



THE 100 YEAR CHANGE “DECISION MAKING & TEAMING”

NxJ Leadership Academy

January 22, 2020

Founded: 2003

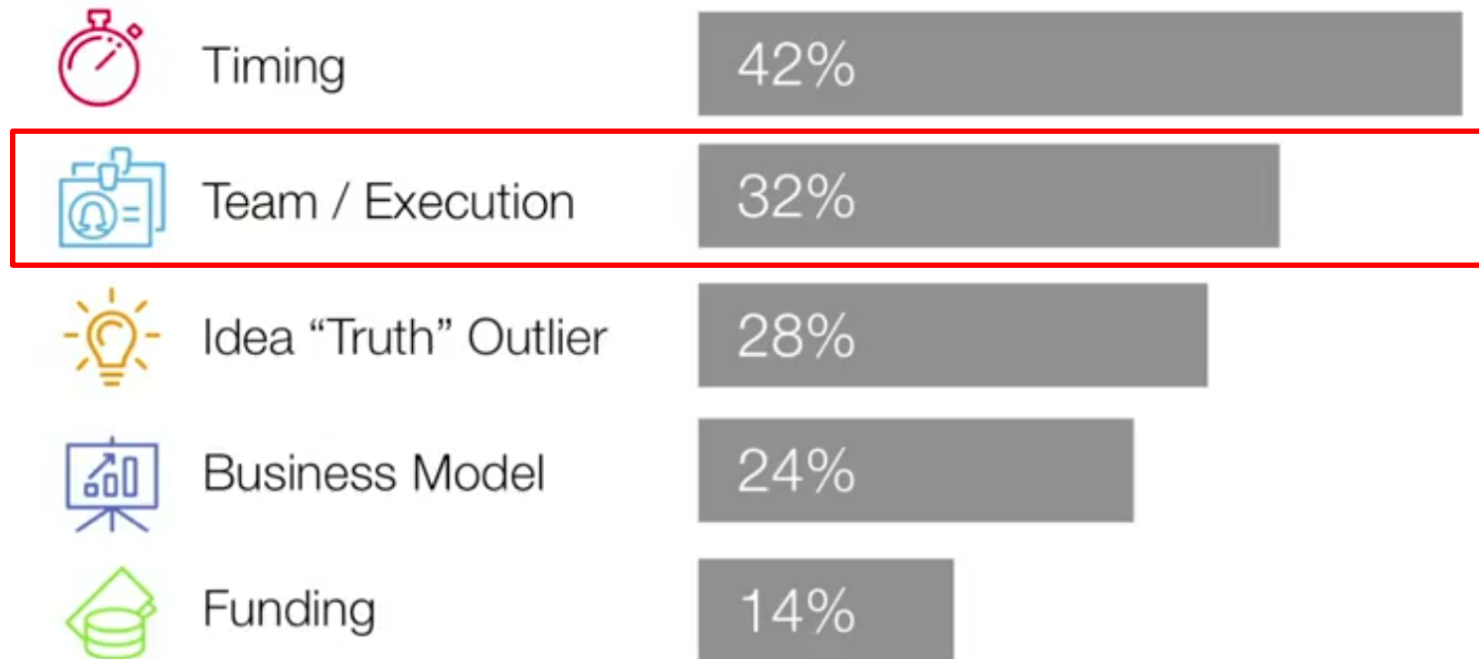
Founded: 2007
Defunct: 2014



TALENT is the PREDICTOR of FUTURE SUCCESS

#1 DRIVER OF BUILDING A SUCCESSFUL ENTERPRISE

Top 5 Factors in Success Across More Than 200 Companies





The 100 Year Change



INCREASING ORG CAPACITY

WHY

100 YEAR CHANGE

OLD COMP. ADV:

MONEY

→ Tech/Machines

→ People

LEVER 1

~90%
OPTIMIZED

NEW COMP. ADV:

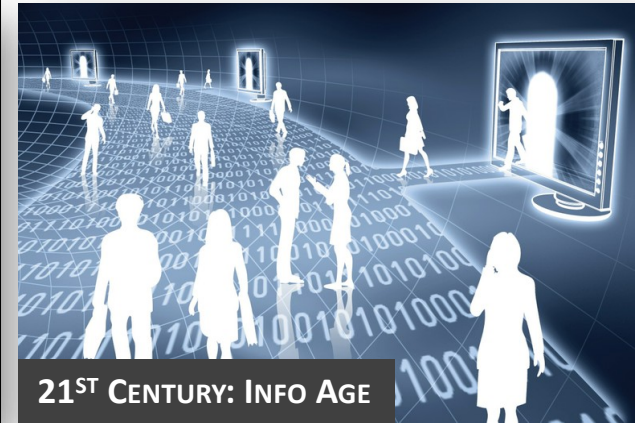
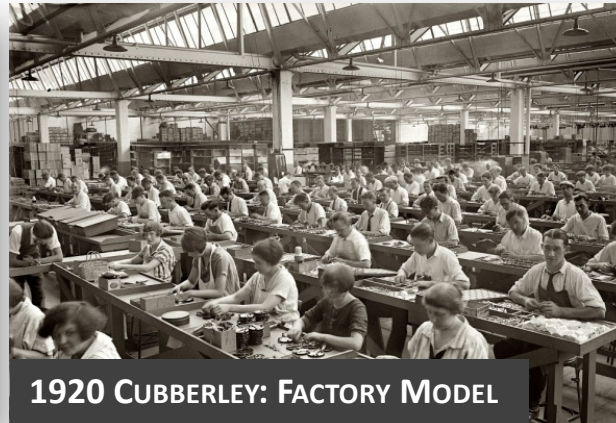
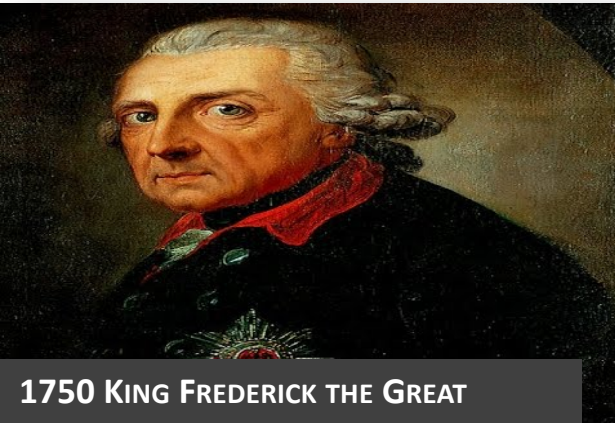
+ DEVELOP PEOPLE
FASTER THAN ANYONE

DDO Effort
N x J

LEVER 2

~5%
OPTIMIZED

The 100 Year Change: "THE MOVEMENT"



EDUCATION 1.0

- ISOLATION
- FEAR

WORK 1.0

SUBJECTS

[SERVE THE KING]

EDUCATION 2.0

- COMPLIANCE
- UNIFORMITY

WORK 2.0

FOLLOWERS

[ASSEMBLY LINE WORKERS]

EDUCATION 3.0

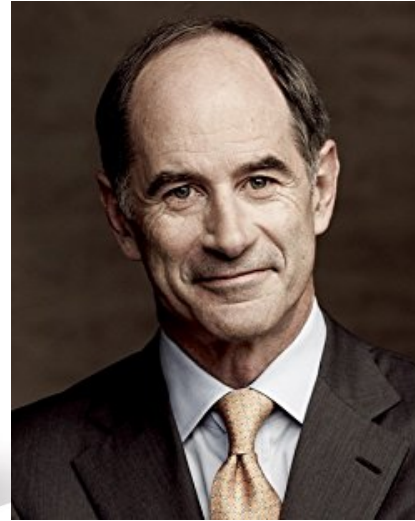
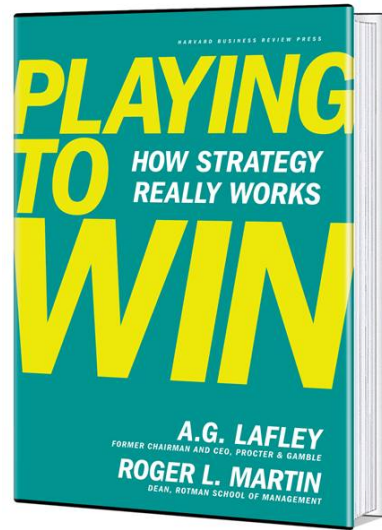
- CREATIVITY
- COLLABORATION

WORK 3.0

DECISION MAKERS

[TEAMING]

10 YEAR STUDY...



BEFORE

- CEOs WORRIED OF OTHER BIG CO
- STRATEGY CHANGED EVERY 1-5 YEARS
- WHAT YOU PRODUCE: PRODUCTS & SERVICES

NOW

- CEOs WORRY OF 2 KIDS IN A GARAGE
- STRATEGY CHANGES EVERY DAY
- WHAT YOU PRODUCE: DECISION FACTORY

The Nuclear Accident

Radiation Continues To Leak From Crippled Plant

HARRISBURG, Pa. (AP) — Radiation leaks from the Three Mile Island nuclear power plant continued today, authorities said, as a debate grew over what was described as one of this most serious such incidents in this country's history.

"The vapor that is now going into the atmosphere is from a sump pump and is only mildly radioactive within accepted limits," said Don Curry, a spokesman for the Metropolitan Edison Co., owner of the plant. The pump is designed to remove water after it has cooled the reactor.

"We concede that it's not just a little thing," Curry said. "In terms of publicity it will probably surpass the Browns Ferry incident."

Until now, a March 1975 fire in the control room of the Browns Ferry nuclear plant in Alabama has generally been considered this nation's most dangerous incident involving a nuclear reactor.

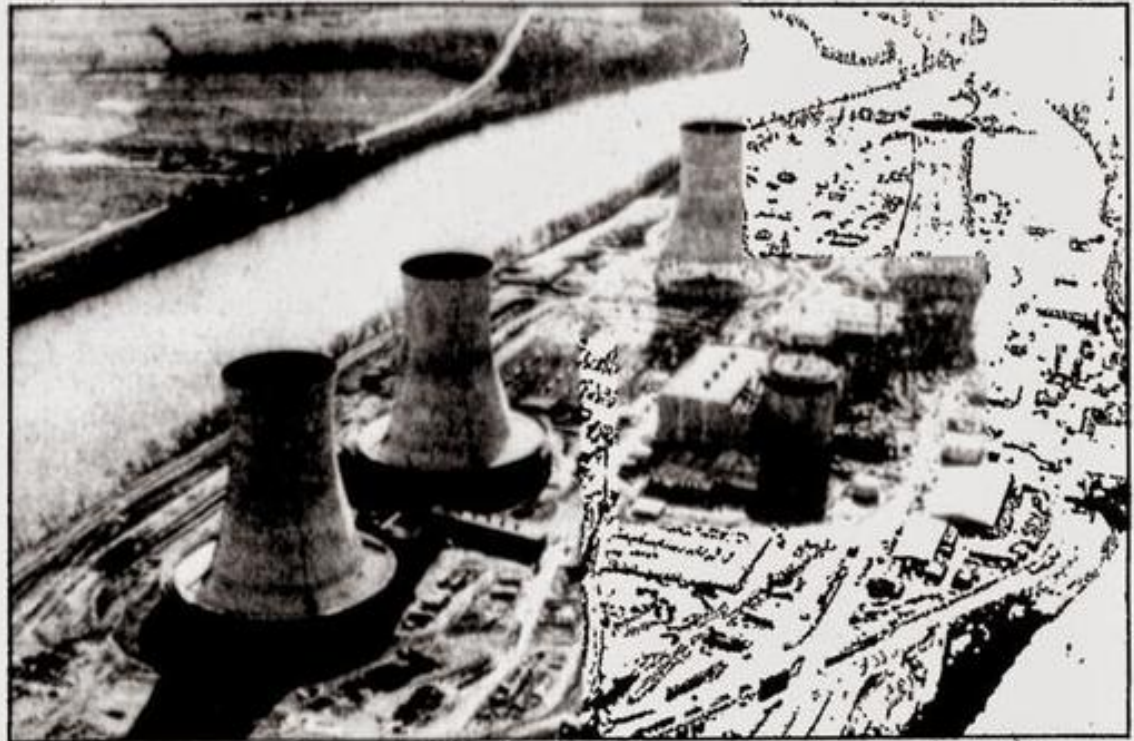
Low level radiation was detected in the air as far as 16 miles away after an apparent valve failure Wednesday morning resulted in excessive pressure being built up in the water used to cool the reactor core at Three Mile Island.

"Some of the water vapor, through the venting system, went into the atmosphere," Curry said.

Curry said the latest radiation measurements outside the plant were at two to three millirems. Individuals are exposed to up to 30-millirems in a single X-ray examination.

Walter Creitz, president of Metropolitan Edison, said on ABC-TV's *Good Morning America* show this morning that the plant shut down safely and that the level of radiation released "would not endanger or injure any people."

Creitz said his company did not know what equipment had been disabled or what precisely caused the accident.

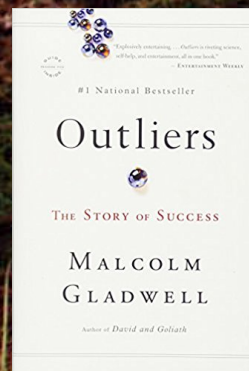


An aerial view of the Three Mile Island nuclear power plant.

AP Photo

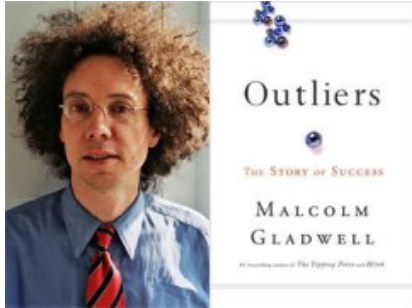
1979 [3-Mile Island]

20th CENTURY ORGANIZATIONAL DESIGN:
Designed to give one person authority. All power.



"What they were **struggling with** was a **cultural legacy**, that Korean culture is hierarchical," he said. ... To Gladwell, this explained why Korean Air Flight 801 crashed into a hill while on approach to an airport in Guam in 1997, killing 223 people.

ACCIDENTS ↔ INNOVATION



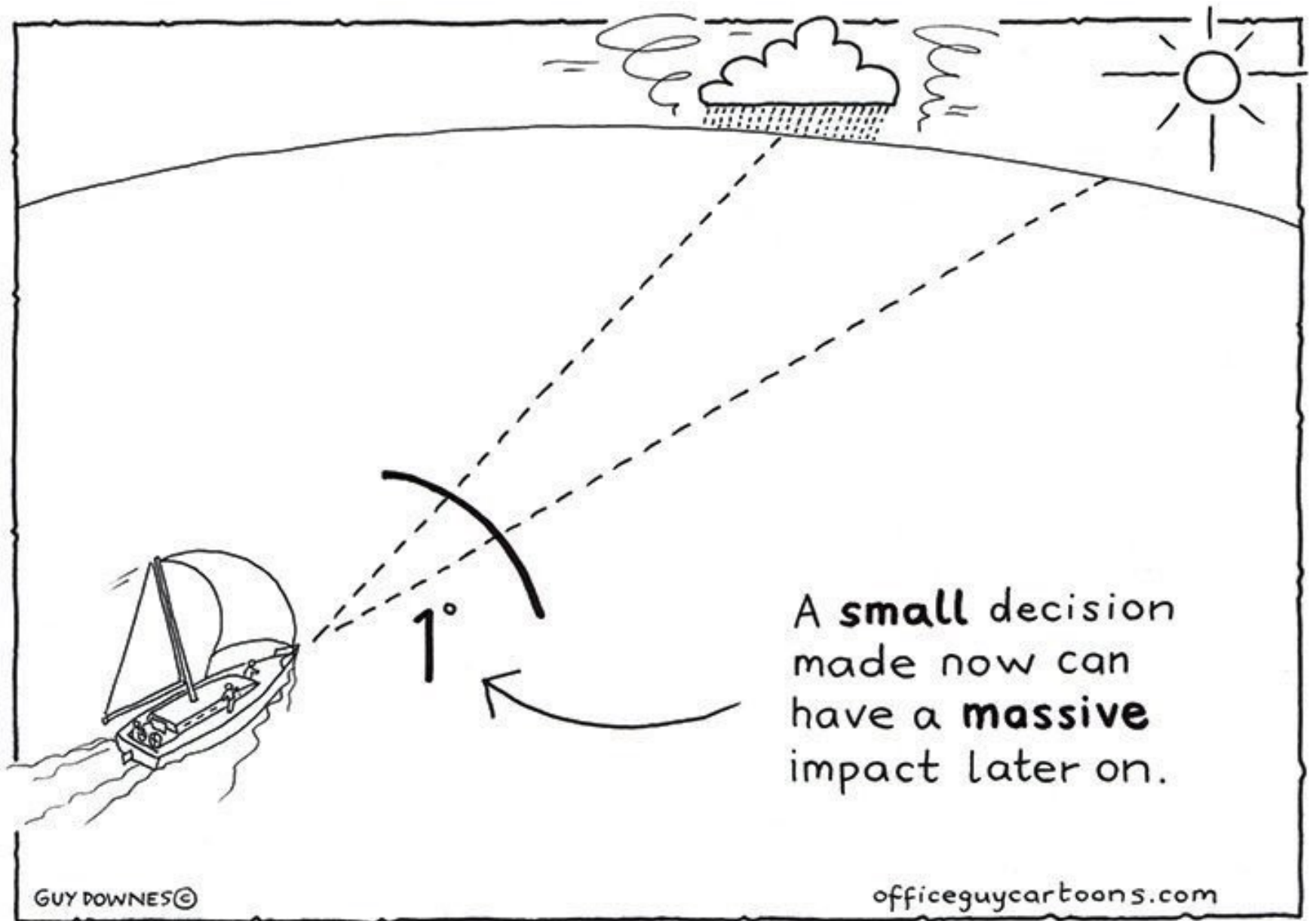
Gladwell says that, though plane crashes are often portrayed in movies as the results of a single catastrophic event, in reality they occur because of the accumulation of many small problems. Bad weather, tired pilots, new or unfamiliar airports, crew members who have only recently started to work together—it often takes all of these things to add up to disaster. “The typical accident involves seven consecutive human errors.”

737 MAX CRASH

FULL CRASH REPORT EXPLAINED

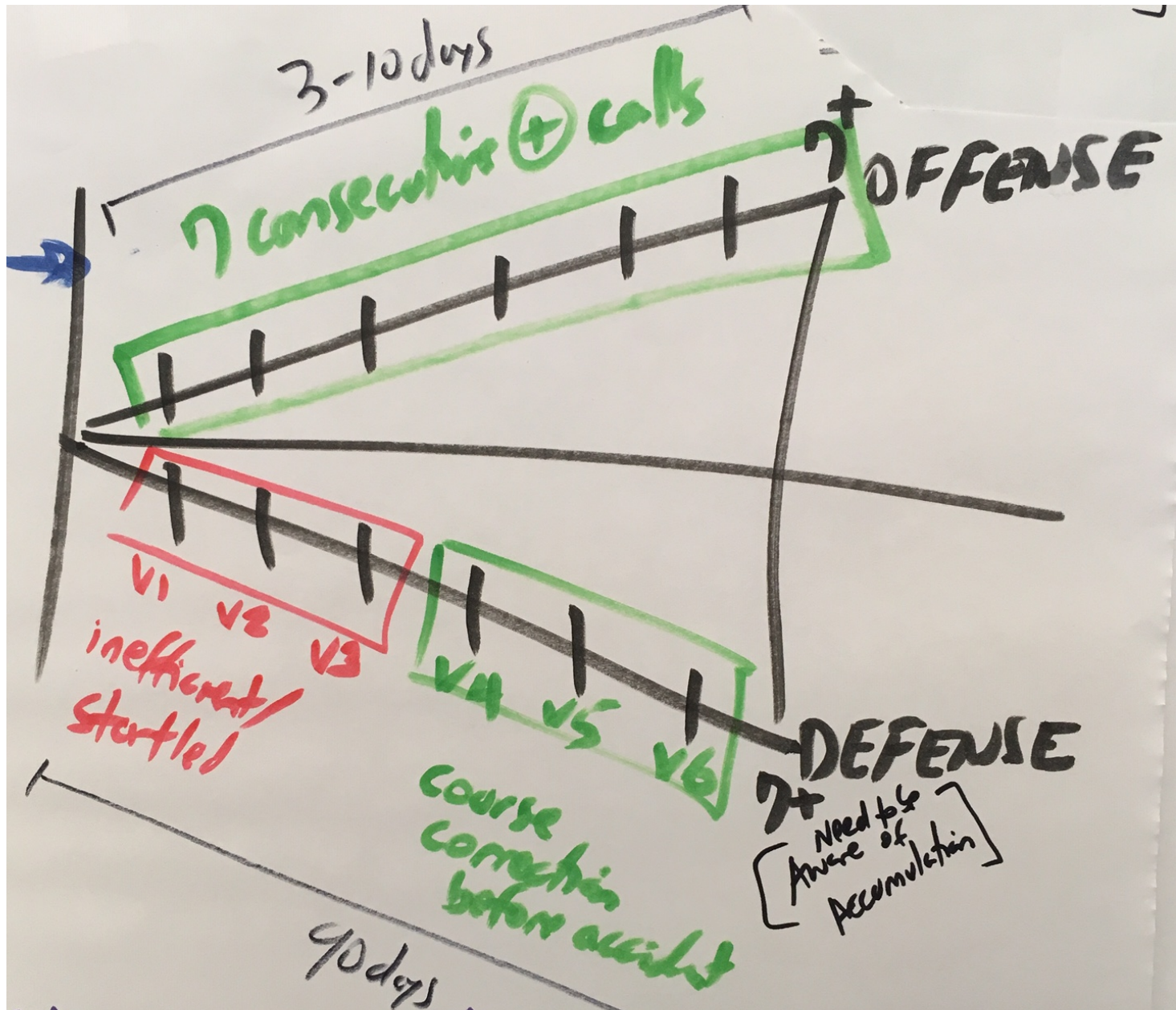


2019 – 2 fatal crashes

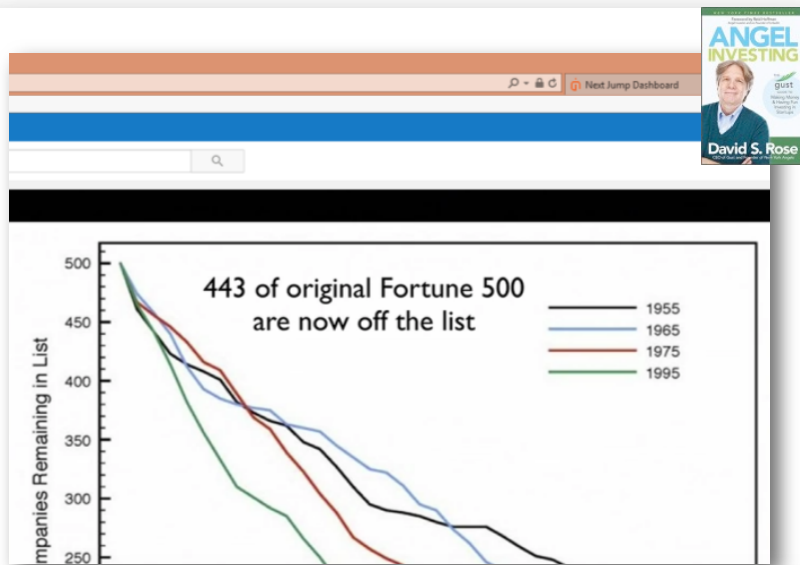


DIVERSITY of THINKING: Bias & Blindspots

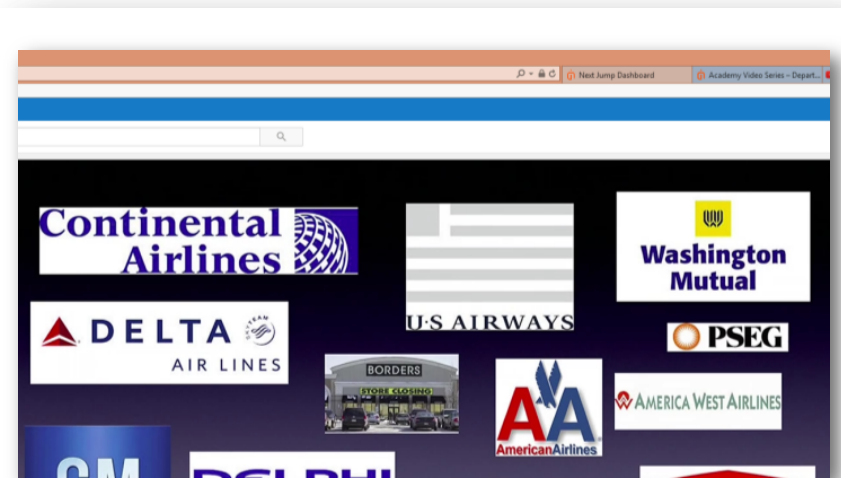




What's changed about the world?



nextjump



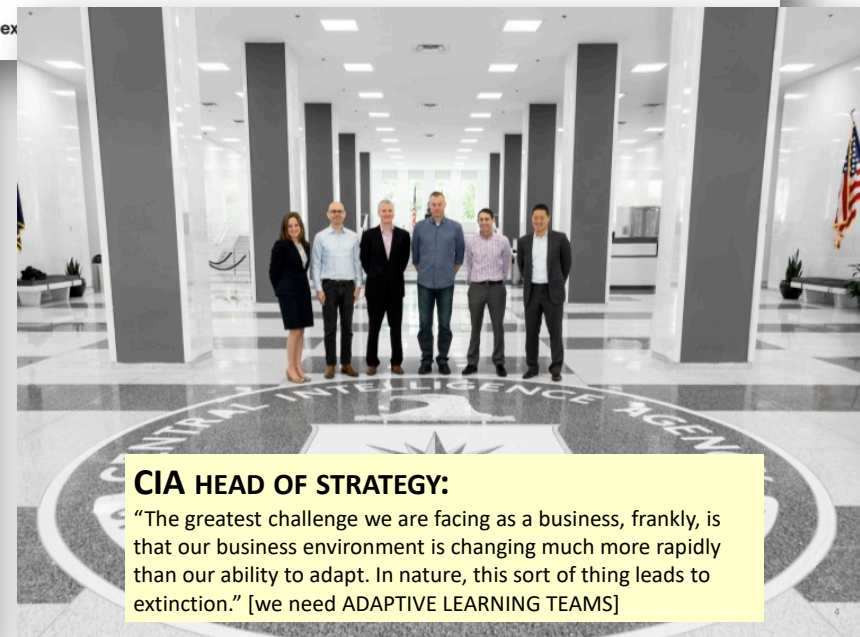
ALL THESE COMPANIES WENT BANKRUPT

next

Any company designed for success in the 20th century is doomed to failure in the 21st

David Rose

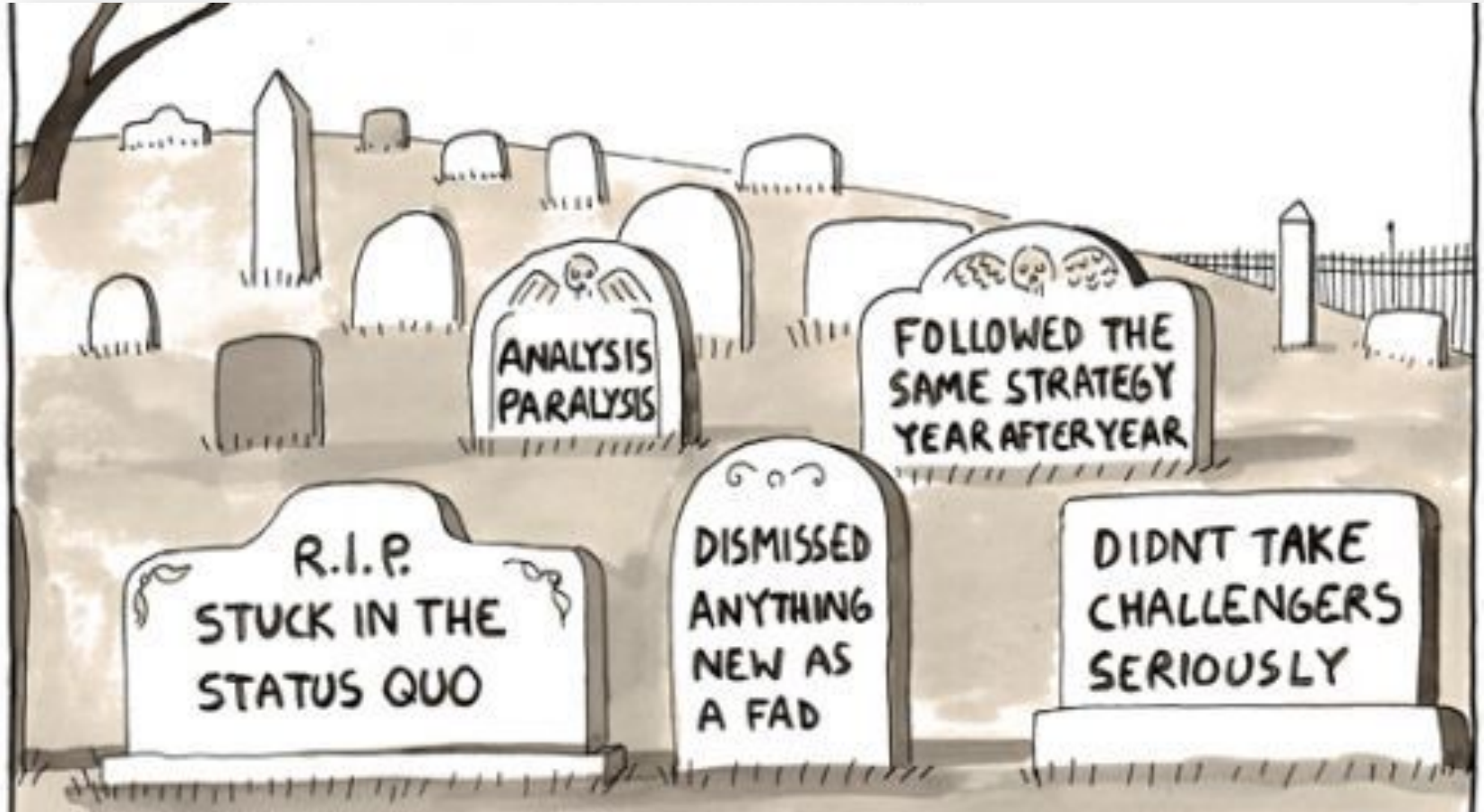
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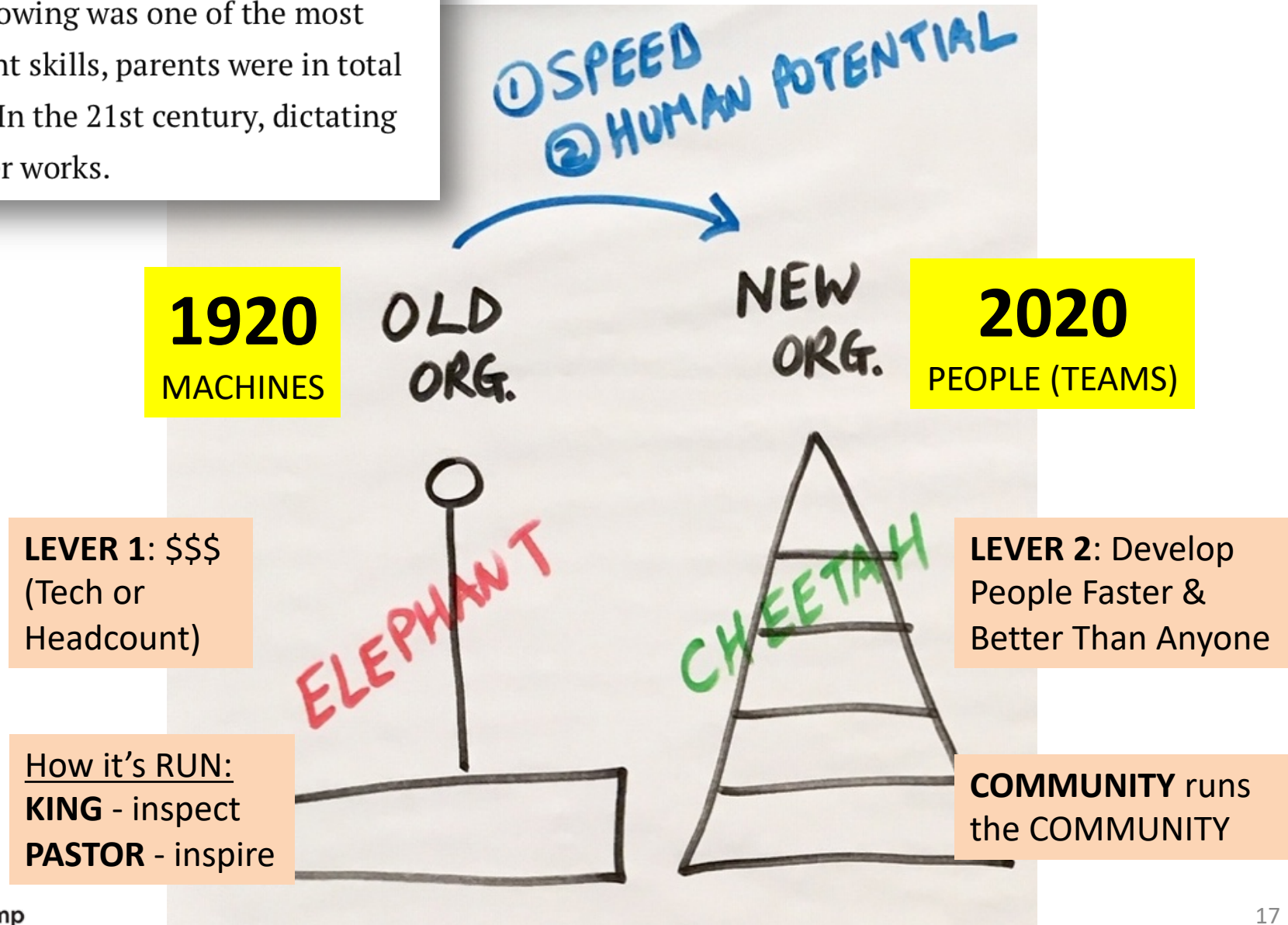
nextjump

The status quo and why it sucks

...what's wrong with enterprises today?



The New York Times In the 20th century, when rule-following was one of the most important skills, parents were in total control. In the 21st century, dictating no longer works.



TRILLION DOLLAR COACH

THE LEADERSHIP PLAYBOOK
FROM SILICON VALLEY'S
BILL CAMPBELL

ERIC SCHMIDT
JONATHAN ROSENBERG
AND ALAN EAGLE



“Get the 1:1 Meeting right and the Staff/Team Meeting right are the most important tools available to leaders in running their team and each should be approached thoughtfully (deliberately)”

ALL ORGANIZATIONS are DECISION MAKING MACHINES

SENSE MAKING DECISION MAKING

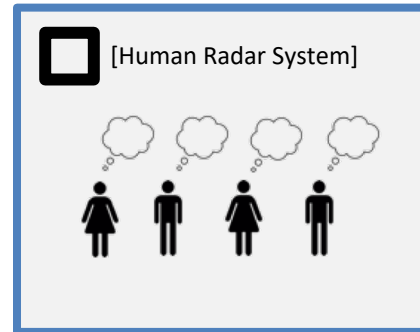
PEOPLE

TRANSPARENCY:

VOICE =
"HUMAN SENSORS"

AWARENESS:

- 1) Self
- 2) Team
- 3) Situation

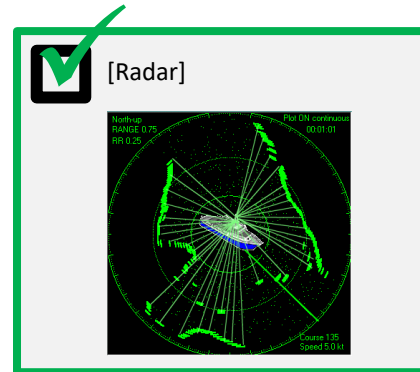


MEETINGS:

WHY WE HAVE
SO MANY MEETINGS

+

MACHINES



MONEYBALL of DECISION MAKING

5 Levels to Training Your Judgment

ENGAGE

LEVEL 1: GAS “GIVE A SHIT”

TEAM

LEVEL 2: NO LHF “LYING/HIDING/FAKING”

DEVELOP

SENSE-MAKING

INNOVATE

INDEPENDENT THINKING

INVITING CRITICAL FEEDBACK

DECISION MAKING

DECISION-MAKING

“The distance between THEORY and APPLICATION is the Grand Canyon.”



INCREASING ORG CAPACITY

WHY 100 YEAR CHANGE

OLD COMP. ADV:

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→ People

LEVER 1

ENGAGE:
educate & inspire

DEVELOP:
No LHF (truth)

INNOVATE

NEW COMP. ADV:

+ DEVELOP PEOPLE
FASTER THAN ANYONE

LEVER 2

KING / PASTOR:
inspect / inspire

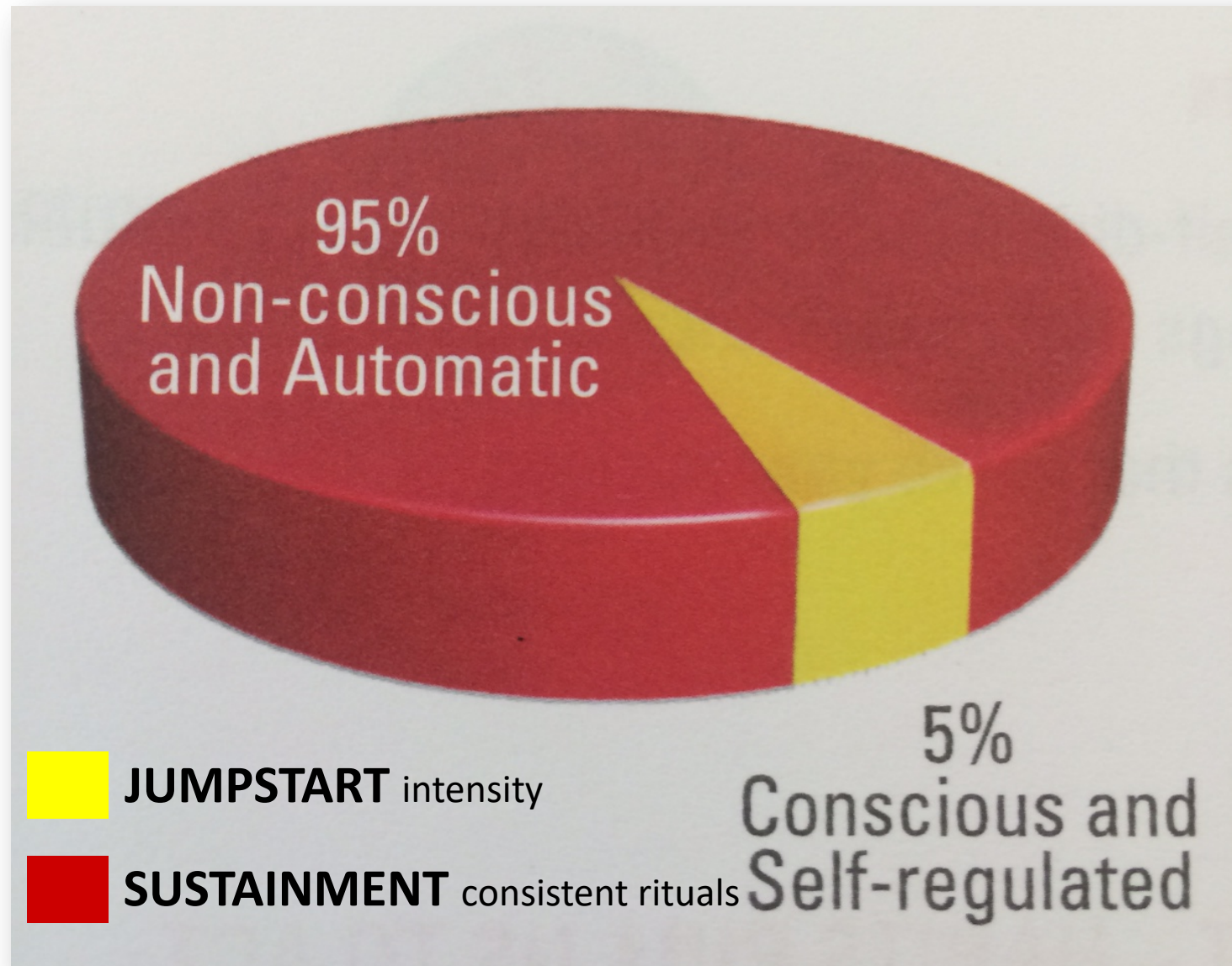
EGGSHELLS:
Org Silence

ACCIDENTS

~90% sized
~5% OPTIMIZED

DDO
N+J

JUMPSTART (5%) → SUSTAINMENT (95%)



ENGAGE:
educate & inspire

DEVELOP:
No LHF (truth)

INNOVATE

PROCESS

OUTCOME

OFFSITES

JUMPSTART
ENGAGE

+

JUMPSTART
DEVELOP

=

JUMPSTART
INNOVATE

WELY /
MNTA /
BATTLE
RHYTHMS

SUSTAINED
ENGAGE

+

SUSTAINED
DEVELOP

=

SUSTAINED
INNOVATE

MEASUREMENT

“You cannot legislate or dictate innovation.
You have to set it up in the environment.”

(Ram Shriram, Google & NxJ Investor/Board)

LEADERSHIP IN PRACTICE (LIP): WORKSHOPS

1. HOW TO RUN STAFF MEETINGS?

- HOW TO UPGRADE FROM KING (INSPECT)/ PASTOR (INSPIRE) TO COMMUNITY (EDUCATE & INSPIRE ALL)
- HOW TO IGNITE GROUP THINK

2. HOW DO I RUN A COACHING SESSION? [1:1 MEETINGS]

- HOW TO COACH MY BOTTOM PERFORMERS (PEOPLE WHO ARE STUCK)
- HOW TO MAKE MY BEST BETTER

3. HOW TO RUN TEAM MEETINGS?

- HOW TO GET ENGAGEMENT/ PEOPLE TO SPEAK UP
- HOW TO REDUCE # OF MEETINGS

4. HOW TO ARGUE? (CONFLICT RESOLUTION)

5. HOW TO DO STRATEGY? (CONTINUOUS INNOVATION)

6. HOW DO I BALANCE MY WORK/LIFE? (AND HELP MY LEADERS IN THIS ALSO)

7. HOW TO BRIDGE THE COMMUNICATIONS GAP BETWEEN SENIOR AND JUNIOR?

8. METRICS & MEASUREMENT (PEOPLE ANALYTICS)

- LEADING INDICATORS OF HUMAN PERFORMANCE
- EMPOWERING THE INDIVIDUAL, TEAM, ENTERPRISE

9. HOW TO BE BETTER WITH: EMAIL, CALENDAR, TO DO LIST?

- TECHNICAL SET-UP
- DELIBERATE PRIORITIZATION VS “LIFE OF ITS OWN”

10. COACHING COACHES (MASTER COACHES CLASS)

- HOW IT GOES WRONG (OBJECTIVITY/ STARTLED..)
- FIXED MINDSET (“FUZZY GOOD”)
- MISMATCH OF PEOPLE TO JOBS

11. HOW TO RUN OFFSITES? [CLA CURRICULUM]

- JUMPSTARTING “ENGAGE” (TEAMING)
- JUMPSTARTING “DEVELOP” (DECISION MAKING)
- JUMPSTARTING “INNOVATE”

12. OTHER...RECOGNITION, HIRING, ONBOARDING, HEALTH & WELLNESS, PERFORMANCE EVALS, PROMOTIONS & COMPENSATION, GIVING, TECHNOLOGY AS AN ACCELERATOR, LEARNING TOURS, FUN, ETC.

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MEGACHAR

Thank You



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