



Harvard Business Review

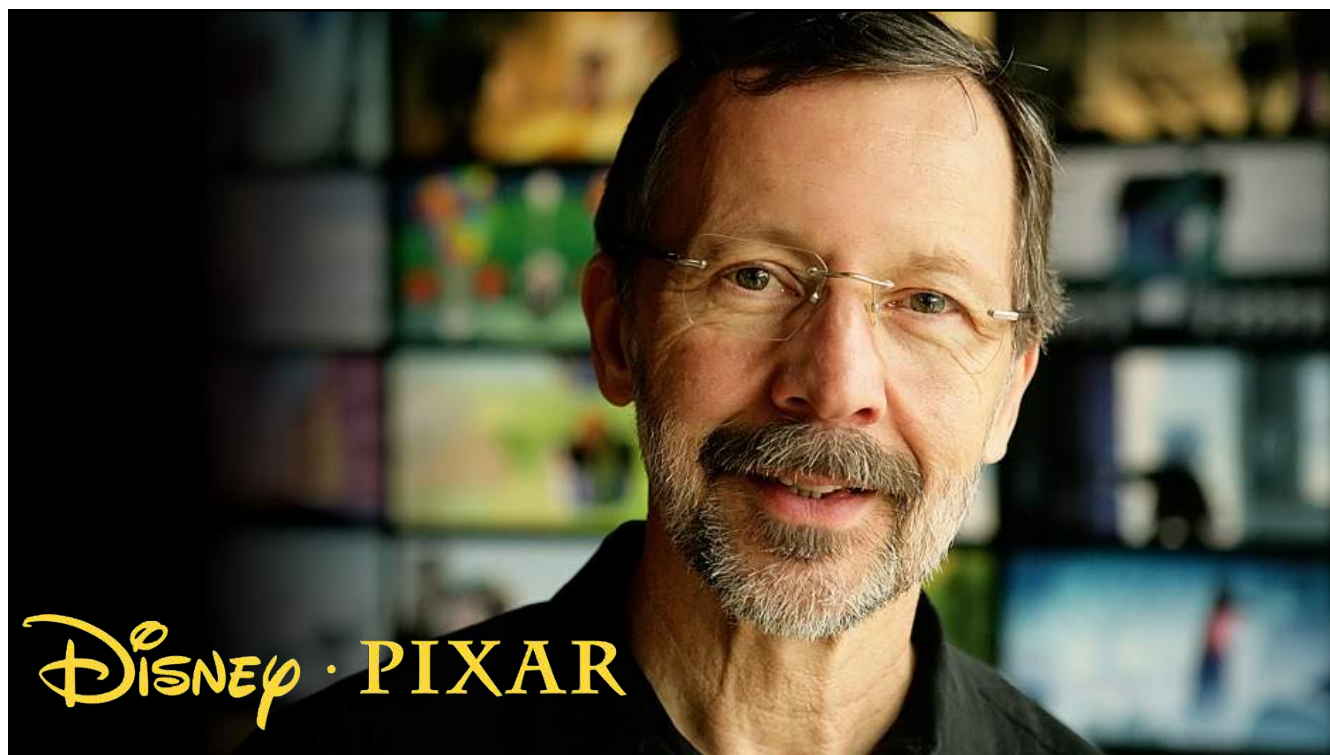
LEADERSHIP

Bursting the CEO Bubble

HAL GREGERSEN
Executive Director

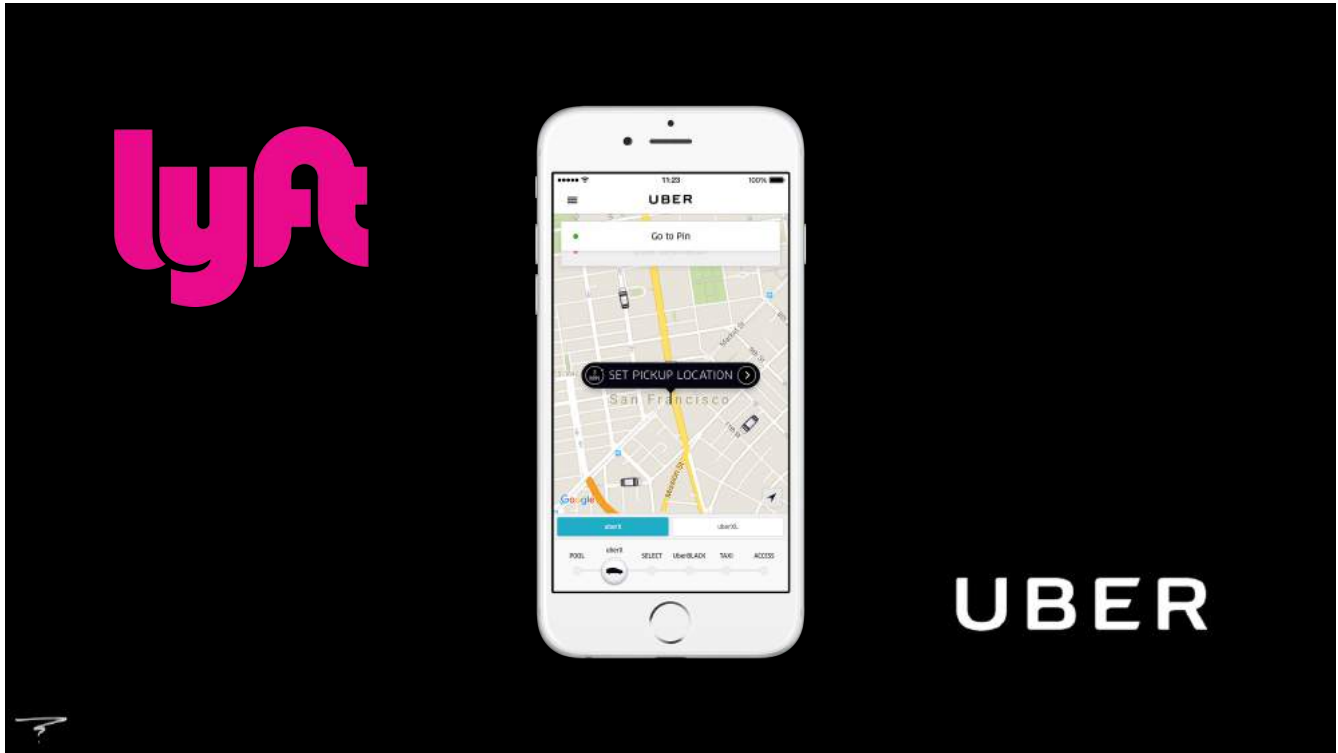
MIT | Leadership Center















KNOW you KNOW

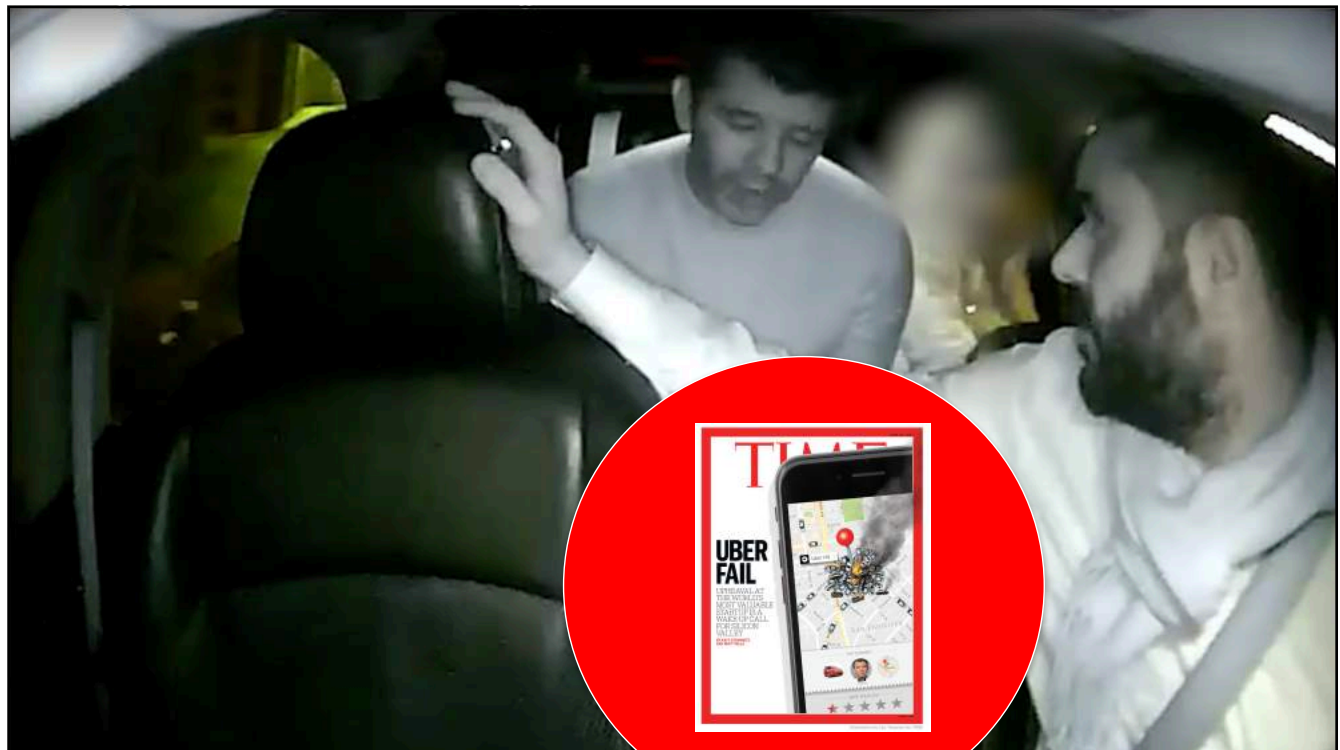

	YES	NO
YES		
NO		

A smaller version of the red circle containing the man in the pool is positioned in the bottom-right quadrant of the matrix. The matrix is a 2x2 grid with the words 'KNOW' and 'KNOW you KNOW' on the left and 'YES' and 'NO' on top. The cells are currently empty.

KNOW you KNOW

	YES	NO
YES		
NO		

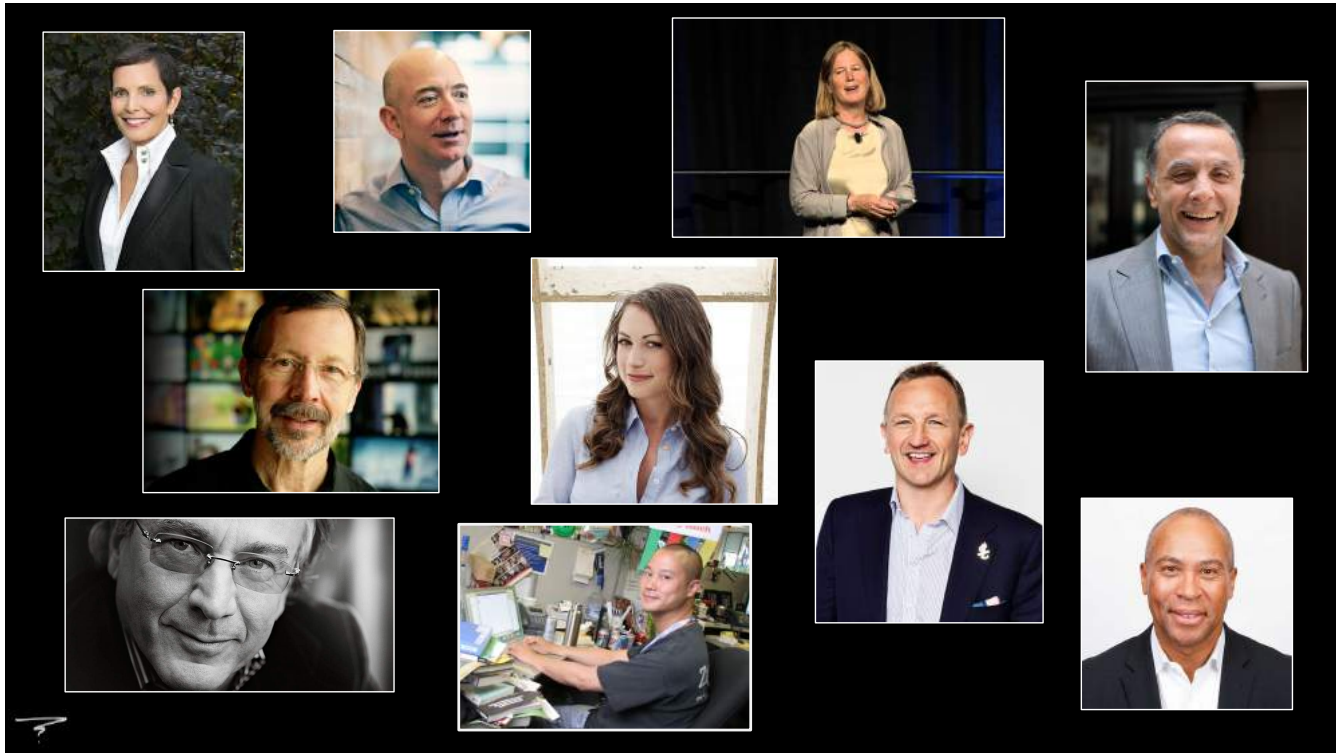
KNOW



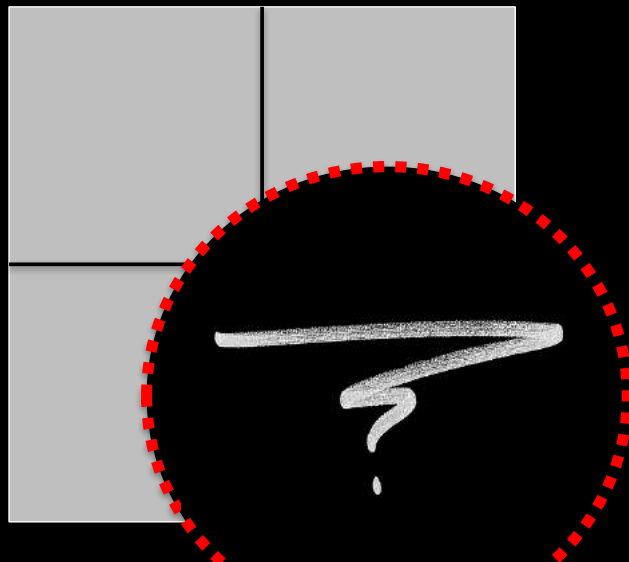
200+

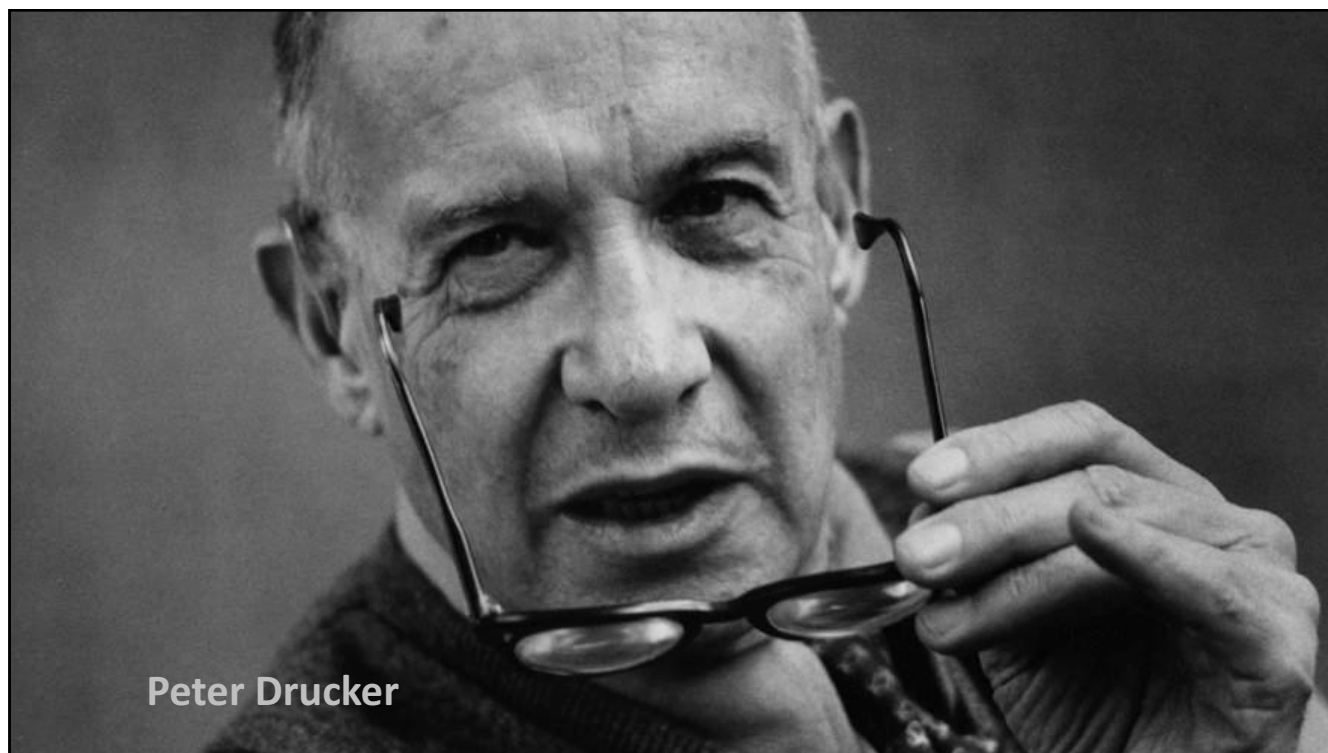
Catalytic Leaders



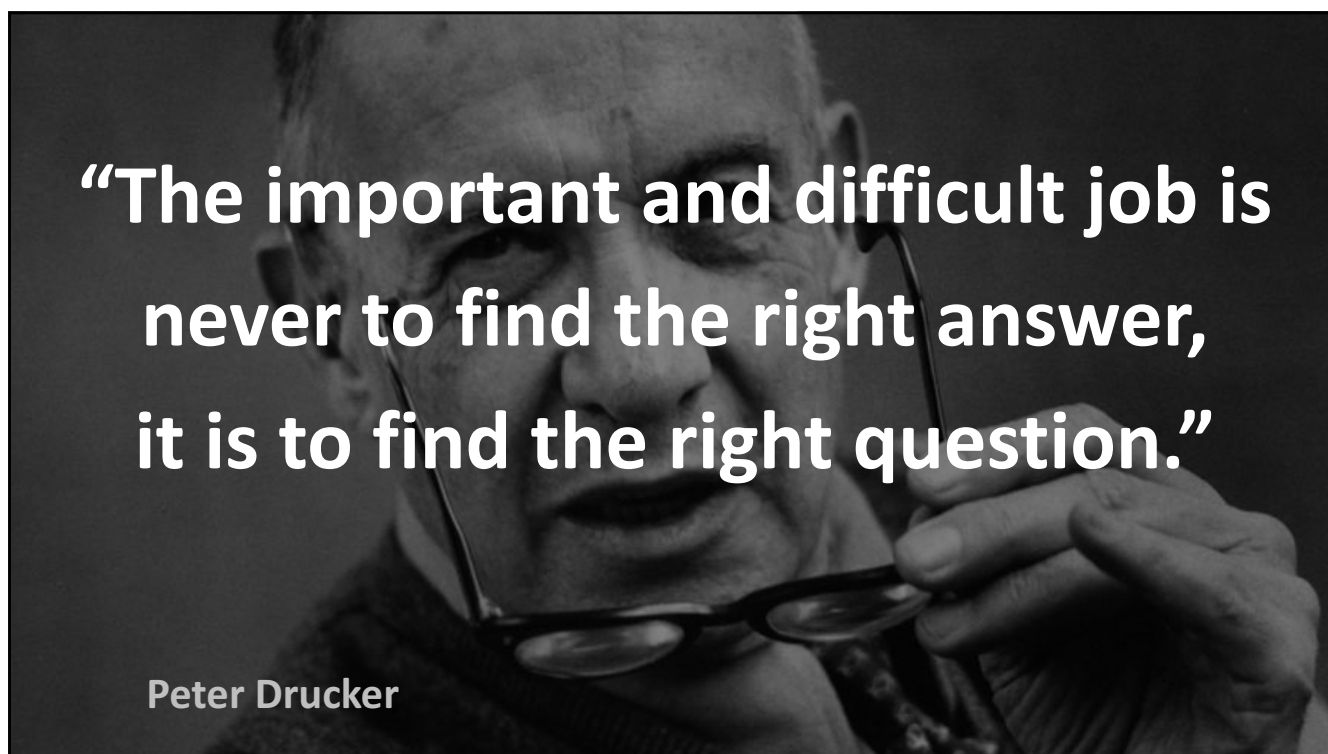


how do you burst the bubble?



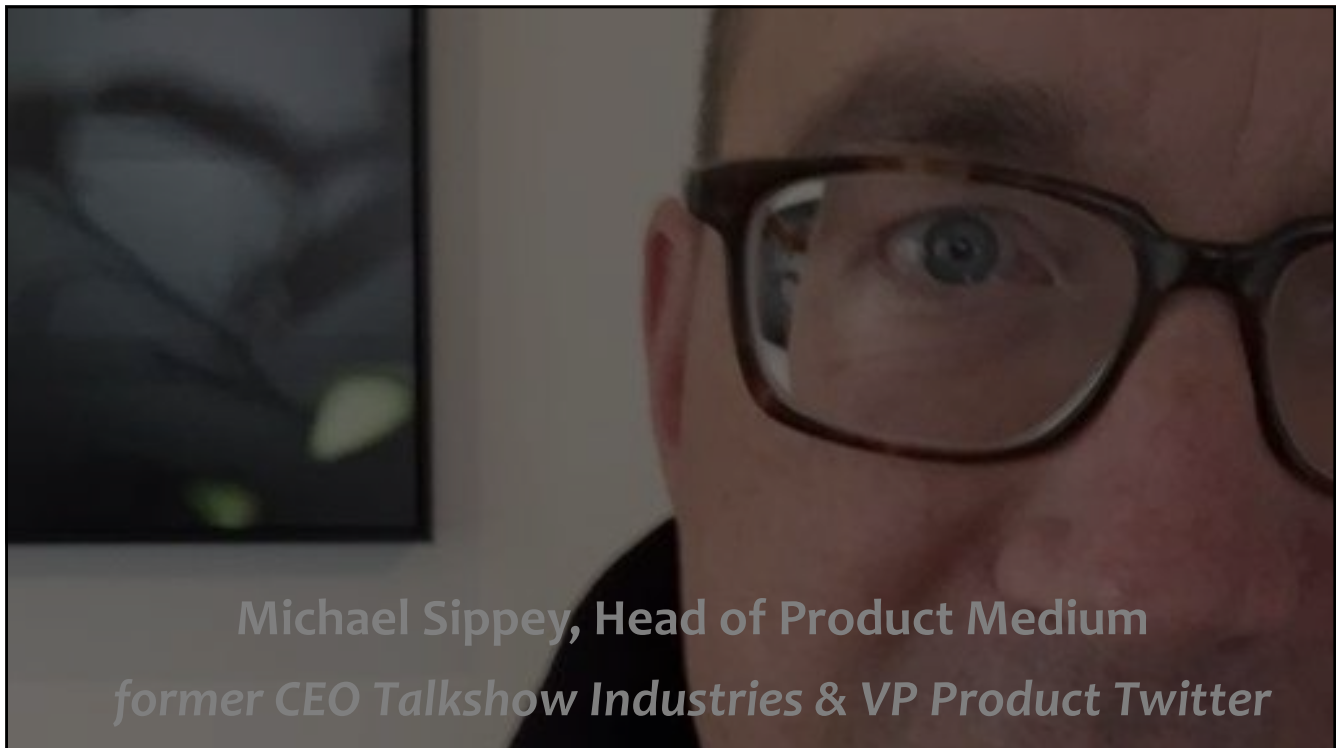



Peter Drucker



Peter Drucker

HOW?



A close-up photograph of Michael Sippey, a man with glasses and a dark suit, looking directly at the camera with a slight smile. The background is slightly blurred, showing what appears to be a framed picture on a wall.

**“Put yourself in the situation where
you can ask the right questions”**

Michael Sippey, Head of Product Medium
former CEO Talkshow Industries & VP Product Twitter

GET OUT to SEEK OUT
surprising situations



Diagnostic Quiz



Get Out and Seek Out Surprises

Question #1

**How often do you spend time in
“strikingly different” places?**

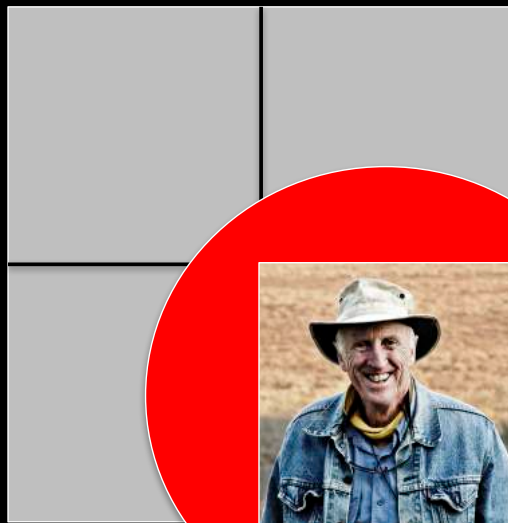
Get Out and Seek Out Surprises

Question #2

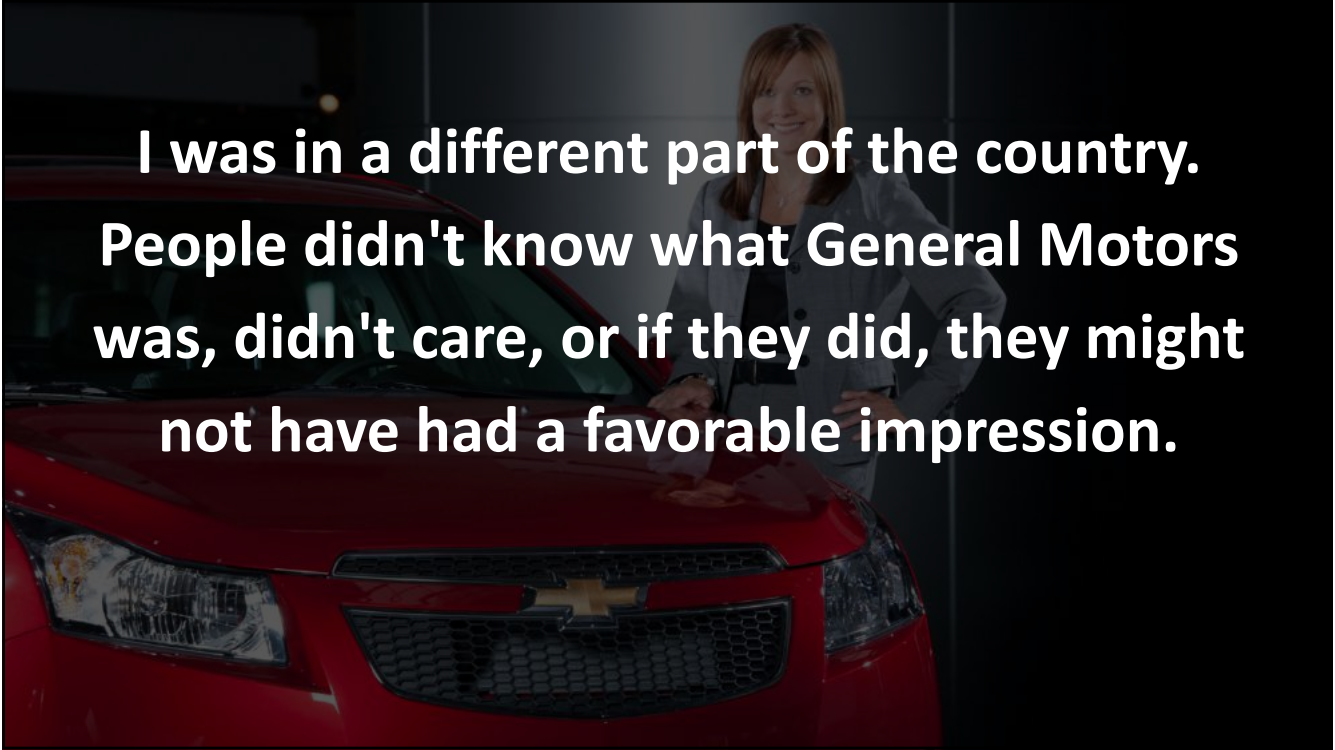
**How often do you talk with
“spectacularly different” people?**

unexpectedly WRONG

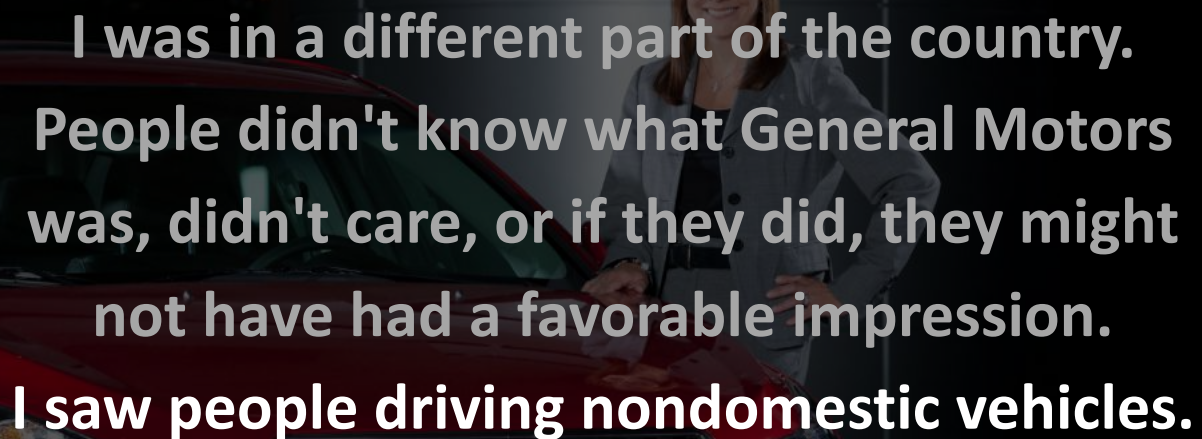
“Every day I ask myself -
How many things am I dead wrong about?”



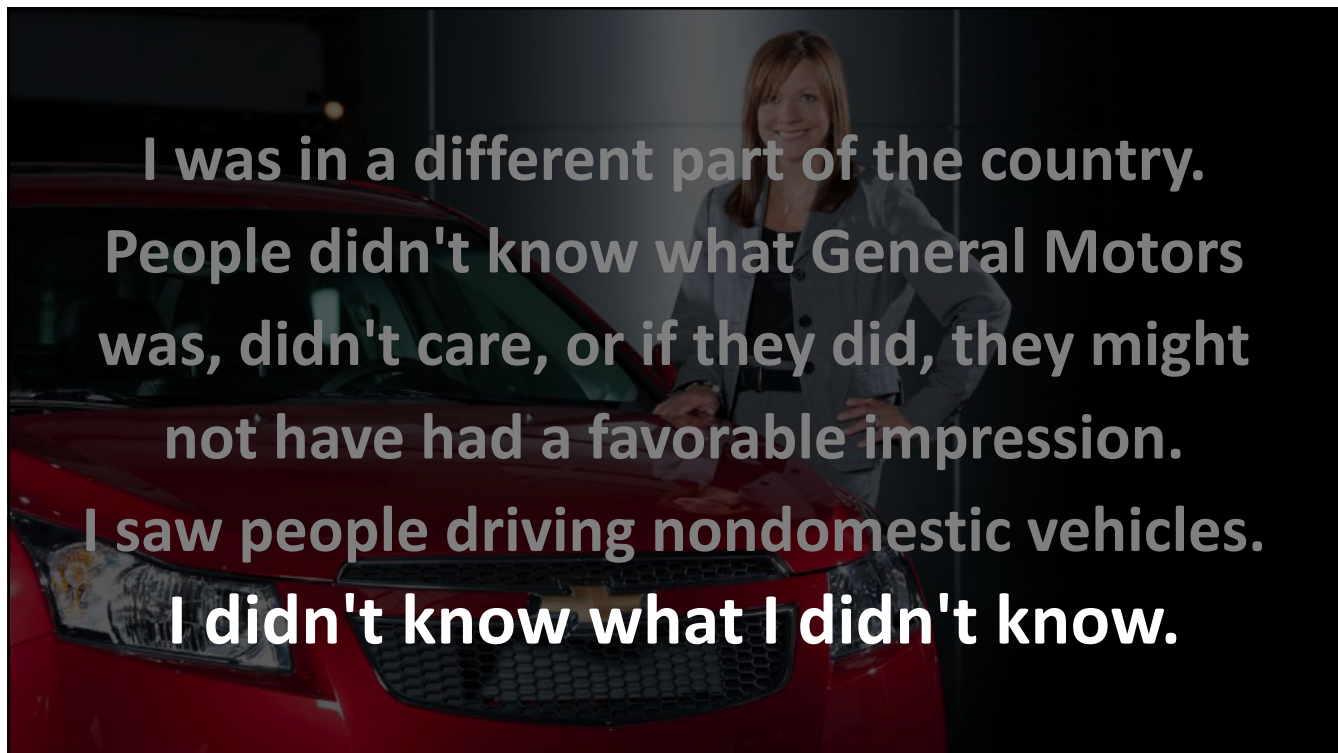


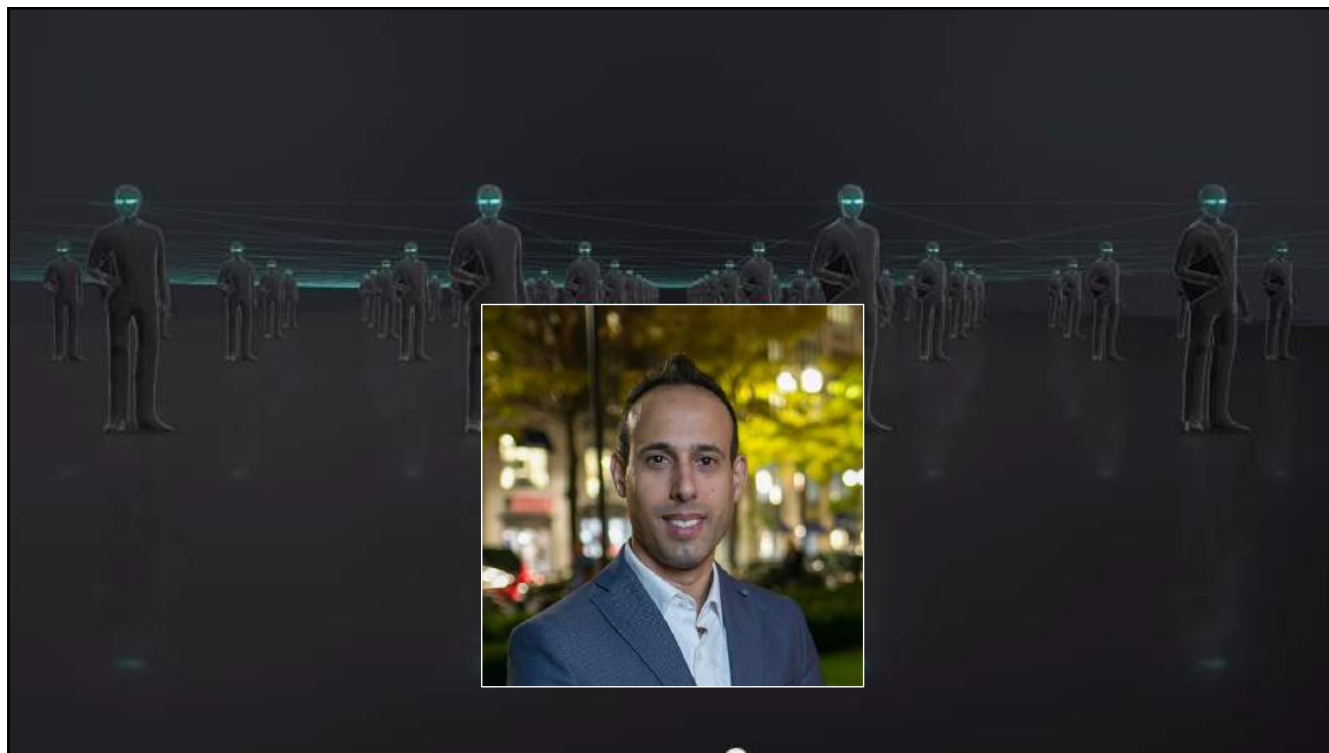
A woman with reddish-brown hair, wearing a grey blazer, stands next to a red Chevrolet car. She is smiling and looking towards the camera. The car's front grille and headlights are visible. The background is dark and out of focus.

**I was in a different part of the country.
People didn't know what General Motors
was, didn't care, or if they did, they might
not have had a favorable impression.**

A woman with reddish-brown hair, wearing a grey blazer, stands next to a red Chevrolet car. She is smiling and looking towards the camera. The car's front grille and headlights are visible. The background is dark and out of focus.

**I was in a different part of the country.
People didn't know what General Motors
was, didn't care, or if they did, they might
not have had a favorable impression.
I saw people driving nondomestic vehicles.**





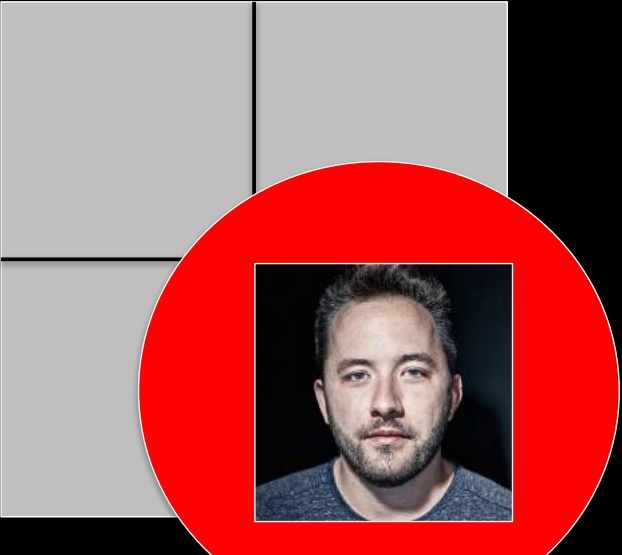
Unexpectedly WRONG

Question #3


**When was the last time you were
“dead wrong” about something?**

unexpectedly **WRONG**
UNCOMFORTABLE **unusually**

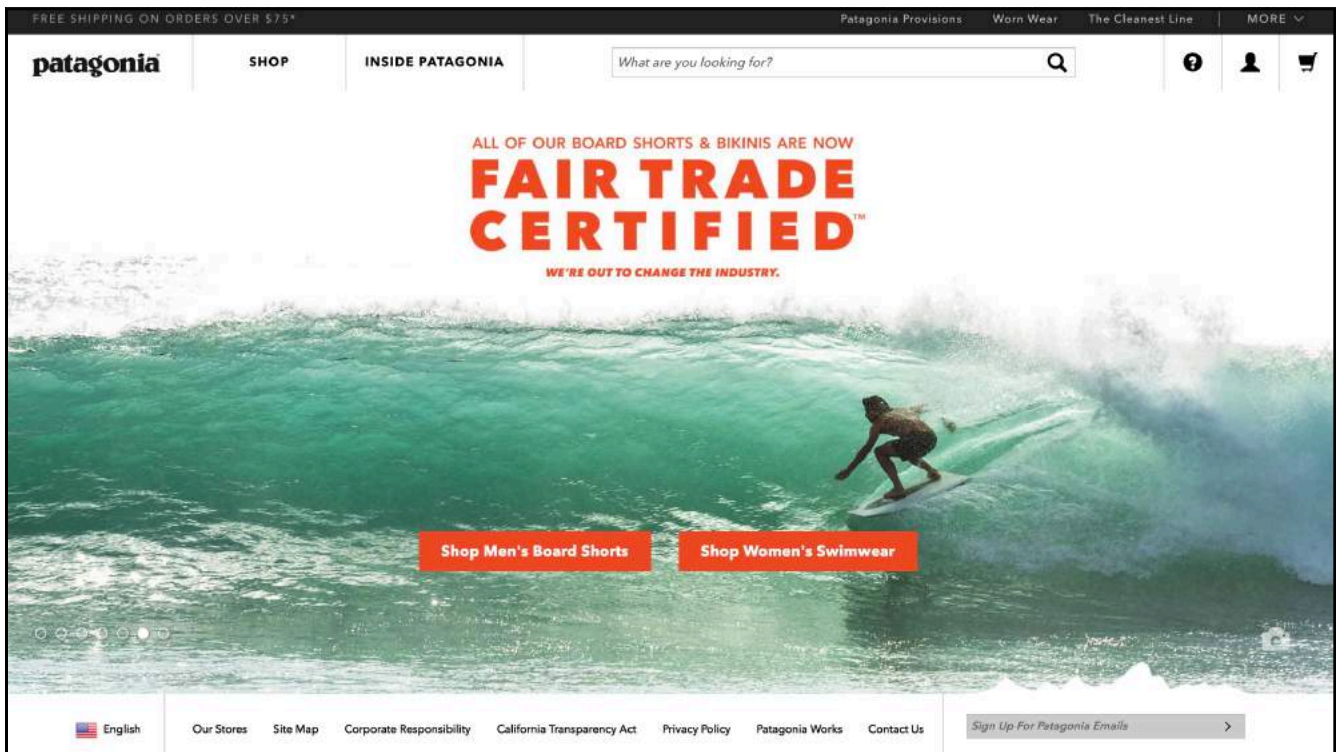
“Get out of your comfort zone...”

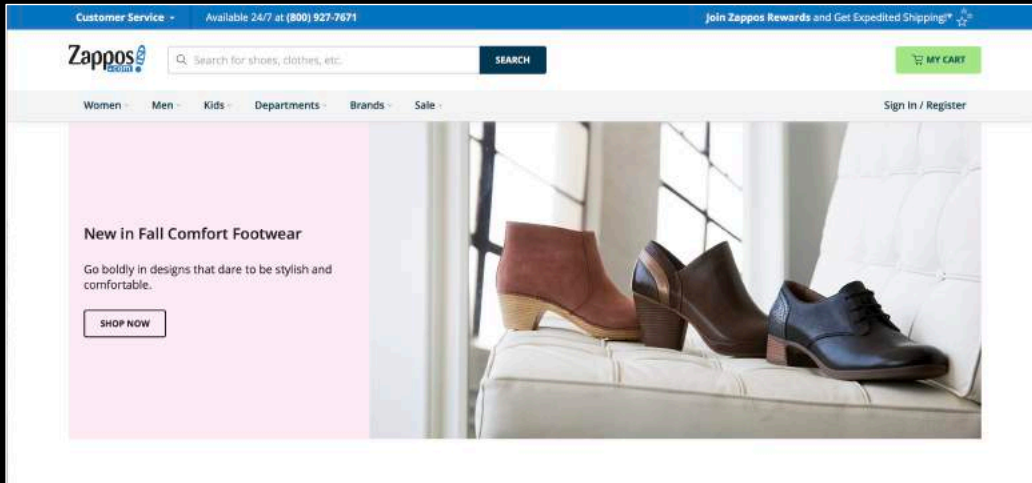


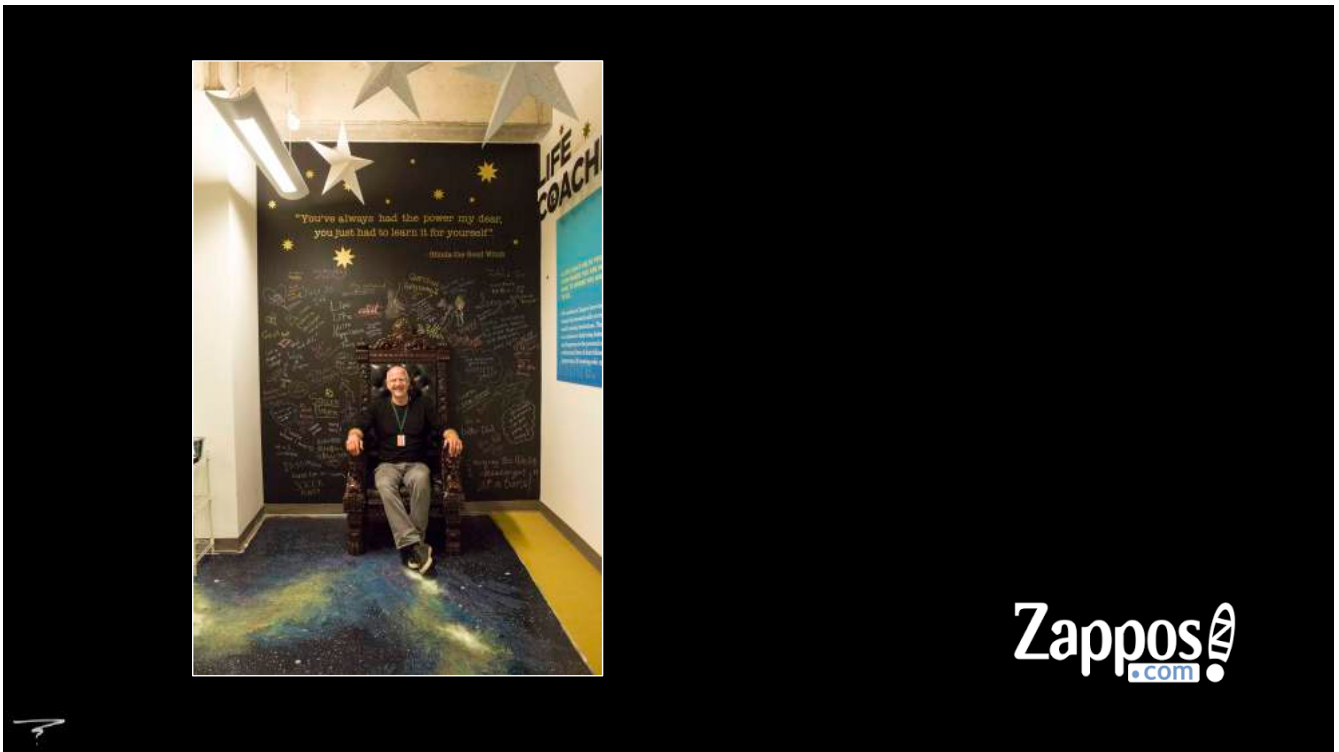
The image shows a 2x2 grid of gray squares. A red circle is overlaid on the bottom-right square, containing a portrait of a man with a beard and short hair, wearing a blue shirt. The man is looking directly at the camera.

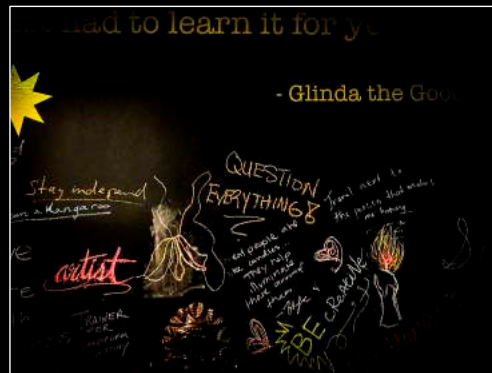
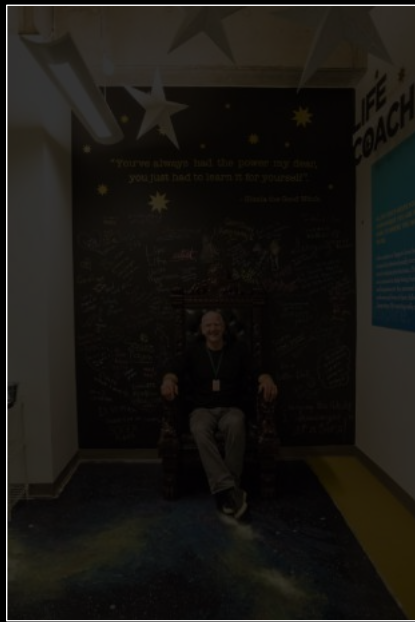


The Dropbox logo, consisting of a blue diamond shape and the word "Dropbox" in blue text, is located in the bottom right corner of the slide.









Unusually UNCOMFORTABLE

Question #4

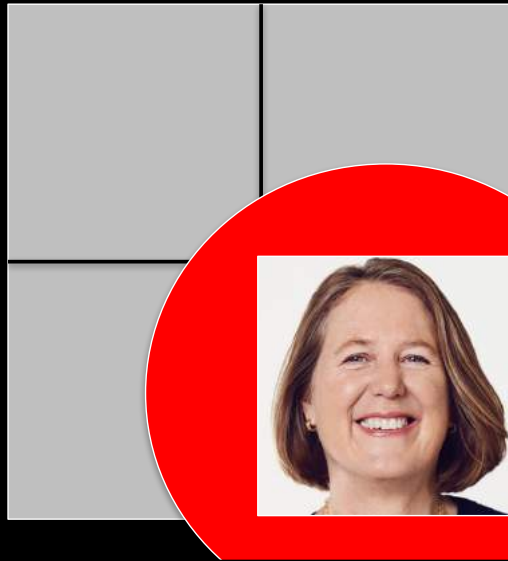
**How often do people ask you
uncomfortable questions at work?**

unexpectedly WRONG

UNCOMFORTABLE unusually

uncharacteristically QUIET

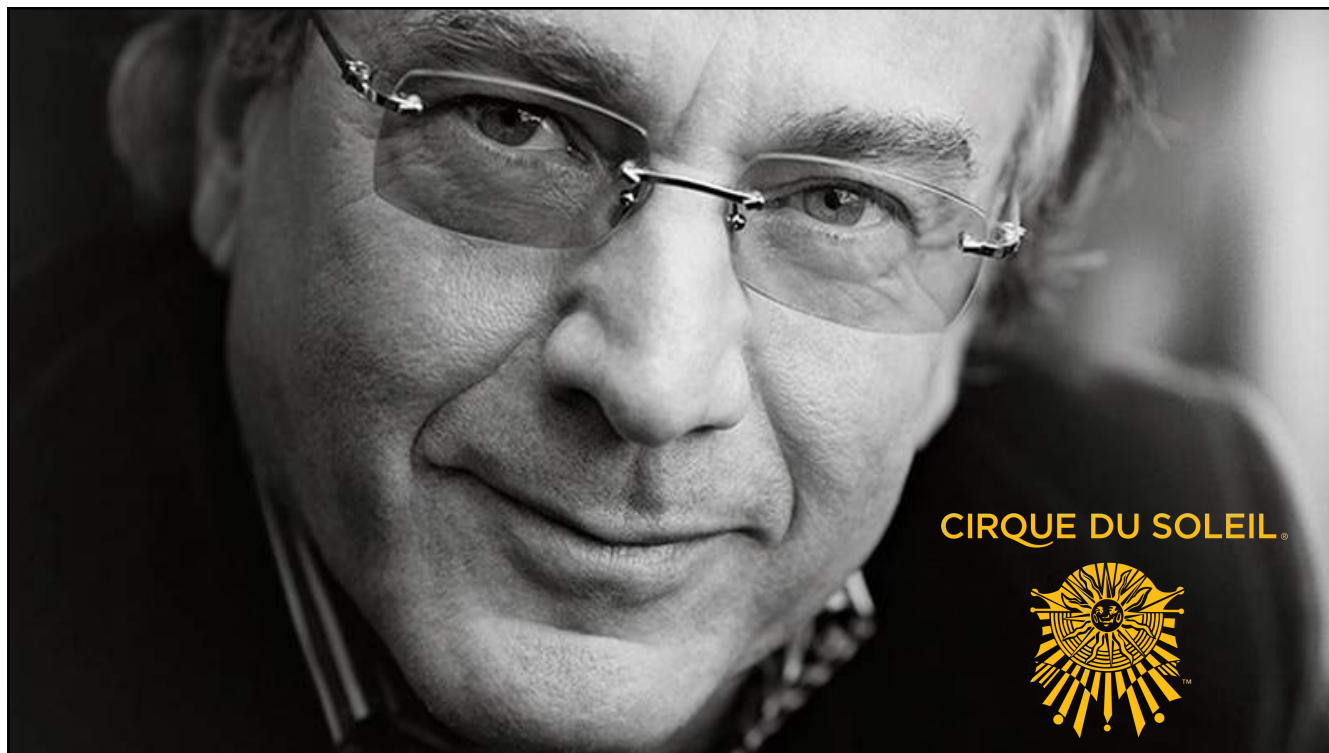
**“Quiet time is the most important thing
to help you frame the right question.”**



Google Cloud Platform

vmware®





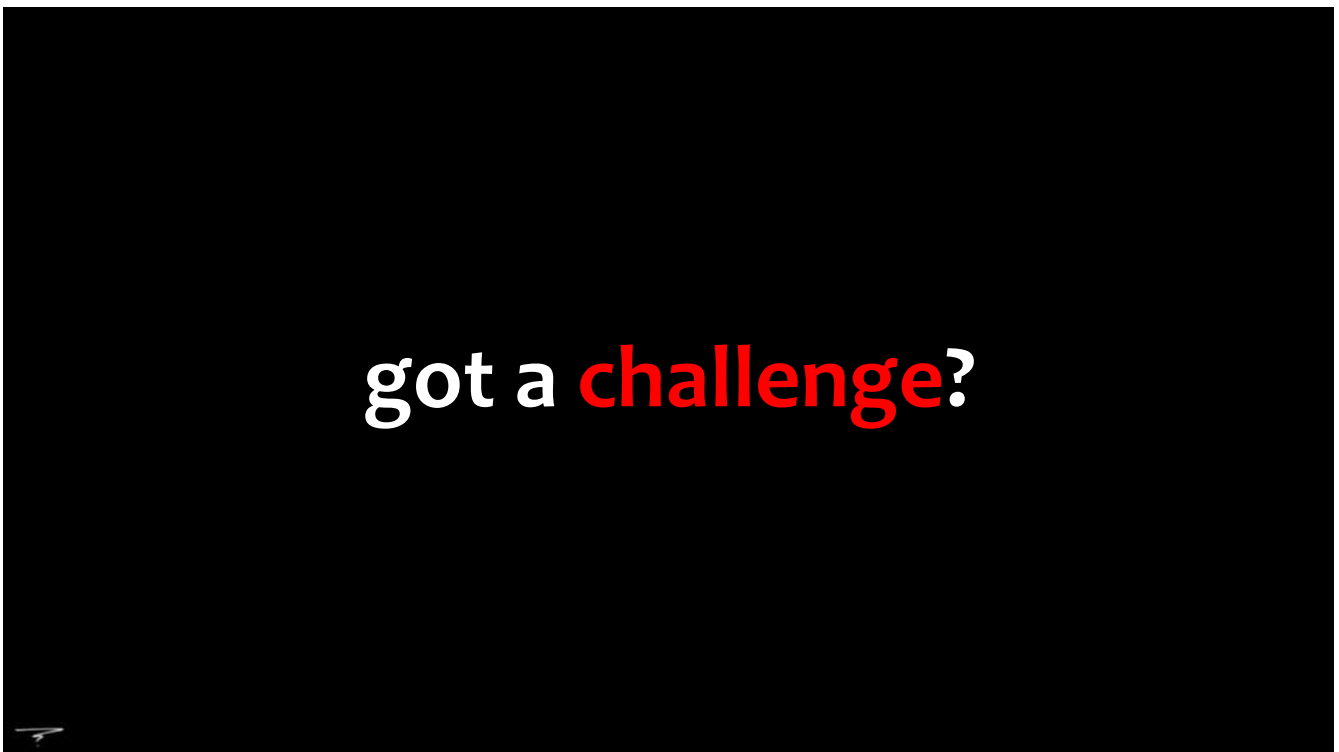
Uncharacteristically QUIET

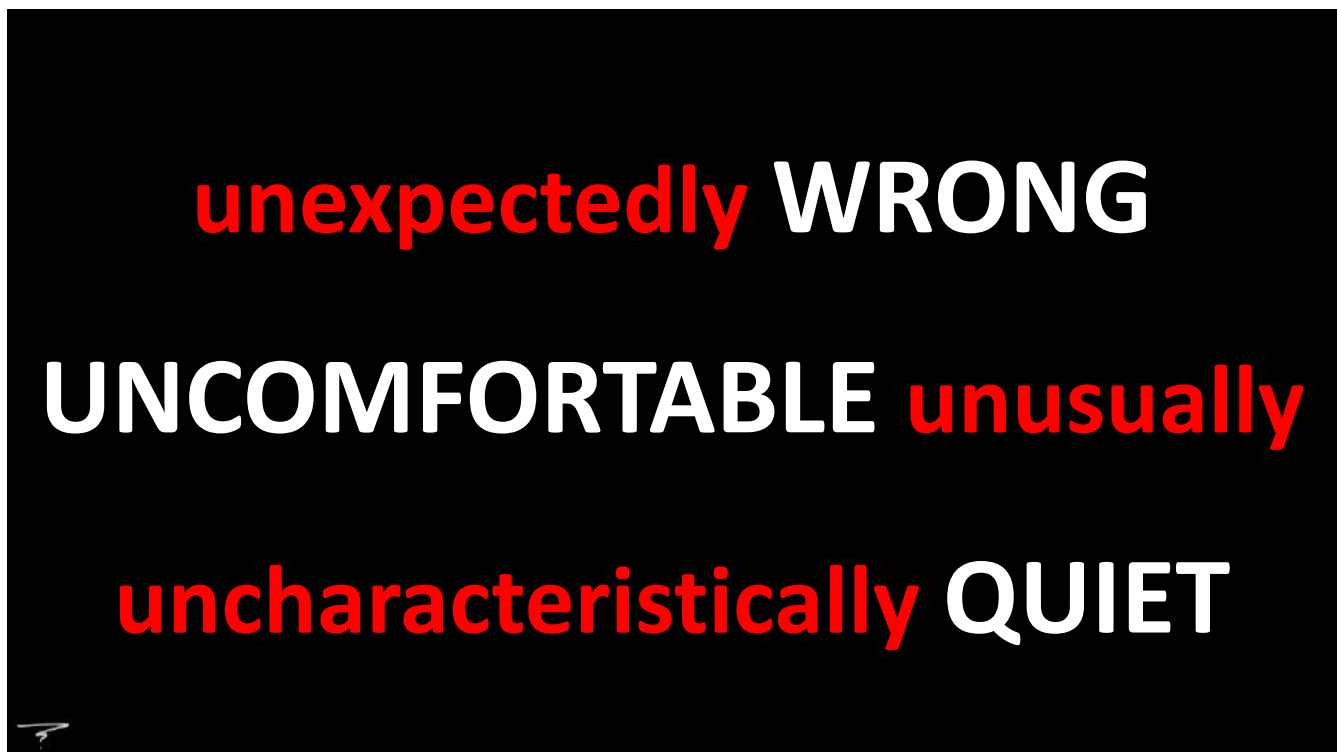
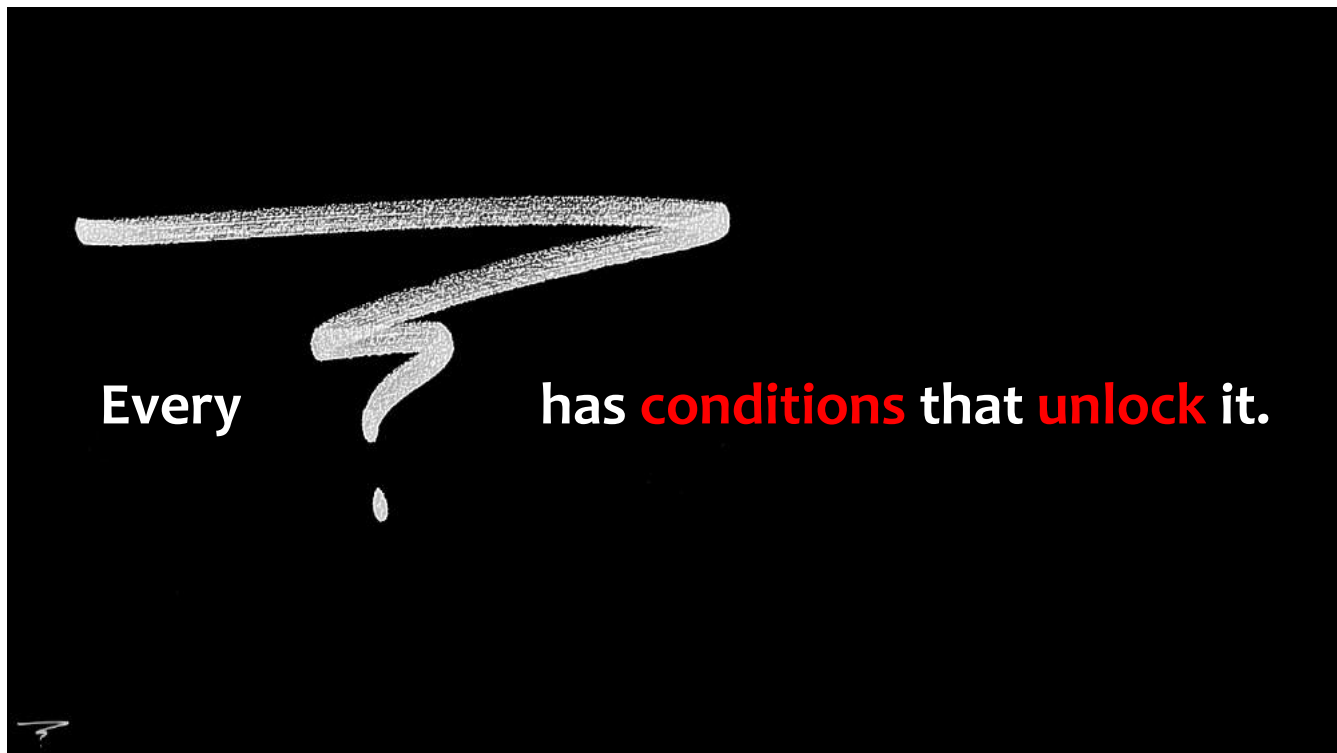
Question #5

**How long do you wait quietly
for others to answer your questions?**

got a **bubble?**

Every **bubble** has a  that **bursts** it.





Question BurstTM

Question BurstTM

*A challenge or opportunity
where you are currently stuck
in finding a better solution*

**Write down one or two words
that best capture
how you feel emotionally
about your challenge right now.**

Question BurstTM

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**

Question BurstTM

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
 - No answers

Question BurstTM

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
 - No answers
 - No preambles

Question BurstTM

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
 - No answers
 - No preambles
 - Write down 15-20 questions verbatim

ask **open** questions

ask **varied** questions

ask **short** questions

ask **surprising** questions

ask **provocative** questions

ask **compelling** questions

Question BurstTM

duos

Q-BURST'S (2 person duos)

- **2 min: Person #1 – Share Your Challenge**
- **4 min: Person #1 – All ask questions!**

Person #1 writes them down

Q-BURST'S (2 person duos)

- **2 min: Person #1 – Share Your Challenge**
- **4 min: Person #1 – All ask questions!**

Person #1 writes them down

- **2 min: Person #2 – Share Your Challenge**
- **4 min: Person #2 – All ask questions!**

Person #2 writes them down

Question Burst™

- Pick one challenge *or* opportunity
- Brainstorm questions **ONLY**
 - No answers
 - No preambles
 - Write down 15-20 questions verbatim

Q-BURST'S (2 person duos)

- 2 min: Person #1 – Share Your Challenge
- 4 min: Person #1 – All ask questions!

Person #1 writes them down

Q-BURST'S (2 person duos)

- **2 min: Person #1 – Share Your Challenge**
- **4 min: Person #1 – All ask questions!**

Person #1 writes them down

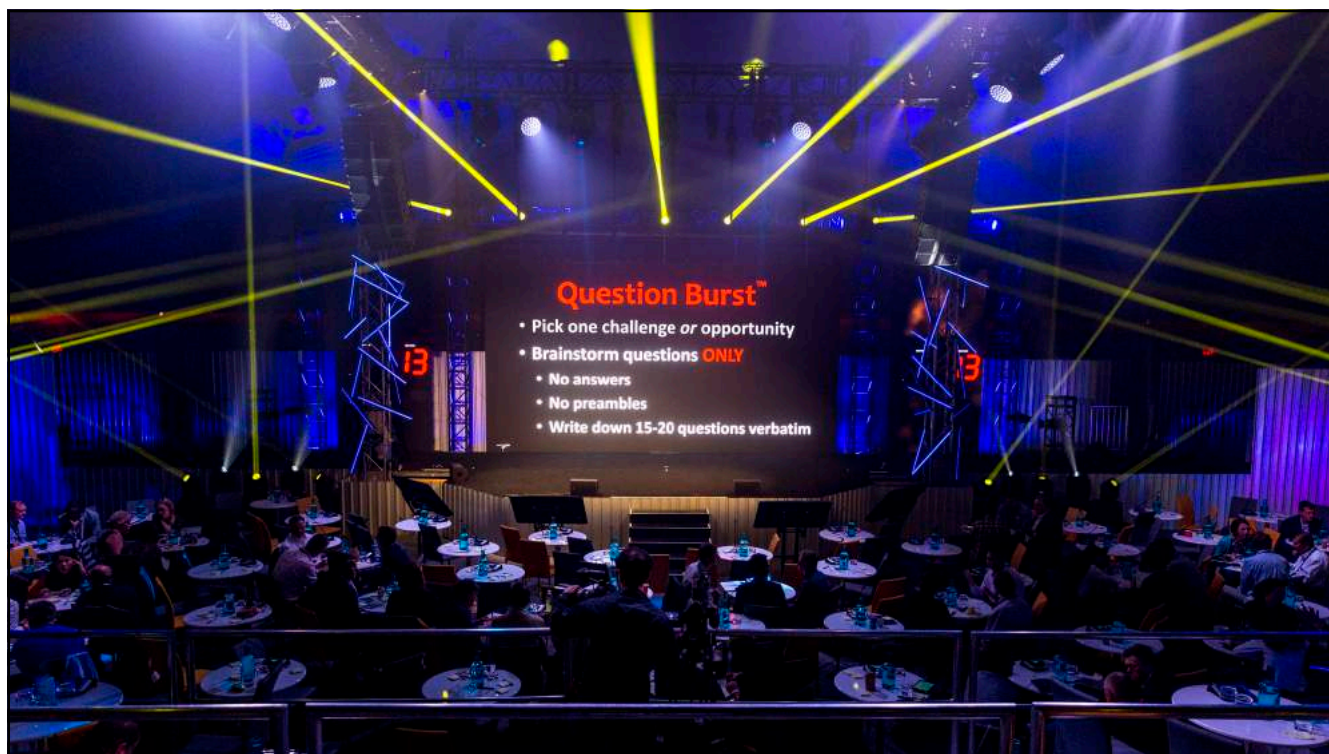
- **2 min: Person #2 – Share Your Challenge**
- **4 min: Person #2 – All ask questions!**

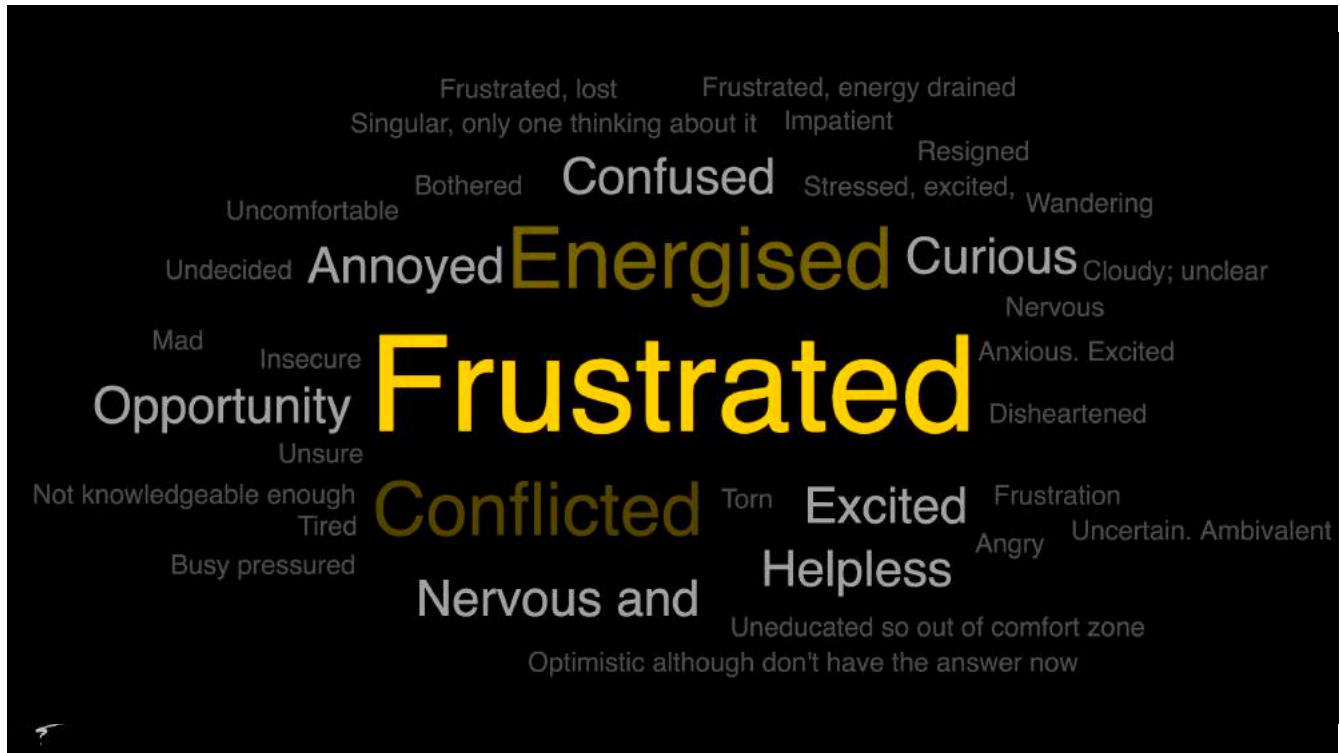
Person #2 writes them down

**Write down one or two words that
best capture how you “now”
feel emotionally
about your challenge.**

**After doing the QuestionBurst,
have you reframed your
innovation challenge, seeing it
differently now?**

**After doing the QuestionBurst,
did you discover
at least one new idea
to help you solve your challenge?**





Rate how you feel “now” about your challenge.



Have you reframed your innovation challenge?



**Did you discover at least one new idea
to help you solve your challenge?**



Question Burst™

3x

Question Burst™

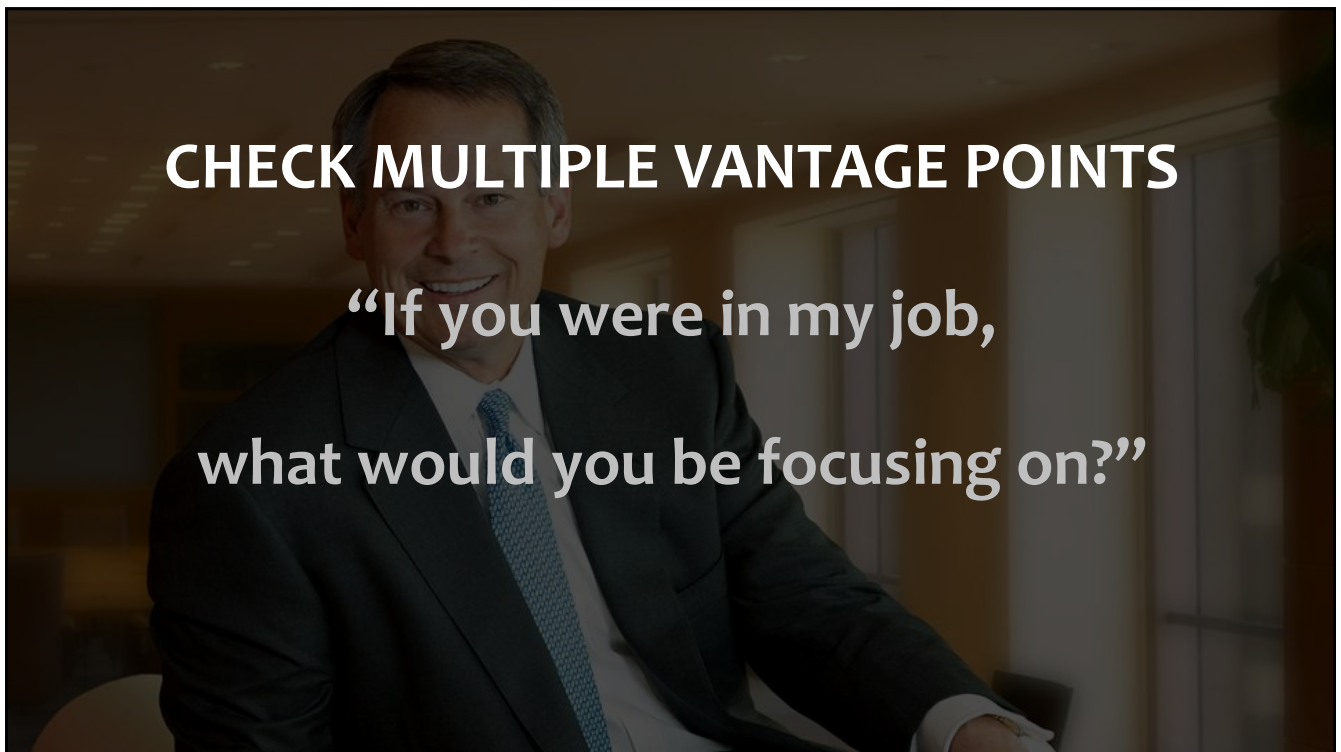


Coca-Cola

- *make a difference* •



An infographic on a blue background titled "Examining THE POWER of QUESTIONS". The title is centered in white text. Surrounding the title are five circular icons, each with a label: "Health" (top, red circle with a white cross), "Relationships" (left, purple circle with two white hearts), "Kids & Curiosity" (right, orange circle with a white pencil), "Careers & Innovation" (bottom-left, green circle with a white briefcase), and "Finance" (bottom-right, blue circle with a white dollar sign). At the top left is the Charles Schwab logo. At the top right is the text "The Power of Questions. Ask questions. Be engaged. Own your tomorrow™." At the bottom left is a small "i" icon and the text "© 2016 Charles Schwab & Co., Inc. All rights reserved. Member SIPC (R016-HTB)". At the bottom right is the text "About | Disclosures".





RECRUIT OTHERS IN YOUR QUEST

**“My biggest personal challenge
is isolation, can you help me?”**



REQUIRE BRUTAL HONESTY

“Brutally Honest Reports”

Five areas – including “What’s broken?”

A large, stylized white question mark is drawn on a black background. The question mark is composed of a thick, textured line, giving it a hand-drawn or chalk-like appearance. It is positioned on the left side of the slide.

Engage
@HalGregersen

Explore
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