

3 on 13

3 things from EP
to make life
better.

FEBRUARY 13 · 2025

Emanuelson-Podas produces the **3on13 Newsletter** on the 13th of every month in the hopes of putting in your hands three things that will help make your life better. Entries may include quotes, reminders, jokes, random recipes, book recommendations, advice, or anything else that might make you think, make you smile, or make you a better, happier human being. **Got something worth sharing? Send it to 3on13@epinc.com**

1 | When Grit Goes Wrong

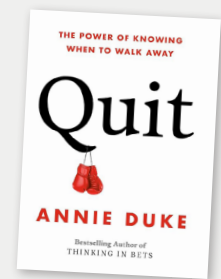
Oh, we love us some grit. No lie. Give us some sticktoitiveness (yep, still a word, we looked it up), some perseverance, some drive. All day. We celebrate it. And for good reason; grit gets results.

But what about when it doesn't? What happens when staying the course leads to diminishing returns or a loss of focus? The ability to quit at the right time isn't failure; it's smart leadership.

Annie Duke, author of *Quit: The Power of Knowing When to Walk Away*, argues that persistence can be an emotional trap (yes, engineers have emotions; more than you know). Leaders can suffer from *escalation of commitment*—continuing a losing effort simply because of past investments. Knowing when to quit requires analyzing the data and separating ego from decision-making. Ask yourself:

- If we weren't invested, would we start this today? Avoids the [sunk cost fallacy](#).
- Is this a challenge or a dead end? Determines if perseverance is worthwhile.
- Could these resources have greater impact elsewhere? Shifts focus to opportunity.

Good leaders don't just persist... they adapt.



2 | Who Cares?

Marketing professionals — well, good ones, at least, *ahem* — are constantly screaming about the importance of knowing your key audiences. You can't reach those who matter if you don't know who the heck they are. This concept is no less important for business leaders.



By now you know that leadership is about more than just strategy and decision-making — it's about people.

So if you don't know who your key audiences are — and as importantly, *understand* them — you're leading in the dark. Whether clients (or potential clients), employees (or potential employees), or partners (you get the idea), or even a geographic community (ignore your backyard at your own peril), each group has different expectations and needs. Knowing these will help you set your priorities and likely impact how you spend your time.

Here's your assignment: write down your key audience groups in five big buckets (not hard); add the sub-groups beneath each bucket (getting harder); then add one sentence behind each one that describes why it matters and what's important to it. It's a short-but-very-worthwhile exercise almost guaranteed to unearth some fresh thinking.

3 | Moe the Bartender Talks AI

[Too good not to share](#): Hank Azaria (who voices more than 100 characters on the Simpsons) talks about AI and its implications for the future of voice acting. At the moment, both Moe and Hank appear to be safe, but for how long...???



emanuelson-podas
consulting engineers

952.930.0050 | epinc.com