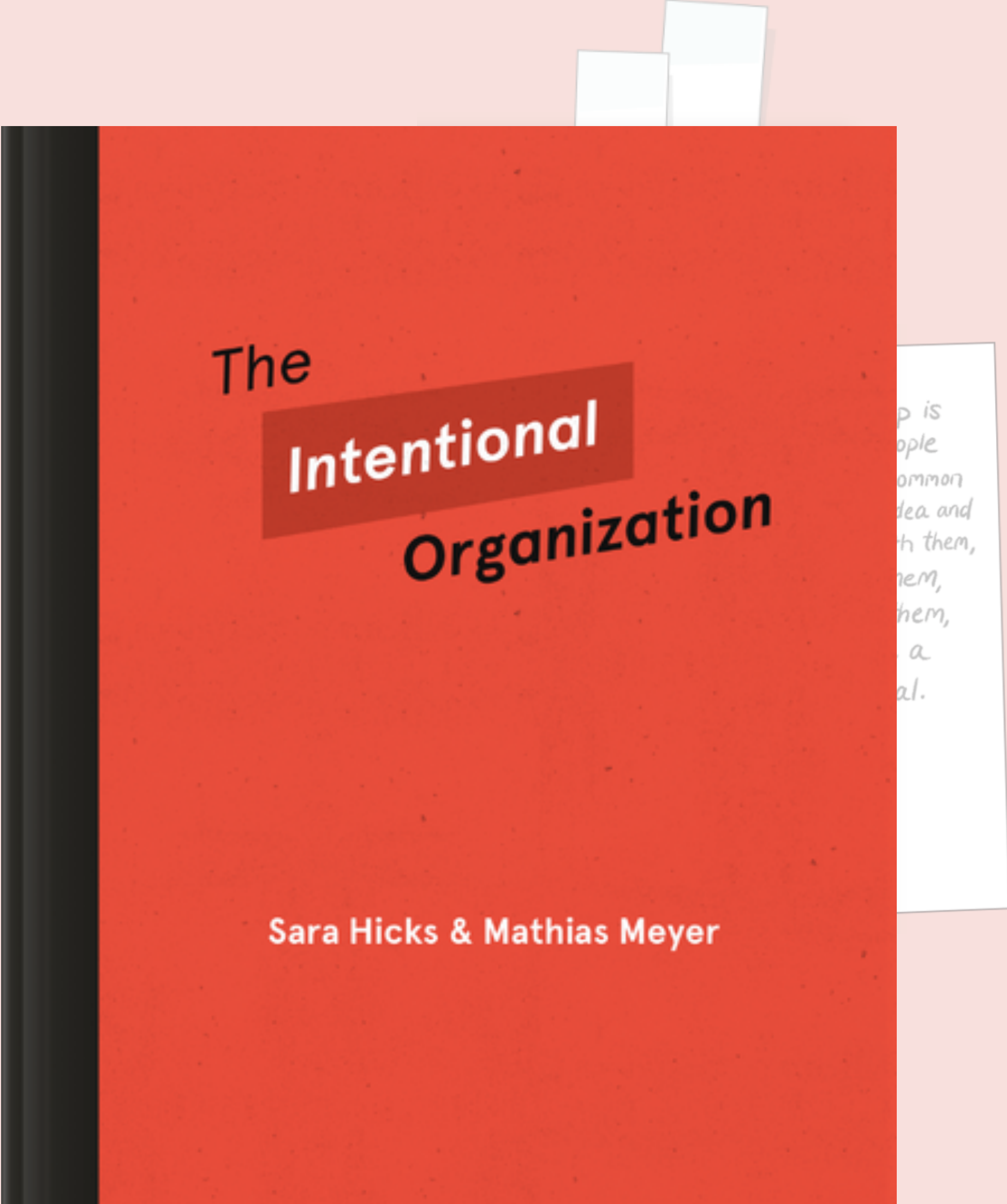


The
Intentional
Organization

Coming 2024



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The

Intentional

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Decision Making

The First 5000 Years

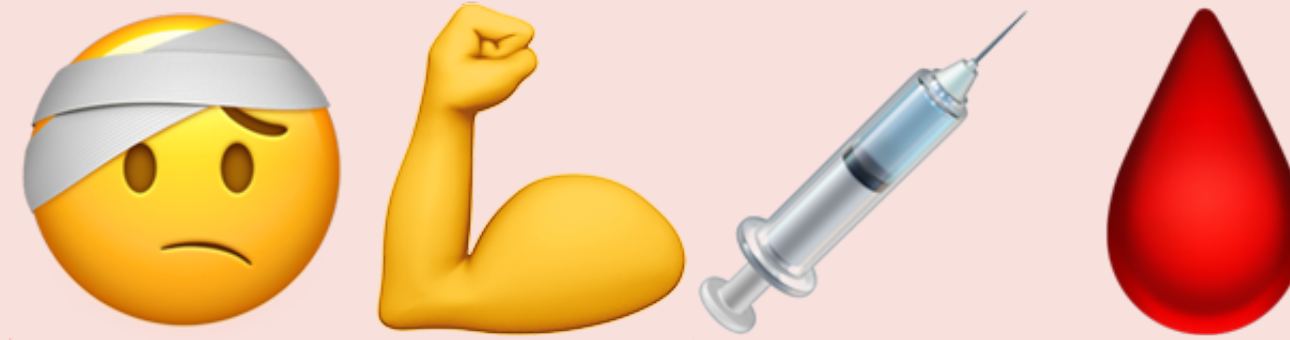
Mathias Meyer, LeadingEng Berlin 2023

Founding Partner & Executive Coach

intentionalorganization.com



13. July 1824

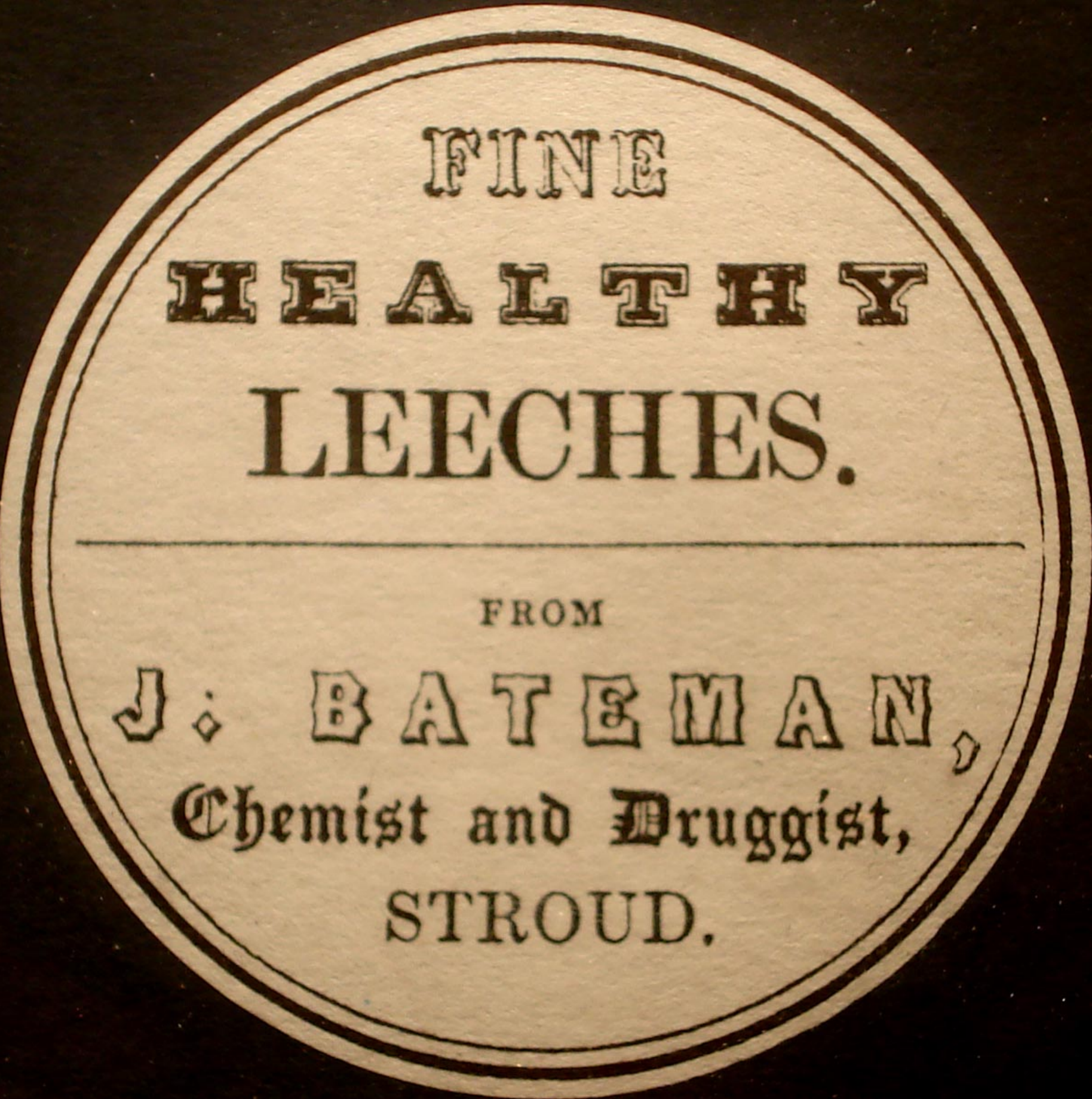


Volume	When
Unknown Amount	Lost from Wound
570 ml	Immediately
680 ml	Following Night
280 ml	Next Morning
~1300 ml	Next 14 Hours

Bloodletting

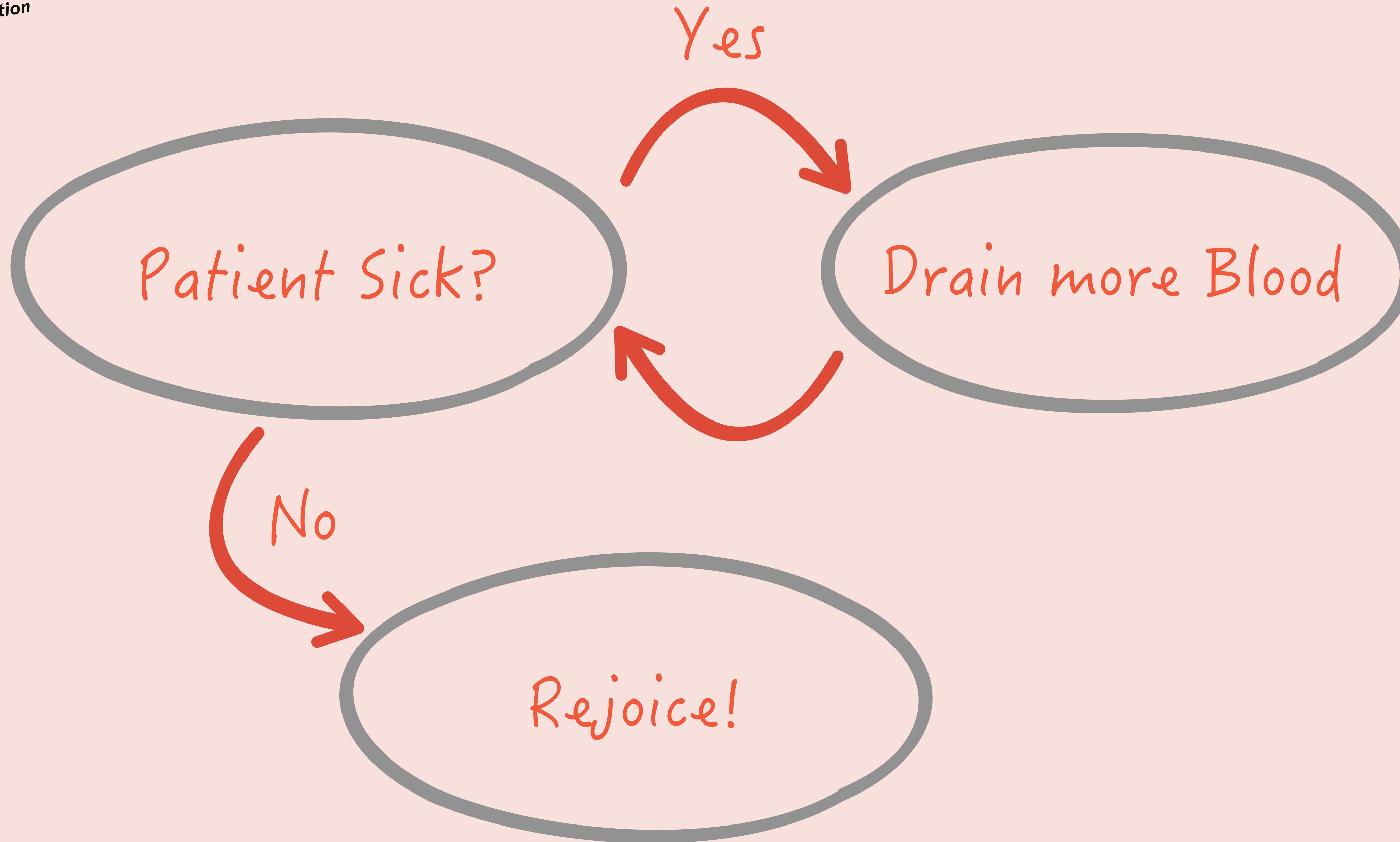


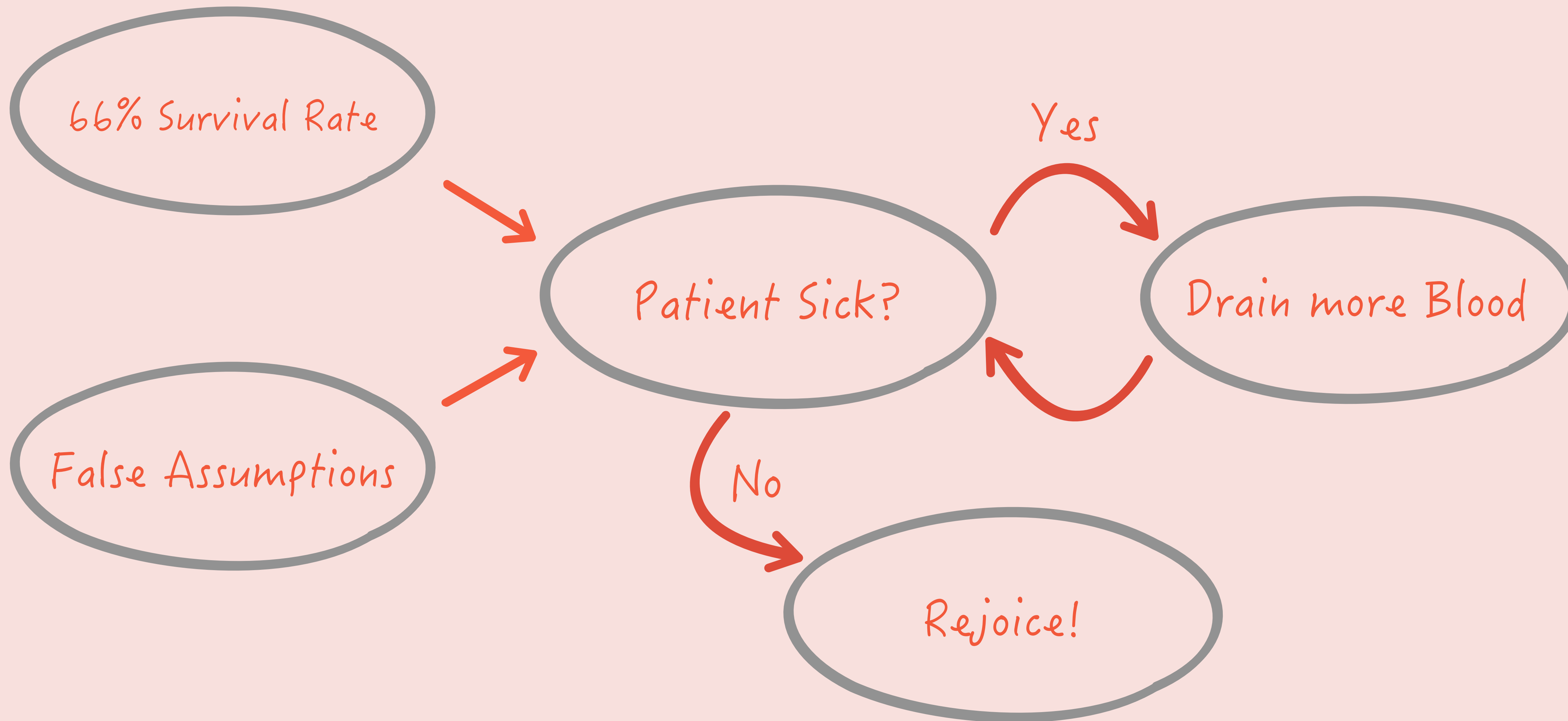


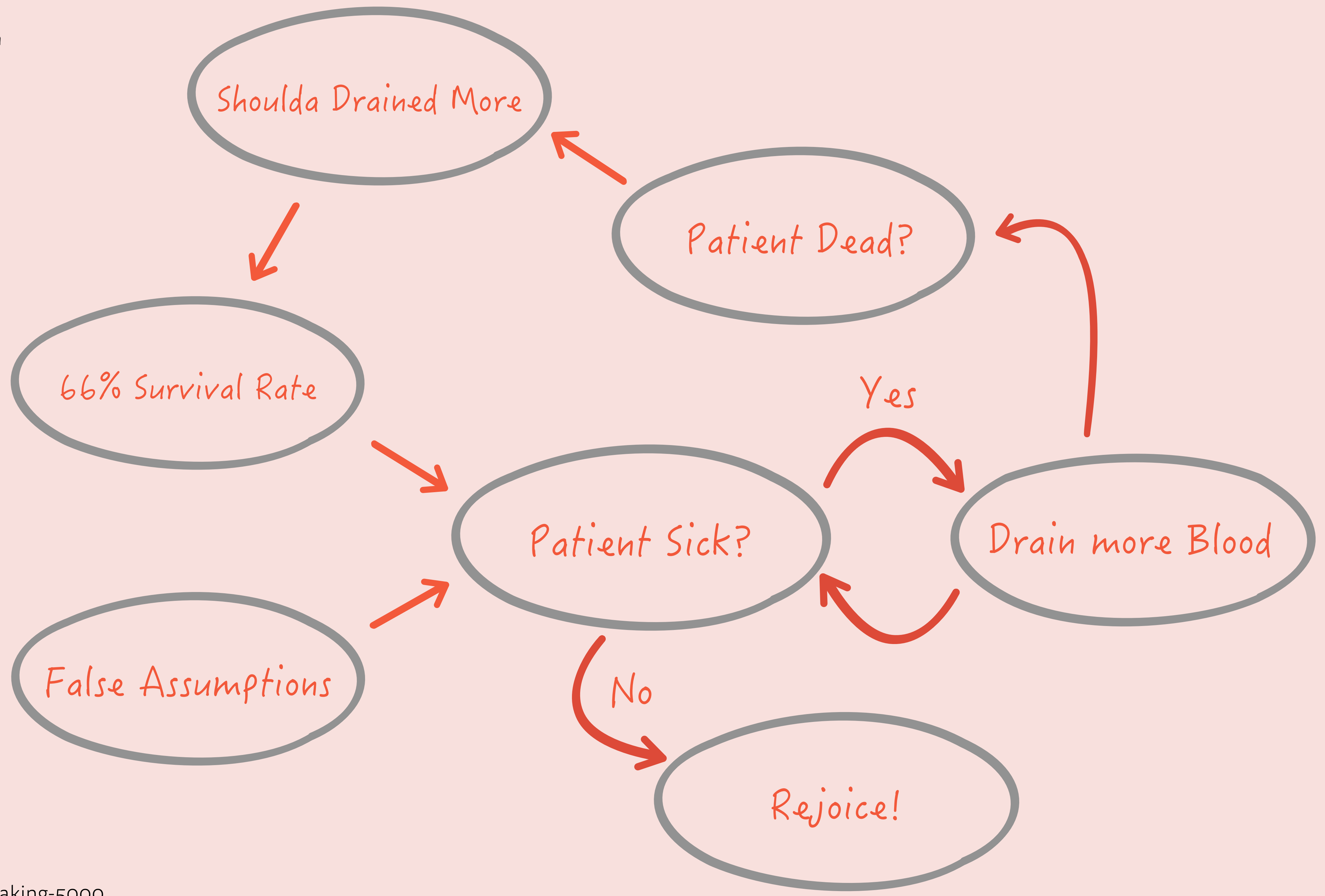


“...by the large quantity of blood lost, **4.8 litres**, and the application of leeches, drawing another **1.1 litres**, the life of the patient was preserved.”

— Doctor







Superstition (noun)

“A belief, practice, or rite irrationally maintained by ignorance of the laws of nature or by faith in magic or chance.”

— Wordnik

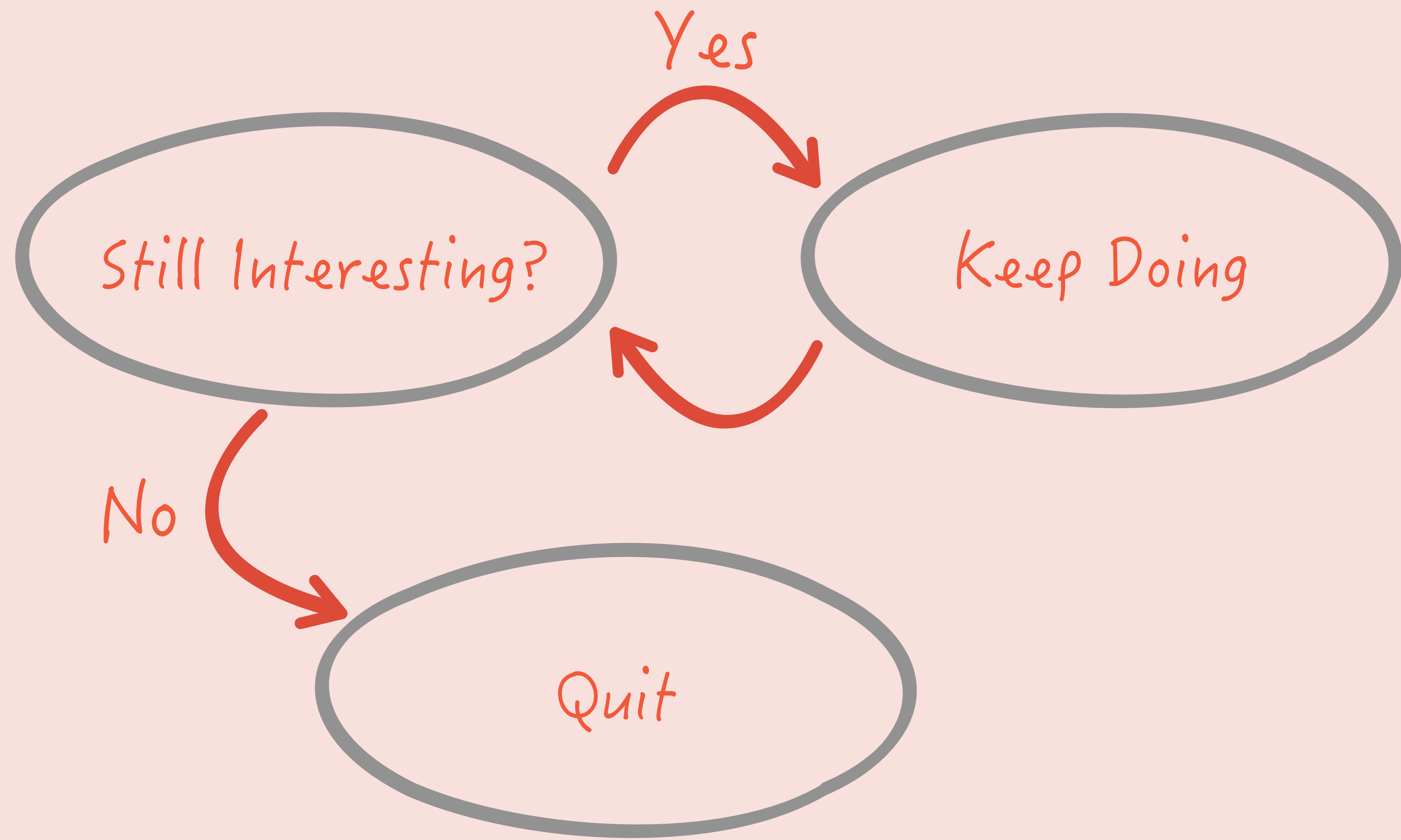
Study: Pneumonia Treatment

Restorative	Bloodlet
3% Died	33% Died

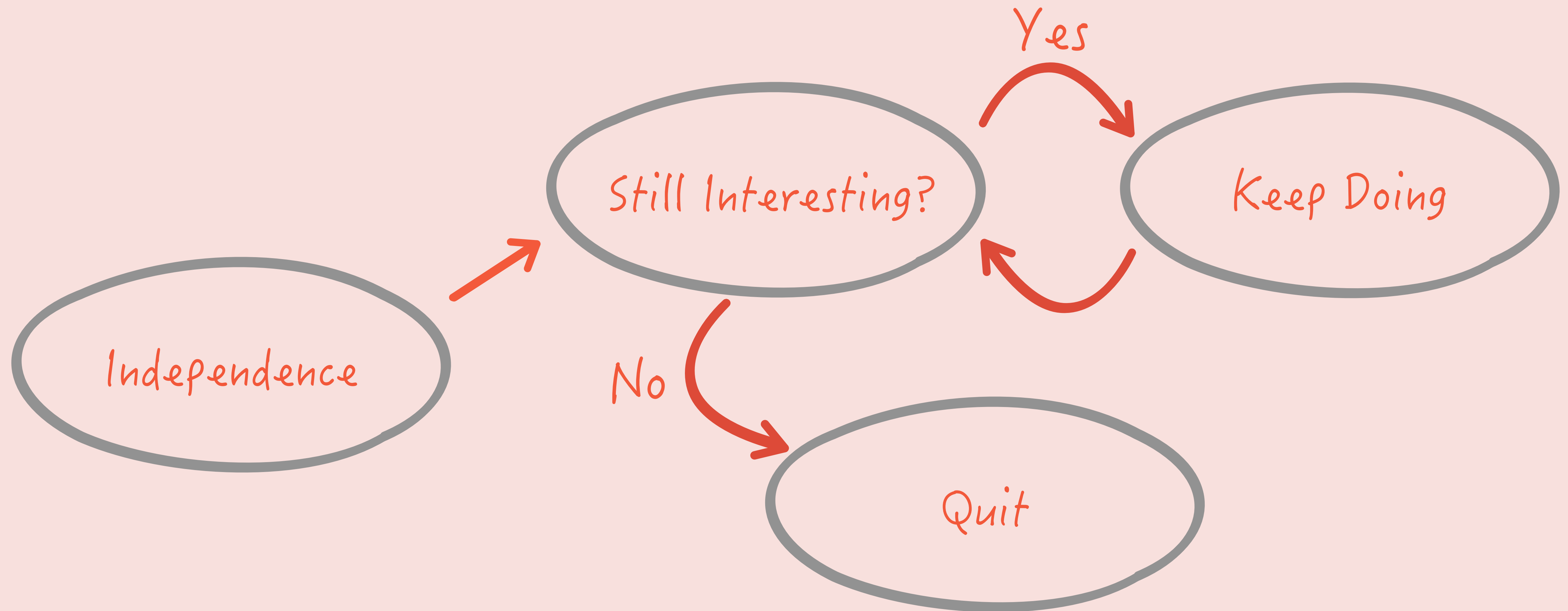
↪ **10x More!** ←

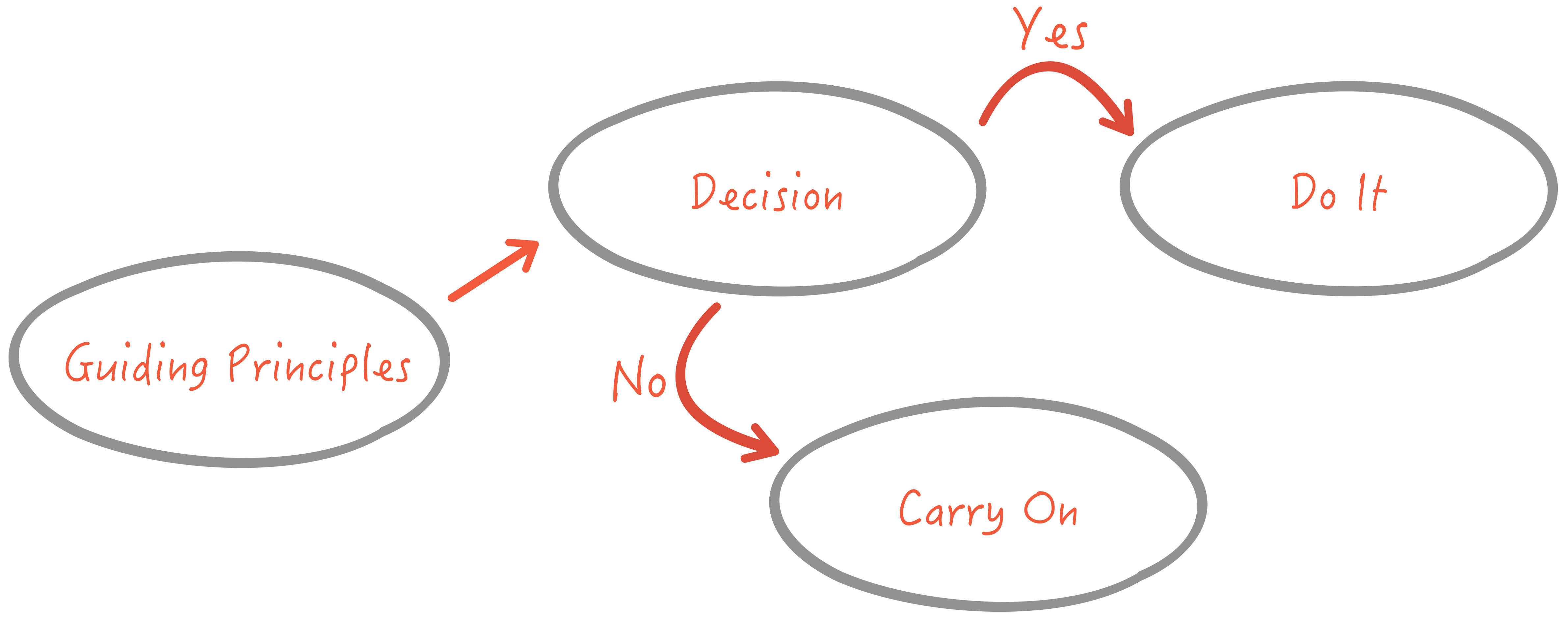
Dr. John Hughes Bennett, Edinburgh, 1830s

Youthful Decision Making



Adolescent Decision Making





My Guiding Principles

Experimentation

Find the smallest thing to prove it works

No Surprises

Clear expectations, protocol, follow-through

Focus on What You Control

Don't stress about what isn't up to me

Curiosity over Avoidance

Always move towards the discomfort

Make a List

When you're stuck or start something

Laziness

Push authority to where the information is

Superstitions Are Frameworks

A Story About Branches



A Story About Branches



“...every person in a group makes the best decision for herself, based on what she thinks the others will do.”

–Nash Equilibrium

How to you Break the Equilibrium?

Change the Rules



Rock the Boat



How to you Break the Equilibrium?

Change the Rules



Rock the Boat



Equilibria Everywhere

Brainstorming Meetings

Recurring Meetings

Unlimited Vacation Policies

Competitive Pricing

Tragedy of the Commons

VC Investment FOMO

Industry-Wide Layoffs

Stock Market

Regression Toward the Mean

Mental Simulation

System 1/2 Thinking

Thought Experiments

Eisenhower Matrix

First Principles Thinking

Second-Order Thinking

Entropy

Hanlon's Razor

Ockham's Razor

Dunbar's Number

80/20 Rule

Radical Candor

Thermodynamics

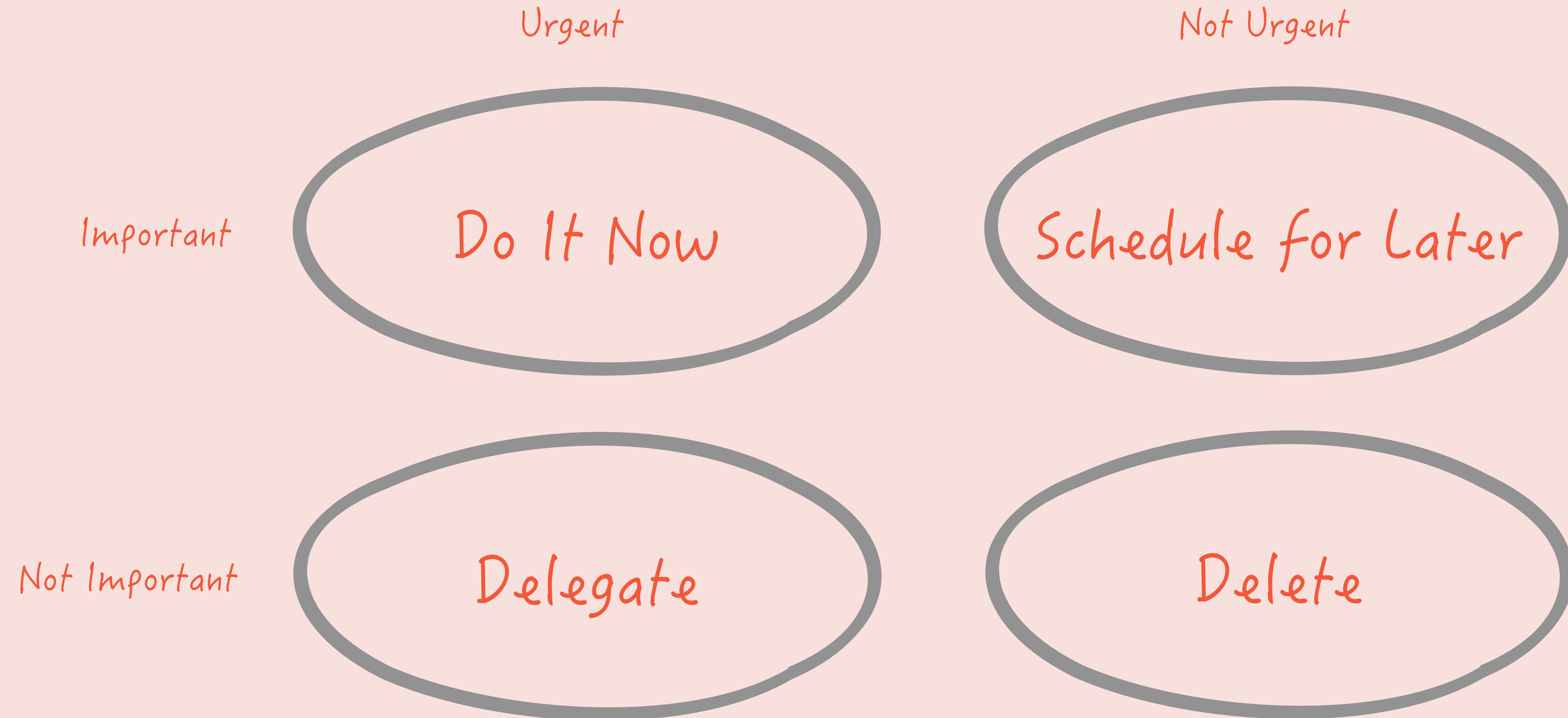
Team Topologies

Shower Principle

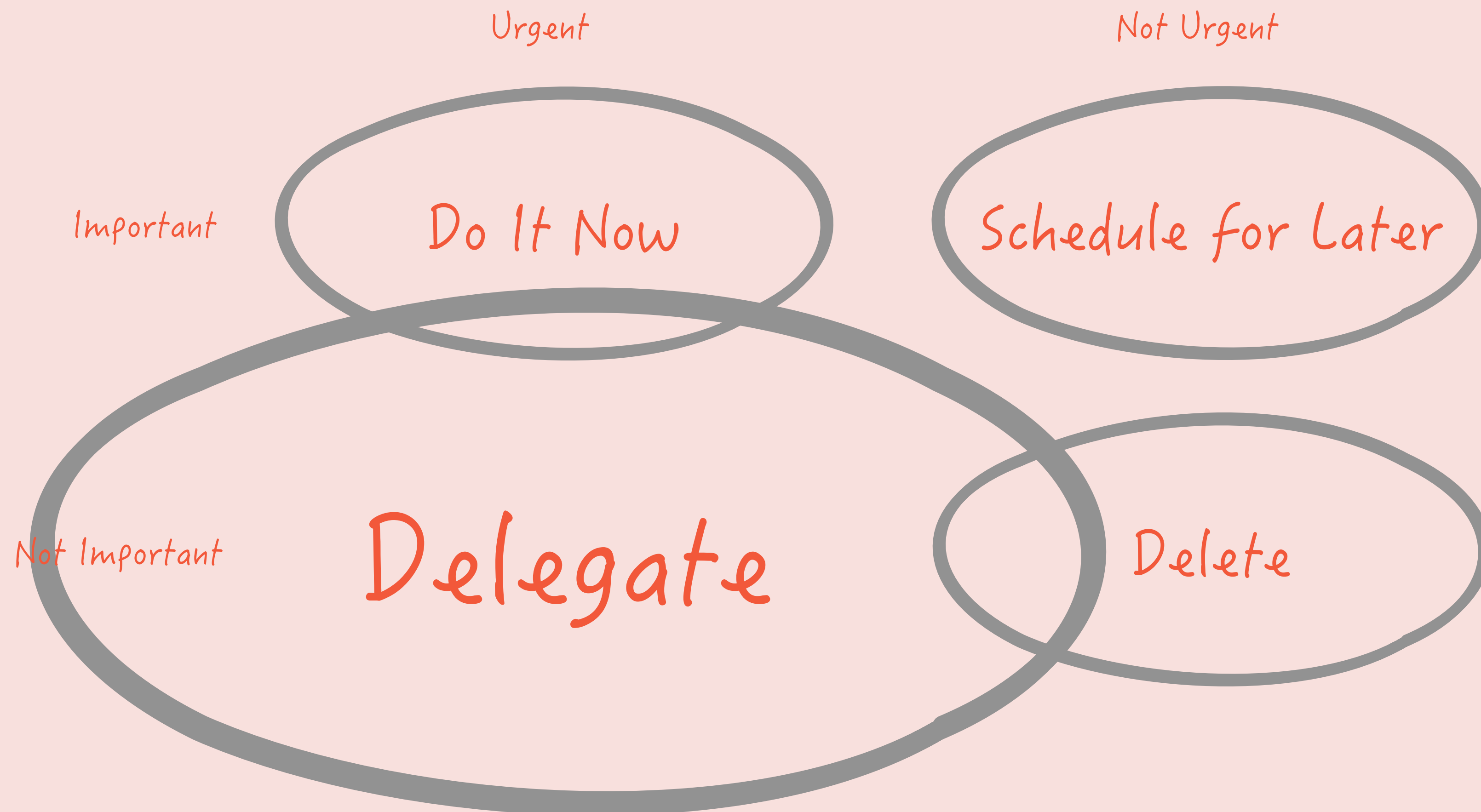


A Word of Caution

Eisenhower Matrix



Eisenhower Matrix



“What do you think we should do?”

–Me, way too many times

Framework Requirements

1. People Should Solve Problems on Their Own
2. Address Problems Outside Experience and Competence
3. Clear Path to Resolution

Guiding Principles

Don't Assume, Verify

Agency

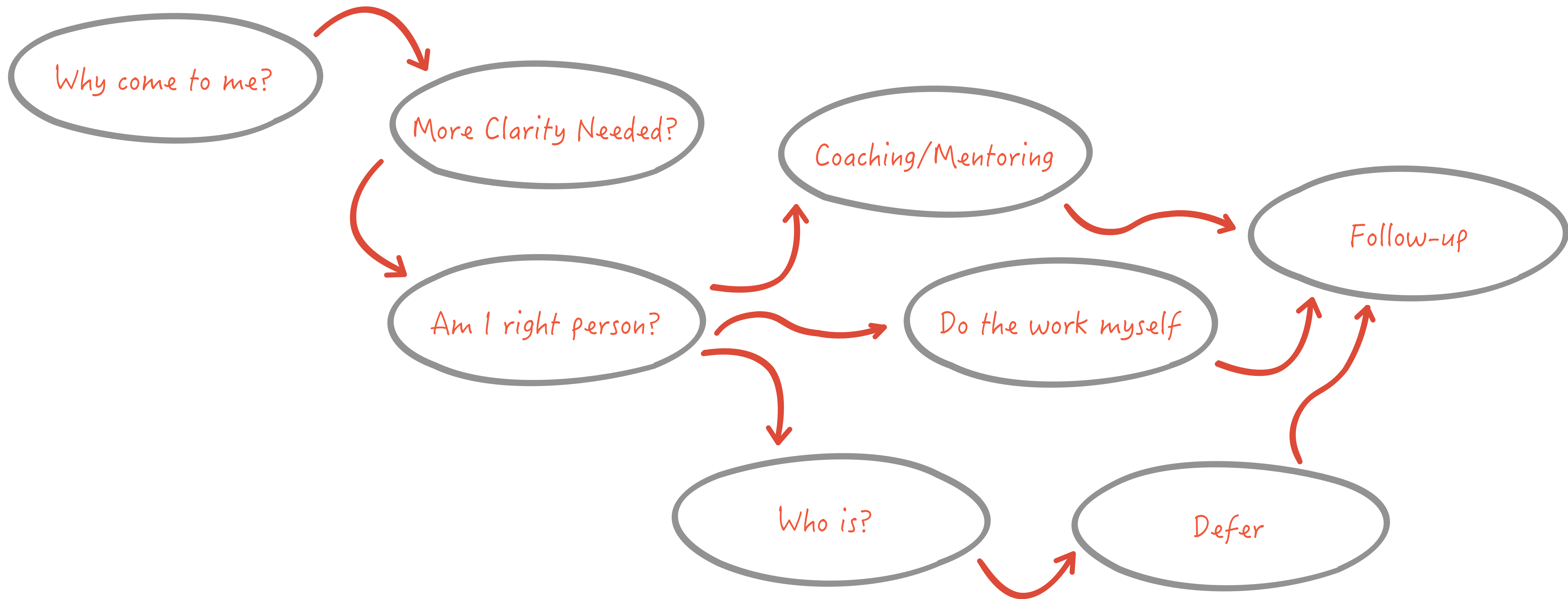
Laziness

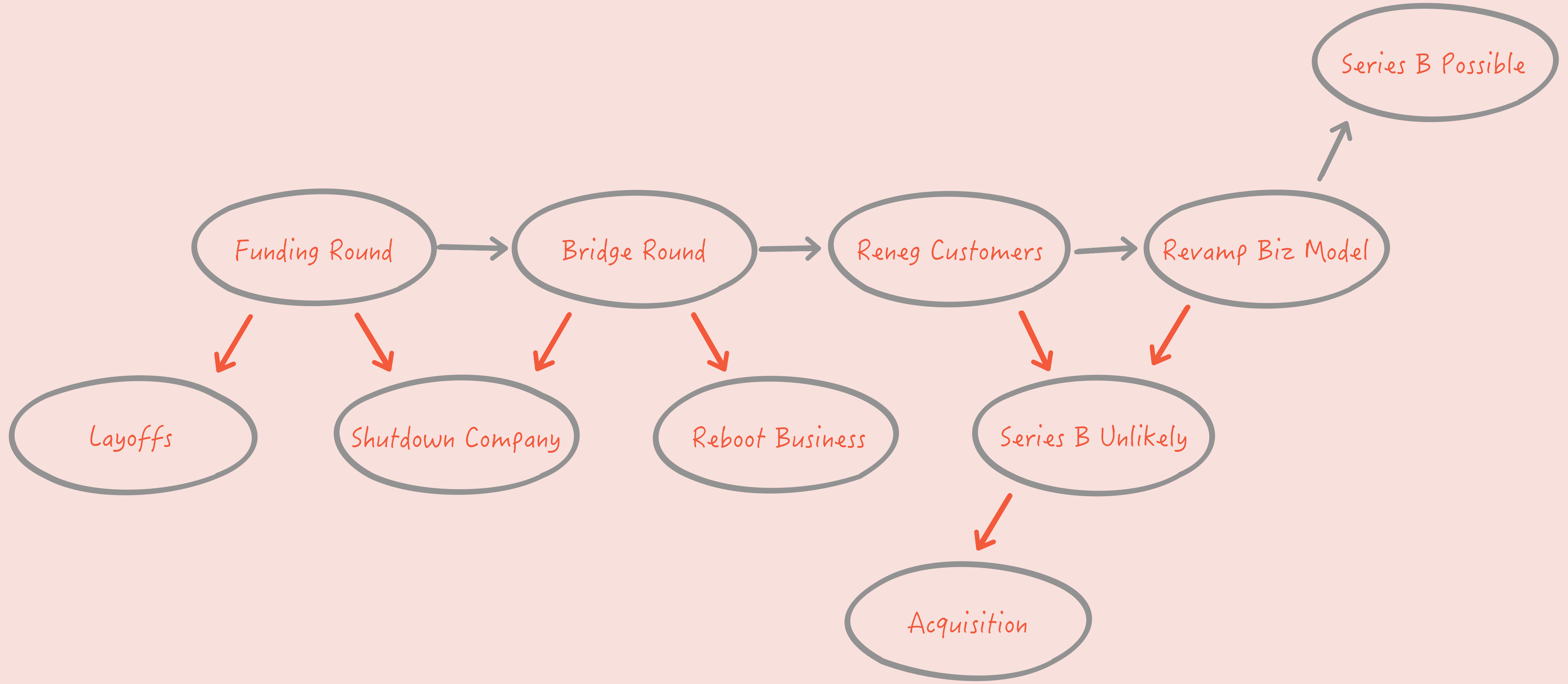
No Surprises

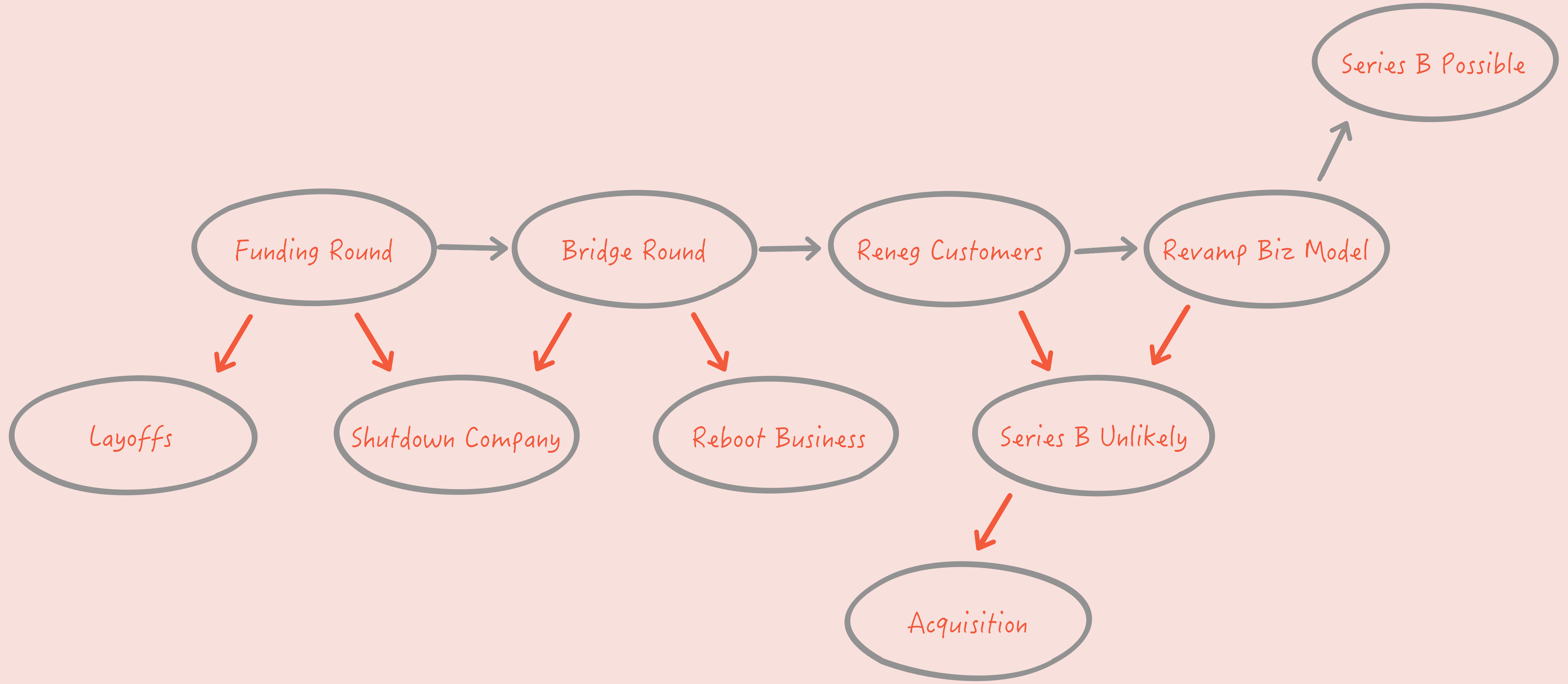
Framework Steps

1. Why did they come to me?
 - A. Bring clarity (responsibilities, docs, process, etc.)
2. Am I the right person to help?
 - B. Provide coaching or mentoring?
 - C. Do the work myself
3. If not, who is?
 - D. Point them to that person
4. Follow-up with person.

Framework Steps

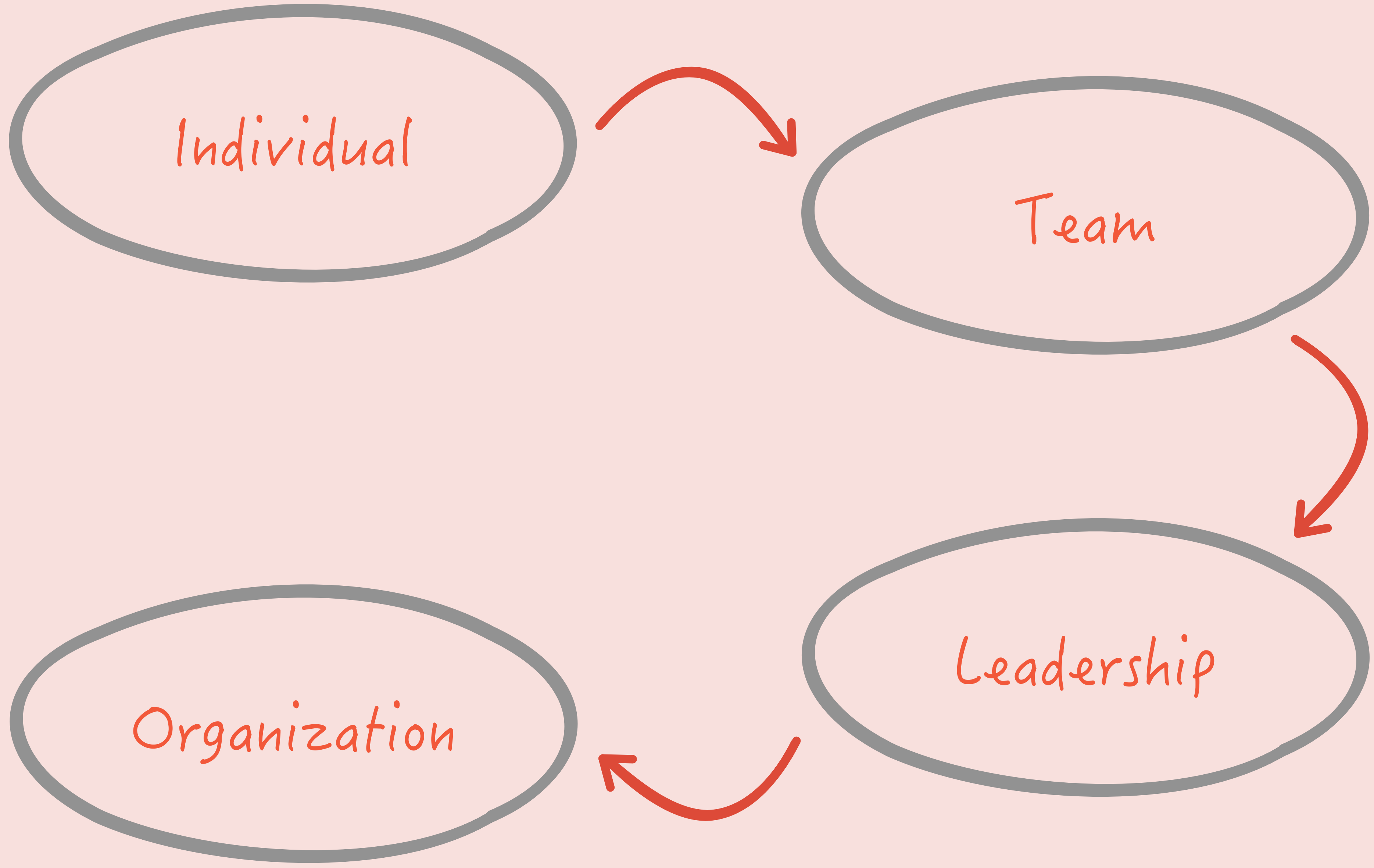






Summary

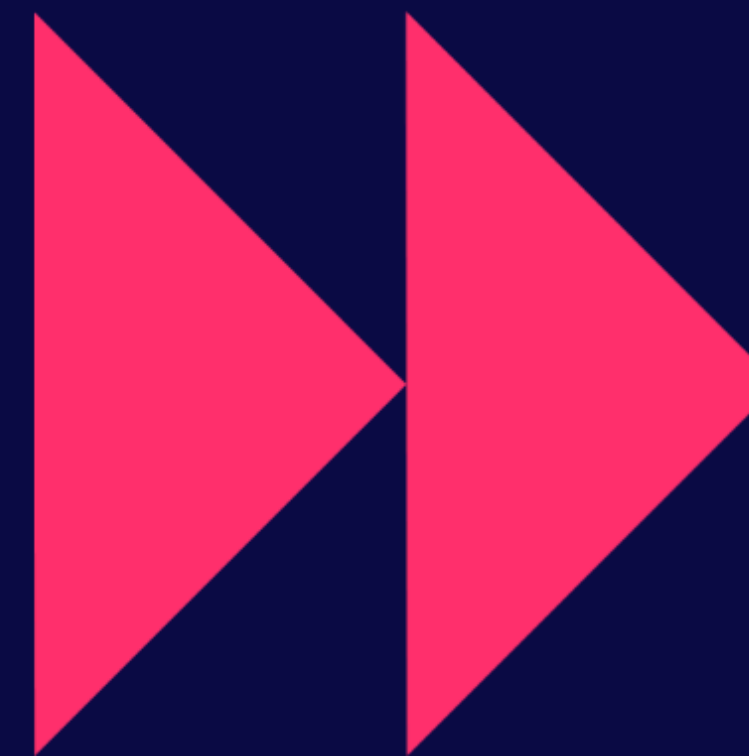
1. Don't leave things to chance
2. Take into account the laws of nature
3. Develop guiding principles to make good decisions
4. Scale yourself, scale your team with frameworks



Frameworks are a Superpower

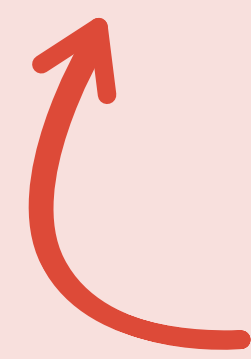
Community Corner

Get advice from our experienced engineering leaders in our new bi-weekly advice column. They'll be addressing your problems and we'll be publishing their responses every other Wednesday on LeadDev.com





Thank you!



The Book

(Contains Lots of Frameworks)



Talk Materials