KILL THE COMPANY
By Lisa Bodell
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- To create the company of tomorrow, you must break down the bad habits, silos and inhibitors that exist today. That is why you have to kill the company first. It is probably the most innovative thing a leader can do.
- Studies have shown again and again that there may be no more critical source of business success or failure than a company's culture – it trumps strategy and leadership.
- Too many change initiatives simply add another layer of processes to the to-do lists of already overwhelmed and tired employees. Kill the Company is your guide for simplifying and streamlining, then building and maintaining a place where everyone's innovative spirit and energy fuel the long-term goals of your organization. A company that empowers its people to think critically, question relentlessly, and act boldly is by default an innovative company, the kind that will own the future.
- The companies that want to improve their innovation capabilities usually are not grappling with an innovation problem at all. Their employees have loads of ideas. What they are grappling with is a leadership problem. Leaders know innovation is the key to growth, but they do not understand that they cannot keep maintaining business as usual in order to achieve it.
- They had become so complacent that somehow it seemed normal to them to work in an environment where being on time was more important than what you did with that time.
- Truly innovative companies are in a constant state of reevaluation and reinvention, even when they are at the top of their game. If you do not have a burning platform, start a fire.
- You must be specific about what you want to change about your culture and what behaviors you want to see flourish. Focus on and tackle three to four critical skills or behaviors instead of a laundry list of them. If you let employees lead, this will happen far more organically.
- Little Bigs: Little changes, big impacts
- While most of us realize that a positive culture is the ideal and that a negative culture is bad, it is important to recognize that a complacent culture is the worst. A complacent culture lacks a sense of urgency. In fact, these organizations can be deceiving because they can be somewhat pleasant places to work. They reward conformity and keep a tight rein on risk taking.
- Culture Killers
  - Empowering with permission – but without action. It is not empowering when people are given more responsibility, yet must still obtain an unreasonable number of approvals and sign-offs to get anything done. This signals a lack of trust.
  - Overdependence on meetings. Collaborative and inclusive are corporate buzzwords, but productive teamwork does not require meetings for every single action or decision.
  - Management acts as judge, not jury. If the purpose of a meeting is to think, create or build, management has to stop tearing people down when they propose new ideas or question the status quo.
- The open to big ideas exercise shows us that we may need to focus not on what is wrong with an idea, but on the fear of the managers evaluating it.
- If we were hosting a forum called "How our products and services suck" what would the main discussion topics be?

- Recent research from Ethan Mollick of the Wharton School shows that middle managers have more impact on a company's performance than nearly any other part of the organization.
- It is amazing that the effect of these middle managers on a project is not only larger than the creative people, but larger than the rest of the organization. We tend to think of companies as all about systems and not enough about people.
- Kill a rule: The small, daily annoyances that are hugely detrimental to corporate culture – processes like reports, the paperwork required to get travel reimbursements, redundant capital sign-offs, and daily operational how-we-do-business requirements like meetings and e-mails.
- Meetordie.com
- Isthismeetingreallyworthit.com
- Effectivemeetings.com
- Policies are organizational scar tissue. They are codified overreactions to situations that are unlikely to happen again. They are collective punishment for the misdeeds of an individual. This is how bureaucracies are born. No one sets out to create a bureaucracy. They sneak up on companies slowly. They are created one policy – one scar – at a time. (Jason Fried and David Heinemeir Hansson, authors of *Rework*)
- US Cellular did away with e-mails on Fridays. This means that on Fridays, people have to get up out of their chairs and walk over to each other to communicate.
- Groups drop their mobile devices off in cell phone daycare before meetings so they can focus instead of multitask.
- Courage, adaptability and agility are skills that are becoming more valued in the workplace.
- Fuel your thinking in offbeat ways.
  - Trendwatching.com
  - Springwise.com
  - Innovationwatch.com
  - Longbets.org
  - Newscientist.com
  - MIT Open CourseWare
  - TED.com
  - Eurekalert.org
- Provocative inquiry: the ability to ask smart, even disturbing questions.
- There is a difference between being provocative and being difficult, between being curious and rejecting authority; this is not a license to be a professional skeptic.
- Intuition does not come to an unprepared mind.
- Why would you only use a tiny part of a person, the part that can read and follow orders, when in fact there is so much more that can be directed toward the company's goals?
- Google the future: topic name and add year