Chapter Eleven Mental Preparation

The third day of the Sales and Leadership Simulation and Workshop is a "creating" experience for all of the participants. It is time for them to "simulate" the dramatic shift in behavior that will be needed back at work the following ten weeks if they want to embrace and implement the Phase Three/Four business model.

Creating? It is 6:00 am and --- as I always do before the third day --- I begin to rethink the behavior of all of the participants during the first and second days to mentally prepare for the day ahead.

I am immediately reminded that there are four "C" words involved in the activities that are ahead: Creating -- Creative – Creation – and – Creator --- that a "simulation" is merely a "creating" experience to identify the "creativity" that is needed by the "creators" to "create" the "creations" called Fliers that are needed to fuel the new design for "creating" a "different" business model.

Creating? I paused for two minutes to rethink the four investments – financial, emotional, intellectual and physical that are needed to support the implementation process of the Simulation.

Creating? The antecedent for creating is vision. We will model the First Law of Visioning: *You do not describe what you see rather you see what you describe."*

I recall how Debbie had trouble back at work because she was "describing" the Simulation that "she" could "see" --- rather than helping her colleagues "see" a new "vision" based on what she was "describing."

I quietly shook my head as I recall this difficult aspect for making the shift from "problem solving" to "creating." It takes great patience as people struggle with the process of enrolling others in the "creating" process.

"Creating? Many people instantly translate the word "creating" to mean "creative" and the "know-it-all" mind quickly adds the word "solutions" and confirms that "I know that."

Creating? I am reminded that "kids scribble" to develop the "creativity" that they will need in order to "create" a sense of "being" in life and how many people feel like they are "scribbling" as they must learn new skills to begin the journey that is yet ahead.

Creating? It is what life is all about – yet the dominant process in many businesses --- and in many professions is "solving."

Creating? I quickly recall the "structural" reality that the future cannot be "solved" into existence --- rather the act of a transformational leader it to go to a "space" where no "problems" exists.

That thought reminds me of Aaron who has been challenged to "think" outside of the "place" called a "box" and how it feels like "scribbling" as he does not have the "creativity" to function in "space."

For a brief moment I thought about a "place" called a shopping mall and a "space" called the Internet and how the shift from "place" to "space' is changing everything in the world today.

Creating? As I ponder what is ahead for the participants today -- it is exciting to think about all of the "creative" potential that has been released when people are able to work within their "potential" --- not be limited by the functionality of being "Just a Cutter."

Creating? I am aware of how difficult it is for many people to understand the difference between "creating" aligned behavior and facilitating "teamwork" to solve problems. That question always arises.

Creating? It is almost impossible for people who are paid for their *"know how"* to *"take action toward a vision without knowing how."*

Creating? I look at my watch and it is now 6:15 am ---and I begin to rethink the behavior of some specific participants during the second day and how Brian and Curt reacted to the results of the MONEY GAME --- that it will be very difficult for them to believe that winning is anywhere but in "their column" --- how they will protest that TOTAL GROUP behavior is impossible in their businesses.

Creating? Yes – how it was gut wrenching for senior leaders like Debbie and Jeff and many others to "let-go" and be vulnerable in front of their own employees and admit that they needed to change their own behavior to "create" the new "culture" in their companies.

I recall the story that Debbie told about the restaurant Owner who had to create "fertile soil" in over 50 restaurants and "allow" his people to be "creative" beyond the limits of his control. He was furious with me when I suggested that he had to change his "vision" of "having enough" and begin to "measure" success with "positive feedback" from all employees.

His experience reminded me of two other senior leaders who reluctantly admitted that they were "beginners" when it came to leading with a "vision" – versus being in control with a "plan."

Creating? It is not just the senior leaders --- it applies to everyone --- many who are comfortable just "solving" daily problems --- Sam in accounting --- and how they must embrace the need for them to change their behavior within an organization that is not yet designed to reward behavior beyond their functionality.

Creating? It begins with the realization that "this is real" ---- like Sam said after her golf lesson with Bill --- she must confront her

own fears of going again to play golf with her husband and be willing to endure the "behavior" of a "beginner."

It has been proven many times that the dominant "structural" dynamic within the Industrial Age business model is "problem solving." In that "structure" most people are confident that "they" did not "behave" the company's problems into existence --- that "they" did their job as "they" were "told to do" --- and that some amorphous group of people called "them" must be the "problem." This phenomenon is called "self-deception" in the great book *Leadership and Self Deception* by the Arbinger Institute. It is the condition that Debbie described before she attended the Simulation for the first time.

As the third day of our workshop arrives, I must be very clear that the shift to a "creating" orientation is not another "self-help" motivational presentation that promotes the "go-for-it" hype that describes how "others" have achieved the "gold."

I must help everyone understand that "structural change" applies to all people with all educational levels – that it requires no financial investment and it is not about confronting their own "intelligence" --- and it can be done without any embarrassing "confession" that it is a "new day" in their life.

When people and organizations of all kinds can see that "structural change" is simply changing their "behavior" from "problem solving" to "creating" ---one that they can easily begin by "jogging one step" and doubling it every day -- they can transform their lives and their organizations in three to six months with amazing results.

To help everyone understand this enormous confrontation to their behavior that we "simulated" on the first day of the workshop --- the participant workbook includes a number of quotes by significant authors to confirm that "something" has changed the "nature-of-the-game" and that there are often emotional, intellectual and physical "investments" for everyone to make if they want to "create" Phase Three/Four.

It is now 6:30 am and the Club Staff has not yet arrived. Within the continued silence I always read the quotes that are in the workbook to be clear as questions arise that I can accurately direct people to the credibility of "others" when they return to their own work environment and begin to describe the Simulation to people who will always doubt the veracity on "my counsel."

I opened the workbook and read my favorite quote by Dee Hock, Founder of VISA from his incredible book *Birth of the Chaordic Age*, published in1999:

> *"We are living on the knife's edge of one of those <u>rare and momentous turning points in human history</u>. <u>Livable lives</u> for our grandchildren, their children, and the children's children hang in balance. The Industrial Age, hierarchical, command-and-control institutions that, over the past four hundred years, have grown to dominate our commercial, political, and social lives are increasingly irrelevant in the face of the exploding diversity and complexity of society worldwide."*

A "momentous" turning point --- not just a linear "problem" to solve. "Livable lives" over the next 150 years? Exploding complexity worldwide? What an amazing proclamation --- and many people think they can "wait" until the "problems" of the current system are "solved."

I looked at the quote by Steven Covey, from his book *The 8th Habit* published as an addition to his *7 Habits* in 2004:

> *"The problem is, managers today are still applying the Industrial Age control model to knowledge workers. Because many in positions of authority do not see the <u>true worth and potential</u> of their people and do not possess a complete, accurate understanding of human nature, <u>they manage people as they do things</u>. This insults and alienates them, depersonalizes work, and creates low-trust, unionized, litigious cultures. We live in a Knowledge Worker Age but operate our organizations in a controlling Industrial Age model that absolutely <u>suppresses the release of human potential</u>."*

I immediately thought about "Sam-in-Accounting" --- how she "behaved" out of her chair and how that "one-step" released her creative potential.

I smiled as I thought of Smokey --- a Ride Technician in a Theme Park and how his "potential" was released when he put on his Master Fun Technician badge --- was able to "behave" very differently when he walked through the Park --- and how it all changes for the Cutters and Folders and Painters when they "behave" as Masters of Real Time. Can the activation of the "creating" process be that "simple?" I pondered that thought for the next two minutes.

I looked at the next quote by Fred Smith, Founder of Federal Express that appeared in *Wired* Magazine *in* December 1996.

> *"Over the past twenty years, apart from the medical revolution and the microprocessor, the <u>most significant thing to happen to the world has been the ability to take mass out of production.</u> The inventory-to-sales ratio of the whole industrial world has dropped like a stone during the last two decades."*

If this is true, it is amazing that the "nature-of-the-game" began to change in the early 1980's. Here we are 30 years later and many companies are just now searching for a game changing "culture."

The "ability" to behave? What is that ability? I recall that we had to "create" that "ability" --- "*go only as fast as the slowest*" ---- for the "total group" to function during Phase Three of the Simulation.

The "most significant" thing? I wondered what Curt thinks is the most "significant thing" for a globalized organization?

We talked about "starting" by "jogging one step" --- what a strange concept for everyone in the "problem box" --- that they would think that "one step" is not nearly "far enough" --- but we only need to "start" to behave a "culture" change --- and it is not necessary to "stop" the old "culture" in order to "start" a new one.

David Cox, CIO Northern Telecom from his great book *The Digital Economy* gives credibility to "contextual" change:

> *"The <u>starting point</u> for transformation should not be the business process, but the <u>business model</u>. When we did business process redesign we lacked the <u>larger context of the business model</u>. The new economy demands that companies change their business model, and the new technology enables it. Companies need to bring business modeling in to prime time".*

I am immediately reminded of my conversation with Mike that the difference between a "supply chain" and a "network" is a "contextual" business model change.

Dr. Albert-Laszlo Barabasi, Professor at Notre Dame in his book *Linked,* published in 2002 provides defense for confronting the intelligence of the Industrial Age:

> *"Arriving at Mass Customization <u>does not depend upon our intelligence</u> to find the path within the Mass Production Business Model. <u>Mass Customization is a property of 'networks' not achievable by functional perfection</u>. Eliminating waste and relieving bottlenecks will have no effect. A revolution in management is in the making. It will take a new, networked-oriented view of the economy and an understanding of interconnectedness to smooth the way."*

I pause as I recall the many Six Sigma Black Belts who work every day to solve "waste" and "bottlenecks" problems --- and how after the failure of Phase One, everyone instinctively tried to reorganize the Factories to eliminate bottlenecks --- that it didn't work to serve customers ---and how continuous improvement of functional behavior simply does not work to achieve Mass Customization.

I checked my watch as it is almost 6:45 am and the Club Staff will be here soon with the coffee and breakfast refreshment.

I quickly scanned the next five quotes for behavioral reminders as I had read them many times before.

"There's a <u>big change</u> going on, and it's happening fast because the global economy has gone real-time. It's not cyclical change. It's <u>structural change</u>. Many industries today are so crippled by structural change that their problems have no obvious solution. We call them structurally defective industries. They range from autos, commodity chemicals, electric utilities, airlines, telecommunications, professional hockey and building materials. Companies in these industries are chronically unable to earn enough to be economically successful, no matter how brilliant their strategies may be or how <u>meticulously they execute. Their business models are broken and can't be fixed."</u>
Larry Bossidy, Confronting Reality 2004

A "big" change and "structural" change. "Meticulous behavior?" That "fixing" is the wrong work. Sounds like the need for very advanced "creativity" while "creating."

"To be precise, one cannot speak of leaders who cause organizations to achieve superlative performance, for <u>no one can cause it to happen</u>. Leaders can only recognize and modify conditions that prevent it; perceive and articulate a sense of community, a vision of the future, a body of principle to which people are passionately committed, then encourage and enable them to discover and <u>bring forth the extraordinary capabilities</u> that lie trapped in everyone, struggling to get out. <u>Without question, the most abundant, least expensive, most underutilized, and constantly abused resource in the world is human ingenuity.</u> The source of that abuse is mechanistic, industrial age, dominator organization and the management practices they spawn." Dee Hock, One From Many, 2005

"Bring forth extraordinary capabilities?" That creating "capability" is a dominating competitive advantage that needs to be "created." What would "allow" it to be free to "behave?"

"This endless compression of float, whether of life forms, money, information, technology, time, space, or anything else, can be combined and thought of as the disappearance of "change float" ---the time between

what was and what is to be ---between past and future. Only a few generations ago, the present stretched relatively unaltered from a distant past into a dim future. Today, the past is ever less predictive, the future ever less predictable and the present scarcely exists at all. Everything is accelerating change, with one incredibly important exception. <u>There has been no loss of institutional float."</u> Dee Hock, One From Many, 2005

How would any institution behave in a "no-float" way? Is that the same as "real time" mastery?

"<u>Increasing returns</u> are the tendency for that which is ahead to get further ahead, for that which loses advantage to lose further advantage. They are <u>mechanisms of positive feedback</u> <u>that operate within markets, businesses, and industries</u>—to reinforce that which gains success and aggravate that which suffers loss. Increasing returns generate not equilibrium but instability. More than causing products to become standards, <u>increasing returns cause businesses to work differently</u>, and they stand many of our notions of how business operates on their head." W. Brain Arthur, Dean of Economics, Stanford University

Increasing returns versus diminishing returns? That changes everything. Can behavior change come from positive feedback alone?

"Man attempts to "make sense" out of ordinary events and tries to define things in linear, logical and rational terms. But the process and experience of life is organic, <u>nonlinear </u>by definition. This is the source of man's inescapable <u>intellectual frustration</u>. Therefore it is best not to try to "explain" the organic nature of an organization, rather provide it with an <u>"energy field" which PURPOSE provides</u>. <u>To trust in the power of Purpose is to obey the laws of gravity</u>. This will cause the contributions of every individual to advance the well-being of the whole." Dr. David Hawkins, Power vs Force

"Nonlinear?" Is this the end of "time management?" Purpose as the "energy field" --- the "authority" to fuel the "creating" process?

Structural change and business modeling and releasing human potential and the energy field of purpose are all behavioral themes that require a "creating" orientation.

It is so important to realize that almost everyone "knows" about these issues --- many have read these kinds of quotes --- they say, "I've heard that before" --- yet their behavior never changes.

I recall how all of these issues are "invisible" and are a part of the "self-help" prescriptions of many credible authors --- that many leadership workshops present these "habits" and psychological attributes – but when it comes to implementation --- everyone "argues" for their weaknesses as they are way too busy "solving" personal and organizational problems.

In the silence of the early morning, I recall the many times that a participant at the Simulation has returned to a "hostile" environment and has been criticized for suggesting that there is something "wrong" with the "strategic plans" formulated within the "institutional float" of the Industrial Age business model.

I pause and recall all the meetings I have attended where participants are embroiled in arguments about what's "right" versus "wrong."

I recall the unionized plant that was a disaster --- and how it was quickly transformed when the Union President was given the Plant Manager job during the Simulation and finally "let-go" of her "conflict manipulator" ---changed her behavior from "solving" to "creating" in order to lead 600 people to "create" a new "structural design" for "their" plant.

I recall the time when a father actually "listened" to his teenage daughter and that his "Industrial Age" behavior was his barrier to their relationship.

I ruminated about the dates of all of the quotes --- how it is so easy for the "industrial" mind to find some reason to disqualify the

"truth" and "relevance" of the quotes based solely on the linear lapse of time.

I paused for a moment and reminded myself how I am responsible "to them" --- not "for them" and how many times people extract meaning in their personal lives and their businesses from the Simulation experience that is totally "different" from the "solutions" offered by "for-them" consultants.

To break the serious nature of the quotes, I thought for a moment about the hundreds of golf lessons I have taught and how many golfers buy new clubs to "fix" their "baseball swing" and continue to hit "foul balls."

It reminded me how many companies have spent millions on new technology to "fix" the efficiency of the organization and that new IT technology makes the internal work easier but often isolates customers from human interaction.

It was now 7:00 am and the Club Staff had arrived and Trisha ---- as she had done the previous two days --- brought me a coffee and blueberry muffin. She said, "Good morning Mr. Wentz – what's going well?"

I said, "You --- your sense of purpose and how everyone is committed to make our work here a success."

She pulled the dollar bill Flier from her apron and said, "My daughter learned how to make these --- and showed them to her sixth grade class --- and everyone is having great fun making them."

She paused and asked, "Can I have some of the materials that are left over after the day for a class project they want to do?"

I said, "Sure, I'll leave some of the rolls of paper for them to use."

I showed her the picture of Johnny who did that with some of the left over materials from a previous Simulation.

"Good morning Tom." I turned around and it was Don. He said, "I couldn't cancel my meeting for today --- have to be there by 8:00 ---- but wanted to drop off this Report you wrote for our city and see if there would be a time next week that we could meet to discuss it?"

I said, "Sure --- have you had a chance to read it?"

He said, "Yes ---- that vision you describe is amazing and I want to know why they didn't take your advice --- we can talk about it then." He looked at his watch and said, "Gotta-go."

As I walked back toward the front of the room, Kerri was standing at the supplies table. I said, "Good morning Kerri --- can I help you find something?"

She said, "I have a very special request – it's Rick's birthday today – I want to make him a birthday Flier – but I don't remember how to do the folding."

I said, "We'll get a group to make it for you."

I looked around and Carlos was over at the coffee bar. I yelled, "Hey Plant Manager – Plant Manager!"– Carlos laughed and came over to see what I wanted.

"Carlos, I have a very important request that needs to get done before we begin."

"What's up?"

"Kerri has an immediate need for a Flier – a highly decorated one –- and she needs it before we begin -- can you see if you can help her?"

"Sure."

As they talked, I could see her gesture toward one of the small rolls of paper and I heard a comment that he hates being called "Ricky."

Carlos approached a group of people who had already arrived for breakfast ----– they all looked around the room – grabbed one of the small rolls of paper and began making a Flier.

Carlos came over to me and said, "That is amazing – I just told them what Kerri wanted – they all took action without me assigning any responsibility."

I asked, "Is everyone programmed to sing when it is presented?"

He took out his cell phone --- acted as if he was texting, looked at me and said, "Wholeness" makes leadership very easy."

He motioned to Kerri and said, "It's all set – and they sat down for breakfast.

I looked at Carlos and said, "What everyone just did is "real time" behavior --does that make sense?"

He looked at me -- paused for a moment and said, "And "on purpose" ----– right?"

My heart "skipped a beat" at that level of awareness on his part.

Bill came in and asked, "The birthday Flier all done?"

"How'd you know?"

"I was teaching an early morning lesson to one of Rick's people when he got a text about it out on the range."

Rick arrived soon --- got some breakfast and sat down near Carlos and the birthday celebration began.

The Kerri and Carlos experience would be a perfect beginning to reinforce the "Total Group" behavior of the MONEY GAME.

After everyone finished breakfast, I sounded the harmonica --- gave the two minute warning – alignment was present -- and we were ready to begin.

"Kerri – tell everyone how that happened—starting with when you told me about Risk's birthday."

She was mystified —telling how Carlos approached her – but she wasn't sure what happened after that.

"Carlos – tell us what went well from there?"

He told the whole story and ended up by saying, "It was so easy when we had "wholeness" and commitment to get the job done."

Cherion raised his hand and said, "If that had happened before we played the MONEY GAME --- I would've blown it off as just another thing for the "arts-and-crafts" people to do."

He paused, "Somehow --- when Carlos suggested it was a "total group" thing --- I responded differently --- I'm still not sure why I did --- but once I got involved it just happened --- does that make any sense?"

I said, "Totally --- getting the TOTAL GROUP involved to create the future is what today is all about."