Think Again: Why Good Leaders Make Bad Decisions and How to Keep it From Happening to You

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BBC Column: “Syd Weighs In”
THE UBER APP
Request, ride, and pay via your mobile phone

ONE TAP TO RIDE

RELIABLE PICKUPS

CLEAR PRICING

CASHLESS & CONVENIENT

FEEDBACK MATTERS

SPLIT YOUR FARE
Yosef (5 stars) will arrive in about 4 minutes

Driver En Route...

Call Driver
Lesson #1

Yes, it could happen to you!
“43 million analog customers can’t be wrong!”
Lesson #2

Leaders almost always know what needs to change. In failing businesses, they just don’t do it.
The Greatest Bicycle Company Ever!

1992

After 97 years of family ownership

Schwinn files for bankruptcy
Lesson #3

It’s not that people are unable to change, it’s that they’re unwilling to change.
Making Better Decisions: Key Questions to Ask
Could your past experience make it tougher, and not easier, to change direction?
US Airways Flight 1549

Captain Chesley Sullenberger
US Airways Flight 1549

2029:21 L116 cactus fifteen twenty nine turn right two eight zero you can land runway one at teterboro

2029:25 AWE1549 we can’t do it

2029:26 L116 okay which runway would you like at teterboro

2029:28 AWE1549 we’re gonna be in the hudson

2029:33 L116 i’m sorry say again cactus
Is Experience a Good Thing?

✓ Sully was an experienced pilot

✓ Sully was an experienced accident investigator

✓ Sully was a certified glider pilot
Lesson #4

Smart leaders are strong enough to know that experience can cut both ways.
Are you making any pre-judgments that are limiting your options for change?
MATTHEW BRODERICK
Homeland Security Department
Director of Operations Coordination
FEMA highlights concerns: New Orleans is below sea level

Katrina hits: First reports of levee breaches 8.30am

6:00pm Broderick issues report to Chertoff: “levees not breached” – goes home

8:13am Broderick suggests 6am report may be exaggerated

2:30pm Broderick confirms levees breached

6:00am Broderick’s staff report: “multiple breaches, downtown flooded”
Could your “attachments” be clouding your thinking as a leader?
The 30 Billion Dollar Decision
Can Deficits on Self Awareness Trump Extreme Competence?

**Misleading experience:** Military experience different, but “been there, done that”

**Dangerous pre-judgment:** Made early decision that Katrina was a “normal” hurricane

**Inappropriate attachment:** To the military, and against local sources of information
Lesson #5

Self-awareness gives you a fighting chance to avoid major decision breakdowns
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