



Leading with an Infinite Mindset

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Ice Breaker



“Single
greatest
moment of
your career.”



Finite and Infinite Games



Finite	Infinite
Known players	Known & unknown players New players can join at any time
You have to play by the fixed rules	No fixed rules. Play however you want
Has a finish line	No end to this game
Winners & losers	Only ahead & behind



How to Lead
with an
Infinite Mindset



Just Cause

Trusting Teams

Worthy Rivals

Existential Flexibility

Courage to lead



#1 Advance a Just Cause

A Just Cause is a specific vision of a future state that does not yet exist; it is so appealing that people are willing to make sacrifices in order to help make that vision reality.



Examples

Martin Luther King Jr.

“I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character.”

Simon Sinek

We imagine a world in which the vast majority of people wake up inspired, feel safe wherever they are, and end the day fulfilled by the work they do.

SBI

...ensuring every citizen has a trusted partner to safeguard and fuel their economic destiny.

Tata Group

To advance human dignity and societal well-being...

The goal is to

FIND A VISION

with which we
identify.





Just Cause

- Why are you in your job?
- What are the Just Causes with which you identify?
- What's the world you imagine?
- How does your organization's work fit into your own personal Just Cause?



#2 Build Trusting Teams

Create **an environment** in which people can operate at their natural best.

Inspiration vs. Trust



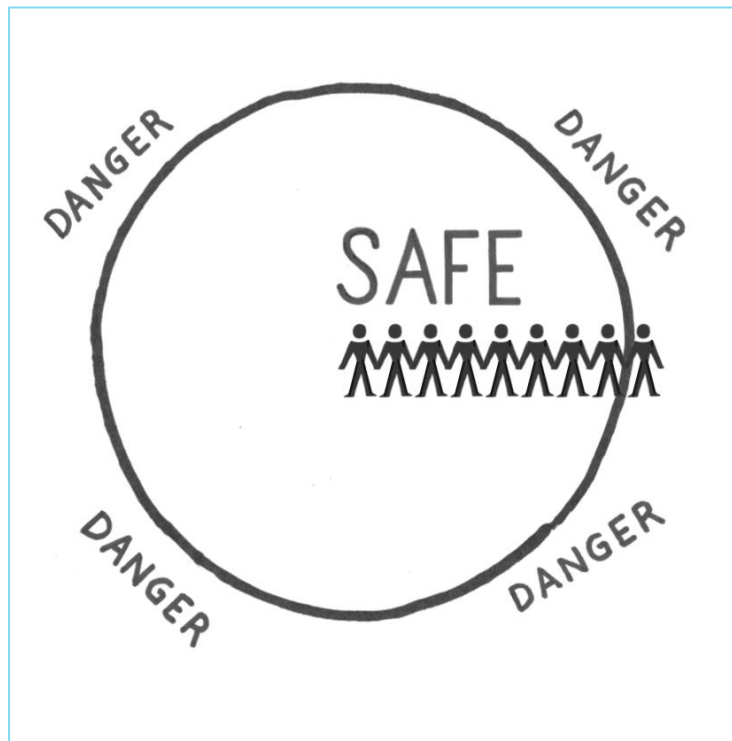
**Inspiration is the wind.
Trust is the boat.**

How to Build Trusting Teams

1. Create a Circle of Safety
2. Show Vulnerability
3. Use Candor with Care
4. Live the Culture



How to Build Trusting Teams





Navy SEAL Performance/Trust Matrix

PERFORMANCE	High Performance Low Trust	High Performance Medium Trust	High Performance High Trust
	Medium Performance Low Trust	Medium Performance Medium Trust	Medium Performance High Trust
	Low Performance Low Trust	Low Performance Medium Trust	Low Performance High Trust
	TRUST		



Build Trusting Teams

Think of a specific example where trust eroded in the relationship.

Also, think of a relationship where trust increased in a relationship.

What actions (behaviors) did the person do in both cases?

Go back as far as you remember in any personal or work capacity and list the behaviors of the individuals, and share with your group.



Lunch



#3 Study Worthy Rivals

A Worthy Rival is another player in the game worthy of comparison. Studying them reveals to us our own areas in which we can improve.



Competitor

Worthy Rival

Forces us to take on
an **attitude of winning**

Inspires us to take on an
attitude of improvement

Focuses our attention on the
outputs above all else

Focuses our attention on the **process**

Moves our attention to a
win-at-any-cost mentality, which
can cause us to act **unethically**

Keeps us **focused on** doing everything
in our power to advance
our **Just Cause**



Study Worthy Rivals

Identify some Worthy Rivals from your personal life and for your work:

Think about the individuals or organizations you admire or the ones that frustrate you the most. **What about them do you find admirable or frustrating?** *Think about at least 3 orgs + 3 individuals and list their qualities that you find admirable or frustrating.

What opportunities for your own improvement are revealed from studying them?



#4 Prepare for Existential Flexibility

Develop the capacity to initiate an **extreme disruption** to a business model or strategic course in order to more effectively advance your Just Cause.

An Existential Flex requires...

- A clear **Just Cause** or service to something bigger than ourselves
- Trusting Teams
- Forward focus rather than reactive



Prepare for Ex Flex

Imagine that AI has now made all accounting and finance work obsolete. You can no longer work in your current capacity. Your current work is going to be dissolved.

Org: What could your organization do with its resources and strengths? What are the strengths of your organization that could be applied to another area?

Individual: What would you do with your resources and strengths? What are your core strengths that you could apply to another area?



Break



#5 Demonstrate the Courage to Lead

Exhibit a **willingness to take risks** for the good of an unknown future.



Objective Reality	Our Narrative	Unseen Possibility
I might get fired	My career is over	I could inspire my colleagues and company
I might lose this friend	I will be alone forever	Our relationship could become even stronger
I might get hurt/injured	I will die	I might have a life-changing experience



The responsibility of an organization

Advance a purpose: Offer everyone a sense of belonging and a feeling that their lives and their work have value beyond the finite.

Protect people: Operate our company in a way that protects the people who work for us, the people who work with us, and the environments in which we live and work.

Resources as fuel: Resources, including all profits, are fuel so that we can continue to advance the first two priorities.



Courage to Lead

In the last 5 years, what was the riskiest thing you decided to do? Name at least one and share with your group.

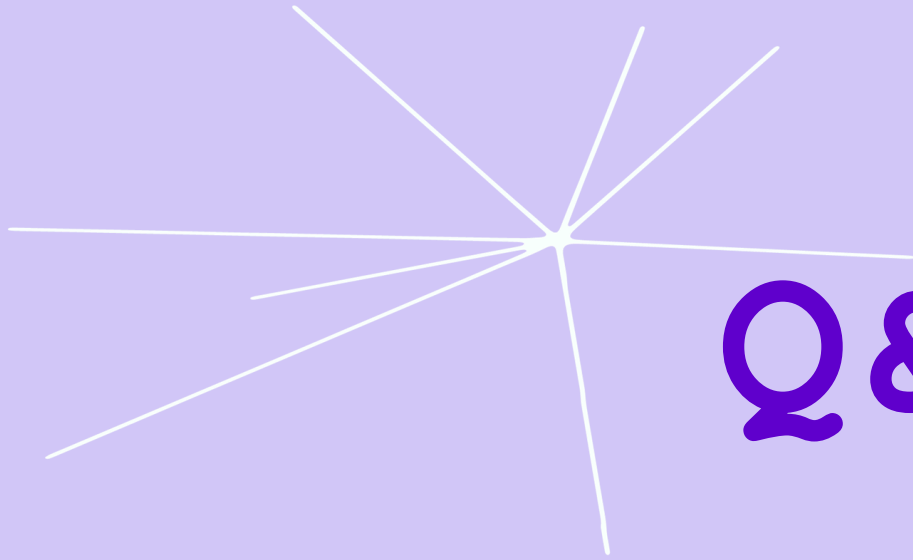
How did you determine that you should take this risk and did it require courage? What were the key factors in you deciding to take this risk?

What calculated risks with a positive upside do you think your organization can take collectively?

**The Infinite
Game..**

The END





Q&A