

BE VIGILANT!

2 SIGNS YOUR AGENCY IS AT RISK
OF COMPLACENCY
(and what you can do about it!)

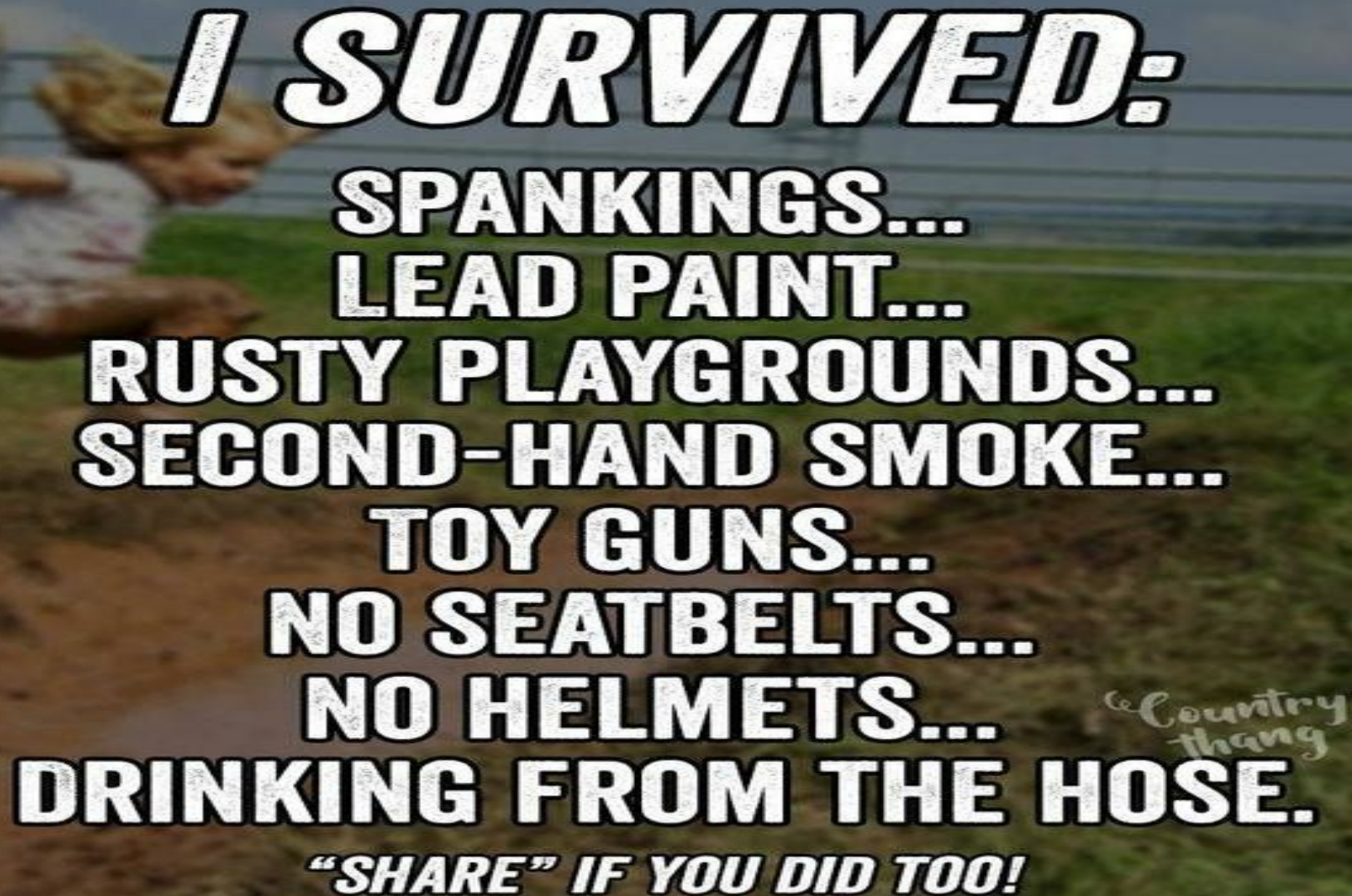


LEN HERSTEIN

MAY 25, 2022



BE VIGILANT!

A child with blonde hair, wearing a white shirt and shorts, is captured mid-air, jumping over a wooden fence. The background shows a green field and a cloudy sky. The text is overlaid on the right side of the image.

I SURVIVED:
SPANKINGS...
LEAD PAINT...
RUSTY PLAYGROUNDS...
SECOND-HAND SMOKE...
TOY GUNS...
NO SEATBELTS...
NO HELMETS...
DRINKING FROM THE HOSE.
"SHARE" IF YOU DID TOO!

*Country
thang*



SURVIVORSHIP BIAS IS A LOGIC ISSUE

BE VIGILANT!

SUCCESS



OVERCONFIDENCE



UNAWARENESS



COMPLACENCY

SUCCESS IS NOT
THE END GOAL.

SUCCESS IS NOT
THE END GOAL.
KEEPING IT IS.





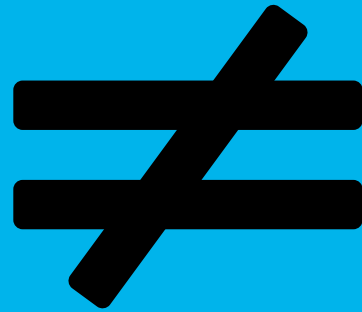


BE VIGILANT!



WHAT IS COMPLACENCY?

COMPLACENCY



LAZINESS

COMPLACENCY



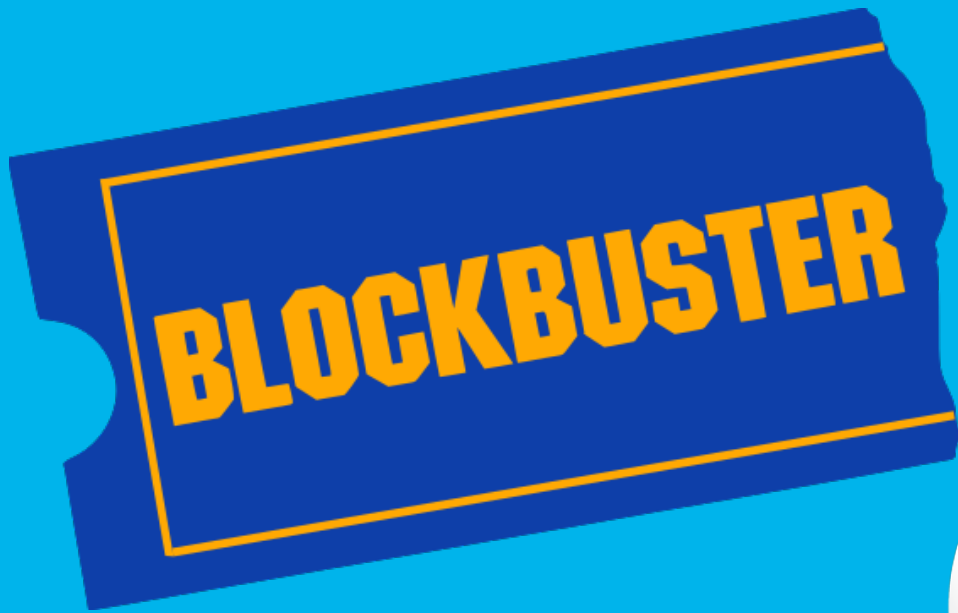
OVERCONFIDENCE

SELF-SATISFACTION

SMUGNESS

UNAWARENESS OF THREATS

DOES COMPLACENCY
REALLY APPLY
TO BRANDS?



SEARS



BE VIGILANT!



THE OPPOSITE
OF COMPLACENCY.

THE OPPOSITE
OF COMPLACENCY.
PARANOIA.

THE OPPOSITE
OF COMPLACENCY.
~~PARANOIA.~~

THE OPPOSITE
OF COMPLACENCY.
VIGILANCE.

2 SIGNS YOUR AGENCY IS AT RISK OF COMPLACENCY

1. YOU CAN'T LET GO
2. YOU DON'T QUESTION
SUCCESS

2 SIGNS YOUR AGENCY IS AT RISK OF COMPLACENCY

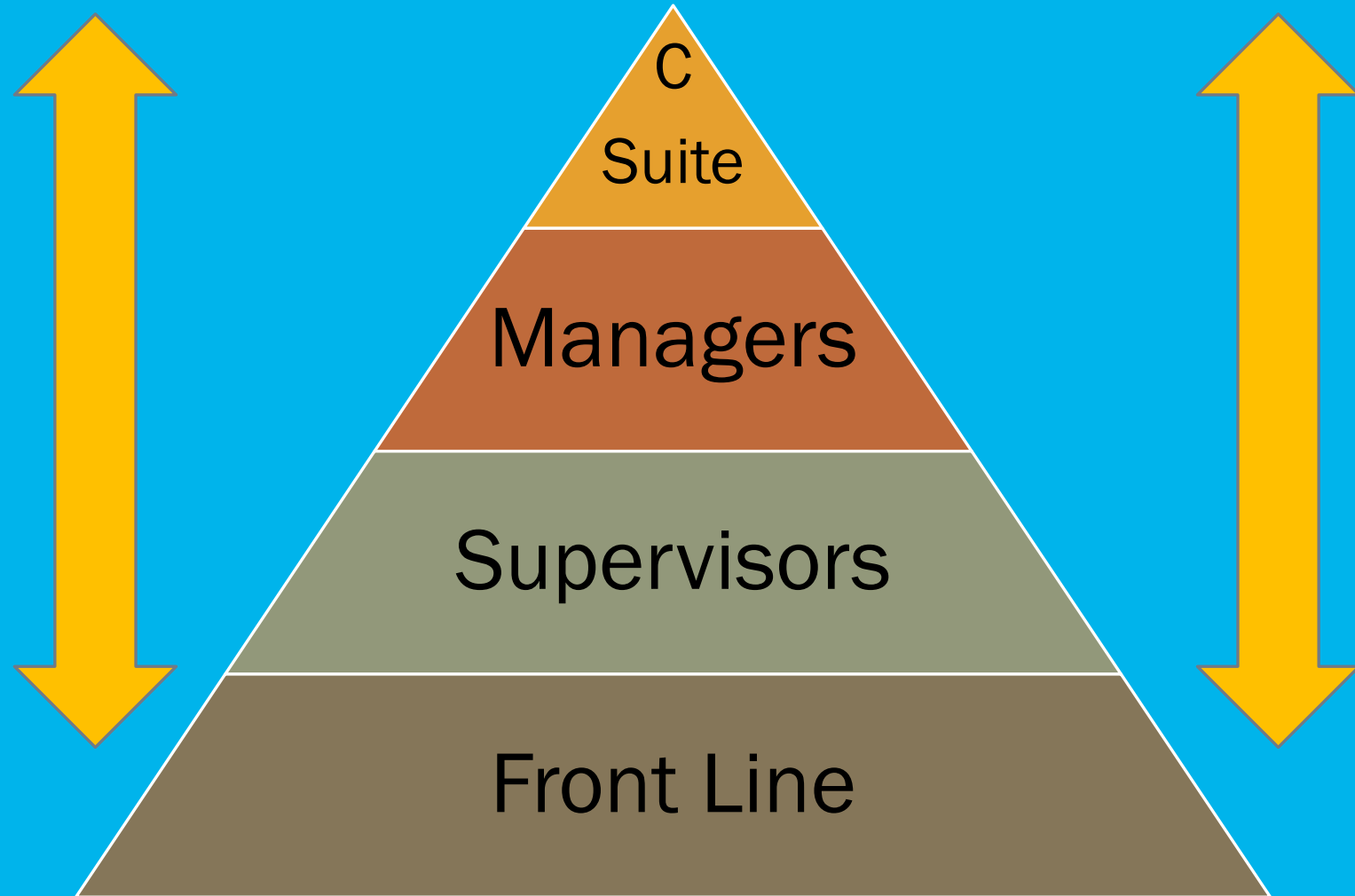
1. **YOU CAN'T LET GO**
2. **YOU DON'T QUESTION
SUCCESS**

SIGN #1
YOU CAN'T
LET GO

DISCRETION'S ROLE IN VIGILANCE

**SIGN #1
YOU CAN'T
LET GO**

COMPLACENCY FLOWS BOTH UP AND DOWN



BE VIGILANT!

SIGN #1
YOU CAN'T
LET GO



BE VIGILANT!

**SIGN #1
YOU CAN'T
LET GO**



**A DIS-ENGAGED
FRONT LINE
CREATES AN
UNAWARE
C-SUITE**

BE VIGILANT!

SIGN #1
YOU CAN'T
LET GO

DISCRETION
DRIVES
AWARENESS &
ENGAGEMENT



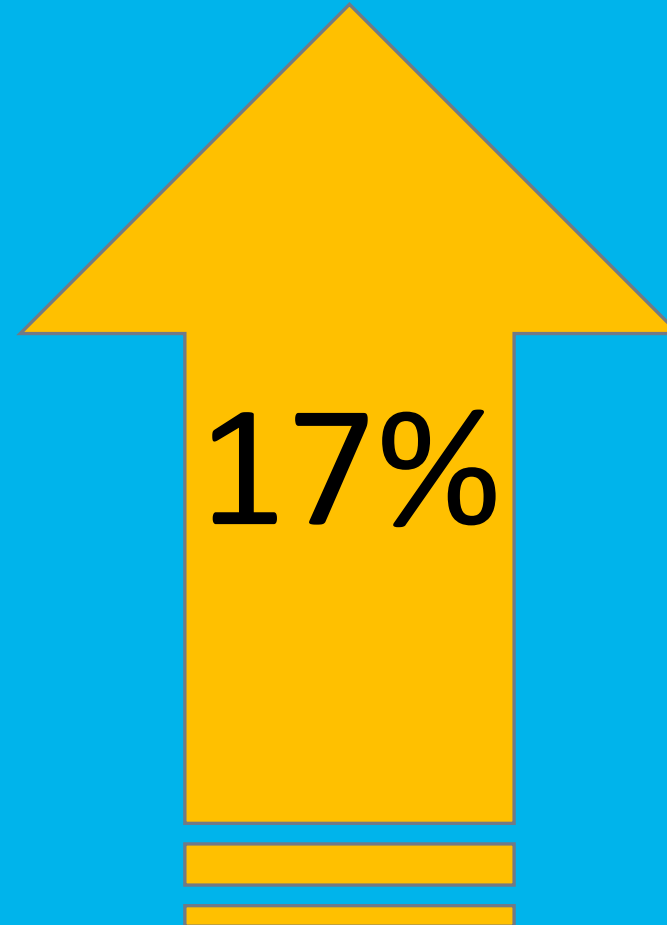
BE VIGILANT!

SIGN #1
YOU CAN'T
LET GO

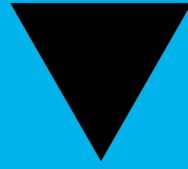
MORE
SCRIPTED
=
CHECKED OUT

AUTONOMY INCREASES ENGAGEMENT

SIGN #1
YOU CAN'T
LET GO



ENGAGEMENT



AWARENESS



VIGILANCE



BE VIGILANT!

**SIGN #1
YOU CAN'T
LET GO**

**59% OF
EMPLOYEES
REPORT BEING
MICROMANAGED**

SIGN #1 YOU CAN'T LET GO



BE VIGILANT!

SIGN #1
YOU CAN'T
LET GO

WHERE
DO I
START

A hand in a dark suit sleeve points upwards with the index finger. A large, dark blue question mark is superimposed over the hand and the background.

BE VIGILANT!

SIGN #1 YOU CAN'T LET GO

WHERE TO START

1. Behaviors/outcomes vs specific tasks
2. Allow for flexibility in performance metrics
3. Shalls vs Mays
4. If you give discretion, allow for discretion
5. Allow employees to manage their timelines

2 SIGNS YOUR AGENCY IS AT RISK OF COMPLACENCY

1. YOU CAN'T LET GO
2. YOU DON'T QUESTION
SUCCESS

SIGN #2
YOU DON'T
QUESTION
SUCCESS

QUESTION EVERYTHING,
EVEN WHEN
EVERYTHING GOES
RIGHT

SIGN #2
YOU DON'T
QUESTION
SUCCESS



SIGN #2
YOU DON'T
QUESTION
SUCCESS



SIGN #2
YOU DON'T
QUESTION
SUCCESS



SIGN #2
YOU DON'T
QUESTION
SUCCESS

VIGILANCE IS
QUESTIONING
EVERYTHING
EVEN WHEN
EVERYTHING
GOES RIGHT

SIGN #2
YOU DON'T
QUESTION
SUCCESS



SIGN #2
YOU DON'T
QUESTION
SUCCESS

SUCCESS
HIDES
THE
MICROFAILURES

SIGN #2
YOU DON'T
QUESTION
SUCCESS

BENEFITS OF DEBRIEFING SUCCESS

1. Forces Awareness
2. Builds Engagement
3. Fights Overconfidence
4. Strengthens Relationships
5. Protects the Success

**SIGN #2
YOU DON'T
QUESTION
SUCCESS**

**WHERE
DO I
START**

A hand in a dark suit sleeve points upwards with the index finger. A large, dark blue question mark is positioned above the hand, with the hand's index finger pointing towards the bottom of the question mark.

BE VIGILANT!

SIGN #2
YOU DON'T
QUESTION
SUCCESS

5 KEYS TO DEBRIEFING SUCCESS

1. Outcome Independent
2. Timely / Frequent
3. Titles at the Door
4. Structure
5. Share the Findings

**SIGN #2
YOU DON'T
QUESTION
SUCCESS**

**DEBRIEF SUCCESS TO
AVOID VULNERABILITY
FROM COMPLACENCY**

COMPLACENCY



OVERCONFIDENCE

SELF-SATISFACTION

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UNAWARENESS OF THREATS

THE OPPOSITE
OF COMPLACENCY.
VIGILANCE.

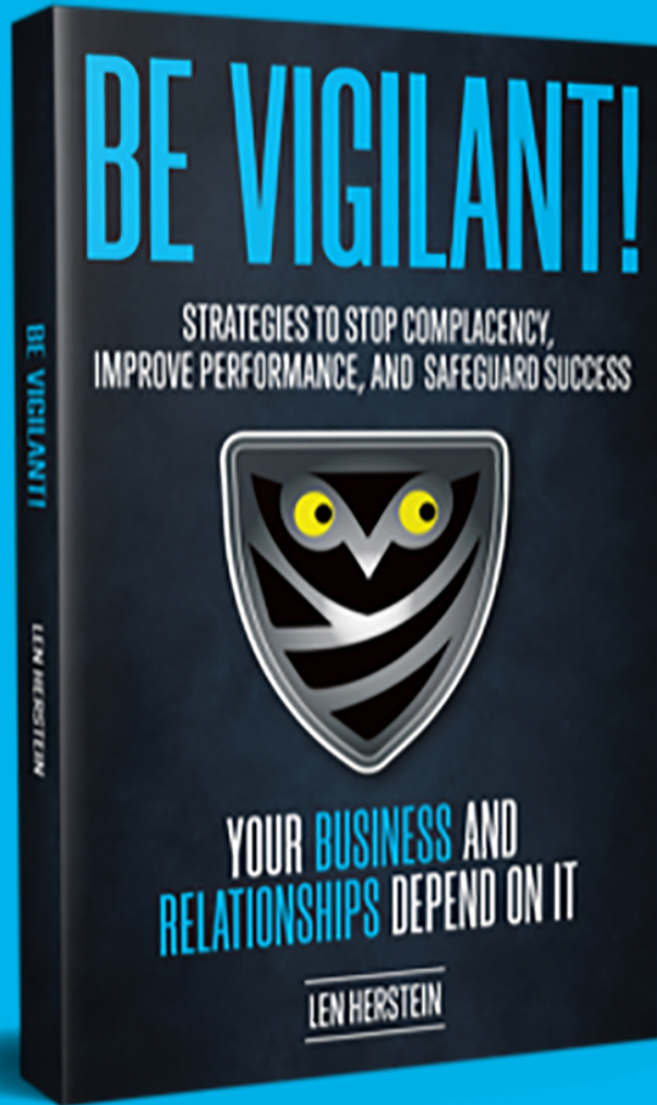
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SUCCESS

2 VIGILANT STRATEGIES TO FIGHT COMPLACENCY

1. GIVE AUTONOMY
2. DEBRIEF SUCCESS

SUCCESS IS NOT
THE END GOAL.
KEEPING IT IS.



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