The Secrets for a Successful Career

(1) Good Writing

Funding proposals, applications, Memos, emails,
Green papers, white papers, Reports, reviews,
Lectures, presentations, PP slides, Letters
Letters, Letters, Agendas, Minutes, Pitches,
papers and articles, repetition, practice

(2) Good Teaching

Explaining, saying it simply, Organisation,
content, Audience, presentation, theater,
storytelling, Analogies, Metaphors.
Repetition, Practice

(3) Listening and Communication (and Reading)

listening to yourself, listening to others.

(4) Time Management

Routine, Lists, Balance (procrastination)
Repetition, practice

(5) Honesty

With yourself, with others (procrastination)
Repetition, Practice

It helps to be interested in mathematics
Consistency of output.

What should you learn to be successful?

(1) ASK ME A QUESTION.

(2) LISTENING

(3) SPEAKING

(4) ORGANISATION

(5) LANGUAGES

(6) READING MINDS

The Best Way to Solve a Problem

So...

I have this problem...

I thought I'd ask you for ~~advice~~ your advice.

I thought maybe you could help me solve this problem.

I have to give a course on problem solving for managers and

I need to figure out what to say, how to design it to make it useful for them

something that attendees come away from it saying

"yeah, I learned something"

So I thought maybe you all would help me out

and we could chat a bit just brainstorm a bit

and you can give me some ideas on how I should go about it

Anyone like a beer?

THE MOST EFFECTIVE WAY
TO SOLVE A PROBLEM IS
TO HAVE OTHERS GIVE YOU
ALL THE GOOD IDEAS

You know,
 I find it interesting being a professor,
 being a teacher, being an educator.
A good teacher is one of the most
  humble people I know.
In fact, I might go so far as to say,
 you can't be a good teacher ✓
 unless you are really really humble.

Why is that?
 Well you know...
If you are a great guitarist
 you just go out there and
  strut your stuff
Not humble.
      BIG EGO.

But if you are a great guitar teacher,
what is your job?

Your job is to take the talent and skill
of the student standing in front of you
and mold the clay, mold the talent
shape those skills
to make the student into a great guitarist
One that will amaze
One that will thrill her audiences
One that will be the consummate
musician
and the great performer.

So the great guitar teachers
are not great guitarists.
In fact, I'd go so far as to say that
they are rotten guitarists,
but they are

great molders,
great shapers,
they take the raw material and they
help push it in the right directions
   to make something even better.

It's the same in pro tennis.
With only a very few exceptions,
the general rule is that the greatest
   players are not the greatest coaches.

So the first thing you need to be a
   great teacher,
is to realise, ~~in the de~~
      in the depths of your being
that your students are
      way more talented and skillful
than you are.
            Humility
Your students are going to be great
and you are going to help them get there
            Humility

The same applies to managers.
The best managers are bad businessmen.
But they can take the amazing talent
of the people that work for the company
and help mold it for profit.

Great managers don't need good ideas.
They recognize when one of their
employees has a ~~great~~ good idea
and suggest to that employee that
they put that into action.

Great managers don't need great skills
The just notice which employees
will do the job really well and
encourage them to go for it.

So the first thing you need to be
a great manager,
is to realise,

In the depths of your being,
that the employees in your ~~company~~ team
are way more talented and skillful
than you are.

Humility

Your employees are going to be great
and you are going to help them
get there.

All you have to do is to tell them
where to run to.

Humility.

The best way to get something done

You know...

I want to start this company and
I need to go out and do some fund
raising.

My company is going to produce
educational resources,
particularly for math and music,
but also for science, art, management,
entrepreneurship, motivation,
culture studios and data science.

So I thought about it and
I figured out who I'm going to
approach for funding

NIKE.

What do you think?

So then, to make a viable pitch,
I tried to make a list of
    all the good reasons
that Nike wants to find my new
company for education resources.

Reason 1: First of all what does NIKE
stand for? Well, of course

    New Innovative

        Kurated Education.

If you didn't know that, obviously
you don't hang out with the

        Kool guys

So, of course NIKE will want to
find my company.

    We have the same ~~letters~~ letters.

<u>Reason 2:</u> What's the primary educational message that works for all the topics that my company is going to produce resources for?

(just in case you forgot, these are: math and music, but also science, art, management, entrepreneurship, motivation, culture studies and data science.)

Well, obviously, the most important education message is, as always, if you want to learn something
         JUST DO IT

So, of course NIKE will want to fund my company.

         We have the same motto.

Reason 3 Third, what's the best way to
get your head around a new role —
whether it be being a mathematician,
being a scientist, being an artist,
being a manager, being an entrepreneur,
being a motivator, being a diplomat,
or being a data scientist?

Well, of course,

    by imagining yourself in the shoes
    of that person, and

    figuring out what you'll be doing
    at work the next day.

So, of course, NIKE will want to
find my company.

    We have the same product.
        SHOES.

that was fun, making that list.

it totally makes sense,

I'm sure NIKE will want to fund my
company...

time for a run...

time to get my NIKEs on.

So... I'm back from my run and
my brain is still doing 3 minute miles.

I haven't yet got into the shower...

I googled "nike funds" and pressed
on the first link

https://community/impact.nike.com/ncif

I couldn't find the phone number
of the right person to call there.

So I applied for this job at NIKE Australia, Inbound analyst, Melbourne Australia

https://jobs.nike.com/job/13406?from=job%20search%20funnel

and I'll use the interview to get started asking questions and get started making connections at Nike and getting them to fund my company.

... I'll think about what questions I'll ask the interviewer while I'm in the shower.

~~Fund raising~~ JUST DO IT.

I don't think about doing fund raising for my company
I don't talk about doing fund raising for my company
I

JUST DO IT.

My suit is on, and

   I'm leaving for the interview at NIKE —
I've just got to be sure ~~that~~ I remember,
the position I applied for is
      Inbound Analyst
... yeah I can already smell that
capital coming in.

NIKE: <u>Proud Investor</u> in

  "New Innovative Kurated
       Education"

a company ~~developing~~ delivering
Problem Solving Excellence"

After all, I figure NIKE ought to
at least give me several hundred thousand
dollars
  for all the advertising I've just
    done for them,

    don't you think?

Thinking outside the box

The best way to think outside the box is

NOT TO THINK

Just don't think at all.

If someone has a crazy idea.

Don't think about it.

Thinking about it is the first step
  to putting it into the box.

If you want to think outside the box,
    don't think

Because, if you think about it,
  getting venture capital ~~funding~~ funding
  from NIKE
  for an education resource company
  is ridiculous.

It totally doesn't fit in any box you've
    ever ~~heard~~ heard of.

So don't think about it,

JUST DO IT.

That's the best way to think outside
the box:

DON'T THINK

cuz, thinking just puts you in that box,
every time.

Antennas

If you don't think, that's
pretty stupid, isn't it?
I mean, think about it.
If you don't think then do you
"just know" what to do?
Not really "just knowing".
It's more like this.

Your antennas are on,
  you are paying attention to the
  cues around you,
..., that little nervousness in your
  competitor when you are doing a deal
... that question needling you about
  where they were sourcing their
  screwdrivers from
... and that was the moment you knew
  you shouldn't go forward with that deal.

... screwdrivers are for ...

Better to be in the business of antennas

Yep

good antennas, that's business,

You couldn't help smiling a bit

6 months later when you heard
about that screwdriver distributor...

... getting hammered.

Mode of operation

You know, I find that,
being a mathematician,
people think I'm smart.
I don't think I really thought about it,
they've just been brainwashed
to think mathematicians are really smart.

But, of course it's not true.
Believe me, I'm a mathematician,
I know exactly how smart
mathematicians are.

But I do notice that,
as a mathematician,
I have a

MODE OF OPERATION.

When someone asks me a question,
  or gives me a problem,
I listen,
  I try to make sure I understand
  what the problem is,
  and then...
I don't try to answer

  And I certainly don't try to THINK about it.
  I enter this mode of operation,
    more like a void
  that mostly feels like I'm doing
    nothing about it.

Of course, I remind myself about the
problem. So I don't forget that I'm
supposed to be working on it.
I send email to myself once a day,
  a blank email, just with the subject
line "
      Howard's problem"
but otherwise an empty email.

And then, after a while, usually it
comes to me, who should I call
that knows the answer to this problem.
And then I make the call to my mate,
and I got the answer.

And then I tell Howard,
   and he thinks I'm really really smart.

But what was I doing all that time
   sending email to myself?
I've observed myself over the years
   to try to figure this out.

In the end I've realised that this
"mode of operation" period
is a period of

       DATA COLLECTION.

Not thinking about the problem,
not trying to answer, no stress
just   THE VOID

Of course, as always,
  my antennas are on.
Even though I'm not thinking about
  this problem,
the fact that I send email to myself
  once a day,
has set the filters on my antennas
  to filter incoming data as to
whether it might have relevance to
    "Howard's problem"
there are three baskets in my head:
"Garbage" "Relevant" "Random"
Of course, most of the information that
  comes in during an average day
  is "Garbage"
But it happens pretty often that,
  after a week or so,
I'm sending a blank email to myself with
the subject line "Howard's problem"

and that makes me curious to look in the baskets to see what's in there

Usually there's nothing good in the "Relevant" basket.

But believe it or not, usually there's something in the "Random" basket, some article, or some headline, or some email about some other issue that reminds me that Barack Obama might know what the right approach to this question is.

So I call Barack and he doesn't know, but he tells me that I might enjoy talking to some guy that does finances for the Melbourne Theatre Company, because we both have "artistic interests".

I say "what the heck" and I call
the MTC guy.

And sure enough he knows exactly who
finds Education Resource companies
in Australia

So I call ~~Howard~~ Moira and tell ~~him~~ her
and Moira thinks I'm really smart.
... not so difficult to fool Moira :)

So I think I've figured out why
mathematicians ~~are~~
                 "so smart"!

I'm going to patent it as a
management schematic.

Its called the
      "Three basket DCM"
(Three basket Data Collection Method).

Lots of people collect data.

My advantage: I don't only check the
      "Relevant" basket

I also check the "Random" basket.

"... and I make the phone calls