

Complacency, False Urgency and True Urgency

	Complacency	A False Sense of Urgency	A True Sense of Urgency
	More pervasive than people recognize, insidious, and often invisible to insiders	Also pervasive, insidious, and often seen, <i>incorrectly</i> , as a true sense of urgency	Rare and <i>immeasurably important</i> in a rapidly changing world.
Roots	Successes: real or perceived wins, usually over a period of time	Failures: recent problems with short-term results or long-standing incremental decline	Leadership: people not only at the top but up and down the hierarchy who create true urgency and re-create it when needed
People Think	"I know what to do and I do it."	"What a mess this is."	"Great opportunities and hazards are everywhere."
People Feel	Content with the status quo (and sometimes anxious of the unknown)	Very anxious, angry, and frustrated	A powerful desire to move, and win, now
Behavior	Unchanging activity: action which ignores an organization's new opportunities or hazards, focuses inward, does whatever has been the norm in the past (many meetings or no meetings 9 to 5 or 8 to 6).	Frenetic activity: meeting-meeting, writing-writing, going-going, projects-projects, with task force after task force and PowerPoint to the extreme - all of which exhausts and greatly stresses people.	Urgent activity: action which is alert, fast moving, focused externally on the important issues, relentless, and continuously purging irrelevant activities to provide time for the important and to prevent burnout.