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 2016 MAY 25-28 SHERATON BOSTON HOTEL

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Machiavelli's Guide to Proposals

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Florence

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## Sant' Andrea



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## A source of inspiration

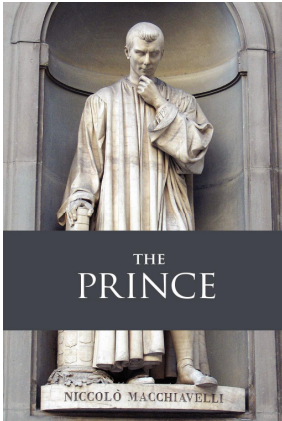


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## The Prince



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## Lorenzo de' Medici



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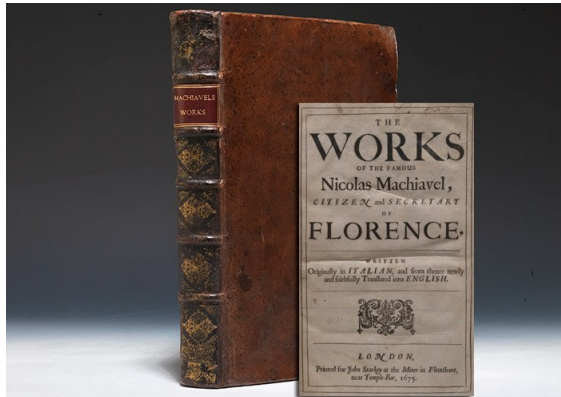
## Pilgrimage!



## Perspectives in the room



## Sources



1

Recognise the need for improvement

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To enjoy  
constant good fortune  
we must  
**change**  
with the times.

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Great  
calamities  
warn  
what awaits.

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The road to hell was  
easy  
because one always goes  
downwards  
with one's  
eyes tight shut.

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2  
Take accountability


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How perilous  
it is  
to put oneself  
at the  
head  
of  
changes.



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No more  
delicate  
matter nor  
dangerous  
than to set up as a  
leader  
in the introduction of  
changes.



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3

Research best practice




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No other aim or thought  
than  
war.  
The first cause of  
losing  
is to  
neglect your art.



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The cleverest leaders  
are always  
sure  
to  
obey the laws.

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4  
Secure a senior sponsor

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It is  
unwise  
to ally yourself to a prince who  
has  
reputation  
rather than  
strength.

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Act like the  
archers  
who take aim  
higher than the mark.



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When is it  
the Prince himself <sup>who</sup>  
conquers  
the  
glory and gain  
are  
all his.





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Nothing is of  
greater importance  
than knowing how to make  
the very best of  
an opportunity  
when it is offered.





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5  
Draw on wise counsel






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A wise man  
ought to always  
follow the paths  
beaten by others.





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The first opinion  
one forms of a Prince  
and his understanding is by  
observing  
the men  
he has around him.




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6




Understand the status quo

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Everything that happens  
in the world at any time has  
great resemblance  
to  
what happened  
in ancient times.

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Men  
fighting in their  
own cause  
make  
good and resolute  
soldiers.

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He who innovates will have  
for their **enemies** all those who are  
**well-off**  
under the  
existing order of things.



The best solution is for the Prince to go and  
**live in this new state**  
for when you are on the spot you see  
**difficulties as they arise**  
and **remedies** that may be  
**readily applied.**

7

Build your target operating model



A new Prince  
ought to  
**create  
everything new.**

Process

Organisation

People

Resources



He who would  
reform the institutions  
of a free state  
must  
retain at least the facade  
of the old ways.



Occasionally  
words  
must serve to  
veil the facts.

8

Communicate and educate



The best fortress  
a Prince can possess is the  
affection  
of his  
people.



As a Prince cannot always  
help but be  
**hated by someone**  
he ought to make sure he is  
**not hated by everyone.**



Win friends...  
overcome obstacles...  
make himself **beloved and feared...**  
**exterminate those** who have the  
**power or reason**  
**to hurt him.**

9

Work hard for quick(ish) wins



People intrinsically  
do not trust  
new things that they have  
not experienced  
themselves.



The ordinary people  
always  
judge by appearances  
and the world is full  
of  
ordinary people.



The first is to  
**destroy it.**  
The second is to  
**go and reside there.**  
The third is to  
**suffer it.**

10

Learn, adjust and embed



The promise given  
was a  
**necessity of the past.**  
The word broken is a  
**necessity of the present.**



Anyone who would act up to a  
**perfect standard**  
of goodness in everything  
must be **ruined**  
**among the many**  
who are **not so good.**



The Romans were more lenient. If they  
**erred** through ignorance  
so far from punishing they  
**honoured and rewarded.**



When men  
**do not believe**  
they may be  
**compelled to believe.**



**Love is a bond**  
of obligation that these poor fools  
**Break whenever it suits**  
them. But  
**fear holds them fast**  
by dread of punishment.

## A ten step plan

Recognise the need for improvement

Understand the status quo

Take accountability

Build your target operating model

Research best practice

Communicate and educate

Secure a senior sponsor

Word hard for quick(ish) wins

Draw on wise counsel

Learn, adjust and embed

# Questions

## StrategicProposals

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