

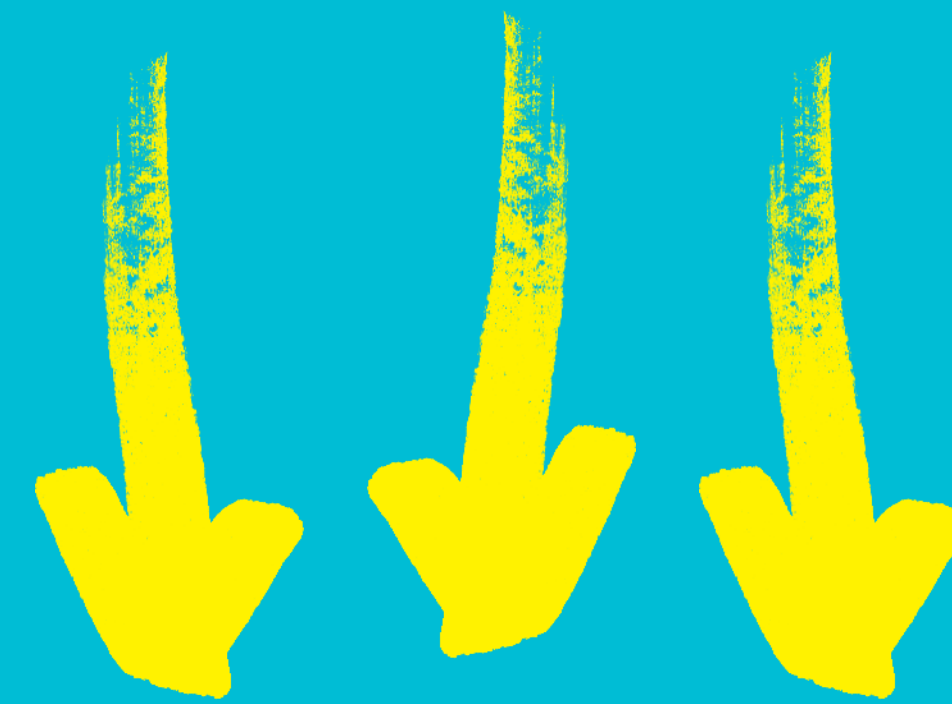
HERDING TIGERS







**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.

WHY SHOULD PEOPLE
FOLLOW YOU? *

* Not a trick question

HERDING
TIGERS

**THINK ABOUT A
LEADER...**

TRUST

TRUST IS THE
CURRENCY OF
TALENTED TEAMS

INTENTIONS
(INVISIBLE)

VS.

ACTIONS
(VISIBLE)



BANK ACCOUNT

VS.



WATER BALLOON

DECLARING UNDECLARABLES
BEING A SUPERHERO
RELATIONAL USURY

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

STABILITY

CLARITY + PROTECTION

CHALLENGE

PERMISSION + FAITH

CHALLENGE



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TIGERS

QUESTIONS:

IN WHAT SMALL WAY(S) HAVE YOU SEEN **TRUST** BREACHED?

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

CHALLENGE

ANXIETY

THRIVING

STABILITY

APATHY

COMFORT

HERDING
TIGERS

HERDING TIGERS



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)





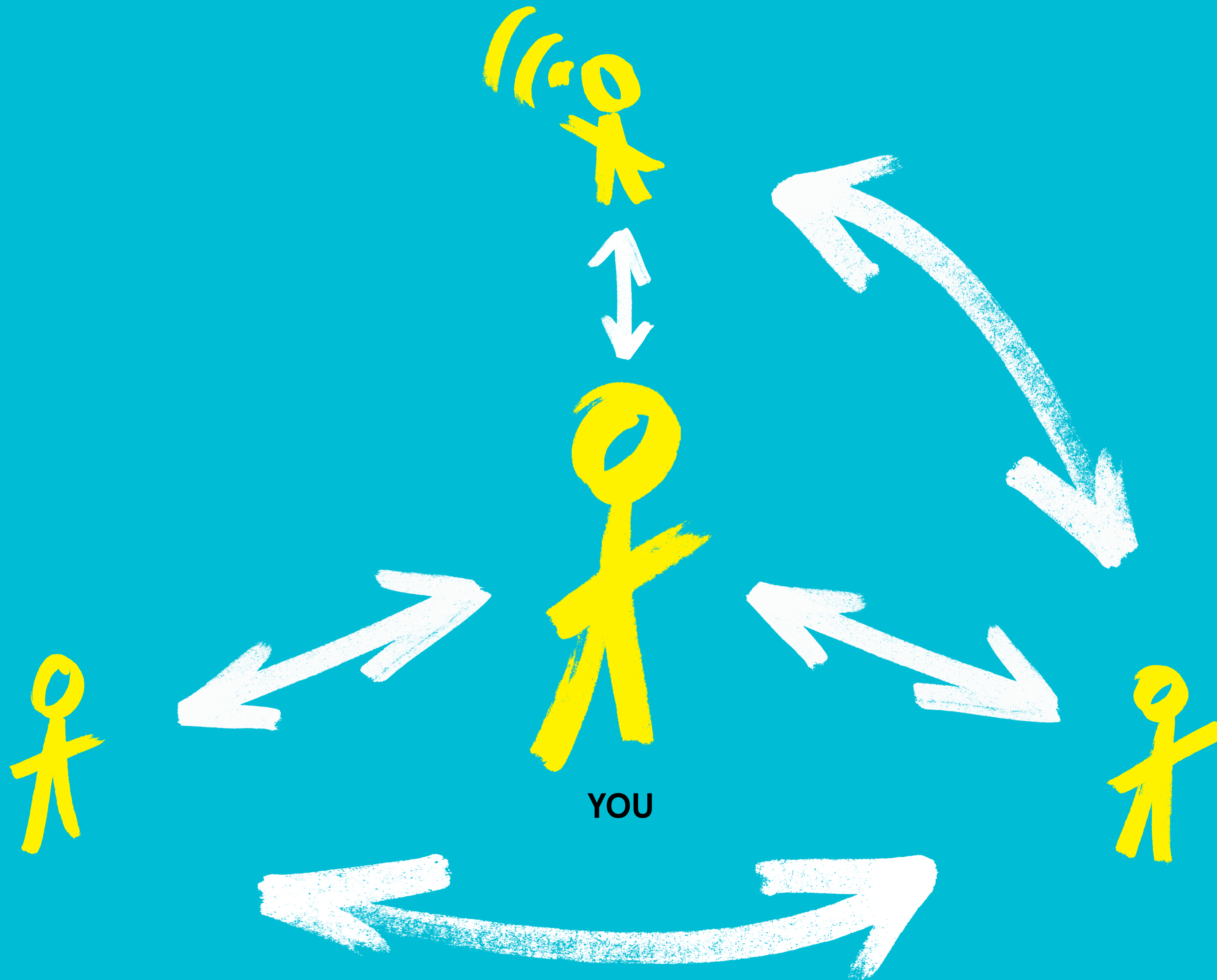
PRUNE

+

FERTILIZE

GHOST

RULES



HERDING
TIGERS

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



NORMALIZATION OF DEVIANCE

REWARD TO SCALE

LEAD SMALL

COACH THE WHY

FIGHT WELL

*HERDING
TIGERS*

FIGHT WELL:

AGREE ON COMMON GROUND

IDEAS, NOT PERSONALITY

FIND THE MERITS

HOMEWORK:

- 1. WRITE OUT A LEADERSHIP PHILOSOPHY**
- 2. LIST EXPECTATIONS YOU HAVE OF TEAM AND VICE VERSA**

QUESTIONS:

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

WHAT WILL YOU DO TO **FERTILIZE** DESIRED BEHAVIOR?

HERDING TIGERS



FOCUS

ASSETS

TIME

ENERGY

UNNECESSARY
COMPLEXITY

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

MOMENTUM
INSECURITY
UNAWAWARENESS

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



QUESTIONS:

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S **ATTENTION**?

WHAT IS THE BIGGEST THREAT TO
YOUR TEAM'S **TIME**?

HERDING TIGERS



WEST COAST SUCCESS FOR HENDRIX EXPERIENCE

JIMI JOINS MONKEES FOR GIANT U.S. TOUR



HENDRIX: Monterey hit

THE 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

SPENCER 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

JET 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

HERDING TIGERS

