[Mochary Method Curriculum](#)

After reading a sub-doc, please write on this main doc your answers to the following questions:

- Does it resonate, yes or no?
- What questions or comments do you have about this writing?
- Will you apply it? If yes, exactly what actions will you take?

First-time Onboarding

- [Matt Mochary Bio: Coach](#) (2 min)
- [Mochary Coaching Methodology (CEO 1-1)](#) (5 min read)
- [Mochary Method Curriculum](#)

Essential Reading

- [On Time](#) (3 min) Video
- [Top Goal (CEO)](#) (2 min) or [Top Goal (investor)](#) (2 min) Video
- [Fear and Anger give bad advice](#) (5 min) Video
- [Fear and Anger: how to shift out of it](#) (2 min)
- [Heard: how to make people feel it](#) (2 min)

Further Reading

- [Chief of Staff](#) (5 min) Video
  - [CEO role](#) (2 min)
  - [Biz Ops](#) (3 min)
- [Onboarding a new hire](#) (2 min)
  - [Firing Well (updated)](#) (5 min)
- [Feedback: Receiving: the 5 A's](#) (3 min)
  - [Feedback](#) (15 min)
- [Restoration and Creativity: how to achieve them](#) (3 min)
  - [Remote happiness, how to create it](#) (9 min)
  - [Finding play](#) (5 min)
- [Trust and Like](#) (5 min)
  - [Trust, Deep](#) (2 min)
  - [Fundraising- The Relationship Method](#) (10 min)
  - [Mistake: Repair, Rewind, Redo](#) (1 min)
- [Energy Audit](#) (4 min to read; 45 min to do)
  - [Zone of Genius](#) (3 min)
  - [Restoration and Creativity: how to achieve them](#) (3 min)
  - [No - how to say it](#) (6 min)
- [Meetings: How to make them effective and efficient](#) (4 min) Video
  - [Meeting guidance sheet](#)(1 min)

- ○ [Transition: How to successfully transition a group to a new method](#) (2 min)
  - ○ [Writing vs Talking (and Video)](#) (3 min to read, then 2 min video) Video
  - ○ [Meetings](#) (20 min)
  - ○ [Brainstorming: written](#) (2 min)
  - ○ [Meeting: Exec Team: Deconstructed](#) (2 min)
  - ○ [Meetings: Reviews (Pipeline, Project/Business Unit, Cross-Departments)](#) (2 min)
- ● [Decision-Making](#) (8 min)
  - ○ [Issue / Proposed Solution template (group)](#)
  - ○ [Issue / Proposed Solution template (1-1)](#)
  - ○ [Issues/Solutions Tracker, example](#)
  - ○ [Agreement-Tracker: why you need one](#) (3 min)
  - ○ [DRIs: Directly-Responsible Individuals](#) (3 min)
  - ○ [Clean Escalate](#) (2 min)
  - ○ [Lord of the Flies](#) (1 min)
  - ○ [Loudest voice in the room](#) (1 min)
- ● [Mission, Vision, Values: How to create them](#) (2 min)
  - ○ [[PUBLIC] Mochary Method - Vision 2031](#) (example)
  - ○ [Personal Info, Team - example](#) (1 min)
  - ○ [Budgeting](#) (2 min reading, 12 min video)
  - ○ [OKR Creation](#) (6 min)
    - ■ [OKR Tracker, example](#) (2 min)
  - ○ [AORs](#) (2 min)
  - ○ [Process Audit](#)
    - ■ [Processes Template](#)
- ● [Motivating your team](#) (3 min)
  - ○ [Magic Questions](#) (1 min)
  - ○ [Praise](#) (3 min)
- ● [Conflict Resolution (aka Relationship-Building)](#) (10 min)
  - ○ [Board feedback with Matt Mochary](#) (5 min)
  - ○ [Exec Team feedback with Matt Mochary](#) (6 min)

All of the reading in one place

- ● [Matt's Book: The Great CEO Within (online)](#) (several hours)
- ● [Matt's Book: The Great CEO Within (on Amazon)](#) (several hours)
- ● [Wiki for The Great CEO Within](#) (several hours)
- ● [Mochary Method Curriculum](#) (several hours)

Mochary Method Curriculum

Remote work

- [Remote happiness, how to create it](#) (9 min)
- [How to maintain personal connection in a remote world](#) (3 min)
- [WFH guide (Clearbit)](#) (a while)
- [Do Remote Right](#) (*work in progress*)
- [Zoom - look like a rock star](#) (5 min)
- [Remote: Gitlab's Guide to All-Remote](#) (a while)
- [Remote: Dropbox virtual first toolkit](#) (a while)
- [Remote Team by Zapier](#) (a while)

Relationship-building

- [Heard: how to make people feel it](#) (2 min)
- [Trust and Like](#) (5 min)
- [Relationships: How to get good at them](#) (2 min)
- [How to maintain personal connection in a remote world](#) (3 min)
- [Relationships - How to create a good one between a Manager and her Reports](#) (3 min; 60 min for the links)
- [Appreciation](#) (1 min)
- [Praise](#) (2 min)
- [Trust, Deep](#) (2 min)
- [Fundraising- The Relationship Method](#) (10 min)
- [Celebration](#) (1 min)
- [Conflict Resolution (aka Relationship-Building)](#) (10 min)
- [Listening Tours, by Ian Tien](#) (5 min)
- [Love Meeting](#) (5 min including video)
- [Personal Info, Team - example](#) (1 min)
- [Trust: How to create it among peers](#) (2 min)
- [Mistake: Repair, Rewind, Redo](#) (1 min)
- [Difficult Conversations: how to have them](#) (1 min)

Hiring

- [Recruiting and Onboarding](#) (15 min)
- [Recruiting at ___](#) (30 min)
- [Making the Offer](#) (1 min)
- [Compensation](#) (3 min)
- [Hiring Execs: External vs Internal](#) (2 min)
- [Onboarding a new hire](#) (2 min)
- [Teaching / Training](#) (1 min)
- (4 min)

Firing

- [Firing Well (updated)](#) (5 min)
  - [Difficult Conversations: how to have them](#) (1 min)
  - [Decision-making: separate decision from implementation](#) (1 min)
- [Comms, Internal: Announcing traumatic events](#) (5 min)
- [Exit Interview](#) (2 min)

Mindfulness

- [Fear and Anger give bad advice](#) (3 min)
- [Fear and Anger: how to shift of it](#) (2 min)
- [Emotions - name them](#) (1 min)
- [Fear vs Joy](#) (3 min)
- [Drama Triangle (and 100% Responsibility)](#)
- [Drama Triangle](#)
- [Sadness: how to process it](#) (2 min)
- [Consciousness Training options](#) (3 min)
- [Conscious Leadership](#) (2 min to read, 15 min for the videos)
- [The Work (Byron Katie)](#)
- [The Course by Dave Kashen](#) (6 min)
- [Possibility Mindset](#) (3 min)
- [Emotions: feel them](#) (1 min)
- [How to spot fear and anger in others](#) (by Sabrina Wang)

Individual productivity

- [On Time](#) (3 min)
- [Top Goal (CEO)](#) (2 min) or [Top Goal (investor)](#) (2 min)
- [GTD](#) (5 min to read, 1 day to implement)
- [BTA (Bias Towards Action)](#) (10 min)
- [Inbox Zero](#) (2 min to read, 1 hour to implement)
- [Inbox Zero: How EA or CoS can help you achieve it](#) (20 min)
- [Accountability Partner](#) (1 min)
- [Gratitude](#) (3 min)
- [Time Audit](#) (2 min to read, 1 hour to do)
- [Energy Audit](#) (4 min to read; 45 min to do)
- [Zone of Genius](#) (3 min)
- [Mental Health - how to maintain it](#) (2 min)
- [Restoration and Creativity: how to achieve them](#) (3 min)
- [No - how to say it](#) (6 min)
- [Meetings: don't schedule them](#) (1 min)

Health

- [Sleep](#) (3 min)
- [Alex MacCaw on Health](#) (1 min)
- [Sam Altman on Sleep, Exercise and Nutrition](#)

Team Productivity

- [Meetings](#) (16 min)
    - [Meetings: How to make them effective and efficient](#) (4 min) Video
    - [Meeting guidance sheet](#)(1 min)
    - [Brainstorming: written](#) (2 min)
    - [Calendar Cadence](#) (3 min)
    - [Meetings: Exec Meeting: at Newfront](#) (1 min)
    - [Meeting: Exec Meeting: Department Update](#) (1 min)
    - [Meeting: Exec Team: Deconstructed](#) (2 min)
    - [Meetings: Reviews (Pipeline, Project/Business Unit, Cross-Departments)](#) (2 min)
    - All Hands: [Leadership and Inspiration: How to create it](#) (6 min)
    - [Leadership vs Team Leads Meeting](#) (3 min)
    - [Offsite](#) (1 min)
    - [Offsites, big](#) (by Matthew Holbreich, CoS at Medable)
    - [Meeting Tracker - example](#) (2 min)
    - [Transition: How to successfully transition a group to a new method](#) (2 min)
    - [Efficient Async Discussions](#) (5 min)
    - [How to Use the companyOS Software](#) (4 min)
- [Decision-Making](#) (8 min)
    - [Decision-making: separate decision from implementation](#) (1 min)
    - Issue / Proposed Solution template
        - [Issue / Proposed Solution template (group)](#)
        - [Issue / Proposed Solution template (1-1)](#)
    - [Issue Identification](#) (1 min)
    - [Issues/Solutions Tracker, example](#)
    - [RAPID, example](#)
    - [RAPID template, example](#)
    - [RAPID Tracker, example](#)
    - [Agreement-Tracker: why you need one](#) (3 min)
    - [DRIs: Directly-Responsible Individuals](#) (3 min)
    - [Clean Escalate](#) (2 min)
- 1-1s
    - [1-1 Template and Instructions](#)
    - [1-1 Template (Sabrina Wang)](#)
    - [1st 1-1 Meeting with Matt Mochary](#) (5 min to read; 45 min to do)
    - [2nd (and beyond) 1-1 Meeting with Matt Mochary](#) (2 min to read; 15 min to do)
- The basics
    - [Mission, Vision, Values: How to create them](#) (2 min)

- - - ■ [PUBLIC] Mochary Method - Vision 2031 (example)
      - ■ Brainstorming template for company outcomes and actions (template)
    - ○ Values: how to create them (1 min)
    - ○ Agreement-Tracker: why you need one (3 min)
    - ○ Operations videos playlist (2 hours)
    - ○ OKR Creation (6 min)
      - ■ OKR Tracker, example (2 min)
    - ○ AORs (2 min)
    - ○ Process Audit
      - ■ Processes Template
    - ○ Personal Info, Team - example (1 min)
    - ○ Grade Level Planning example (2 min)
    - ○ Budgeting (2 min reading, 12 min video)
    - ○ Performance Review (5 min)
  - ● Motivating
    - ○ Praise (3 min)
    - ○ Star performers: How to keep them engaged and motivated (2 min)
    - ○ Motivating your team (3 min)
      - ■ Magic Questions (1 min)
    - ○ Motivation beyond Mission and Money
  - ● Other
    - ○ Amazon 6-pager: shareholder letter (10 min)
    - ○ Amazon Playbook (2 min)
    - ○ BTA (Bias Towards Action) (10 min)
    - ○ Lord of the Flies (1 min)
    - ○ Loudest voice in the room (1 min)
    - ○ Manager: How to be a great one! (1 min)
    - ○ Manager Training Basics - Mochary Method
    - ○ Politics (2 min)
    - ○ Scaling: Hire a "Manager Trainer" as COO (3 min)
    - ○ Scale or not to Scale? (2 min)
    - ○ Org Structure: Functional vs Business Unit (interview with Emmett Shear, CEO of Twitch, 1600 people)   (YouTube version)
    - ○ Zone of Genius map - venture firm (1 min)

CEO (role and team)

- ● CEO as fireman (1 min)
- ● CEO role (2 min)
- ● Chief of Staff (3 min)
- ● Biz Ops (3 min)
- ● CEO Team (3 min)
- ● Personal Chief of Staff: How to hire one (2 min)
- ● Parenting as a CEO (2 min)

For the Chief of Staff

- [Help Execs Achieve Inbox Zero](#)
- [Help Execs Prioritize Work](#)
- [Onboard yourself in 30 days](#)
- [Hire, onboard, and work with an EA](#)
- [Using Asana as an agreements tracker](#)
- [How to build a killer internal wiki on Notion](#)
- [BTA (Bias Towards Action)](#)
- [Run efficient meetings that don't suck](#)
- Templates:
  - [CoS Roadmap template](#)
  - [Process database template for internal wiki (How-Tos)](#)
  - [Magic Questions template](#)
  - [Notion company hub template](#)
    - To learn how to use, please read: [Notion - Mochary Method setup](#)
- Examples
  - [Sample meeting doc: Engineering sync](#)
  - [Example of asynchronous discussion using Threads](#)
  - [Example of recapping feedback during meetings](#)

Board

- [Board of Directors](#) (4 min)
- [Board Meeting - Best Practice](#) (5 min)
- [Board Meetings](#) (4 min)

Product

- [Product: how to develop a new one in a scaled company](#) (3 min)
- [Product: What product to build? How to position it?](#) (2 min)
- [How to figure out product positioning, from April Dunford on Lenny's podcast](#) (1 min)

Engineering

- [Engineering: How to increase speed and quality](#) (1 min)
- [Engineering excellence: Rubber Duck channels](#) (2 min)

Marketing

- [Marketing: Target Beachhead (Segment, Target, Promote)](#) (2 min)

Sales

- [Selling](#) (6 min)
- See [Relationship-building](#)
- [Sales to the Enterprise: how to scale it](#) (1 min)

Feedback

- [Feedback](#) (15 min)
    - [Feedback: Receiving: the 5 A's](#) (4 min)
    - [Feedback Form 1-1](#)
    - [Feedback Form - Hot Seat](#)
    - [How to GIVE Feedback like an Obnoxious Jerk](#) (by Alexis d'Amecourt)
    - [Conscious Listening (by Dave Kashen)](#)
- [Board feedback with Matt Mochary](#) (5 min)
- [Exec Team feedback with Matt Mochary](#) (6 min)
- [Conflict Resolution (aka Relationship-Building)](#) (10 min)
- [Performance Review](#) (5 min)

Communication

- [Introductions: the double opt-in](#) (3 min)
- [Introduction for a job](#) (1 min)

Fundraising

- [Fundraising- The Relationship Method](#) (10 min)
- [Fundraising- Emergence Capital advice (traditional method)](#) (15 min)
- [Fundraising - late-stage: Brand or Price?](#) (3 min)
- [IPO, or not to IPO](#) (3 min)
- [IPO: Founder letter](#) (2 min)
- [IPO: message to your team](#) (1 min)
- [Liquidity Programs for the Company](#) (3 min)
- [Liquidity](#) (4 min)
- [Bank vs Brokerage](#) (2 min)

Legal

- [Legal](#) (2 min)
- [Legal - closing a round - cost and time](#) (4 min)

Coach

- [Coach recommendations](#) (1 min)
- [Coach - how to find one](#) (2 min)
- [Coach: hire one for the executive team](#) (1 min)

Social Good

- [Make Money, Have Fun, Do Good](#) (2 min)
- [Mochary Foundation](#) (1 min)

Matt in action

- [Videocast with Jason Calacanis](#) (1h 20m)
- [Podcast with Harry Stebbings](#) (38 min)

FAQ

- [Q&A with Matt Mochary](#) (20 min)
- [Mochary Method curriculum - private docs](#)

Blog Posts

- [Book List](#)(5 min)
- [The stock market is not the economy … explained](#) (2 min)
- [Getting America back to work … is not going to be easy!](#) (1 min)
- [COVID gives birth to something wonderful: virtual reunions](#) (1 min)
- [The new normal: remote only](#) (2 min)
- [COVID and the economy: What can you imagine?](#) (3 min)
- [Technology-Enabled Service Provider (TESP)](#) (2 min)
- [Milestones: What to be ready for](#) (3 min)
- [Bolt - Conscious Culture Playbook](#) (a few hours)
- [The Great Reshuffle](#) (2 min)
- [No Rules Rules](#) (2 min for my learnings; 10 min for the full summary)
- [Turn the Ship Around: "I intend to …"](#) (2 min)
- [Events in the world: how to address them?](#)
- [Notion - Mochary Method setup](#)

1-1 meeting format

- [1-1 Template and Instructions](#)
- [1-1 Template (Sabrina Wang)](#)
  - [Information-sharing with Matt Mochary](#)
- [1st 1-1 Meeting with Matt Mochary](#) (5 min to read; 45 min to do)
- [2nd (and beyond) 1-1 Meeting with Matt Mochary](#) (2 min to read; 15 min to do)
- [How to Use the companyOS Software](#) (4 min)