

# Nestle: Inspiring, Inclusive and Disruptive Leadership.

## 1 Mindsets

- What has got you here, won't get you there
- You don't have to be sick to get better
- Extraordinary results require the organization of the non-obvious

## 2 Foundations

- Michelangelo Principle
  - Take away everything which masks your strengths
  - Advantages
    - More robust
    - More opportunities
    - Easier to do
- Turkey thinking
  - Past results are a bad indicator of future results
  - More good data means you're close to the edge
- Dunning-Kruger effect
  - Less you know, the more you think you know
  - 70% of all strategic initiatives fail to achieve their intended goals
- Razor's Edge
  - Power laws
  - Small input differences result in major outcome differences

## 3 Clarity

- The Columbus Principle
- Vision versus Connection
  - High Performance
    - Consistent
    - Big Goals
    - Least amount of effort
  - Ivory Tower
  - Kumbaya
  - Stuck
- Quick goal exercise
  - Alignment in team
- Goal setting mistakes
  - Not making an anti-goal list

## 4 Valley of Death

- Principle
  - What happens with your energy between setting a goal and achieving a goal
  - Lizard versus NeoCortex
  - Focus on maintaining high energy

## 7 More information

- Ted Talk: Why the majority is always wrong
- Ted Talk: Strategic Quitting
- Books
  - Power of Preeminence
  - How successful engineers become great business leaders

## 6 Execution

- Does it make the boat go faster?
- Eat your Frog

## 5 Focus

- Strategic Quitting
  - 1440
  - Highest and Best Use of Time
    - Skill
    - Passion
    - Value creation
  - Zero Based Thinking
    - Which current activities wouldn't I get into if I could do it all over again?
  - Application
    - Delegation
      - Give work to someone for whom it is play
      - Build on strengths
    - Elimination
      - Don't do something which shouldn't be done
    - Outsourcing
      - System
      - Third Party
  - Hannibal Mindsets
    - Owners versus Victims
  - Kryptonite Behaviors reduce Ownership
    - Heroism
    - Yes, but....
    - Listening to reply
    - Adding too much value
    - Excuses