causes of failure
not a verb, not a noun
acting on information
air sandwich
reinventing
before/after
tough choices
no right answer
Strategy vs Options
Making
tension
Business failure
org structures
acting on information
recruiting thinkers
6 steps
imagine
Imagine
outward winning
hiring thinkers
Leader’s role
not just about heroes
Managing politics
co-creators collaboration
cho
avoiding politics
6 steps
Avoiding Conflict
winning
co-creators collaboration
what success looks like
Not Right Answer
consultants
managing politics
avoiding conflict
transparency
solving conflict
managing politics
brand
Embracing Conflict
Art
business failure
strategy can happen anywhere
co-creators collaboration
what success looks like
cho
Beyond Creativity, the Key to Winning is

MurderBoarding™

Nilofer Merchant

@nilofer, #newhow
MurderBoarding [mur-der bohr-ding]

-verb

a framework for making tough, qualitative decisions in a structured way
Our Agenda

1. Today’s Tough Choices
2. How to do MB
3. Tips, Tricks, Tools
4. What Murder-Boarding Can Serve
5. Why it Matters
tough choices

- acting on information
- business failure
- org structures
- tough choices
- before/after
- tension
- 6 steps
- Reinventing
- Not Right Answer
- Avoiding Conflict
- if
- imagine
- hip
- not just about heroes
- recruiting thinkers
- no right answer
- Murderboarding
- eliminating politics
- asking
- present
- more
- a verb, not a noun
- Strategy vs Options
- each of us
- leader’s role
- present
- winner
- avoiding conflict
- transparency
- beliefs
- Embracing Conflict
- art
- co-creators collaboration
- winning
- consultants
- what success looks like
- management politics
- solving conflict
- art
- Embracing Conflict
- co-creators collaboration
- winning
- consultants
- what success looks like
How Most Decisions Get Made Today

Significant Threat or opportunity

Most obvious choice

A

2 years

B

C
If execs had to do it over again...

60% would do the same or less analysis
Reason #1

Including everyone’s ideas will dilute the resulting strategy

“Too many cooks spoil the broth”
Reason #2

The goal is to make faster decisions. Groups move slowly.

“Hurry up and wait”
If lots of people are empowered, too often the result is a lowest common denominator strategy.

“Are we running a business or a democracy?”
6 Reasons Each of Us Also Get Stuck
Familiarity

I already know the answer or what to do... let’s me pick
Commitment

*I told everyone it would be done next week… no time to talk…*
Expert Halo

I should already know what to do
Analysis Paralysis

Pursuing Data Endlessly
Conformity

*We need to do what everyone else does*
Scarcity

There is not very much time
YET...

Winning resides in organizations
tough choices

not a ppt
acting on information
reinventing(org structures)
business failure
before/after

strategy vs options
leader's role
each of us

not just about heroes
recruiting thinkers

no right answer

air sandwich

outward winning

strategy can happen anywhere

co-creators collaboration

cho

Embracing Conflict

6 steps

Avoiding Conflict

Imagine

if

hitting more

present

the balance

transparency

solving conflict

managing politics

strategy can happen anywhere

co-creators collaboration

what success looks like
MurderBoarding [mur-der bohr-ding]
Framework for making qual. decisions:
Fast
With wisdom from any/many
That doesn’t get diluted solution
With clear decision at end
When to use…

Who to sell to?
What to build?
What to fund?
How to Stop Spinning
Need broad agreement
MURDER BOARDING:

it's not how many good ideas you have.

it's how many good ideas you kill.
4 Steps to Murderboarding

- Decide what matters
- Sort
- Choose
- Test
MurderBoarding Details

so does anyone have any questions?

Tension Creates Opportunity
Collaborative Problem Solving is **Good**

- More **Engagement**
- More **Resilient Solutions**
- More **brains knowing why**
TIPS & TOOLS

1. Park Don’t Kill
2. Avoid Antibodies
3. Pronouncing Death
4. Make It Fun by Making It End
5. Cloaking Devices

TIPS & TOOLS

1. Park Don’t Kill
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## Roles

<table>
<thead>
<tr>
<th>Leader</th>
<th>Collaborator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate Process</td>
<td>Co-thinker!</td>
</tr>
<tr>
<td>Seek Clarity Not Agreement</td>
<td>Discern/ shape options</td>
</tr>
<tr>
<td>Ensure Debate Happens</td>
<td>Let go when u need to</td>
</tr>
<tr>
<td>Manage Emotion / Logic</td>
<td>Build up ideas</td>
</tr>
<tr>
<td>Name what’s in/out</td>
<td>Ask questions</td>
</tr>
<tr>
<td></td>
<td>Create shared understanding</td>
</tr>
</tbody>
</table>
Know the Why

Why did Things Get Killed?
Cause you then Adapt and be Co-Thinkers
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The New How

Nilofer Merchant
@nilofer