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Nota di contenuto	Extraordinary Outcomes: Shaping an Otherwise Unpredictable Future; Contents; 1. Skills and Talent Are Not Enough: Engage the Head and the Heart; Stars and Success; Reflection; Lack of Purpose; Lack of System; We Begin with the End; What Awaits; 2. Connect to a Compelling Purpose: Fuel Curiosity and Ignite Future-Focused Thinking; The Purpose of Purpose; Purpose and Meaning; Work with Purpose; Team USA Finds Its Purpose; Purpose in an Organization; Leaders Inspire with Purpose; Crafting a Statement of Purpose; Team Purpose; Finding Nobility of Purpose; Tap into Uniqueness Objectives, Goals, Targets Individual Purpose; Finding Your Own Purpose; Question Your Wants versus Your Cans; Challenge Your Elephant Beliefs; Purpose Has No Age Limit; Expand Your Universe to Find Purpose; Purpose, Happiness, and Well-Being; Evolution of Purpose; Continuous Evolution of Purpose; Vigilance to Redefine Purpose; Define Purpose; 3. Galvanize Your Team: Forge Tightly Aligned Teams Poised for Seamless Action; The Team as Organism;

Forging a Team Identity; Building Your Team Standards; Universal Values to Establish Standards; Trust; Intent Is Not Enough; Transparency Builds Trust

Vulnerability Builds Trust; Trusting New Team Members; Gaining the Trust of Others; Trust, Economic Development, and National Well-Being; Respect; Names; Active Listening; Divided Attention; Time and Attention Management; Dignify the Detail Doers; Equality; "Please and Thank You"; Integrity; Empathy; Diversity; Empathy: Thinking inside the Other Person's Box; Inclusion; The Pain of Exclusion; Communication; Clarity; Tell a Story; Stories Keep Our Attention; The PowerPoint Curse; Conversation Stoppers; Just say YO; Fluidity; Standards Are Unique to Each Team

4. Amplify the Positive: Foster Resilience, Engagement, and Sustainable Change; Breathe Life into Standards; Celebrate Daily; The Daily Huddle; Chance Favors the Prepared Mind; Priming; Outside Influences; Priming Ourselves; From Behavior to Habit: Repetition Matters; Positive Deviance; In Search of Positive Deviance; Deficit Mind-Set; Asset Mind-Set; Starve Problems and Feed Opportunities; Expand with "And"; Small Wins; Using a Miracle Scale for Personal Goals; How's Life?; Happiness; The Motivational Paycheck; How Much Recognition Is Enough?; Celebrate People and Process, Not Just Outcome; What Good Is All This Positivity?; Emotions in the Brain; Three Cheers for Dopamine!; Celebrate, Encourage, and Prime to Shape Success; 5. Conquer Uncertainty: Bring the Future to the Present; Complicated Systems and Complex Systems; Perils of Ignoring Uncertainty; "Satisfice" versus "Optimize"; Information and Uncertainty; Bring the Future to the Present; Create Clear Pictures of the Future; Stories Engage the Whole Brain; Emotion Trumps Logic; Pictures of the Distant Future; Pictures of the Immediate Future; Perceptions; Together We're a Genius; What Were They Thinking?!  
Deliberate Chaos

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## Sommario/riassunto

Steel your team against the unexpected by planning for uncertainty. Extraordinary Outcomes presents an innovative approach to thinking and planning, giving leaders a playbook for dealing with uncertainty. Written by internationally recognized authorities on problem solving and creativity in organizations, this book provides an alternative outlook on business strategy and people management for leaders navigating uncertain waters, where the future is anything but guaranteed. The framework is the result of research in multiple fields and the authors' experiences with individuals, teams, and organ

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