

# HERDING TIGERS



TODD HENRY

HELLO,

MY **BRILLIANT** FRIENDS!

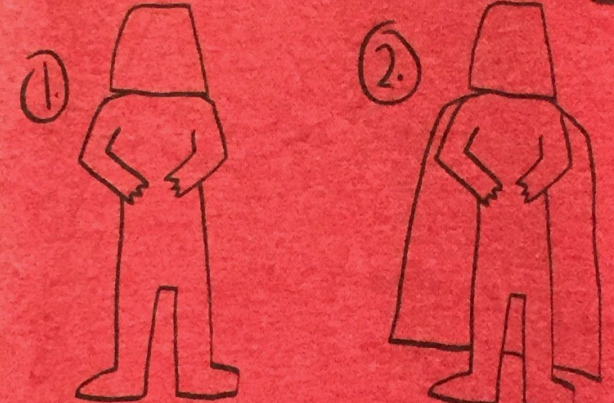
(I'M *TODD HENRY*)

*HERDING  
TIGERS*

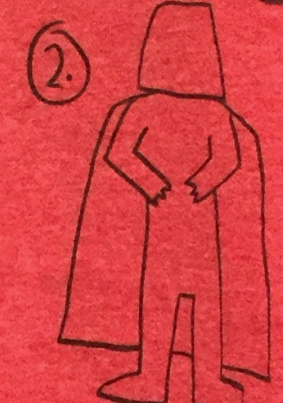


STAR WARS

# HOW TO DRAW DARTH VADER



1. START WITH A HEAD AND BODY.



2. ADD A CAPE.



3. DRAW THE FACE, GLOVES AND BOOTS.



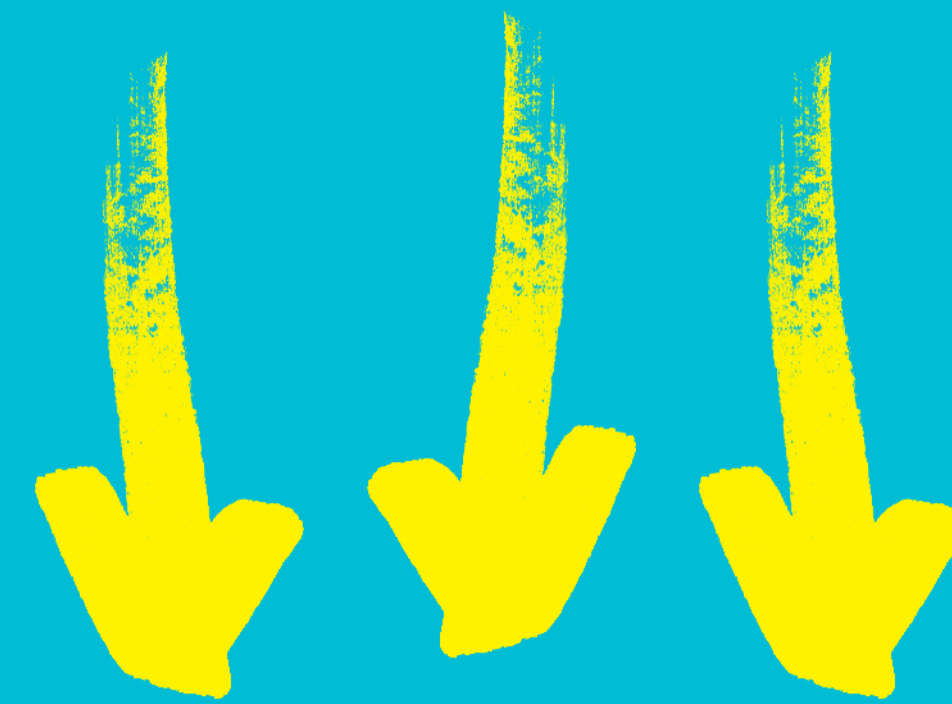
4. ADD DETAILS AND SOME SHADING. FINISHED!

HERDING TIGERS

**C**REATIVITY +  
**I**NNOVATION



**PRESSURE  
DOWN**



**"THE MIDDLE"**



**PRESSURE  
UP**



**CULTURE**



**WORK**

**TALENT**



PEOPLE

LEADING WOULD BE  
EASY IF IT WEREN'T FOR  
ALL OF THE **PEOPLE.**

IT'S ABOUT THE  
PEOPLE.

IN A WORLD IN WHICH  
CREATION IS BEING  
DEMOCRATIZED...  
IT'S (EVEN MORE)  
ABOUT THE **PEOPLE.**

*HERDING  
TIGERS*

PROLIFIC

+ BRILLIANT

+ HEALTHY

PROLIFIC

+ BRILLIANT

- HEALTHY

---

= FRIED

HEALTHY +

BRILLIANT

- PROLIFIC

---

= UNRELIABLE

**PROLIFIC**

**+ HEALTHY**

**- BRILLIANT**

---

**= FIRED**

PROLIFIC

+ BRILLIANT

+ HEALTHY

**STABILITY**

**CLARITY + PROTECTION**

*HERDING  
TIGERS*

# CHALLENGE

**PERMISSION + FAITH**

CHALLENGE



ANXIETY

GROWTH

APATHY

COMFORT

CHALLENGE

ANXIETY

GROWTH

STABILITY

APATHY

COMFORT

HERDING  
TIGERS

# QUESTIONS:

WHERE IS YOUR **TEAM** ON THE MATRIX  
RIGHT NOW? WHERE ARE YOU?

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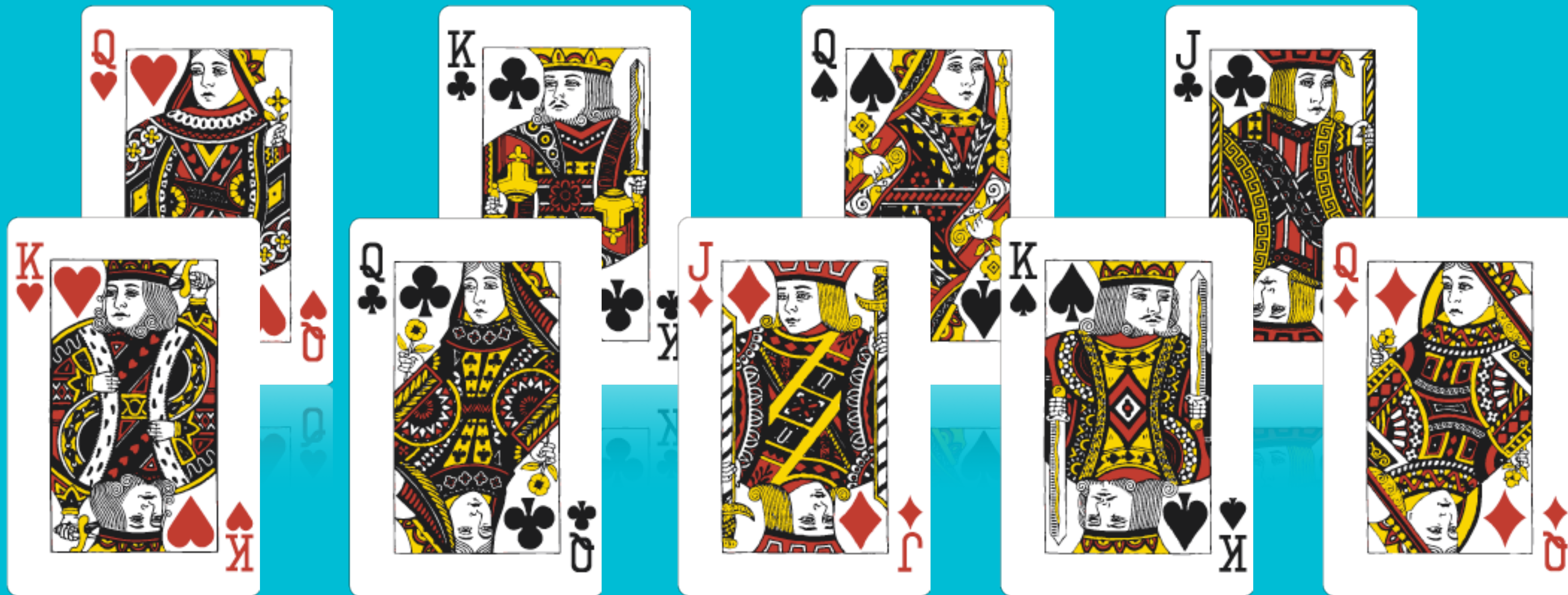
HAVE YOU NOTICED ANY PATTERNS OF  
**INSTABILITY** AS A RESULT OF  
TECHNOLOGY ADOPTION?











YOU CAN SUCCEED YOUR  
WAY INTO FAILURE.

# THE 3 TRAPS

**HUMANIZING THE AI TRANSITION**

# THE PROXIMITY TRAP

**PRODUCT WITHOUT PROCESS**

# THE **POSTURING** TRAP

**AWARENESS WITHOUT UNDERSTANDING**

# THE **PLATEAU** TRAP

**OUTCOME WITHOUT GROWTH**

# QUESTIONS:

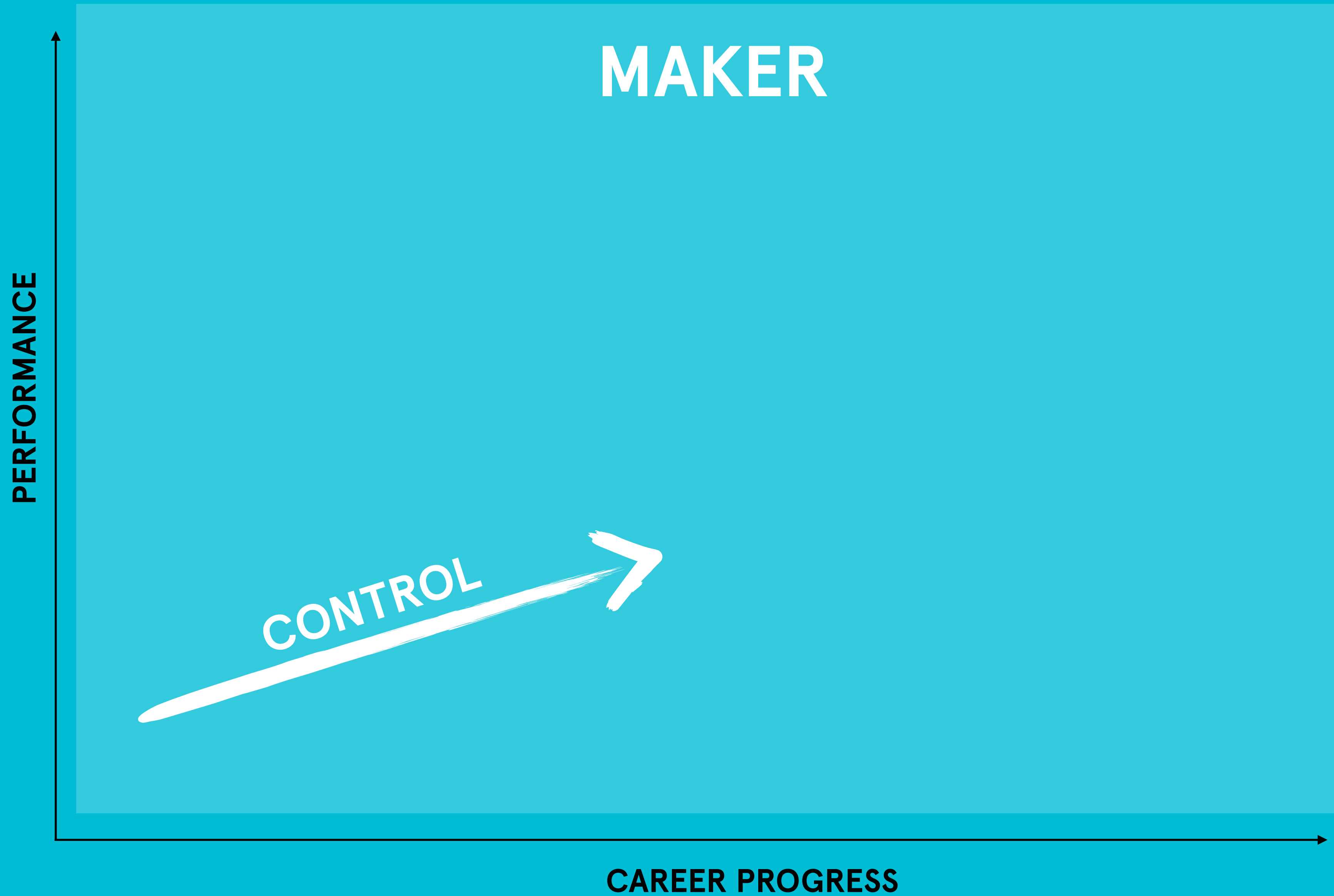
DO YOU SEE ANY OF THESE TRAPS  
PLAYING OUT IN YOUR ORGANIZATION?

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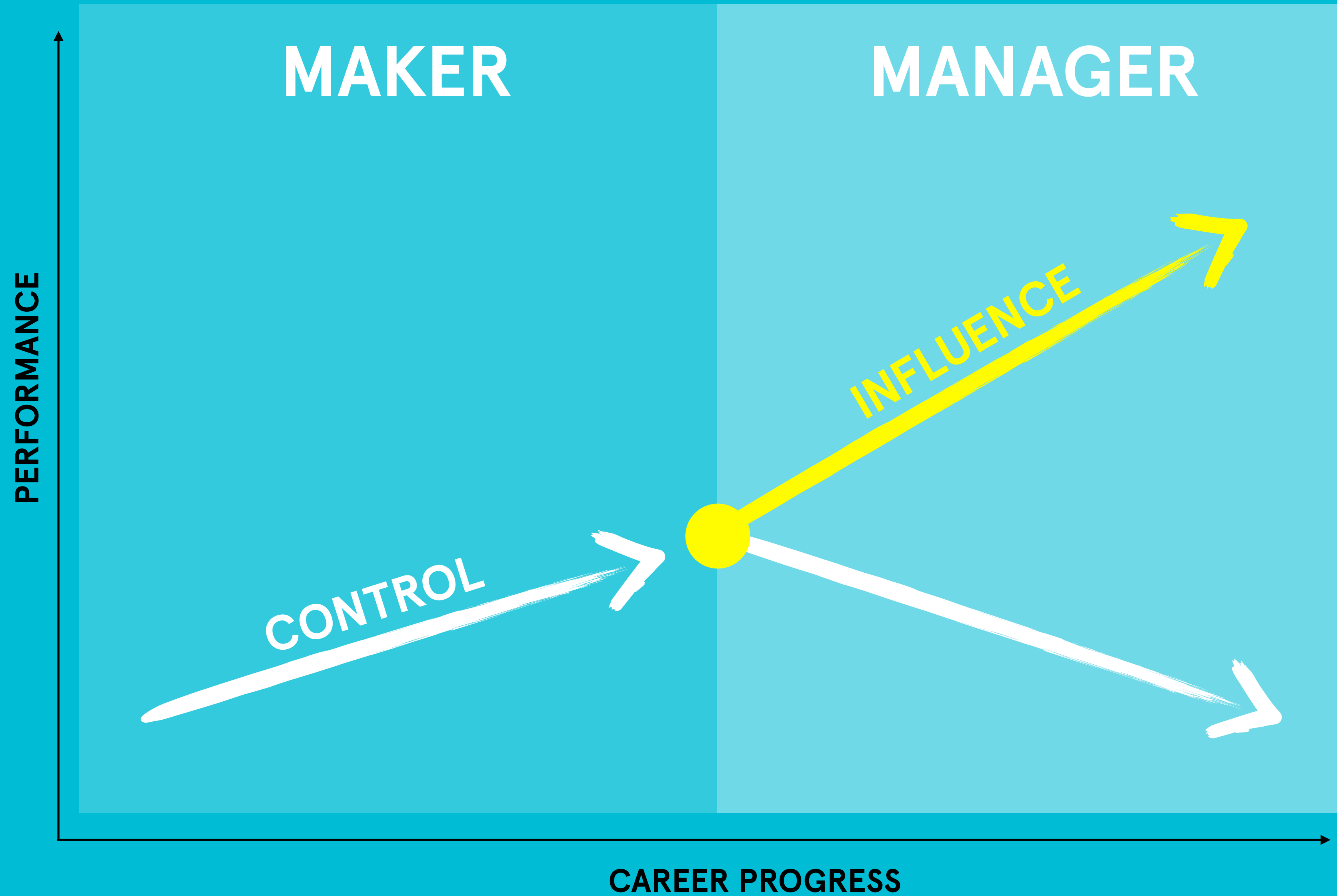
WHERE DO YOU NEED TO BE  
MINDFUL OF NOT SUCCEEDING YOUR  
WAY INTO FAILURE?

# LOOSEN YOUR GRIP

**A MESSAGE FOR CONTROL FREAKS  
(LIKE ME)**



# MAKE THE PIVOT



**CONTROL**  
**(PRESENCE)**

**VS.**

**INFLUENCE**  
**(PRINCIPLE)**

**CONTROL**  
**(PRESENCE)**

**INFLUENCE**  
**(PRINCIPLE)**

**CREDIT**

**IMPACT**

**SHORT-GAME**

**LONG-GAME**

**TEMPORARY**

**TIMELESS**

**REPUTATION**

**REPRODUCTION**

**ESTABLISH  
YOUR P.O.V.**

**LEADERSHIP PHILOSOPHY**

**“SIMPLE, CLEAR PURPOSE AND PRINCIPLES GIVE RISE TO COMPLEX AND INTELLIGENT BEHAVIOR. COMPLEX RULES AND REGULATIONS GIVE RISE TO SIMPLE AND STUPID BEHAVIOR.”**

**– DEE HOCK**

# QUALITIES OF GOOD PRINCIPLES:

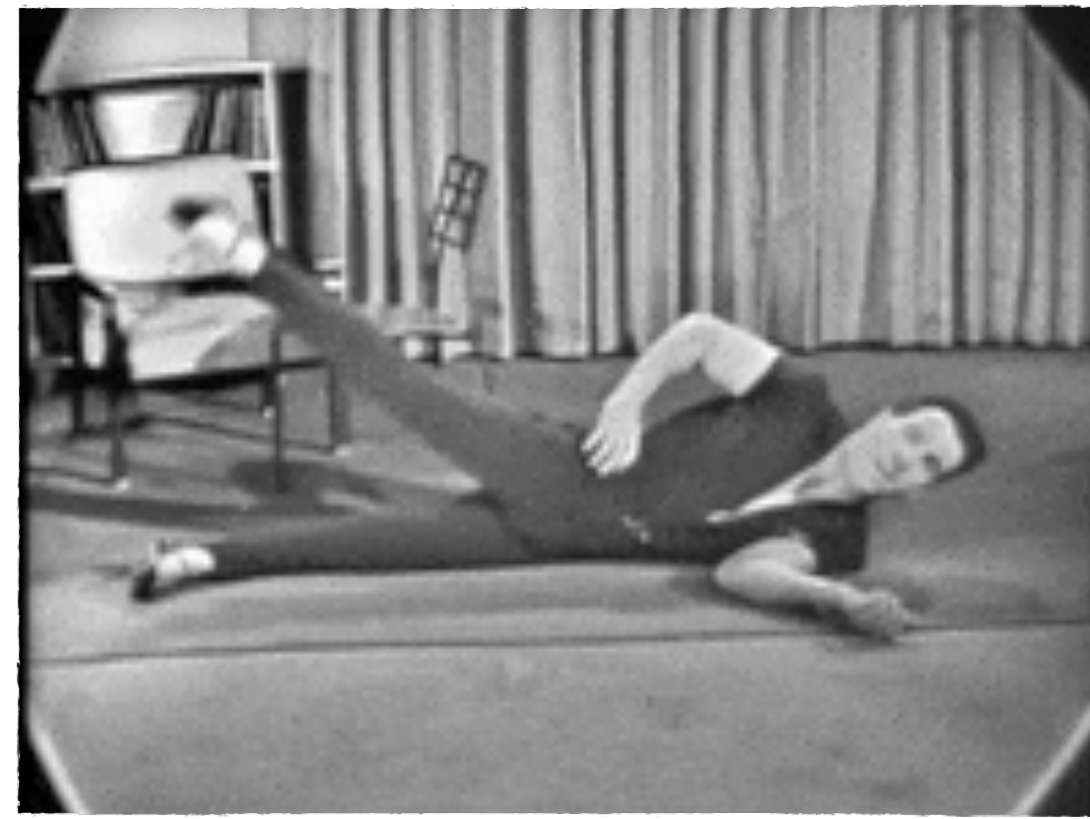
SPECIFIC ENOUGH TO PROVIDE GUIDANCE, **GENERAL ENOUGH** TO ALLOW CREATIVE APPLICATION

REFLECTIVE OF CULTURE BUT **PERSONALITY AGNOSTIC**

MAY BE IN **TENSION** WITH EACH OTHER BUT STILL BELONG TOGETHER

PROVIDE **GUIDANCE** BUT DON'T REPLACE THOUGHTFUL ACTION

HOW DO WE SET  
PRINCIPLES FOR OUR  
NEW REALITY?



# WORK WITH **VERVE**



**VERVE**

**DESIRE, RISK, BELIEF**

**V**OICE?

**E**FFORT?

**R**ESPONSIBILITY?

**V**ERDICT?

**E**VOLUTION?

# 5 QUESTIONS

## PRINCIPLES FOR YOUR TEAM

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Does this work reflect our authentic **voice**?

Did I embrace the friction that builds **capacity**?

Can I explain and defend my **thinking**?

Did I make the final call based on my **taste**?

Did I **grow** and learn through this work?

**VERVE**

**DESIRE, RISK, BELIEF**

# QUESTIONS:

DO ANY OF THE **VERVE** PRINCIPLES ADDRESS AN URGENT GAP FOR YOU?

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WHAT IS ONE **CONCRETE** ACTION YOU CAN TAKE TO EMBED PRINCIPLES?

**TEND THE SOIL**

**YOU GET MORE OF WHAT YOU REWARD**

*HERDING  
TIGERS*

EVERY PERSON  
(AND TEAM)  
IS **OPTIMIZING** FOR  
SOMETHING

OUR BELIEFS DEFINE  
WHAT WE OPTIMIZE FOR

WHERE DO COLLECTIVE  
**BELIEFS** COME FROM?

**STAND** IN THE  
PLACE WHERE  
YOU ARE

(NOW FACE NORTH)





**PRUNE**

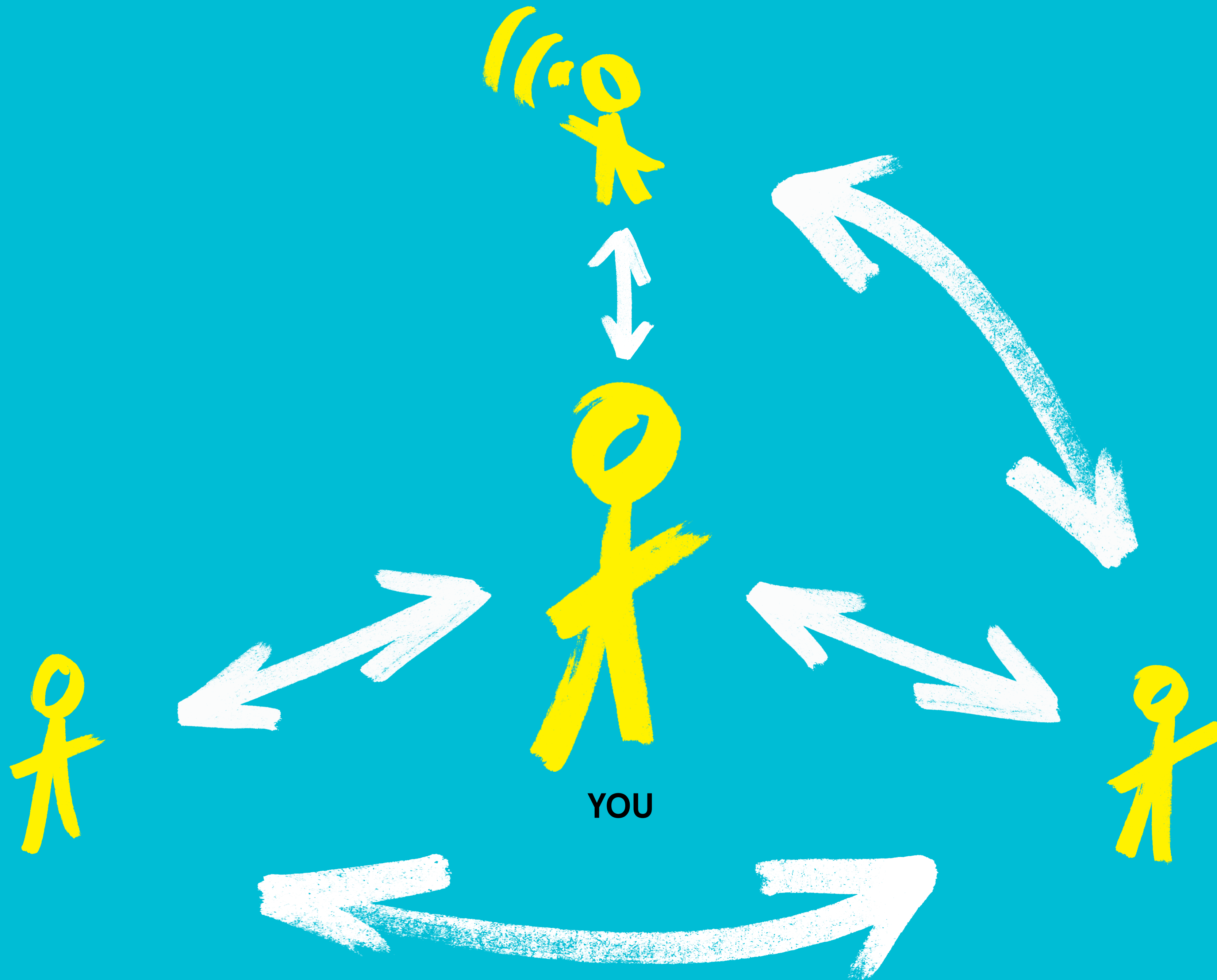
**+**



**FERTILIZE**

GHOST

RULES



YOU

HERDING  
TIGERS

**NOT ALL ASSUMPTIONS  
ARE GHOST RULES**

**GHOST RULES ARE**  
**UNTESTED ASSUMPTIONS**

Listen for **absolutist** language

(never, always, can't, won't)

Watch for **workarounds**

(deviation from expected processes)

Pay attention to **patterns**

(twice is a pattern)

**GHOST RULES:**  
QUALITY OF WORK  
RISK & FAILURE  
THE RIGHT IDEA  
CREDIT  
CONFLICT  
OPPORTUNITY



# NORMALIZATION OF DEVIANCE

REWARD TO SCALE

COACH THE WHY

# QUESTIONS:

WHAT BEHAVIOR IN YOUR CULTURE NEEDS TO BE **PRUNED**?

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WHAT IS A DESIRED BEHAVIOR YOU WILL **FERTILIZE**? HOW?

## WEST COAST SUCCESS FOR HENDRIX EXPERIENCE

# JIMI JOINS MONKEES FOR GIANT U.S. TOUR



HENDRIX: Monterey hit

**T**HE Jimi Hendrix Experience are meeting with phenomenal success in America. They have now been fixed to join a nationwide tour with the Monkees tomorrow (Friday).

The tour travels around the States and will not finish until August 20. The

Hendrix group are expected back in Britain on August 23.

Manager Chas Chandler reports that since the group's astounding successes at the Monterey Pop Festival and the Fillmore Ballroom, San Francisco they have steadily built up enormous interest and demand on the West Coast.

### SPENCER IN STATES

**S**PENCER DAVIS made a combined business and

holiday visit to New York last week, prior to his group's American tour which starts on July 28.

Davis and his manager John Martin, met United Artists Records chiefs regarding forthcoming record plans.

### COMEBACK FOR JET

**J**ET HARRIS, who won the MM's pop poll as best instrumentalist before giving up show business after the failure of his health, is making



HERDING  
TIGERS

“There can be an intense egoism in following everyone else. People are in a **HURRY** to magnify themselves by **IMITATING** what is popular, and too lazy to think of anything better. Hurry ruins saints as well as artists. They want **QUICK SUCCESS** and they are in such a hurry to get it that they cannot take time to be **TRUE TO THEMSELVES**. And when the madness is upon them, they argue that their very haste is a species of integrity.”

**THOMAS MERTON**

HOW WILL YOU DEFINE  
SUCCESS?

WHAT WILL YOU CHOOSE  
TO **OPTIMIZE** FOR?

CHALLENGE

ANXIETY

GROWTH

STABILITY

APATHY

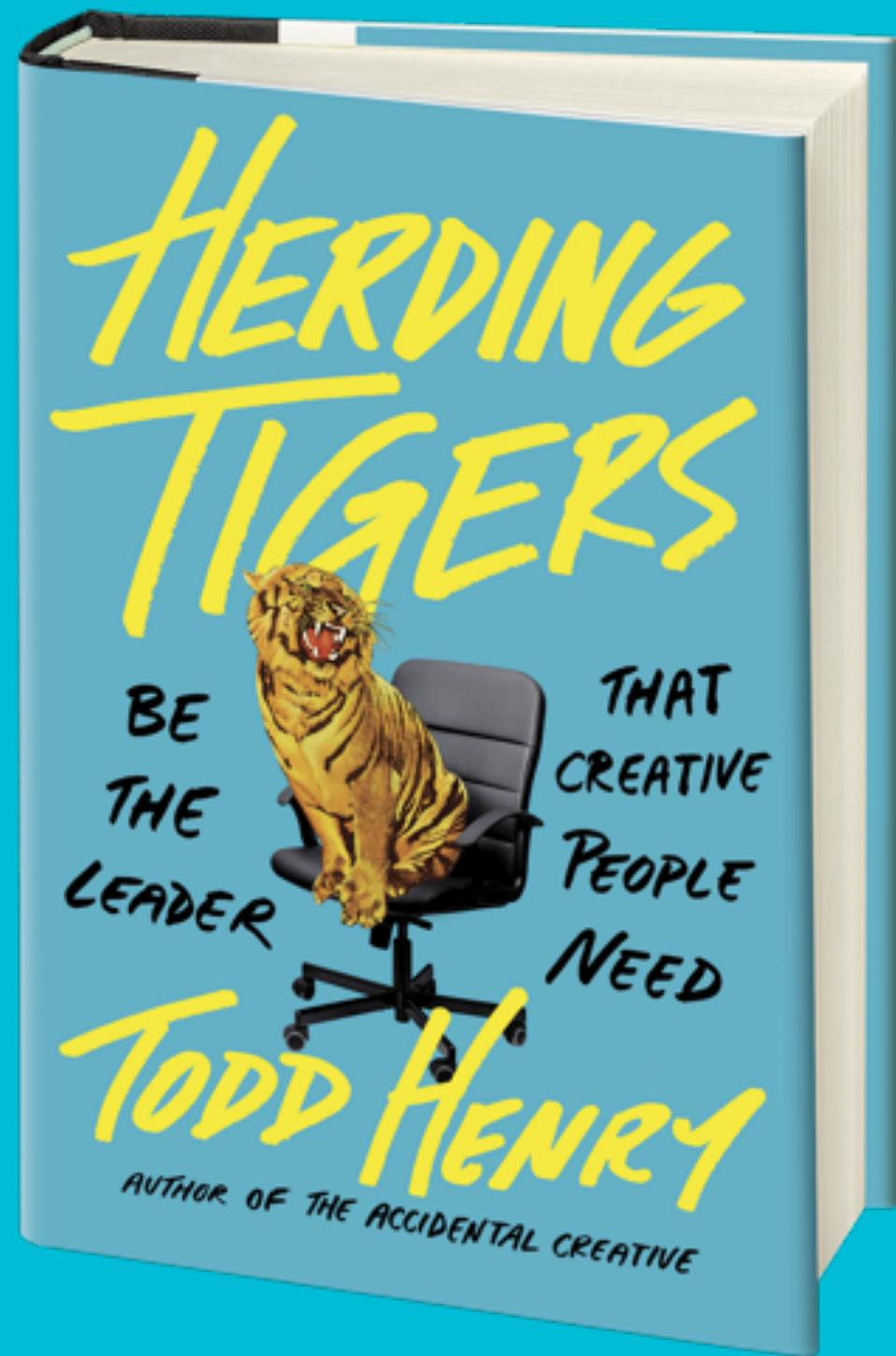
COMFORT

HERDING  
TIGERS

OUR LEGACY IS NOT THE WORK,  
IT'S THE **PEOPLE**

HERDING  
TIGERS

BE A LEADER  
WHO MAKES  
ECHOES



THANK YOU

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TIGERS