Introductions

Michele McNichol
ECC Board of Directors
Arion Blue LLC
Performing While Transforming

Bill Taylor
Co-Founder and Best Selling Author
Fast Company, Simply Brilliant

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PERFORMING
While
TRANSFORMING
THINKING ABOUT TRANSFORMATION FOR 25+ YEARS...
WRITING THE BOOK(S) ON LEADERSHIP AND PERFORMANCE...
THREE LEADERSHIP CHALLENGES

1. What's your unique definition of success?

2. Do you work as distinctively as you hope to compete?

3. Are you learning as fast as the world is changing?
STRATEGY STARTS WITH ORIGINALITY

“The goal is not to be the best at what lots of others already do. It is to be the only one who does what you do.”
50 REASONS WHY WE CAN’T CHANGE

It’s too radical, we’ve never done anything like this....

It’s not really new, didn’t we try this before?

No one else does this, our customers aren’t ready...

Great idea! But it will never work here, we’re too big...

What’s so special, don’t our competitors already do this?

Great idea! But it will never work here, we’re too small...
“Playing it safe” is dangerous.

“Change begins when people and organizations finally conclude that the risk of trying something new is lower than the cost of clinging to what’s worked in the past.”
A BOLD INNOVATOR IN A CONSERVATIVE INDUSTRY
WHAT IDEAS DO YOU STAND FOR?

“It’s not radical to do something this radical. It’s logical. How you can you look at the status quo in healthcare and conclude that incremental progress is the way forward?”
THREE ELEMENTS OF “COMPANIES OF THE FUTURE”

1. They offer something that is hard to come by
2. They make a commitment to the unprecedented
3. They are intensely human
CONFIDENCE IN THE FACE OF UNCERTAINTY

From…
What Keeps You Up at Night?

To…
What Gets You Up in the Morning?
DON’T JUST MAKE IT EFFICIENT...
MAKE IT MEMORABLE

“In a world being utterly reshaped by technology, what customers and colleagues are hungry for is a deeper and more authentic sense of humanity”
ROCKET MORTGAGE
A DIGITAL DISRUPTOR THAT’S ALL ABOUT PEOPLE
THREE ISMs AT ROCKET MORTGAGE

1. Always Raising our Levels of Awareness:
   Keep your head up. Be curious. Be alert.

2. Yes Before No:
   We live in the land of growth, possibilities, ideas and innovation.

3. We’ll Figure It Out:
   Greatness doesn’t always come in nice, tidy packages.
This is not about what we do, it’s about who we are. When you know who you are, then all of the decisions you have to make become a lot easier. When decisions are easier to make, things get better faster. Nothing clarifies like clarity.”

—DAN GILBERT, FOUNDER, ROCKET MORTGAGE
What separates you from rivals in the marketplace?

What holds you together as colleagues in the workplace?

Do you work as distinctively as you hope to compete?
BEWARE THE “PARADOX OF EXPERTISE”

Don’t let what you know limit what you can imagine.

Are you learning as fast as the world is changing?
Everyone wants to be interesting. But the more important thing is to be interested. Keep a sense of curiosity. Discover new things. Risk failure. It’s what you learn after you ‘know it all’ that counts.”

—JOHN W. GARDNER, “PERSONAL RENEWAL”
FOUR CHALLENGES OF PERFORMING WHILE TRANSFORMING
(and How to Meet them)

MANAGING TIME
“I’m too busy dealing with today to pay attention to tomorrow.”

MANAGING STRESS
“How am I supposed to figure all this out?”

MANAGING SETBACKS
“It’s hard to innovate when we’re so afraid to fail.”

MANAGING MORALE
“How do we stay positive when there is so much bad news out there?”
“The future is rarely shaped by people who don’t believe in the future...It is created by highly motivated people, by enthusiasts, by men and women who want something very much and believe very much. The first and last task of a leader is to keep hope alive...We need to believe in ourselves and our future but not to believe that life is easy.”

—JOHN W. GARDNER, ON LEADERSHIP