

The Transformational Change Simulation and Leadership Workshop
“Different by Design”

Chapter Fifteen Beyond Because!

The break lasted longer than anticipated as everyone was in a state of “contextual” realization. I could hear people giving examples of living in “Vendor Hell” and now knowing it was merely a state where the definition of “purpose” was to “make a profit.”

Some described previous jobs as the context of hopelessness -- they “cut” and “fold” and “paint” and did a great job only to be told -- “The bottom line was still NOT ENOUGH!!”

I heard one person say, “Based on “this” we don’t need to live that way any longer!”

It is at this point in the three-day workshop when people finally realize that “transformation” is a breakthrough process.

When everyone was seated, I was about to begin the importance of “getting started” when Ralph raised his hand and said, “Sorry to interrupt – but I think we “got-it” -- what we were sent here to “get!”

I raised my hand to be certain that the focus was now on what I considered might be the “breakthrough.”

“Yes Ralph – what is “getting it” all about?”

He said with some emphatic emphasis, “Development is linear – transformation is exponential!”

I could see that he was struggling to accurately define his realization as it was totally – “contextual.”

He continued, pointing to the wall, “We did it – we transformed the context of the factory -- it’s never going back to Phase Two -- neither are we if we “get-it!”

Still pointing to the wall, he said with the same determination, “It” - -- it was not “development” to go from Phase Two to Phase Three -- -- “It” was a very obvious transformation when we look at the Fliers ----- but that is not the point of us being here – it is what happened to us when -- “we” – we were transformed from being a Cutter to

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being a *Master of Real Time!* --- going back to work I’ll never want a *“Just an Anything”* job again!”

He paused, as I could actually hear some emotion in his voice and said, “Right before the break I said I “get-it” – and at the break we realized that what everyone needs to “get” is that “it” -- the big thing that we all must “get” -- is that “it” is all the same thing for everyone -- and “it” is not our incremental “development” – it is a “transformational” shift in thinking about who we “ARE” -- regardless of the “content” of our jobs -- “it” is to BE a *Master of Real Time* ----- is that right?”

He wasn’t finished, “We’ve said a hundred times now -- we had to get out of our chairs and get on the floor to make those “whatever” we’re going to call them -- they’re not Flyers anymore -- and completely transform our thinking about who we think we ARE -- not “Just a Cutter” anymore ----- and THAT! -- was not sales or leadership development ----- how can a person doing a “job” be “developed” when their “job” was eliminated -- the Sales job was gone – the Plant Manager job was gone – QC was gone ----- we all did the selling----- there was no Leader running the ship ---- how could we be developed as Leaders -- when we were just thrust into that role ----- is that what we were sent here to “get?”

I thought to myself, what a profound realization!

He still wasn’t finished. “See if this makes sense -- based on the needs of the Customers we could not wait for us to “develop” -- we had to be transformed or the Customers would have to find another company to create the Fliers ----- “that stuff”-- pointing at the wall --- “could not have happened if we started Phase Three --- just sitting in our chairs as just Cutters and Folders.”

He then said, “There must have been a Leader ---- a person ---- who approved this happening -- and he is not here --at least I don’t see him anywhere in this room -- unless it was you!”

To break the suspense I said, “It was not me -- I told you -- I was just the “timekeeper!”

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Zac said, “But you didn’t keep time in Phase Three?”

I laughed as “getting it” is a great experience.

I said, “That’s right -- we were in “real time” – you all had *Master of Real Time* badges on -- and I decided there was no “linear time” to keep -- so my job as “Just the Timekeeper” was also eliminated!”

Debbie knew the answer and it was all she could do to let this “awareness” come forward.

Cherian who had been Customer D during the Simulation interrupted and said with an air of confirmation in his voice, “Remember how --- in Phase One -- my government contract business was wiped out when the Factories didn’t produce what the Sales Guy promised!”

He was still angry.

He continued, “Somehow ----- I stole the Walmart account from Customer A ----- it was in the instructions that Bill gave me to begin Phase Two.”

He looked at me and asked, “Who wrote those instructions?”

I could see Bill laughing and I said, “It must have been Walmart who didn’t like Customer A and selected you ----- you must have shown maturity even though you faced bankruptcy after losing the government account?”

He just stared at me and said, “I didn’t sell the Walmart account ---- ---- it just happened!”

I paused with some curiosity in my question and ask, “Who helped you “develop” the skills to remain calm when facing bankruptcy?”

Once again Debbie was on fire with that answer as that was what her bankers needed to “get!”

Several hands were up as many people wanted to interrupt the “getting it” process -- but I motioned for them to wait and asked, “Cherian -- who was the buyer from Walmart that must have seen

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you as being mature -- maybe as a *Master of Real Time* ---which is critical to handling a large National Account like Walmart?”

He offered, “It was Bill -- he was the only person that told me what he wanted the Walmart Fliers to look like and the message that they should communicate.” Then with a profound statement said, “But it happened in Phase Two?”

I raised my hand and with profound silence said, “All Phase Three relationships start in Phase Two ---- and then are “transformed” into Phase Three --- it’s as we have shown – the shift from “cost” based relationships to “investment” based relationships --- you will seldom be asked to execute Phase Three as an initial relationship --- even in your personal lives with significant others.”

That comment broke the seriousness of the realization.

Mary couldn’t hold it any longer and said, “Bill was everywhere in our factory in Phase Two and Three -- he actually showed us how to fold that big one -----.”

Ralph interrupted her and said, “As I said the “transformation” of sales and Leadership skills is an experience that just happens when the Customer dominates our “awareness” ----- and we pay attention to them ----- it is that “contextual” shift from being “Just a Factory Worker” to being ----- not sure yet what to call myself ----- but it started for me after the failure of Phase One.”

I raised my hand to regain attention and said, “We’ve come to this moment --- not to just reminisce about the Simulation ---- rather to “get” what really happened --- and once again let’s be clear as to WHO allowed Cherian to go forward with a big National Account like Walmart ----- that massive responsibility ----- after losing a government contract ----- it was the “transformation” of Cherian himself --- with the help of Bill.”

I said, “Bill was the Customer of all four Customers” ---- and I said with some conviction in my comment ----- “Who you considered as “Customers” in Phases One and Two became Representatives ----

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your “process partners” with your Company --- to serve the ultimate customer who was Bill --- posing as Walmart.”

“Cherian --- Bill saw you as worthy of the Walmart account because you did not react with hate or disappointment or despair about bankruptcy --- rather as an opportunity for “transformation” as a Business person!”

I said, “Ralph it is way too slow to wait for people to “develop” business skills --- and that is what happened to everyone --- everyone raise your hand and say ----- “I get” what Phase Three Business is all about!”

Mary said with a glare toward Ralph, “As I was going to point out before he interrupted me -- Bill asked us – the Folders -- what was the “business of the business” of the Customers who would buy the “pink-white-and-blue” Fliers -- to us it was a stupid question – but it now makes sense as it is a question that might prove that --- in Phase Two we should have been asking that question -- as a Sales Person – and a Leader -- as all Phase Two business will hit Phase Three – whatever we will call it – is that what you’re saying?”

I said, “Mary—it is called “technological obsolescence” – today it happens in an instant --- it requires a deep understanding that we as customers – You and Me – will want a new cell phone the moment a new one is available and that might be tomorrow.”

There were several other legitimate questions about the role that Bill played as many people had not engaged with Bill, but the key “contextual” shift was at hand.

I asked with a very serious tone in the question “Sales and leadership transformation must begin with the answer to the question, “Who Are You?” and who is the actual Customer of your company?”

I paused and said, “Recall why we included the four Representatives in making the dollar bill Flier --- in a Phase Three BUSINESS they become very important “process partners” in “transforming” the

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Business of Phase Three --- and without that “investment” in that “partnership” --- the context would not have changed.



Stupid Customer



Process Partner Enrollment



The Plant Manager Job was gone

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Process Help Delivered



Process Partner enrollment complete!

I raised my hand and said, “It is at this point that it becomes very clear that “solutions” to “content” improvement will never change the “context” --- nor will it do any good to have a senior leader tell anyone -- ONE MORE TIME -- we must serve customers -- that is an appeal to “more” and “faster” functional content improvement -- and I hope you can now actually “feel” the futility of that approach.”

I continued with some seriousness in the tone of my voice, “We have all come here for this moment -- recall how everything changed in the Simulation with ONE -- only ONE very simple thing --- the making of the dollar-bill Flier by everyone to create “wholeness” -- and alignment of behavior beyond that point was focused on “it” -- the customers.”

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With my hand still in the air I said, “Getting what “it” is -- is that moment -- that instant -- when the “context” changes -- when we can see that the Customer is actually in charge of all of our decisions -- why – because:

“We are all “it” – customers -- and that is how we would want any company to be designed.”

“That’s “it!”

I suggested-- as the silence reigned, “It” is “simple” --but not “easy” to execute because the word “it” is vague and has macro meanings in the strategic plan – that’s why people can’t “get-it!”

To many people this is such simplistic thinking –“it” is not an epiphany – “it” is not like a celebration of a victory in sports – “it” is often a stunned realization that what your company has been doing for years is “technologically obsolete” -- that film will no longer be needed to take pictures -- that cars that fail in 50,000 miles will no longer serve the needs of customers -- and that Cutters and Folders and Assemblers and Painters --- JOBS --- yes JOBS – are no longer needed to execute Phase Three and Four -- “get-it?”

I laughed to take the seriousness out of the context issue and said, “Everyone say, “Got-it!”

“Got-it.” Came the response.

I said, “Now scream it!”

“GOT IT!!!!”

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I asked, “How does that feel in your body – it is often that exhilarating feeling of a scream that activates the “creating” orientation in people and organizations.”

“We must begin to see the first step in Sales and Leadership “transformation” as creating the Process of Leadership --- not just Leaders and Salespeople who would have no “process” with which to sell and lead.”

I said with some authority in my comment, “Salespeople without a PURPOSE are merely “clerks.”

Cherian screamed, “That’s what they were when they failed to get my government Fliers!!!”

Brian raised his hand -- pointing directly at Cherian with an obvious intention not to let him continue.

I said, “Yes Brian.”

He said, “I still don’t “get it!” I don’t mean to be cynical -- but help me understand how having the nurse do the surgery --- and the waitress do the cooking – and the teller make commercial loans --- is what we need to “get?”

Noting the obvious confusion in his interpretation of what was happening, I asked, “Tell us more what you mean.”

He paused in his deliberation and said, “During the Simulation in Phase Three it was a “mess” – everyone doing everything --- down on the floor --- like in a restaurant the cook bringing out the food and the waitress going back and cooking the next order --- I “get” that that can’t happen and the nurse will not do the surgery – but it seems that Phase Three modeled that reality – and that would be a disaster -- if I were the patient on the operating table.”

He paused again and asked, “Help me understand how this applies in real life situations back at work in a hospital or a school system or even in this group of bankers?” – pointing at Debbie and her commercial leaders.

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I could see several Bankers and others nodding their heads in agreement – I paused and said, “Brian -- awesome question -- and the absolute reason we are here for three days -- as the confusion about the Phase Three approach we experienced during the Simulation is massive.”

“I promise – sincerely promise-- that after lunch we will completely explain how this is totally customized for every business – but let me ask you a question right now.”

“It happened -- and YOU --- and everyone in this room made the mess--- so first --- Why did you DO IT?”



He immediately said, “Because I ----.

I abruptly interrupted and said, “Stop!! ---- “Because” is not an answer!”

There was a very long pause – everyone in the room was in a state of shock due to my apparent confrontation of his response.

I said in a calm voice, “Start over and tell me “Why?””

He was almost speechless --- it took almost fifteen seconds --- I waited --- raised my hand for the group to be silent as he was obviously trying to say what he wanted to say without starting with “because.”

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Carefully and with deliberation in his speech he said, “We all did it --
- “bec---.”

He stopped and said, “Let me start over --- “We- are-in-the-
business-of-helping-our-customers-create-the-Fliers-they-want-in-
the-most-economical-way --- and in order to design and build them -
- it generated a mess!”

The room erupted in applause!!!

He was silent – I could see the emotion in his presence – he raised
his hand for silence and eventually said, “That was really hard -----
I’ll have to memorize that so it doesn’t sound scripted!”

He wasn’t finished, “I finally realized there had to be a reason and I
was not --- and am still not sure “Why” --- but there had to be
something really major to make us all do it --- does that make
sense?”

I said with a confirming tone in my voice, “Brian –the word “Why”
generally identifies the source of “authority” for behavior – and the
source of authority in this case was the “Purpose” – it is that “really
major” something that “allowed” you to do it – not “made” you do
it.”

To you the Reader: There are moments like this in the Simulations
when the “getting-it” experience is profound. It tears at your brain:
it tears at your gut: it is a vacuum in all of us when we search for an
answer and there is nothing there. It is impossible to deal with it
logically: it is beyond description in common language that anyone
understands: it is called “contextual blindness” as we cannot see
what others see with any focus that makes sense.

Back to the people.

I said with sincerity in my voice, “I suspect that many of you are
wondering “why” you got out of your chairs and did what you see on
that wall ---- Bill and I always wonder after every Simulation that
very same thing ----- “Why” did they do it?”

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Everyone was in an active listening mode wanting to understand the answer. I said, “Have you ever watched the interview of an athlete after winning the Super Bowl or winning a Gold Metal be totally speechless -- other than to say, “WE did it!!!”

I paused a very long pause and said, “The answer always starts with “WE!”

I let that thought sink in and said with conviction, “It never starts with “I.”

I looked at Brian and with total respect for his question said to the total group, “The actual functionality of the participants is not what changes -- the surgeon does the surgery -- the cook, cooks -- the lenders, lend -- but what is totally different --- is the invisibility of “WE” --- the interrelationship between the functions -- what is referred to as the “energy field of alignment” – it was “why” -- during the making of the dollar bill Flier -- “WE” had to go only as fast as the “slowest.”

I paused as we were at lunch and said, “We all came here to create “something” that is totally invisible -- it is called a “Collective Intelligence” that often requires a “mess” called “Aligned Behavior.”

Please be clear as you eat lunch that “WE” ---- we all know this – we knew it when we arrived three days ago --- we’ve been told this from early in our youth --- we KNOW it --- and here is the agenda for after lunch --- WE don’t DO what we KNOW.

“It demands that everyone “understand” the whole process of the dining experience -- the whole process of banking -- and a Manufacturers Rep is not a “cost” to be minimized -- rather the Investment Counselor for the Owners – right Craig!”

Brian said, “Thank you --- I “get-it!” ---- I’m glad “WE” are here!”

Laughter broke out as two people raced for the door, as biological relief was needed.

I yelled, “Be back at 1:00 pm.”