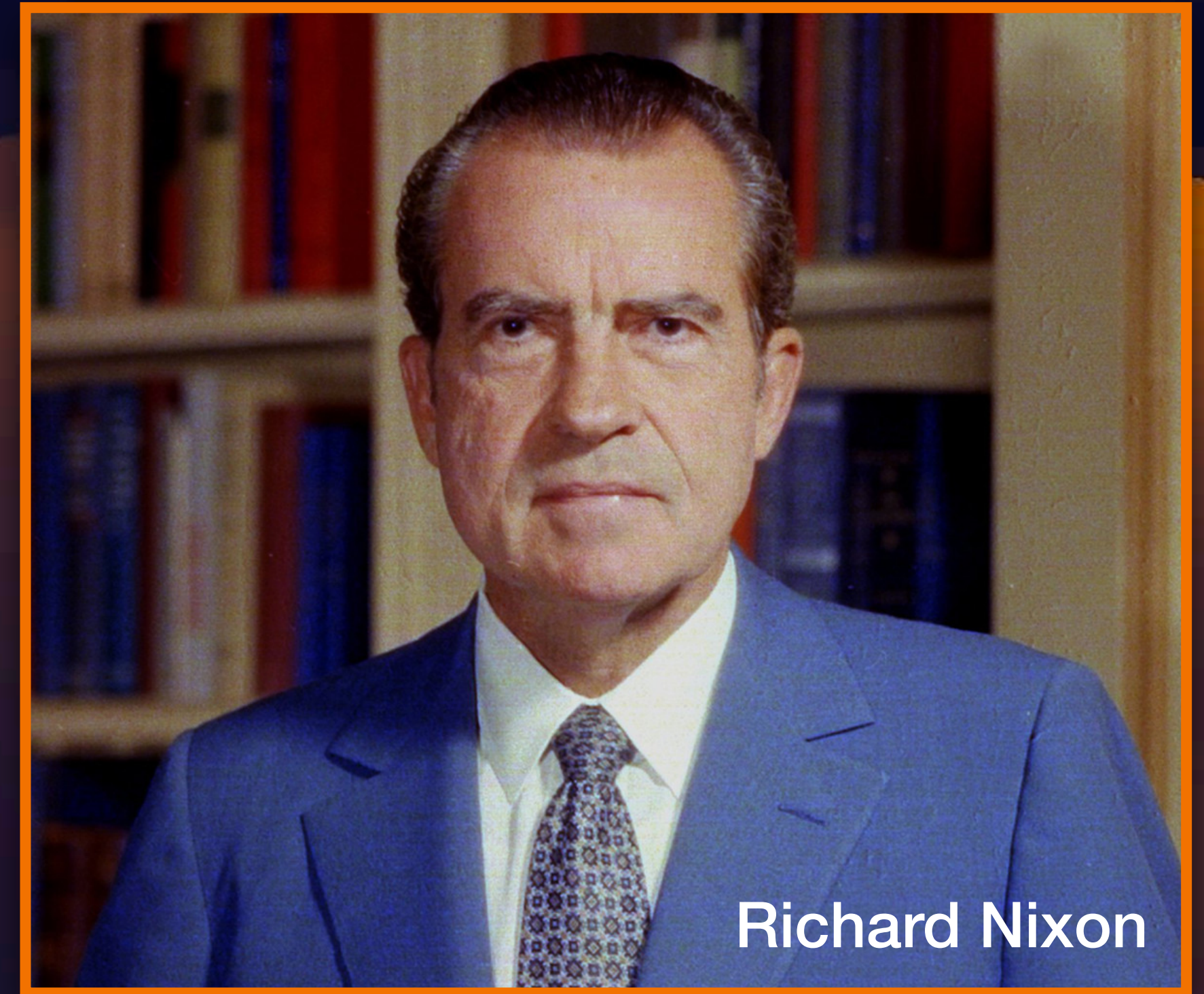
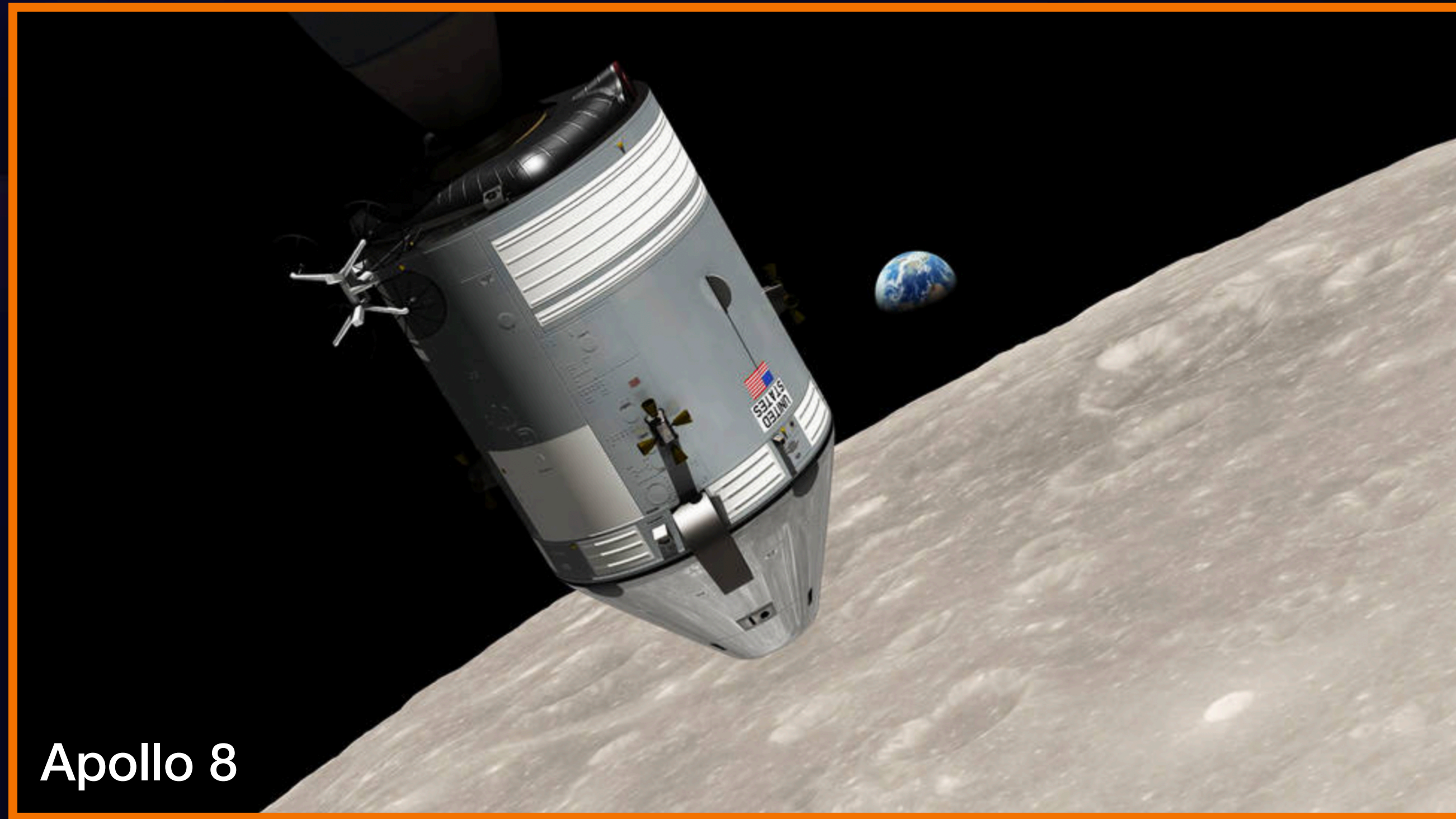


Avoiding Leadership Stasis

Through Deliberate Practice

What is **stasis**?

To set the stage... 1968



What is **stasis**?

By 1968, 80% of the global photography market
60k employees

1975

Invents world's
first digital camera



2012

Files for
bankruptcy

Failed to capitalize on the creativity
of its **leaders; ceased to innovate**

COMPANY A



Steven J. Sasson



Bruno Miranda
SVP of Engineering



12 years @ Doximity
1500 Clinicians → 2M+
3 → 220 engineers
1 → 32+ prod teams
\$0 → \$343.5M revenue



Cancun Offsite 2022



A story Woodworking



Not sure where to start



I got this... not



Poorly able to do it



Functionally effective



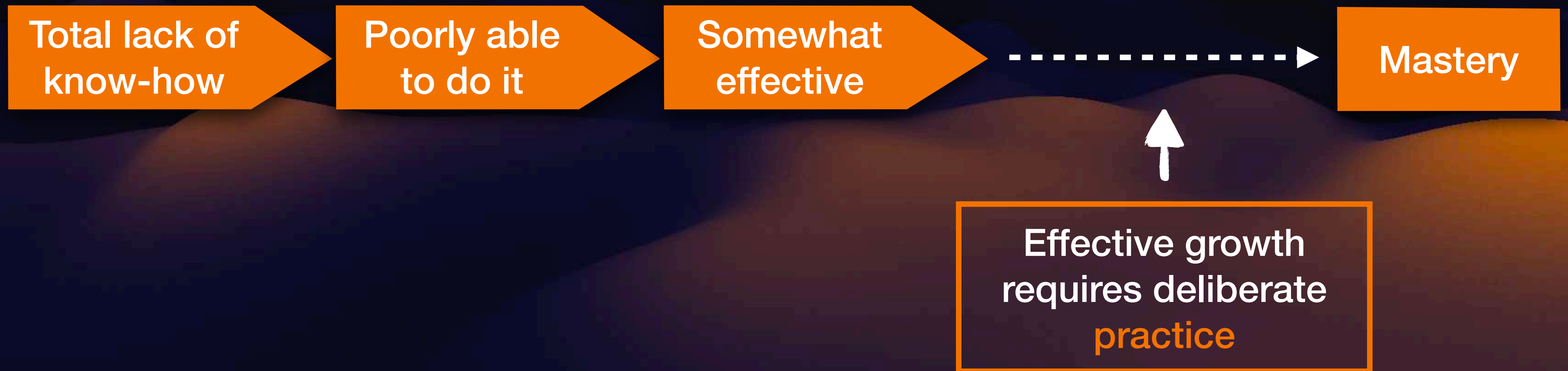
Feeling confident



.....Mastery



Leadership **growth**



1

Evaluate where
you are

2

Find your
support structure

3

Tools to avoid
stasis

What's the **purpose** of a leader?

To make correct decisions

To effectively cultivate in others the desire to lead

Leaders take responsibility

"Leaders make
new leaders"

- Nick Caldwell

Why **invest** in leadership growth?

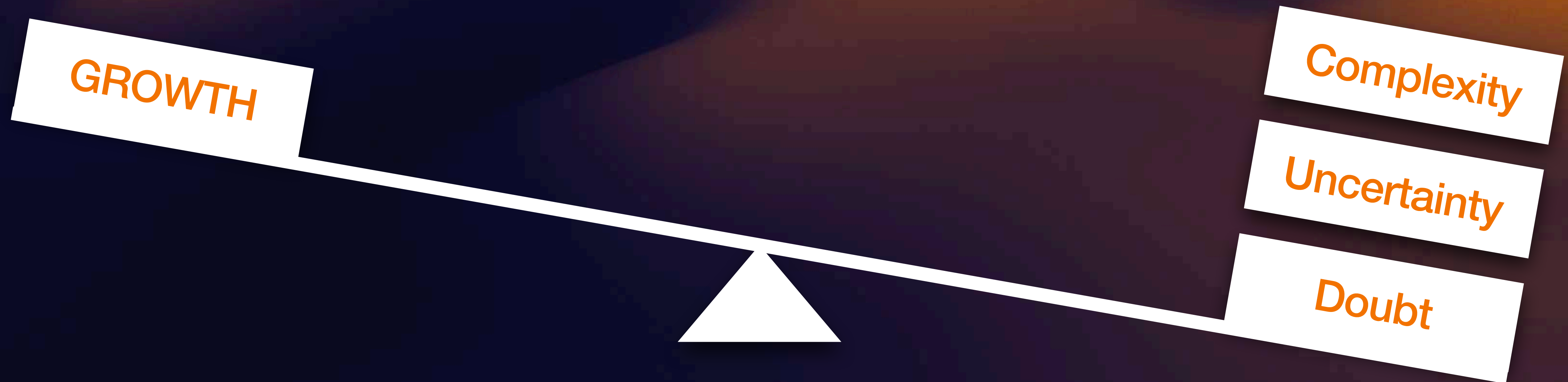
Distance between leaders and the average of team is a **constant**

Leaders must be strong **pace-setters**

What does it mean to **grow**?

Germinate and develop, progress to maturity, come to know something over time

...but, how do we grow? 🤔



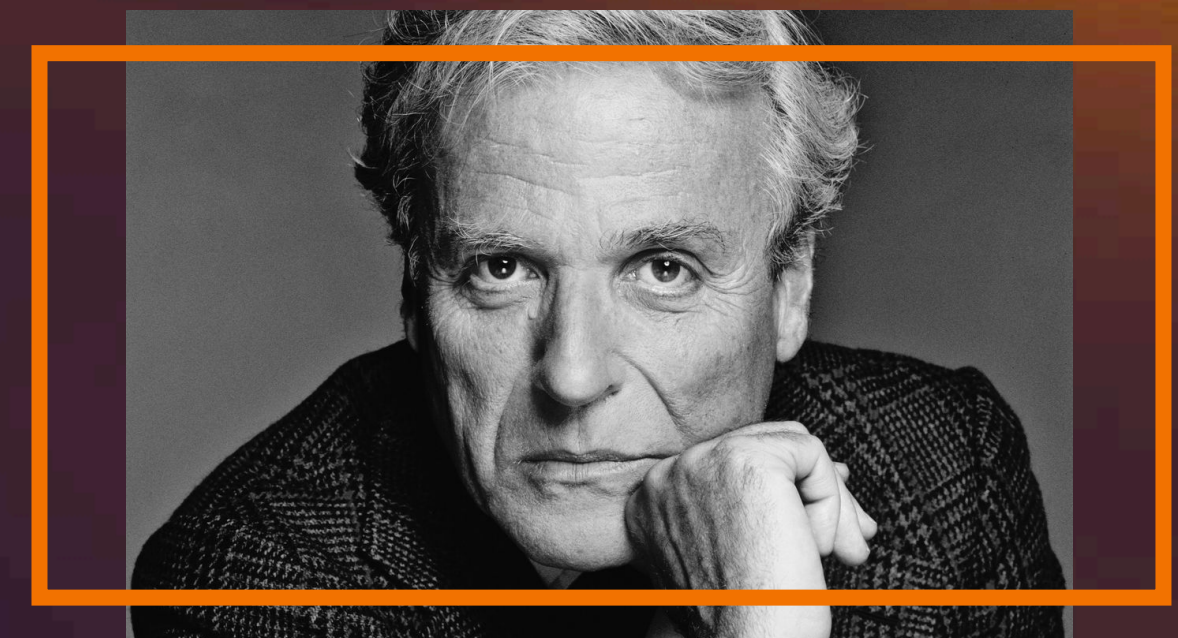


Amazon's leadership principles

Customer obsessed	Owners	Invent & simplify
Are right, a lot	Curious	Hire and develop the best
Insist on high standards	Think big	Bias for action
Frugal	Earn trust	Dive deep
Have a backbone	Disagree & commit	Deliver results

"No person in the entire motion picture field knows for a certainty what's going to work. Every time out it's a **guess** and, if you're **lucky**, an educated one."

William Goldman (Oscar-winning screenwriter)



Increasing the odds of **effective growth**

Feedback & self-reflection

Continuous integration of learnings

Find peers that inspire you, find your support structure, **it's a lonely place to be**

ASSESSMENT

+

MENTORSHIP

+

REFLECTION

+

PRACTICE

*

Growth Framework

Where am I?

Techniques learned from others

Novel situations create mistakes

Allows for reflection

Time enables deliberate practice

TIME

= GROWTH

Evaluate

Get uncomfortable

Don't rest on your laurels, stagnated

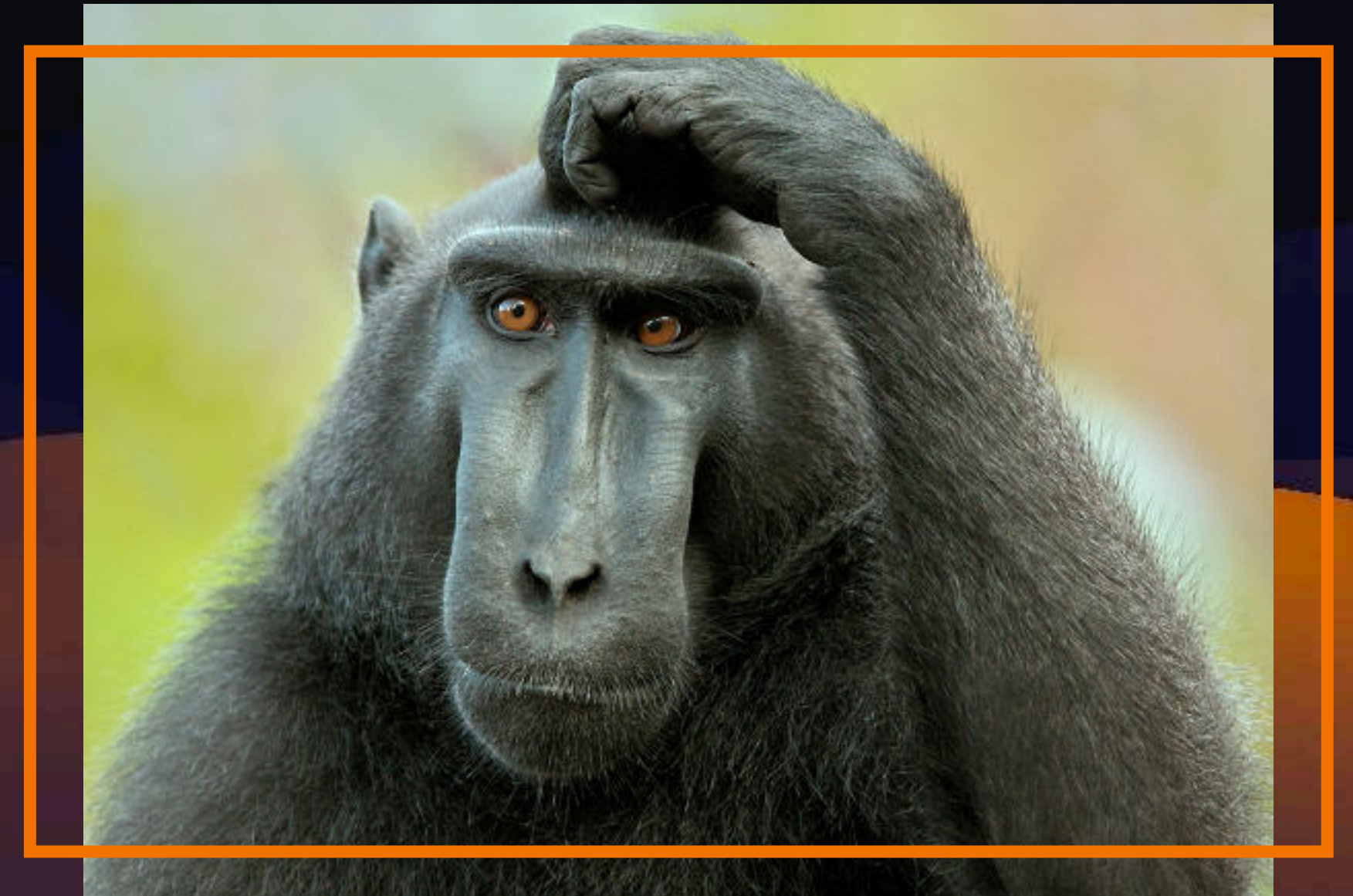
Hold thoughtful opinions, loosely

Clarify your thinking

Why do I think this?

How do I know this is true?

What events led me to form this conclusion?



Assess

Have a hypothesis of what you want to debug

Increase your odds of receiving feedback

How can I do this 20% better?

What's one thing I could improve on?

What have I done that surprised you?

Learn to be
coachable;
listen

Seek mentorship **opportunities**

Establish a personal board of advisors

Friends, colleagues

Scour LinkedIn for folks in positions and organizations you admire



Seek mentorship **groups**

Find peers with fresh eyes

Attend conferences and connect with attendees

Join Support organizations



Read originals

- 📖 The Art of Possibility by Zander
- 📖 Finding Flow by Mihaly Csikszentmihalyi
- 📖 The Effective Executive by Peter Drucker
- 📖 Good to Great by Jim Collins
- 📖 Give Away Your Legos by Molly Graham

Identify flawed thinking

Confidence is what you have before you understand all the facts

Dig in - What am I missing?

Avoid defaulting to pattern recognition and biases

Mistakes become scars which
cloud thinking reducing creativity;
we stop learning.

Listen and **reflect**

Learn to listen

Learn the difference between compassion and empathy

Be the last one to talk

Let it soak in, with all the context you'll make a better decisions

Avoid common **pitfalls**

“Leadership” styles

- ➖ Seagull
- ➖ Over-committer
- ➖ 10x hacker
- ➖ The funnel
- ➖ Absent



Practice **deliberately**

Make reversible mistakes

Workshop your ideas more often than you think you should

Get out of your own head's echo chamber

Hear what you sound like from others perspective

What others hear is what matter, not what you say

Be at your **best** when
others are at their
worst

Script your **practice**

With a Plan of Attack

- 📅 Themes for the year
- 📅 Do Now: 3 months
- 📅 Coming up: 3 to 6 months
- 📅 Mid term: 6+ months
- 📅 Long term: 1yr+

Feed the **opportunities**
starve the problems

Growth Framework

ASSESSMENT

+

MENTORSHIP

+

REFLECTION

+

PRACTICE

*

TIME

= Leadership Growth



 **Thanks!**

BrunoMiranda.com

