

LEVERAGING PRIMAL INSTINCTS IN THE MODERN WORKPLACE

Presented to HCI'S HR
Leadership Call to Action
2020 Conference



HR Leadership
Call to Action

2020 CONFERENCE

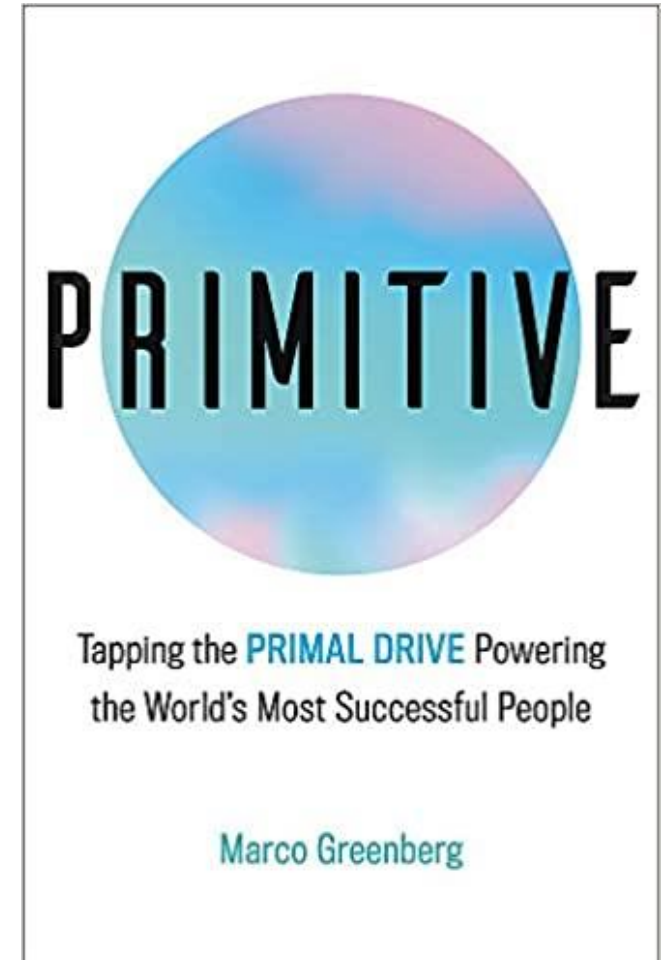
Marco Greenberg

November 10, 2020

TODAY'S AGENDA

Reclaiming a “loaded word” in the most positive and pure sense, i.e. instinctive, intuitive, innate

- Genesis of Primitive
- Why *Especially* Now?
- Primitive and Civilized – Reclaiming a Timeless Paradigm
- Let's Go ROAMING™
- Real-Life Illustrations of Primitives at Work: Personify + Apply
- Let's Get Real: Seeding a Few Questions
- Your Turn! Find Your Primitive Quotient
- Discussion





GENESIS OF PRIMITIVE

Four Years Later...

THE WALL STREET JOURNAL.

Home World U.S. Politics Economy Business Tech Markets Opinion **Life & Arts** Real Estate

Hardcover Business

Bestselling Books Weeks Ended June 27

SHARE



TITLE	AUTHOR/PUBLISHER	THIS WEEK	LAST WEEK
Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones	James Clear/Avery	1	2
StrengthsFinder 2.0	Tom Rath/Gallup	2	3
Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.	Brené Brown/Random House	3	4
Primitive: Tapping the Primal Drive That Powers the World's Most Successful People	Marco Greenberg/Hachette Go	4	—
Total Money Makeover	Dave Ramsey/Thomas Nelson	5	5
Extreme Ownership: How U.S. Navy Seals Lead and Win	Jocko Willink & Leif Babin/St. Martin's	6	6
Personality Isn't Permanent: Break Free From Self-limiting Beliefs and Rewrite Your Story	Benjamin Hardy/Portfolio	7	7
The Daily Stoic: 366 Meditations on Wisdom, Perseverance, and the Art of Living	Ryan Holiday & Stephen Hanselman/Portfolio	8	10
Never Split the Difference: Negotiating as if Your Life Depended on It	Chris Voss/Harper Business	9	9

Why *Especially* Now?

Long-term challenges facing the today's HR Exec:

1. Employee retention
2. Talent recruitment
3. Team culture
4. Organizational engagement and mentorship

Covid + Economic Uncertainty + Remote Work + D&I =

Greater need to tap into a deeper drive

You've heard them before...

...but what are we really talking about?



Non-conventional

Trend Setter
Maverick
Innovator
Creative
Change Agent
Entrepreneur
Disruptor
Game Changer
Lone Wolf

Ace Whiz
Hotshot Quirky

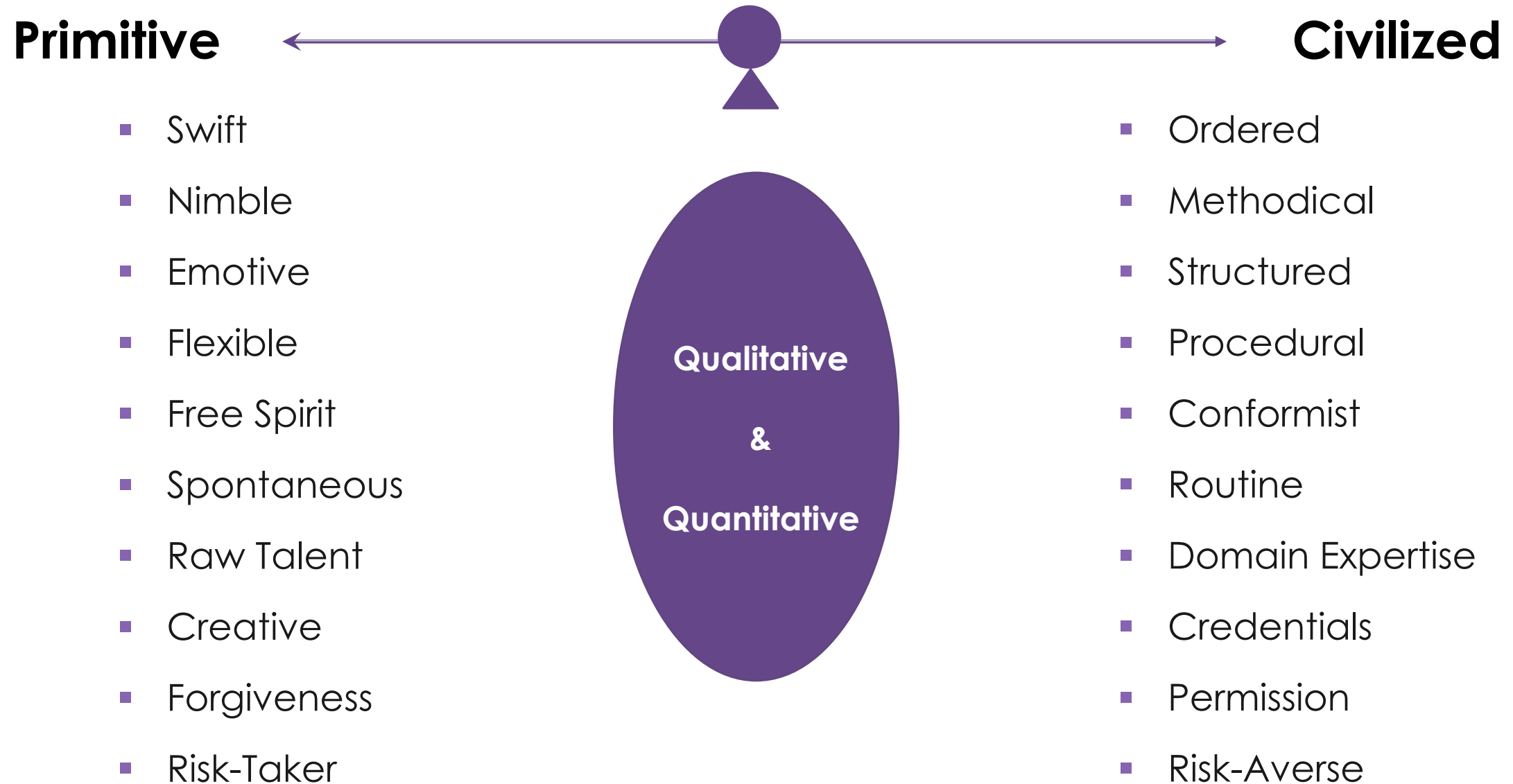
“Non-Traditional” labels fail to describe what’s more fundamental

Reclaiming a Timeless Paradigm

**The “Primitive” Brain
&
The “Civilized” Brain**



PRIMITIVE & CIVILIZED – Dueling and Complimentary Archetypes

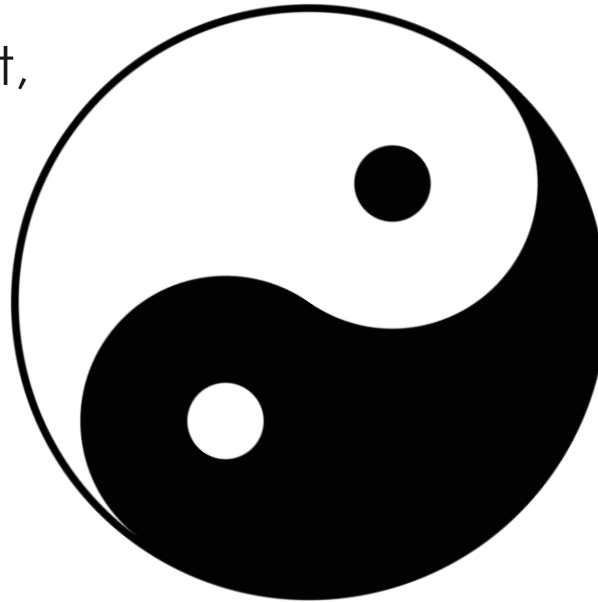


Calibrating Working Styles

Uber Primitive?

- Time to make some “Civilized Moves”!

i.e. Non-Traditional, Non-Conformist, Unusual, Non-Conventional, Gut, etc.



Uber Civilized?

- Time to make some “Primitive Moves”!

i.e. ROI, KPI, Process-Driven, Traditional, Focus Group, etc.

A person wearing a helmet and dark clothing stands next to a motorcycle on a dirt path. The background features a vast landscape with rolling hills, palm trees, and distant mountains under a blue sky with scattered clouds. The image is overlaid with a large, stylized white graphic element resembling a letter 'A' or a similar shape, which is semi-transparent and allows the background scene to be seen through it. The word 'ROAMING' is written in large, bold, white capital letters across the upper right portion of the image, with a trademark symbol (TM) to its upper right.

ROAMING™

ROAMING™

To be **Relentless** in pursuing our biggest goals

To have the courage to be **Oppositional**

To choose an **Agnostic** approach rather than specialize

To adopt a **Messianic** spirit, so your work becomes not just a job but a true calling

To embrace the advantages of being **Insecure**

To reap the benefits of sometimes acting a little **Nuts**

To realize that being **Gallant** and noble in following one's passions delivers the ultimate rewards

ROAMING™

vs.

HOMING

Oppositional

Agnostic

Relentless

Messianic

Primitive

Gallant

Insecure

Nuts

Occupational

Measured

Hierarchical

Civilized

Insulated

Grounded

Non-
Confrontational

Real-Life Illustrations of Primitives at Work

Personify + Apply



Unicorns

College gets \$50 million from student who barely graduated

by Sara Ashley O'Brien @saraashleyo

December 13, 2017: 1:45 PM ET



“In 2007, shy of a few credits, the bioinformatics major left school full-time to start data protection startup, Datto. He eventually earned his undergraduate degree from RIT in 2009, graduating with a 2.2 GPA.”

RELENTLESS –

Austin McChord (Founder of Datto, NYSE: MSP)

“Breaking from conventional norms and never losing sight of the big prize.”

Relentless



What's an example of you jumping ahead at work rather than not staying in line and waiting for your turn? i.e. A risk you took that you decided "better to ask for forgiveness than permission"?

Now



Relentless

Hungry: Doing more than just working hard...

Rule Bender: Willing to throw out the playbook...

Be a Kid Again: Telling an innocuous white lie if it can help you get ahead...

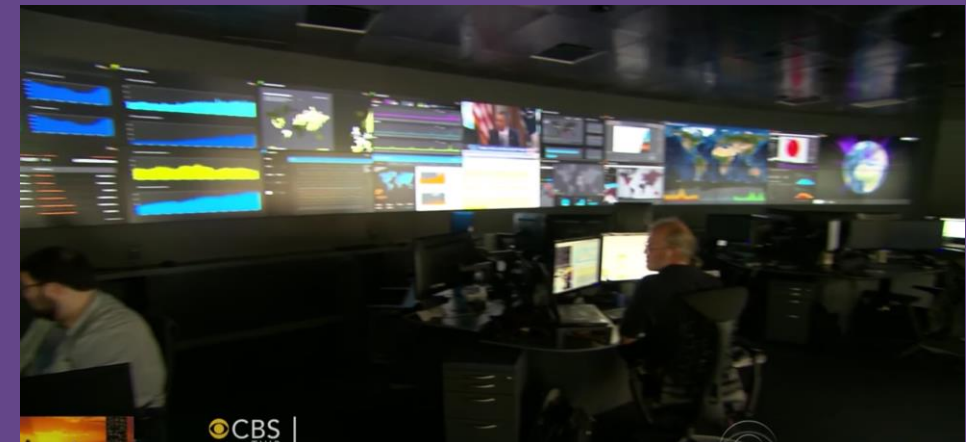
Jaywalk: Quickly change directions to get what you want...

OPPOSITIONAL –

Danny Lewin (1970-2001, Co-Founder and CTO of Akamai Technologies, NASDAQ: AKAM)

“Being emboldened to have constructive and respectful disagreements.”

CBS THIS MORNING ([WATCH](#))



Oppositional



When is the last time you've told a colleague on a conference call that you disagree and have a different way of approaching a problem?

Now



Oppositional

Seeing Constraints As Creative Catalysts: Transform challenges into avenues for success...

I Disagree!: Suggest a different and sometimes unpopular POV...

Say No: Challenge the chorus of "yes-people"...

Fight Everyday: Wrestle with ideas and colleagues for best results...




How to Be More Mindful: Interview with Tanya Valle

It's been almost 2 years since Tanya and I met in an elevator one early morning in Manhattan, and she's been enriching my life ever since as a collaborator and friend. She's taught me small ways to integrate mindfulness in my everyday life, and if I can do it so can you...(especially helpful for holidays and new year!)

AGNOSTIC – Tanya Valle (Career Coach, Former Advisor to Mayor Bloomberg's Office, Former Zookeeper)

“Commitment to following your curiosity.”

Agnostic



When's the last time you hired a non-traditional generalist rather than a more traditional specialist?

Now



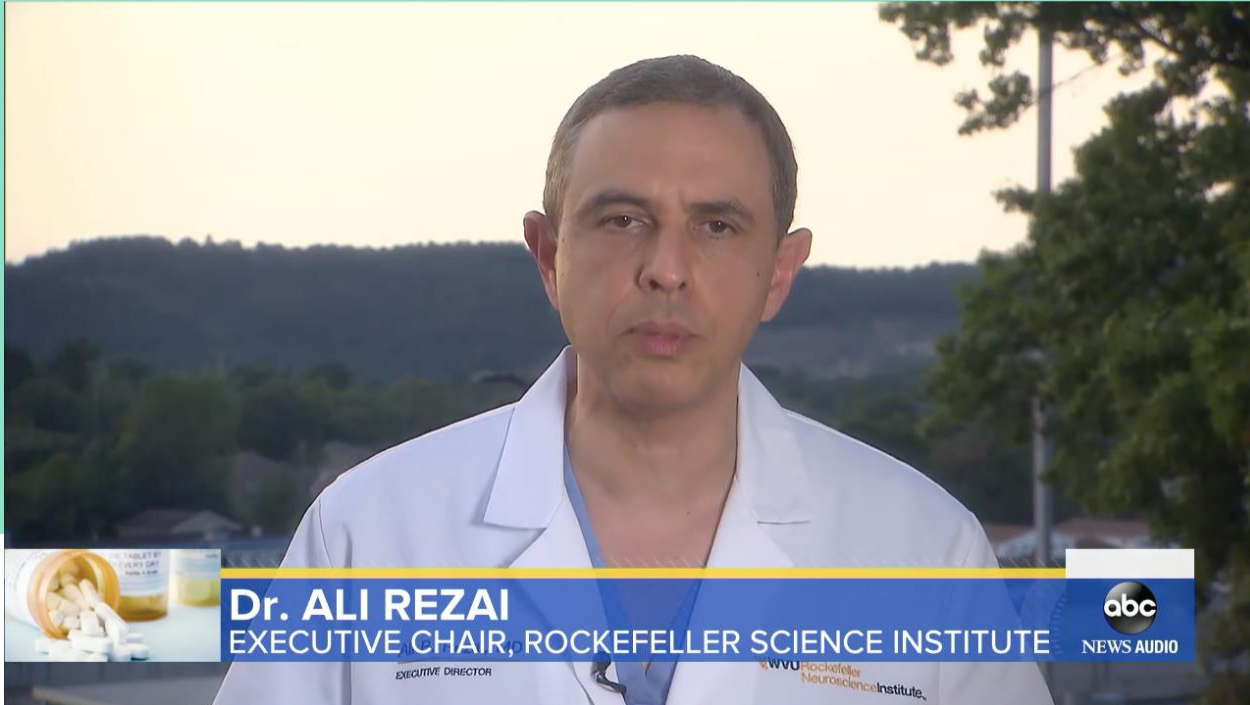
Agnostic

Compete in the Decathlon: Provide opportunities to inter-disciplinary talent...

Raw Talent Over Domain Expertise: Avoid being “woo'd” solely by credentials...

Silo Buster: Forge collaboration between disparate teams...

Curious George: “Intellectual curiosity + self-motivation...”



WELLNESS — September 17, 2020

Brain surgery may combat opioid addiction

Deep brain stimulation, or DBS, via pacemaker technology may help those battling the addiction, which kills 128 Americans every day.



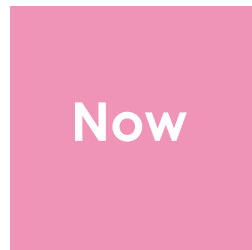
MESSIANIC – Dr. Ali Rezaei

“Seeing your work as a divine purpose.”

Messianic



What would adding a little more “BHAG” into your company’s culture look like? What impact would it have in terms of how others perceive your org and how you perceive it?



Waive the Magic Wand: Envision a dramatically better reality...

Remember the Dream: What did you want to when you were growing up...?

First Things First: What’s your overriding mission...?

See it as Your Calling: Not just your job, or even career...it’s your calling...

INSECURE –

Riki Drori (CMO, YouTube, EMEA)

“Weaponizing your insecurity.”

Google Promotes Riki Drori to Vice President

Since 2018, Drori has led Google's consumer products marketing in the EMEA and acted as YouTube's chief marketing officer for the region

Meir Orbach 12:09 24.11.19



Insecure



Which competitors are you paranoid about? Have you ever improved your performance by doubting yourself?

Now



Insecure

“It’s not all good”: Acknowledge the uncertainties and frustrations...

Anxiety is Underrated: Embrace a healthy amount of “FUD”...

Somebody’s Eating Your Lunch: Vigilance about competitors...

Value Being an Impostor: Avoid the Dunning-Kruger effect...

NUTS – Michael Bruno (Founder of 1stDibs)

“I wish I was more nuts!”

On the Bright Side

One Design Industry Veteran Thinks This Idea Can Help Save Upstate New York's Small Businesses

Michael Bruno is supporting the area's renowned design and antiques shops during this trying time



Nuts



“We tried **it** and it didn’t work. We couldn’t possibly do **that.**” (Jay Amato)

Now



Nuts

Stop the “Mustabation” and “Should-ing” On Yourself: Read the late Dr. Albert Ellis...

March to Your Own Drummer: Be less concerned what people think about you...

Behave like You’re Not Supposed to: Take a big, calculated risk...

“The Weirdness Scale”: Tony Hsieh from Zappos...

Sorry, College Grads, I Probably Won't Hire You

If you're at all interested in media, technology or related fields, please learn a little computer programming.

By Kirk McDonald
May 9, 2013 7:33 pm ET

PRINT TEXT

Dear college graduates:

The next month is going to be thrilling as you cross this major milestone in your education. Enjoy the pomp and circumstance, the congratulations, and the parties. But when it's all over and you're ready to go out into the world, you'd probably like to meet me, or

Ad closed by Google



GALLANT – Kirk McDonald (CEO, GroupM, N.A.)

“Making decisions based on how they relate to helping others more than how it helps me.”

Gallant



Can you point to an illustration of your company, your division or yourself, putting “principles above profit”?

Now



Gallant

Do Somebody a Solid: Go beyond the job description...

Place Your Oxygen Mask on First: Meet your needs then turn to others...

“Hug Your Customer”: Create personal relationships in business...

“Virtue Is Its Own Reward”: Your motto as a leader...

The Hypothetical Company

What does an org that integrates Primitive and Civilized traits look like?

Companies Embracing the Primal Instinct

- Big Organizations Tapping Their Primal Instincts:

The logo for Edward Jones, featuring the name in a black serif font on a yellow rectangular background.The Oracle logo, with the word "ORACLE" in white capital letters on a red rectangular background.The Salesforce logo, featuring the word "salesforce" in white lowercase letters inside a blue cloud shape.The TJX logo, with the letters "TJX" in white on a red square background.

- vs. Group Think:



Endless possibilities.™

- vs. Lack of Accountability:

The Theranos logo, with the word "theranos" in a grey sans-serif font and a green circle for the letter "o".The WeWork logo, with the word "wework" in white lowercase letters on a black square background.

Seeding a Few Questions

Let's Get Real:

“I’m uber civilized and so is my organization...how does this apply to me?”

“Can you explain the relevance of the stories in your book to efforts to expand diversity and inclusion?”

Primitive Quotient (PQ) – Research shows...

○ Income:

- Those earning under \$50,000 are **36% more likely** to have **Low PQ v. High PQ**
- Those earning over \$125,000 are **23% more likely** to have **High PQ v. Low PQ**

○ Entrepreneurship:

- Those with a **High PQ** are **2.5x more likely** than those with a **Low PQ** to start an entrepreneurial venture
- Those with a **High PQ** report their entrepreneurial ventures were successful at nearly **3x the rate** of those with a **Low PQ**

○ Region:

- People living in the Northeast are **22% more likely** to have a **High PQ v. Low PQ**
- People living in the Midwest are **72% more likely** to have a **Low PQ v. High PQ**
- No significant difference in distribution of **High PQ** and **Low PQ** among people in South and West

PRIMITIVE QUOTIENT (PQ)

Your turn!
Let's discover your Primitive Quotient.

<http://PrimitiveTest.com>



HR Leadership Call to Action

2020 CONFERENCE

Discussion. Thank You!

Marco Greenberg | MARCO@THUNDER11.COM