



5 Minute Strategic Mindset

Your weekly dose of subtle stimulation



Here's my list of what I'm enjoying, or is inspiring me this week.

A quote that made me think

As a company grows, *everything* needs to scale, including the size of your failed experiments. **Jeff Bezos**

A product that amazes me

My son, 10, could very easily develop a serious addiction if we didn't take active steps to curb it. To **Fortnite**. If you don't know it, it's a highly detailed, very dynamic first-person shooter video game that has 70m active players. Some mind-blowing facts: median playing time is 6 - 10 hours a week (we allow our son 3); 15% of school-aged players have skipped school to play it; there are Fortnite 'professionals' on Youtube who make \$500k per year; 70% of players have spent an average of \$85 of in-app purchases; the maker, Epic games, doubled its company valuation (from \$8b to \$15b) in 3 months of 2018. Why? Because Fortnite is a masterpiece of addictive gameplay. The psychological secret is this: "Lose by a little; win by a lot". When my son 'loses', he isn't demoralised; he feels he's only 'just lost' - and tries again (and again). When he wins, he feels like his unique skills have vanquished 100 seriously good players - and he's on top of the moon. **Question: "What deliberate design choices do you make so that your services are more (or less!) desirable to your users?"**

A book I'm loving

I advise CEOs and executives on strategy execution, so **Trillion Dollar Coach** has made it to the top of my pile this week. The title is apt: Bill Campbell was leadership coach to CEOs at Google, Apple, Twitter and others and is directly credited with adding trillions (not mere billions!) of dollars of company value. Some of his counter-intuitive principles are: (i) work on the person first, then the problem (Bill believed that initiatives failed because an inappropriate, or undeveloped, person was asked to lead it); (ii) every business needs a decision-maker (he understood the limits of consensus and insisted on multiple views followed by single-point decision-making); (iii) trust your managers, and make sure they trust their subordinates (Bill believed that every person has to be great in their role; nobody should be 'carried'). Finally, he prioritised effort to creating the best possible product, making it easier to sell, easier to price well, and easier to recruit people to work on. He also refused compensation for his decades of coaching, saying, "I don't take money, I don't take stock, I don't take shit". Truly inspiring stuff. **Question: "What difference do you make to the people you coach?"**

An idea that I've been pondering this week

Linked value. I'll happily admit I'm slightly addicted to ice cream and of the supermarket brands, I love **Ben and Jerry's**. They embed 'linked value' into their business model, which means that all actors in the supply chain must get fair and equitable value from the role they play. This includes farmers of cocoa, vanilla and sugar in Uganda and El Salvador, and also includes environment as a key stakeholder. Part of their linked value model incorporates social activism (in the US and elsewhere) and also insists upon 'living wages' for every contributor. What is most impressive is the scorecard by which Ben and Jerry's measure, objectively, the degree of linked value. **Question: "Who is most in danger of being disadvantaged by your business model, and what could you do to heighten value for them?"**

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Have a wonderful weekend.



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