

True Ownership Mindset is Permissionless

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SUMMARY

The discussion focuses on the distinction between "signing up for outcomes" and "feeling responsible for outcomes" in leadership roles. It emphasizes that while organizational culture may impact one's ability to commit to outcomes, personal responsibility for those outcomes is a separate, permissionless choice that leaders can make regardless of their environment.

- *Signing up for outcomes involves a commitment that may be influenced by organizational culture.*
- *Feeling responsible for outcomes is a personal choice that does not require external validation.*
- *Leaders often confuse the two concepts, leading to a lack of accountability for product success.*
- *The speaker encourages individuals to reflect on what prevents them from feeling responsible for outcomes.*
- *The conversation critiques high-level, theoretical discussions that lack practical application in specific contexts.*
- *Emphasizes the importance of adapting leadership styles to fit individual circumstances rather than adhering to rigid ideologies.*

[Music] There are two parts to this objection. One part is the idea of signing up for an outcome. If we're using that verb signing up, signing up for an outcome. That's one part. The second part is how responsible do I feel within myself as a leader for the outcome. And depending on the organization's culture, the company culture, how wonderful it is or how messed up it is or anything in between.

If you tell me Shreas, it is just implausible for me to sign up for outcomes, I understand. Ultimately, I don't want you to get fired because of following some ideology. We have to live in the real world. and operating in the real world requires us to faithfully and accurately understand the challenges of this real world. Right? By no means do I want you to sacrifice yourself and sacrifice your career because oh look at this this is a wonderful ideology.

Right? That doesn't make any sense. That's up to you. So we've got to separate signing up for outcomes and feeling responsible for outcomes. Signing up for outcomes. I'm fine if you say that the culture is such or the setup is such or the organization is such that it is just not possible. It will cause tremendous harm to my career etc etc. Nobody can make a better choice here than you. You are wiser and smarter than you think. You should make the choice there. Right? However, the second one feeling responsible for outcomes requires no permission from anyone else.

It is permissionless. And so that's where I would ask people who are objecting to this idea. I would ask them to focus on that which is what is getting in the way of you feeling responsible for outcomes. Again this is very logical and how it manifests in practice is time and again I have seen that people equate the signing up for outcomes and feeling responsible for outcomes. So when they equate that and for whatever reason if it's not

possible to sign up for outcomes they then necessarily assume that means they don't need to feel responsible for outcomes and so when they wash their hands of feeling responsible for product success now their actions their priorities their leadership style is very different from a leader who feels responsible for outcomes or responsible for product success. So that's the distinction I want to draw when we look into this. One of the challenges I see in our industry is like people talk at very high levels number one and number two people talk in very theoretical terms and number three people talk in all or nothing terms, right? And I always like to sort of bring it back to what works in your context and a way for you to think about what you can make work in your context.

[Music]