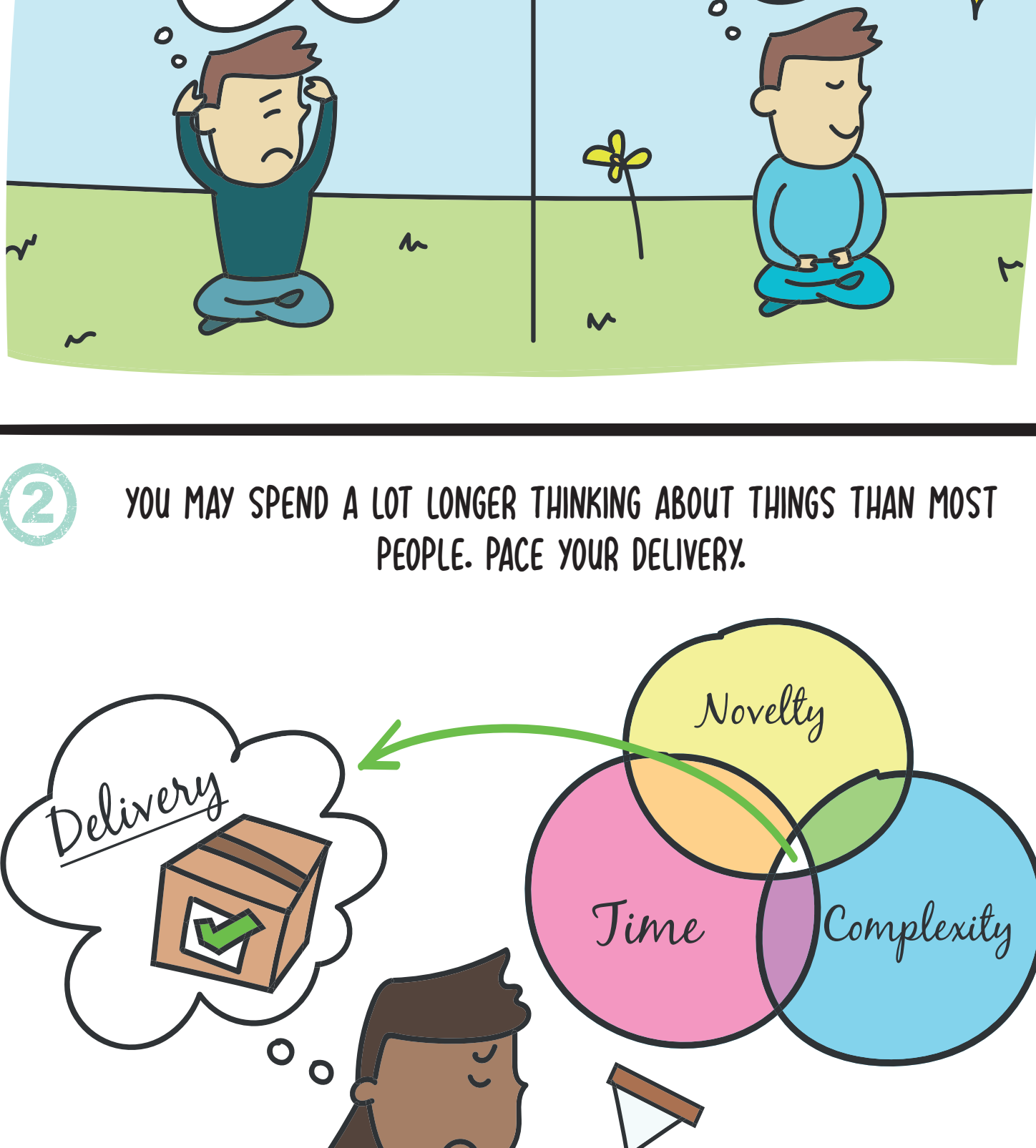
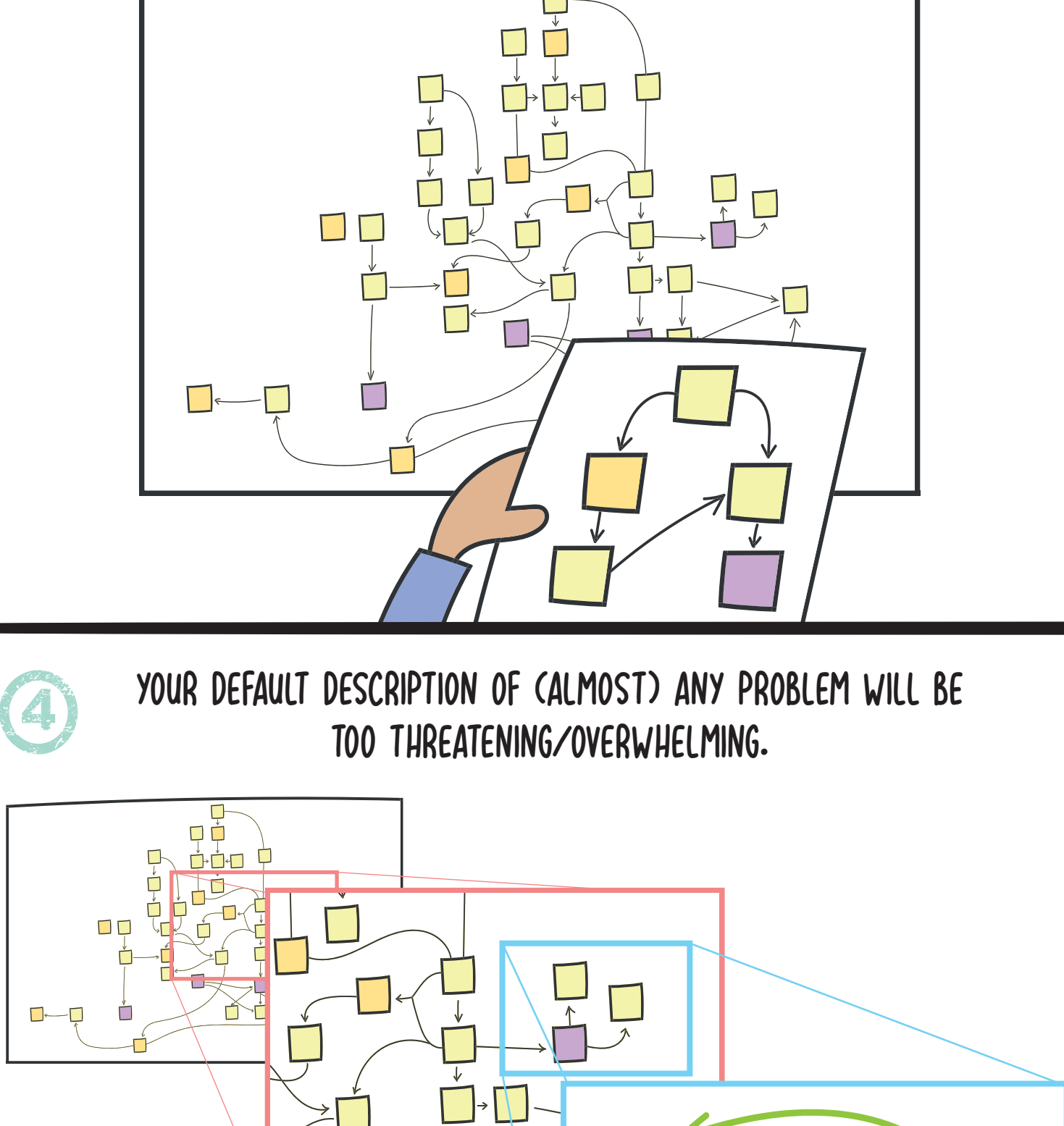


# 20 things I learned as a systems (over) thinker

- 1 TAKE CARE OF YOURSELF. YOUR BRAIN IS WORKING OVERTIME — ALL THE TIME. PRACTICE “RADICAL” RECOVERY.



- 2 YOU MAY SPEND A LOT LONGER THINKING ABOUT THINGS THAN MOST PEOPLE. PACE YOUR DELIVERY.



- 3 IF YOU GO DEEP FIRST, AND THEN SIMPLIFY...KEEP IN MIND THAT YOU DON'T NEED TO SHOW ALL OF YOUR WORK.



- 4 YOUR DEFAULT DESCRIPTION OF (ALMOST) ANY PROBLEM WILL BE TOO THREATENING/OVERWHELMING.



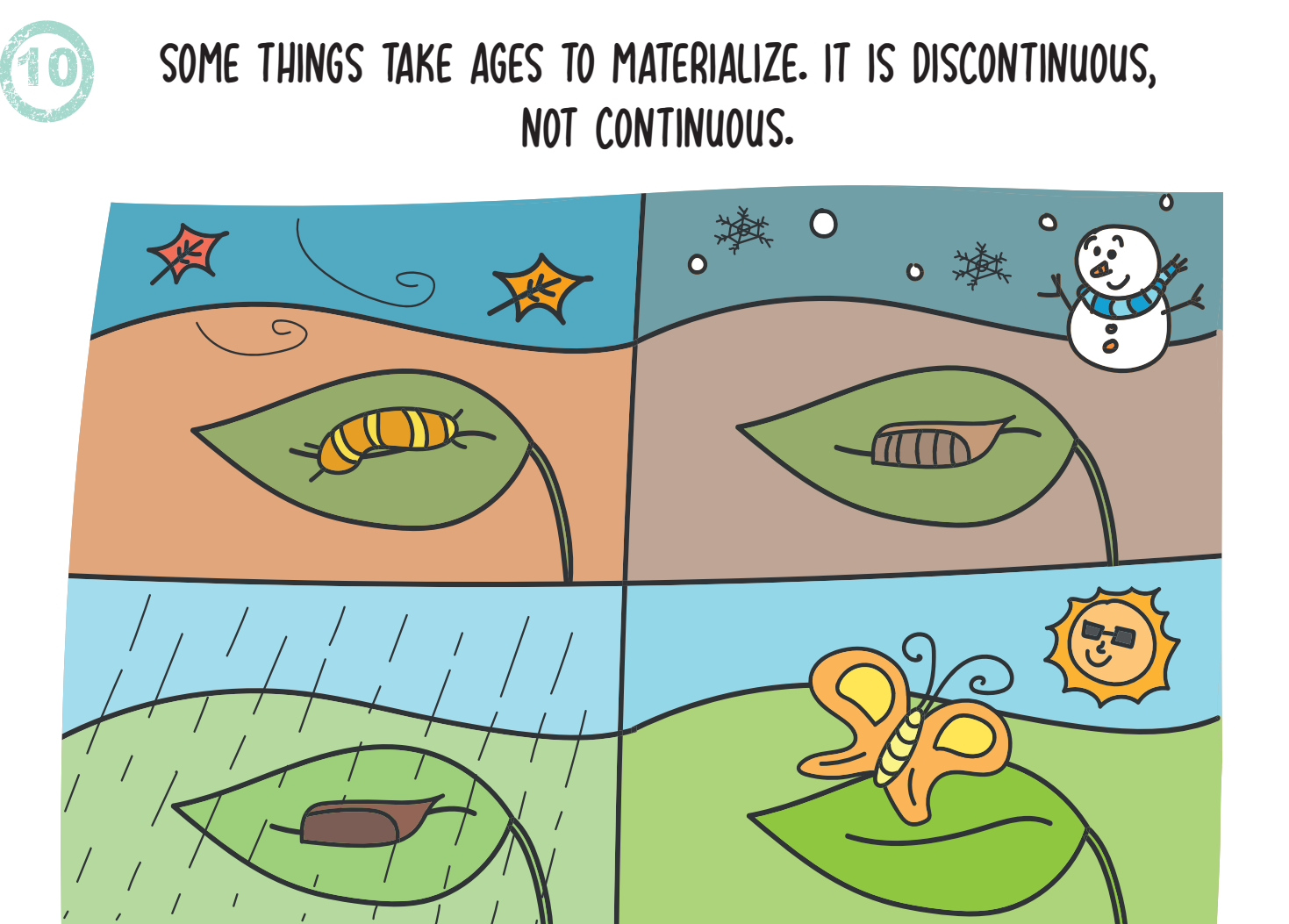
- 5 DO YOUR DEEPEST THINKING WITH CO-CONSPIRATORS (NOT THE PEOPLE YOU'RE TRYING TO INFLUENCE).



- 6 INFORMAL INFLUENCE IS OFTEN NOT FORMALLY RECOGNIZED. PREPARE MENTALLY FOR THIS.



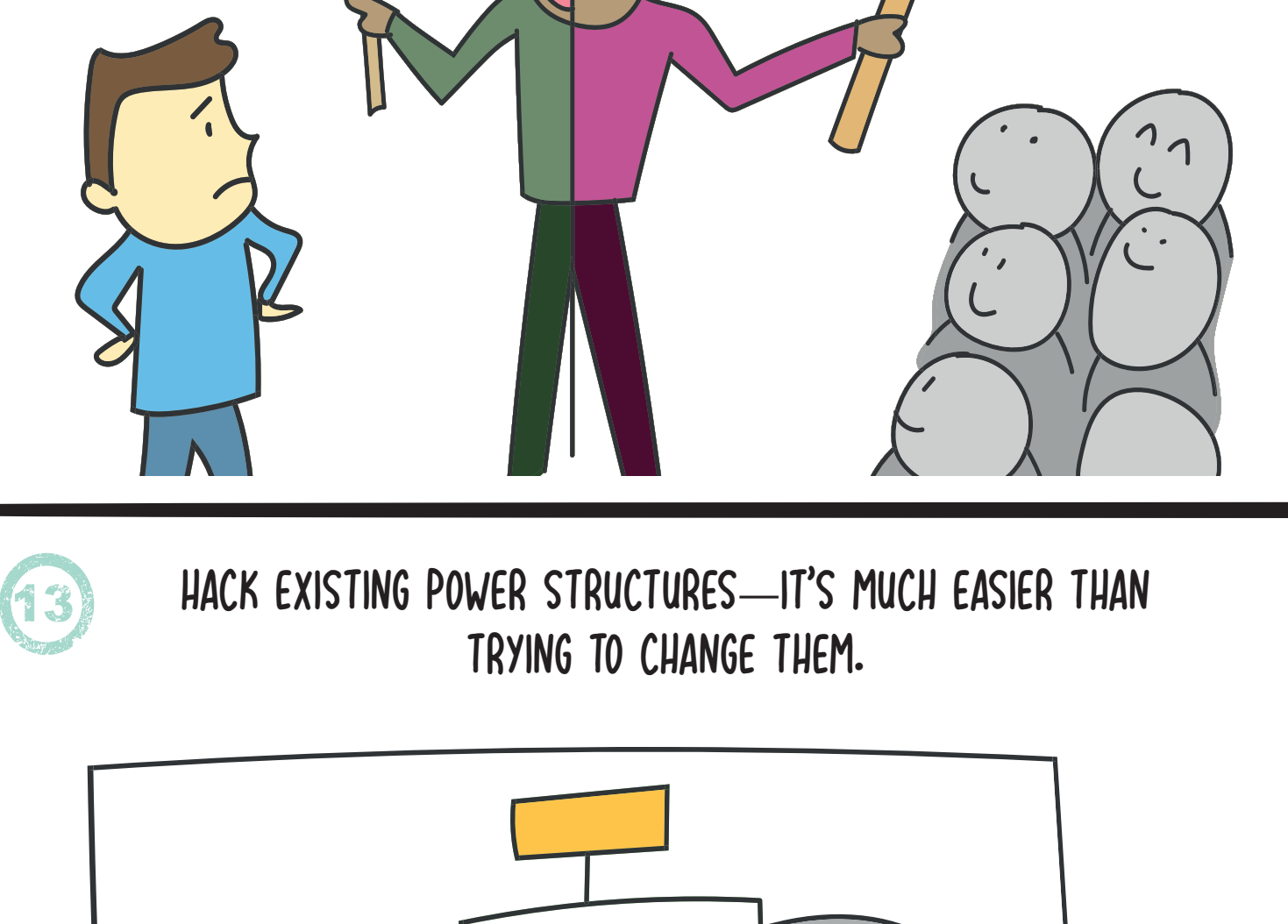
- 7 THE PEOPLE YOU'RE TRYING TO INFLUENCE SPEND 98% OF THEIR DAY OVERWHELMED BY BUSINESS AS USUAL.



- 8 REMEMBER TO ALSO DO THE JOB YOU WERE HIRED TO DO (IF YOU DON'T YOU'LL BE EASIER TO DISCOUNT).



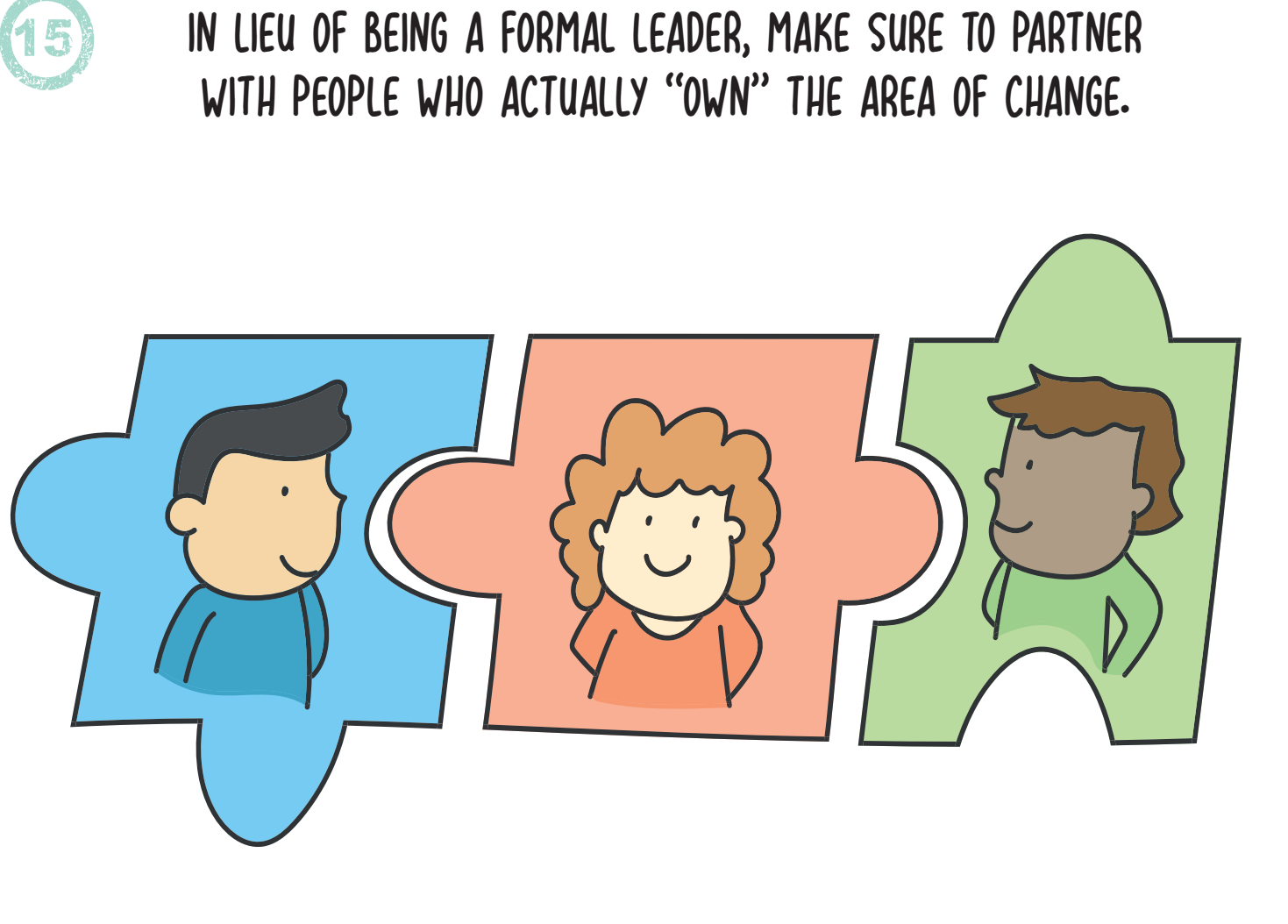
- 9 SEEK “QUICK WINS”, BUT KNOW THAT MOST MEANINGFUL THINGS WILL TAKE A WHILE.



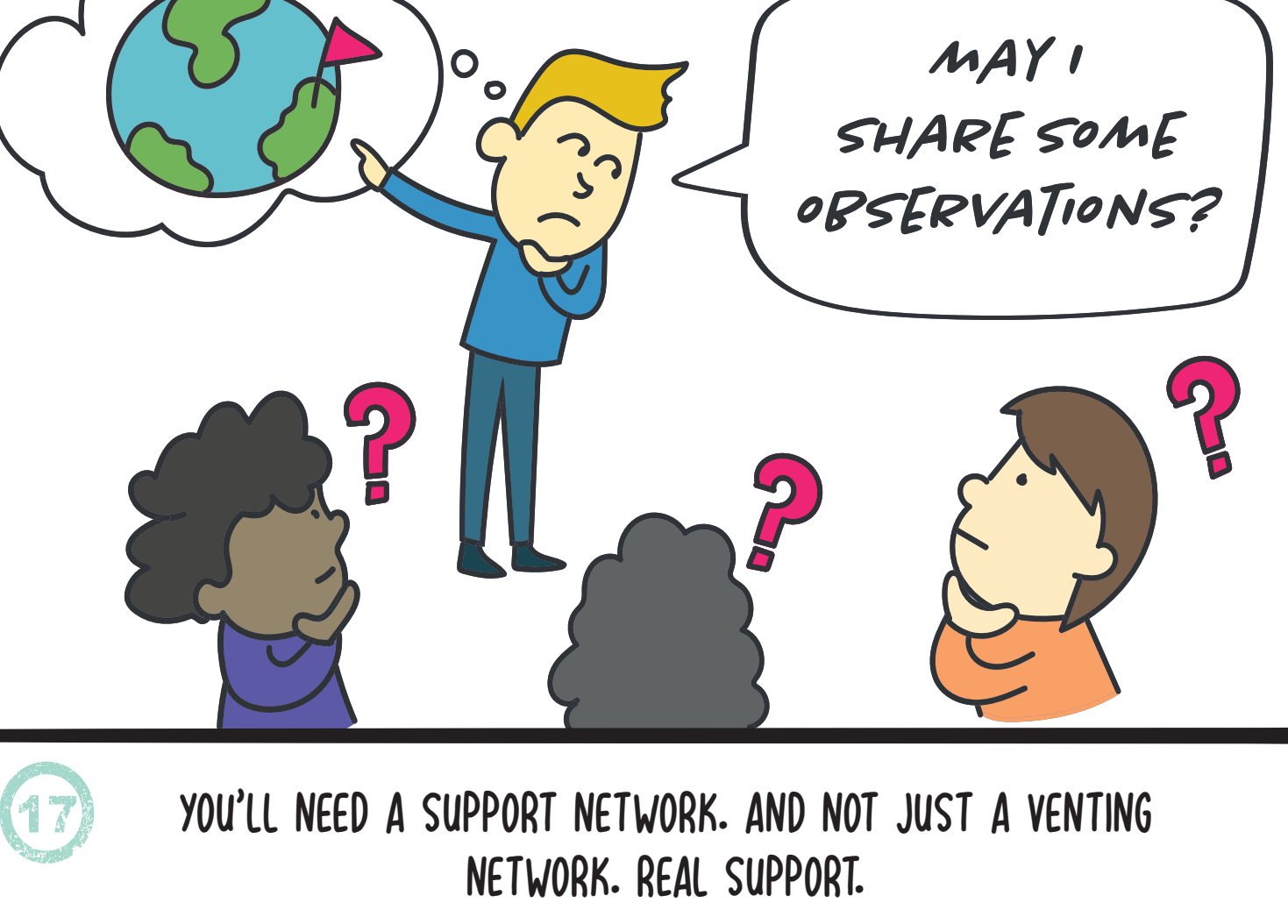
- 10 SOME THINGS TAKE AGES TO MATERIALIZE. IT IS DISCONTINUOUS, NOT CONTINUOUS.



- 11 MAKE SURE TO CELEBRATE YOUR WINS. THEY WILL BE FEW AND FAR BETWEEN, SO SAVOR THE MOMENT.



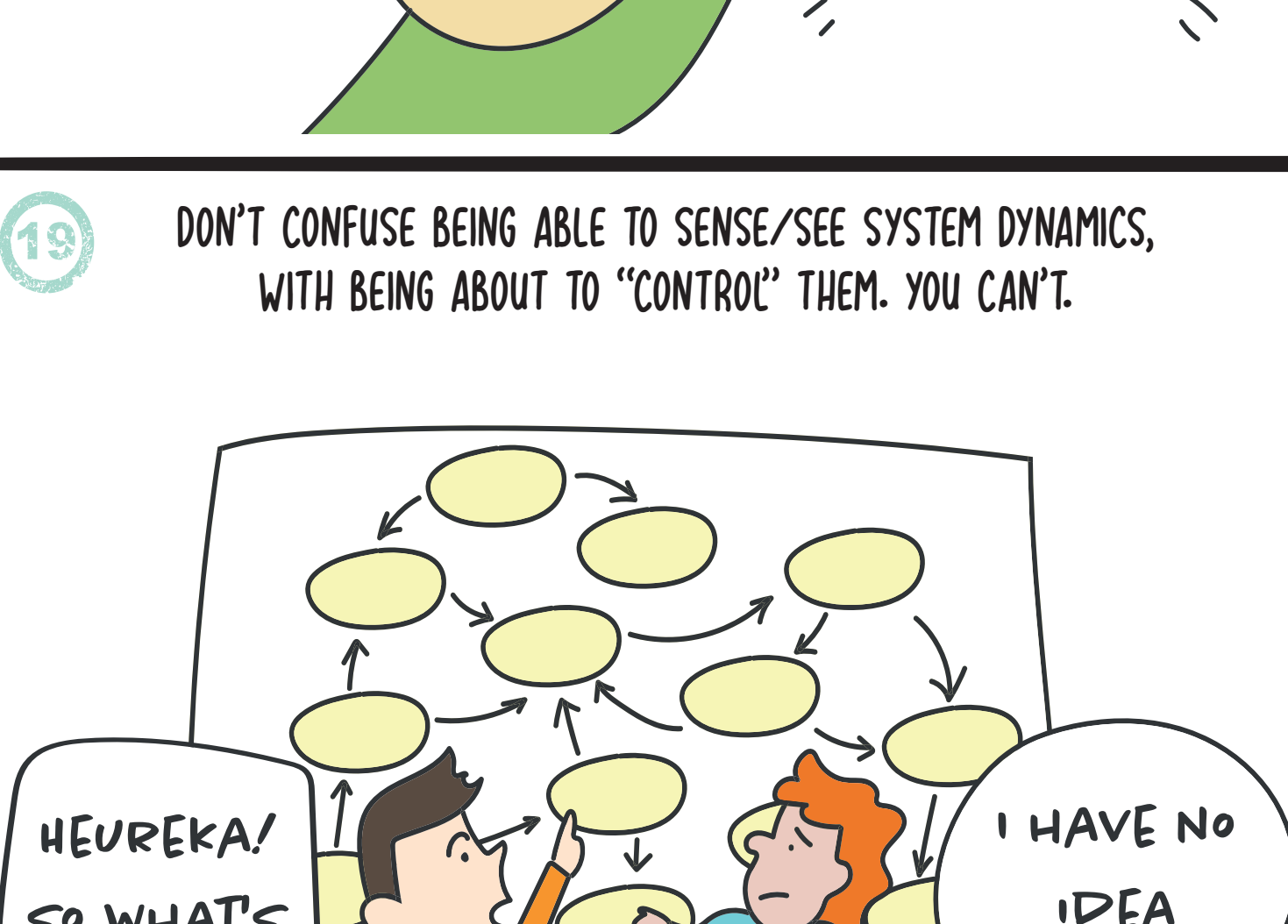
- 12 THE PEOPLE WHO SUPPORT YOU IN PRIVATE MAY NOT BE ABLE TO SUPPORT YOU IN PUBLIC. ACCEPT THAT.



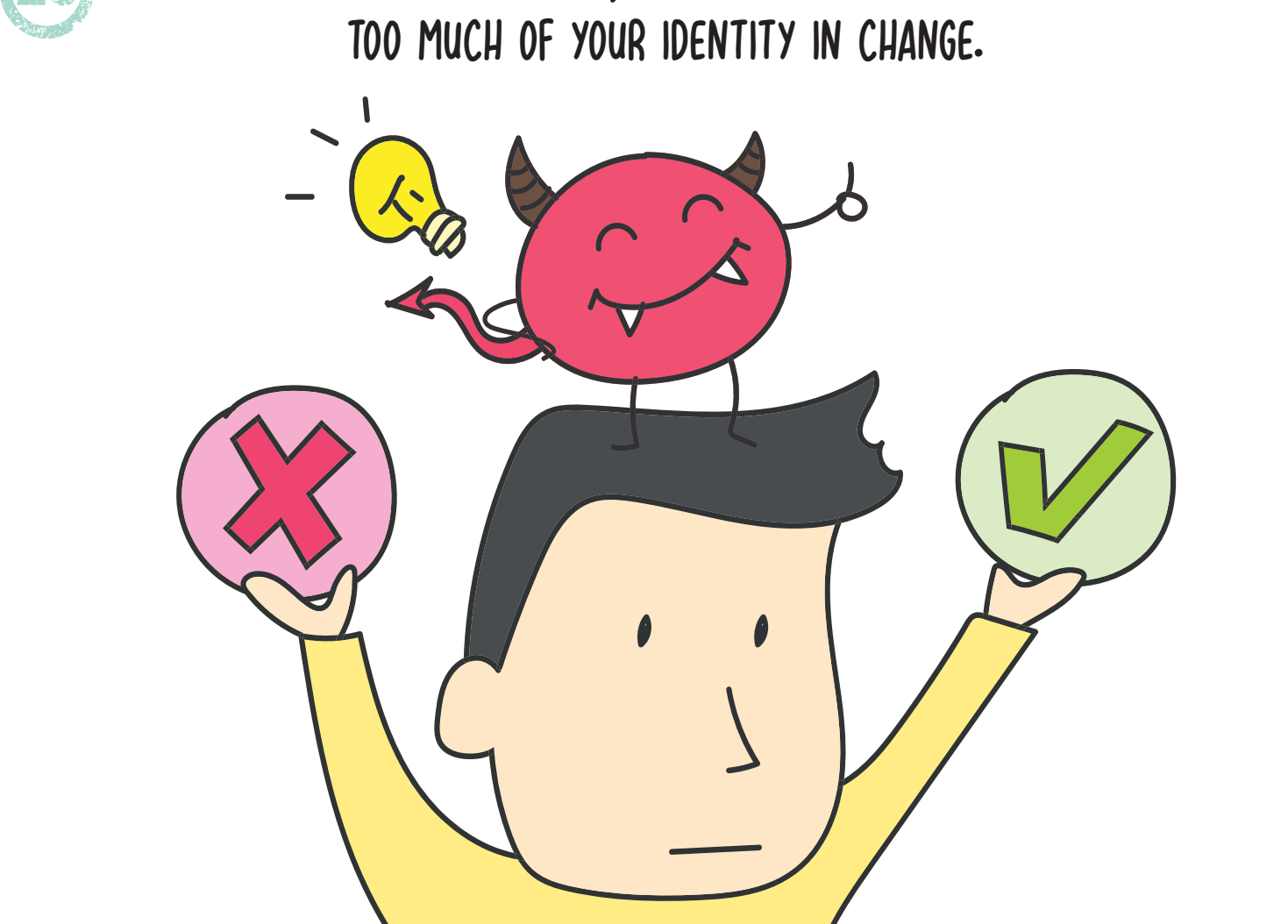
- 13 HACK EXISTING POWER STRUCTURES—IT'S MUCH EASIER THAN TRYING TO CHANGE THEM.



- 14 CONSIDER BECOMING A FORMAL LEADER. IT'S HARDER IN MANY WAYS, BUT YOU'LL HAVE MORE LEVERAGE. WHAT'S STOPPING YOU?



- 15 IN LIEU OF BEING A FORMAL LEADER, MAKE SURE TO PARTNER WITH PEOPLE WHO ACTUALLY “OWN” THE AREA OF CHANGE.



- 16 WATCH OUT FOR IMPOSING YOUR WORLDVIEW ON PEOPLE. HAVE YOU ASKED ABOUT WHAT PEOPLE CARE ABOUT?



- 17 YOU'LL NEED A SUPPORT NETWORK. AND NOT JUST A VENTING NETWORK. REAL SUPPORT.



- 18 “KNOW WHEN TO FOLD ‘EM”. LISTEN TO KENNY ROGERS THE GAMBLER. LEAVE ON YOUR OWN TERMS.



- 19 DON'T CONFUSE BEING ABLE TO SENSE/SEE SYSTEM DYNAMICS, WITH BEING ABOUT TO “CONTROL” THEM. YOU CAN'T.



- 20 GRAPPLE WITH YOUR DEMONS, AND MAKE SURE NOT TO WRAP UP TOO MUCH OF YOUR IDENTITY IN CHANGE.

