

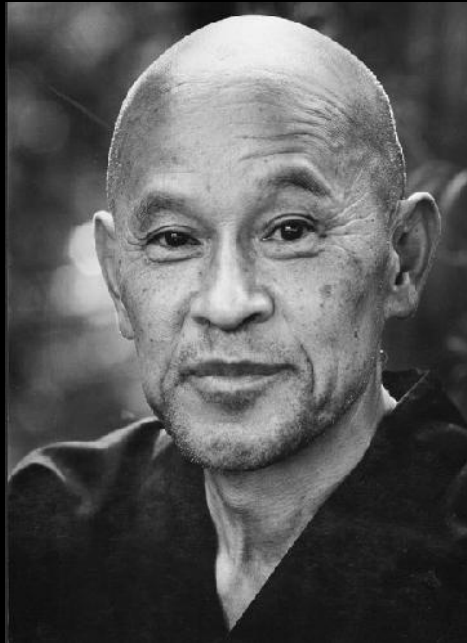


## Challenges from AE Interviews

- Workload – one-person shop
- Finding ways to juggle time and resources
- Getting volunteers to read my emails
- Volunteers are overcommitted
- Social media – are we spending time and effort that's not productive?
- Doing too much
- Need larger staff
- Need to clone myself. Not enough time to get everything done

1. Beginner's Mind
2. Simplify
3. Focus
4. Clarify
5. Retreat
6. Don't take yourself so seriously





“In the  
*beginner's*  
*mind* there are  
many possibilities.  
In the *expert's*  
*mind* there are  
few.”

- Shunryu Suzuki



What **IS** is irrelevant.

What is **POSSIBLE** is what matters.

Build what you want,  
not what you know.

## Evil Empire Scenario

If you had a competitor association with unlimited resources whose sole mission were to put you out of business, what would they do?

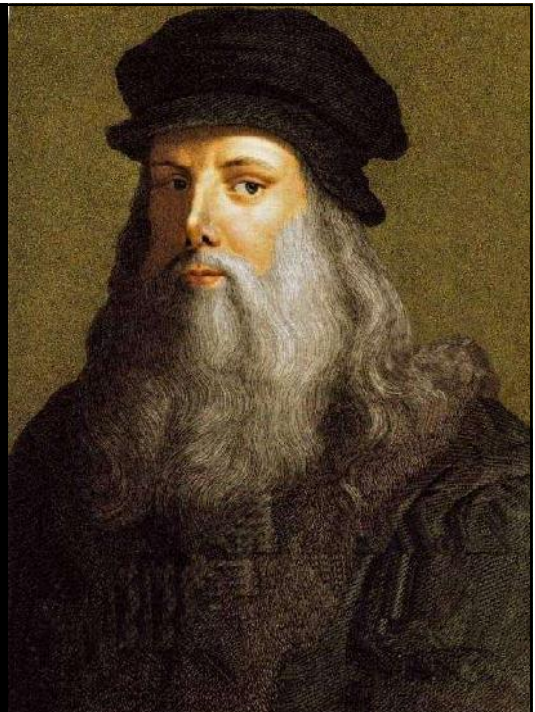
### Basic Rules:

- They can only succeed by out-competing you in the market.
- They can't pay your members to leave.
- They can't buy you out.

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"Simplicity is the ultimate sophistication."

– Leonardo da Vinci





## **Personal Simplicity**

### Simplicity in 2 Steps

1. Identify the essential
2. Eliminate the rest



## 1. How to Choose the Essential:

Set Limitations

## Questions to Ask

What are your values?  
What are your goals?  
What do you love?  
What is important to you?  
What has the biggest impact?  
What has the most long-term impact?

# Thoughtful Reduction



**Organizational Simplicity**



# The Power of 3

Human beings can't effectively focus on more than three or four things at once.

**This principle applies to:**

Individual products and services

Product lines

Processes

The organization itself

# Simple Mission

Short. Preferably, no more than 3 areas of focus.



"To organize the world's information and make it universally accessible and useful."

## Simple Association Mission Statements

National Geographic Society believes in the power of science, exploration, education and storytelling to change the world.

**Magazine Mission:** to inspire people to care about our planet.



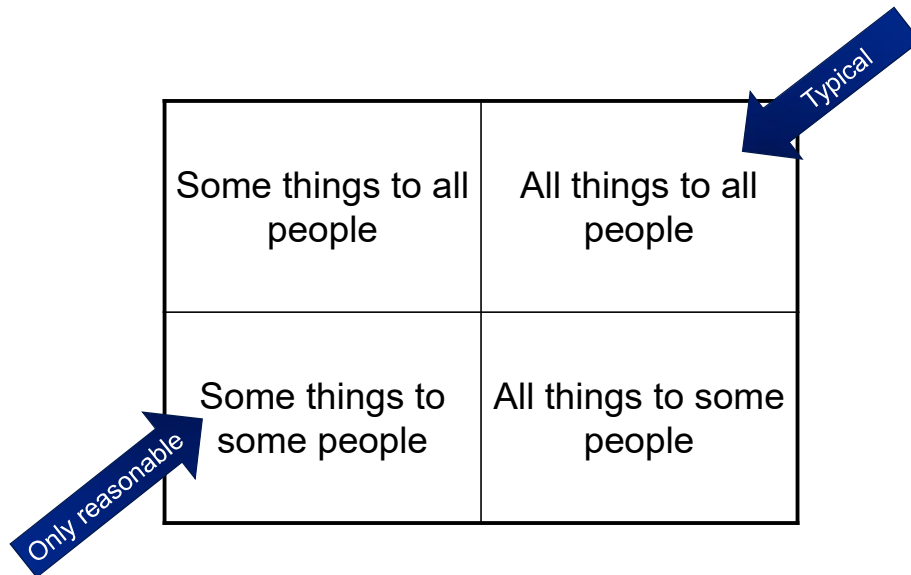
An organization can only effectively implement one major initiative at a time

# Haiku Strategy

A firefly flitted by:  
"Look"! I almost said  
but I was alone  
- Taigi

Strategic focus should include no more  
than 3 or 4 areas – less is better

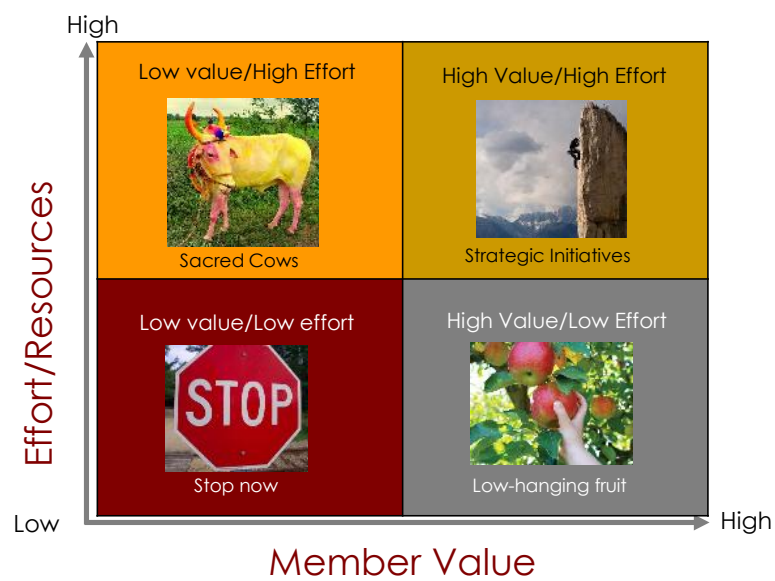
## Less is More



An organization with too many offerings and options drives up costs and confuses its customers.



## Pet Projects




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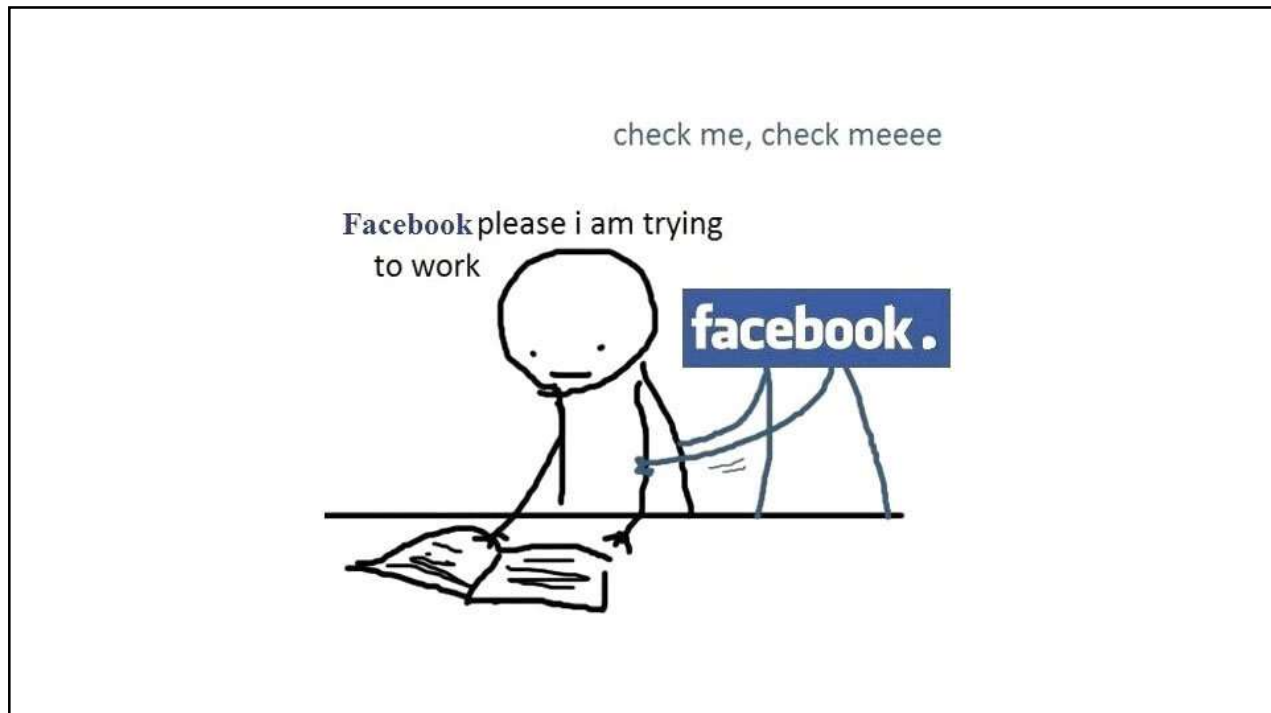
**Personal Focus**



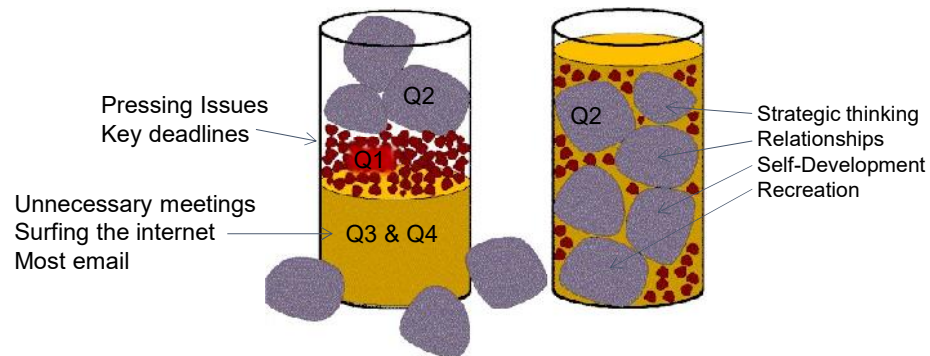


Our discussions usually focus on how much we have to get done and how little time to do it.

**Busyness as a  
form of laziness.**



**On a daily basis, focus on the “Big Rocks” first**  
(Quadrant 2)



**Just wash  
the dishes**





## Simple Delegation

If someone else can (and should) do it,  
don't do it – no matter what

## Simple Scheduling

No appointments.

At minimum, ask:  
Do I really need to attend this meeting?  
Do I really need to schedule this  
meeting?

Outsource or  
Automate



It's all my time



**Organizational Focus**

Focus applies to everyone in  
your organization.

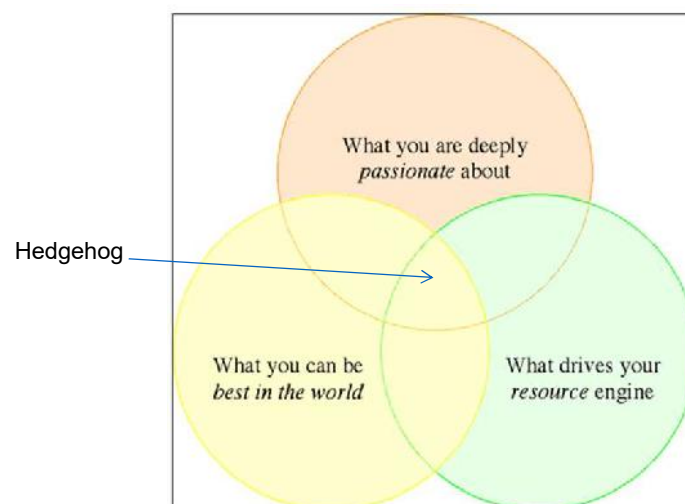
## Core Competencies

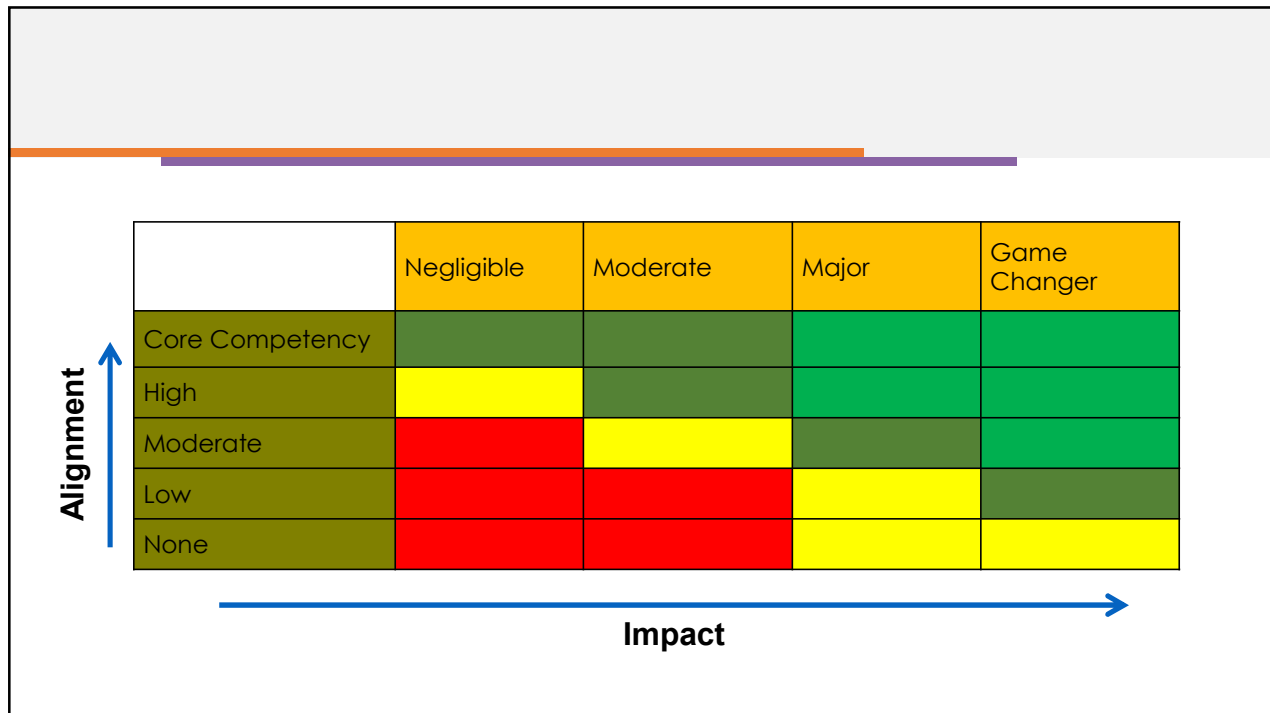
- Identify and define
- Ensure operations and activities support them





## The Hedgehog Concept in the Social Sectors



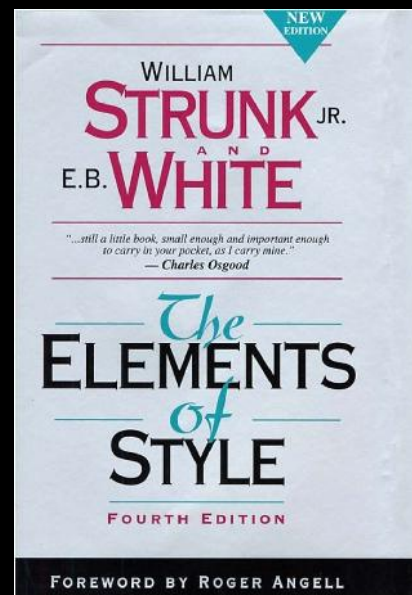


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## Personal Clarity

“Omit needless words”



The cost of confusion is greater than  
the work of getting simple

“Our mission is to  
become the  
international leader in  
the space industry  
through maximum  
team-centered  
innovation and  
strategically targeted  
aerospace initiatives.”  
– Typical CEO-Speak



“I believe this nation should commit itself to achieving the goal, before this decade is out, of **landing a man on the Moon and returning him safely to the Earth.**”

– John F. Kennedy  
May 25, 1961



It's not the thing







**Sell The Experience,  
Not the Thing**

Don't sell me\_\_\_\_\_, sell me\_\_\_\_\_



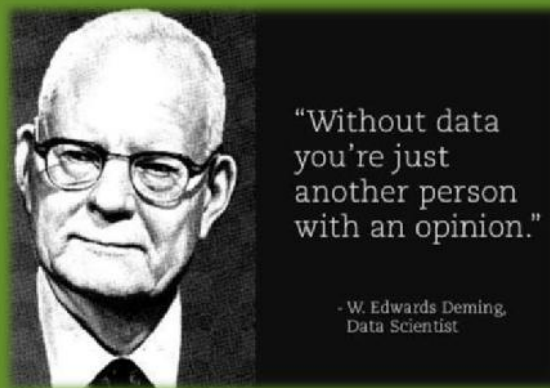
**Organizational Clarity**

Is that so?



## Questions can unlock hidden assumptions

Is the world what it seems?  
How do my emotions and thoughts  
distort what I see?



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# Retreat

**Why is Strategic Thinking So Hard?**

**“I DON’T HAVE  
TIME.”**



**Don't just do something.  
Sit there.**

There's an app for that. . .

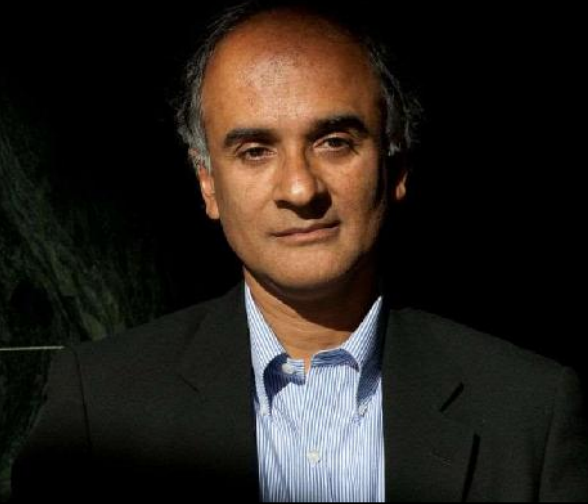


"In an age of speed, I began to think, nothing could be more invigorating than going slow.

In an age of distraction, nothing could feel more luxurious than paying attention.

And in an age of constant movement, nothing is more urgent than sitting still."

- Pico Iyer



**We may live in the first time in history when boredom is optional.**





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Just for Fun. . .



## Lojong Slogans

Lojong is a mind training practice in the Tibetan Buddhist tradition.

***Don't transfer the ox's load to the cow***  
Don't transfer your load to someone else. Take responsibility for what is yours.



## Association Management Lojong Slogans

- Always put a volunteer between you and a problem
- Find a champion
- Let go of who thought of it
- No surprises
- Set expectations early
- The members are not your friends
- Have only one agenda: what's best for the organization
- Be above the culture, not of the culture