



1



2

Leadership Fundamentals

01 —

Uniting people around an exciting, aspirational vision

02 —

Building a strategy for achieving the vision by making choices

03 —

Attracting and developing the best possible talent

04 —

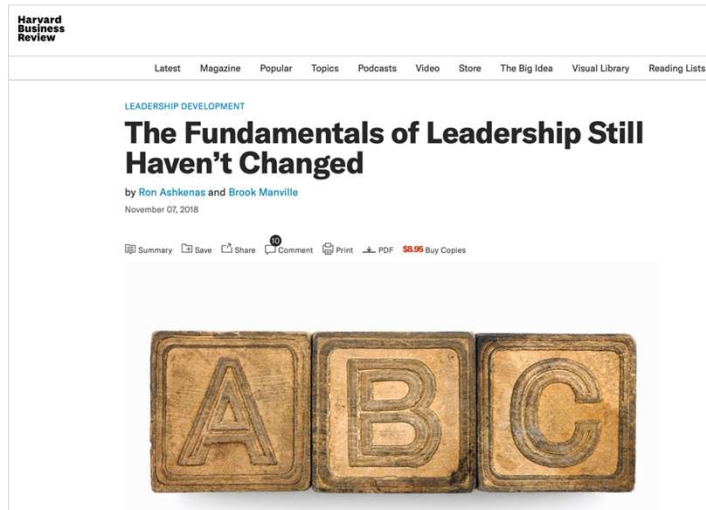
Relentlessly focusing on results in the context of the strategy

05 —

Creating ongoing innovation that will help reinvent the vision and strategy

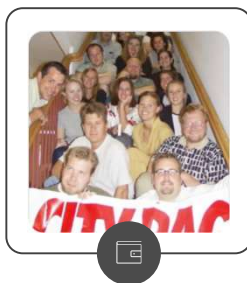
06 —

“Leading yourself” – knowing and growing yourself so you can most effectively lead others



3

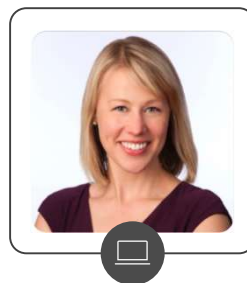
One person's path



1995 – 2000: Minneapolis



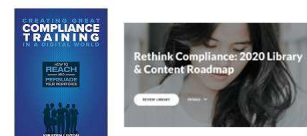
2000-2009: Boston



2009-2018: Denver



Today




4

**LEAD YOURSELF:
KNOW AND GROW SO YOU CAN...**

ACT AS A LEADER
Develop executive presence.
Present with confidence and authenticity.

WORK THROUGH OTHERS
Leverage other people to elevate
your impact.

BE AGILE
Take on a start-up mindset to manage
change and invent new approaches.




5

“

Act as a Leader.

”

6



M Embrace the real you


- Know yourself well; self awareness = self-regulate
- Introverts vs extroverts
 - Meyers Briggs
 - Enneagram
 - DISC
 - Etc.

7

CHARISMA: THE HIDDEN ADVANTAGE

If you're a leader, or aspire to be one, charisma matters.

- Makes you more influential
- Makes you more persuasive *with the same facts*
- People like you, trust you, want to be led by you



8

CHARISMA: THE HIDDEN ADVANTAGE

People pick up on extremely subtle cues:

- **Presence:** Are you fully present? Really listening? With them emotionally?
- **Power:** Can you affect the world around you?
- **Warmth:** Do you embody goodwill towards others?



9

CHARISMA: THE HIDDEN ADVANTAGE

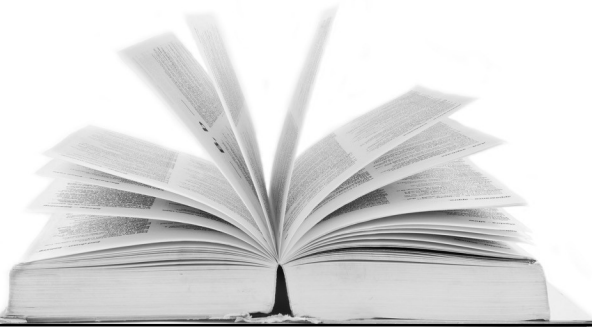
Charisma shows up in:

- **Body language:** Do you sit at the table? Take a power position? Do you seem comfortable?
- **Handshake:** How does it change when lacking presence? Warmth? Power?
- **Communication Style:** Qualifiers. Apologies. Rising terminals. Wordiness. Or: Clear, direct, confident.



10

RAISE YOUR PROFILE



WRITING

SPEAKING

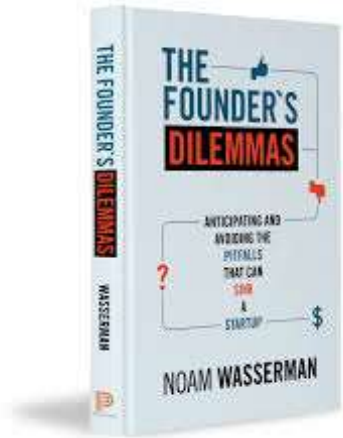
INDUSTRY LEADERSHIP

11

Work through Others.

12

“The Founders Dilemma”: The right people can extend your reach



“King”	“Rich”
<ul style="list-style-type: none"> • No cofounders/ weak cofounders (friends, family, or recommendations) • Keep control of decisions – build hierarchy • Maintain most or all of equity ownership 	<ul style="list-style-type: none"> • Build founding team; attract best cofounders • Decisionmaking control to cofounders with specific expertise • Share equity to attract/motivate
<ul style="list-style-type: none"> • Hire within close personal network (friends, family) • Keep control of key decisions 	<ul style="list-style-type: none"> • Hire the best, hire strong experience, whether or not you know them (rigor!) • Hire experience and incent with cash/equity • Delegate decisionmaking to appropriate expert

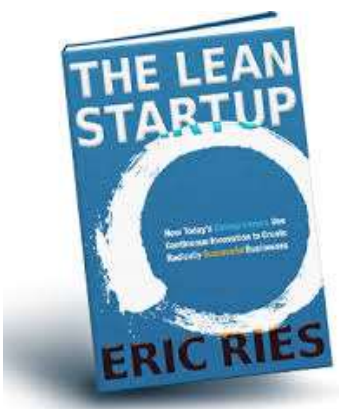
13

<p>NETWORK = NET WORTH</p> <p>Develop and tap mentors and champions</p>	<p>DO YOUR HOMEWORK.</p> <p>HAVE A SPECIFIC REQUEST.</p> <p>BE APPRECIATIVE.</p> <p>THANK YOU (SAME DAY).</p> <p>CLOSE THE LOOP — FOLLOW UP!</p>
	<p>IDENTIFY VIPS.</p> <p>LOOK FOR WAYS TO ADD VALUE.</p> <p>KEEP IN TOUCH.</p> <p>REPEAT.</p>

14

Be Agile.

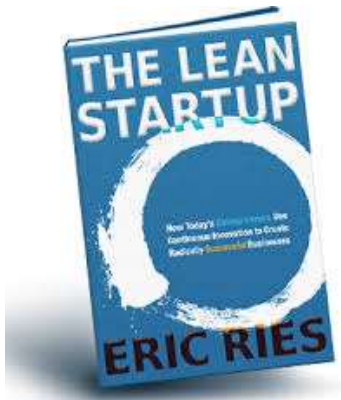
15



Start up techniques can help during change

- “Business plans rarely survive first contact with customers”
- Existing companies execute a known business model; start-ups look for one
- Techniques that make starting a company less risky
 - Experimentation vs elaborate planning
 - Customer feedback vs intuition
 - Iterative design vs “big design up front”

16



Key Principles of Lean Method

- Don't engage in months of planning and research.
 - Accept that you have a lot of untested hypotheses — good guesses
- “Get out of the building”; use customers to test
 - “Stop selling, start listening”
 - Emphasis on nimbleness and speed – minimum viable product
 - Use feedback to iterate; test again and adjust again
- Overall credo
 - Quick wins
 - External/audience focus
 - Ruthless prioritization
 - Constant testing to first validate and then improve

17

LEAD YOURSELF:
KNOW AND GROW SO YOU CAN...

ACT AS A LEADER
Develop executive presence.
Present with confidence and authenticity.

WORK THROUGH OTHERS
Leverage other people to elevate
your impact.

BE AGILE
Take on a start-up mindset to manage
change and invent new approaches.

18

TOP 8 LEADERSHIP LESSONS

EVERYTHING IS FIGUREOUTABLE

START WITH PRODUCT/MARKET FIT

KNOW WHICH RESULTS MATTER AND FOCUS ON THOSE RELENTLESSLY
PLAY THE LONG GAME — LEADING INDICATORS, NOT LAGGING INDICATORS

IT'S BETTER TO BE RICH THAN KING

EVERYBODY NEEDS TO HELP CARRY THE BOX

MISTAKES WILL HAPPEN — BE QUICK TO FIX THEM

ALWAYS LOOK FOR WAYS TO ADD VALUE.

19



THANK YOU

20