



FOSTERING A CULTURE OF REINVENTION

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Erin Meyer is the co-author, with Netflix CEO Reed Hastings, of the *New York Times* best-selling book and FT nominated best business book of 2020—*No Rules Rules: Netflix and the Culture of Reinvention*. She is also the author of *The Culture Map* and a professor at INSEAD. Erin shares 3 leadership lessons that impact organizational success.

Increase Talent Density

Transparency & Team Stability

Identify on the scale, by marking with an 'X', which leadership style you tend to lead with.

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Transparency Team Stability

When your team or organization encounters a decision that will impact multiple employees and positions, do you share the unknowns with your staff or wait until you have a defined direction? Describe how you navigate this tension.

Permission & Process

Identify on the scale, by marking with an 'X', which leadership style you tend to lead with.

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Permission Process



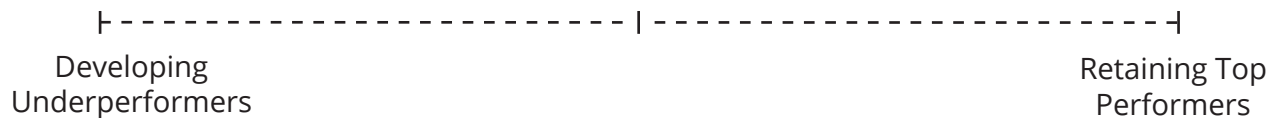
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When it comes to leading and making critical decisions, how do you as a leader navigate the tension between giving permission to employees or maintaining clear processes? Describe how you navigate this tension.

Developing Underperformers & Retaining Top Performers

Identify on the scale, by marking with an 'X', which leadership style you tend to lead with.



When it comes to leading and maintaining an effective team, how do you navigate the tension between developing staff who are underperforming versus reducing and retaining top performers? Describe how you navigate this tension.

When you think about those your organization exists to serve, who beyond your team is being negatively impacted by a current staff member's poor performance?



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Increase Candor

The Keeper Test

Practice the Keeper Test. Ask yourself the following two questions as you consider each member of your team:

1. Do I feel excited or relieved if they told me they were considering leaving?
2. Which would I fight hard to keep?

Remove Controls

How are decisions made within your team currently?

Who bears the responsibility of the impact of those decisions?

Based upon the two previous questions, is your team or organization's decision-making process more like a pyramid or a decision tree?

Action: What one step can you take today to function more like the base of a decision tree where you as the leader maintain the 'north star' direction and give appropriate decision-making permission to build responsibility for those you lead?