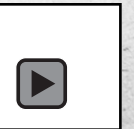


# Turning Pages & Rolling with the Changes



THE  
INFINITE  
GAME

**THE  
INFINITE  
GAME**

**SIMON  
SINEK**

THE  
INFINITE  
GAME

THE  
INFINITE  
GAME

THE

THE  
BESTSELLING  
AUTHOR OF  
**START  
WITH WHY**  
AND  
**LEADERS  
EAT LAST**

# Chapter 1

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## Finite & Infinite Games

Finite game - all players are known; rules are clear; there is a clear winner within a set time.

The Finite Game has a beginning a middle and an end

An Infinite Game - no winners because the objective is simply to keep playing

Today's problem is leaders adopt a Finite mentality when they're playing an obviously Infinite game



Benefits of having a leader with an Infinite mindset:

- employees work harder
- your business survives long after you're gone
- decisions positively impact everyone
- possibilities are wide you're not focused on winning
- resiliency increases



Simon Sinek

“When we know **WHY** we do what we do, everything falls into place.

When we don't, we have to push everything into place.”

## Chapter 2

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### Just Cause

Infinite Game is played for the sake of playing because the goal is to advance a Just Cause larger than yourself

Just Cause must always be clear an appealing future vision that inspires people

It is different from your why



5 standards that **Just Cause** must meet:

- affirmative and optimistic
- open to everyone
- service oriented benefit others
- Resilient
- bold but achievable

## Key Takeaway

Ensuring that Just Cause is documented serves as a vital step in maintaining the vitality of the organization's vision and ensuring its continuity.

By committing Just Cause to writing, the organization not only clarifies its purpose but also creates a tangible roadmap for its future endeavors.

This documentation serves as a constant reminder of the organization's core values and aspirations, helping to keep its vision alive amidst evolving challenges and changes.

## Chapter 3

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### A Just Cause vs. A False Just Cause

Example: Moon Shots – Finite not Infinite

In his analysis, Sinek challenges the notion of moon shots as the ultimate inspiration for leaders, contending that they fail to meet the infinite standard.

Despite their appeal for reaching seemingly impossible goals, Sinek argues that moon shots may ultimately fall short in providing enduring motivation for continuous growth and improvement.

False Just Cause statements that focus on the organization not the customer:

- Chasing “Growth”
- Charitable Work (social responsibility)



# Chapter 4

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## Keeper of the Cause

New leaders have to have the conviction to maintain the original Cause.

Chief Executive Officer vs. Chief Vision Officer

A Visionary partnered with a technical competent leader needed to promote Infinite Game success





# Chapter 5

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## The Responsibility of the Organization

Adam Smith believed the purpose of business was to satisfy needs of customers:

- Offer something of value
- Create a sense of belonging
- Protect the interest of those associated with the organization
- Make a profit

# Chapter 6

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## Will & Resource

Every game relies on 2 core currencies:

- Will and Resource

Resources include money

Will refers to intangibles

Both are integral to success

Finite mindset prioritizes Resources over Will

Simon Says do the opposite



## Key Takeaway

Finite minded executives often think it costs too much to invest in their employees.

They would rather recruit new employees than spend money to create a good working environment for their current team members.

An Infinite Mindset ensures greater benefits from a highly motivated staff.



Will is internally generated

# Chapter 7

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## Trusting Teams

### Key Takeaway

A team built around trust is very different from one where people merely work together.

Navy seals Performance versus Trust Measurement.

Trust is always better than performance.

Performance refers to technical capability.

Trust refers to character.





# Chapter 8

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## Ethical Fading

### Key Takeaway

The human mind is capable of rationalizing even the worst crimes.

WELLS FARGO

### Culture of Ethical Fading

Ethical Fading refers to a condition where people are allowed to do unethical acts to advance certain interest while still believing that nothing immoral has taken place

Occurs when people believe that the only way to get rewarded or keep their job is to engage in the behavior

Rationalization of Transgressions



## Key Takeaway

Ethical Fading is perpetuated by self deception.

Financial gain based reward system – flawed financial incentives contribute.

Euphemisms soft terminologies trick your mind.

Structure is no replacement for genuine leadership.

Belief that process is more trustworthy and reliable than people.

When something goes wrong most organizations will try to change the structure of their processes to correct the problems.

Process will give you feedback rather than uncomfortable truth.

Process should never be a replacement for personal judgment.

Structure can never replace Leadership.

Without good moral judgment Ethical Fading becomes part of the culture.

# Chapter 9

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## Worthy Rival

Worthy Rival in an Infinite Game isn't a competitor to be beaten - rather someone who pushes you to be better.

In the Infinite Game no such thing as being the best – every player can win at the same time.

### Key Takeaway

No matter how great you are, you still need a Worthy Rival.



Ford versus Toyota



## Key Takeaway

Becoming too focused on your Just Cause can lead to Cause Blindness.

Cause Blindness a condition where a person becomes so obsessed with the Cause or the wrongness of the Cause of Rival they refused to acknowledge the Rival strengths.

Cause Blindness can prevent you from learning from others.

Collapse of your Worthy Rival doesn't mean you've won the game!

USA vs. USSR

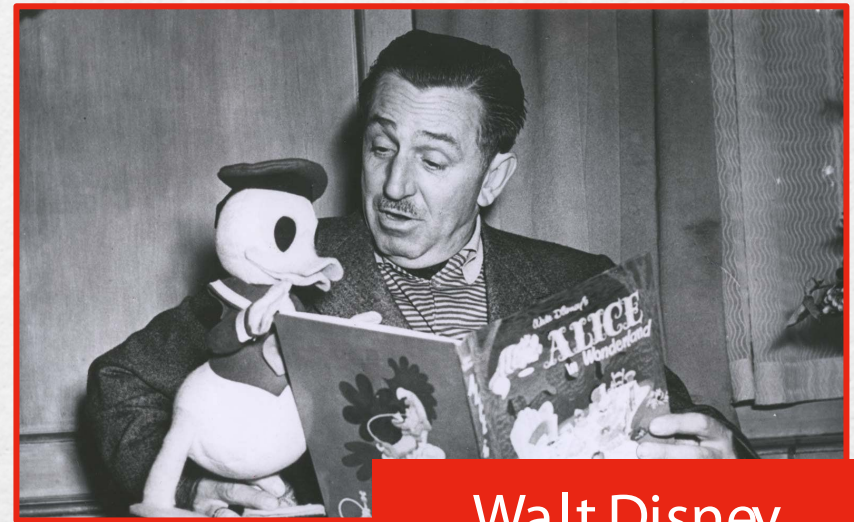


## Chapter 10

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### Existential Flexibility

An organization's ability to trigger an extreme change to push forth its Just Cause.



Walt Disney

### Key Takeaway

Specific Characteristics.



Offensive Flexing is not about reacting it's about pursuing your Just Cause even if the market hasn't changed.

Requires passion – goal is to inspire all team members through change.

It is Risky.

Existential Flex occurs after long term stability.

## Key Takeaway

Organizations that refuse to Flex at some point will ultimately go out of business.



George Eastman

# Chapter 11

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## Courage to Lead

Difficult for any leader to adopt an Infinite Game Mindset too much pressure.

Performance is judged by how you play the Finite Game short term results add to pressure.

Willingness to make decisions for unknown future benefits.



## Key Takeaway

Its normal for organizations to temporarily convert from an Infinite to a Finite mindset.

Its common in companies that are experiencing massive success.

Leadership uses success to play defense.

## Key Takeaway

Courage to lead requires partnering with others.

Embracing an Infinite Mindset involves a risk of failing or losing popular support.

Find like minded people with shared beliefs.

Courage to lead is never an individual endeavor but a partnership.

