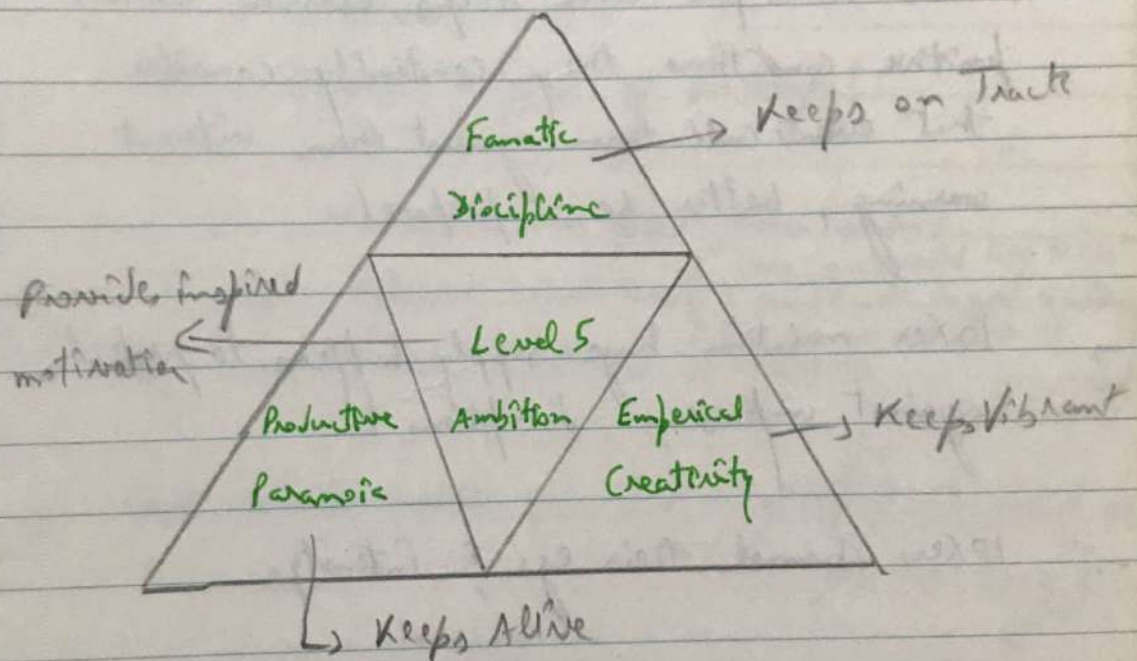


Great by Choice

- by Jim Collins

→ "Don't wait until unexpected storm, prepare with intensity & have a deep reservoir"
[Roald Amundsen's Philosophy]



10 X LEADERSHIP

→ 10 Xer = Self Discipline ⊕ Inner will to do ⊕ No matter how difficult

→ External Pressures ⊕ Social Norm ≠ knock them off

→ 10Xers = Make their own path (+) they look to empirical evidence

whereas most people look to other people on "how to proceed".

→ 10Xers take pro-active steps, even in calm & positive conditions they constantly consider that events could turn against them without warning, better be prepared

→ 10Xers maintain huge supply buffers to protect against unforeseen disruptions

→ 10Xers channel their ego & intensity.

→ 10Xers are ambitious for a purpose beyond themselves.

→ A Level 5 leader

- ① Deflected attention from himself
- ② Maintained a low profile
- ③ Led with inspired standards rather than personality.

→ Maintain the 20 mile march

- i) Maintain one speed
- ii) Ignore any temptation to grow faster or the criticism of growing slow.
- iii) Develop the self control to hold back.
- iv) Create 2 types of discomfort:

Maintain the speed even when:

- | | |
|------------------------|---|
| → Difficult conditions | [here you would like to rest & compensate in good conditions here you would like to accelerate] |
| → Good conditions | |

→ Good 20 mile march = Just Right [$\neq$ too short or $\neq$ too long]

→ There's ~~no~~ no excuse & it's up to us to correct our failures.

→ Why 20 Mile Marches win?

- i) Builds confidence (+) to perform in adverse circumstances
- ii) Reduces the likelihood of catastrophe (+) when hit by turbulent disruption
- iii) Helps you exert self-control in an out-of-control environment.

→ First Fire Bullets, then Cannonballs

- Difficult task is to marry Discipline (+) Creativity
- Each environment has minimum threshold of innovation; once reached minimum, more innovation doesn't matter much.
- Cannonballs are of 2 types:
 - Calibrated = backed with empirical validation
 - Uncalibrated = not " " " "

→ 10Xers lead:

- by preparing ahead of time
- maintaining reserves $\oplus$ margin of safety

→ 10Xers think fast even when they need to think fast

→ A fast-moving threat does not call to abandon disciplined thought & disciplined action.

* SMAC recipe

S → specific

M → methodical

a → and

C → consistent

→ Do not hype, it's better to make people angry by underestimating your next success than by overestimating.

→ Greatness comes to those who:

- Keep moving forward
- Figuring out what works

* RETURN ON LUCK

→ Recognize luck & seize it.

→ "Don't confuse luck with Return on Luck"

→ We always claim, luck has made this happen but the key lies to recognize the luck & seize it

→ Many people could have done this & that but they didn't.

→ losers (+) see difficulty (+) to deepen purpose (+)
recommit to values (+) increase discipline, etc.

→ Infecting disease of our modern culture is that they have a perception that greatness owes more to circumstance, even luck than to action &

Discipline.

Description

Habit No.