



Session Outline

LEADERSHIP GLUTTONY

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FOCUS, FOCUS, FOCUS

- Many leaders lose their way because their vision is too clouded by so many different projects, plans and tasks.
- When we try to do too many things, we pay a price from the absence of precision.
- Removal leads to beauty, focus and simplicity.

STRATEGIC CHOICE (12:30)

- Strategic choice is an exercise in looking at the most important things in your mission and focusing only on those.
- The reductive mindset means to reduce the load.
- Reduction is a fight because it is not how people think.
- People have a disproportionate affection for things they have helped build.
- You might have to drop some “gold” to get where you are going.
- We are not infinite, but the work is.

THE SPIN LAUNCHER: GENERATE (17:30)

- The Generate phase is a leadership meeting where participants are given sticky notes and given a prompt like “I wish we could stop ____.”
- Another prompt option is “battle rhythm reduction,” identifying where daily tasks can become weekly, weekly become monthly, monthly become quarterly and quarterly become yearly.



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- Another option is the seasonal sweep, looking at areas of effort from January to December.
- The reductive haul may include tuna (big things) or krill (little things). Some leaders want tuna, but eliminating krill can free so much time.
- Another tactic is subtask reduction: taking out pieces and components of projects and plans without removing the whole thing.
- Conducting diagnostics before the session can be helpful so that the assessment is not only based on leadership opinion, instinct or anecdotes.

THE SPIN LAUNCHER: SEPARATE (22:00)

- Separate the things you can control from the things you cannot.
- Separating is important because otherwise the things you cannot control can become a rationalization for ignoring all the power in the things you can control.

THE SPIN LAUNCHER: EVALUATE (23:00)

- The No. 1 lens for evaluation is mission proximity: How close is this thing to your main purpose as an organization?
- Focus on the 4 R's of high-value work:
 - Revenue
 - Reputation
 - Reward
 - Readiness
- Avoid the 4 P's of low-value work:
 - Panicking



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- Pandering
- Procedure
- Padding

THE SPIN LAUNCHER: ELIMINATE AND LIBERATE (24:30)

- The Eliminate phase is when you step over the line from conversation to action.
- Be cautious not to get caught up in reducing things. You don't have to decide everything right then.
- Liberate the spark, energy and talent of everyone you work with.

THE HAIRCUT PRESCRIPTION (25:45)

- This process is not like plastic surgery; it is like a haircut.
- Waste grows back.
- Do an individual trim one hour per month and a team trim three hours per quarter.

EXECUTIVE MAINTENANCE BEHAVIORS (26:15)

- Store your endless new ideas in a freezer until you know they are right to share.
- Announce your "not doing" list.
- Try a year of no new things.
- In annual planning, be intentional about every single thing you ask of your team members.

GO SUPERSONIC (29:00)

- Shrink the pile. Take back focus. And go supersonic.