Bursting the CEO Bubble
“the dangerous disconnect”
KNOW you KNOW

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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KNOW

<table>
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<th>YES</th>
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200+
Catalytic Leaders
how do you burst the bubble?

?
Peter Drucker

“The important and difficult job is never to find the right answer, it is to find the right question.”

Peter Drucker
HOW?

Michael Sippey, Head of Product Medium
former CEO Talkshow Industries & VP Product Twitter
“Put yourself in the situation where you can ask the right questions”

Michael Sippey, Head of Product Medium
former CEO Talkshow Industries & VP Product Twitter

GET OUT to SEEK OUT

surprising situations
Diagnostic Quiz
Get Out and Seek Out Surprises

Question #1

How often do you spend time in “strikingly different” places?

Get Out and Seek Out Surprises

Question #2

How often do you talk with “spectacularly different” people?
unexpectedly WRONG

“Every day I ask myself -
How many things am I dead wrong about?”
I was in a different part of the country. People didn't know what General Motors was, didn't care, or if they did, they might not have had a favorable impression.

I saw people driving nondomestic vehicles.
I was in a different part of the country. People didn't know what General Motors was, didn't care, or if they did, they might not have had a favorable impression. I saw people driving nondomestic vehicles. I didn't know what I didn't know.
Unexpectedly WRONG

Question #3

When was the last time you were “dead wrong” about something?
unexpectedly WRONG

UNCOMFORTABLE unusually

“Get out of your comfort zone...”
Unusually UNCOMFORTABLE
Question #4

How often do people ask you uncomfortable questions at work?

unexpectedly WRONG

UNCOMFORTABLE unusually uncharacteristically QUIET
“Quiet time is the most important thing to help you frame the right question.”
Uncharacteristically QUIET

Question #5

How long do you wait quietly for others to answer your questions?
got a **bubble**?

Every **bubble** has a ? that bursts it.
got a challenge?
Every has conditions that unlock it.

unexpectedly WRONG
UNCOMFORTABLE unusually
uncharacteristically QUIET
Question Burst™

A challenge or opportunity where you are currently stuck in finding a better solution
Write down one or two words that best capture how you feel emotionally about your challenge right now.

Question Burst™

• Pick one challenge or opportunity
• Brainstorm questions ONLY
Question Burst™

• Pick one challenge or opportunity

• Brainstorm questions ONLY
  • No answers

Question Burst™

• Pick one challenge or opportunity

• Brainstorm questions ONLY
  • No answers
  • No preambles
Question Burst™

• Pick one challenge or opportunity

• Brainstorm questions ONLY
  • No answers
  • No preambles
  • Write down 15-20 questions verbatim

ask open questions
ask varied questions

ask short questions
ask surprising questions

ask provocative questions
ask compelling questions

Question Burst™

duos
Q-BURST’S (2 person duos)

• 2 min: Person #1 – Share Your Challenge
• 4 min: Person #1 – All ask questions!
  Person #1 writes them down

• 2 min: Person #2 – Share Your Challenge
• 4 min: Person #2 – All ask questions!
  Person #2 writes them down
Question Burst™

• Pick one challenge or opportunity

• Brainstorm questions ONLY
  • No answers
  • No preambles
  • Write down 15-20 questions verbatim

Q-BURST’S (2 person duos)

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Person #1 writes them down
Q-BURST’S (2 person duos)

• 2 min: Person #1 – Share Your Challenge
• 4 min: Person #1 – All ask questions!
  Person #1 writes them down

• 2 min: Person #2 – Share Your Challenge
• 4 min: Person #2 – All ask questions!
  Person #2 writes them down

Write down one or two words that best capture how you “now” feel emotionally about your challenge.
After doing the QuestionBurst, have you reframed your innovation challenge, seeing it differently now?

After doing the QuestionBurst, did you discover at least one new idea to help you solve your challenge?
Rate how you feel “now” about your challenge.

- A Lot Worse: 0%
- Worse: 0%
- A Little Worse: 0%
- The Same: 10%
- A Little Better: 44%
- Better: 35%
- A Lot Better: 10%

Have you reframed your innovation challenge?

- See It The Same: 17%
- See It a Little Differently: 57%
- See It Differently: 24%
- See It a Lot Differently: 2%
Did you discover at least one new idea to help you solve your challenge?

- Yes: 98%
- No: 2%

Question Burst™

3x
Question Burst™

• make a difference •
CHECK MULTIPLE VANTAGE POINTS

“If you were in my job, what would you be focusing on?”
RECRUIT OTHERS IN YOUR QUEST

“My biggest personal challenge is isolation, can you help me?”

REQUIRE BRUTAL HONESTY

“Brutally Honest Reports”

Five areas – including “What’s broken?”