexity
- Leaders need to run and reconstitute their organizations (norms, mission, culture) in an increasingly fast-changing environment

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- Three plateaus in adult mental complexity
- Socialized mind
- Self-authoring mind
- Self-transforming mind

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- Socialized mind (14%) (32%)
 - Team player
 - Faithful follower
 - Seeks direction
 - Groupthink
 - Anxiety comes from not being given specific instructions, from being out of synch with leadership or community, from worrying what others think of us

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Immunity to Change

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- Socialized mind (14%) (32%)
- “Although I knew his plan had almost no chance of success, I saw that the leader wanted our support”
- Employees withhold crucial information from leadership who want to co-create

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Immunity to Change

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- Self-authoring mind (34%) (6%)
 - Leaders learn to lead
 - Own compass, own frame (internal seat of judgment)
 - Personal code
 - Problem solving
 - Independent, self directed
 - Anxiety comes from not being in control, from being ridiculed, from not having answers, from getting information in conflict with my plan

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- Self-transforming mind (<1%)
 - Any one system is incomplete
 - Comfortable with contradiction, paradox
 - Can deal with multiple systems
 - Leader leads to learn
 - Problem finding
 - Interdependent
 - Anxiety comes from realization there is no one truth, there are multiple truths

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Robert Kegan & Lisa Laskow Lahey, 2009

- Cardiologists tell patients they will die unless they change
- Only one in seven are able to change
- There is a gap between what we want and what we are able to do
- People want to do more than one thing and they often conflict, we are a living contradiction
- One foot on gas; one foot on brake

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- Column 1: Improvement goal
- Column 2: Doing/not doing that work against the goals in column 1
- Column 3: Hidden competing commitments
- Column 4: Big assumptions

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- Column 1 goal: sources of input (yourself, your colleagues, your family)
- Column 2: all the things you are doing or not doing to work against your goal
- Column 3: If I imagine doing the opposite of the things in Column 2 what is the most scary feeling that I will have
- Column 4: Some will be true, some will be false, some will be uncertain

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- CEO/Father collective immunity
- Column 1 (Improvement goal)
 - To be a better listener
 - To be able to stay in the present
 - To be more patient

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- CEO/Father collective immunity
- Column 2 (Doing/not doing against goal)
 - I allow my attention to wander
 - I start looking a BlackBerry
 - I think about best response to what is said
 - I think about what person should do rather than listen

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- CEO/Father collective immunity
- Column 3 (Uncon. hidden commitment)
 - To not look stupid
 - To not being humiliated
 - To not feeling out of control
 - To not make a big mistake
 - To not allow someone else to make a mistake

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- CEO/Father collective immunity
- Column 4 (Big assumptions)
 - I assume limited number of chances with daughter and they will stop listening if I am stupid
 - I assume it is a disaster if kids ridicule what I say
 - I assume wife wants me to solve problems she shares with me
 - I assume helping is always a matter of telling other what to do
 - I assume if I cannot be in control things are going to get worse

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- What produces greater mental complexity
- Persistent experience of frustration or quandary or being stuck that
- Makes us feel the limits of our way of knowing
- In a part of life we care about
- With support so we are not overwhelmed
- Optimal conflict

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Immunity to Change

Robert Kegan & Lisa Laskow Lahey, 2009

- Mental Complexity and Heifetz’s Technical and Adaptive Challenges
- Technical challenges: the skill set necessary to solve are well known
- Adaptive challenges: can only be met by transforming your mindset, by advancing to a more sophisticated stage of mental development

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Leadership on the Line

Ronald A. Heifetz & Marty Linsky, 2002

- Most common source of leadership failure is to treat adaptive challenges like technical problems
- In adaptive challenges the work is to learn new ways and the people with the problem do the work
- In technical challenges the work is to apply current know-how and the authorities do the work

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Leadership on the Line

Ronald A. Heifetz & Marty Linsky, 2002

- Getting off the dance floor and going to the balcony
- “Being both in and out of the game”
Walt Whitman
- “Contemplation in action” Jesuits
- “Mindfulness” Hindus and Buddhists

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Leadership on the Line

Ronald A. Heifetz & Marty Linsky, 2002

- Get on the balcony
 - Process must be iterative, not static
 - Be in both places simultaneously
 - Must see yourself and others objectively
 - Distinguish technical from adaptive challenges
 - Find out where people are at
 - Listen to the song beneath the words
 - Read behavior of authority figures for clues

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Relationship Management

- Coaching skills & Developing Others
- Building Teams & Influencing Others
- Managing Conflict/Negotiating
- Engaging in Community Relationships

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Conflict

Parker Palmer, The Courage to Teach, 1998

“Conflict is open and sometimes raucous but always communal, a public encounter in which it is possible for everyone to win by learning and growing...Conflict is the dynamic by which we test ideas in the open, in the communal effort to stretch each other and make better sense of the world.”

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Alfred Sloan, GM Chair 1923-56

New Yorker, March 8, 2004, 30

“Gentlemen, I take it that we are in complete agreement on the decision here. Then, I propose that we postpone further discussion to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about.”

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Wooden, Lincoln, FDR

- John Wooden, coach of UCLA 1948-75
 - Won first of ten NCAA titles in 1964 (16th yr)
 - Stopped hiring yes men as assistants, SI 2007
- Team of Rivals: The Political Genius of Abraham Lincoln, Doris Kearns Goodwin
- FDR: played cabinet ministers off against each other. Made same assignment to several assistants

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John Wooden and UCLA

Sports Illustrated, March 2007

- “Whatever you do in life, surround yourself with smart people who’ll argue with you.”
- “I guess I wanted a rebel, someone who would stand up to me.”
- Jerry Norman’s zone press

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Evaluate 2 Dimensions of Conflict

Michael Roberto, Why Great Leaders Don't Take Yes for an Answer, 2005

- **Affective Conflict:**
 - How much anger over decision
 - How much personal friction in group
- **Cognitive Conflict:**
 - How many disagreements over ideas
 - How many differences about content of decision did group have to work through

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Insufficient Candor

- Meetings like golf, not hockey
- Planning focus on producing reports
- CEO rarely gets feedback from ranks
- Concern for protocol across silos
- Workers wait for CEO before giving opinion
- Same people dominate decision making
- Sr. management rubber stamps
- CEO rarely hears from presenter re criticism

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JFK's Changes After the Bay of Pigs

- Abandon protocol & deference to rank
- Skeptical generalist not silo representative
- Included lower rank & outside experts
- Subgroups to develop plans
- Bobby & Sorensen play devil's advocates
- President did not attend early meetings
- Work product: arguments for alternatives

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Klein's Pre-mortem

- Imagine complete failure after a decision
- Brainstorm different paths leading to failure
- Identify probability and severity of paths
- Should we make a different decision
- Plan to prevent paths to failure
- Summarize learning & communicate
- Conduct post-mortem & compare with pre-

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Evaluate Health of Debate

- Few questions to better understand others
- Group stops searching for new information
- Members have stopped revising proposals
- People have stopped asking for help re data
- Same argument repeated more loudly
- Stopped admitting concerns about own idea
- Less outspoken members withdraw

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Teams Need Conflict

Liane Davey, HBR, December 25, 2013

- Nice people need to have healthy conflict
- "It's my obligation to bring a different perspective than what others are bringing"
- Use "and" not "but" {It is not necessary for someone else to be wrong for you to be right}

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Teams Need Conflict

Liane Davey, HBR, December 25, 2013

- Use hypotheticals {Being contradicted does not feel good. Get opponent imagining not defending. I hear your concern, but if that concern went away how would you imagine the program working?}
- Ask about the impact {Direct open ended questions}

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Teams Need Conflict

Liane Davey, HBR, December 25, 2013

- Discuss the underlying issue {Understand the reasoning of people with whom you disagree}
- Ask for help {I know I am missing something here, but explain to me why doing that will solve the problem}

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When Ideas Collide, Don't Duck

Adam Bryant, New York Times, March 9, 2014

- "When there was discord and we couldn't agree on things, we tended not to address those issues head on. When there was disagreement, we'd all kind of put it aside and say, 'Let's get back to work and go.' That didn't serve us well."

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When Ideas Collide, Don't Duck

Adam Bryant, New York Times, March 9, 2014

- “So in our current company, when people see conflict, they address it, talk about it, bring it out into the open. Conflict shouldn't be taboo. In fact, resolving conflict is one of the key things companies do, since you have lots of people with lots of ideas about how the company should proceed.”

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When Ideas Collide, Don't Duck

Adam Bryant, New York Times, March 9, 2014

- “We don't wait until annual performance review to give feedback....This is especially important with millennial workers, who really want feedback....It's not that they're looking for constant praise, but rather they want to keep score.”

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When Ideas Collide, Don't Duck

Adam Bryant, New York Times, March 9, 2014

- “Part of it is the short cycle of Internet feedback, and people who grew up with the Internet just expect quick feedback....If you get into the habit of regular feedback, it's not confrontational; it's just the ebb and flow of conversation and a constant tweaking of how you work with somebody”
- Jeff Lawson, CEO of Twilio

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Annals of Ideas: Groupthink

Jonah Lehrer, The New Yorker, Jan 30, 2012, 22-27

- Alex Osborn, Your Creative Power, 1948
- Chapter 33 on brainstorming
- Absence of criticism and negative feedback
- “Forget quality; aim now to get a quantity”
- Osborn-Parnes Creative Problem Solving Process
- Practically a religion at IDEO

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Annals of Ideas: Groupthink

Jonah Lehrer, The New Yorker, Jan 30, 2012, 22-27

- Yale 1958: solo students had twice as many ideas as those working in groups
- “Decades of research have consistently shown that brainstorming groups think of far fewer ideas than the same number of people who work alone and later pool their ideas.” Keith Sawyer, Washington Univ.

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Annals of Ideas: Groupthink

Jonah Lehrer, The New Yorker, Jan 30, 2012, 22-27

- Kellogg Northwestern Ben Jones
- 19.9 million peer-reviewed papers
- 2.1 million patents
- Size of average team has increased by 20% each decade
- Pubs with at least 100 citations were 6x more likely to come from a team

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Annals of Ideas: Groupthink

Jonah Lehrer, The New Yorker, Jan 30, 2012, 22-27

- Complexity of human knowledge: teams
- Charlan Nemeth at Berkeley: "Our findings show that debate and criticism do not inhibit ideas but, rather, stimulate them relative to every other condition."
- Three groups studied: brainstorming, no instructions, debate instructions (20% more ideas)

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Annals of Ideas: Groupthink

Jonah Lehrer, The New Yorker, Jan 30, 2012, 22-27

- Brian Uzzi at Northwestern studies musicals as models of group creativity.
- Low Q: team of strangers
- High Q: team that has worked together
- $Q < 1.7$: failure
- $Q > 3.2$: failure

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Annals of Ideas: Groupthink

Jonah Lehrer, The New Yorker, Jan 30, 2012, 22-27

- Intermediate Q with Broadway success
- West Side Story
- Veterans Jerome Robbins, Leonard Bernstein, and Arthur Laurents had all worked together
- Lyricist was Stephen Sondheim who had never before worked on Broadway

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Annals of Ideas: Groupthink

Jonah Lehrer, The New Yorker, Jan 30, 2012, 22-27

- Architecture that makes chance encounters more likely to occur: underdesigned
- Steve Jobs Pixar HQs with central atrium and only bathrooms, coffee shop
- Building 20 at MIT (the magical incubator)
 - Bose
 - Atomic clock
 - Linguistics: Morris Halle and Noam Chomsky

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Dee Hock of Visa International

“It was beyond the power of reason to design an organization to deal with such complexity. The organization had to be based on biological concepts, to evolve, in effect, to invent and organize itself.”

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“Given the right circumstance, from no more than dreams, determination, and the liberty to try, quite ordinary people consistently do extraordinary things”

Dee Hock

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“I had a strong belief that what is possible cannot be determined by opinions, but only by attempt.”

Dee Hock

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Lombardi Out; Follett In

“The leader guides the group and is at the same time himself guided by the group. Authority, genuine authority, is the outcome of our common life. It does not come from separating people, from dividing them into two classes: those who command and those who obey. It comes from the intermingling of all, of my work fitting into yours and yours into mine.”
Mary Parker Follett, 1918

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New Kind of Leader

- Heroic leader
- Develop coherent vision & get buy-in
- Together create a vision they can collectively uphold
- Leader’s vision is inferior by definition to the collectively derived vision

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Raw Positional, Authority Does Not Work

- “Jackson’s goal is to yield control at a superficial level in order to regain it at a more profound level by creating an environment in which the players ‘become policemen of themselves.’”
- 1994 Playoff game when Scottie Pippen refused to enter the game before the half.
- “What happened has hurt us. Now you have to work this out. You’ve got two minutes to get together, to talk softly among yourselves.”

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What Leaders Do

- Establish a vision that can inspire others
 - Environmental assessment of opportunities, risks, challenges
- Translate the vision into strategies & tactics
- Assign responsibilities to the right people
- Hold the assigned people accountable

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