

# 18 Tiny Tips to be more **effective**, **confident** and **fulfilled** at work



**Tiny Tips**

Small but mighty



Hello, I'm Stefan.  
I'm glad you are reading this.



Most professionals want to be more effective, confident and fulfilled. But they are also **unsure how to do it.**

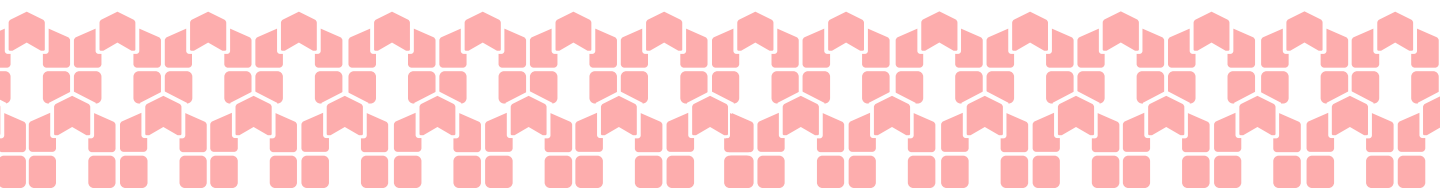
Tiny Tips consists of **18 short videos** that point you to a particular way of thinking, doing and being at work.

The videos cover 3 topics. They total to 45mins and are all **on YouTube.**

This summary gives you 3 things:

1. The idea behind Tiny Tips.
2. An overview of all 18 Tips and a summary of each Tip.
3. Advice on how to make the most of the videos.

If you are a **team leader** and **manager**, download the Leader pack on how you can use Tiny Tips to make your team more effective, confident and fulfilled.



## The idea behind Tiny Tips

At BCG, I trained top-consultants on how to be effective and savvy. Over the years, I have evolved these skills to be more holistic.

The Tiny Tips capture some of the IP I've built. I cut away all 'fluff' and focus on **the small things that really matter**.

3 things have been important to me as I recorded the videos:



### Support over expectation

It frustrates me that many organisations use 'mindset' to put more expectations onto their people, without providing **relevant support**; inadvertently playing down how hard it is to change.



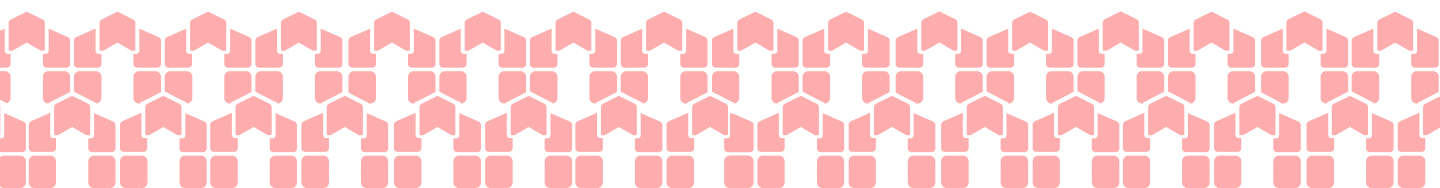
### Respect for the fundamentals

Most of the content of the Tiny Tips, you have heard before. Rather than dazzling you, I aim to support you to **actually do** what's helpful, and to **reap the benefits**.



### Not pretending to be cookie-cutters

The Tips are **utterly practical**. But they aren't silver bullets. The world is complex. Tiny Tips help you to learn more about yourself and the context of your work.



# 18 ways to be more effective, confident and fulfilled at work

Tiny Tips

Small but mighty



## Effective meetings



- 1 Don't ask: **What do you think?**
- 2 Aim for **outputs** and **outcomes**
- 3 Appear **in charge** of your slides
- 4 On slides, **tell stories horizontally**
- 5 Push into **options** and decision-making
- 6 Cut through to the **so-what**

## Influencing stakeholders



- 7 Make it **easy to engage**
- 8 Notice the **brand** surrounding your work
- 9 Negotiate **relative importance**
- 10 At **kick-off**, don't get dogmatic
- 11 Name and negotiate **trade-offs**
- 12 Be wary of 'directional **alignment**'

## Leading yourself



- 13 **Time-box** your tasks
- 14 Really protect your **time to think**
- 15 Choosing **accountability**
- 16 **Don't default** to 'manage the process'
- 17 Ask **senior questions**
- 18 **Discuss drafts**, not just ideas or data

[Click here to see all videos.](#)





# Effective meetings

Details | Total length: 11:42min



## 1 Don't ask: **What do you think** 1:47min

When collaborating it is tempting to ask 'What do you think' in order to get engagement. That is dangerous. Instead ask what you really want to know.

## 2 Aim for **outputs** and **outcomes** 1:56min

The more productive your objectives, the better your meetings. Aim to advance artefacts (outputs) or how you want people to leave (outcomes).

## 3 Appear **in charge** of your slides 2:13min

If you don't own your slides, you may not look confident. To create trust, sign-post the flow of the slides throughout your presentation.

## 4 On slides, **tell stories horizontally** 1:47min

A vertical way to writing slides creates long bullet points and unhelpful whitespace. Instead, tell slides from left to right to increase the readability.

## 5 Push into **options** and decision-making 2:02min

To unstuck meetings, ask 'what options do we have' to help solutioning; or 'What do we need to make a decision', to make progress towards closure.

## 6 Cut through to the **so-what** 2:06min

Rabbit holes in meetings happen when we are sucked into content. Shift the conversation to the implications of the content instead.





# Influencing stakeholders

Details | Total length: 16:12min



## 7 Make it **easy to engage** 2:19min

To get what you need, lower the cognitive load for others. Instead of asking just open questions, engage them on a view/draft of what needs to happen.

## 8 Notice the **brand** surrounding your work 2:34min

When you don't get traction with stakeholders, check if they are reacting to the brand you may have for them. Don't just focus on your personal brand.

## 9 Negotiate **relative importance** 3:02min

To get work prioritised, don't ask 'Is this important?'. Instead get decisions of what is more important. Defend your capacity along the way.

## 10 At **kick-off**, don't get dogmatic 2:59min

Teams aim to get in control of projects quickly. But it's dangerous to don't overdo it. Instead, plan how your clarity will gradually develop.

## 11 Name and negotiate **trade-offs** 2:54min

In the face of unrealistic expectations, don't just push back (It invites force.) but frame up the choices your stakeholders need to make.

## 12 Be wary of 'directional **alignment**' 2:39min

It is dangerous if stakeholders think 'we are aligned' but nothing has actually been clarified. Push for more explicitness, not necessarily detail.





# Leading yourself

Details | Total length: 16:53min



## 13 Time-box your tasks 2:24min

When work comes your way, you might automatically assume it needs to be perfect. Find out the level of depth actually required.

## 14 Really protect your time to think 2:58min

To protect time to do strategic work, don't just block time in your diary. Rather treat this time like a proper meeting.

## 15 Choosing accountability 3:04min

Accountability is not an easy concept. Use three questions to explore what is required and possible within your context.

## 16 Don't default to 'manage the process' 3:30min

If a project is complex, it is tempting to try and assist problem-solving by managing the process. But this can be a cop-out and be not helpful at all.

## 17 Ask senior questions 2:08min

To contribute to problem-solving, don't limit yourself. Instead of asking 'what is within my control', start by asking 'what needs to happen'.

## 18 Discuss drafts, not just ideas or data 3:04min

Discussions about ideas and data can be tenuous and pointless. Despite nobody asking you, default to pushing into drafts first. Then discuss.



# To really learn from the videos, don't just binge them



## You are in control

The Tips are practical. But they are no silver bullets. Always, you are the judge of your context. When in doubt, trust your own judgement. If a Tip doesn't work for you or doesn't sit right with you, explore this dissonance and learn from it.



## Learn about yourself

Don't stop at understanding the content and the message of the Tiny Tips. Also notice how you relate to the message. Having strong reaction? That might be something explore and learn from!



## Learn about your context

Not all Tips are relevant for your context. Concentrate on the Tiny Tips that really matter to you in your environment.



## Observation before aspiration

We often long to be able to do certain things. And it's good to have aspirations. But start with what you already do and what works for you under which conditions.



## Grow your strengths

It's easier to focus on the things we aren't good at. That's good. But also, strengthen what comes easy to you.



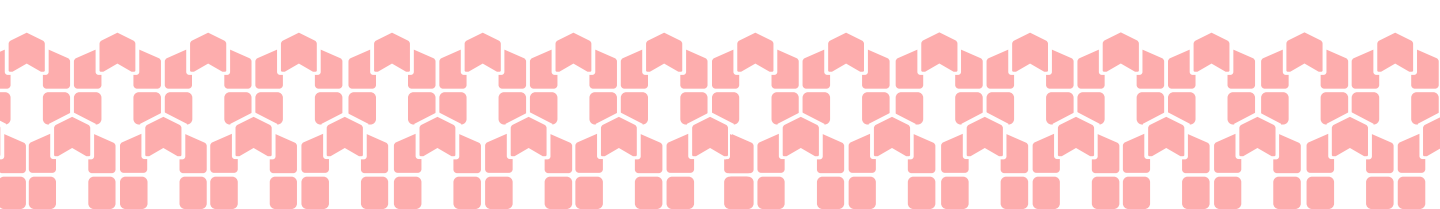
## Be mindful of your own attitude

We all have cognitive biases that can dramatise our self-narratives ('never', 'always'...) and hinder learning. Watch your self-talk. To learn well we may need to give ourselves a break from pressure.



## Make it safe for yourself experiment

It's easy to use the Tiny Tips to only re-affirm what you do anyway. But learning requires us to experiment. Try out things in a safe way. At the same time push yourself.







I hope these Tiny Tips will support you to engage with your world with hope and confidence.

For more, follow me on [LinkedIn](#).



For **team leaders** and **managers**:

Download the Leader pack to use Tiny Tips to make your team more effective, confident and fulfilled.