

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

Chapter Six: Structural Integrity “Behave-a-Profit”

Mike stayed in his seat and was fiercely writing something in his workbook. Curt was once again talking to Debbie and I could hear Zoe telling a group of people about the design of her wellness business.

When I sounded the harmonica for everyone to return, it was almost impossible for them to break away from Zoe.

Jodie – one of the two entrepreneurial startups – came by and said, “Zoe’s story is amazing – she said you were the one who helped her “behave a profit” in her business --- are we going to cover that today?”

I said, “We will ---it was fun helping her create fertile soil in her business.”

The break added oxygen to fuel everyone’s awareness. As we reconvened, I asked, “Are there any final ‘a-ha’s’ that anyone wants to share before we continue?”

Don, on his journey to understand the real-ness of the Simulation and the actual ability to implement it in any business, raised his hand: “Yes Don?”

“At the break, I heard Zoe’s story and she said for us to ask to hear Jeff tell his story about the release of the creative potential of his people – is that possible right now?”

Knowing that the credibility of the Simulation was dependent upon the successes that former participants have had -- I asked Jeff if he was now---willing to share his experience.

Jeff was the owner of a graphic design company -- stood up and immediately got everyone’s attention by saying: “Everyone say, *naïve stupidity!*”

There was shock and no one said it. “Come on everyone --- say *naïve stupidity!*”

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

Reluctantly, some people said, “Naïve stupidity.”

Curt liked the thought and forcefully and singularly said, “That’s great --- the words I have been looking for – *naïve stupidity* – that’s our sales force.”

Debbie quickly renounced Curt by saying, “Curt – that’s a conflict manipulation statement – remember what we talked about!”

Curt quickly restated, “Sorry --- I mean – that’s been my thinking about our sales force --- up till now – but it’s a far better term than what I’ve been calling them.”

Debbie quickly volunteered, “Remember when I said I asked that waitress the “stupid” question about the purpose of her job--- this is where I got the word –“stupid” – I just left out the word “naïve.” Listen carefully to what Jeff is going to tell you.”

Jeff began, “My journey with Tom and Bill started with a golf lesson. I was like Debbie -- thought I knew everything about leadership.”

“When I started to play golf, I thought the game was too simple to be difficult – once again --- everyone say *naive stupidity*”

This time the response from everyone was loud and engaging.

“Today, when I think that something that is “simple” --- is “easy” -- that is when I know that I am *naively stupid*. Calling myself that is my way of reminding myself that there is a massive gap between “knowing” and “doing.”

“I was humbled by the difficulty of the game – yet could not admit that I could not master that “stupid” game – and as you will see – I was in the same mode with my business.”

Jeff looked at Curt, “In the beginning I too saw “sales” as “simple” and could not understand why our sale people could not sell ---- selling is not “easy.”

“Friends – everything was “stupid” as I saw everything as “easy” because it was “simple” --- I had them exactly “backward”.”

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

He paused—took a deep breath and said, “If you don’t get anything more out of Tom and Bill’s coaching than to realize you can’t “live backward” into the future --- then that will change your life forever.”

“A friend told me that he had attended Tom and Bill’s golf simulation and something as “easy” as a “gimme putt” changed everything for him in business – and I should give Tom and Bill a call.”

“I called Tom for a golf lesson. His approach was totally different – like what we experienced yesterday. I was very guarded when we began -- not wanting to admit my “naïve stupidity” about the “simple” game of golf.”

“His approach was very different -- he started the lesson by asking me what I “liked most” about my swing!”

He paused, laughing in my direction, “No—I won’t tell them what I said – you warned me not to use that language in your workshops.”

“I was stunned by the question, and I had absolutely no answer – at that moment, I just needed to get it “fixed.”

He politely said, “Since I never had a balanced swing – “fixing” was the wrong work.”

“He watched my swing twice and said -- you do some things very well -- pointing out that my body was very athletic and it had the “potential” to play at a very high level.”

“He was very clear that my “body” --- not my brain – had athletic potential. He started that lesson differentiating mental programming from behavioral programming.”

“I asked him what the hell that meant and he said, “Golf requires physical programming before mental programming -- said that he also had the mental programming of an MBA – and it did not equip him with the physical programming he needed when he started his business.”

“My friend had told him I had an MBA and that my mental programming was that I “knew” everything.”

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

Jeff paused, “Anyone know a “know-it-all?” If so, say -- “naïve stupidity.”

This time the response was in a rather jovial manner as everyone admitted they knew a “know-it-all.”

Jeff paused again, “Everyone say “potential.”

“Potential!” This time everyone was engaged.

“Next, -- Tom asked, what was the most important measure for “knowing” whether I was “swinging” correctly? He knew that I had taken lessons from several PGA Professionals -- and wanted to be sure he did not contradict what they had told me.”

Don asked, “What did you say?”

“During one of my previous lessons at a very famous resort in Florida -- I was told that we had to “fix” my grip and “fix” my stance --- believe me, “fixing is the wrong work in golf” – nothing changed from those lessons other than the weight of my wallet.”

“He asked again, beyond “fixing” your grip, what is the main indicator that you have the right approach to swinging the club? I told him, it was whether the ball went straight.”

“He then asked – on a scale of “one-to-ten” --- how well is that happening in your game today? I said “zero!”

He paused and looked toward everyone with a critical focus and said, “When you see leadership as “easy” --- because it is “simple” – you’ll live in *naïve stupidity* in both business and in life.”

“Folks – you will find the skills of a counselor are very different from the average sales guy – you’ll learn them if you come back tomorrow.”

Brent said, “That type of questioning would drive me crazy!”

Jeff looked at Brent and said, “Yes Brent, I was good at arguing for my weaknesses and I owned them -- I wanted quick “fixes” and was

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

too busy trying to “hit the numbers” -- and in golf -- just hitting balls.”

“This is a long -- but important story -- I apologize if you don’t have patience – don’t start to play golf or own a business.”

Don said, “Press on!”

“Fast forward, -- Tom told me the most important measure of success in golf is the “structure integrity” of “balance.” Everyone say “balance.”

“Balance.” Came the response.

“He said there are three forms of balance, -- static, dynamic and ballistic ---and -- all three must be present in my golf swing and in my business as well.”

“Tom explained that it is hard to be aware of what we can’t see – that on the surface --- everything appears “simple” but underlying the simplicity it is never “easy” --- if anything lacks the structural integrity of “balance.”

Jeff paused and with some emotion said, “Then he asked the question that changed everything – do my people know how to “behave-a-profit”?”

He paused and said, “I won’t give you my answer --- it was *naïve stupidity*.”

“It was Tom’s way of asking whether I believed in Win-Win as a business philosophy.”

Without further explanation, he said, “Now -- to get to the point for this morning, look at that wall.” He paused as everyone looked again at the wall.

“We all see the Fliers – that is what I saw the first time I was here – because they are visible. Tom asked if I could recall how all three forms of “balance” were needed to make those Fliers.”

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

I was clueless and said, “We just made them.”

He said, “That’s right --- but it is “different” to say “we just behaved them.”

“That thought twisted my brain from “backward” to “forward” as he explained that in order to play good golf and be successful in business I needed to focus on the “behavior” that “makes” the ball go straight and create our designs.”

Jeff said, “Pick up your pen and write on your name tent --- “behavior precedes making.”

He paused as the response was rather slow and said, “We’ll only go as fast as the slowest.”

He waited and after a minute he said, “Now in unison say “behavior precedes making.”

The room resounded with “Behavior precedes making.”

“Just so you are aware ---success in any business is totally about ballistic “balance” – it is called Win-Win.”

Jeff paused and asked everyone, “How many of your companies expound the virtues of Win-Win --- let me see your hands.”

Every hand – except Curt’s -- went up. Jeff said, “Keep them up – how many would say your people know how to “behave-a-profit?”

All hands went down except Debbie and Zoe’s.

Mike raised his hand and asked, “Do you mean “make-a-profit?”

Jeff confidently said, “Great question Mike – I asked Tom the same question. He explained that “behavior precedes making.”

Jeff said, “Okay – once again say “behavior precedes making.”

Once again the room resounded with “behavior precedes making.”

He paused and looked at me and said, “Tom will explain all of this tomorrow --- right?”

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

I said, “We will.”

Jeff looked at Mike and said, “The key difference is that customers judge the Win-Win “intent” of our sales “behavior” before we are allowed to “make” anything for them.”

He turned and pointed again at the wall, “What I see when I look at that wall – is Win-Win --- the Customers got their Fliers --- we “behaved-their-profit-AND-ours” – and most important -- all the customers agreed that they were coming back the next day.”

Samantha quickly said, “How do you know it made a profit – the money at that point is only revenue.”

“Great observation Sam --- at this point the money is only revenue -- - but the shift from Phase Two to Phase Three must begin by “behaving” the creative potential of the people --- creating sustainable relationships with customers --- then the challenge of Phase Four will be to shape the financials to determine what adjustments we need to “make” --- to guarantee the bottom line profit.”

Jeff confidently looked at Sam and said, “Never start with the money ---- always start with how your company “behaves” with customers and work backward to the money.”

He paused and said, “Remember Phase Three yesterday --- we started with 100%-100%-100% ---- serve all customers and the money just happened.”

I could see Curt squirm in his chair --- he was tempted to interrupt again --- he looked at Debbie and she motioned for him to remain quiet.

Jeff continued, “Sam -- I had to trust that process --- that is why I brought my accounting people to the Simulation --- so they could understand their role in the process --- and that is likely why you are here --- does that make sense?”

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

Sam said, “But my fun was working with Debbie “making” the jewelry.”

Jeff said, “That’s true --- but first you had to “behave” yourself out of the folder chair.”

Jeff said, “I brought two of my accounting people --- they complained that they were busy sitting in their offices -- I forced them to “behave” different by being here.” He paused, “It was amazing --- they too had fun working with customers and ---today one of them is in our design group doing creative designs for banks.”

Jeff paused, and with a very declarative tone in his voice said, “This Simulation is all about creating economic leverage in any business by releasing the potential of the people to “behave-a-profit” in working within a Win-Win business model --- regardless of their current functional job description.”

Brent said, “Talking this way would drive me crazy.”

Jeff said, “Then you have two ways to go crazy.”

To avoid the debate with Brent, Jeff again looked at the wall and added, “I also see the structural integrity of taping --- and how they are attached to the wall so they did not fall down last night. A lot of elements of “alignment” are involved in “behaving-a-profit.”

He moved to the center of the floor where the big Flier was positioned, and said, “Recall how this Flier was made in a coordinated effort between Factory A and Factory B.”

He paused and with a little exasperation in his voice said, “I had two very distinct design groups in two separate buildings --- both with their own P&L -- and on some projects they needed to work together. It was not until I made them both “Masters of Real Time” that they began to “behave-a-profit” on those difficult designs.”

He paused and with some conviction said, “Structural integrity is ballistic balance --- promises made and promises delivered – it’s not

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

optional --- regardless of the way our business was financially organized.”

He paused and with some humor said, “Be honest -- how many of you passed the trash sometime in Phase One or Two --- let me see your hands.”

No one wanted to admit their lack of “integrity.”

“Did we “behave-a-profit” in selling those rejects to Customer C?”

There was silence for a moment and Eric said, “I was QC yesterday - ---- was about to throw all of those rejects in the trash bin --- then the sales guy said he had a market for them --- I was just glad to get rid of them and avoid being blamed of allowing poor quality to happen.”

Laughter preempted Curt’s comment and when it was over Curt argued that it was simply a learning curve issue.

Jeff said, “Curt --- that is what we see on the surface --- but if we accept that as an excuse --- and assume that “someday” quality will be “behaved” by a “functional” person --- customer neglect will be built into our “culture” forever.”

Knowing he would invite a debate about that comment, Jeff raised his hand, looked at Curt and said, “Tom told me that contextual clarity is “simple” --- and creating the “structural integrity” to support a contextual shift is not “easy.”

At this point it was obvious that everyone was consumed by the technical talk – especially Pam --- and she asked “How did you translate this all back to your business?”

He said, “Respectfully Pam -- based on what you and Brent have communicated several times – especially about seeing people as minimum wagers – no offense – let’s first be clear about the creative potential that is on that wall – if you can see it, raise your hand.”

Most all hands went up -- but only at half-mast.

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



He said, “Keep them up --could those Fliers have been made by people who only see their jobs as “Just a Cutter” or “Just a Folder?”

All the hands went down.

“Can you all see the amazing transformation that occurred because of a very simple act of leadership -- helping people see themselves as more than a “function?”

He paused again and with some trepidation said, “I told my college professor -- who is one of my golf buddies – I needed a new MBA – a *Masters of Behavioral Alignment* – not *Business Administration* --- to facilitate the contextual shift in my business.”

He looked at me and asked, “Do we have time for me to tell them the rest of the story?”

I said, “It is why they are here.”

Jeff continued. “First, back to golf. Tom gave me my first lesson and told me right in the beginning that the “behavior” of my current golf swing was grounded in the context of baseball --- and my muscle memory was in my “hit-the-ball” content – and I could not work the baseball “hit” longer and harder or faster and with more determination and “make” it “behave” like a professional golf swing.”

To keep the non-golfers engaged, he said, “Say --- “behavior precedes making.”

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

The room was alive with the response. Jeff said, “That’s great --- getting you to respond in that way is a form of behavioral programming.”

He continued, “Right in the beginning we used a medicine ball and began my “behavior” lesson by throwing it over my left shoulder.” Jeff demonstrated the throwing motion so everyone could see what he meant – “and I instantly realized that I had never “behaved to balance” in my golf swing.”

“Tom explained how the golf swing was structurally supported “from the ground up” --- if my feet slipped I could not throw the ball – and the same was true in my business --- that success in my business would be a function of something he called “structural integrity.”

It was Tom’s ability to connect “golf to business” that made sense to me.”

“He then told me that I could not play good golf because --- in baseball you “hit-the-ball-drop-the-bat-and-run” -- and he said, the golf swing is only half-over when the club hits the ball --- you do not “drop-the-club-and-run” in golf.”

Laughingly he said, “I had a sales manager who would “drop-the-sale-on-the-design-team-and-run.” Most of those sales could not be done.”

Everyone laughed. Jeff’s sense of humor about the golf lesson was beginning to ease the technical stranglehold on everyone’s thinking.

“Tom said that I needed --- what he called a “pre-shot” routine --- to “simulate” the swing to balance finish position so I could “feel it” before every swing -- so it would gradually be installed in my muscle memory – what he called – behavioral programming.”

Don asked, “Did it work?”

“First swing!” – “After we used the medicine ball for five minutes --it was amazing! – but the old “hit” quickly came back – it takes time to install new behavior – and looking at Pam – just like it will take time

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

for you to create the structural integrity of “wholeness” in your restaurants.”

Pam was speechless but it was very evident that she had a lot of questions.

Jeff continued, “After the lesson, Tom started asking me about my business – that it was just like my golf game – somehow he knew I was “playing business” from the “top down” not the “bottom-up” --- trying to “hit-the numbers” not “swinging to balance.”

“As we will extract -- this is very serious – the context of my existing management game was not programmed with the muscle memory of the Phase Three game ----- because ---.”

He paused and looked at me for permission to tell them the exact way I said it to him --- “AND – Tom told me --you cannot create structural integrity in business using a “*rectal thermometer!*”

The term was embarrassing for some, so I suggested he tell them what that means.

“My people were discouraged from hearing “what went wrong” – and it was clear that my management approach was built on negative feedback – the *thermometer* - many of you know how people behave when they’re being criticized.”



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

I looked toward Curt – he was rather stoic as Jeff’s description of the “*thermometer*” was exactly like the conflict manipulation behavior that he and Debbie had discussed.

“Remember what Brent said he liked most about the Simulation was the positive feedback during the Time Outs --- well --during Tom’s first visit to my business --- he asked several of my people the “purpose of their job” question ---they thought it was a “trick” and were reluctant to answer --- but it reflected the fact that they literally could not answer the question “what goes well” every day.”



Jeff continued, “In talking with Tom about my team he said that I needed a “pre-week” routine --- just like I needed a “pre-shot” routine in golf.”

“The second time here -- we did this Simulation for my entire team – everyone – so they could understand the importance of “wholeness” and what we now call weekly “tooting” every Monday morning.”

Brent asked, “We heard Debbie talk about “tooting” --- how do you “behave” it?”

Jeff looked at Brent and said, “You’re catching on – aren’t you?”

Brent nodded, “Yes.”

“We hold a “toot” every Monday morning –we all gather at 8:00am – it is not optional – it actually prompts everyone to be on time – go only as fast as the slowest – and everyone tells the total group

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

“what went well” for them last week. It only takes thirty minutes to do what we now call our “pre-week” routine.”

Brent then asked, “What if they’re late?”

“Great question -- but the most difficult question was --- “what if I’m late?” It was my role -- initially to link all of the “going wells” into the structural framework. In the beginning they needed help understanding how their “going well behavior” fit into our philosophies and competitive advantage and the execution of our purpose.”

Jeff looked at his four participants and said, “The “stories” about “behaving-a-profit” also revealed that our people were beginning to ask “deeper” questions with the customers.”

Elyse said, “That is when we all started to understand “behave-a-profit.”

“Eventually the structural framework was created by the people and it serves as the dynamic tool to measure progress toward our vision of “Real Time Mastery.”

He paused and with a rather stern tone in his voice said, “Look folks ---- I am the leader -- but leadership for Phase Three and Four is built into the framework and it becomes a very disciplined and focused tool that authorizes all behavior.”

“Let’s be positive about that process – when we started using the structural framework to authorize all behavior--- no one needed my permission to “behave-a-profit” for our customers.”

“We “toot” on Monday mornings because many of our install counselors are gone all week. The “what went well” stories from them have revealed amazing new sales opportunities within existing customers --- the install guys really enjoy executing their role in sales.”

He paused and said, “Initially, everyone was afraid to “toot” for fear of being accused of bragging -- it was the tracking of “what’s going

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

well” during this Simulation that gave us the vision of “real time mastery” – that we were really good at what we did and how the creativity of everyone was being “behaved” in our business.”

He paused, “AND --- up till then – everyone was just a function – designers hated the bragging sales manager – and the negative feedback was casting blame on everyone – the culture of “passing the trash” was slowly killing our company.”

He pointed to the big Flier on the floor and paused for almost ten seconds, “This is my sixth time here – and when all of my people had this breakthrough -- when they made this big Flier – one of these now hangs in our front entryway – customers always ask, “What’s that?” -- and everyone is programmed to say, “*That’s our symbol of commitment to our customers*” -- he paused and with a little emotion in his voice – “when everyone saw this big Flier as a symbol of their own personal integrity -- the creative potential in our business soared.”

He pointed to the last item on the flip chart – *Commitment* – and said, “That is very difficult to achieve without “wholeness.” *Commitment* is ballistic balance. Our Installation Counselors leave town and we can count on them to perform – it is like the bullet from a gun – they will be on time with customers because of our “pre-week” routine on Monday mornings.”

He paused again, “Everyone had to work together—but what you cannot see by just looking at it here on the floor is the absolute key - - its structural integrity -- how the two large pieces are taped together.”

After a quick swallow of water, he said, “Aaron and I were tapers and Tom was almost confrontational about how to do the taping -- that we do it exactly correct -- we wanted to rush – and his approach was to tape only as fast as the slowest --now you know that’s the key to everything we did yesterday – “why” we were successful in making what you see on the walls.”

Aaron raised his hand, but I motioned for him to wait.

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

“Right after that golf lesson, Tom asked what I “liked most” and “least” about my business. I had very little about “most” --- I was clear about “least” --- it was the damn Sales Manager – yes I had one – he was a pushy “closer.” Tom explained that he knows those guys – that they will seldom change because they have the “hit-the-ball” approach to selling – just like I had in my golf swing.”

Jeff paused and with a very serious tone said, “You’re going to understand that the “structural” approach to designing any business is very “non-judgmental” – Tom never implied a personal or cultural bias to anything he told me about my golf swing or about my people.”

“Tom told me I should attend his sales training workshop – bring my Sales Manager – we’ll see if he can “swing to balance” in selling.” Jeff paused, “It was the listening skills that taught me how to listen past the “problem box” ---and everything began to change for me.”

The “box” reference once again ignited Aaron and I motioned for him to wait.

Jeff continued, “Then in this Simulation I learned the” behavioral” differences between “problem solving” and “creating” – that in the graphic design business – like Phase Three yesterday – we sell “creations” – that ignite brands.”

He continued, “Tom asked me “what’s the difference” in our company and all the other design companies – what gives my company sustainable differentiation -- and in the beginning I could not answer that question. I thought it was in our printing machines - --- but other design firms had bigger machines.”

He paused and emphatically said, “It was in the structural integrity of my people to help our customers ignite their brands.”

“Some designs require extensive structural integrity --- like the taping of this Flier – and cannot be installed if the installation crews don’t give input to the “creators” before the designs are developed.”

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



There was stunned silence. Don asked, “Jeff, why are you here again?”

“You can never take it for granted that commitment to the customer is known -- especially when many people come and go. Tom told me that the structural integrity within the fertile soil *is what sustains behavior in the company* – not what *comes and goes*.” With that he looked at Brent and said. “Be clear before you leave tomorrow that you understand the truth of that statement.”

“I’m here because – as you can see I have four new people who need to experience Phase Three --- yes, I can tell them – do some mental programming --- but they are immediately involved in the ongoing development of the “structural framework” --- like that young server Debbie described ---they hear about Phase Three and they cannot relate to what others are saying ---so we bring all new people to the Simulation so they can integrate into the total group.”

He paused and said in a very serious tone, “It’s all about the “integrity” of our company – it cannot be left to chance when we are igniting the brand of a Customer’s business.”

“You can see that some are in the millennial phase of their careers – it is not likely that they will work in our business for the rest of their lives– but I want them to experience this Simulation so I can relate everything to them from this perspective---not based on my “preaching” alone.”

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

The four new employees all smiled – nodded their heads and Elyse said, “He is still *naively stupid*.”



Jeff said, “That’s true --- no business owner ever gets over that disability.” He laughed and gave her a high five.

“As I said, this is my sixth time and I learn something new every time -- the branding of our customer’s business is not “static”—it is dynamic and many are ballistic.”

Jeff was beginning to activate questions about the structural framework design process and we were up against the lunch break so I intervened --stood up -- raised my hand to silence the group and said, “Everyone give Jeff a round of applause.”

Don gave him a standing ovation and soon everyone was standing.

I suggested, “Jeff and Debbie and Zoe are great examples of how implementation leadership must be done. We will cover the structural designs for both leadership and selling in detail tomorrow.”

“For now, I hope you can see that their active participation with their people develops behavioral programming—make sense?”

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

Sheena said, “We love his new *MBA*.”



Jeff raised his hand, “One more thing -- Bill is going to give me a swing to balance golf lesson out on the driving range at 12:30 – if anyone wants to watch, come on out and you’ll see that I need a tune-up.”

Since everyone was still standing, I said, “Lunch is served --- “behave” back at 1:00 pm.”