

THE MOON SHOT EFFECT: DISRUPTING BUSINESS AS USUAL

LISA GOLDMAN & KATE PURMAL WITH ANNE JANZER

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AUTHORS AIMS

kate Purmal and Lisa Goldman were members of moonshot teams early in their careers. They mentored, led, and inspired many projects and leaders. In this book, they wrote about the power of moonshots and challenges faced by CEOs, leaders, and their teams to launch projects which can transform any organization

ANNE JANZER

Anne Janzer is an award-winning author. She has written four books about writing. Anne is a blogger and she blogs about writing at annejanzer.com, where any one can sign up for her Writing Practices list or online courses.



LISA GOLDMAN

Lisa Goldman is an author, educator, and partner associate for the last 20+ years at international consulting firm which is known for organisational strategic formulation, systematic management, and assembling high-performance teams. Lisa is on the Board of Women In Consulting which is a non-profit organization. This organisation's aim is to bring top-tier consultants to businesses and develop the professional performance of members. She is also on the Board of Women In Technology: Global Executive Network. Besides, Lisa is also leading courses at UC Santa Cruz's Management Institute of Leadership Excellence Program.



KATE PURMAL

Kate Purmal's career is Silicon Valley based. She thrives on the fast-paced, active, rapid-fire work environment which is one of the talked topics for emerging companies in recent times. She is an accomplished C-level executive. Kate has mentored and advised more than 100 executives globally. She believes that any executives can become visionary leaders and guide the team successfully.



AN OVERVIEW

"What is Moonshot"

The Moon Shot Effect book framed decision making, communication, team-building process, and many approaches about the effective leadership styles. In the book, the authors pulled together many important concepts from different types of business management world and presented those based on real-life examples. This book starts with the story of President John F. Kennedy's leadership role In 1961. He declared that the United States send a man on the moon by the end of the decade. People were doubtful, but in 1969 when Apollo 11 landed on the moon, the full world was astonished. The teamwork, technological efforts, and advancement required for launching a rocket into the moon. This success story of their effort made history. An organizational world works similarly. An organization develops new practices for solving problems, running its project, and management systematically. In this book, the authors used the A moonshot – as a "targeted push" to achieve a goal or mission. The moonshot is necessary for completing a specific task by the deadline, which requires direct, systematic, clear, and skillful communication. Moonshots aims to make individuals into leaders and raise a high performed team.

“ I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to Earth. „

JOHN F. KENNEDY, speech to Congress, May 1961 (p. 12)



PART ONE

The MoonShot Factory

Create your Goal, set out on an adventure



Moonshots

In this part, the author used examples from the moonshot to demonstrate how the moonshot strategy elevates a leader and can build high performing team. Part one was divided into seven chapters for essential guidance.

FROM MOON TO THE EARTH

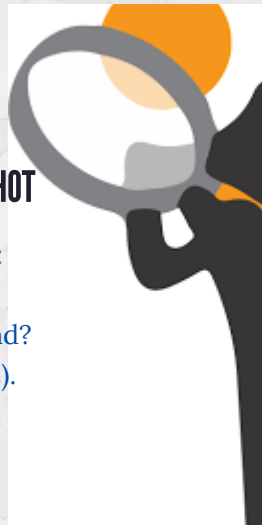
The story of Paul O'Neill's speech to Alcoa Investors was told and his some quotes on his reaction on company's one of the employee's death.

"We killed this man. It's my failure of leadership. I caused his death. And it's the failure of all of you in the chain of command" (p.16).

THE ESSENTIAL INGREDIENTS OF A MOONSHOT

Finding moon shot using three Questions:

- what will surprise people?
- what will cause us to break new ground?
- what can we be first and best at? (p.22).



MOONSHOT AND STARTUP

Every startup or new idea is a moonshot. leaders are like that captain who launches their leads, manages the crew to achieve the goal, and if any problem raises he emerges changes, and transforms the situation with effort.

- startups are unexpected
- startups are hard
- startups are worthwhile.



CHOOSE YOUR MOON.

Moonshots are contagious. it can be stated with a simple question " What is the Big idea?"
Example: The tale of MOSH project at Nokia.

LIFTOFF

If we need wan to increase our commitment to moonshot or big ideas then we must need to make it public.

THE LAUNCH PLAN

EXPECT THE UNEXPECTED

Moonshot affects the leader, team, and organization itself. The leaders who wish to pursue moonshot develops their own skill and also create new leaders during the moonshot.

"The pursuit of a moonshot inspires creativity, courage, and collaboration—all valuable attributes in today's business environment" (p. 35).

If one has the right people and full determination then one can launch the moonshot anytime.

" We said to ourselves that we have now done everything we know how to do. We feel comfortable with all of the unknowns that we went into this program with. We don't know what else to do to make this thing risk-free, so it's time to go. „

DR. CHRISTOPHER C. KRAFT, JR.,
NASA Manned Spacecraft Center Director of Flight Operations (p.46).

PART TWO

Bold Leadership

"Pursuing a moonshot requires bold leadership, both within yourself and from those around you" (p.49).



Visionary leadership can be one of the keys to many leaders to succeed in their moonshot. a visionary develops and guides the team by bringing solutions.

"visionary leadership is not an innate skill you must be born with—vision can be learned" (p.53)

a visionary leader must need to collaborate team to create a shared vision so that people working in the team can bring greater effects. a visionary leader must need to acknowledge every individual's contribution to team works.



leaders must need to focus on body language and communication way. Individuals who occupy tend to have a higher percentage of testosterone. they also have lesser cortisol which is associated with stress levels. a leader must need to avoid certain types of words usage like

"I only want to ..."

"It's just that ..."

"I'd like to ..." "I think ..."

"It seems like ..."

"In my opinion ..."

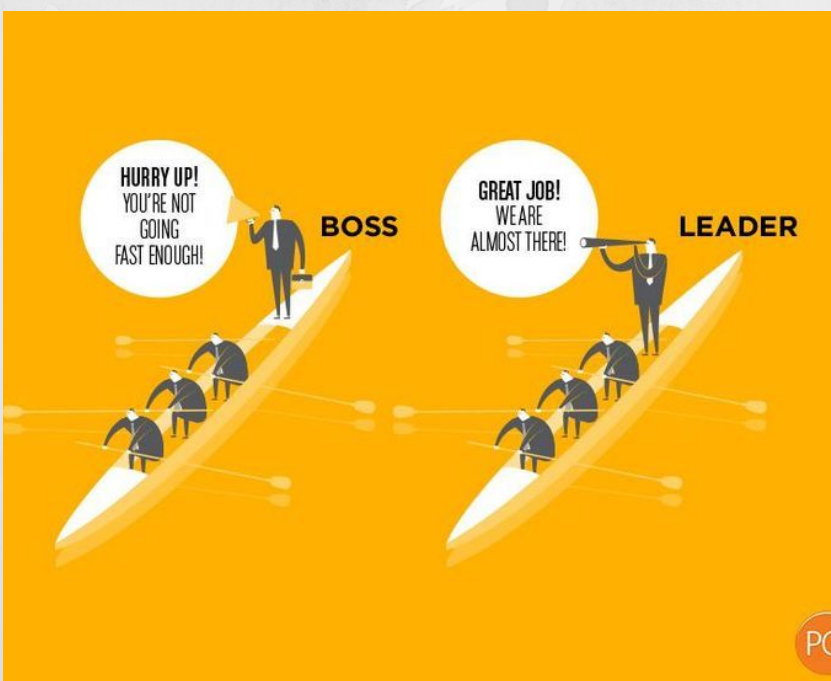
SECURE AN EXPLICIT COMMITMENT

"Having identified a moonshot and communicated the vision, your task is to get buy-in for your idea quickly, so you can maintain urgency and excitement. **Important initiatives that lack urgency end up on the back burner**". (p. 68)

MAINTAIN THE SUPPLY LINE

Effective communication is required for a long-term commitment. Seven steps to communication up:

1. Be concise
2. Speak clearly
3. Be relevant
4. Be bold
5. Be Specific
6. reframe result
7. Be consistent





POWER OF ACKNOWLEDGEMENT

Acknowledgment is one of the important factors for a successful leader. Because when team members see valuing their contribution the trust builds and also the performance level increases. Acknowledge also makes difficult conversations easier to discuss. In the business context, we can recognize an individual's contribution at one of four levels.

- Acknowledge the thing
- Acknowledge the person
- Recognize the person
- Describe the person's impact.

EVALUATE PEOPLE'S SKILL

In this chapter, the author discussed many techniques for building a good rapport we need to research our body language. we can describe or communicate with people using their way of communication. we can also use our own stories to connect with people working with us. we need to practice sharing ur opinions with small talk which can make a huge impact.



EXPAND YOUR IMPACT

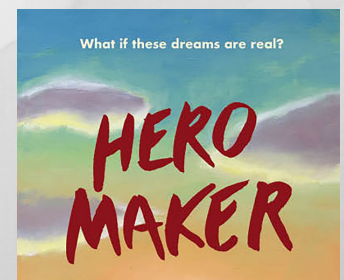
" Cultivating new contacts is important at any stage of a career. When you've engaged in a moonshot, your business network may hold the key to overcoming breakdowns and discovering breakthroughs" (p.106).

in this chapter authors mostly focused on making communication, which means a leader needs to invest 15-30 minutes every day to expand the connection. Need to make a targeted list of people to connect with in order to ensure the highest impact of the communication process.

BE A HERO MAKER

"Great leaders elevate the performance of those around them, inspiring and supporting team members and group collaboration. When these leaders engage on moonshots, heroes emerge around them" (p.115).

In this part, the authors suggested valuing people around us. Because leaders also serve as a teacher. we need to understand our job is not only to succeed but also to be right. We need to build relationships with the team, need to fix raising conflicts and in a difficult situation, we can always choose apology. This practice solves many problems.



PART THREE

High Performing Team



Courageous team members are very important for a successful moonshot. there are eight critical success factors:



THE FLIGHT PATH

The authors suggested five steps to take the flight path. A defined milestone with an end result is very important. then next is to set checkpoints to succeed in the project. For long-term benefit, we need to identify the go/no-go issues. then next step we need to jump-start the project. in the last step, the objectives are automatically set up because of the tight work frame.

CULTIVATE HIGH PERFORMING TEAM

For a successful moonshot a leader can follow four steps:

- Define the mission rules
- Assemble the right team
- Clear the decks
- Fire quickly and compassionately



MEETINGS THAT DRIVE ACTION

The authors in this chapter discussed some secrets of effective meetings.

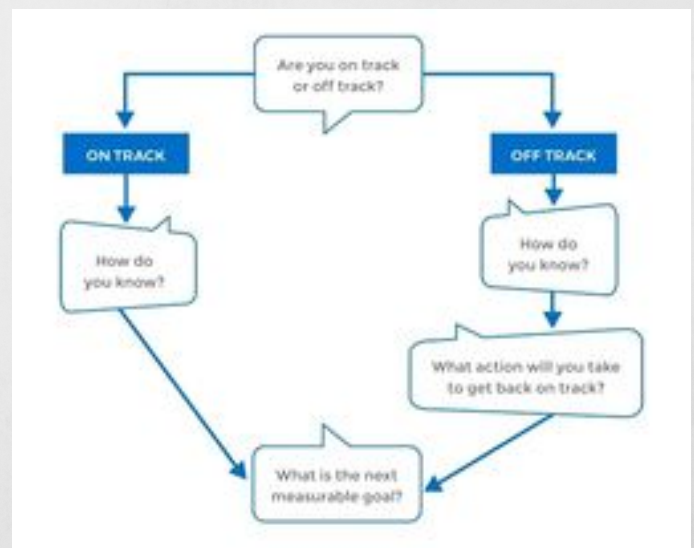
- They start and end on time
- They have an outcome-based purpose
- They generate a list of committed actions (an action log)
- They end with a powerful close

while working for moonshot leaders can arrange short meetings to keep in mind daily work and also can get daily feedback.

TEAM COMMUNICATION

Authors shared about P-S-R or problem, solution, and result formula for avoiding any kind of communication delay.

ineffective meeting leaders need to address the fundamental questions regarding the projects to keep on track and off-track of daily work. bellow on track/ offtrack chart(p.149)





THE ART OF REQUEST

The authors shared tips on a well-formed request:

- Make a clear and exact request
- Make a request which can guarantee an outcome.
- One can include a precise deadline to avoid any delay

Tips to turn the request into commitment :

Confirm the commitment: Did you hear yes, no, or a counteroffer? Confirm any commitment with the requester.

Follow-up: Agree on when and where you'll follow up, then do it (p.157).

COMPLETIONS AND LANDINGS

Completion is mandatory for a successful moonshot. The authors here suggested celebrating the success. Also, a leader needs to capture the effect of the joyful moment by reflecting and sharing ideas to motivate the team.



DIFFICULT CONVERSATION

Difficult conversations cause stress, conflict, and anxiety. The authors suggested communicating clearly and compassionately. One must need to discuss the issue to solve the problem. Authors also asked to use 10-second silence rules to balance the situation



FORM BREAKDOWN TO BREAKTHROUGH

" We cannot prevent problems but we can control how we handle" (p.135).

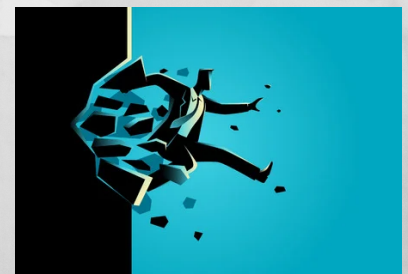
The authors shared tips for response breakdown and breakthrough.

Three break down responses:

- change the goal
- abandon the goal
- find a breakthrough.

Three phases of handling breakthrough:

- assess the current situation
- explore possibilities
- commit to a course of action.



PART FOUR

Entrepreneur



Eight outline practices for entrepreneurs for successful moonshot



CULTIVATE BREAK THOUGH

"Creating breakthroughs is the core business of a startup" (p.193).

The authors suggested asking questions about the problem directly. then do some research to construct a hypothesis, do experiments with a conclusion, and share the result with the team. this practice cultivates the breakthrough.

FROM ENTREPRENEUR TO LEADER

" Nothing develops like a moonshot" (p.201).

Decision-making is one of the toughest tasks for a new leader. The authors suggested becoming a resident learner by the following student leadership. A new leader can follow the hippo strategy which is an adaptive leadership style that is effective in an innovative environment. and lastly being humble in the position brings confidence and humility in leadership style.

THE LAUNCH TEAM

"Startup teams often work best when each individual on the team has a clear understanding of his or her responsibilities. Defining those roles is one of the first startup hurdles. Execution often falters when there are unspoken assumptions about ownership and accountability" (p.213).

MISSION RULES FOR STARTUP

leaders must need to create a value culture "If you don't define the culture, the culture will define itself, for better or worse" (p.253).

Leaders must need to face problems or conflicts in order to master them. however, the Authors also suggested avoiding toxic conflicts. Leaders must practice written rules and regulations for effective management.



STARTUP STORIES

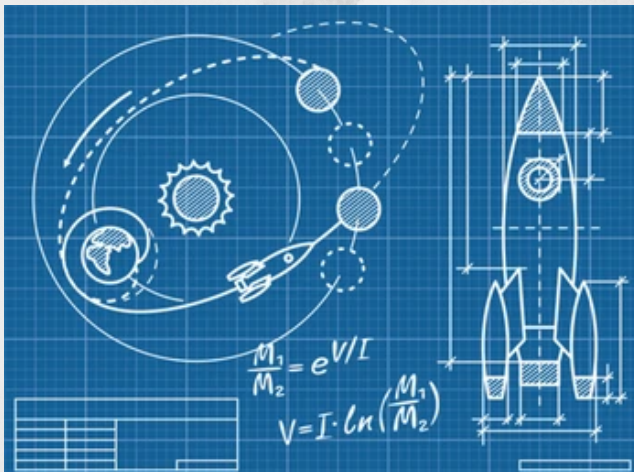
"Storytelling is essential for the startup entrepreneur. As your company grows, stories shape the business narrative, having employees and customers alike understand how you work together and what you are working toward" (p. 227).



IN FLIGHT OPERATION

The authors suggested creating a 30-day timeline for milestones and 90 days timeline for completion.

"Decision-making becomes easier when everyone is aligned around the most important milestones and understands their dependencies and interconnections." (p.236).



CALL IN ROCKET SCIENCE

It is important to seek outside advice for a startup leader. a startup leader can find the right advisor among clients, experts, friends, investors. The authors suggest seeking advice before needing it.

REPORT TO GROUND CONTROL

A successful leader must need to manage the board and investors. New leaders can use framework for the board meeting agenda.

"No matter the size of your board, you must adhere to certain rules. Boards play well-defined roles" (p.248).





CRITICAL EVALUATION

The Book Moonshot Effect discussed a practical, step-by-step well-described framework that leaders and organizations can implement easily. In recent decades organizations focus on innovation to bring profit. But their employees are working out any appreciation or support. This causes a loss of employees' motivation and the company loses its ability to perform effectively. This book provided possible ways for leaders to get out of complex situations. This book is very useful for the new managers.

The moonshot effect book talked about teamwork, trusting, and communication strategies which are similar to the findings of my trust-related group work. In our topic "Trust" group work many leaders shared similar suggestions and stories from their life experiences which is similar to the many suggestions suggested by the authors. This book is easy to read because of the quality of the writing, words usage, and simple layout. The Moonshot Effect" also can be a guide for the team members not only from an organizational perspective but also in situations.

"The Moonshot Effect" book could be a great guidebook for any leader. While reading this book I was expecting some out-of-the-box tips or new theories to enjoy and learn. The tips and suggestions provided by the authors are practiced in day-to-day work life. The authors used some great examples all over the book. However, in my opinion, all the examples were not necessary to establish the simple points. Lastly, I found this book educative but not inspirational.

QUESTION??

1. what is your leadership style?
2. What is your biggest moonshot?
3. What is your strategy to launch moonshot?
4. what does teamwork mean to you?
5. What could be your biggest threat to your moonshot?
6. What does break-through mean to you?
7. If you have already launched your moonshot, how would you like to see the end game?

REFERENCE

Goldman, L., Purmal, K., & Janzer, A. (2016). The Moonshot Effect: Disrupting business as usual. Wynnefield Business Press.