



Leading In a World Full of Change

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Why do some people perform
great in a changing world?



5,000

5

Years

15

Industries

22

Functions

5

Job Levels

45%

Women



DO LESS, THEN OBSESS





Man-Hauling



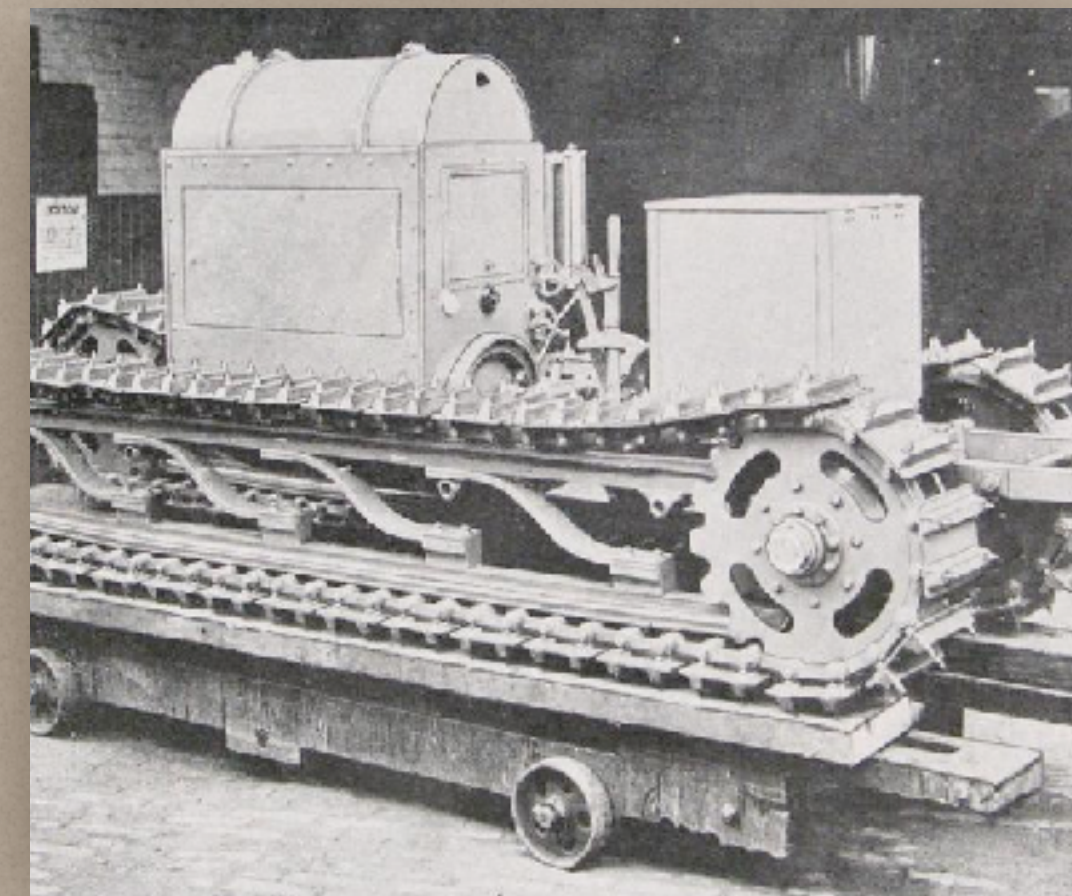
Skis



Dogs



Siberian Ponies



Motor Sledges





Robert Falcon
SCOTT



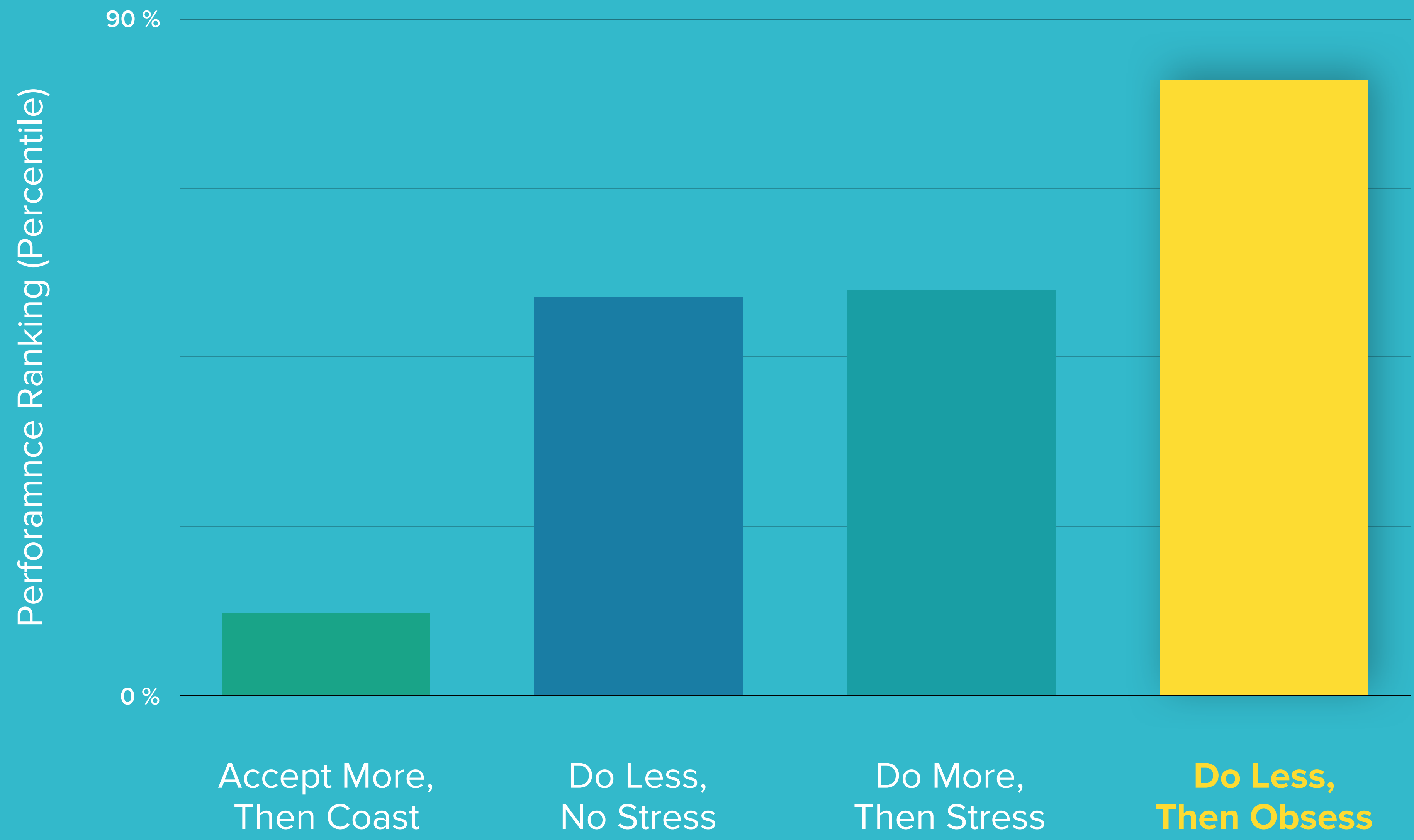
Roald
AMUNDSEN



**Do More,
Then Stress**



**Do Less,
Then Obsess**

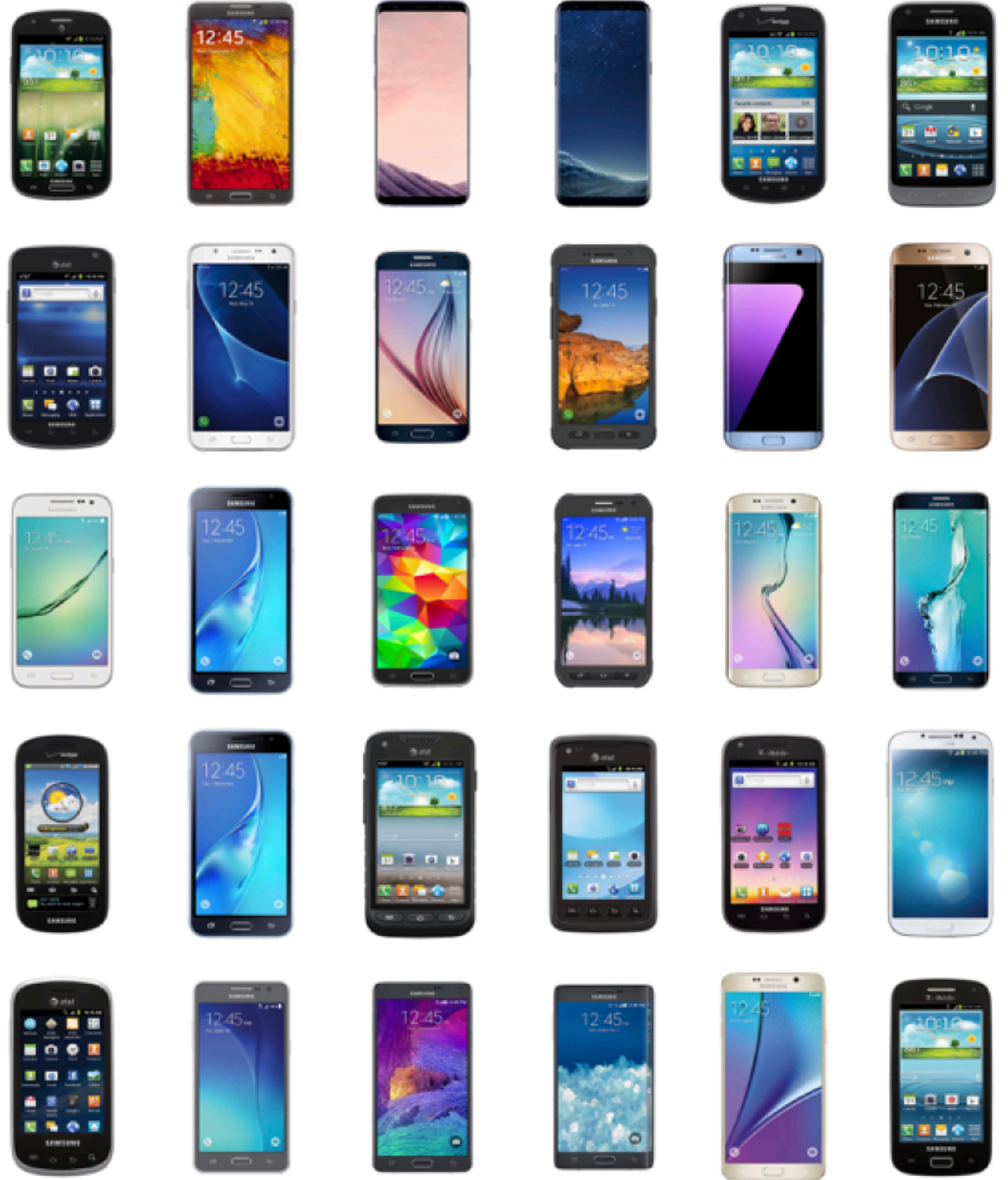


Accept More,
Then Coast

Do Less,
No Stress

Do More,
Then Stress

**Do Less,
Then Obsess**



Super-Clear
Objectives



Extremely Few

Super-Clear
Objectives

Extremely Few

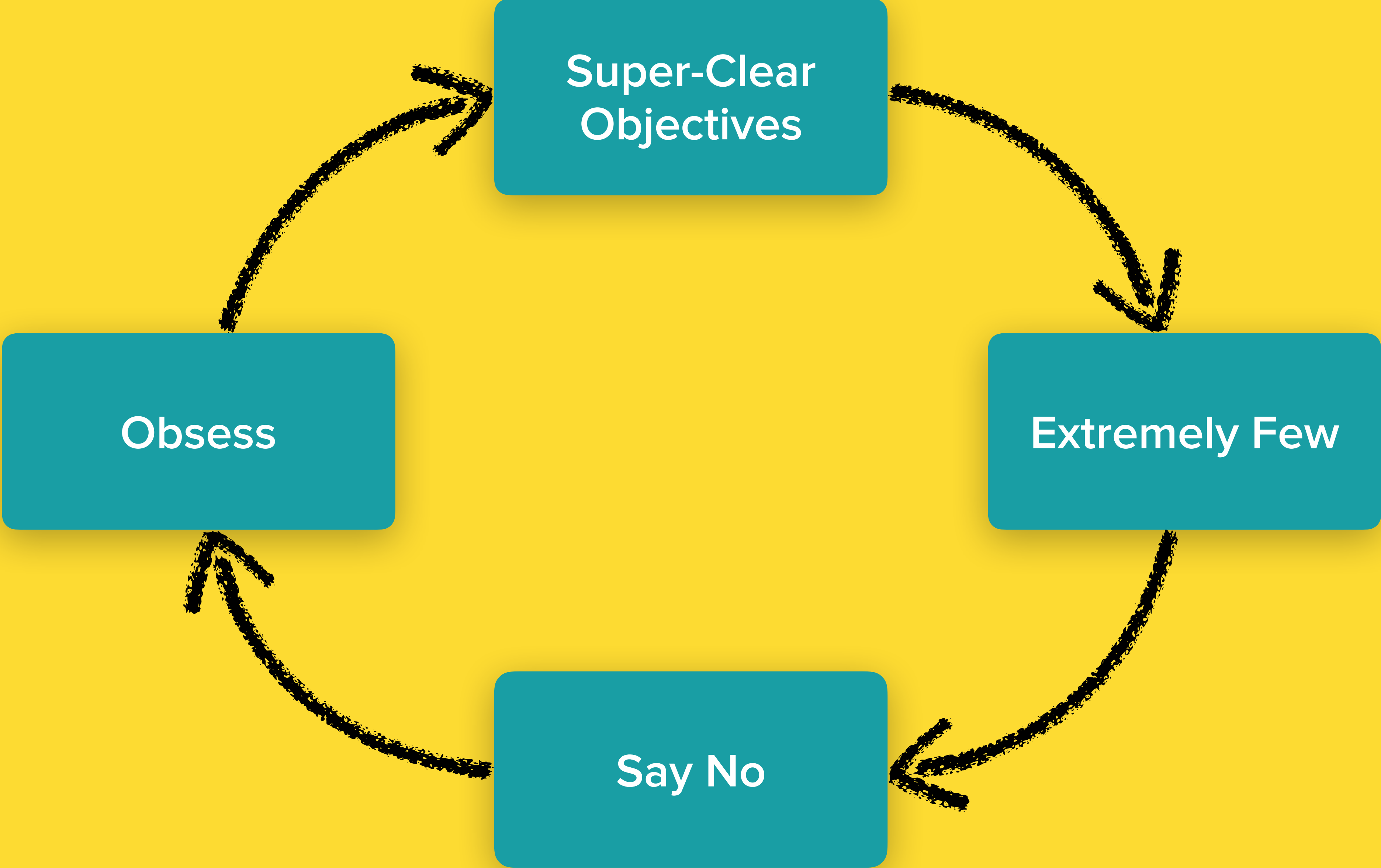
Say No

Super-Clear
Objectives

Extremely Few

Obsess

Say No



SUBTRACT & SIMPLIFY

Reduce number of activities

- # Meetings
- # Pre-meetings
- # Task forces
- # Metrics
- # Product features
- # Objectives per job
- # Priorities per job
- # Emails
- # Sign-offs required
- # Decision makers needed
- # Options being pursued



CHASE VALUE
(not volume)



Program to get customers to buy less;
Customers saved \$ 500m

“When we started doing it, people thought it was gimmicky. But if you get our culture, it makes perfect sense. We don’t want to make money if customers aren’t getting value out of it.”

Andy Jaffe, head of AWS

Role	Volume-Focused	Value-Focused
Medical Doctor	<i># patients seen</i>	% accurate diagnosis
Lawyer	<i># billable hours</i>	% legal problems solved
Teachers	<i># classes taught</i>	% students learned
Sales people	<i># calls, # units sold</i>	Usefulness to customer

Volume:

Value:



Users
Hours

% time well spent



hours

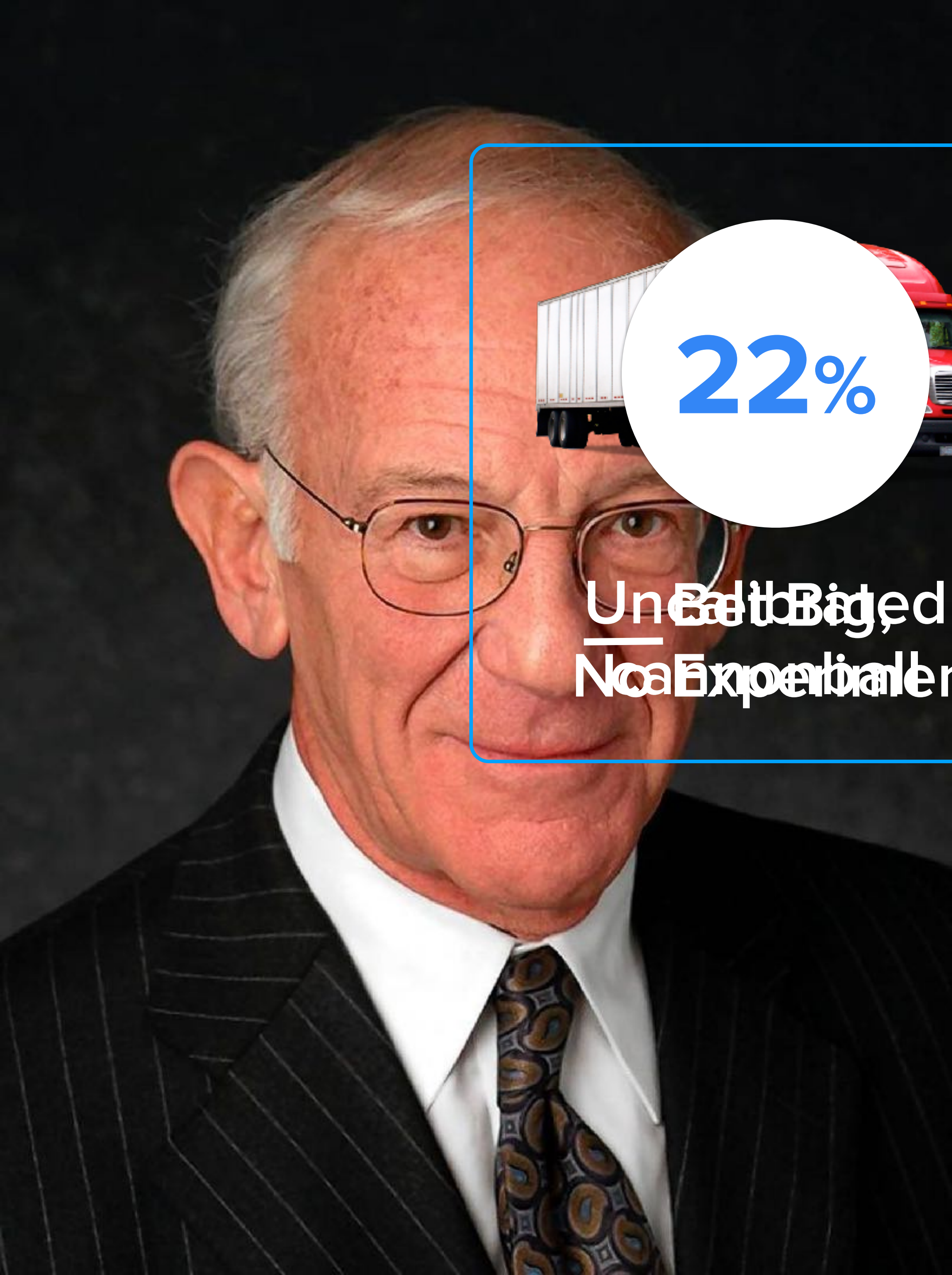
(% quality)

Clicks
page views

Usefulness
Impact

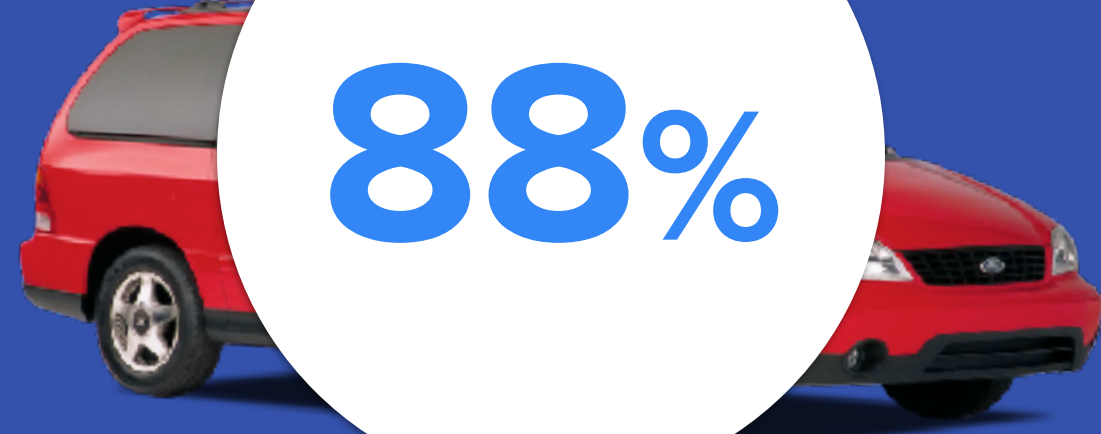


**INNOVATE BY
EXPERIMENTING**



22%

Unbalanced
Non-Experimental



88%

PROGRESSIVE[®]

Experiment, Stop, Scale, Avoid

Fire experiments

Did it work?

Bet big?

Fire cannonball

SUVEREN PÅ JOBB

HVORDAN DE BESTE
GJØR MINDRE,
JOBBER BEDRE
OG OPPNÅR MER

MORTEN T. HANSEN

