

Extreme Leadership for High-Performing Teams

Urs Koenig, PhD, MBA, M.S., PCC

Inspiring
Connections

2022 SMALL & RURAL HOSPITALS ANNUAL MEETING

XTREME LEADERSHIP

THE 5 'THEN' TO 'NOW' LEADERSHIP SHIFTS

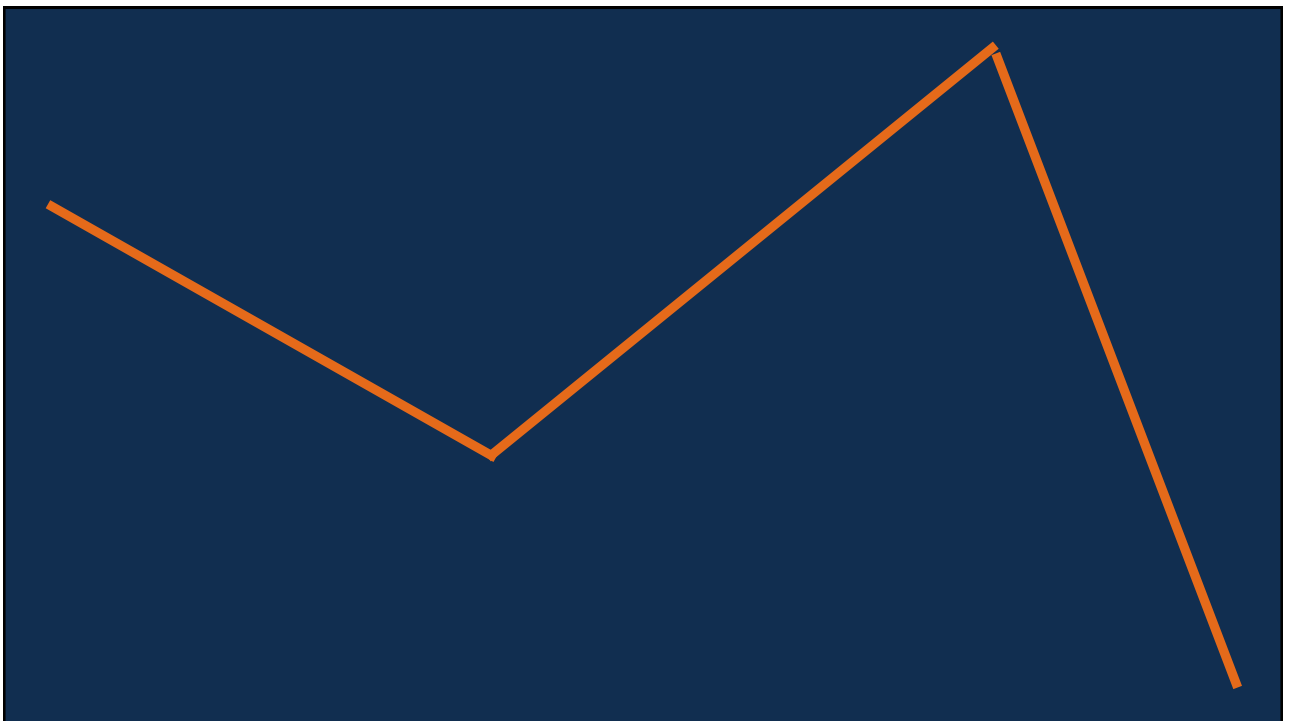


THEN



NOW







5 SHIFTS

THEN

THEN



NOW



THEN



NOW



THEN



NOW



THEN



NOW



THEN



NOW



THEN



NOW



‘NOW’ LEADERSHIP



**University of
Zurich** ^{UZH}



THE UNIVERSITY OF
MELBOURNE



THE UNIVERSITY OF
SYDNEY

KEARNEY



Australian
National
University



Merriman
Invest Wisely. Live Fully



- 1. LEADERSHIP FUNERAL
- 2. RADICAL TRANSPARENCY
- 3. TOUGH ON RESULTS, TENDER ON PEOPLE
- 4. EYES ON, HANDS OFF
- 5. CHAMPION OF THE CULTURE







THEN



NOW



THEN

THIS IS WITHIN US ALL

**BETTER
LEADERS...**

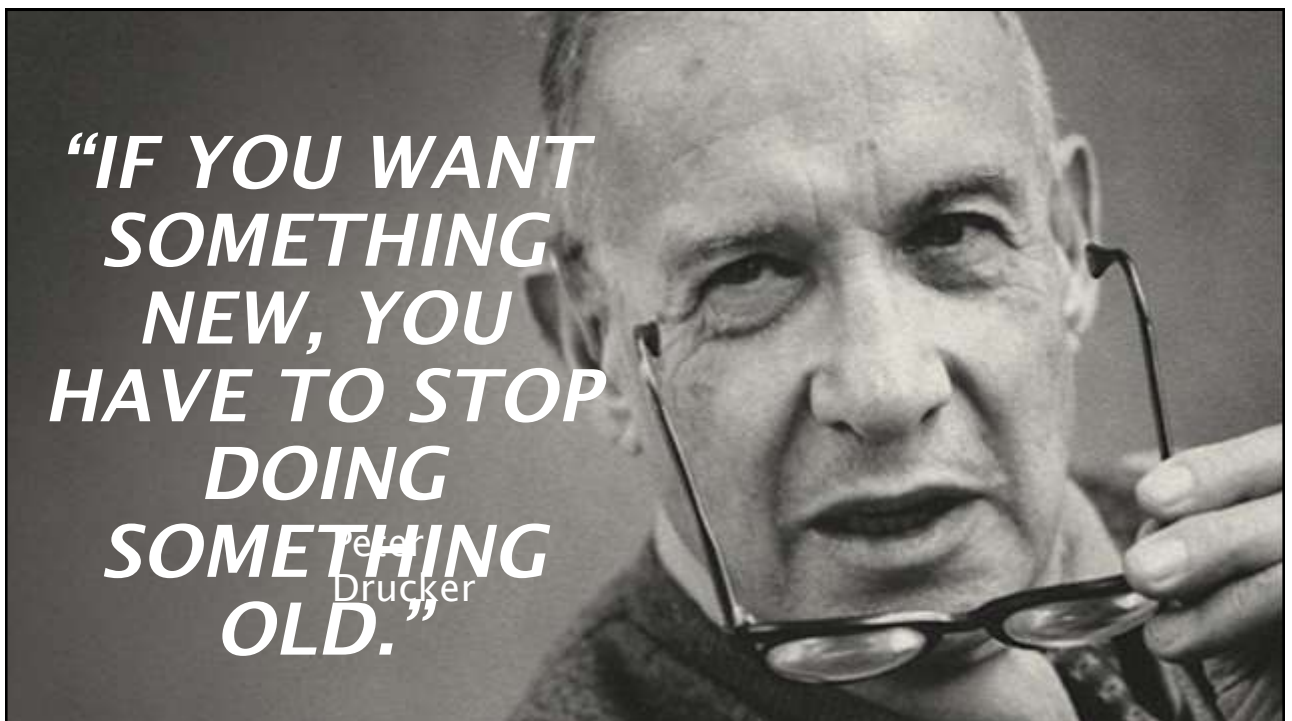
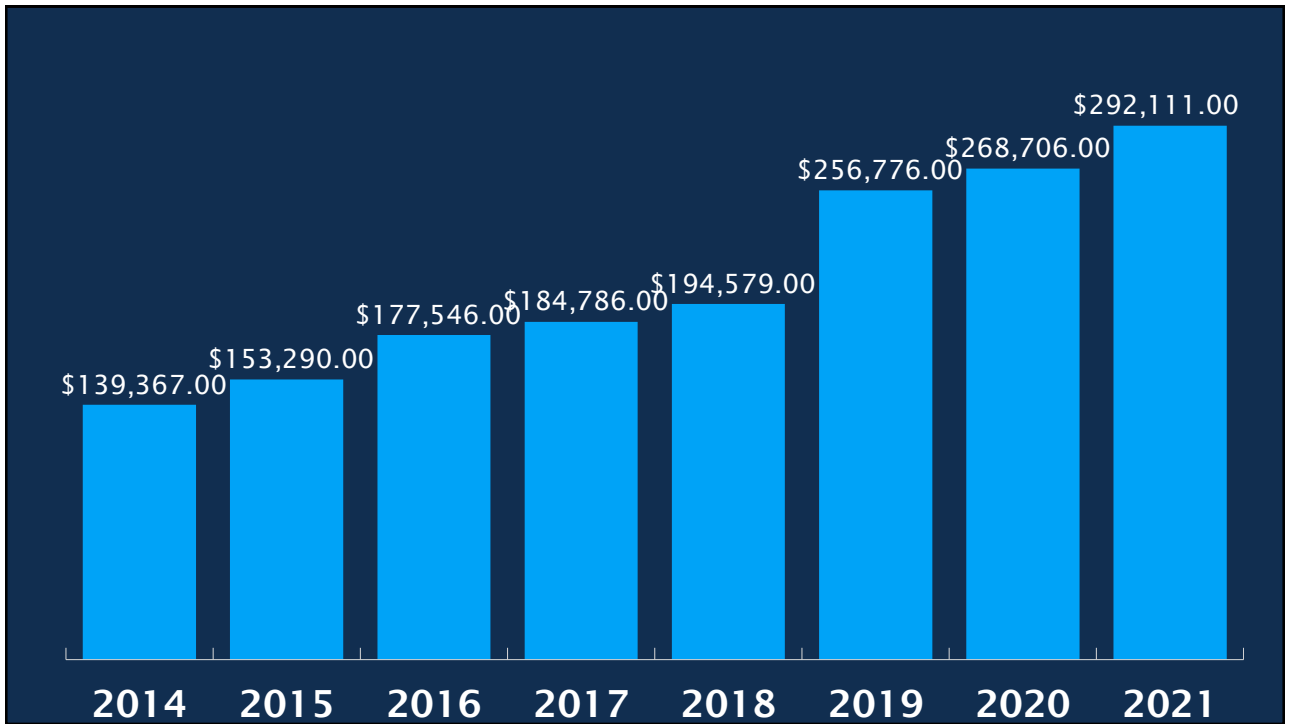
...BETTER
WORLD





\$2 BILLION










Google


Killed by Google

Search

all (171) - apps (14) - services (143) - hardware (14)


 **Missing something?**

We rely on contributors to proofread, check accuracy, and keep this list up to date. The Google Graveyard is ad-free and open source. Feel free to get involved on [GitHub](#). Follow us on [Twitter](#) to get instant updates.

 **Fabric**


Killed March 2020

Stole the big one in 9 months. Fabric was a platform that helped mobile teams build better apps, understand their users, and grow their business. It was over 5 years old.

 **Hangouts on Air**


Killed December 2019

Sentenced to death in 6 months. Hangouts on Air allowed users to host a multi-user video call while recording and streaming the call on YouTube. It was over 6 years old.

 **Google Fusion Tables**


Killed December 2018

Done for in 5 months. Google Fusion Tables was a web service for data management that provided a means for visualizing data in different charts, maps, and graphs. It was over 10 years old.

 **Google Hangouts**


Killed October 2019

Done for in 4 months. Google Hangouts was a communication platform which included messages, video chat, and VCP features. Execution date is tentative. It was over 6 years old.

 **Works with Nest API**


Killed August 2019

Done for in about 2 months. Works with Nest was an API that allowed external services to access and control Nest devices. This enabled the devices to be used with third-party home automation platforms and devices. It was about 5 years old.

 **Google Trips**


Killed August 2018

Done for in 27 days. Google Trips was a mobile app that allowed users to plan for upcoming travel by facilitating flight, hotel, car, and restaurant reservations from user's email alongside summarized info about the user's destination. It was almost 3 years old.

 **Google Jump**

Killed 2015 - 2019

Killed 11 days ago. Google Jump was a cloud-based VR media solution that enabled 3D-360 media production by integrating customized capture solutions with best-in-class automated stitching. It was about 4 years old.

 **Pixel Slate**

Killed 2018 - 2019

Killed 19 days ago. Pixel Slate was a line of tablet devices that ran on the Chrome OS operating system. It was 8 months old.





STOP DOING LIST

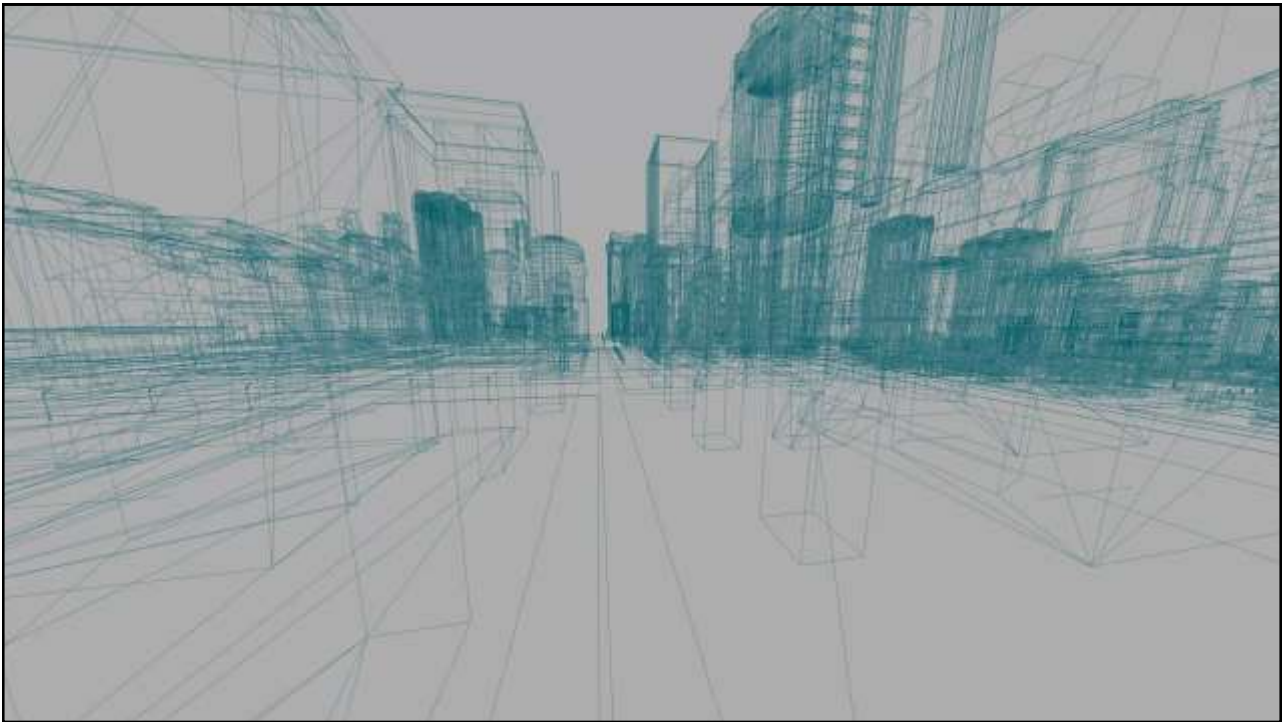
- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

STOP DOING THINGS



SHIFT #1

THE LEADERSHIP FUNERAL



Payroll Register Template





















					Total Hours					Withholdings & Deductions								
Payment Date	Pay Period	Employee Number	Last Name	First Name	Reg. Hrs	Reg. Hrs Rate	O.T. Hrs	O.T. Hrs Rate	Total Reg. Pay	Total O.T. Pay	GROSS PAY (\$)	State Tax	Federal Income Tax	Social Security	Medicare	Total Tax Withhold	Insurance Deduction	NET PAY (\$)
31-Oct-2016	1/15/16-31/10/16					\$ 20.00		\$ 40.00				7.00%	18.00%	6.20%	1.45%		3.00%	
31-Oct-2016	1/15/16-31/10/16	1			36	720.00	10	800.00	25,600.00	8,000.00	34,600.00	2,444.40	5,238.00	2,165.04	508.34	10,355.78	1,047.00	33,518.62
31-Oct-2016	1/15/16-31/10/16	2			25	800.00	5	700.00	12,800.00	1,000.00	13,800.00	960.00	2,025.00	837.00	188.75	4,662.75	400.00	9,080.25
31-Oct-2016	1/15/16-31/10/16	3			30	800.00	10	400.00	18,000.00	4,000.00	22,000.00	1,540.00	3,300.00	1,264.00	318.00	6,523.00	800.00	14,617.00
31-Oct-2016	1/15/16-31/10/16	4			10	300.00	2	80.00	4,500.00	160.00	4,660.00	326.20	699.00	288.00	87.67	1,361.86	139.80	3,158.51
31-Oct-2016	1/15/16-31/10/16	5			22	440.00	5	200.00	9,680.00	1,000.00	10,680.00	747.80	1,802.00	682.16	154.86	3,186.82	320.40	7,162.98
31-Oct-2016	1/15/16-31/10/16	6			40	800.00	0	200.00	32,000.00	1,000.00	33,000.00	2,310.00	4,950.00	2,048.00	478.50	9,784.50	890.00	22,225.50
31-Oct-2016	1/15/16-31/10/16	7			50	1,120.00	10	400.00	62,720.00	4,000.00	66,720.00	4,670.40	10,008.00	4,136.64	967.44	19,782.48	2,301.80	44,938.02
31-Oct-2016	1/15/16-31/10/16	8			50	1,120.00	10	400.00	62,720.00	4,000.00	66,720.00	4,670.40	10,008.00	4,136.64	967.44	19,782.48	2,301.80	44,938.02
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31-Oct-2016	1/15/16-31/10/16	11			50	1,120.00	10	400.00	62,720.00	4,000.00	66,720.00	4,670.40	10,008.00	4,136.64	967.44	19,782.48	2,301.80	44,938.02
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Buffer Salaries

Team

Country

Name	Team	Role	Location	Salary
 Joel	Leadership	CEO	 Boulder, CO, USA	\$290,250
 Caro	Leadership	Chief of Staff	 Portland, OR, USA	\$225,000
 Maria	Leadership, Product	CPD	 Denver, CO, USA	\$296,620
 Caryn	Leadership, Finance	VP Finance	 San Luis Obispo, CA, USA	\$225,000
 Asa	Leadership, Advocacy	VP Customer Advocacy	 Sydney, Australia	\$235,103
 Mandy	People	Executive Assistant	 Nashville, TN, USA	\$103,241
 Nicole	People	Director of People	 Woodland, WA, USA	\$160,650
 Janet	People	Talent and Acquisition Onboarding Manager	 Mansfield, TX, USA	\$137,700
 Jenna	People	Executive Assistant	 Grand Rapids, MI, USA	\$99,232
 Jenny	Finance	Senior Director of Business Operations	 Louisville, KY, USA	\$185,866



SHIFT #2

RADICAL TRANSPARENCY



Craig

5 WHYS

1. WHY?

2. WHY?

3.
WHY?

4.
WHY?

5.

WHY?







Leadership

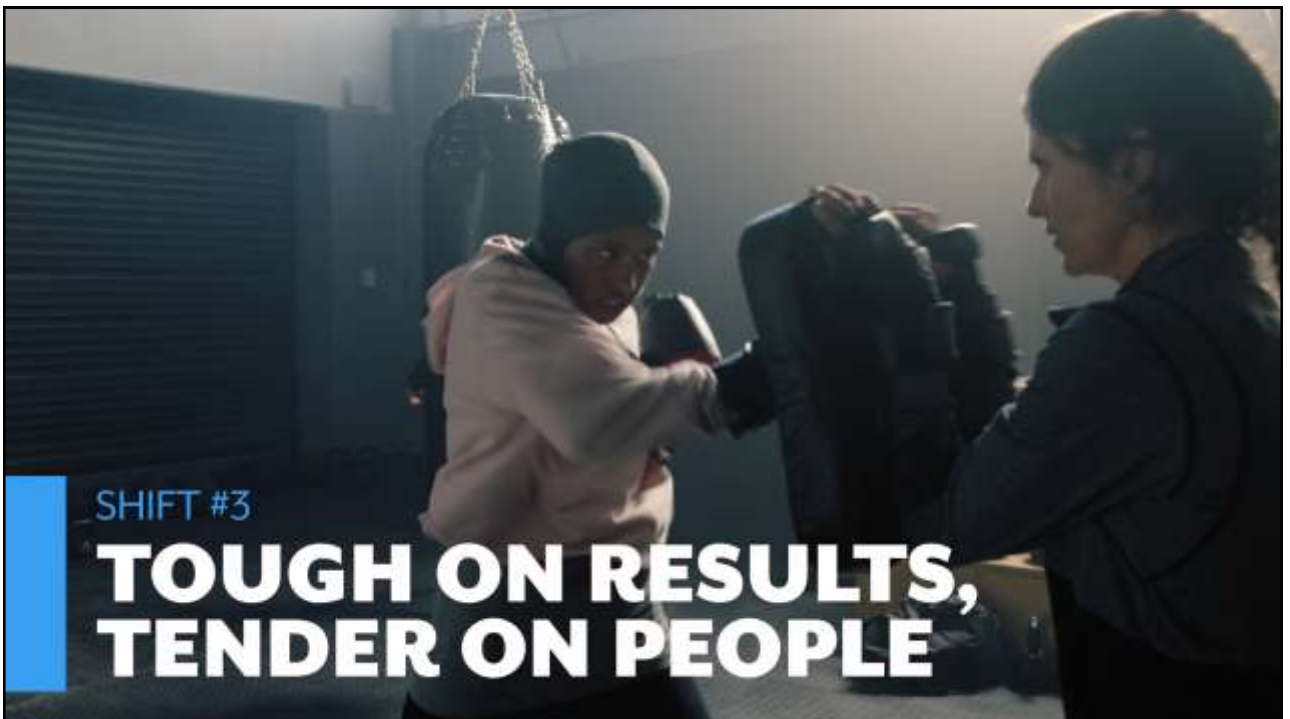


THE RITZ-CARLTON





- 1. 1/3/5 YEARS?
- 2. HOW ACHIEVE HERE?
- 3. WHAT TO LEARN?
- 4. WHO TO KNOW?







HOW CAN I HELP?



HOW CAN I HELP?



CLARITY OF SHARED PURPOSE

THE ONE THING

“SAVE LIVES”

Zappos!
com

COSTCO
WHOLESALE

CLARITY OF SHARED PURPOSE



VS.





LEARNING FROM OTHERS

CREATE ONE LEARNING OPPORTUNITY FOR ONE PERSON



SHIFT #4

**EYES ON,
HANDS OFF**





**CULTURE =
UNDERRATED**





INDIVIDUAL SKILLS VS. TEAM CULTURE

PSYCHOLOGICAL SAFETY





PSYCHOLOGICAL SAFETY!



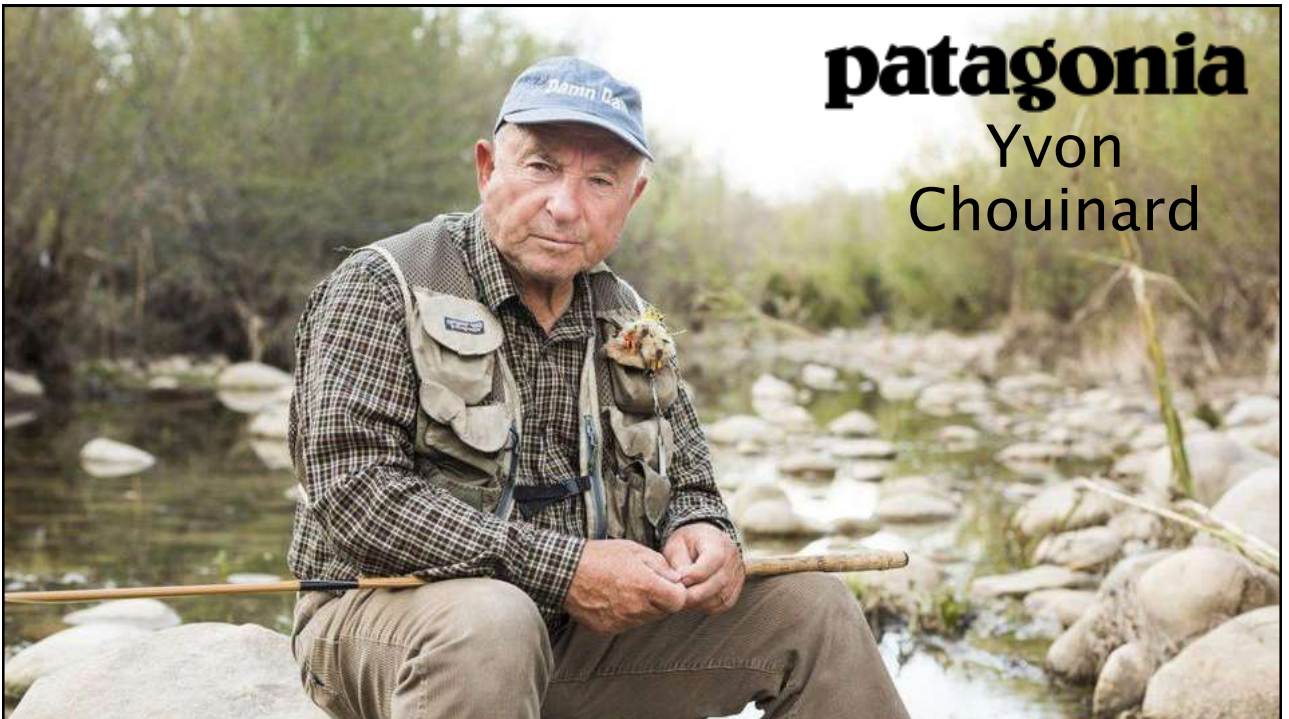
SHARE A PERSONAL GOAL



- 1. LEADERSHIP FUNERAL
- 2. RADICAL TRANSPARENCY
- 3. TOUGH ON RESULTS, TENDER ON PEOPLE
- 4. EYES ON, HANDS OFF
- 5. CHAMPION OF THE CULTURE



REVENUE: \$1 BILLION
EMPLOYEES: 3,000+





DON'T BUY THIS JACKET

patagonia
patagonia.com

COMMON THREADS INITIATIVE

REDUCE
WE make useful gear that lasts a long time
YOU don't buy what you don't need

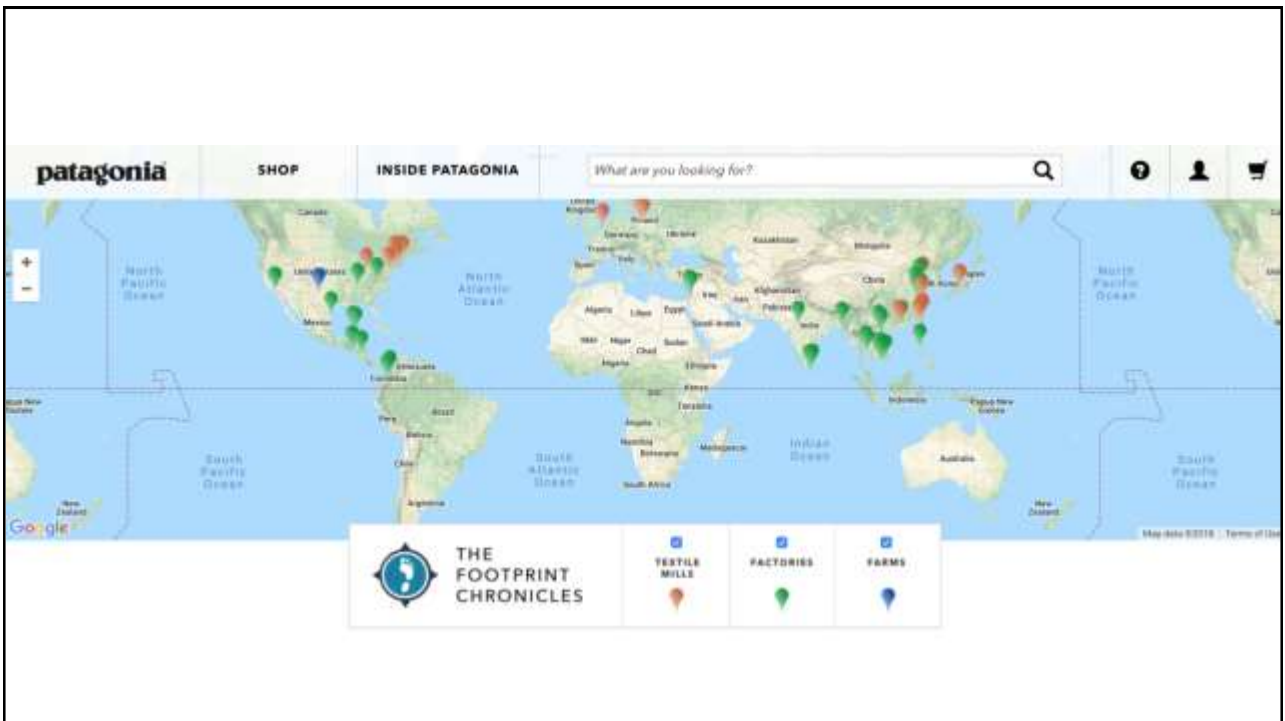
REPAIR
WE help you repair your Patagonia gear
YOU pledge to fix what's broken

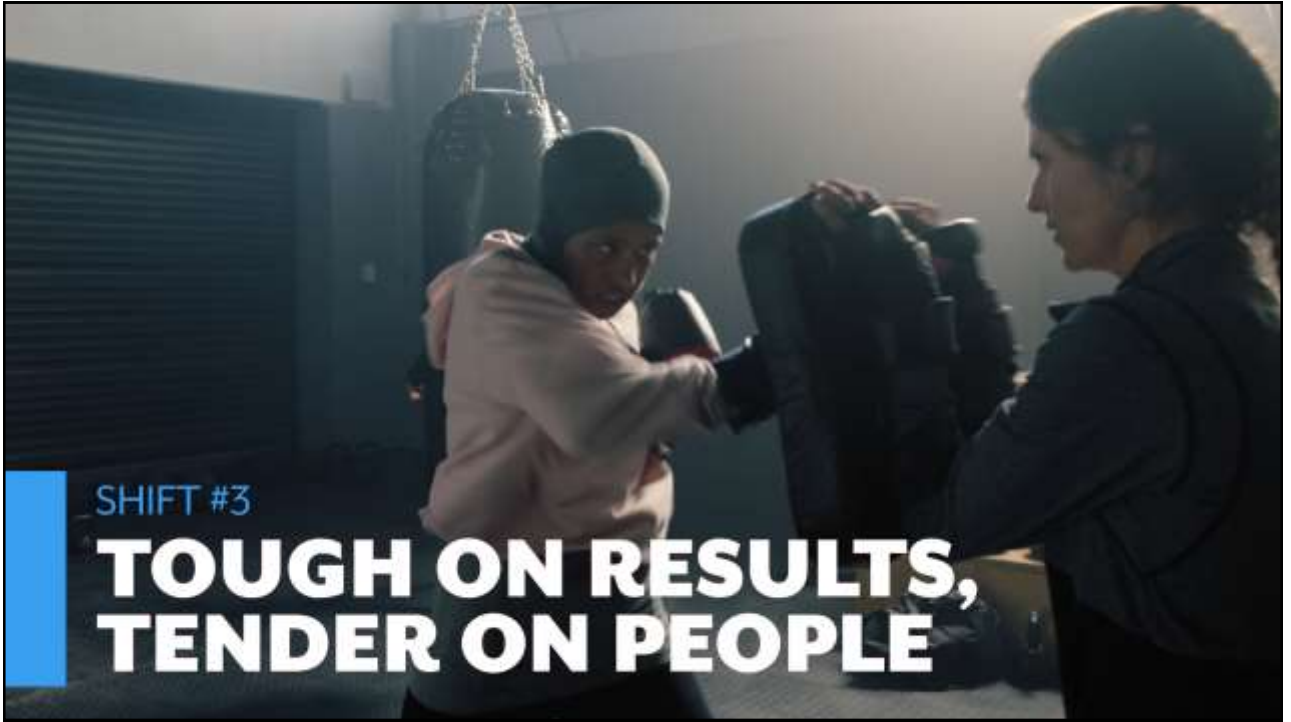
REUSE
WE help find a home for Patagonia gear you no longer need
YOU sell or pass it on

RECYCLE
WE will take back your Patagonia gear that is worn out
YOU pledge to keep your stuff out of the landfill and incinerator

REIMAGINE
TOGETHER we reimagine a world where we take only what nature can replace

patagonia





SHIFT #3

**TOUGH ON RESULTS,
TENDER ON PEOPLE**



4%

STAFF TURNOVER

<30%

RETAIL INDUSTRY AVERAGE

100%

RETURNING NEW MOMS

65%

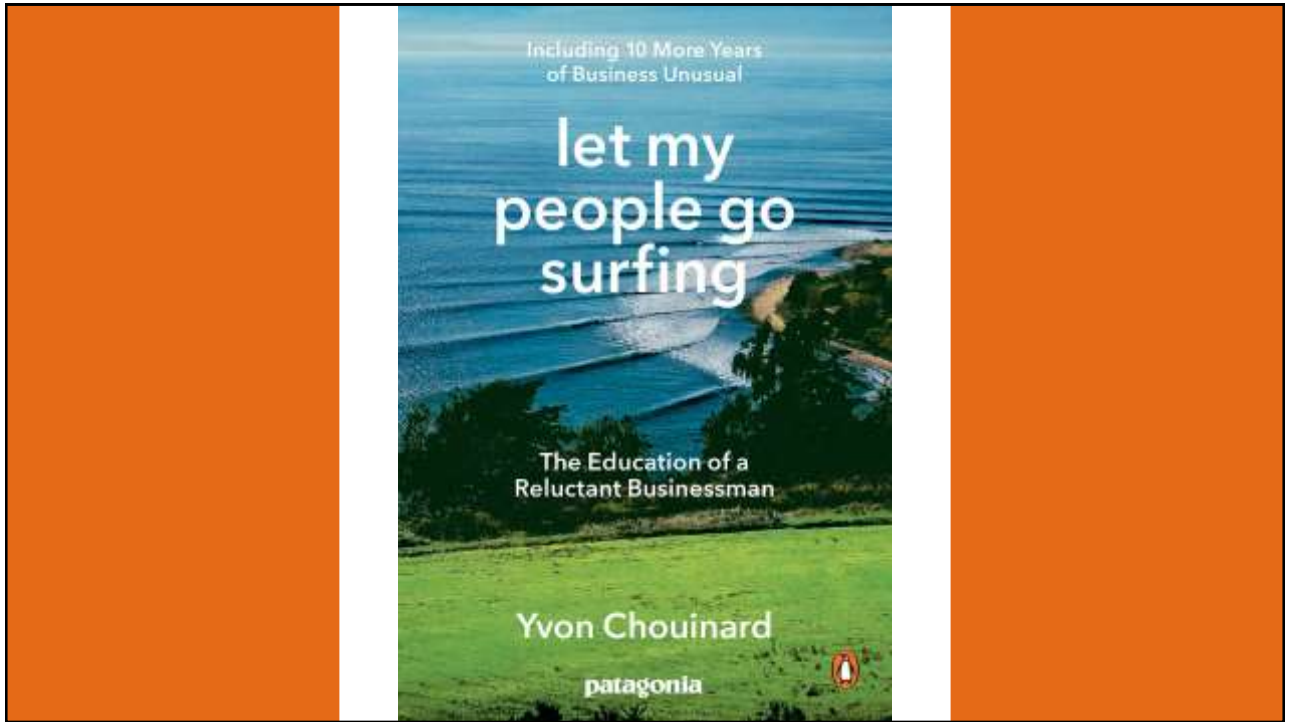
AVERAGE RETURN
MOMS



SHIFT #4

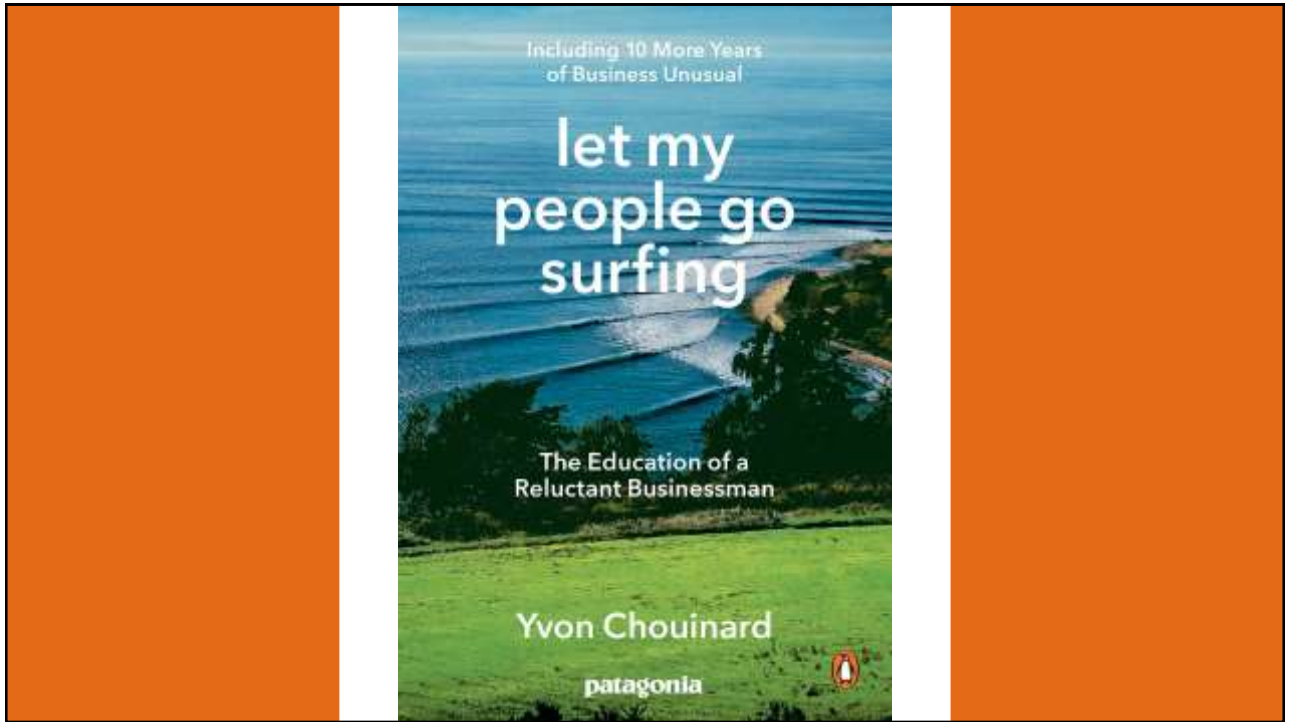
**EYES ON,
HANDS OFF**





	<h2>Morgan L. Booker</h2> <p>Retail Professional with focus on customer care</p> <p>3917 Brookwood Lane, #1001, Lexington, KY 40503 mbooker@me.com</p> <hr/> <h3>Profile</h3> <p>Appt. perfectionist focused on customer satisfaction and sales performance. Represented an 85% increase in customer satisfaction via monitoring staff and store registers.</p> <hr/> <h3>Employment History</h3> <div> <div> Retail Manager 10/2016 - 04/2019 (3Y) Responsible for employees and making sure sales targets are attained. Monitoring sales performance and maintaining inventory, scheduling shifts, assigning tasks, and enforcing safety policies. </div> <div> Assistant Store Manager 04/2016 - Jan 2016 Multiple tasks to provide day-to-day operations support. Employee management, merchandising, employee scheduling, and customer management. </div> <div> Retail Sales Associate 03/2014 - 04/2016 Various responsibilities to help keep retail stores operational. Maintained the store's appearance and assisted customers with any sales or product queries. In charge of restocking inventory underneath the register when necessary. </div> </div> <hr/> <h3>Educations</h3> <div> <div> Bachelor's Degree: University of Kentucky - Lexington (KY) Bachelor's Degree in Business Management </div> <div> High School Diploma 06/2011 - Jun 2011 </div> </div> <hr/> <h3>Extracurricular Activities + Other Interests</h3> <table border="1"> <tbody> <tr> <td>Russian Literature</td><td>Base-jumping</td><td>Indoor Bouldering</td></tr> <tr> <td>Chess</td><td>Hiking</td><td>Beating my 12-year-old at Fortnite</td></tr> </tbody> </table> <hr/> <h3>Languages</h3> <table border="1"> <tbody> <tr> <td>English</td><td>Spanish</td><td>Hindi</td></tr> </tbody> </table>	Russian Literature	Base-jumping	Indoor Bouldering	Chess	Hiking	Beating my 12-year-old at Fortnite	English	Spanish	Hindi	
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**NEXT 3 DAYS...ONE
ACTION...**

XTREME LEADERSHIP

THE 5 'THEN' TO 'NOW' LEADERSHIP SHIFTS



1930s

THEN



NOW

THE 5 SHIFTS

OF 'THEN' TO 'NOW' LEADERSHIP



1930s

THEN



NOW

THE 5 SHIFTS

OF 'THEN' TO 'NOW' LEADERSHIP



THEN



NOW

THEN



NOW



5 SHIFTS

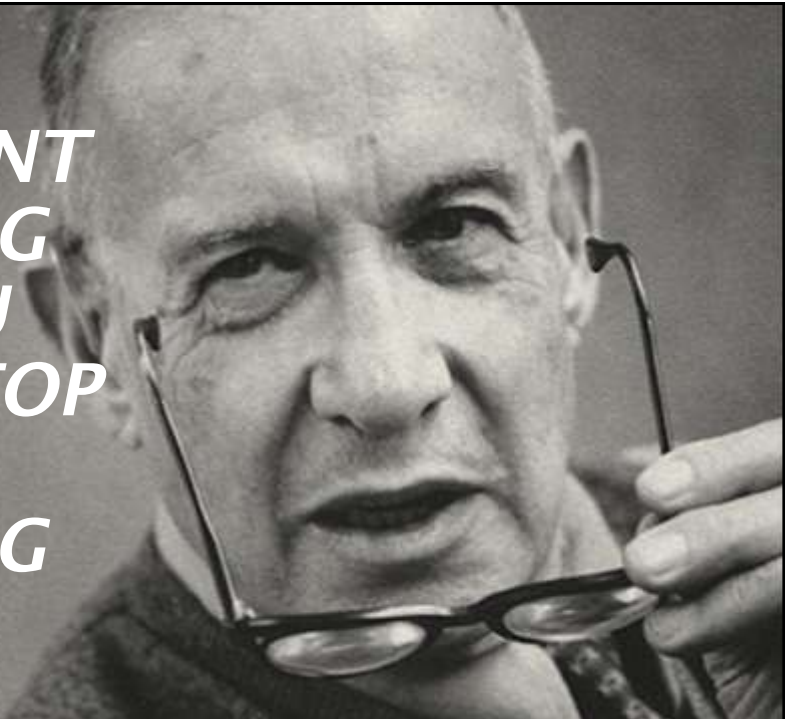
THEN TO NOW LEADERSHIP








**HARVARD
BUSINESS SCHOOL**

***“IF YOU WANT
SOMETHING
NEW, YOU
HAVE TO STOP
DOING
SOMETHING
OLD.”***

Peter
Drucker



- 
1. LEADERSHIP FUNERAL
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**TALENT =
OVERRATED**