

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

## **Chapter Seven Leadership and Golf**

**Lunch was ablaze with the processing of Jeff’s story about implementation. They were having fun with the term *naïve stupidity* as a substitute for some very incriminating “self-talk” words that retard the growth of the personal self-image.**

**Many people were now very aware of how often they work without knowing “why” and how they were programmed when they were little to never ask “Why Daddy?” as the predictable answer was always “because!”**

**Everyone was beginning to realize that Phase One and Two were very real examples of how it is in many companies where improving the efficiency of “functionality” to get “enough” is the dominant form of “behavioral programming” – and some were now sensing that behavioral programming was a function of the “structural design” of the organization.**

**I overheard Debbie explaining “why” the job assignments during the Simulation were random draw-- except for repeat attendees like herself--- to eliminate “judgementalism” from the “extract meaning” segment they were now experiencing.**

**They were all laughing about how easily Folders and Assemblers “passed the trash” hoping to get finished. It reminded them of the many times they were “Thankful it’s Friday” and yesterday – “thankful it was lunch time” as their hands were beginning to hurt in the Folder job.**

**I was thankful for Jeff’s story as the extract meaning segment can quickly degenerate back to “problem solving” examples within their existing companies --- it is very important – not to let that happen.**

**Jeff had vanished to the locker room to get ready for his golf lesson – and frankly avoid all of the questions that he would obviously receive at lunch.**

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

**I was a member at the Club and went to my locker to get the medicine ball for Bill, and Jeff was just sitting there pondering something. I asked, “Are you okay?”**

**He looked at me and said, “One of Debbie’s Corporate Lenders came up to me and admitted he was a “*thermometer*” guy and wanted to know if he could have dinner with me tonight.” He paused, looked at me and said, “I’m glad I don’t have your job – I mean your business – I bet you’ve had dinner with a lot of these people – it’s almost impossible to work with some of our “*thermometer*” customers.”**

**He was very pensive and just looked at me. I said, “I just stay in the structural mode with them --- that keeps me neutral and allows me to actually enjoy the dinners.” I laughed and said, “Yes, we both know many golfers who should take-up fishing – then they would have an excuse for failure – the fish were not biting.”**

**The humor relieved his pensive-ness and he began to change his shirt for the golf lesson.**

**“I’ll try to stay for your lesson, but Aaron sent me a text ---said your story about the taping experience taught him what it means to get “*out-of-the-box*” -- and wants to know when the next Simulation will be held.”**

**“Bill needs the medicine ball for his lesson with Henry, so I have to go -- see you out there.”**

**I jumped in a golf cart and took the ball out to the range where Bill was working with Henry. Henry said, “Jeff’s story was amazing. I have that baseball hit – I mean context.”**

**“Yes, it will be difficult to defeat – but Bill will help you understand how to create the balanced swing – hang in there.”**

**Bill motioned that he wanted to tell me something and we walked away so Henry could not hear. “Debbie wants to know when we can do a full Simulation for the corporate lenders. Ask her about it when you go back--- be careful – she said there is an “arts-and-craft” guy in her group.”**

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

**I said, “Jeff told me that guy admitted to him to being a “*thermometer*” practitioner and wants to have dinner with him tonight.”**

**Bill laughed as we had experienced the “*vulnerability admission*” many times in private before. “Debbie said he is a big hockey fan.”**

**I said, “He may come out to see Jeff’s lesson -- be kind – his “problem box” is down to “poor-me.”**

**Bill and I had a very well defined structural foundation for explaining behavior as golf lessons are all about “structural” balance.**

**Bill said, “Rod is down at the other end of the range – if he comes out, I’ll take him down to meet Rod – that will be a great thing for him to experience.”**

**Rod was a two-time Canadian Amateur Golf Champion – All American in college -- a winner on the Champions Tour -- a graduate of our Simulation and sales workshops and had played hockey when he was growing up.**

**As I returned to the golf cart, there was Rod. He said, “I need some help – my hockey swing is still having difficulty with that 30 yard flop shot we worked on a couple weeks ago.”**

**I told him to have Bill take a look and about the “Hockey Banker.”**

**He could see that Bill was busy -- jumped in the cart and we headed back toward the club house. Jeff and several others -- including Don and the Banker were headed our way.**

**Don said, “Aaron is looking for you – he was on the phone with someone – telling him he was out of the “box” – whatever that means – and something about having a new positive attitude – he’s really excited --- good luck.”**

**Rod jumped out of the cart, introduced himself to the Banker – motioned for me to leave -- and I left.**

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

**As I arrived at the lunch area, Aaron attacked me and said, “I told Curt’s boss I now know how to think outside the box – guess what he said?”**

**“Was he pleased?”**

**“He said, it’s about time I “figured-it-out” --- does Curt know how?”**

**He looked at me and asked, “Why aren’t they interested in what I learned --- is that what Jeff calls *naïve stupidity*?”**

**“Somewhat --- but that’s a great question ---it’s what Debbie called “job security.” Ask me that question when we begin the afternoon session --- it would be very helpful for everyone to understand that answer.”**

**Robin was with Aaron and looked a little frustrated so I asked, “Are you okay?” She nodded – “yes.”**

**I asked, “Where’s Curt?”**

**Aaron said, “He and Debbie got their lunches and went out on the patio to eat. They were talking about “integrity” when they were in line.”**

**Patrick was back in the lunch buffet line for seconds and joked, “Do you want me to give you a forecast for after lunch?”**

**I laughed, “That would be great – try to forecast the significant financial, physical, emotional or intellectual investments that will be required to implement Phase Three back at work next week.”**

**He just looked at me and said, “Jeff was right – you are really weird.”**

**I made a mental note to myself: *He does not understand that implementation requires a massive “emotional” investment!***

**As we approached the deserts, Patrick said, “For me -- we have already broken the bank – Jeff’s comments were amazing! My whole**

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

team is glad they are here – and wish all of our supervisors were as well.”

Brent was sitting nearby and invited me to take a seat beside him when I finished getting my food. I told him I needed to take a plate back to the locker room for Bill, but I’d be glad to talk when I got back.

He was finished with his lunch – asked to go with me to the locker room and said, “I see you are very busy, but I just wanted you to know that the positive feedback example of “tooting” was exactly what Pam was looking for. She just needs to know how to do it when the people are so new --- almost every week -- and don’t even know what “went well” last week -- because they weren’t there – can we cover that after lunch?”

“That’s a great example of working on the fertile soil that *“sustains your business”* versus what *“comes and goes”* and we will be very clear how that process works – especially in a high turnover business like yours.”

I put Bill’s food plate in my locker and Brent and I headed back toward the lunch area.

I needed some space to eat my lunch and relax, so I excused myself as we went by the men’s grill -- knowing that Brent knew that the grill was only for Members.

Tom -- the grill attendant greeted me in his always jovial way, “Hi Mr. Wentz --- “what’s going well?” – as I had taught him that as a positive greeting process. “Can I get you something to drink?”

“A big glass of water would be great.”

He knew that when I was with a Simulation, I needed privacy, so he left me alone. When he brought the water, he said “Your buddy Russ was here this morning – said he saw your car and wanted me to tell you he needs a lesson – he’s probably on the back-nine by now.”

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

**Our Club Champion – another Tom – came in the grill --saw me sitting in the corner – said, “Hey Wentz – is Bill around – I need a playing lesson – my short game has gone to hell.”**

**“He’s out on the range right now.” Jokingly I asked, “How’s that new driver working?”**

**“It’s great when I “swing to balance” – hit it farther out of bounds when I really try to hit it hard – just like you said – new technology isn’t always the answer.”**

**He kept going and I said, “Keep it on the short grass.”**

**He laughed and went into the locker room.**

**Tom came over to fill my water glass and asked, “Why do even champions experience difficulty when they buy new clubs – I hear guys bitch about their new clubs all the time?”**

**“Most amateurs have played baseball and they are programmed to “hit-at-the-ball” not “swing the club.”**

**I reminded him that new technology doesn’t “fix” an unbalanced swing any more than new technology will “fix” organizations that are “out-of-balance.” I said, “Remember when we talked about the conflict the new ordering system was causing between your grill and the kitchen?”**

**He quickly motioned for me to be quiet as the new Club Manager came in the room.**

**“Hi Mr. Wentz – I see you are holding one of your workshops in the ballroom – Chris said it is going well – thanks for being here.” And he went into the locker room without the slightest acknowledgement for Tom. Tom just shrugged his shoulders and said, “We need to talk again soon – “*thermometer*” guy!”**

**I went back to the lunch area and Brian asked if I would join them for a moment. His three participants --- Eric, Scott and Zac were at the table with him. As I sat down, Brian jokingly said, “We just “solved” our hunger problem.”**

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

**I chuckled and said, “It depends on what your body is designed to digest.”**

**That thought did not penetrate Brian’s “problem solving” mind.**

**Brian said, “Jeff’s story was amazing but it does not apply to our business --- almost all of our clients are stuck in Phase Two requirements --- automating “stupid” people out of the workforce.”**

**I said, “How so?”**

**“Some of our customers are government accounts and school systems and to ask any of them “what goes well” would bring a look of contempt and cynical frustration.”**

**I said, “And?”**

**“They all have their own internal IT people who are *naively stupid* and only call us when they have a crisis about something they can’t figure-out --- and blame our system as the problem and threaten to change IT companies almost every week.”**

**I thought to myself: *Conflict manipulation.***

**“To them IT is now a commodity --- like cell phones --- and everyone takes it for granted that it will always work.”**

**“There are very few new customers --- everyone now has a “solution provider” and when we get a call for a new system, it is always to be bid based on a competitors specifications and incomplete focus on what it is supposed to accomplish.”**

**He looked at me in a “so-take-that-expert” manner and asked, “So -- - is that Phase Three or Phase One?”**

**I said, “It depends --- it sounds like a “problem solving” approach to “fix” a Phase Two organization.”**

**I asked, “Brian – let me ask ---is it true that even a government entity or school system would experience a massive negative economic impact if their systems are down for a protracted time?”**

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

**“Of course.”**

**“What would happen if their system wasn’t backed-up --- or if they were working with “technologically obsolete” equipment and they were frustrated with your failure to upgrade their system?”**

**“They’d be royally pissed-off.”**

**“Has that ever happened to your company?”**

**“Many times.”**

**“Who do you blame when that happens?”**

He paused, **“All the *naively stupid* IT people in their organizations who didn’t listen to us when we told them they should plan on an upgrade almost every year.”**

**“Have you ever lost an account because of those types of relationships?”**

**“Several big ones ---- they never have money in the budgets for upgrades.”**

**“Then why do you call yourself a “solutions” provider --- when your customers need for you to be “proactive?”**

He went silent and just looked at me with that cold stare and asked, **“What would you call it?”**

I said, **“There are many options --- maybe “*Masters of Real Time*”--- maybe “*Owning Experience Counselors*”--- maybe “*Budget Technicians*” – whatever it is --- your company must work to keep their *Businesses in BUSINESS.*”**

**Brian went silent.**

**I motioned toward Eric and Scott and Zac ---- “All three of these guys have that “potential” --- right?”**

**All three had a pen with them ---- I tore a place matt in three pieces and handed it to them, then asked, “On that piece of paper ----**

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

without looking at the others --- write a number between 1-----10 as to what degree you are achieving your potential today --- and give it to me.”

Guardedly-- they wrote a number and handed it to me. I stood up – put the three pieces in my pocket --- shook everyone’s hand and said. “I need to prepare for the afternoon session --- I’ll see you there.”

Brain said, “Wait a minute --- what were the scores?”

I said, “Ask them --- maybe they will tell you --- I’ll give you the average at a later time --- don’t want to violate their confidentiality.” --- and I walked away.

Zac followed me out of the room and quietly said. “Mr. Wentz --- cut my number in half --- I thought you were going to show it to Brian.” He paused and said, “His *thermometer* is very active.” And he walked away.

All three had been totally silent all morning. The average score was three --- once again proving that Brian’s “problem solving” structure was very painful for his employees.

Brian soon came into the ballroom and asked, “What was the average score?”

They all gave you a “10” for bringing them here to release the brakes on their “potential.” They are all ready to take it to the “next level.”

Brian did not know what to say next, so I said, “Brian --- the Simulation is not an intervention for any company or organization in a crisis mode --- and it will not work for you as long as you argue for the weaknesses that are built into the “problem solving” structure of your business.”

He again wanted to “argue” --- I raised my hand and said, “It was very difficult for Jeff to get past this first step in “letting-go” of the “mental programming” of his “problem solving game” – what he

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

**called *naïve stupidity*.” I continued, “His turn-over at the creative level of his business was killing him and it will happen to you if you do not consider changing your “game” as well.”**

**He asked, “How would I do that?”**

**I said, “Next week when you get back --- ask Eric, Scott and Zac what they “liked most” about what they experienced this week and listen carefully to their answers.”**

**He said, “Are you trying to tell me something --- ?”**

**“All I’m saying is that young people --- will not likely spend the rest of their careers working within a Phase Two system --- their potential is way beyond being “Just-a-Cutter.”**

**I looked at him and with a high level of intention said, “Do this when we reconvene --- ask me in the workshop forum --- whether people who work in a government organization --- or even teachers who have to tolerate the orientation of some of the “cell phone junkies” - -- whether they have a sense of “what’s-going-well” ---and would the organizations they work for be able to implement this Phase Three approach to leading their people?”**

**He looked at me and asked, “Have you ever had a government group embrace this approach?”**

**I said, “Yes --- three of them --- the safety counselors are very aware that they must be “proactive” in creating safe environments - -- they can’t wait until accidents occur.”**

***As we parted ways, I thought about the hundreds of people who are stuck in “problem solving” structures --- working for “managers” who want to “argue for a weakness” --- and don’t know “how” to change the structure to “allow” people to achieve their potential.***

**As I looked at the ballroom wall --- the Fliers were a comforting sight as I knew that “anything is possible” for Brian --- but he will need to discover it for himself.**

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

**Don came toward me and asked, “Do you have a moment for me to give you a brief observation and ask a question?”**

**I said “Sure.”**

**He began, “I just returned from the driving range watching Bill teach the swing to balance technology of “starting with the end of the swing in mind.” He had me throw the medicine ball and I slipped --- and Bill said without golf shoes I was not anchored in the “structural integrity” of the ground.”**

**He paused and in a rhetorical mode asked, “This simulation is all about “starting with the end in mind” --- the same way he teaches golf --- that seems to be one of the keys to effective leadership --- is that right?”**

**I said, “The underlying “structures” of leadership and golf are identical --- there are no “problems” to solve on the golf course.”**

**Don paused to ponder that thought as he saw hitting a golf ball as a “problem” -- then said, “No one could hit that Mr. Whippy club --- and then Bill hit it almost 300 yards --- incredible how “ballistic balance” is so evident in the golf swing now that we can see it in behavioral form.”**

**He paused and then asked, “My question is ---- where did Jeff get that thought about the new MBA as being *Mastery of Behavioral Alignment* --- did he make it up ---- or was it from you?”**

**I said, “It was from the Personal Mastery concept that we will cover yet today ---- why do you ask?”**

**“It is too long of a story to tell at this time --- as I see we are close to convening the afternoon session --- but I am on the Board of a very well known community organization --- you know them well - I was told that this Simulation was the catalyst for its transformation.”**

**I nodded, “Yes --- I was told why you were going to attend.”**

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

**“Well --- when I joined the Board --- I was given a box of strategic plans ---- over \$14 Million worth that had never been implemented.”**

**I said, “I saw them when I started to work with Paul--- told him to give them --- still in that box --- to anyone who joined the Board and tell them that “planning” is “mental programming” and it will not work without “behavioral programming” to activate implementation.”**

**I added, “Most of the plans were problem solving “strategies” that had opposite and competing “funding” opportunities.”**

**In an excited manner Don said, “They are working on another “plan” that will cost at least \$2 million and I know from my past work with that famous author that it will not work.” He paused and said, “The organization needs the new MBA --- the old MBA mantra of the Board no longer works.”**

**I asked, “Now that Paul has retired -- what is the mantra?”**

**Don said, “*Plan your work and work your plan.*”**

**He paused as if looking for my response, so I said, “Great Phase Two MBA approach --- Plan—Organize – and Control.”**

**Don then asked, “Is there a new mantra for the new MBA?”**

**“I said, “It’s like what we did yesterday --- “visualize—enroll – and align.” It’s the process of “creating” structural integrity. We will cover it yet today.”**

**I inadvertently looked at my watch seeing that Bill and Rod had just entered the room. Don said, “I see you have to go --- can I share my observation about this workshop with the whole group sometime yet today --- I can’t be here tomorrow.”**

**I said, “It would be a pleasure for them to hear it --- thank you.”**

**Rod came over and said, “Banker Dave is a great guy --- I told him to ask you about “self-one” and “self-two” --- it may be handy to have the book available.”**

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

**He laughed and said, “I told him the fish were biting.”**

**We laughed at the standard “non-golfer” joke. He had to go as he had a 2:00 pm tee time.**

**Bill said, “Banker Dave’s conversation with Rod ignited something. – all he said was that Rod was great.”**