



# Gaining a Seat at the Table

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# About Rubicon

- **Help high tech organizations win markets through business and market strategy**
  - Since 1999
  - Practices: define, deliver, defend, optimize

autodesk

symantec.

pinnacle  
A division of Avira

VA SOFTWARE

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anystream.  
software transforms content.

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# Looking In



# What to Expect Guide /

- Common Beliefs / Reality

40 Min

- Strategic Decision Framework 40 Min

Q&A through-out

Some thoughts  
about  
**sucking** up



# Common Beliefs or Top 10 Myths

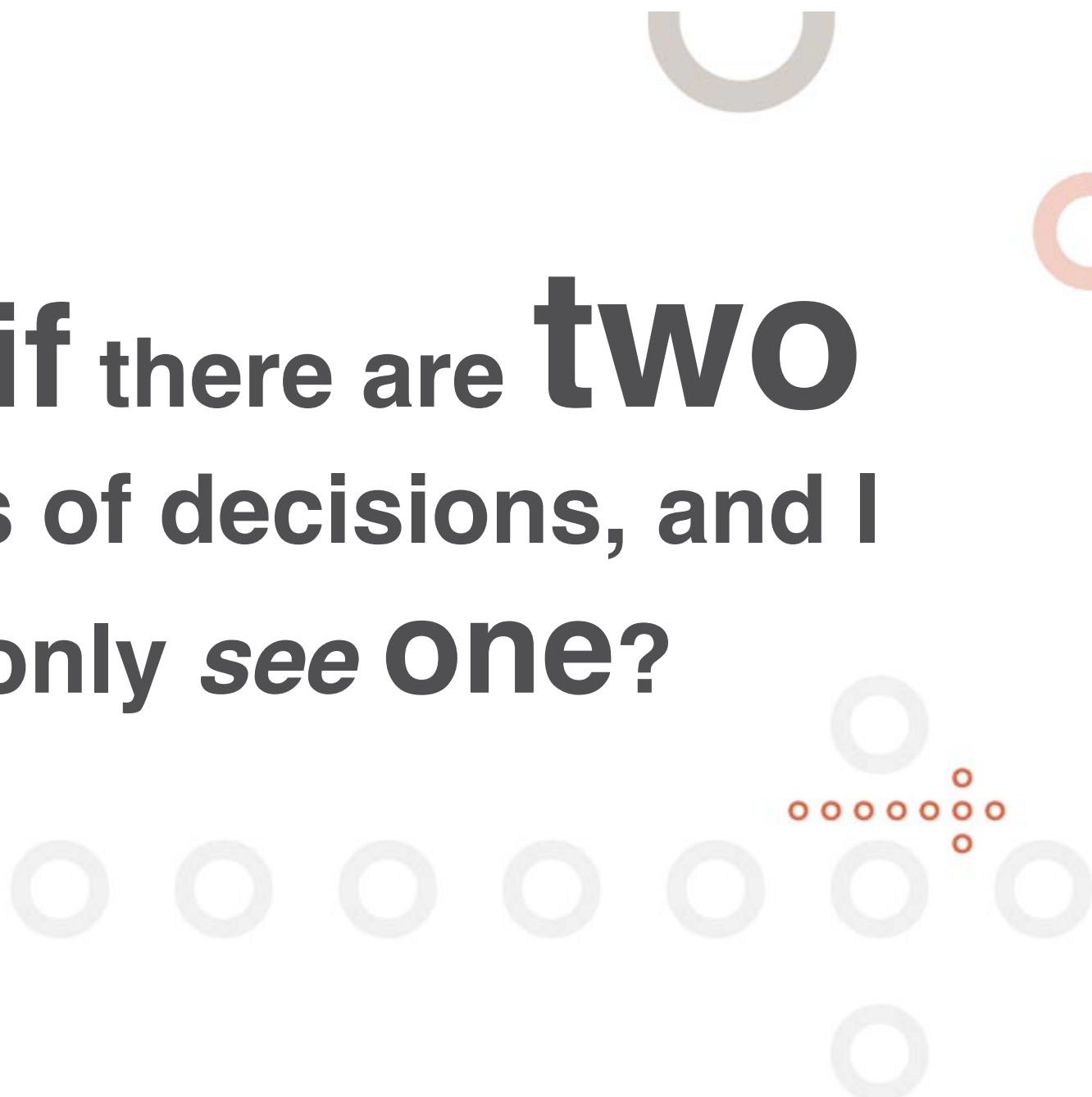
- #10: Do more, get promoted
- #9: It's about who you know
- #8: Prove I'm Smarter. Smarter = better.
- #7: There's got to be *an* answer
- #6: Challenging the boss = bad idea
- #5: No need to sell a good idea
- #4: I won't tell you bad news, cause it'll hurt
- #3: Down playing reality /positive news is crucial
- #2: When everyone likes me, I'll get promoted
- #1: I know more; they know more

State

Check

Think





What **if** there are **two**  
types of decisions, and I  
only *see* **one**?



# Great Tactics Take You Up the Ladder

- **Work hard, analyze data, formulate plan**
- **Decision making based on expertise and data**
  - Make decisions about stuff we know
  - Think about it
  - Devise a “strategy” for what to do

# Tactical Decisions

- Means and ends known
- Largely rational
- Commitments = 1 year or less
- Investments known
- Made by people who want to get closure
- Low barriers to action (money, resources)

**Example: Relationship marketing program**



# Strategic Decisions

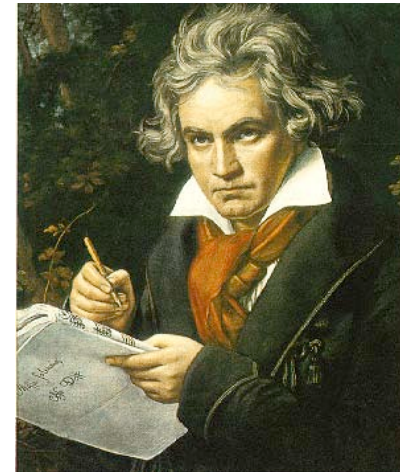
- Means and ends must be discovered
- Intuitive / holistic type decision
- Discovery is transforming
- Typically mired in adversity
- Organizational program and human condition must change

**Example: Entering new market or acquisition**

# The Game Changes as You Rise in the Organization



Expert tactical execution



Corporate strategic thinking



# Know Which Toolkit to Use

- **Decisions change as move up the food chain**
- **Know what kind of decision**
- **Need to refresh toolkit**

# Entering Requires Advanced Tools

- See
- Listen
- Sort
- Apply values



# See



- **Clear, factual, unbounded**
  - Reach outside own dataset
  - Broaden what you know
  - See what is today
  - Inquire into what is possible
  - Seek to know more, confirm, test ideas

# Listen

- **Approach change with openness**
  - The world keeps changing
  - Beliefs about world may be uncertain
- **Change the way you listen**
  - Become a generative listener



# Sort



- **Most decisions**
  - Most of how we think is designed to work with complete information
  - Facts can be added, but not deleted
- **Strategic decisions involve incomplete or changing information**
  - Embrace uncertainty and alternatives

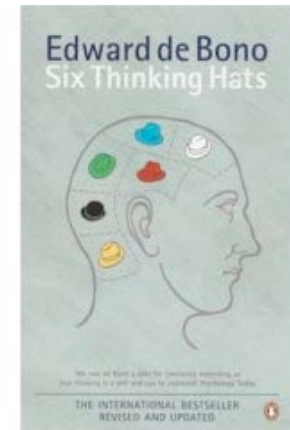
# Values



- EQ
- Requires psychological and spiritual maturity
- Have to give something up

# Some Resources

- *A Whole New Mind* by Daniel Pink
- *Six Hats* by Edward DeBono
- *Faces of Innovation* by Tom Kelly
- *Emotional Intelligence* by Daniel Goldman
- HBR: *Managing Uncertainty*



# Wrapping Up

- **Looking in to getting in**
- **Dispel myths**
- **Know what kind of decision needed**
- **One final tip...**
  - CEO business goals...

# Q & A



# Win Markets

Trusted Advisors to high-tech firms seeking to transform their visions into strategies, strategies into plans, and plans into results.

Practices:

Define / Design / Defend / Optimize



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