SARAH LIPMAN, CTO, POWER2B • JWE CONFERENCE 2015

Critical Decisions for CEOs

I'M PUTTING YOU ON THE STRATEGIC PLANNING TEAM.

IT'S LIKE WORK BUT WITHOUT THE SATISFACTION OF ACCOMPLISHING ANYTHING.

S. Adams

EVERYTHING YOU SAID IS RIGHT, BUT I HAVE A REFLEXIVE URGE TO DISAGREE WITH YOU.

IF YOU DON'T MIND, I'M GOING TO MAKE A RIDICULOUS COUNTER-POINT JUST TO GET IT OUT OF MY SYSTEM.

OKAY, BUT DON'T BE CREEPY ABOUT IT.

SOFTWARE CAN'T BE CHANGED.

AHHH... THAT'S GOOD.

Dilbert.com DilbertCartoonist@gmail.com

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WHO CALLED THIS MEETING?

WE THOUGHT YOU DID.

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www.dilbert.com

I THINK WE SHOULD DISCUSS ISSUES AND ASSIGN TASKS SO IT'S NOT A COMPLETE WASTE OF TIME.

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MAYBE MEETINGS HAVE BECOME A LIFEFORM CAPABLE OF CALLING THEMSELVES AND THUS REPRODUCING VIA HUMAN HOSTS.

GOOD ISSUE

WOW!

WHAT IS THE KEY TO SUCCESS?

HIRE THE RIGHT EMPLOYEES!

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HOW DO YOU KNOW YOU HIRED THE RIGHT ONES?

YOU KNOW BECAUSE THE BUSI—NESS IS SUCCESSFUL.

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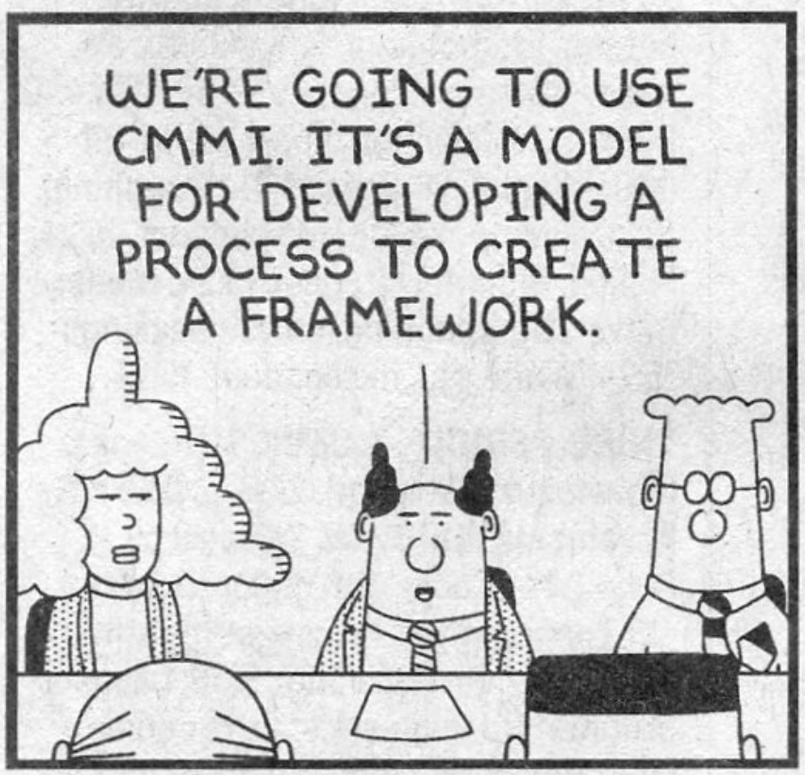
SO THE KEY TO SUCCESS IS CIRCULAR REASONING?

YES, BECAUSE CIRCULAR REASON—ING IS THE KEY.

We Need the right! Map.

DILBERT



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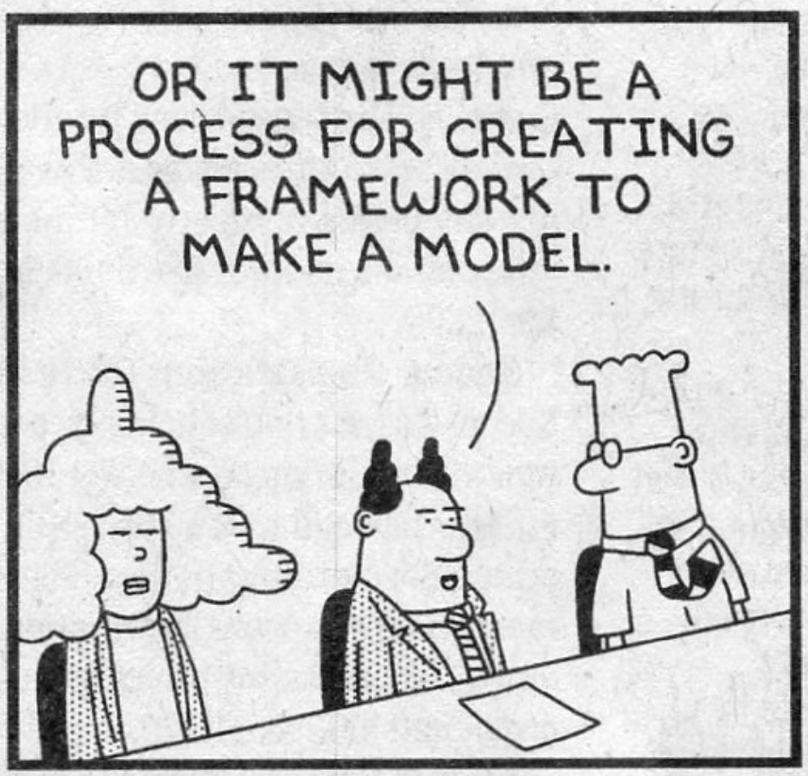

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Map of Key Management Activities

CLARITY: Where are we now? → FOCUS: Where are we going? → CONTROL: How will we get there?

More options / Higher level thinking ↓ Fewer options / Lower level thinking

	Phase I: Problem Solving	Phase II: Decision Making	Phase III: Planning
Define	**1. Identify the Problem** *What is not up to standard? (What is up to standard and not being affected?)* *Where do we see things below standard? (Where don't we see them?)* *When did we first notice this problem? (When didn't we notice it?)* *Degree. How far is it from our standard? (How bad could it be, but isn't?)*	**1. Objectives and Criteria** *What results do you want to achieve? Of the desired results, which are Musts and which are Wants?*	**1. What results is the plan meant to achieve?** *What will be different when it is done?* **2. List the steps in the plan:** *Who?* *will do* *What?* *by* *When?*
Hypothesize	**2. Hypothesize possible causes.** *What is distinct about problem areas as compared to areas where we don't see the problem?* *What has changed in the problem area that has not changed where we don't see the problem?*	**2. Alternatives and Options** *Generate as many alternatives or options for reaching your objectives as you can think of. Then generate a few more.* **3. Consider Risk** *Generate a list of things that can go wrong and determine:* *How likely is something to go wrong?* *How serious will it be if it goes wrong?*	**3. What can go wrong?** *Look at each step and ask: "What could go wrong here?" Pay special attention to the more mission-critical steps.* **4. Protect the plan:** *For each item where you've found something that can go wrong:* *Add preventative steps to the plan.* *Add contingencies to the plan, should the problem happen despite your preventative steps.*
Monitor	**3. Validate cause.** *Test your hypothesis on paper.* *Test it in real life.*	**5. Anticipate Obstacles.** *Design indicators within workplan to provide regular reassessment of risk:benefit ratio and early warning of change.* *How will we know if something goes wrong? How will we recognize opportunity?*	**5. Monitor the plan.** *Triggers: What will trigger your contingencies?* *Milestones: Set up milestones for tracking progress towards your desired results.*

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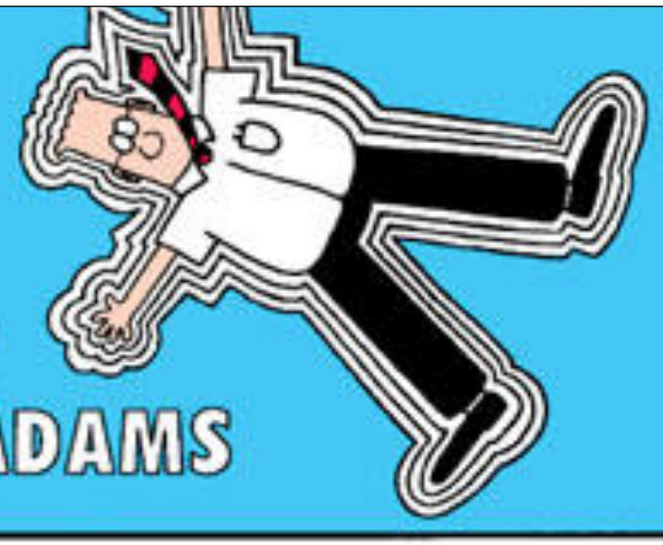
BY SCOTT ADAMS



THIS BUDGET WOULD ONLY WORK IF THE PROJECT ENCOUNTERED NO PROBLEMS WHATSOEVER.

SO?

E-mail: SCOTTADAMS@AOL.COM

ALL PROJECTS HAVE UNEXPECTED PROBLEMS. THEREFORE, THIS BUDGET IS ALMOST CERTAINLY WRONG.

LEADERS DO NOT PLAN FOR FAILURE.

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DO LEADERS MAKE DECEPTIVE FORECASTS AND LATER ACT SHOCKED WHEN THINGS DON'T WORK OUT?

NO.

A LEADER FIRST MAKES HIMSELF BELIEVE THE LIE, THUS TURNING DECEPTION INTO AN INSPIRING FORM OF OPTIMISM. OBSERVE.

7-7-05

GAAA!!!

BELIEVE!

BELIEVE!

THE SWELLING WILL GO DOWN IN A FEW HOURS. THEN WE'LL HAVE A PERFECT BUDGET.

www.dilbert.com

WHAT?

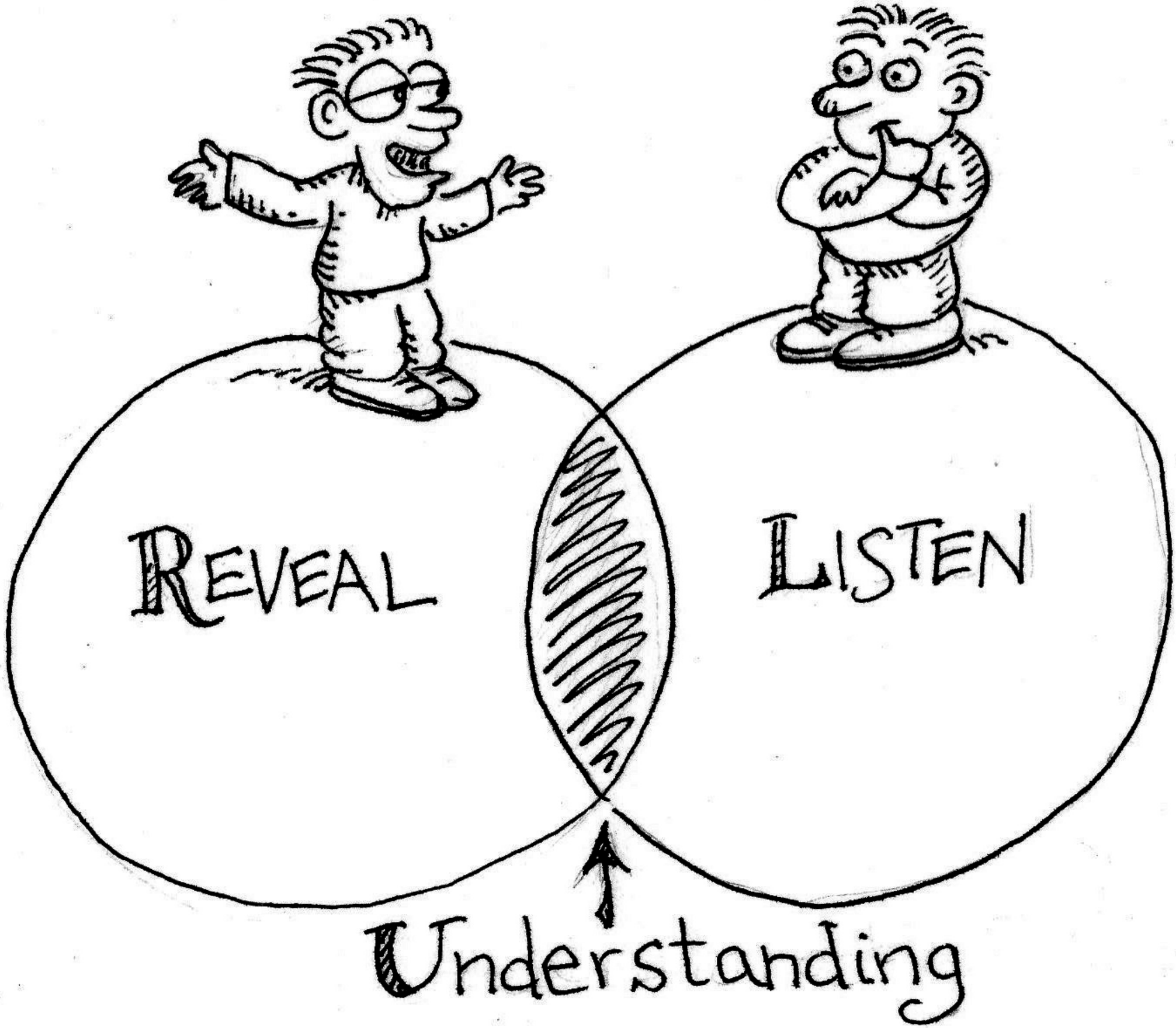
SEEK FIRST TO

UNDERSTAND

ONLY THEN

TO BE UNDERSTOOD

MOST PEOPLE
DO NOT LISTEN
with the intent
TO UNDERSTAND.
MOST PEOPLE LISTEN
with the intent
TO REPLY.


REVEAL
LISTEN
Understanding

M ey Management Activities

Example: Should we develop two prototypes at once?

CLARITY: W → FOCUS: Where are we going? → CONTROL: How will we get there?

More options ↓ Fewer options

Higher level thinking ↓ Lower level thinking

	Phase I: Pro	Phase II: Decision Making	Phase III: Planning
Define	**1. Identify the Proble** We have only just enough resources to develop one prototype to spec and on time. If we can't get outside funding into the company (investment, revenues, NRE), we may never get to market.	**1. Objectives and Criteria** Having 2 prototypes might make it more likely that we meet the needs of a potential partner (nice to have).	**1. What results is the plan meant to achieve?** If we can just get some revenues, we'll be able to get investment / fund more. **2. List the steps in the plan:** *Who?* *will do* *What?* *by* *When?*
Hypothesize	**2. Hypothesize possible causes.**	**2. Alternatives and Options** We only have one chance to get this right — it's all or nothing! **3. Consider Risk** If we choose the wrong one, we may lose early advantage. If we dilute our efforts, we may run out of cash or have inadequate manpower to do either one right.	**3. What can go wrong?** **4. Protect the plan:**
Monitor	**3. Validate cause.**	**5. Anticipate Obstacles.**	**5. Monitor the plan.**

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Key Management Activities

Example: Should we develop two prototypes at once?

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	Phase I: Pro…	Phase II: Decision Making	Phase III: Planning
Define	**1. Identify the Proble…**	**1. Objectives and Criteria** Our objective is to get a product on the market as quickly as possible (need). Having 2 prototypes might make it more likely that we meet the needs of a potential partner (nice to have).	**1. What results is the plan meant to achieve?** **2. List the steps in the plan:** *Who?* *will do* *What?* *by* *When?*
Hypothesize	**2. Hypothesize possible causes.**	**2. Alternatives and Options** 1 prototype only. 2 prototypes serially. 2 prototypes in parallel. 1 prototype with 2 modes. Rapid prototype SW demo (1?2?). **3. Consider Risk** If we choose the wrong one, we may lose early advantage. If we dilute our efforts, we may run out of cash or have inadequate manpower to do either one right.	**3. What can go wrong?** **4. Protect the plan:** Fall backs: Stop work on 2nd prototype. Outsource adaptation of the existing SW to demo 2nd functions on 1st device.
Monitor	**3. Validate cause.**	**5. Anticipate Obstacles.** Amy will report to the team every Friday with schedule, budget and function updates. Kevin will speak with the engineers daily to sound out any concerns or doubts.	**5. Monitor the plan.** If the cell phone prototype gets more than two weeks behind schedule, we'll stop tablet development and put all efforts on the 1st.

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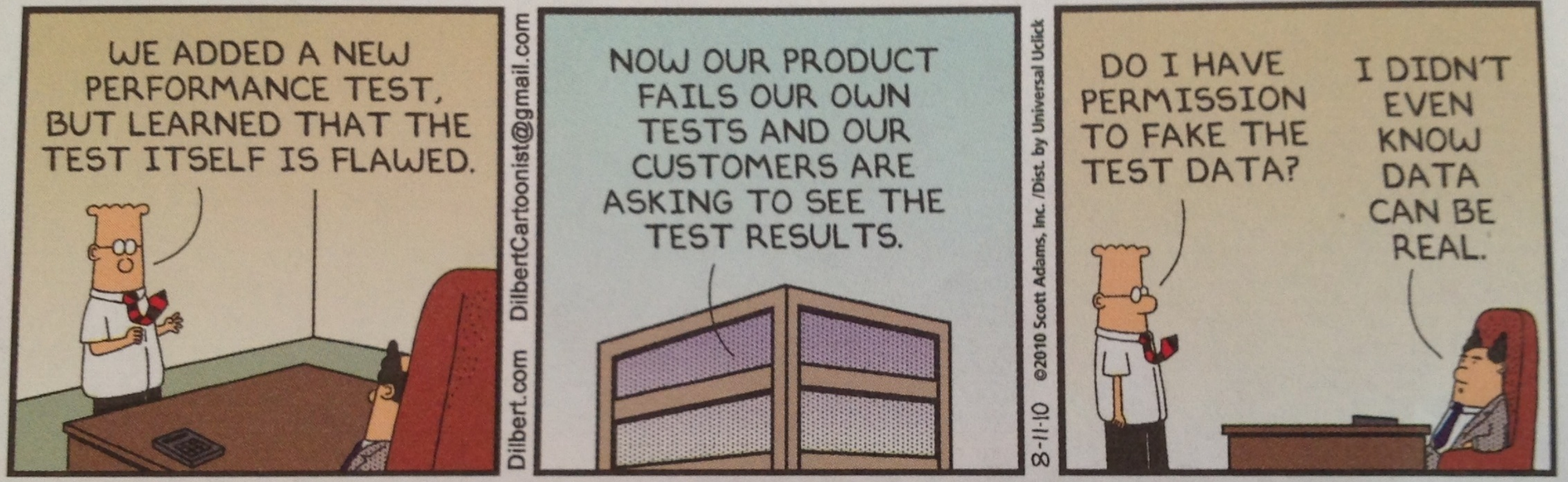

Sarah Lipman is CTO of Power2B, and inventor of its 3D touchscreen technology. Sarah has presented her UX vision globally, notably at Mobile World Congress in Barcelona, at MEX London, and as a member of IWEI, a project of the U.S. State Department. Sarah was honored with the prestigious *Boneh Yerushalayim* award in 2010. **www.power2b.net**.

Sarah founded the Temech / Kishor Women's Professional Network in 2008. The Network boasts over 500 members and hosts conferences, workshops and advanced professional training for Orthodox women in Israel. In 2013, Temech/Kishor opened the doors of The Jerusalem Hub, the world's first co-working space for religious women.

Sarah's *shiurim* are free
to stream and share at
www.SarahLipman.com