

# The Know-It-All versus the Challenger

**KNOW-IT-ALLS** give directives that showcase how much they know. As a result they limit what their organization can achieve to what they themselves know how to do. The organization uses its energy to deduce what the boss thinks.

**CHALLENGERS** define opportunities that challenge people to go beyond what they know how to do. As a result they get an organization that understands the challenge and has the focus and energy to take it on.

### *The Three Practices of the Challenger*

1. *Seed the Opportunity.*
  - Show the need.
  - Challenge the assumptions.
  - Reframe problems.
  - Create a starting point.
2. *Lay Down a Challenge.*
  - Extend a concrete challenge.
  - Ask the hard questions.
  - Let others fill in the blanks.
3. *Generate Belief in What is Possible.*
  - Helicopter down.
  - Co-create the plan.
  - Orchestrate an early win.

### *Experiments for Becoming a Challenger*

1. Take the extreme questions challenge.
2. Create a stretch challenge.
3. Take a bus trip.
4. Take a massive baby step.

### *Leveraging Resources*

	<b>Know-It-Alls</b>	<b>Challengers</b>
<b>What They Do</b>	Give directives that showcase “their” knowledge.	Define opportunities that challenge people to go beyond what they know how to do.
<b>What They Get</b>	Distracted efforts as people vie for the attention of the boss.  Idle cycles in the organization as people wait to be told what to do or to see if the boss will change direction again.  An organization that doesn’t want to get ahead of the boss.	Collective intent toward the same overarching opportunity.  Rapid cycles and accelerated problem solving without the initiation of the formal leader.  People’s discretionary effort and intellectual energy to take on the toughest organizational challenges.

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### *Unexpected Findings*

1. Even when leaders have a clear view of the future, there are advantages to simply seeding opportunities.
2. Challengers have full range of motion: they can see and articulate the big thinking and ask the big questions, but they also connect that to the specific steps needed to create movement.
3. If you ask people to take on the impossible in the right way, it can actually create more safety than if you ask for something easier.