

The Transformational Change Simulation and Leadership Workshop

“Different by Design”

Chapter Eight The Mystery of Leadership

I sounded the harmonica and gave the “two-minute” announcement. It had no effect as people were still talking about the morning extractions and how they were now “aware” of many new and different ways to think and behave around the agenda of leadership.

Dave took his seat and began to talk to Debbie. She laughed --- gave him a high-five and gestured toward me with a “thumbs-up.”

Brian was talking with Jeff and I could see from his gestures toward Eric and Zac that the topic was about his people.

I thought to myself, *It is great when people can experience leadership --- not just learn about it.*

I sounded the harmonica again and with some hesitation people returned to their seats.

Dave quickly raise his hand and said, “Rod told me to ask you about what he called “self-one” and “self-two” --- he said it is the concept that allows him to be successful on tour.”

“Dave--- what we have been doing with the Simulation is the process of Self One and Self Two programming – that is what it is called in Timothy Gallwey’s books about the Inner Games of Tennis, Golf and Work. Here’s the book I gave Rod – *The Inner Game of Tennis* – when he started his quest to qualify for what was then the Senior Tour.”

“The Self-One is mental programming -- the Self-Two is the installed behavioral programming – it is often called muscle memory – that is necessary to play professional golf. Once the mental aspects of distance, wind and club selection are made – the caddie activates the behavioral by simply saying --- “trust-your-swing.”

“Yesterday we “installed” the behavior that is needed to be successful in Phase Three by making the dollar bill Flier -- then “trust the people to serve customers.”

Don asked, “Why tennis?”

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“Great question Don -- it really doesn’t matter – the processes of mental and behavioral programming are the same in every sport – in every business – in every profession – regardless of where it is in the world.”

I looked toward Curt to see if he caught the “global” nature of that comment. He rubbed his chin --- that was the new behavior that Debbie had taught him at lunch to avoid the “conflict manipulation” process . I smiled and acknowledged rubbing my chin in the exact same way.

I thought to myself, Maybe his lucky learning experience is being here with Debbie.

With Mr. Gallwey’s book still in my hand, I continued, “We must be clear that there are thousands – maybe millions of books that have been written explaining all the psychological, social, religious, athletic, cultural, generational mental programming for behavior – in both WIN-WIN games like golf – and Win-Lose games like tennis.”

I paused as I could see that Jeff was still on his cell phone --- and the pause did not interrupt his conversation, so I continued, “All of the behavioral descriptions -- and what we see on television -- invite comparisons -- and many people want to behave like someone they are not.”

Jeff was still on his phone so I asked everyone say, “Be-like-Jeff!”

The chant went up, “Be-like-Jeff” --- “Be-like-Jeff”---“Be-like-Jeff!”

That acknowledgement caused him to put his cell away and he laughed --- pointed at the phone and said, “Sorry --- a great “behaved-a-profit” story by one of my people that I had to hear.”

Without hesitation he said, “Our new sales person opened an account we have been working on for two years with one sales call with the story of “how we are different.” She was here last time and told her “master of real time” story.”

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I paused as I could see that the extract meaning phase of our work had arrived at some fun and the credibility of the real life business experiences of Jeff and Debbie and Zoe was proving that the implementation phase of the Simulation was a real possibility.

Switching gears, I said. “The purpose of our time this afternoon is to begin to understand the exact process of creating structural integrity --- and be clear that we must “behave” that integrity – and be confident that it is grounded in an irrefutable “truth” that has no opposite.”

I raised my hand --- and said, “If you see my hand -- raise yours.”

I waited until all the hands were up. I said with a rather serious tone in my voice, “Keep them up ----- now slowly put them down --- we are now entering into a very serious and important aspect of leadership development.”

I paused, “When we talk about how “mental programing” is the basis of “behavior” -- we can enter into a realm that is fraught with criticism and contempt.”

“We all know about “cults” and “brainwashing” and even some “motivational technologies” that lead to “behaviors” that are devastating.”

I paused again --- raised my hand and said again, “If you see mine -- - raise yours.” Every hand went up.

I said, “That is only to be sure everyone is still engaged --- as we are terribly aware of how even cell phones are programming some behaviors in our children that are beyond “integrity.”

“We all are adults and understand to some degree how “mental programming” leads to “behavior” --- but in order to grow and mature in our adult lives it is reversed --- we must “behave” – sometimes without knowing how--- in order to develop the “mental.”

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“When a thought about behavior is totally backward, you--- as a leader – you must ask people to just “try” the behavior that is required. For example – with an open Simulation like this one --- many people aren’t sure why they are here --- enjoy the “experience” – but are unable to explain the new behaviors back at work without being perceived as weird.”

Debbie quickly volunteered, “What Tom just said is important – I hated the thought of coming to this Simulation --- I thought I could “get” what transformation was all about by just reading a book – not be the only one saying that our “functionalized” bank needed to change -- that was very risky.”

“Thank you Debbie -- and” ---- I waited as we were distracted by a ringing cell phone.

Laura said, “I’m sorry – I forgot.”

I said, “Laura -- don’t be sorry for the behavior of your phone --- it is designed to ring.”

She said, “I am so embarrassed.”

“Laura – it is okay – that is a great example of “behaving” in order to “learn” --- we all forget to “behave” what we “know” we should “behave” because the “remember” behavior has not been completely “installed” in our “muscle memory?”

There was silence as some thoughts “twist” our minds. I said, “What would behavior be like on our freeways without “driver behavior education?”

Everyone laughed as five others were “checking” their phones to be sure they “remembered.”

To relieve Laura’s embarrassment, I said, “See --- we all must behave without “thinking” – and there are times that behavior that results from “not-thinking” is dangerous.”

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To bring the focus back to the leadership addenda, I said,
“Leadership is all about developing “behaved integrity” in the “total”
company --- we can’t forget about the customer.”

To interpret the importance of that “simple” thought, I wrote on the
flip chart: **A BUSINESS with no Business is no BUSINESS.”**

I said, “Note the difference in the “Big BUSINESS” and the “Little
Business” --- we will talk extensively about the “difference” in the
session tomorrow.”

Ron said, “What if a focus on the customer is totally unrealistic?”

I said, “Ron – how so?”

“We have a union and they simply don’t care.”

I said, “That is the “culture” of “learned apathy” that is often what
people want to change.”

I paused and said, “Recall that in Phase One yesterday almost no
one knew who the customers were – didn’t know the markets they
served --- admitted they didn’t care --- we all passed the trash ---
and the excuse to Customer D was ---- we’re sorry we put you out-
of-BUSINESS – and WE were not unionized.”

Debbie said “They even tried to keep me out with that sign
“Employees only beyond this point.”

I said, “We need to understand that we lacked “structural integrity”
in serving customers.”

Ron quietly said “You can’t please them all.”

I added, “I have two clients who have unions and once they engaged
everyone in creating the underlying structural integrity --- the union
people said “It’s about time.”

I looked at Ron and said, “Ron’s right ---it is extremely difficult to
serve all customers – but to categorically say --- “you can’t please
them all” is not true.”

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I pointed at the wall and said, “We pleased them all yesterday.”

“Ron – it may not be realistic -- but it is possible.”

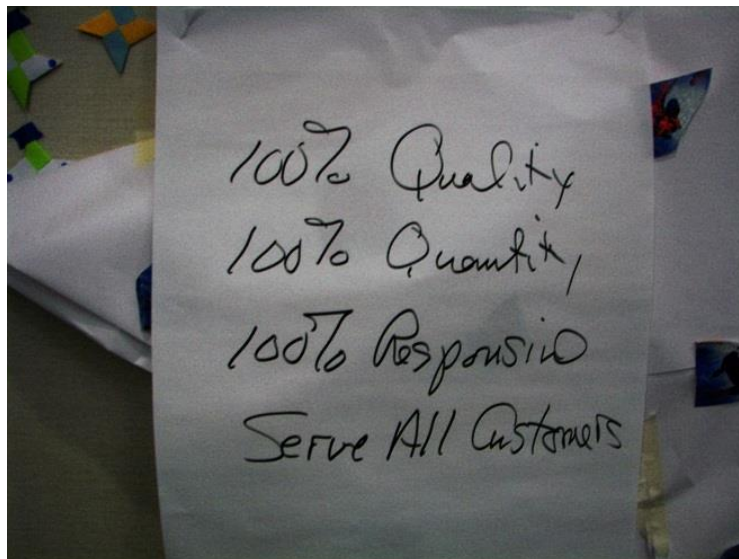
It was necessary to take a long pause to let the thought about the difference between “realism” and “possibility” sink-in.

“The first step in any business is “simple” – make sure everyone “knows” who the customers ARE --- and what they want -- and in any business -- it is “possible.”

With the prevailing silence still intact I said, “That is one of the first steps in shifting the context from “what the factory is designed to make” --- to “what the Customer wants to buy.”

I raised my hand – silence reigned and I said, “There are no excuses for the lack of integrity --- everyone is accountable for the “whole.”

“Remember how we designed Phase Three -- 100% 100% -100%?”



I paused and said, “When the “context” changes to fulfilling the promises that are made to the customer and people see their “role” in the process of fulfillment --- the implementation will begin.”

I quickly told the story of watching the Challenger blow-up in front of my eyes --- that someone knew that the O-Rings were defective –

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**they passed the trash – didn’t know the customer -- and I said,
“Sound like Phase One or Two yesterday?”**

To lighten up the message, “I have a senior friend who took golf lessons from me on-and-off for over three years --- after three years, he was still unable to swing-to-balance -- he argued that he needed new clubs -- then one day I gave him a lady’s club --- he swung it “easy” because it was for a “lady” – and the ball went straight. I quickly said “freeze” – he was in perfect balance finish. He just looked at me and said “I’m really a slow learner – aren’t I?”

I said, “No -- something finally changed the “context” in your mind from “hit-it” to “swing-it”--- and your behavior changed.”

“He said, “So I should think I’m a “lady” when I play golf?”

I said, “That might work --- but the “ladies” club changed your “context” that allowed you to behave “different” and that “contextual” shift opened up your ability to “learn.”

Everyone laughed. Jeff said, “Tom has all kinds of ways to trick your mind--- he made me swing left-handed and I did not “hit-at-the-ball” when I did it that way. It was “simple” – my context changed from “I’m right-handed” to “I’m left-handed.”

I raised my hand to prevent further “golf-talk” and said, “In order to change the “culture” of our old behavior, we need massive amounts of “new behaviors” --- we need to know how it will feel when the “culture” is changed. Just “knowing” about it will not get it done.”

I paused and said, “And yes -- there are times that the change in context appears to be a “trick” --- but it is not a “trick” to embarrass how you behaved --- rather a “trick” to see what we may become -- as many people think they are “Just Cutters.”

“Yesterday it was a “trick” to take away the “cutter” badge and allow you to experience yourself as a “Master of Real Time.”

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Returning to the serious tone, I said, “It is all about seeing yourself as a Leader ----- it is referred to as the *First Law of Visioning*: “You can’t do things differently until you SEE things differently.”

I paused and said, “One of the really great mysteries of leadership would be the “Vision” of our Founding Fathers – how they knew the “behaviors” then -- that would “allow” us to BE FREE to be in this room today.”

Don asked, “How did they know?”

“Great question, Don – all I recall is that there is a statement that says “we take these truths to be self-evident.” The underlying structure that defines “integrity” is always built on a universal “truth” that has no opposite -- and it will withstand the test of time.”

“Allowed behavior in a free society must be “authorized” by the invisible force field of a “truth.” I paused and asked, “Sam --- what “truth” authorized you to get out of your folder position and go help Debbie?”

Sam looked down and to the right --- the behavior of recalling any experience --- and said, “I don’t know --- I just did it.”

After the laughter subsided and the “jokes” were told, I said, “In other words a simple truth allowed you to be “free of constraints” --- nothing was holding you back from helping Debbie get what she wanted --- is that right?”

Sam said, “That’s right.”

To short cut the discussion I said, “Authority is an invisible energy field that has a source. Sam --- remember how Carlos the Plant Manager tried to deny you that freedom --- told you to get back in your folder seat?”

She nodded, “yes.”

Authority in Phase One and Two resides in the Plant Manager --- not in the “truth” about serving customers.”

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Mike went berserk and said, “How can we authorize the customer to control the behavior of the company?”

“Great question Mike – simply change the context that people ARE “links in a chain” and orchestrate them to be “nodes” in a network to serve customers.”

I looked at everyone around the room and said, “What gave you --- everyone --- the authority to get out of your functional jobs --- get out of your seats ---- get down on the floor and create the Fliers that we see on that wall?”

I quickly asked the four Customers, “Did you have to start the buying process by talking to a “sales person” or was “everyone” a “node” who was able to help you?”

All the Customers acknowledged that in Phase Three they were served by the “whole” company --- not just by giving a “purchase order” to a sales person.”

I raised my hand to retain silence and said, “It is the energy field called “leadership” --- not a singular person – that serves customers.”

The mystery of leadership caused silence. I said, “Authority to serve customers is in fact the “mental programming” by the invisible energy field of “leadership” – initially it may have been orchestrated to exist by a Leader--- but sustaining it is a “collective intelligence” that we will call “leadership.”

Don raised his hand and said, “A collective intelligence like singing the National Anthem or saying the Pledge of Allegiance?”

I said, “Yes – those are but two examples of the collective intelligence that originates from the “truth” about our country that gives “authority” to behave as we “behave.” I paused and said, “If we didn’t sing and pledge on a regular basis --- it would be easy to forget how we are supposed to “behave.”

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To add a little levity to the topic I said, “Think about your college “fight” song ---singing can make you proud --- but it can activate a “false assumption” as well.”

The humor from the “winners” was visible --- the perennial “losers” were rather somber.

“To be very positive about this subject --- a simulation is merely a “behavioral experience” from which we can “extract meaning” --- what we have done all morning --- that allows us to decide whether we want to “authorize” people to “behave” outside the boundaries of their “job” descriptions.”

I paused and said, “It is totally possible that the “extracted learning” from this morning will not fit your life or your company.”

Without hesitation I said, “The behavior of a “whole” group is called the “culture” --- and it will be very “different by design” in “different” companies and industries.”

Rick --- who had been quiet all morning raised his hand and said, “Isn’t it dangerous to think this way --- to give workers the freedom we had yesterday to just roam around and do whatever they want to do.”

“Rick --- great observation --- we must be very clear that the “integrity” of the company must be based upon the intention to serve customers.”

With that comment the “angry mob” discussions emerged --- how we have all experienced customer abuse by unscrupulous group behaviors – regardless of what is written in books.

After several devastating examples, I raised my hand to silence the group and asked, “Why did “we” all become an “unscrupulous group” yesterday?”

That harsh and incrementing “we” silenced the group. I said, “We all shafted the customers yesterday in Phase One and Two.”

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I paused – raised my hand to be sure everyone was focused and said, “Let me clarify what I just said --- the key to Phase Three of the Simulation is to change the “integrity” of the “intentions” of “something” that has nothing to do with YOU or ME.”

“We must escape the anger and conflict of the “problem solving” structure. If you are ready to give it a try --- raise your hand.”

Every hand went up --- even Curt’s and Rick’s.

So, without warning, I said, “Everyone stand up --- move behind your chair ---- turn around and face backward --- and now everyone “jog” one step.”

There was total confusion, so I said, “Just take one step forward as if you were starting to “jog.”

Everyone did it and looked at me for what to do next. I said, “Now -- -- sit down – pretend that someone outside of work asks what you did at work today and say, “We all started jogging today.”

They ask ---- “how far?” --- tell them, “Not very far – we just started.”

I said, “What I just asked you to do was an act of a Leader --- the key to change --- whether it is to get in shape by jogging --- or to eat healthy --- or to change the culture in your company is simply to **START!”**

I then said, “Sometimes the initial act of a leader is confusing --- just like it is for you right now --- so let’s just suppose it is tomorrow ---- you all stand up and jog two steps --- sit down --- what would you tell your friend outside of work?”

There was still silence, “The answer would be “Still jogging” --- “how far?” – “twice as far as yesterday.”

Everyone laughed as they realized that the actual distance really didn’t matter --- that it was the continuation of the behavior that matters.”

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I looked at Rick and asked, “Just suppose I ask you to lead the group on the third day --- how far would you ask everyone to jog?”

He said, “Three steps?”

I said, “Let’s be exponential --- 1-2-4-8-16-32-64 --- and at the beginning of the next week --- how far would everyone jog?”

He said, “To the store to buy running shoes.”

Everyone laughed with some “I-get-it” humor.

I continued, “If we STARTED --- one step – then double it every day for 30 days --- how far would we jog?”

Everyone just looked at me for the answer. I said, “Come on -- figure-it-out --- the Leader is only responsible to get you STARTED toward a worthy Vision – the followers need to “figure-out” the strategies of deployment.”

With amazing clarity Sam said, “A penny doubled in 30 days is \$10,737,418.”

Everyone laughed. I said, “Look at that wall --- how the creativity exploded when we all STARTED with but a single fold.”



Once again I paused and said, “Understand that we “behaved” leadership in Phase Three yesterday in simulated form --- the results

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are on that wall --- to understand what is required if we want to change behavior back at work next week.”

I paused and said, “I hope you can see from this jogging example that companies cannot change the culture with mental programming alone.”

Then – all of a sudden -- as if on cue – Mike’s phone rang.

Mike said, “It will take a government regulation to stop that from happening.”

I said with a jovial tone, “Leaders inspire people to START ---- “Law Makers” do not understand that “fixing is the wrong work.”

Don said, “Then --- what I’m hearing is that implementing the Phase Three behavior is almost impossible without the initial step by a leader -- is that right.”

“Don -- that’s right.”

“What if our leader isn’t here?”

I said, “Then you’re it.”

Zoe said, “I started with my people by simply saying -- we need to START “behaving-a-profit.”

She paused and said, “Everyone asked what that meant --- I explained that we likely do things that impact our bottom line every day --- and started tracking “what went well” --- and in thirty days - -- we had the beginning of our structural framework designed and everyone knew exactly how the “integrity” of their behavior with customers contributed to our financial success.”

Jeff couldn’t stand it and said, “When we started the “pre-week” routine it was amazing how the creativity of everyone accelerated.”

Debbie quickly added, “Starting explains our success in Treasury.” She paused and with some emotion in her voice added, “When the Treasury team went back, we started to “toot” and realized that we

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all did some things extremely well--- but that revealed that we needed the support of our Lending partners to open up many new accounts.”

Don asked, “Are we going to define how to start?”



Mark and Dave simultaneously raised their dollar bill Fliers and said, “That’s how!”

Debbie looked at Dave and just said, “Thank you!”

The afternoon refreshment had arrived and the leadership tension was relieved --- the brownies looked fantastic, so I said, “Take a twenty minute break and we will continue on and define how to start.”