

# **THE INFINITE GAME**

*How to Lead with an Infinite Mindset*

INFINITE  
GAME  
**THE  
INFINITE  
GAME**  
**SIMON  
SINEK**  
THE  
INFINITE  
GAME



# Finite and Infinite Games



## **Finite**

**Known players**

**You have to play by  
the fixed rules**

**Has a finish line**

**Winners & losers**

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## **Infinite**

**Known & unknown players  
New players can join at any time**

**No fixed rules.  
Play however you want**

**No end to this game**

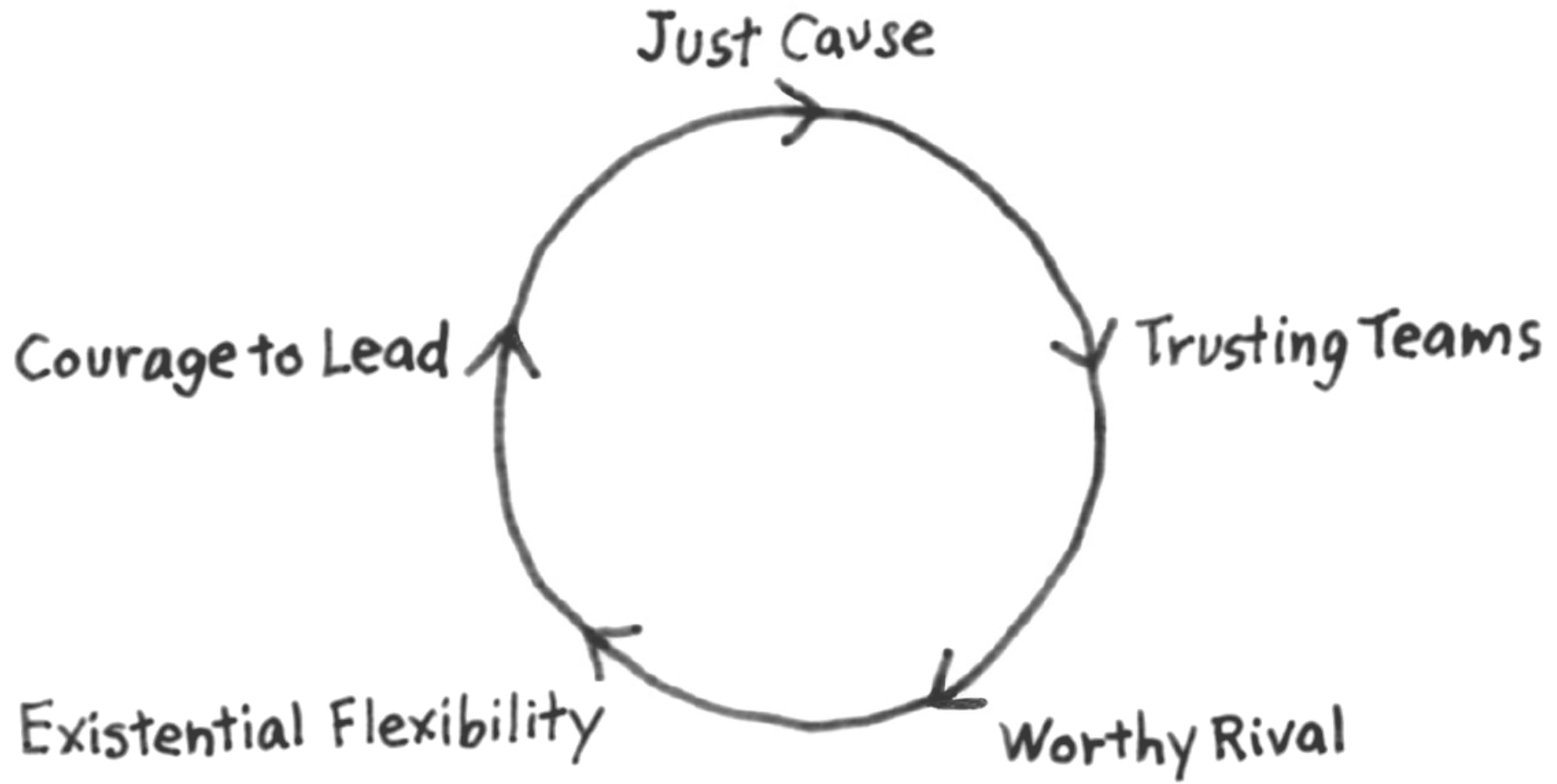
**Only ahead & behind**

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# How to Lead with an Infinite Mindset







# ADVANCE A **JUST CAUSE**

**A Just Cause** is a specific vision of a future state that does not yet exist; a future state so appealing that people are willing to make sacrifices in order to help advance towards that vision.



# Examples

## **Martin Luther King Jr.**

“I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character.”

## **Simon Sinek Inc.**

We imagine a world in which the vast majority of people wake up inspired, feel safe wherever they are and end the day fulfilled by the work they do.

## **Sweetgreen**

We inspire healthier communities by connecting people to real food.



# A Just Cause is:

- **For something** – a positive and specific vision of the future
- **Inclusive** – open to all those who would like to contribute
- **Service oriented** – for the primary benefit of others
- **Resilient** – able to endure political, technological and cultural change
- **Idealistic** – big, bold and ultimately unachievable



**The goal is not to have a vision.  
The goal is to **find a vision**  
with which we identify.**



# Reflection: **Just Cause**

What is CMAO's Just Cause?

What's the world you feel like you are creating by doing the work that you do?



# **BUILD TRUSTING TEAMS**

An environment in which people can operate at their natural best.



# Team defined

Any group of two or more people working together toward a common goal or objective.





# Inspiration vs. Trust



**Inspiration is the wind.  
Trust is the boat.**



# How to Build **Trusting Teams**

1. Create a **Circle of Safety**



## How to Build **Trusting Teams**

- Think of a person in your life whom you **trust deeply**.
- Think about an **experience** that exemplifies the reason you trust them.
- **What did that person do?**

# How to Build **Trusting Teams**



**You can't make someone trust you.**

**You can only behave in a way that allows people to choose to trust you.**



# Navy SEAL Performance / Trust Matrix

**PERFORMANCE**

<b>High Performance Low Trust</b>	<b>High Performance Medium Trust</b>	<b>High Performance High Trust</b>
<b>Medium Performance Low Trust</b>	<b>Medium Performance Medium Trust</b>	<b>Medium Performance High Trust</b>
<b>Low Performance Low Trust</b>	<b>Low Performance Medium Trust</b>	<b>Low Performance High Trust</b>

**TRUST**



I need **two volunteers...**

If you are a bit competitive and interested in playing...  
type “**Game**” into the Chat.



# RED / BLACK Game

Your Objective:

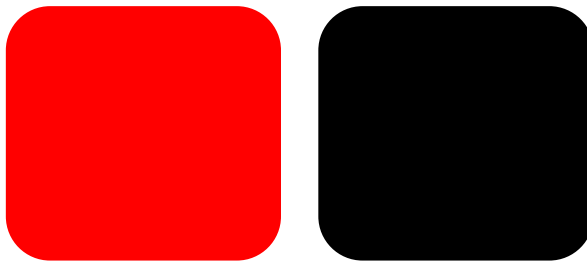
**Accumulate the maximum number of points.**



# RULES

Two players **simultaneously enter** either **RED** or **BLACK** into the Chat.

- If **both** play **Black**, **both** get **one point**.
- If **one** plays **Black**, and the **other** plays **Red**, the player that played **Black loses** a point and the player that played **Red gains** a point.
- If **both** play **Red**, **both lose** a point.

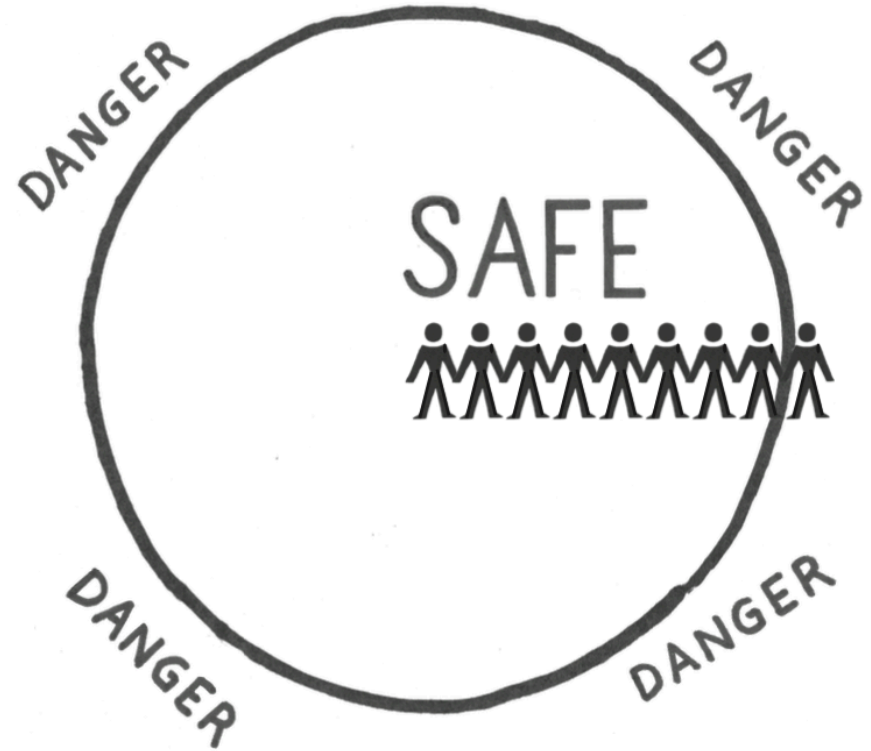






## How to Build **Trusting Teams**

1. Create a **Circle of Safety**
2. Show **Vulnerability**
3. Use **Candor** with Care
4. Live the **culture**





## Reflection: **Build Trusting Teams**

How can you better create a Circle of Safety for those in your sphere of influence?

What area of the Trust/Performance Matrix are you rewarding/incentivizing?

How can we find ways to reward trust-building behaviors?



# STUDY **WORTHY RIVALS**

A Worthy Rival is another player in the game worthy of comparison. Studying them reveals to us our own areas to improve.

# WORTHY RIVALS

Who are they and  
where do they  
come from?



An organization, individual, ideology or force



Infinite-minded or finite-minded



Individuals or organizations



Inside or outside our industry



Someone who is consistently better than us  
at something



Someone who we admire or someone who frustrates us



An organization or someone who represents an opposing ideology



## Competitor

Forces us to take on an **attitude of winning**

Focuses our attention on the **outputs** above all else

Moves our attention to a **win-at-any-cost** mentality, which can cause us to act **unethically**

## Worthy Rival

Inspires us to take on an **attitude of improvement**

Focuses our attention on the **process**

Keeps us **focused on** doing everything in our power to advance our **Just Cause**



## Reflection: **Study Worthy Rivals**

Find a professional Worthy Rival and think about the ways in which they can inspire you to become better.

Think about a Worthy Rival for CMAO that doesn't have the same set of "whats" that you do. Who or what is it, and how can they help you improve?



# PREPARE FOR **EXISTENTIAL FLEXIBILITY**

The capacity to initiate an extreme disruption to a business model or strategic course in order to more effectively advance your Just Cause.



# An Existential Flex requires...

- A clear Just Cause or service to something bigger than ourselves
- Trusting Teams





## Reflection: Prepare for Ex Flex

Reflect on CMAO's Just Cause.

If your services were outlawed tomorrow, how could you leverage your current talent, wisdom, and resources to still find a way to advance that Just Cause?



# DEMONSTRATE THE **COURAGE TO LEAD**

| A willingness to take risks for the good of an unknown future.



# The Responsibility of Business

- 1. Advance a purpose:** Offer people a sense of belonging and a feeling that their lives and their work have value beyond the physical work.
- 2. Protect people:** Operate our companies in a way that protects the people who work for us, the people who buy from us and the environments in which we live and work.
- 3. Generate profit:** Money is fuel for a business to remain viable so that it may continue to advance the first two priorities.



## Reflection:

# Demonstrate the Courage to Lead

What is one thing you can commit to doing this week that requires courage?

Who will you lean on and call when you want to give up?



# Leading in times of **crisis**

How can we help our people thrive during the pandemic?

- Refocus on your **“Why”/Just Cause**
- Ensure you’re making **values-based** decisions
- Ramp up your **communication** and **transparency**
- Make sacrifices **as a team**









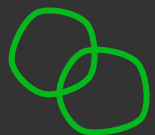
WE CAN'T CHOOSE  
**THE GAME.**

WE CAN'T CHOOSE  
**THE RULES.**

WE CAN ONLY CHOOSE  
**HOW WE PLAY.**



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