

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

Chapter Sixteen “Imagine What’s Possible”

To You the Reader. What follows is both profound and serious.

I will suspend the dialogue about the behavior of the participants during the Simulation and workshop and give you a sense of what they will do to transfer the “context” of Phase Three and ultimately Phase Four back to their companies and organizations.

First, a defining experience within any Simulation is:

“Anything is Possible.”

During the many pictures shown in prior Chapters, participants have experienced things that are beyond their imagination many times. We’ve had participants in the Simulation for almost every type of business from theme parks, librarians, lawyers, safety engineers and companies who protect the integrity of nuclear power plants.

Everything that is described in this book actually happened and many of the success stories like Debbie’s were profound.

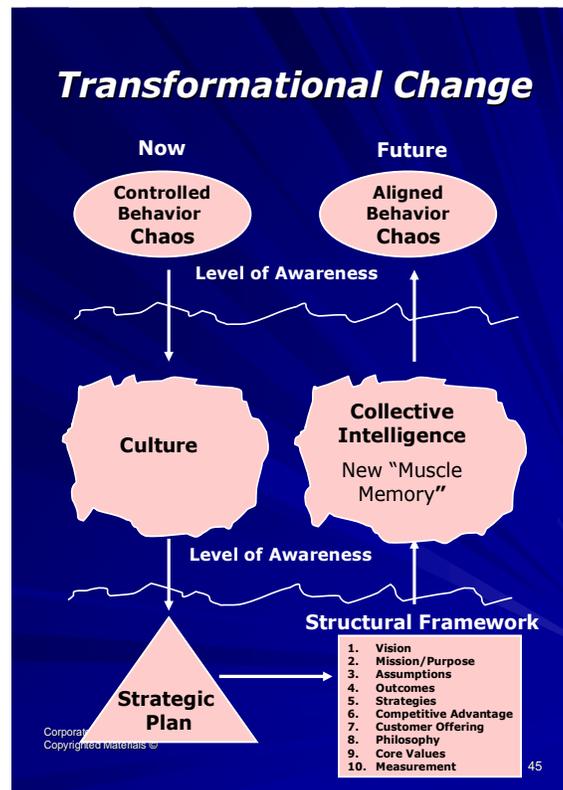
The success rate of changing the context back at work after the Simulation is about 10-20%. Leadership “transformation” is like golf lessons -- it its extremely difficult to change the “context” of “hitting-at-the-ball” to “swinging-the-club” as the intrinsic muscle memory of “baseball” has been built in from youth.

Yet, with the very “simple” change facilitated during the “practice” time for Phase Three, significant new results will just happen.



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

After lunch we detail a 20-week process of creating the Structural Framework as outlined in a complete handout and supported by our book *Transformational Change*.



The success rate for those who embrace the process of “creating” the Framework over the 20 weeks is incredible.

I’ve played golf with hundreds of people -- who have spent a fortune buying new clubs -- but will not take lessons “because” --- there’s that word --- “because” they cost too much. My advice to them is stop pretending that new clubs will “fix” your swing. If you have never had a balanced golf swing “it” could not have broken and need to be “fixed.”

Fixing is the wrong work.

The same is true with many Government officials. Stop promising that you will “fix things” if elected. I have written speeches for some high-level political Leaders that include “transformational” language -- who desperately want to change things-- and even they admit -- it is not going to happen in their “lifetime.”

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

“WHY?” “Because!”

This is not a cynical view on my part, rather a very clear understanding that the word “because” is a reactive response to “problems” that often have “conflicted” end results.

“Why Daddy? – Because I said so!”

Said another way, the “structural” constraints of the “problem solving” approach to running any business or political entity simply perpetuate “conflict” between mutually exclusive tension resolutions strategies --- “right” versus “left” -- “good” versus “bad” – “faster” versus “different.”

The vulnerability of many executives and politicians will always cause them to say, “Because I know that” to protect the way they are doing things --- yet I’ve been behind closed doors with many who are extremely vulnerable to criticism -- and watch them break down and “cry” admitting that they have no clue how to proceed.

The Simulation has been an amazing vehicle for the “vulnerable” to allow the “truth” about the future to be revealed without anyone knowing that they are – as Jeff said -- *naively stupid.*”

There is no opposite to a TRUTH and a TRUTH is not vulnerable to any confrontation.

That is why I am able to write this book for you today. I am still alive after many “confrontations” about the “truth” imbedded in the Simulation.

As you recall from reading the Chapters, many of the participants were sent to the Simulation by Leaders who “knew me” and had attended previous Simulations and know that adults only learn from “experience” – that more lectures and reading books about leadership will not change the “context” of the “I know that” – in all of us.

As earlier pictures testify, many senior leaders – like Debbie and Jeff -- attended every Simulation with their people to prove that they were committed to the changes that “everyone” will experience, and

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

that the implementation phase is real and one in which they will personally participate.



Many people ask me why I waste my time doing this work when the success rate is only 10-20%? The answer -- *Anything is Possible* and when the “possibilities” are translated into reality, many lives are transformed.

Millions of people go to work every day to meaningless jobs -- they claim --“I’m Just a Cutter” “because.” That proves that they see their “Job” as a major “problem” in their lives.

Living your entire life in the “problem solving” approach to life is exhausting!

Many promises are made that new technology “solutions” will add meaning to performance -- only to find out that “solutions” only overwhelm communications to be “faster” and “more” time consuming than ever before.

The worst case is when something like the pandemic or an economic downturn occurs -- what I call “Prehistoric Phase One” -- where the personal and emotional aspects of working with others is significantly reduced -- even though they might be seen on the screens of computers in muted states of compliance. During those times, companies eliminate the “cost” of “development” and endure the contextual nature of “Just a Cutter” who now operate in a “remote” or “virtual” location.

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

The good news is that just seeing the pictures in Chapter Thirteen and hearing all the positive comments -- how Phase Three releases the constraints of “functionalism” -- allows people and companies to just “imagine” “What’s Possible” when the creative potential of people is “activated” by a well-defined PURPOSE of the Business.

The comments in Chapter Eleven by many significant authors confirm that the Business Model of the Industrial Age “burned-out” in the late 1980’s-- yet here we are 30 years later -- still trying to “maximize a measure” to be successful in business. Many measures of success are totally “meaningless” within the “virtual space” of working alone in the “Just a Cutter” reality.

The thinking facilitated by the Simulation “allows” people to “imagine” how the “context” might be changed -- AND --maybe most important -- there is no one to blame -- as “it” is simply a lack of “awareness” of what’s possible -- and that “it” is not a “problem to solve” -- rather the ability to release the enormous creative potential within all people -- and we can start to transform “it” when we simply admit -- *“We get it!”*

We all will have a lot of *“I get it”* moments ahead in our lives. For example, when I began to teach a 72 year-old golfer to *Swing to Balance* to transform his golf game -- all by virtual video and email critiques of his swing -- he continued to buy all kinds of training aides and new clubs -- take lessons on top of my lessons at club fitting places -- only to finally one day have a twelve year old player tell him to just *Swing to Balance* like Charlie Woods -- Tiger’s son.



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

The young player held his right hip from swaying and told him to just swing to balance -- to do exactly what I had told him many times -- and his next swing went straight and past the young player by 20 yards.

He called me that night and said, *“I get it! -- the swing “is” round.”*

I simply said, *“Yes, that’s the TRUTH!”*

In the picture of Tiger and Charlie -- “Why?” -- stop and think -- “Why?” did Tiger teach Charlie to Swing to Balance? Then think, “When” did Tiger begin to swing to balance?



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

Then, “when” can we begin to teach our children?



My 72-year-old friend could not believe me as he was consumed seeing his golf game as a “problem” to solve. In that “context” it was impossible for him to translate my written and spoken words into “behavior.”

The “simple” TRUTH is -- adults do not learn by being told or reading strategic plans -- they only learn from experience -- how the young player “simulated” the round swing by holding his hip from swaying.

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

Please don't criticize anyone for “getting-it!” Never say, “I told you so!” -- and ruin a relationship.

Please, after listening to all the participants at the Simulation talk about their experiences and their “doubt” that “it” will ever change when they go back to work, we ask them to simply “imagine” that the “handicap” of their business is the lack of a “leadership system” back at work.

“What’s “possible” is defined by the Leadership SYSTEM -- not the Strategic Plan.”

Yes, when many participants report the results of the Simulation back to Leaders and show pictures of themselves down on the floor making a Flier, they often hear, “Sounds like you had a good time” – as many believe the Simulation is “Just-arts-and-crafts” -- but what the Leaders are really saying is that they are vulnerable to admitting that the Simulation might actually be a very strategic intervention.

It is impossible to change a system by declaring that it must be developed. That’s like “yelling at the water in a lake to BATTLE!”

What’s the SOLUTION? Be clear – there is NONE! As has been noted many times -- the future cannot be “solved” into existence. Mass Customization is a new form of capitalism – and as a new Business Model, it is totally “different” from the Industrial Age --“One Size fits all” -- Business Model.

When they claim it is totally unrealistic to run a business in this way, I ask them to simply understand how many aspects of Mass Customization are already in place in every business -- as it is the “real time” nature of cell phones, the internet, and highly sophisticated IT Cloud technologies.

So, what should we change?

Always think, “Water behaves based on the Structure of the Land.”

AND -- the same is true for any Business.

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

Begin by “creating” the Structure Framework that accurately defines the PURPOSE and the OBJECTIVE and the VISION of the Business -- and identify all the “New Assumptions” -- based on a “World of Abundance” -- and that Customers are not “markets” to be penetrated.

As we speak, the participants are in the Simulation room — working with Bill -- beginning to create the Structural Framework that will begin to define the “Jog-one-step” that is required to activate the transformation of the Leadership System back at work.

They have been given the Structural Framework handout — and by now have simply been asked to “imagine” that *Masters Of Real Time* is the VISION for their Companies as that was the title on the name tag that everyone put on their persons to begin the journey to Phase Three.

They have just now recorded the PURPOSE as being:

“Helping Customers create the future they want in the most economical way.”

That is now unarguable.

They are now turning to the next Structural Element -- Assumptions -- and working with several partners to select five from the list of 30 that are in the handout.



The Transformational Change Simulation and Leadership Workshop

“Different by Design”

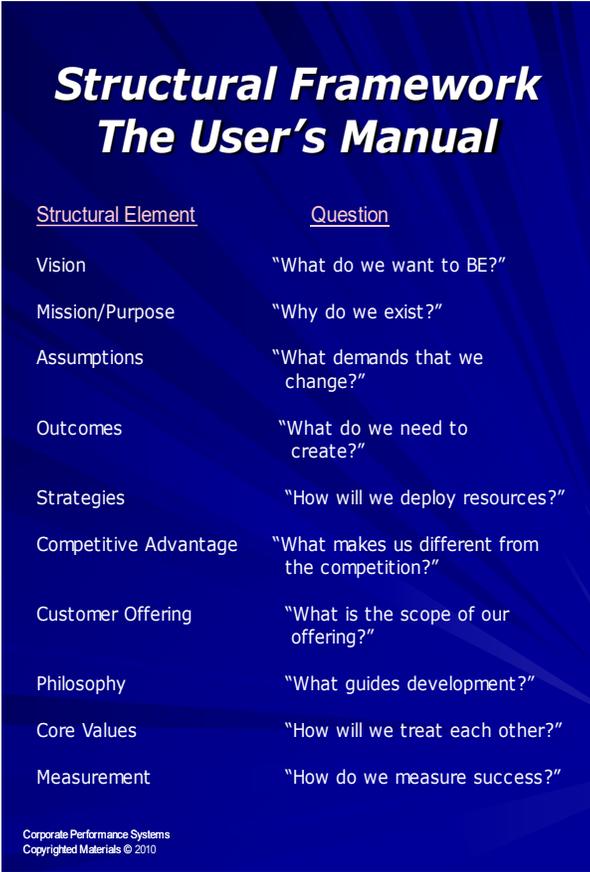
Once the individual selections have been made, they will reduce them to the top five that the *Collective Intelligence* considers critical for presenting to their Leaders back at work.

That is all the “imagination” they will be asked to expend as they are mentally exhausted and need to go home.

Bill will show them how the handout is easy to navigate and that some of the very difficult Structural Elements – like the Philosophies -- are already in the handout --- for their consideration.

For our understanding right now, asking exhausted people to “imagine” what they need to “imagine” is impossible. Many “Just a Cutter” people have never been asked to “imagine” the potential nature of “what they do” -- or about the economic impact of “cutting” on the Company -- and many don’t even care to know.

All the participants are given our book *Transformational Change* that defines the definition of all ten Structural Elements.



The image shows a blue background with white text for a table titled "Structural Framework The User's Manual". The table lists ten structural elements and their corresponding questions. At the bottom left, there is a small copyright notice: "Corporate Performance Systems Copyrighted Materials © 2010".

<u>Structural Element</u>	<u>Question</u>
Vision	“What do we want to BE?”
Mission/Purpose	“Why do we exist?”
Assumptions	“What demands that we change?”
Outcomes	“What do we need to create?”
Strategies	“How will we deploy resources?”
Competitive Advantage	“What makes us different from the competition?”
Customer Offering	“What is the scope of our offering?”
Philosophy	“What guides development?”
Core Values	“How will we treat each other?”
Measurement	“How do we measure success?”

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

People need an authoritative source – other than an “imagination” experience to give credibility for any significant organizational change.

We outline the 20 week process back at work for creating the initial Structural Framework and make it very clear that it doesn’t matter whether the initial version is complete or even accurate -- it matters that it exists to serve as a source to “authorize” and justify existing positive behaviors – “what’s going well” during the 20 weeks – in executing the PURPOSE and “Behaving the Measurements” for the company.

It serves as the *Leadership System* that can be continuously modified and upgraded due to new circumstances -- without incrimination of any person or functional entity.

There were many Amendments to the initial Constitution.

After the first three Structural Elements – Vision, Purpose and Assumptions are done – with very limited intellectual strain and input by the people -- Bill will signal me to come in and help distribute copies of his book: *Leadership and Golf: Creating Organizational Alignment*. We will quickly show them the pictures on Pages 176-177, so they know that it was also a real Simulation -- and encourage them to read about the plight of the “Orange Ball” Players.

To complete the three-day workshop, I will ask if there are any “continuing” thoughts to their journey to Phase Three and Four – knowing that there are still many concerns about the 20 week process that is yet ahead.

Right after the books were passed out, Sam stood up – raised her hand to guarantee silence and attention – and said, “My husband is scheduled to take a golf lesson from Bill next week as I told him I am an “Orange Ball” Player – want to play golf with him to cement our marriage – but only if he is willing to learn to Swing to Balance – and stop bragging about how far he “Hits the Ball!” – and I’m tired of hearing him bitch about all the bad shots he “hits!”

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

That added a lot of levity to the ending of our workshop.

While she was standing, she asked everyone to stand -- then noted the incredible and totally “invisible role” that Bill had played as the ultimate Customer and facilitating the three days of the Simulation – - and -- to give him a standing ovation.

It was incredible. I cried.

Once the ovation was over and they were already standing, I simply said, “Thank you for being here – please thank the Conference Center staff as you leave and stay ON PURPOSE.”

Many people stayed -- wanting Bill to autograph the book -- many had questions for me as to how to interact with a significant Leader back at work.

I simply tell them that behind every Leader is a “person” -- “just like themselves” when they arrived at the Simulation three days ago -- and like their own perception at lunch the first day -- they see everything as a waste of time -- yet they can’t imagine what that “something” is that needs to change -- yet “playing business” with a Strategic Plan --- works rather well -- until they will ultimately admit -- behind a closed door -- that it is their own “*naïve intelligence*” that prevents it from changing.

NOW! What is serious?

Some people have asked me whether we have ever conducted the Simulation to impact any political entity in our Nation? I tell them that we facilitated it for over 2,400 employees of one Political organization with sensational results – several civic entities used it to totally redefine the PURPOSE of their organizations -- I once wrote an edit-- using transformational language -- of the acceptance speech for the President of the United States – and he used my edits throughout his speech.

The non-political advice I give them is:

America is the ONLY Mass Customized Nation in the World!

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

We have 50 States and “States rights” to “customize” the governance to meet the needs of all the “geographic” differences and any unique “living conditions” that prevail for the Citizens in those locations.

America is an incredible example of Phase Four Mass Customization.

Yet, we will always struggle with the Win-Lose nature of “politics” within our democracy --- with the major confrontation from both “sides of the aisle” -- to the Phase Two “geographic” and “governmental” configurations – while many think of our “heterogeneous” CITIZENRY with “racist” and “ethnic” and “religious” and “generational” and “genetic” and “geographic” bigotry -- as being like the “Cutters” and “Folders” and “Assemblers” and “Painters” who blame each other for functional mistakes -- and we will always have many Politicians who are like the “Plant Managers” – “Hey Plant Manager, Plant Manager, Plant Manager” – who will not listen to us – “the CITIZENS have ideas that need to be heard!” – “Ask “QC” – “Hey “QC” “QC” “QC” -- the CITIZENS have questions” -- and continuing to ignore us -- the CITIZENS -- when in fact it is accurately defined in the Leadership System -- the Constitution -- as “Liberty and Justice FOR ALL!”

I’m sorry!! To me this “political” reality exists as both Parties are participating in what I call:

The “Problem Box” of Politics.

Many tell me it shouldn’t be that way and the Simulation might reveal a totally new reality!

That’s a “Possibility”

I’ve said many times, “It would be fun to give it a try!” I’d give the Speaker of the House the Customer D job and see how He/She responds when they lose the Government contract in Phase One.

The bottom line of politics is that our Nation will always be severely impacted by the PROBLEM-SOLVING Context of the Industrial Age that has been with us for over 100 years – and every Politician

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

claims -- when they are running for office -- that **THEY** will “fight” for us and change that “something” -- not the Constitution -- that invisible thing --- often called “unity” -- that would activate the “bifurcation” to Phase Four.

When people want my “honest” opinion as to whether it would be a “possibility,” I tell them “It” is a Contextual issue ---- it is happening throughout our country at the local levels every day and the only thing I say is:

“Bloom where you are planted.”

I tell them to look at the wall of Phase Three of the Simulation and ask themselves, “What happened to inspire them to get out of their chair and “bloom?””



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



The Transformational Change Simulation and Leadership Workshop "Different by Design"



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

What is this thing that releases the potential shown in these pictures?

Was it just an “arts-and-craft” experience?”

Someone who is “Just a Politician” -- running for an “office” would have very little chance of experiencing “it” with “fighting” as their sense of PURPOSE.

What is this massive energy field called Alignment that seems to inspire grown men and women to do all these crazy things?

The beauty is that “it” can all be changed when the PURPOSE of the business is changed



“Over-promised” and “Under-delivered”



Under-Promised and Over-Delivered

The Simulation proves that “Anything is Possible.”

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

Finally, what is our “jog-one-step?”

I tell everyone that they put the *Master of Real Time* name tag on their person once – now put it on their business card -- develop the “story” that supports that title and imagine what they would say if someone ask’s, “Who are you?” and “What does that mean?”

When I did it the first time, I developed a story that said, “I save boiling frogs.” When people asked what that means, I said, “They refer to their Jobs as “Just a Cutter” and the Simulation saved them.

Activate your imagination -- it is shown in the pictures throughout this book – You did it once! Now “jog-two-steps” and see what happens.

Say “GOT IT!”

Thank you for reading and stay ON PURPOSE!

Tom Wentz

Bill Wentz