

# HERDING TIGERS



BE  
THE  
LEADER

THAT  
CREATIVE  
PEOPLE  
NEED

# HERDING TIGERS



TODD HENRY

HELLO,

MY **BRILLIANT** FRIENDS!

(I'M *TODD HENRY*)

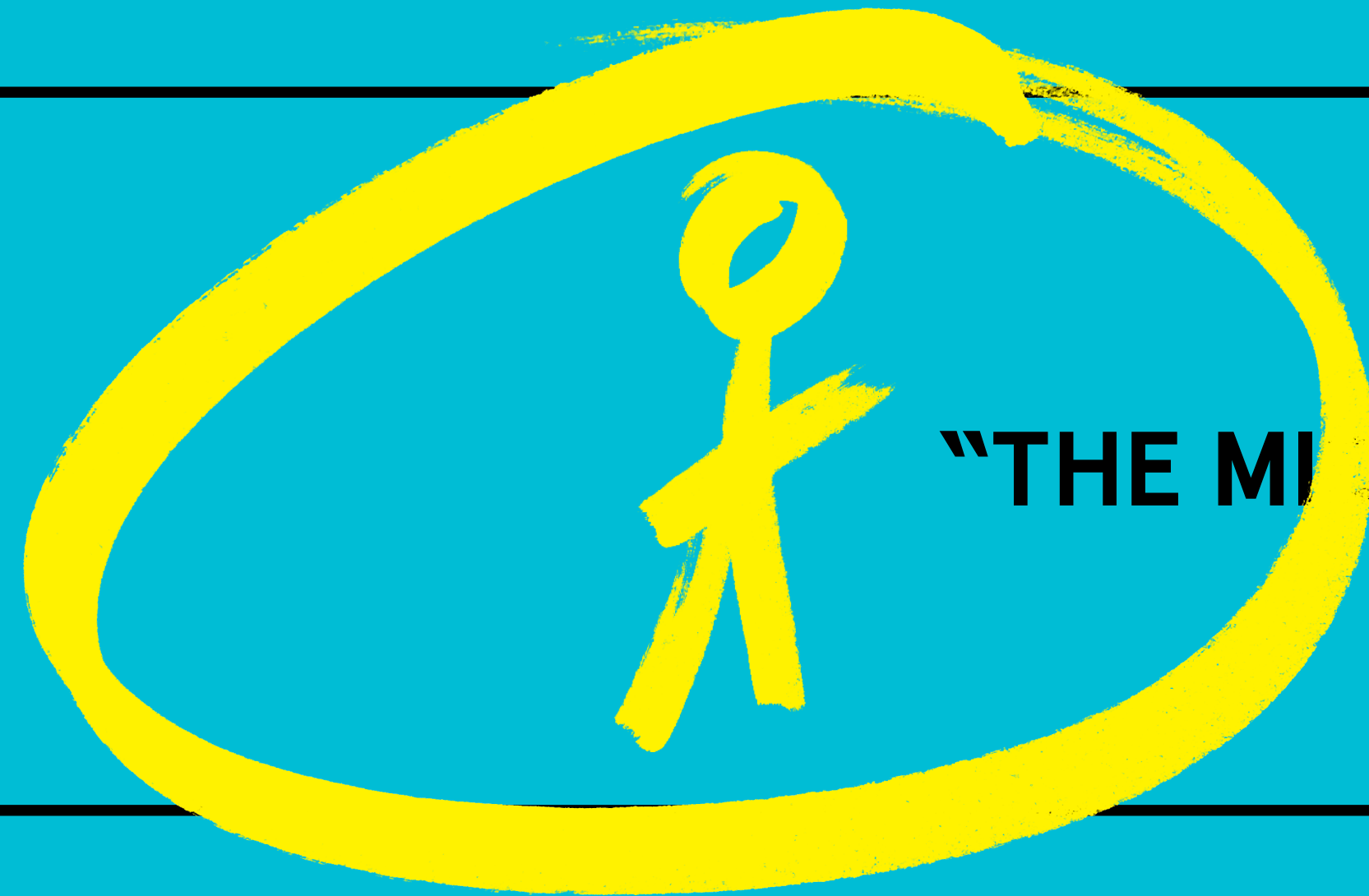
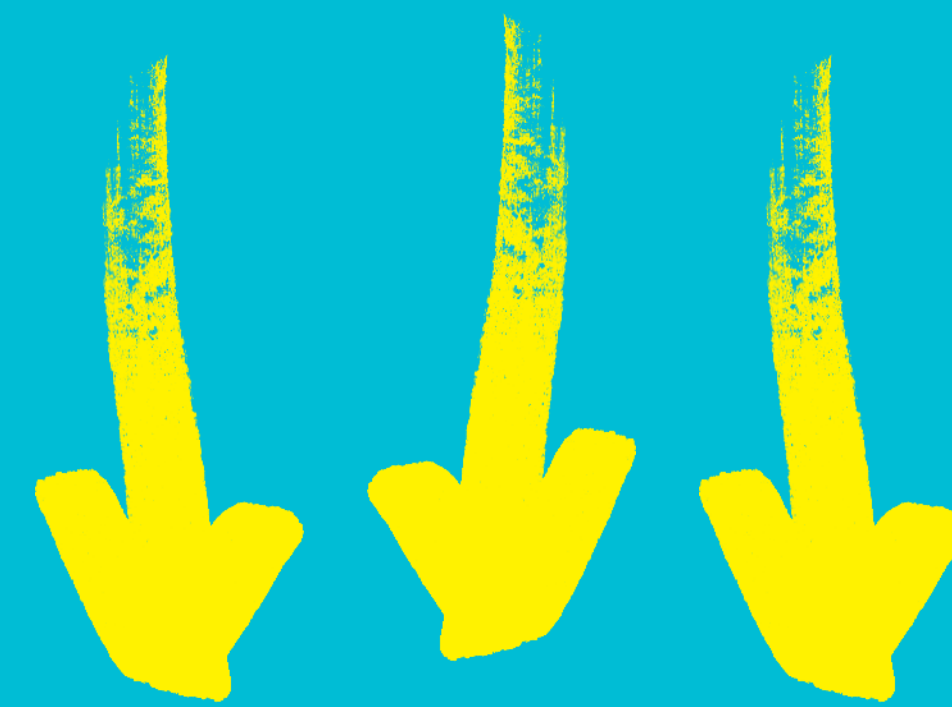
*HERDING  
TIGERS*



# CREATIVITY + INNOVATION



**PRESSURE  
DOWN**



**"THE MIDDLE"**



**PRESSURE  
UP**



EVERYONE WANTS TO BE  
THE LEADER, BUT FAR  
FEWER ARE WILLING TO  
ACTUALLY LEAD.

**A GOOD LEADER OF CREATIVE PEOPLE...**

**ACCOMPLISHES THE WORK  
WHILE DEVELOPING THE TEAM  
TO TACKLE NEW AND MORE  
CHALLENGING WORK.**

*HERDING  
TIGERS*

PROLIFIC

+ BRILLIANT

+ HEALTHY

PROLIFIC

+ BRILLIANT

- HEALTHY

---

= FRIED

HEALTHY +

BRILLIANT

- PROLIFIC

---

= UNRELIABLE

**PROLIFIC**

**+ HEALTHY**

**- BRILLIANT**

---

**= FIRED**

PROLIFIC

+ BRILLIANT

+ HEALTHY


# TODDHENRY.COM / ON

**Todd Henry** Speaking Books Articles Podcast Newsletter Free Resources [Contact Todd](#)

Hello, On! You found the secret stash.

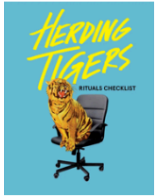
Here's where you'll find your additional resources.

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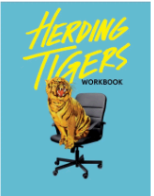
**Workshop Slides**  
The slides from the On keynote.

[Download](#)



**Rituals Checklist**  
This guide offers a summary of the rituals and conversations contained in the book *Herding Tigers* for easy reference.


[Download](#)



**Herding Tigers Workbook**  
This workbook follows the book *Herding Tigers* and offers some questions for thought and exercises.


[Download](#)

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**Group Discussion Guide**  
This workbook offers questions to discuss with your team about topics in *Herding Tigers*.

[Download](#)




**Action Guide**  
Some prompts and questions to help you apply the workshop teaching.

[Download](#)



**PACT Summary**  
This worksheet contains a summary of the PACT principle of cultural development.

[Download](#)



**The 5 Conversations**  
This worksheet contains a summary of the 5 Conversations that help you identify and eliminate the assassins.

[Download](#)

**STABILITY**

**CLARITY + PROTECTION**

# CHALLENGE

**PERMISSION + FAITH**

CHALLENGE

ANGRY

THRIVING

STABILITY

LOST

STUCK

HERDING  
TIGERS



**EARN THE RIGHT**

**NEVER ASSUME THEY'RE WITH YOU**

*HERDING  
TIGERS*

WHY SHOULD PEOPLE  
FOLLOW YOU? \*

\* Not a trick question

HERDING  
TIGERS

THINK ABOUT A  
LEADER...

TRUST

**TRUST** IS THE  
CURRENCY OF  
CREATIVE TEAMS



**BANK ACCOUNT**

**VS.**



**WATER BALLOON**

DECLARING UNDECLARABLES  
BEING A SUPERHERO

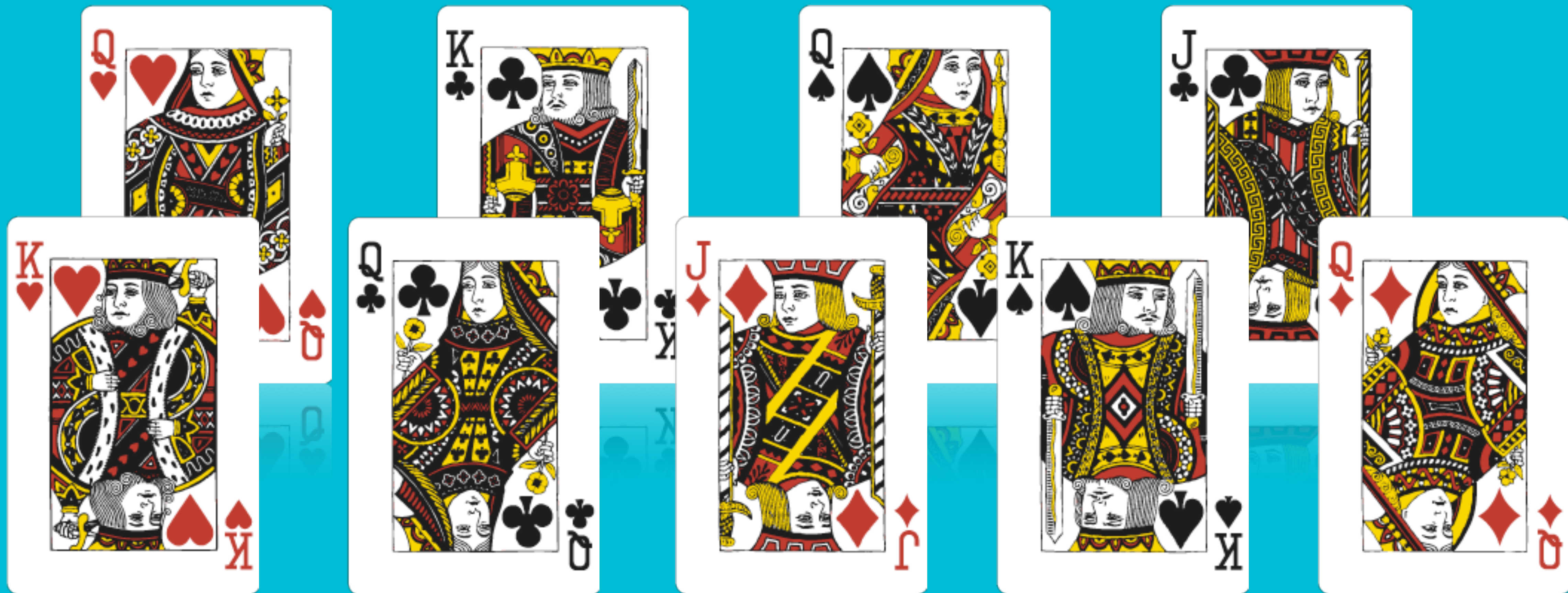
YOUR GREATEST  
POTENTIAL TO CAUSE  
DAMAGE AS A LEADER IS  
DIRECTLY TIED TO YOUR  
BIGGEST INSECURITY.

# LOOSEN YOUR GRIP

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









**TEAM**



**BIG WIGS**



*HERDING  
TIGERS*

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

**VS.**

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

**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**

**WHAT'S YOUR PHILOSOPHY?**

**QUALITY OF WORK**

**RISK & FAILURE**

**THE RIGHT IDEA**

**CREDIT**

**CONFLICT**

**OPPORTUNITY**





**PRUNE**

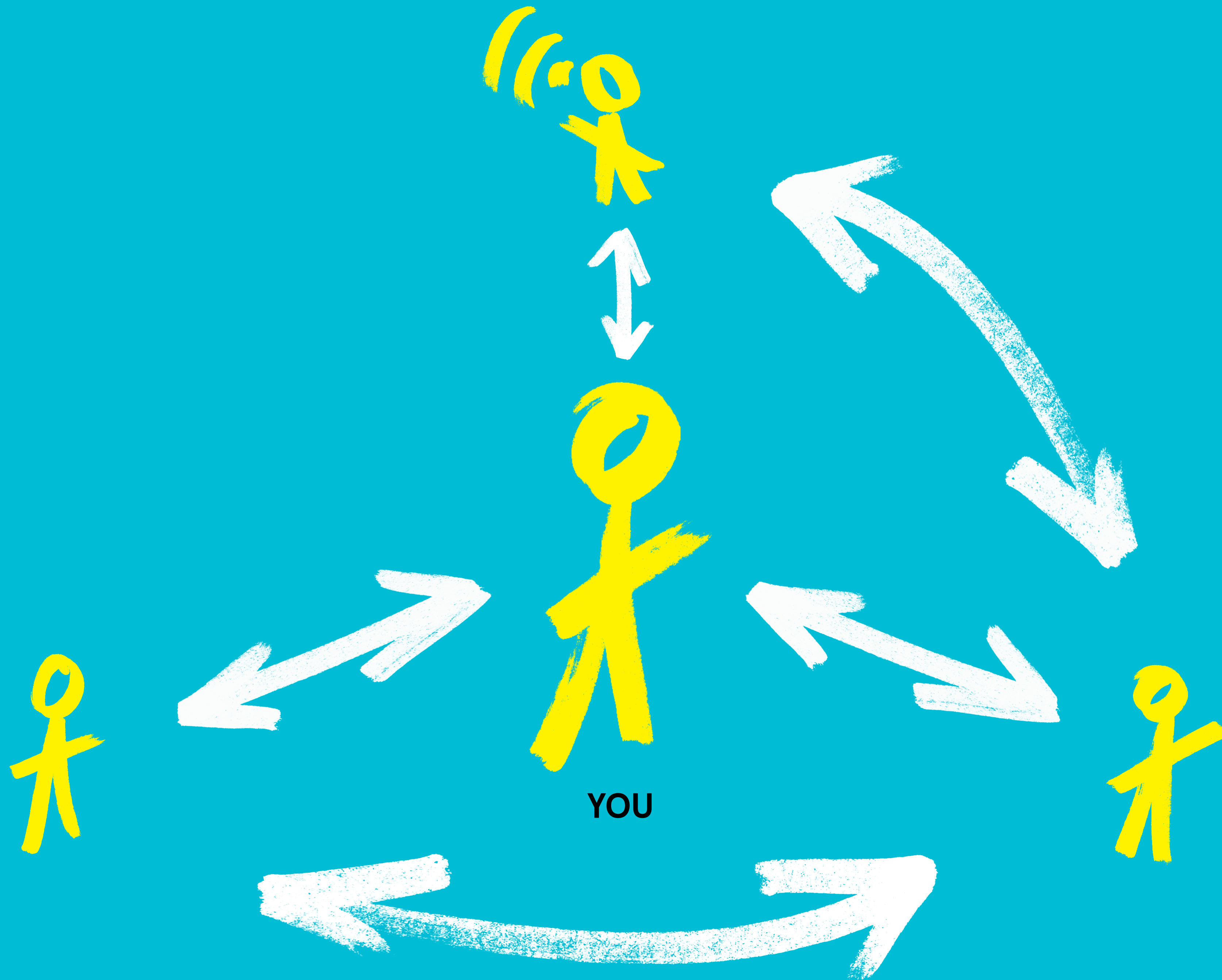
**+**



**FERTILIZE**

GHOST

RULES



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

**DEFEND  
THEIR SPACE**

**FREEDOM FIGHTING FOR FUN AND PROFIT**

**F**OCUS

**A**SSETS

**T**IME

**E**NERGY

UNNECESSARY  
COMPLEXITY

$$1 + 1 = [(27/3) \div 3] - 1$$

EXPECTATION

ESCALATION



# STAND IN THE GAP



**ATTENTION**

**+**



**TIME**

**ATTENTION**

**STOP RE-LITIGATING**

**STOP COPYING**

**LIMIT THE PROJECT  
HORIZON**

**NECESSARY MEETINGS,  
NECESSARY PEOPLE**



# TIME

BUILD BUFFERS

ESTABLISH A “NO  
FLY ZONE”

HAVE A “BREAK THE  
GLASS” STRATEGY



## 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.

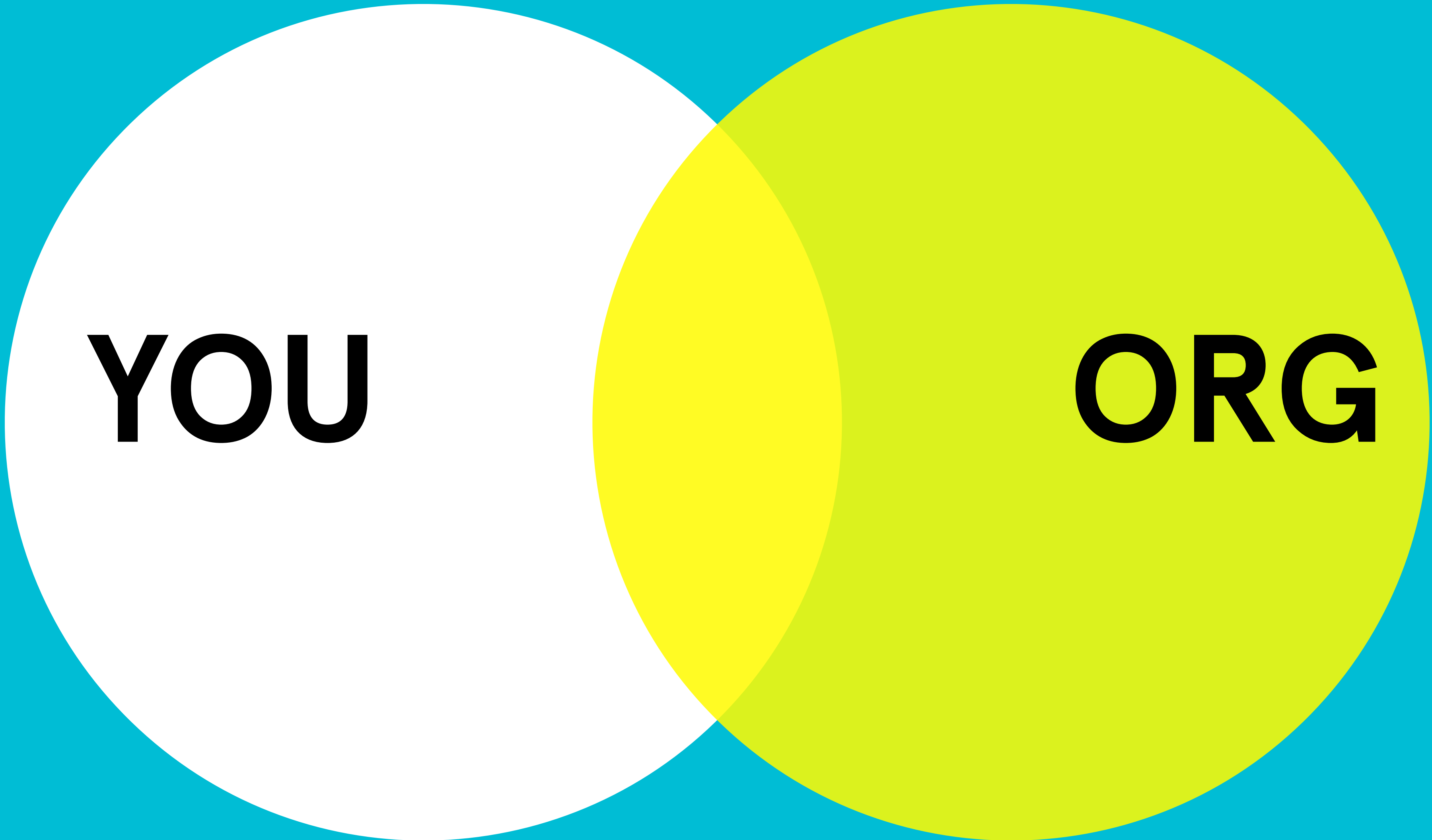
Davis and his manager John Martin, met United Artists Records chiefs regarding forthcoming record plans.

### 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



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**YOU**

**ORG**

“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

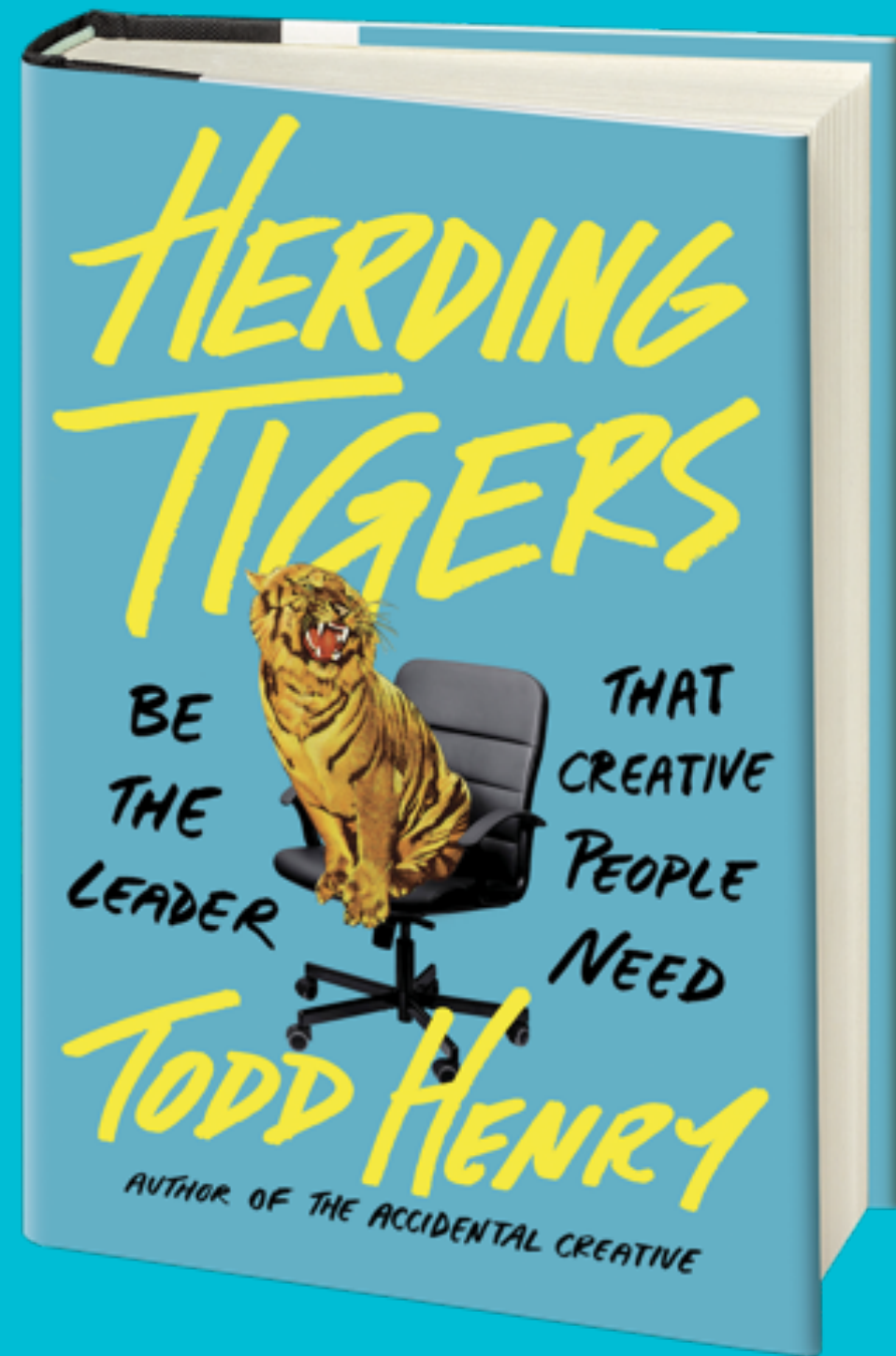
THOMAS MERTON

HOW WILL YOU DEFINE  
SUCCESS?

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

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TIGERS

BE A LEADER  
WHO MAKES  
ECHOES



THANK YOU  
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