



We put people
before profits



Diary 2014



J&K Bank
Serving To Empower



Management

Notebook.

01 WED

NOTES ON:

MAKING IDEAS HAPPEN
BY
SCOTT BELSKY

BD : 02 SEP 2015

ED : 02 SEP 2015

02 THU

INTRODUCTION

- Making Ideas happen = Ideas + Organisation + Communal forces + leadership capability

Aside from generating ideas (which we will not discuss), the capacity to make ideas happen is a combination of the forces of organisation, community and leadership.

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Organisation enables you to manage and ultimately execute your ideas. In the age of information overload and constant connectivity, you must manage your energy wisely. Otherwise, you will fall into a state of "reactionary work flow" where you act impulsively (rather than proactively) and simply try to stay afloat.

Everything in life should be approached as a project. Every project can be broken down into three things: Action steps, Backburner items, and References.

The forces of community are invaluable and readily available. Ideas don't happen in isolation. Fruitful innovation requires a unique capacity to lead.

05 SUN

CH01 : Organisation & Execution:

Organisation is the guiding force of productivity: If you want to make an idea happen, you need to have a process for doing so.

Process in general has had a bad reputation; anyone who has worked in a corporate ~~bureaucracy~~ bureaucracy knows why. When a process is imposed on you externally, it can weigh you down and diminish your energy. Your process works

best for you when it is customized to your own personal preferences.

THE COMPETITIVE ADVANTAGE OF ORGANIZATION.

WEEK 2

Organisation is all about applying order to the many elements of a creative project.

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Organisation is all about applying order to the many elements 07 TUE of a creative project. There are concepts you hope to retain, resources you want to utilize, and then the components of the project itself - stuff that needs to get done and other stuff that needs to be referred back to.

The most important and most often neglected, organizational element is structure. We tend to shun structure as a way 08 WED of protecting the free-flowing nature of ideas. But without structure, our ideas fail to build upon one another.

Without structure, we can't focus long enough on any particular idea to find its weaknesses. Ideas that should be killed will linger, and others that require development may be forgotten.

09 THU

→ Your Approach to Organisation
and the Destiny of Your
Ideas -

Supply Chain Management is a heavily logistical aspect of business that seldom attracts much fanfare.

= Creativity × Organisation = Impact.
If the impact of our

ideas^{is}, in fact largely determined by our ability to stay organized, then

10 FRI we would observe that those with tons of creativity but little to no organization yield, on average, nothing. Let's imagine a wildly creative but totally disorganized thinker, the equation would be:

$$100 \times 0 = 0$$

Does this bring something to mind? Someone who has loads of ideas but is so disorganized that

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no one particular idea is ever fully realized? You could argue that someone with half the creativity and just a little more organizational ability would make a great deal more impact

$$50 \times 2 = 100$$

The equation helps us understand why some "less-creative" artists might produce more work than their talented and inventive peers. A shocking and ~~poop~~ perhaps unfortunate realization emerges: someone with average creativity but similar stellar organization skills will make a greater impact than the disorganized creative geniuses among us. I'll ask you to reserve artistic judgment while we consider a few examples.

→ THE ACTION METHOD:

13 MON

work and life with a bias toward action

A surplus of ideas is as dangerous as a draught. The tendency to jump from idea to idea spreads your energy horizontally rather than vertically. As a result, you will struggle to make progress. While you may enjoy generating brilliant ideas and imagining a new possibilities, you must approach every occasion of creativity

14 TUE with a dose of skepticism and a bias towards action.

→ Reconsider How you Manage Projects: The action method

causes us to question many of the traditional practices of project management. Handling a project as some big and dense objective laid out by the higher-ups and distributed to the masses

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is no longer ideal.

a) A relentless bias towards 15 WED

action pushes ideas forward.

For each idea, you must capture and highlight your "Action steps".

b) Stuff that is actionable must be made personal.

Putting one person in charge of managing next steps tends to not work. Making one person responsible for taking the notes and then sending them around to team members makes

project responsibilities vague and impersonal. Each person needs to own their Action steps.

Tasks are written in your own handwriting, in your own idiom, they remain familiar and are more likely to be executed.

c) Taking and Organising extensive notes aren't worth the effort. The process of extensive note taking actually interferes with the bias toward action that is necessary for a productive creative environment. If you simply capture and then tend to the actions required for a project, you are already ahead of the game.

d) Use design-centric systems to stay organised: the colors, texture, size, and style of the materials used to capture Action steps are important.

e) Organise in the context of projects, not locations: Rather than using a location-centric approach to work flow and scheduling ("at work" or "at home" etc), we have found that a project centric approach to productivity is a best practice among leading innovators.

The Action Method was

WEEK 3

developed taking all of these principles into account.

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→ BREAKING PROJECTS INTO PRIMARY ELEMENTS : The

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best methods for managing projects are simple and intuitive. They help you capture ideas and do something with them - no more no less.

The Action Method begins with a simple premise : everything is a project. Managing ~~with~~ your finances is a project, as is doing your taxes and arranging your upcoming house move.

Once you have everything 20 MON broken classified as a project you can start breaking each one down into its primary components : Action Steps, References, and Backburner Items.

Every project in life can be reduced into these three primary components. Action Steps are the specific, concrete tasks that push you forward: redraft and send

- the memo, post the blog entry,
- 21 TUE pay the electricity bill etc.
References are any project-related handouts, sketches, notes, meeting minutes, manuals, web sites, or ongoing discussions that you may want to refer back to. It is important to note that References are not actionable - they are simply there for reference when focusing on any particular project. Finally, there are Backburner Items - things that
- 22 WED are not actionable now but may be someday.
- Let's consider a sample project for a client. Imagine a folder with that client's name on it. Inside the folder you would have a lot of References - perhaps a copy of the contract notes from the meeting and background information on the client. The Action steps -

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the stuff you need to do - could be written as a list 23 THU attached to the front of the folder. And then, perhaps on a sheet stapled to the inside back cover of the folder, your Backburner list could keep track of the non-actionable ideas that come up while ~~you~~ working on the project - the stuff you may want to do in the future.

THE IMPORTANCE OF ACTION STEPS :-

Action Steps are the specific 24 FRI things you must do to move an idea forward. The more clear and concrete an Action Step is, the less friction you will encounter ~~by~~ trying to do it. If an Action Step is vague or complicated, you will probably skip over it to others, in your list that are more straight forward. To avoid ~~the~~

this, start each Action Step with

25 SAT a verb:

- Call programmer to discuss....
- Install a new software for....
- Research the possibility of for
- Mock up ~~the~~ a sample of the....
- Update XYZ document for

26 SUN Address issue of

Verbs ~~and~~ help ~~us~~ pull us into our Action steps at first glance efficiently indicating what type of action is required, for similar MON reasons, Actions Steps should be kept short.

Key Practices:

- A) Capture Action Steps Everywhere:
Ideas don't reveal themselves only in meetings, and neither should Action steps. Ideas come up when you are reading an article, taking a shower, daydreaming, or getting ready for bed. If you think of something

that you met with a month ago regarding a certain project **28 TUE** but have not yet followed up with, create Action Step to "follow up with XYZ regarding---". If you are opening your mail and come across a wedding invitation, your Action step is to RSVP.

Think of Action steps expansively - as anything you should do (or delegate) - and capture all of them, not only the ones that arise during **29 WED** meetings.

- b) An Unowned Action step will never be taken: Every Action Step must be owned by a single person. While some Action steps may involve the input of different people, accountability ~~may~~ ~~must~~ arise in one individual's hand at the end of the day.

Simply marking ~~or~~ that the 30 THU Action Step has been delegated and to whom is sufficient:
e.g. - Print out old draft, follow up with Alex re: Bttr plan (Oscar is doing)

c) Treat Managerial Action Steps differently
Aside from the Action steps that you and only you can do, there are three other types of Action steps you should keep in mind as the leader of the 31 FRI project. The first type is delegated Action steps, which we just discussed above. The second type is "Ensure Action steps". Sometimes you will want to create Action steps to ensure that something is completed properly in the future. Rather than being a nag to your team, you can create an Action step that starts with the word "Ensure".

e.g., "Ensure that the Dave SAT updated the article with the new ~~old~~ title". The last type of the managerial Action Step is the "Awaiting Action Step".

1) Foster an Action-Oriented Culture:

Your team needs an action-oriented culture to capitalize on creativity.

E) Attraction Breeds loyalty: The

02 SUN use to make ideas happen matter. Little details like the colors of folders you use or the quality of the paper can actually help boost your productivity.

→ Maintaining a Backburner:

Idea generation is often ~~more~~ tangential to the active projects in our lives.

But the fact that the timing is off does not mean that the thought isn't worthy of future considerations.

03 MON

The Backburner keeps your ideas — and your possible future actions you might take to make the ideas happen alive.

a) Set up your Backburner:

Functionally, the Backburner is easy to employ. Set aside an area at the bottom or side of your notes — or perhaps a separate page — to capture Backburner items that come up.

04 TUE

As you aggregate Backburner items, over the course of the day, you will want to use a central repository for storage. This can be assigned to a current project name (a particular client, for example) or to a more general Backburner folder reserved for distant ideas like a book you

may want to write or a business
05 WED you'd like to start.

B) Create a Backburner ritual:

Consider making a recurring "Backburner Review" appointment in your calendar. When you review your Backburner, you will find that some of the items have suddenly become realistic, actionable goals, while others have gradually become irrelevant.

⇒ References are Worth Storing, Not

06 THU Reviewing: The third and final component of every project is "References". You must find ways, using modern technology if possible, to manage the references of your projects without compromising the precious energy you have for what is actionable.

A) References obstruct your bias toward action:

WEEK 2 B) Use a chronological pile (or file)

→ Feel the flow of References:

You have an article, Web site 07 FRI or note that might be valuable later on. Taking the following steps will make the reference easily available accessible when you need it.

- a) Question It. "What is the relevance?" For what purpose would I refer back to this at some point? If you can't answer this question, throw the reference out! Some people claim they must write things down 08 SAT to learn and understand concepts. This is fine, but consider discarding the notes and saving only the action steps. However, what if the item is important and must be saved for later on?
- b) Label it: Ask yourself, "How should I identify this reference so I can intuitively find it later?" If

you keep a chronological file, 09 SUN the label need be only the date. Otherwise, consider what project name is most appropriate.

- c) File it: If you are using a paper-based system, place the reference in the appropriate folder (or file).

⇒ Practicing the Action Method:

The best way to get started is to look at a few 10 MON of your current projects through the Action Method lens. Try to see each project as a collection of the three elements: Action steps, Backburner items and references.

Tips:

- Action ~~activities~~ steps should be managed separate from email:
- When it comes to taking actions, work and personal life collide (and that's okay)

Actions are truly "delegated"
only when they are accepted.

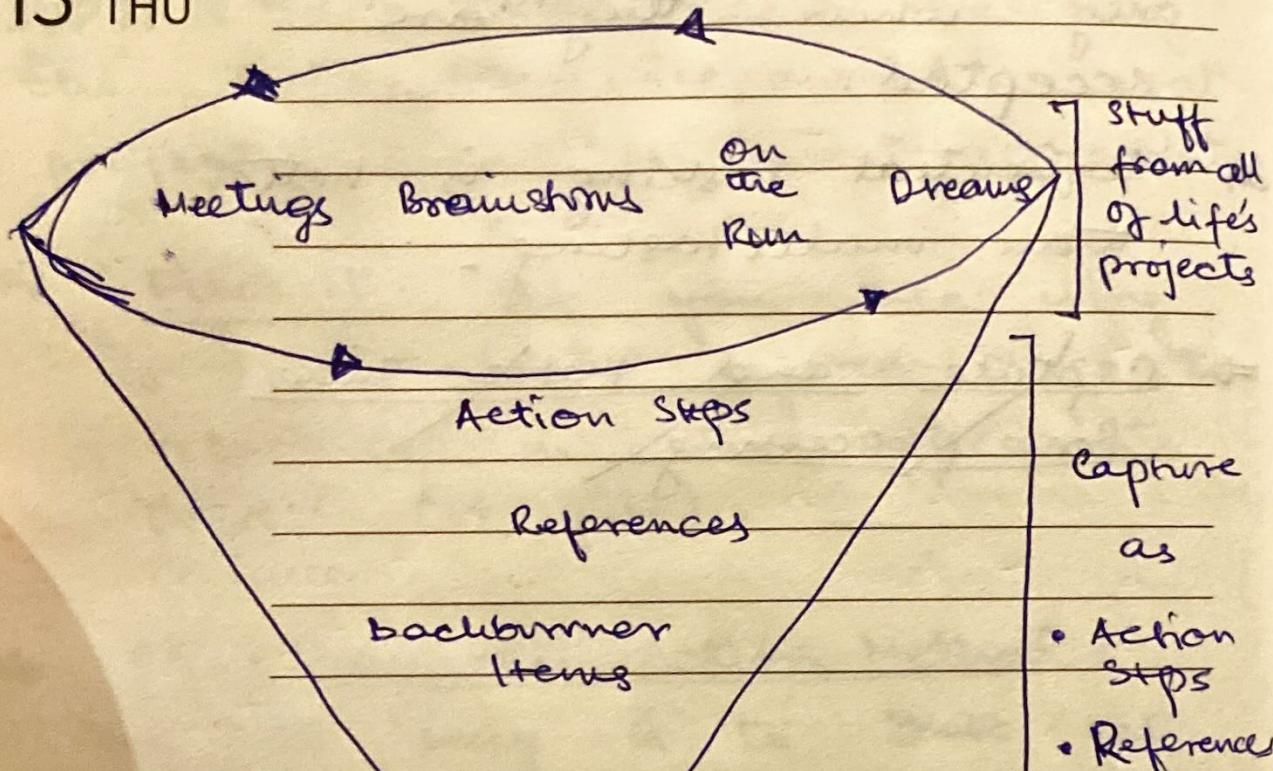
11 TUE

sequential Tasking is better
than multi-tasking.

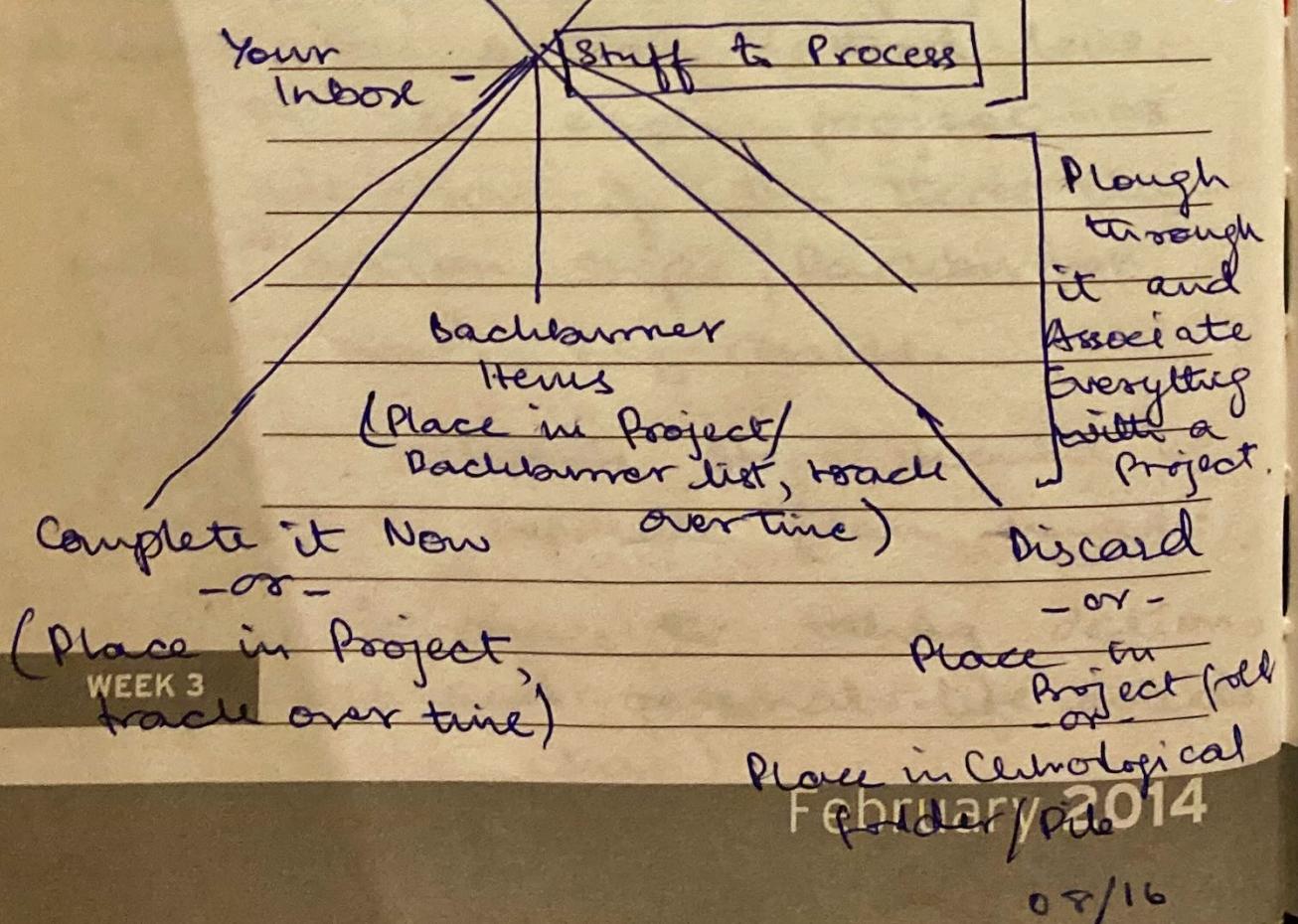
* ~~Capture and Make Time
for processing~~

12 WED

13 THU



14 FRI



Capture: Capture Action Steps relentlessly. Collect ~~say~~ them 15 SAT using whatever notebook or technology option you desire - best try to keep Action steps separate.

b) Identify your collective inbox
In addition to your collective physical in-box, you also have your email in-box among other digital sources of information.
Identify and then consolidate the number of digital 16 SUN inboxes that you need to manage.

c) Process: Take a few hours each day (or a minimum of a few nights per week) to process the contents of your in-box. As you review the pile (or list of emails), discern what is actionable and what is not.

- If actionable, identify the 17 MON Action steps. For Step Actions that can be accomplished quickly (like make a short phone call or pay a bill), do them right away.
- Whatever Action Management system you use, Action steps should be recorded in a consistent way, assigned to a project, and given a due date (when applicable). By doing this, you are setting yourself up for ultimate productivity.

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TUE up for ultimate productivity.

- Place Backburner Items in your Backburner folder, labelled with the appropriate project name.
- Try to discard many References as you can, because most handouts and notes will ultimately never be used.

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those references that must be stored, file them away by project

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or use ~~the~~ chronological
pile approach.

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CH02: The Forces of Community.

An article in the Feb 2009 issue of the Harvard Business Review cited a recent MIT study showing that employees with the most extensive personal online networks were 7 percent more productive than their colleagues and those with the most cohesive face-to-face networks were 30 percent more productive. 20 THU

→ The Dreamers, The Docs, And the Incrementalists:

Dreamers are fun to be around, but they struggle to stay focused. In their idea frenzy, they are liable to forget

21

FRI

to return phone calls, complete current projects, even pay the rent. While dreamers are more likely than anyone to conceive ~~projects~~ of brilliant solutions, they are less likely to follow through. Some of the most successful dreamers we have met attribute their success to a partnership with a doer.

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Doers don't imagine as much because they are obsessively focused on the logistics of execution. Doers often love new ideas, but their tendency is to immerse themselves in the next steps needed to truly actualize an idea. While dreamers will quickly fall in love with an idea, doers will start with doubt and dip away at

the idea until they love it. (or, often, discount it). As 23 SUN doers break an idea down, they become action-oriented organisers and valuable stewards. An idea can only become a reality once it is broken down into organized actionable elements. If a brilliant and sexy idea seems intangible or unrealistic, doers will become skeptical and appropriately deterred.

Then, there are the incrementalists - those with the ability to play the role 24 MON of both Dreamer & Doer. Incrementalists shift between distinct phases of dreaming and doing. When imagination runs amok in the Dreamer phase, the Incrementalist begins to feel impatient. The developing sense of ~~my~~ impatience brings on the Doer phase, and the idea at hand is pushed into execution.

Thus, an Incrementalist is able to bask in idea generation, distill the Action Steps needed, and then push ideas into action with tenacity. With the ability to rapidly develop and then execute ideas, the Incrementalist finds him - or herself leading multiple projects (and, in many cases, multiple businesses) simultaneously.

(the Barbadian Group) - advertising boutique US.

contd.. . . .

26 WED

→ Keep an Eye on your Energy line: If you have lots of ideas, you probably have the tendency to get involved with or start lots of projects. Projects can require tremendous amounts of mental energy, from capturing and organizing the elements to actually applying your creative talents

to solve problems and complete
our Action Steps. Energy is **27 THU**
your most precious commodity.

Regardless of who you are,
you have only a finite amount
of it.

As you decide where to
focus your precious energy,
visualize all of your projects
along a spectrum that starts
at "Extreme" and goes all the
way to "Idle". How much
energy should your current
project receive?

Extreme	High	Medium	Low	Idle
Version 2.0	AND Sales Page	Team Blog Office Renovations Map Redesign	Book Proposal Financial Mgmt	Screenplay Graph I.O.

keep in mind you are not
placing your projects along the
spectrum based on how much

28 FRI

time you are spending on them. Rather you are placing your projects according to how much energy they should receive based on their importance.

A project placed at the "Extreme" end of the energy line should be the most important for the time being - worthy of your energy. Projects should be placed according to their economic and strategic value.

Tips :

- ① Keep two lists : when it comes to organizing your Action Steps of the day - and how your energy will be allocated - create two lists : One for Urgent items and another for important ones.
- ② Choose five projects that matter most : Recognize that

compromise is a necessity.

01 SAT

- ③ Make a daily "focus area":
- ④ Don't Dwell:
- ⑤ Don't hoard urgent items:
- ⑥ Create a responsibility grid:

contd..

Communal forces are best channelled in circles: If you don't normally work within

02 SUN a group, you may want to create your own.

a) Limit circles to fifteen members or less: When groups get much bigger than that, people ~~not~~ feel accountable to a collective rather than to each other as individuals, which is less effective.

b) Establish a clear and consistent schedule for meeting:

c) Meet frequently and stay accountable:

03 MON

d) Assign a leader:

④

→ Seek Competition:

e) Create Systems for Accountability

- Power of Network

- Benefits of a Shared Work Space

04 TUE

→ Pushing Ideas Out to the community.

How to Self Market?

a) Identify your differentiating attributes.

b) Develop a Communications Strategy.

c) Execute your Com Strategy

Ch03: Leadership

05 WED

@ Short-Circuiting the Rewards System ;

- a) Unplug the traditional rewards system
Instead,
 - b) Stay engage by setting up a system of incremental rewards : You can become aware of what really motivates you and then tweak your incentives to sustain your long-term pursuits.
- The99percent.com

06 THU

Most chapters skipped due to N.R.M.

07 FRI

NOTES ON:

THE SECRET
WHAT GREAT LEADERS
KNOW - AND DO.

BD: 03 SEP 2015 .

ED: 03 SEP 2015 .

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Dos The Opposite

- S - Serve the Future.
- E - Engage & Develop Others,
- R - Reinvent Continuously.
- V - Value Results & Relationships
- E - Embodify the Values.

10 MON

NOTES ON :

11 TUE

ENCHANTMENT

(The Art of Changing
Hearts, Minds & Actions)

BID : 03 SEP 2015

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Enchantment: I define Enchantment as the process of delighting people with a product, service, organization, or ~~and idea~~ an idea. The outcome of enchantment is voluntary and long-lasting support that is mutually beneficial.

CHOI : Why Enchantment?

Enchantment causes a voluntary change of hearts and minds and therefore 14 FRI actions. It is more than manipulating people to help you get your way. Enchantment transforms situations and ~~hostile~~ relationships. It converts hostility into civility.

⇒ Why is Enchantment Necessary?

There are many tried-and-true methods to make a buck, yuan, euro, yen, rupee, peso or baht. Enchantment is on a different

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curve: When you enchant

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people, your goal is not to make money from them or to get them to do what you want, but to fill them with great delight. Here are the situations when you need enchantment the most:

- ① Aspiring to lofty, idealistic results? Want to change the world, change caterpillars into butterflies? This takes more than run-of-the-mill relationships. You need to **15 SAT** convince people to dream the same dream that you do.
- ② Making difficult, infrequent decisions? The greater the difficulty of the change, the greater the need for Enchantment. Factors that cause friction include cost, risk and politics. If a change is big deal, then it's a big deal to make it happen.

② Overcoming Entrenched Habits:

17 MON Most of the time, habits simplify life and enable fast, safe and good decisions. But they can also prevent the adoption of a new idea, that challenges the status quo. Enchantment can open the door for consideration of such a change.

④ Defying a crowd: The crowd isn't always wise. It can lead you down a path of silliness 18 TUE suboptimal choices and downright destruction. Enchantment is as necessary to get people to diverge from a crowd as it is to get them to join one.

⑤ Proceeding despite delayed or non-existent feedback. A high level of dedication is necessary when feedback is rare or not readily available

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and your efforts take a long time to see results.

19 WED

In these cases, moderate interest and support aren't enough. You must delight people so that they stick with you.

For example, working for a biotech company, takes a great deal of faith, because new drugs can take ten years or more (to market)

⇒ Are you asking people to do something that you wouldn't do?

20 THU

If you won't do something don't ask others to do it either. Asking people to do what you wouldn't do is called manipulation or coercion not enchantment, and it doesn't work in the long run.

* Do your interests conflict?

Enchantment endures if
21 FRI your interests are aligned
with the interests of your
constituencies. Alignment makes ~~ent~~
enchantment both ethical and
more enjoyable. If your interests
aren't aligned, you should either
alter your interests or rethink
your intended market.

⇒ Have you hidden your
conflicts of interest?

22 SAT Even if your interests are
aligned — according to you, anyway
— you should disclose your stake
as an employee, shareholder, or
other form of interested party.
There's no such thing as
too much disclosure.

⇒ Are you telling noble lies?

when the big picture or the greater good seems to justify the means. There is no such thing, however as a "noble lie". There are lies and the truth, and nothing in between.

* Are you enchanting gullible people? Enchanting gullible people - folks who don't have the ability to discern the truth or what's the best for them - is immoral. Fooling gullible people is easy and happens everyday, but do not mistake this for success. Also, enchanting gullible people doesn't improve your skills. It will however, give you ~~the~~ a false sense of competence and maybe turn you into a ~~co~~ok.

The way to use Enchantment is to toy these ideas, modify

and adapt them as you go,
25 TUE abandon the losers, and
run with the winners.

CH02: How to Achieve Likability

Let's start with the first impression
that you make. Four factors
create a good one: your smile,
your dress, your handshake
and your vocabulary.

* Find Shared Passions :

26 WED the first step to finding
shared passions is to pursue &
project your own passions, as I
explained above. Then, you can
accelerate finding shared passions
by taking these steps.

- a) Assume everyone has passions.
Everyone ~~is~~ is passionate about
something. It's your job to
find out what it is. Good
starting points are

kids, sports, travel and food. If the person has 27 THU no passions, he might not be worth enchanting.

Assume you have something in common; If you assume you share interests with people, you will find them. If you assume you don't you won't find anything. because you will give up too easily. 28 FRI

Do your homework: A successful enchanter is a diligent one. ~~Break in the day~~.

29 SAT

Create Win-Win situations:

Swear: Swearing can arouse attention, build solidarity, demonstrate strength, release tension and convey informality, so it can

increase your acceptance by all but very pugnacious people. If you are going to swear, however you must abide by these rules so that it doesn't work against you.

- a) Swear infrequently.
- b) Swear only in case of forehead-smacking hypocrisy, arrogance, intentional inaccuracy and dishonesty.
- c) Swear only when the audience supports you.

31 MON

- d) soften your proanity:

→ CH04: How to achieve Trustworthiness

Every sale has five basic obstacles: no need, no money, no hurry, no desire, no trust.

= Trust Others: when people trust each other, they stop

WEEK 5

01 TUE

playing games, they look beyond temporary problems, and they expose themselves with less hesitation.

→ Be a Mensch: Mensch is a German word for "human being", but its Yiddish connotation far exceeds this definition.

- 1) Always act with honesty.
- 2) Treat people who have wronged you with civility.

02 WED

3) Fulfill your unkept promises from the past.

- ④ Help someone ~~if~~ who can be of absolutely no use to you.
- ⑤ Suspend blame when something goes wrong and ask "what can we learn?")

- ① Hire people who are as smart as or smarter than you and give them opportunities for growth. 03 THU
- ② Don't interrupt people ; don't dismiss their concerns offhand ; don't rush to give advice ; don't change the subject. Allow people their moment
- ③ Do no harm in anything you undertake
- ④ Don't be too quick to shoot down other's ideas 04 FRI
- ⑤ Share your knowledge , expertise and best practices with others.
- Disclose your Interests :
Immediate and complete disclosure of your interests is a key component of trustworthiness, As I mentioned earlier , people

will always wonder what
05 SAT your motivation is, so
you should get this out of the
way.

→ Give for Intrinsic Reasons:

→ Gain knowledge & competence:

knowledge means you have
expertise, thanks to your education
or experience.

Competence is different from
knowledge, because knowledge is not
06 SUN the same as doing. Competence
means that you have progressed
beyond knowing what to do, to
doing what you know.

→ Show Up: You can embody the
quality of ~~new~~ membership, knowledge
and competence but they won't
matter if you don't show up.
that is, interact with people.

→ Bake a Bigger Pie:

There are two kinds of people and organizations in the world: eaters and bakers. Eaters want a bigger slice of an existing pie; bakers want to make a bigger pie. Eaters think if they win → you lose, and if you win they lose. Bakers think that everyone can win with a bigger pie.

07 MON

Baking a bigger pie increases

your trustworthiness and yields these benefits:

08 TUE

a) People work together: Even your competitors will work with you because everyone can benefit, and the more the people are working on an idea, the better the results for everyone.

b) The state of the art progresses and changes: If the pie stays the same, then progress come to

a halt. If the pie gets bigger
09 WED then new technology and ideas
reach fruition.

c) Customers increase in number and diversity.

→ Enchant people on their own terms: The lesson is to enchant people on their own terms. Hardcore people want to get up at the crack of dawn and punish themselves by running. others 10 THU want to support you by sleeping in. Optimize your pricing for everyone's benefit.

→ Position Yourself: The final step of likability and trustworthiness is to craft a description of you or your organisation. It should explain what you do and why you exist. Here are four

qualities of a good positioning statement :

11 FRI

- a) Short : Ten words is the limit.
- b) Clear :
- c) Different
- d) Humble, Humble.

→ Be a Hero :

CHO4 : How to Prepare :

12 SAT

→ ~~Deep~~

- Do something great : list of qualities of a great product :
- a) Deep : A deep cause has many features. It means you've anticipated what your customers will need as they move up the power curve. (a deep product line).
e.g., Gmail, Google, Drive, RSS etc.
- b) Intelligent : An intelligent cause

solves people's problems in
13 SUN smart ways.

- c) Complete: A complete cause provides a great experience that includes service, support and a string of enchantments.
- d) Empowering: An empowering cause enables you to do old things better and to do new things you couldn't do at all. It makes you smarter, stronger and 14 MON more skilled.
- e) Elegant: An elegant cause means something cared about the user interface and experience. An elegant cause works with the people.

→ Conduct a Pre-mortem:

Pre-mortem are a better idea because they

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can help prevent death rather than explain it. This is 15 TUE how prematurity works. The team assembled during the launch phase. The team leader asks everyone to assume the project failed and to come up with the reasons why the failure occurred - e.g., a shortage of parts. The team then figures out ways to prevent these reasons from happening - e.g. by finding second and third sources for parts.

16 WED

→ Set yourself up for success:
create a system that ensures that the people do what you want them to do.

→ Make it short, simple and swallowable:

- Make your cause easy to swallow and therefore easy to follow:

- a) Use tricolon: A tricolon is 17 THU a sentence containing three parts of equal length such as "Eye it, try it, buy it. etc." (chevy)
- b) Use metaphors: Metaphors are figurative comparisons that convey the meaning of your cause.
e.g., "Say hello to your child's new body guard".

- c) Use similes: Similes are ~~the~~ comparisons of two things that are introduced with the word 18 FRI like or as but are not alike in most ways. For example, "Taking drugs is like playing with fire". These similes provide a familiar starting point to help people understand what you are communicating.

- d) Keep it short: Can you beat "got milk" or "just do it" as slogans? Short

phrases are memorable and repeatable.

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- Email : six sentences

- Video : sixty seconds

- Powerpoint & Keynote : Ten slides

- Business Plan : Twenty pages.

e) Stay Positive : Scare tactics are hard to swallow and can backfire.

e.g.) a warning that "twenty-five million people are killing themselves by smoking" could convince folks that smoking is

OK because 25 million

20 SUN

people do it. Paint a realistic picture of future goodness instead of trying to scare people.

f) Show respect : Actions that ~~sometimes~~ insult people's intelligence seldom enchant.

→ Remove the fences :

21

MON

→ Remove the fences:

Encourage people to use / try your products/service even if it means buying later.

→ Provide a default Option:

The default option should

enable the user/consumer to buy the product automatically

→

Establish Goals:

22

TUE

→ Create a Checklist:

CHOS: How to launch:

- There is no abstract art. You must always start with something. Afterward you can remove all traces of reality. — Picasso.

= Tell a Story:

WEEK 4

- Great aspiration changing the world.
e.g.,

23 WED

- David vs Goliath.
- Profiles in Courage - Rescuing the troubled minorities in a country.
- Personal Stories:

→ Innervate People:

- Get as close to the real situation as possible.

- Make a great demo

- Anchor & Twist - Anchoring and twisting involves explaining your cause in terms of something familiar (anchoring) but then giving it a different meaning. (twist)

- Differentiate from past experiences.

24 THU

→ Promote Trial:

- Easy - means people can try your cause without much training, guidance, expertise or time.
- Immediate: when people are not to your cause, let them proceed immediately

25 FRI

• Inexpensive: Ideally the only cost for people trying your cause is their time.

• Concrete: At the end of the trial people should observe concrete changes in the way they work or live ~~with~~ their lives.

• Reversible: If people try your cause and don't like it, they should be able to reverse their decision.

⇒ ~~Price the People~~

26 SAT

CHOG: How to Overcome Resistance

⇒ Why people are Reluctant:

Enchantment requires understanding why people are reluctant to support your cause. 5 common causes:

- a) Inertia: People at rest will remain at rest, people in motion will remain moving in

the same direction unless
an outside enchanter acts
upon them.

27 SUN

b) Hesitation to reduce Options: People like ~~not~~ or at least think they like the ability to make free choices and the availability of a breadth of choices.

c) Fear of making a mistake: People may think that as long as they haven't made a choice, they haven't made a mistake. Once they make a choice they are either right or wrong.

28 MON

d) Lack of role models:

e) Your cause:

→ Provide Social Proof: Social proof is the concept that if other people are doing something, then it must be OK, right, cool and maybe even optimal.

29 TUE

⇒ Create the perception of Ubiquity:

⇒ Create the perception of Scarcity. It also creates ~~too~~ a secondary market,

⇒ Show people your Magic:

- Use Images
- Illustrate the Numbers
- Tell stories

30 WED

Find your way:

- Diplomacy is the art of letting someone have your way.
- Daniel Kere

- Get personal: Study their web site flickr, Twitter, Google blog, facebook
- Get professional: Find something job-related in common with the person.

• Harmonize Objections: A

- 01 THU good enchanter believes objections are a way of saying, "Not yet" or "Tell me more" as opposed to "No".
- Ask what if: when you're making no progress with a person, ask "what if we were to change this"?
- Move the window: The Overton window is a political theory that holds that there is a "window" or range of policies that people will accept. The range is: unthinkable - radical - acceptable - sensible - popular.
- Find a bright spot: Instead of thinking you have the answer and trying to implement it, you should shut up, back off and find bright spots

that are already working.
The goal is to catalyze change, not get your own way.

03 SAT

★ Assign a Label:

- Instead of the deviant motives leading to the deviant behavior, it is the other way around: the deviant behavior in turn produces the deviant motivation.

The concept behind labeling is that people will fulfill the prophecy of the labels applied to them.

04 SUN

→ Use a data set to Change a Mind set: If you have credible data use it to disperse popular beliefs!

→ Enchant all the influencers:

Find the influencers and try to enchant them. They will then ~~try to~~ persuade the target to accept your story/cause.

03/16

05 MON → Frame the competition: The best way to handle the competition is a three-step process:

- a) First, know the competition. This means reading about them, their products, talking to their customers and attending industry events.
- b) Second, analyze the competition. The best way to do this is to compile these lists of features and capabilities:
 - What we can do better than they do
 - What we can do but they cannot do
 - What we cannot do but they can do.

The beauty of this list is that it forces you to acknowledge the areas where your competition is superior to you. And if you cannot come up with ways the competition is superior

to you, it means you haven't worked hard enough or you are clueless.

07 WED

Third, frame the competition paint as many rivals as possible into a corner with damning praise that will stick in people's mind. For example, in 2010, SJ framed Google when people complained that Apple excessively controlled the applications that ran on the iPhone, compared to the openness of Google's Android OS.

08 THU

CH07: How to make Enchantment Endure!

Build an Ecosystem:

- User Groups
- Web Sites & Blogs
- Consultants
- Developers
- Resellers
- Conferences

Here's a how to incite

09 FRI people to create or join your ecosystem:

- a) Create something that's worthy of an ecosystem
 - b) Identify and Recruit your evangelists
 - c) Pick a champion for building the ecosystem
 - d) Give people something meaningful to do.
 - e) Publish
 - f) welcome criticism
- 10 SAT
- g) Foster Discourse
 - h) Publicize the existence of the ecosystem.

→ Diversify the Team:

- a) Advocate: the advocate takes the side of your customers, believers and followers

WEEK 2

and proselytizes things like lower prices, faster delivery, free support and more online engagement.

11 SUN

b) Skeptic: The skeptic provides ~~the~~ a doubting attitude to both positive and negative news. He challenges ideas to make them better, do not confuse a skeptic with cynic. A skeptic doubts, a cynic knows.

c) Visionary: the visionary has 12 MON a clear idea of if how your technology and the marketplace will evolve. The visionary is often not the best manager but you need someone to anticipate the needs of your believers before they can articulate these needs themselves.

d) Adult: the adult makes things

13 TUE

happen in an efficient, cost-effective and legal manner. He complements the forward-looking visionary by checking the rear, side, above and below views.

c) Evangelist: The evangelist sells the dream of how your cause can make people's lives better. She uses emotion, intellect and persuasion, but seldom money, to make people believe in your cause as much as you do.

14 WED

f) Rainmaker: The rainmaker closes deals. This role can involve selling ad space or convincing a foundation to donate money to your not-for-profit. People think making a sale is easy until they try to do themselves.

WEEK 3

CH08: How to ~~use~~ use PEST

Technology

May 2014

07/16

Presentations

15 THU

- a) Customise the Introduction
- b) Sell your dream
- c) Think Screenplay, Not Speech
- d) Dramatize
- e) Shorten
- f) Practice
- g) Warm Up the Audience
- h) Speak a lot.

Emails

16 FRI

- a) Get a real email address.
abc @ organisation.com
- b) Get an introduction; the best way to get the email read is to get an introduction from someone the ~~see~~ recipient knows, likes and respects.

- c) Personalise the subject line

The kinds of subject lines

that work include mentioning someone the recipient knows (or your

wife said to email you");

17 SAT providing an indication that the person is familiar with your interests ("would you like to go to a snakes game") or your company ("Another news source for Alltop").

d) Keep it to six sentences:

The ideal length is six sentences or fewer, and the message should contain no more than the following information:

- 18 SUN
- 1) Why are you contacting the person?
 - 2) Who you are
 - 3) What your cause is
 - 4) What you want
 - 5) Why the recipient should help you
 - 6) What the next step is.
 - 7) Minimize attachments
 - 8) Ask for something concrete

CH:09: How to Use Pure Technology:

19 MON

- websites & blogs
- face book
- LinkedIn.
- youtube

CH:10 : How to Enchant your Employees :

→ Provide a (MAP)

- o People want opportunities so that they are able to achieve Mastery, Autonomy and Purpose

20 TUE

- Mastery: People want to improve their skills and competency — true, maybe to make more money but also for the sake of getting better at something that interests them. Who wants to such at something you do for ~~eight~~ eight hours a day.
- Autonomy: Autonomy means manag-

21 WED ment isn't constantly telling people what to do and how to do it. When an organisation enables people to work autonomously, this communicates management's belief that the employees are competent and trustworthy, so set the goals and get out of the way.

- Purpose: (This is the most important of the 22 THU three factors). Purpose refers to the meaning an organisation makes → in other words how the organisation is making a world a better place.

→ Don't ask Employees to do what You wouldn't do.

CH11: How to Enchant your BOSS :

23 FRI

- Make Your BOSS look good.
- Drop everything and Do what your BOSS Asks.
- Under promise, Overdeliver
- Prototype Your work
- Show and Broadcast Progress
- Form friendships
- Ask for Mentoring

24 SAT

- Deliver Bad news Early

CH12: How to resist Enchantment :

- Avoid Tempting situations
 - Delay.
- Look far into the future:
- Know your limitations
- Beware of Pseudo Believe, Data and Experts

25 SUN  Don't fall for the example of One.

 Defy the crowd.

 Track Previous Decisions.

 Let Yourself Be Encouraged in Small Ways

 Create a Checklist

26 MON

27 TUE

WEEK 5

May 2014

14/16

NOTES ON:

28 WED

REALITY CHECK - THE IRREVERENT
GUIDE TO ~~OVER~~ OUTSMARTING,
OUTMANAGING AND OUTMARKETING
YOUR COMPETITION (2008)

BY : GUY KAWASAKI.

B:D : 06 SEP 2015.

E:D : 07 SEP 2015.

There's no time to waste. 29 THU

There's already another guy in
the valley chasing the same
thing you are. Maybe more
than one. Whoever gets it
right, and gets its first wins.
Oh, and probably there's some
luck involved too.

CHOI: Flounders (sic) at Work

30 FRI Heroes do five things

- ① Maintain constant vigilance for situations that require heroic action.
- ② Learn not to fear conflict because you took a stand.
- ③ Imagine alternative future scenarios beyond the present moment
- ④ Resist the urge to rationalise and justify inaction.
- ⑤ Trust that people will appreciate heroic (and frequently unpopular) actions.

CHOI: The Inside Story of Entrepreneurship
A true story...

CHOI: The art of Intrapreneurship
Tips for Intrapreneurs.

CHOI: The art of Commercialization
WEEK 5 Tips for Commercialization

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CH04: Mantras for Dummies:

01 SUN Tips for Mission Statement.

⇒ The Reality of Raising Money:

The closest real-world analogy to raising money, whether you are seeking it from VC's, angel investors, or the three F's (friends, fools and family), is speed dating. That's right: In five minutes, people decide if they are interested in you, just as in bars and nightclubs. This isn't right,

02 MON and it isn't fair, but it's reality.

CH06: The Investor Wish List

Tips.

CH07: The Art of Getting the Attention of Investors! Tips.

CH08: The Art of Executive Summary

" - Don't fear failure so much that you refuse to try new

things. The saddest summary of a life contains three descriptions: could have, might have and should have" - Unknown

03 TUE

- Tips

CH09: The 10/20/30 Rule of Pitching

- A pitch should contain 10 slides last no more than 20 minutes and use no font smaller than 30 pointer.

CH10: The Top 10 Lics of VC's

I liked your company, 04 WED
but my partners didn't.
If you get a lead, we will follow.

Show us some traction, and we will invest.

We love to co-invest with other Venture Capitalists.

CH11: The Top Eleven lies of Entrepreneurs.

05 THU

- ① Our projections are conservative
- ② (Big name Co.) is going to sign our purchase order next week.
- ③ Key employees are set to join us as soon as we get funded.
- ④ No one is doing what we are doing.
- ⑤ No one else can do what we are doing

06 FRI

- ⑥ Hurry, because several other firms are interested.
- ⑦ Oracle is too big/slow/dumb to be a threat.
- ⑧ We're ~~to~~ a proven management team.
- ⑨ All we have to do is get 1 percent of the \$x billion market.

WEEK 1

June 2014

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CH12: The Art of Raising Angel Capital:
Tips.

07 SAT

CH13: The Inside Scoop on VC law :
Tips.

CH14: The Top Sixteen Lies of the Lawyers;

① I'm really excited about what you are doing and will give your company my personal attention.

08 SUN

② We can work on the billing so that you pay us when you get financed.

③ I will have that to you by the end of the day.

④ Our firm is really excited about what you are doing, so we'd like

to invest in your company

09 MON too.

⑤ Don't worry about the date on that option grant; it's not a big deal.

⑥ The bill would be lower if it weren't for the lawyers on the other side.

⑦ I thought you were more interested in getting it right rather than saving a few dollars.

10 TUE

⑧ Your case is much stronger than theirs; I'm sure we can convince them to see things our way.

⑨ We have relationships at the highest level in Shanghai/Munich/Mumbai/New York/LA..

- ⑥ We'd much rather be on the company side than on the 11 WED investor side.
- ⑦ We usually don't bill the full retainer; it only happens if there are unforeseen issues that come up.
- ⑧ Sure we're busy, but I'll make sure you don't get handed off to a green associate.
- ⑨ I've done work with Google/Apple/Microsoft, so I know how 12 THU to structure deals with them.
- ⑩ We think you will have a very strong patent.
- ⑪ We know the opposing attorneys so we'll be able to work out something quickly & cheaply.
- ⑫ I can call several venture capitalists to help you secure funding.

CH15: The VC Aptitude Test (VCAT)

13 FRI

PART - I

① what is your Background

- ① Engineering (add 5 points)
- ② Sales (add 5 points)
- ③ Management Consulting (sub 5 points)
- ④ Investment Banking (sub 5 points)
- ⑤ Accounting (sub 5 points)
- ⑥ MBA (sub 5 points)

Part II : Firsthand Experience

14 SAT

- ① Have you been kicked in the groin by a major, long-lasting economic downturn, so that you know how powerless you are (add 1 point)
- ② Have you worked at a successful startup, so that you have first hand experience with the ecstasy of entrepreneurship (add 1 point)

WEEK 2

June 2014

08/16

- ③ Have you worked at a failed startup, so that you understand three things: first, how hard it is to achieve success; second, that the world doesn't owe you anything; and third; what its like to be fired or laid off? (add 3 points) 15 SUN
- ④ Have you worked at a public company, so that you know what the end goal looks like, wants and all (add 1 point) 16 MON
- ⑤ Have you held a CEO position so that you have tried fantasy experience out of your system and will not try to run the startup from a board position (add 2 points)
- ⑥ Have you made investments with your own money, so that you

understand the fiduciary
17 TUE responsibility of investing other
people's money? (add 2 points)

PART III : Necessary knowledge

① Do you know how to introduce
a product with no budget?
(add 2 points)

② Do you know how to determine
whether there's really a market
demand for a product?
18 WED (add one point)

③ Do you know what to do if
customers hate the first
version of a product?
(add 1 point)

④ Do you know how to get
Walt Mossberg to return a call?
(add 2 points)

⑤ Do you know how to get
to the folks who run
DENO? (add 1 point)

19 THU

⑥ Do you know how to get a
plug in TechCrunch? (add 1 point)

⑦ Do you know how to get the
folks at Fox Interactive to
return a call? (add 1 point)

⑧ Do you know how to dominate
a segment when there are
already five other companies
offering similar products? (add 2 points)

20 FRI

⑨ Do you know how much time
energy and money a company
should spend on patent
protection (add 1 point)

⑩ Do you know what to do if
a company bet on the wrong
architecture for its products?
(add 2 points)

⑪ Do you know what kind of
21 SAT people a startup should hire
(young, old, approach, cheap, proven,
expensive, local, remote) (add 1 point)

⑫ Do you know how to get them
to leave their current jobs without
out throwing a lot of money
at them? (add 2 points)

⑬ Do you know how to tell a
best friend that he can't be
chief technical officer just because
22 SUN he was a cofounder (add 2
points)

⑭ Do you know how to get the
buyer at Best Buy to return a
call? (add 1 point)

⑮ Do you know how to handle a
customer who wants to send
back his purchase for a full
refund? (add 1 point)

⑯ Do you know how to fire people? (add 2 points) 23 MON

⑰ Do you know how to lay off people? (add 2 points)

CH16: The Paradox of Strategy: How Apple Blew It & Microsoft Got Lucky.
Q & A's.

CH17: The Zen of Business Plans
Tips

CH18: The Art of Financial Projections - Tips. 24 TUE

- Finance is the art of passing currency from hand to hand until "it finally disappears."

- Robert W. Sarnoff.

CH19: Financial Models for Under-achievers. - Tips*

CH20: The Art of Execution

25 WED Tips.

CH21: The Art of After the Honeymoon
Tips.

CH22: The Art of Bootstrapping
Tips.

CH23: The Art of Board Meeting
Tips.

26 THU CH24: Tips.

CH25: The Art of Innovation.

CH26: The Seven Sins of Solutions
Tips.

CH27: The Myths of Innovation

Q + A's.

27 FRI

CH28: The Sticking Point - Q&A's

CH29: The Lies of Engineers.

- ① I don't know anything about marketing.
- ② We're about to go in the beta testing.
- ③ I'll comment the code, so that the next person can understand what I did. 28 SAT
- ④ Our architecture is scalable.
- ⑤ The code supports all the industry standards.
- ⑥ We have an effective bug-reporting database & system.
- ⑦ We can do this faster, cheaper and better with an offshore

29 SUN

programing team in India.

⑦ Our beta sites love it.

⑧ This time we got it right,

⑨ This code is so bad that it would be faster to write it all from scratch than debug & expand the current shipping code

⑩ I like thinking about architecture, but "I can code".

30 MON

⑪ It works on my machine.

⑫ Of course I can let go of the code and run the business instead.

⑬ Even my mom can navigate the screens.

WEEK 5

CH:30 - How to kick silicon
Valley's butt. - Tips

June 2014

16/16

~~CH 30 CH 31 - Dealer trust~~

01 TUE CH 31 - The purest form of Engineering - Woz - Story.

CH 32 : Stupid ways to Hinder Market Adoption

- ① Enforced, Immediate Registration
- ② Impossibly long URL's
- ③ Lack of a Search Function

02 WED

- ④ Lack of ways to ~~search~~ share an experience
- ⑤ Limiting contact to Email
- ⑥ Lack of feeds and email lists
- ⑦ Requirement to retype e-mail address

WEEK 1

- ⑧ User names that cannot

July 2014

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contain the @ character.

03 THU

- ⑨ Case-Sensitive User names & Passwords
- ⑩ Friction ful Commenting
- ⑪ CH 13 : The Name Game
 - ① Begin with letters early in the alphabet.
 - ② Avoid Names starting with X & Z.
 - ③ Emboddy Verb potential.
 - ④ Sound Different.
 - ⑤ Emboddy logic
 - ⑥ Avoid the ~~tong~~ commonplace
 - △ Generic
 - ⑦ Avoid the Trendy.

04 FRI

CH 34 : The Art of Branding

~~**~~ Tips:

05 SAT

CH35: frame or Be framed
Tips*

CH36: Get a Clue: The Global
Youth Market - Tips

CH37: The lesson of Tam's Art gallery
Tips.

CH38: The art of selling - Tips

CH39: The art of Distribution: Tips.

06 SUN

CH40: The art of Evangelism :Tips

CH41: DIY PR :

CH42: Straight from the Press's
Mouth : Q & A's

CH43: Forget the Influencers
After All , Tips*

WEEK 2

CH44: The Effective Emailer
Tips*

07 MON

CH45: The Zen of Presentations
Q & A's

CH46: How to get a Standing
Ovation:
Tips*

CH47: As Good As Steve Jobs
Story.

CH48: Speaking as a Perfor- 08 TUE
ming art

① Warm Up with a Towel :

Singers often have to get their
chops up in their hotel rooms
before leaving for rehearsal
or performances. They do this
by screaming and yelling into
a towel!

② Just say "whooo!": One
09 WED of the best ways to get
a voice ready is to make a
siren sound on "whooo" from the
lowest pitch you can make to
the highest and back again.
Repeat it several times.

③ Flutter your Lips: Blowing a
pitch — any pitch — through your
lips to make them flutter
will loosen up your articul-
ators: the tongue, the lips, &
10 THU throat muscles.

④ Eat light, Eat Protein: If you
have to eat before a big
presentation), eat stuff that gives
you energy, not a cheap light
like carbohydrates.

⑤ Allocate three hours to wake
up!

WEEK 2

⑥ Skip the tea. Tea is an astringent

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06/16

and will close your voice down. Drink hot water instead - it keeps your voice supple as a baby's cheeks.

11 FRI

④ Leave your jaw out of it:

⑤ Circulate with your audience

⑥ Command Attention:

⑦ Snarl.

⑧ Bite your Tongue

⑨ Perform a sound check before you speak.

12 SAT

⑩ Use your eyes all the time.

⑪ Move away from center to make your point.

⑫ Get quiet.

⑬ "Underline" certain words with a pause or repetition.

⑭ Take a risk and be vulnerable

- (15) Tee it higher
- 13 SUN (16) know when its time to go.
- (17) Use Q&A as an encore.
- (18) Don't overwhelm the audience
- (19) Rehearse, Rehearse & Rehearse
- (20) Perform for a hero.

CH49: How to be a DEMO God;

- (1) Create something worth Demanding
- (2) Bring two of everything.
- (3) Get organized in advance
- (4) Reduce the factors you can't
- 14 MON control.
- (5) Get to it.
- (6) Cut the jokes and shit
- (7) Do it alone.
- (8) Do the last thing first.
- (9) Cut the jargon
- (10) Don't take any questions until the end.

(11) WEEK 3 End with an exclamation point.

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CH50: How to kick butt on a Panel :-

Tips

15 TUE

a) know the subject

b)

CH51: How to be a great moderator :-

Tips

CH52: The Art of Blogging - Tips

CH53: The Psychology of Influencing People

Tips.

CH54: The Art of Creating a Community

Tips

16 WED

CH55: The Art of Customer Service - Tips

CH56: Power S.O: kinder, gentler & better

Tips *

CH57: The Art of Schmoozing

Tips.

CH58: The Art of Sacking Down

Tips.