

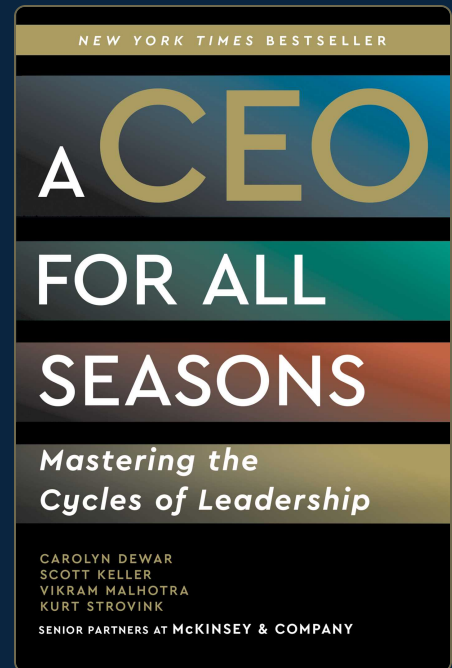
RICK & ISABELLA PINA COACHING

PATREON PREMIUM GUIDE • JPM 9 • BOOK 9 OF 9

ALL SEASONS

*Mastering the Cycles of Leadership. Carolyn Dewar,
Scott Keller, Vikram Malhotra, Kurt Strovink.*

JP Morgan put this on their list for students and interns. That got my attention. If they want their young people reading it, I want us looking at it.



FIVE LESSONS • FOUR ROOMS EACH • [PATREON.COM/RICKPINA](https://patreon.com/rickpina)

5 LESSONS + HOW THIS APPLIES TO YOU

Hey family. JP Morgan put this book on their list for students and interns. I am not going to turn this into a sermon. It is not a church book. But that list got my attention. If they want their young people reading it, I want us looking at it. This is book 9, the last one. Here is what I think they want you to walk away with. And here is what it hit in me.

01 **Know your season**

02 **Spring: earn the right**

03 **Summer: listen and move**

04 **Fall: fight complacency**

05 **Winter: hand it over**

THE BOOK IN SHORT

LEADERSHIP HAS SEASONS

This is the McKinsey team behind the bestseller *CEO Excellence*, now joined by Kurt Strovink. That earlier book was about the six things excellent CEOs do. This one is about when they do them, and it argues that leadership is not one steady state you achieve. It moves through distinct phases, and what makes you effective in one phase is not what makes you effective in the next.

They name four seasons. Spring is stepping up, deciding whether you are ready and becoming a credible candidate. Summer is starting strong, and they report that roughly thirty percent of CEOs do not make it past year three. Fall is staying ahead, where the danger is no longer failure but complacency after early success. Winter is sending it forward, preparing successors and handing over with grace.

1

Spring: stepping up

Deciding if you are ready and broadening your skills enough to be a credible candidate.

2

Summer: starting strong

Listen deeply, learn fast, and make bold early moves. About thirty percent of CEOs do not survive past year three.

3

Fall: staying ahead

After early success the enemy is complacency. The best reinvent and spot the next curve before the current one peaks.

4

Winter: sending it forward

Prepare successors early, hand over with grace, and focus on renewal.

5

The first 90 days are a paradox

You have to listen deeply and move decisively at the same time, and everyone is watching.

6

What works in one season fails in the next

The strengths that got you through Summer are the ones that trap you in Fall.

7

Know which season you are in

Most leadership mistakes are the right move applied in the wrong season.

01

LESSON 01 OF 5

KNOW WHICH SEASON YOU ARE IN

FROM THE BOOK

The book's core move is naming four seasons of leadership: Spring, stepping up. Summer, starting strong. Fall, staying ahead. Winter, sending it forward.

The reason that matters is that what makes you effective in one season is not what makes you effective in the next. Most leadership failures are not incompetence. They are a correct move played in the wrong season.

MY NOTES — HOW THIS APPLIES TO YOU

BUSINESS

IF YOU HAVE A BUSINESS

The way I ran Inspired Solutions at the beginning would break it now, and running it today the way I will need to at a hundred people would have killed it then. Knowing which season the company is in is most of my job.

MINISTRY

IF YOU HAVE A MINISTRY

A church planting season and a church sustaining season demand opposite things from a leader. People get hurt when somebody keeps running the planting playbook for fifteen years.

CAREER

IF YOU ARE BUILDING A CAREER

Ask which season you are in before you copy somebody's advice. Guidance for a founder is often wrong for someone in year one of a first real job.

FAMILY

WITH YOUR FAMILY

Parenting a six-year-old and parenting a teenager are not the same job. Isabella and I have had to retire approaches that worked beautifully right up until they did not.

02

LESSON 02 OF 5

SPRING: EARN THE RIGHT BEFORE YOU NEED IT

FROM THE BOOK

Spring is stepping up: deciding whether you are ready, and broadening your skills enough to be a credible candidate.

The work of Spring happens entirely before anybody offers you anything. It is unglamorous, it is invisible, and skipping it is why people get handed something they cannot hold.

MY NOTES — HOW THIS APPLIES TO YOU

BUSINESS

IF YOU HAVE A BUSINESS

Every certification, vehicle, and past performance reference we hold was built years before the opportunity that needed it showed up. You cannot assemble credibility after the solicitation drops.

MINISTRY

IF YOU HAVE A MINISTRY

I studied for years while very few people were listening. That stretch was not a waiting room. It was the training, and I would not have survived a larger platform without it.

CAREER

IF YOU ARE BUILDING A CAREER

This is most of what your twenties are for. Get broad, get credible, get known as someone who finishes. Do not spend that decade auditioning for a title.

FAMILY

WITH YOUR FAMILY

The parent I had to be when my kids hit hard years was built in the ordinary years before that. There was no way to cram for it.

03

LESSON 03 OF 5

SUMMER: LISTEN DEEPLY AND MOVE DECISIVELY

FROM THE BOOK

Summer is starting strong, and the authors report that around thirty percent of CEOs do not make it past year three.

They call the first 90 days a paradox. You have to listen deeply and move decisively at the same time, while everyone is watching and forming a permanent read on you. Do only one of the two and you fail in a predictable way: all listening looks weak, all moving looks reckless.

MY NOTES — HOW THIS APPLIES TO YOU

BUSINESS

IF YOU HAVE A BUSINESS

On a new contract the first ninety days set the customer's opinion of us for the whole period of performance. I listen hard and I still make sure something visible gets fixed early. Both, not one.

MINISTRY

IF YOU HAVE A MINISTRY

Walking into a new room, I learn the culture before I start changing it, and I do not wait so long that people conclude I have nothing to offer.

CAREER

IF YOU ARE BUILDING A CAREER

In a new job, ask a lot of questions and then actually finish one visible thing fast. That combination builds a reputation you will coast on for years.

FAMILY

WITH YOUR FAMILY

Every new season in our family needed both from me. Understanding what changed, and then acting so the kids could see somebody was steering.

04

LESSON 04 OF 5

FALL: THE ENEMY IS COMPLACENCY

FROM THE BOOK

Fall is staying ahead. After early success the danger changes. It is no longer failure, it is complacency.

Their finding is that the best CEOs reinvent in this season, spotting the next curve before the current one peaks. Which is hard, because everything is working and everyone around you is telling you not to touch it.

MY NOTES — HOW THIS APPLIES TO YOU

BUSINESS

IF YOU HAVE A BUSINESS

The most dangerous moment for my company is right after a good year. That is when we stop hunting and start defending, and defending is how companies quietly lose the next cycle.

MINISTRY

IF YOU HAVE A MINISTRY

I ended a teaching series that was still growing rather than ride it until it went flat. Leaving while it is still working is the version of this decision nobody applauds you for.

CAREER

IF YOU ARE BUILDING A CAREER

When you get comfortable and good at your job, that is the signal to add something hard. Comfort is pleasant and it is also the beginning of being passed.

FAMILY

WITH YOUR FAMILY

When things are calm at home is exactly when Isabella and I should be paying attention. Trouble usually shows up in a season when we stopped looking.

05

LESSON 05 OF 5

WINTER: HAND IT OVER WELL

FROM THE BOOK

Winter is sending it forward. Great CEOs prepare successors early, hand over with grace, and turn toward renewal.

Early is the operative word. Succession started at the end is a scramble, and it usually damages the thing the leader spent a career building. The final measure of leadership is what stands after you stop holding it up.

MY NOTES — HOW THIS APPLIES TO YOU

BUSINESS

IF YOU HAVE A BUSINESS

I am building a company that should not need me in the room. If Inspired Solutions cannot run without me, then I did not build a company, I built a job with employees attached.

MINISTRY

IF YOU HAVE A MINISTRY

The point was never to gather a crowd around me. It is to hand people something they can carry and teach to somebody else after I am done.

CAREER

IF YOU ARE BUILDING A CAREER

Train your replacement on purpose. It is the fastest way to be promoted and the only way to leave anything behind that outlasts you.

FAMILY

WITH YOUR FAMILY

Everything Isabella and I are doing is aimed at our kids being able to stand without us. That is the whole assignment, and finishing it well means becoming unnecessary on purpose.

BOOK 9 OF 9

WHAT DID YOU GET OUT OF THIS

This is book 9 of 9. These are books JP Morgan wants their new people and interns to read. What did you get out of going through this? Let's discuss this in the comments.

I love you.

This is the YEAR OF DISCOVERY.

YEAR OF DISCOVERY
GREATER IS COMING

Rick