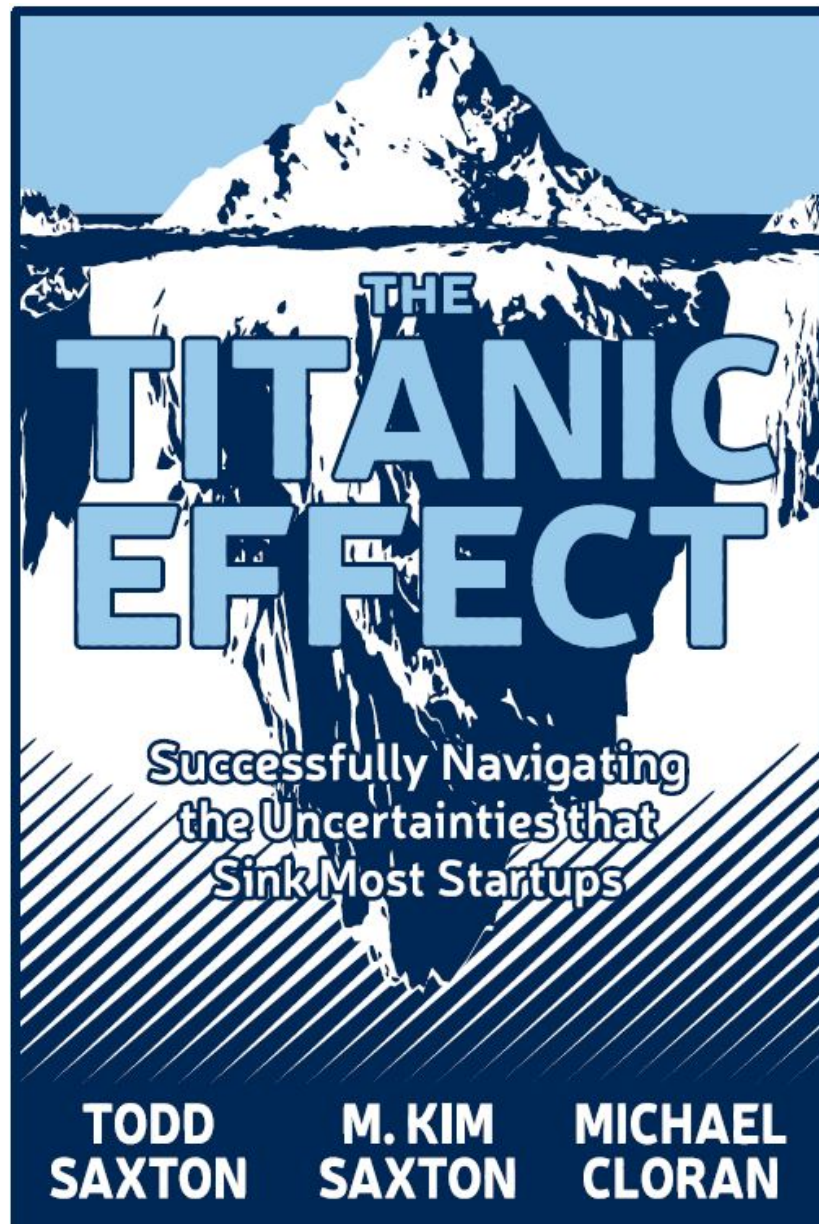


Group Discussion Guide



How to Use:

This guide breaks the book down into three distinct sections that can be read and discussed across multiple sessions or completed all at once if it works better for your group. Each page has the materials for one part of the book. It's recommended that everyone come to each session with that section mostly filled out, but leave room for notes during the discussion.

IMPORTANT: The first half page of the guide should be completed before starting to read the book.

Section 1: Introduction and the Human Ocean

Complete this half-page of the guide without reading any of the book:

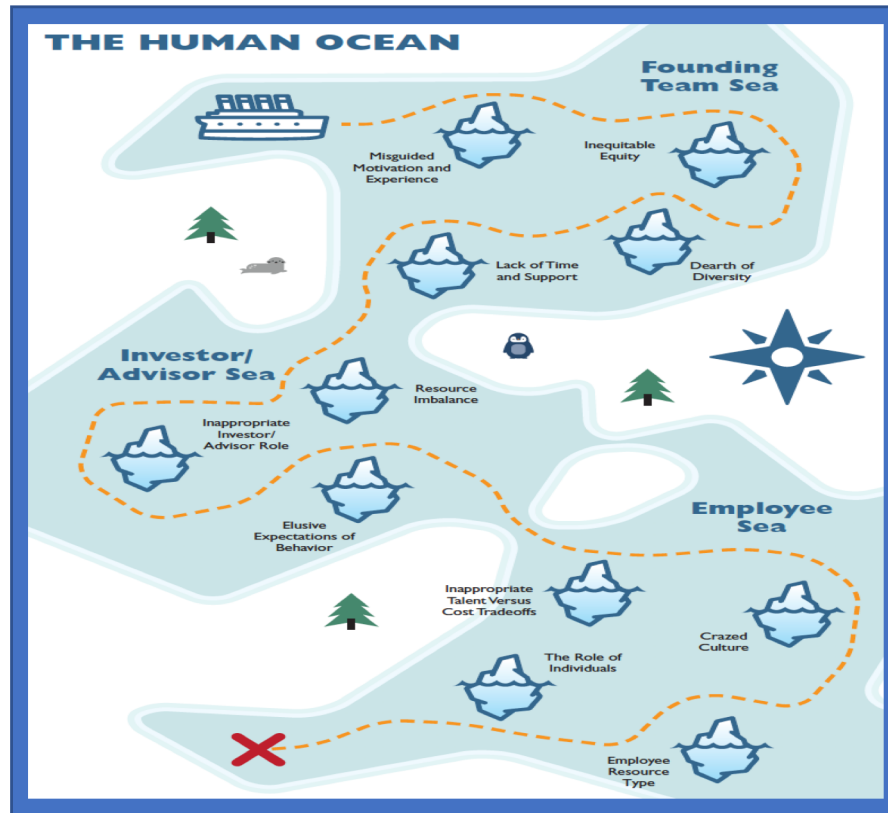
Pick a company that you want to use as a model (referred to as your ship from here on out) during this exercise. It doesn't need to be one where you're an investor, founder, or key stakeholder, but it should be one that you're familiar with enough to know about the key people involved, the marketing and target customer profile, the technology backing it up, and the strategies that combine them all. Of course, we encourage you to use your own startup if you have one. **Write down the company and your background with it:**

Why are you reading this book? What are you looking to get out of it?

Take 5 minutes to write down as many challenges your ship faces, as you can.

*** Star the 2-3 most important ones.**

Chapters 1-3, 8 (Human Ocean Section)



Refer to the Iceberg Index at the start of Chapter 8. For each Iceberg in the Human Ocean, rate your ship's current readiness.

Which of the Seas needs the most work?

How do your Icebergs rated very little or not at all line up with the ship's challenges that you identified before?

What single thing could you do to have the greatest positive impact on your ship's Human Ocean?

Which Iceberg would be most likely to cause your ship to sink if hit?

Section 2: The Marketing and Technical Oceans



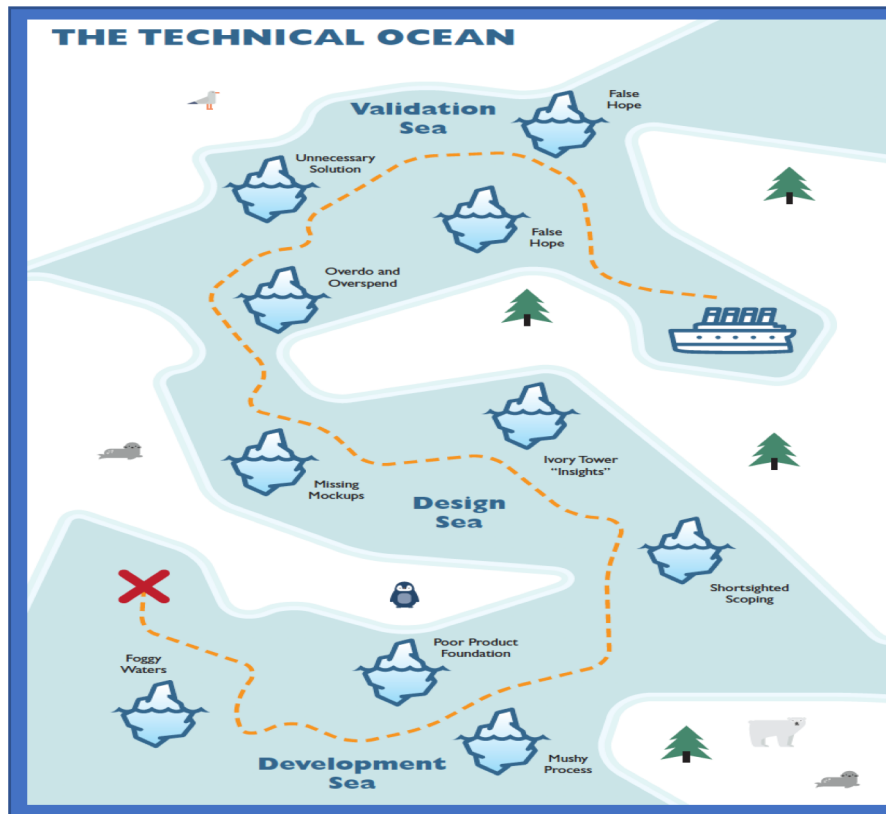
Refer to the Iceberg Index at the start of Chapter 8. For each Iceberg in the Marketing Ocean, rate your ship's current readiness.

Which of the seas needs the most work?

How do your Icebergs rated very little or not at all line up with the ship's challenges that you identified before?

What single thing could you do to have the greatest positive impact on your ship's Marketing Ocean?

Which Iceberg would be most likely to cause your ship to sink if hit?



Refer to the Iceberg Index at the start of Chapter 8. For each Iceberg in the Technical Ocean, rate your ship's current readiness.

Which of the seas needs the most work?

How do your Icebergs rated very little or not at all line up with the ship's challenges that you identified before?

What single thing that you could do would have the greatest positive impact on your ship's Technical Ocean?

Which Iceberg would be most likely to cause your ship to sink if hit?

Section 3: The Strategy Ocean and Setting Sail



Refer to the Iceberg Index at the start of Chapter 8. For each iceberg in the Strategy Ocean, rate your ship's current readiness.

How do your Icebergs rated very little to not at all line up with the ship's challenges that you identified before?

What single thing that you could do would have the greatest positive impact on your ship's Strategy Ocean?

Which Iceberg would be most likely to cause your ship to sink if hit?

Chapters 6, 7, 8 (Strategy Ocean Section), 9

Take 5 minutes to revisit your initial list of challenges (and add any new ones that have come up). Circle any that directly apply to debtbergs listed and discussed in the book. Classify them as Human, Marketing, Technical, or Strategy Ocean icebergs.

Which Ocean is the biggest danger to you? Which is the least?

Pick the top priority iceberg from each Ocean. Call them Big Floes:

Human:

Marketing:

Technical:

Ocean:

What can you do next week to directly impact your Big Floes the most?

Human:

Marketing:

Technical:

Ocean:

Take 5 minutes to revisit the Ocean Diagrams. **What debtbergs are going to be issues for you down the line that you haven't begun to address? What can you do now to prepare for them?**

Now that your ship is better prepared for navigating the treacherous waters ahead, go set a reminder in your calendar to come back and revisit this guide in 3-6 months. Start by doing the 5 minute Iceberg Brainstorm again. How have they changed over the past months?

Extra Space for Notes: