

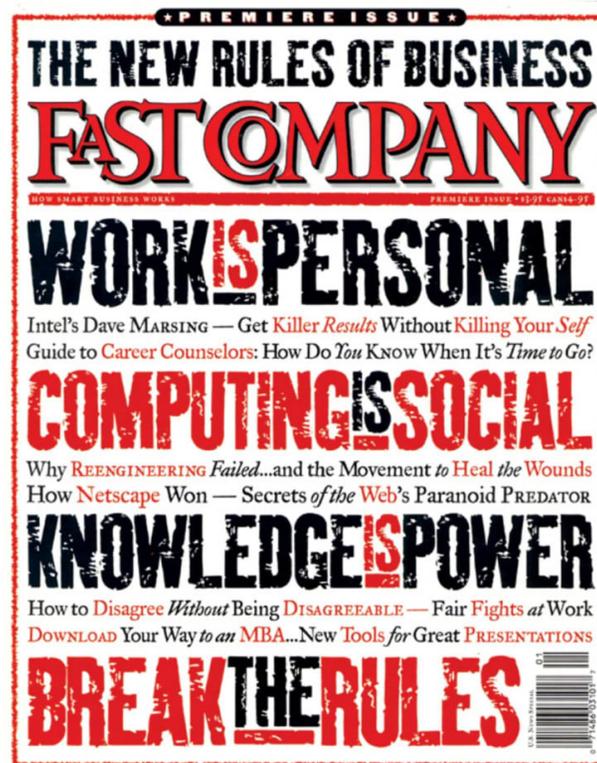
Leadership In an Age of Disruption

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Thinking
about
innovation
for nearly
25 years...

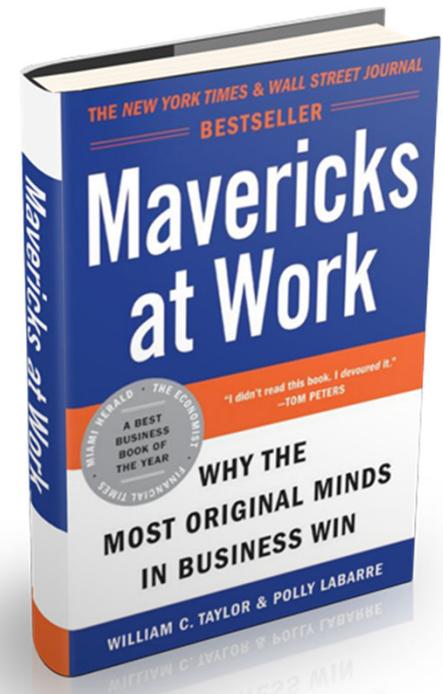
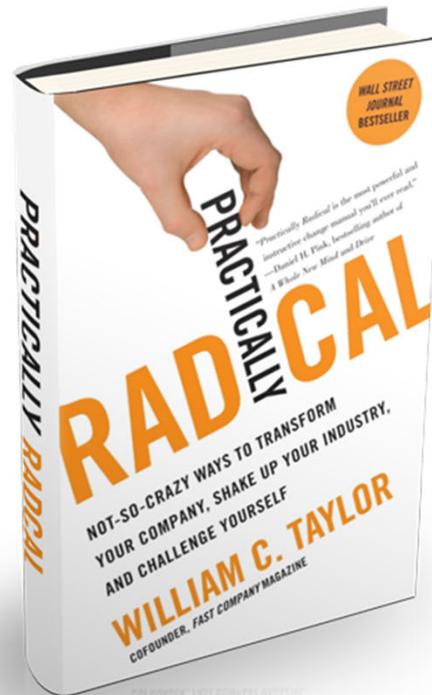
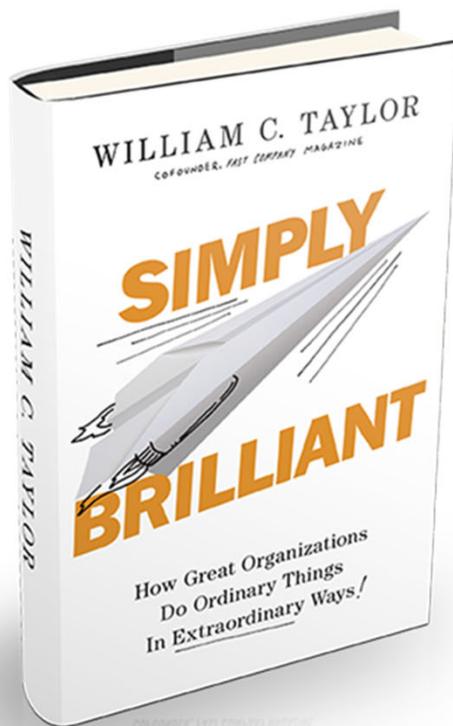


1995



2019

Writing the book(s) on leadership and change...



Three Leadership Challenges

1

What's your
**unique
definition of
success?**

2

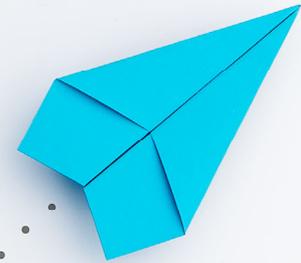
**Do you work as
distinctively
as you hope to
compete?**

3

Are you
**learning as fast
as the world is
changing?**

The Essence of Strategy is **Originality**

“The goal is not to be the best at what lots of others already do. It is to **be the only one who does what you do.**”



50 Reasons Why We Can't Change

It's too radical, **we've never done** anything like this....

It's not really new, **didn't we try this before?**

No one else does this, **our customers aren't ready...**

What's so special, don't our competitors already do this?

Great idea! But it will never work here, **we're too small...**

Great idea! But it will never work here, **we're too big...**

The Mindset that **Matters**

“Change begins when people and organizations finally conclude that **the risk of trying something new is lower than the cost of clinging to what’s worked in the past.**”



A Bold Innovator in a Conservative Industry



What Ideas Do You **Stand For**?



“It’s not **radical** to do something this radical. It’s **logical**. How can you look at the status quo in healthcare and conclude that incremental progress is the way forward?”

Confidence in the Face of Uncertainty

From...
What **Keeps You**
Up at Night?

To...
What **Gets You**
Up in the Morning?



The **Connection** Between Ideas and People



“In a world being utterly reshaped by technology, what customers and colleagues are **hungry for is a deeper and more authentic sense of humanity**”



Quicken Loans
A digital disruptor
that's all about
people

Three ISMs at Quicken Loans

- 1 Always Raising our Levels of Awareness:** Keep your head up. Be curious. Be alert.
- 2 Yes Before No:** We live in the land of growth, possibilities, ideas and innovation.
- 3 We'll Figure It Out:** Greatness doesn't always come in nice, tidy packages

The connection between **growth** and **culture**

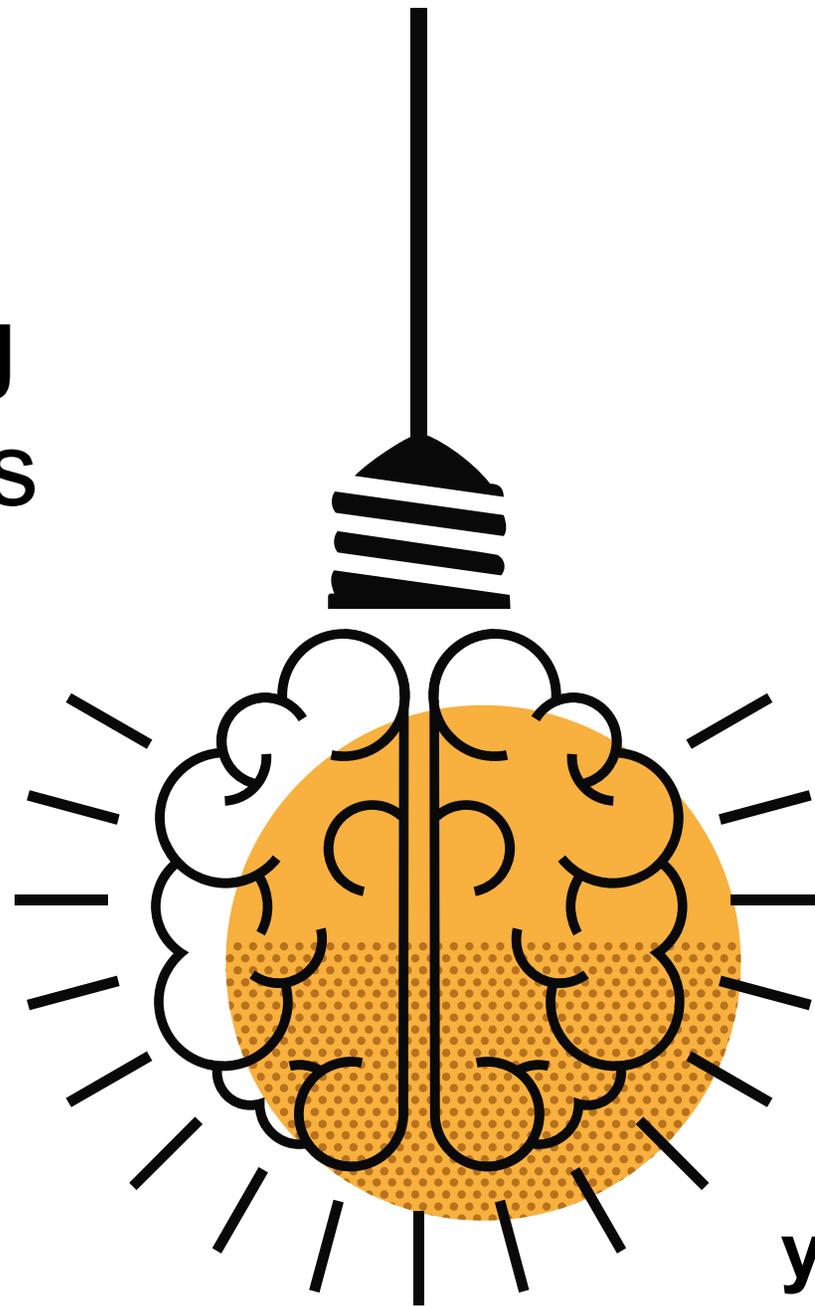
What **separates you** from rivals in the marketplace?

What **holds you together** as colleagues in the workplace?

Do you work as distinctively as you **hope to compete**?



A Warning for Leaders



Beware the
“paradox
of expertise”

Don't let
what you know
limit **what**
you can imagine!

The Power of Tough-Minded Optimism

“The future is rarely shaped by people who don’t themselves believe in the future...**It is created by men and women who want something very much and believe something very much.**”

—John W. Gardner





Leadership and Learning (I)

“The essence of leadership is figuring out how to use what you already know in order to **go beyond what you currently think.**”

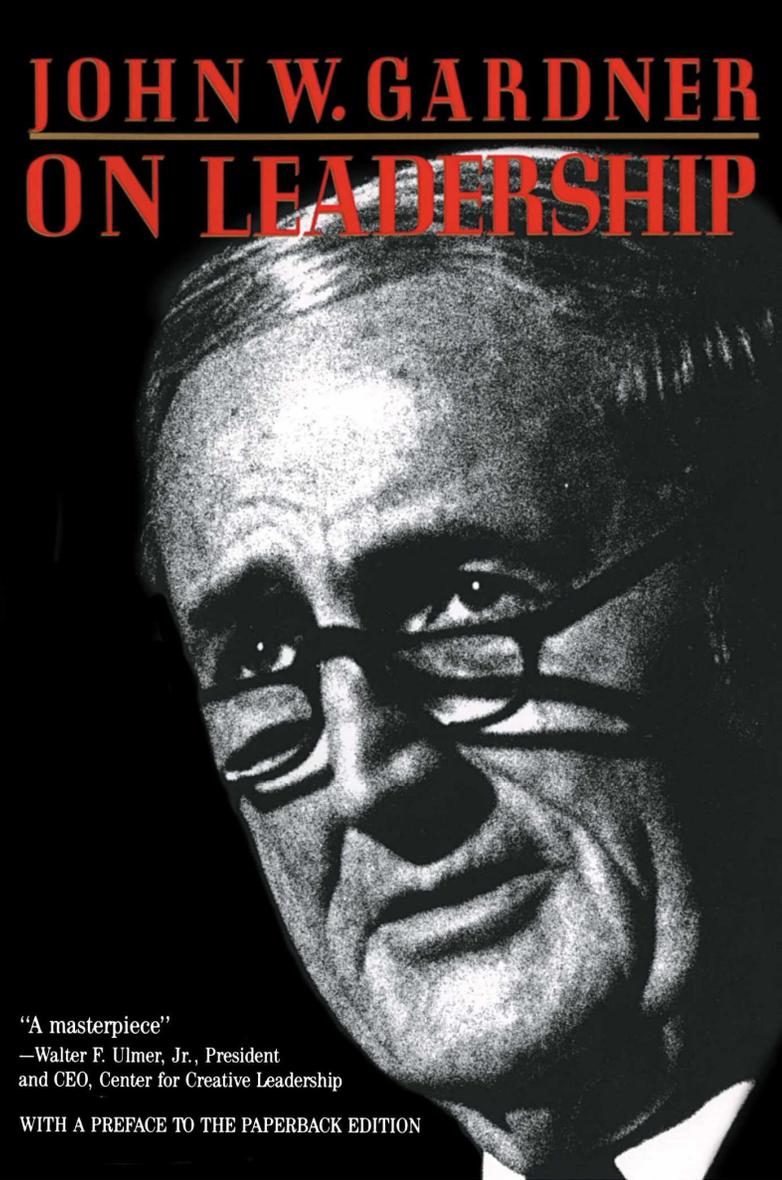
—Jerome Bruner

Leadership and Learning (II)

“Everyone wants to be interesting. But the more important thing is to be *interested*. Keep a sense of curiosity. Discover new things. Risk failure. **It’s what you learn after you know it all that truly counts.**”

—John W. Gardner

JOHN W. GARDNER ON LEADERSHIP



“A masterpiece”
—Walter F. Ulmer, Jr., President
and CEO, Center for Creative Leadership

WITH A PREFACE TO THE PAPERBACK EDITION

To Change Your Company, Change Your Mind



A screenshot of the Goldcorp Challenge website. The page has a dark blue background with yellow accents. At the top left, it says "GOLDCORP" and "The Challenge". Below this, there are several navigation buttons: "PRODUCT SERVICES", "CAREERS", "GOLDCORP WEBSITE", "THE CHALLENGE", "DISCUSSION FORUM", "USEFUL INFO", and "MEDIA CLIPS". On the left side, there is a vertical menu with buttons for "WINNERS LIST", "PRIZES", "RED LAKE", "NEW UPDATES", and "VISIT US". In the center, there is a large graphic with the text "Take the Challenge Win the Gold" and "TOTAL PRIZES \$100,000 U.S.". Below this, it says "Click here for details". At the bottom right, there is the "Forbes" logo with the tagline "What price Freedom?" and "America's Top 100". At the bottom left, there is a "Dell.com" logo. The overall design is professional and focused on the challenge's details.



Laurentian University
Université Laurentienne

McEWEN SCHOOL OF ARCHITECTURE
ÉCOLE D'ARCHITECTURE



McEwen  UHN
Stem Cell Institute



The connection between **business innovation and personal growth**

Unless you're
prepared to **fail**,
you aren't really
prepared to learn—
or change



Are you **learning** as
fast as the world
is changing?

