

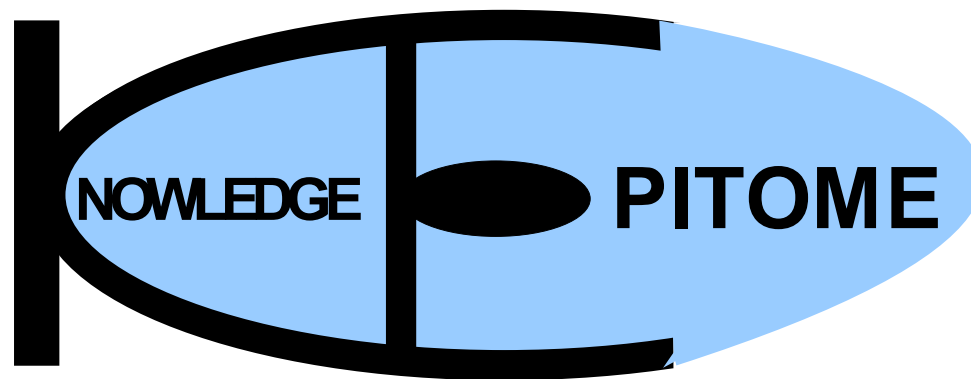
Personal PR Workbook

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Consider this:

Success = audience + great deeds

**You must develop BOTH:
COMMUNICATION IS POWER!**

1. more general verbal ability =
higher rank + greater career income
2. great presenters =
faster, farther promotions,
quicker attainment of CEO
more likely to become CEO
3. your identity in big company =
not your name and face
but what you can do for seniors
4. most successful people =
convert each early performance
success INTO identity = connection
power
5. more success = people who:
collect more info
collect from more sources
collect from more diverse sources
6. more success = people who:
spread more info
to more places or persons
to more diverse places/persons.
6. groups study their chosen dimension and the methods associated with it in this workbook
7. groups ask the instructor questions about how they can actually do one particular such method that they choose as the instructor circulates among groups
8. new groups are formed based on the second of the 11 dimensions that people chose
9. those new groups study their chosen dimension and the methods associated with it, choosing one such method and planning how to actually apply it at work
10. the instructor answers questions of groups about the method they choose to study as he circulates among groups
11. both the first and second set of groups present summaries of what they learned and remaining questions about Personal PR.
12. All evaluate today's seminar and whether they got what they needed to get from it.

Agenda Precis

1. hear instructor review of Personal PR Commonsense points just below
2. hear results of 7 item prep questionnaire all filled in before the seminar or when they arrived today at it
3. review and discuss 5 core methods we can all use below in groups and as whole group
4. hear brief review by your instructor of the 11 dimensions of Personal PR
5. everyone choose 2 of the 11 dimensions and joins a group with others sharing interest in the same dimension

Personal Public Relations Commonsense:

COMMUNICATION IS TWO WAY—output to others your needs, interests, and capabilities, input from others their needs, interests, and capabilities.

YOU OPERATE ON MULTIPLE LEVELS---HORIZONTAL BETWEEN FIRMS global economy developments, industry developments, competitor developments, customer developments, supplier developments //WITHIN FIRM related company developments, other division developments, colleague developments, competitor persons developments, your developments. **VERTICAL** Markets, Retired execs, Investors, Board of directors, top executives, operating executives, middle management, lower management, employees, new hires

YOU DO PERFORMANCE, CEREMONIAL, AND CONNECTING WORK Performance perspective (showing who is best and what works best) versus ceremonial perspective (showing what works and what is wanted)---young = everything looks like performance but some things are important ceremonially; old = everything looks ceremonial but some performances are important; Performance power versus connections power---young = performance power, old = connections power.

YOU DISTINGUISH POWER FROM SHOW inputs---what is important around here, who is important around here, where is the work phony around here, what/who is rising in importance and what/who is falling in importance, who can be trusted who cannot be trusted, what can be trusted what will not last, = distinguishing

“for show” realities from power generating and sustaining realities.

YOU INITIATE—you solve problems instead of merely enduring them, waiting for them to solve themselves, or hoping some senior will solve them for you.

YOU COMMUNICATE VIA PLURAL MEDIA—the most powerful medium is events you design and set up and hold, the next most powerful is video skits or event mini-performances caught on video, the next most powerful are general newsletters or study groups, or permanent hobby clubs, or circuits of awarding or informing or praising others.

STRATEGY—you use your current job to prepare for doing well and easily your next wanted job, you do your current job so as to get the next job you intend to get; you use your current job to make your boss more famous and successful; you study what your boss' boss requires your boss to succeed in doing well and you help your boss do that.

PICK THE CORRECT INITIAL BATTLES TO FIGHT AND WIN

- 1) **BASIC COMPETENCE** the first battle is for basic competence (presentation skill, reading people's real needs/intents, etc.),
- 2) **ACCESS TO SENIORS' ADVICE** the next is for access to and advice from smart seniors,
- 3) **MAKE GREAT PRESENTATIONS** the next is learning to actually greatly impact customers and audiences of your presentations rather than hiding behind “like everybody else” PowerPoints styles and habits—always stand out from the ordinary, make audiences excited and believers
- 4) **PERSONAL SELF CONTROL** the next is for personal control of your self by your self as first a fight for time by speeding up mundane work tasks,
- 5) **USE PRESENT JOB TO GET WANTED FUTURE ONES** the next is for using present job/situations to get/prepare-for wanted future ones,
- 6) **DISTINGUISH GOOD FROM BAD ASSIGNMENTS** the next is fight to avoid bad assignments from seniors (but some competent people are tested by being assigned to awful roles or messed up places to see if they can excel when conditions are not easy or great),
- 7) **DEVELOP ORGANIZATIONAL COMMONSENSE** the next fight is for developing basic commonsense about handling bosses, customers, suppliers, competitors, technology changes, organizational politics, and career management
- 8) **MAKE YOUR SUCCESS MAKE YOUR BOSS SUCCESSFUL** the next fight is to use your present job to qualify for your wanted next job, while also using your present job to make your boss succeed in his/her job and career next move by pleasing his/her boss.

CORE METHODS WE ALL CAN USE

1. Create study groups that read what seniors recommend and later interview particular seniors on specific business topics.

1 METHOD: STUDY GROUPS as excuse to probe seniors for advice and judgments.

2. Create newsletters for new employees their first few years and interview seniors and key divisions/projects for articles in those newsletters

2 METHOD: YOUNG EMPLOYEE NEWSLETTER as excuse to interview seniors

3. Create the habit of eating lunch or dinner at least twice a week with people in other divisions or workgroups and getting to know people there well enough to learn what they do

3 METHOD: INVESTIGATORY MEAL CIRCUITS eat with strangers all over the organization till contacts become friends

4. Create hobby groups that combine people across organization divisions and structure events with them so people learn what other divisions are doing

4 METHOD: CROSS-BOUNDARY HOBBY GROUPS AND EVENTS that blend people across vertical and horizontal boundaries and divisions.

5. Create meetings and events but structure them so they increase the social indexing level among employees from diverse parts of the firm (see social indexing dimension, one of 11 below).

5 METHOD: STRUCTURE MEETINGS AND EVENTS FOR SOCIAL INDEXING IMPROVEMENT people learn the interests, needs, and capabilities of others.

DIMENSIONS OF PERSONAL PUBLIC RELATIONS

DIMENSION ONE: FIVE LEVELS WE COMMUNICATE OUTWARDLY ON AND INWARDLY ON

We communicate to others and hear from them on 5 levels—person to person, as team members, as team leaders, as teams of teams, and as teams across diverse culture and organizations—there are methods for being effective for each of these: personal award circuits, structural remark making, democratic rules of order for meeting efficiently, meal and advice circuits for teaming with teams, and building new cultures across teams having different cultures

DIMENSION TWO: SOME TRAITS OF ALL BIG ORGANIZATIONS

Big organizations share certain faults---too many people observe us, too few people notice us, we do things whose purposes we do not hear, juniors feel seniors don't explain enough but seniors do not hear what juniors actually want to hear, people blame other for not explaining things no one in the world yet understands, people prefer to fail rather than be uncertain so all good leader learn to tolerate high uncertainty levels not complaining, some functions must stay unchanged and reliable while surrounded by regular improvements and accommodations to other group changes. With each of these traits of big organizations there is a relevant method: disguise initiatives in safe CEO-stated ideas and goals, do work via

mass workshops that are highly visible not by small slow processes, spread contexts about new initiatives weeks ahead of doing them, report to seniors exactly what information you lack, study imponderable issues via global phone research events and idea rooms, assess the neurotic ways people avoid or flee from uncertainty and undo them, distinguish what must be stable from changes for improving local performance and changes for accommodating changes by other groups.

DIMENSION THREE: THE CULTURE OF DEVELOPMENT

All groups that develop economically share five traits: they create a population of strivers, they establish reliable near futures enabling promises to be made and kept and investing, they furnish a diverse repertoire of methods that work; they create an ecosystem of intersecting flows of technologies, infrastructures, ideas, persons, funds, legal entities, and communications means; they keep key functions at the size scale of 125 people in everyone's acquaintance group avoiding drift to everyone's 15 person primary group of friend and family and drift to everyone's contact group of 500 people. There are methods associated with each of these: define and unblock barriers to high motivation striving, find when too much changing makes near futures so unreliable people stop investing and keeping promises, collect methods not now relevant but diverse so unexpected futures can be handled, remove constipation of flows by structures or rules or personal career empires.

DIMENSION FOUR: NETWORK THEORY & PRACTICE

All human networks have certain traits that greatly influence who informs us and whom we inform: we resemble people connected to people we know, human networks are lumpy with hub persons connected to hundreds of others shallowly (knowing many shallowly is more powerful than knowing a few deeply), bridge persons join widely separated networks becoming both creative and powerful, making it legitimate for people to spy and snoop where they do not belong vastly speeds learning and business growth, and violating your own norms, patterns, and preferences, that is getting beyond comfortable familiars makes us grow and learn greatly. There are methods associated with each of these: visit the friends of your friends, find the most connected hub people and befriend them, investigate networks you have never heard of and have no skills for, hang out where you do not belong and feel uncomfortable, develop friends not like you at all and hang out where you have to re-invent who and how you are.

DIMENSION FIVE: FAST EMOTIVE BRAIN VERSUS SLOW CONSCIOUS CONCEPTUAL BRAIN

We sense, respond to, and generate emotions faster than we do thoughts so emotion sets the context always for slower later thoughts: what we notice and think and the meanings of things are pre-determined by emotions unconsciously biasing our thoughts, we are outside-in automatically copying what others around us feel and do while illusorily thinking we control our own selves, we can change memories of persons and groups by recalling past events with new frameworks causing new aspects to get perceived, we make work systems less and less personal till they are technically mentally ill and require slightly mentally unbalanced people to lead them, groups are persons and bribing them with incentives prevents agreements easily obtained via apology, shame, guilt, care, or solicitation of others. There are methods associated with each of these: re-interpret all events subtracting out how you and others around you felt, practice setting and accomplishing mood goals along with all deed goals, get groups to revisit past events using new frameworks, reduce size and speed of groups till slow small enough for work to be personal and everyone can care about effects of actions on others, spot groups that feel insulted, ignored, blamed, shamed, guilty, angry and by treating them personally get agreements others fail to negotiate.

DIMENSION SIX: SOCIAL INDEXING OF GROUPS AND PERSONS

People in today's organizations know very few of the interests, needs, and capabilities of those they work with: current organizations average 7 to 11% levels of social indexing where high performers average 23 to 27%, events and meetings can be designed so as to increase social indexing levels among participants, people's interests and needs decay with repetition and duration so re-formatting restructuring of functions is needed to keep functions going, having one's interests needs and capabilities known is risky and costly unless only high quality people are admitted to an organization. There are methods associated with each of these: design conversations and events so as to get people to learn the interests needs and capabilities of others, design meetings to increase social index levels among participants, reformat and restructure all functions to keep interests high and needs stable, making knowing others well safe by being strict about what sorts of people are admitted to your organization.

DIMENSION SEVEN: TRAITS OF HIGH PERFORMANCE TEAMS

All high performers and teams share certain traits: they have distinct strictly enforced identities and boundaries, they have huge repertoires of expertly done routines built on huge amounts of practice together, they say no to unfitting opportunities methods and persons. There are methods associated with each of these: define strictly what your group's niche of being best at is and stick to it, practice Personal Public Relations methods till they are effortless and expertly done but expand that repertoire of procedures regularly to keep growing, practice saying no to unfitting distracting opportunities in particular avoid getting grandiose and sloppy after successes.

DIMENSION EIGHT: WAYS THAT GROUPS AND ORGANIZATIONS LEARN

There are distinct ways that groups learn: by vicariously observing what others do and the result they get, by violating norms roles rules and cultural assumptions, by making diverse and plural sources and methods and goals, and by deliberate doing of things to learn not just to perform well. There are methods associated with each of these: pro-actively inform adjacent other divisions of the deep purposes and contexts around your group's actions and vice versa seek out contexts around actions of them you observe; set up official ways for people to tour and observe/intern-in other parts, levels, and functions of your firm; set up events that mix people randomly across bounds and encourage "irrelevant" learnings for as yet unknown future challenges, protect learning from excess relevance, split all jobs into things done to learn and things done to attain great performance.

DIMENSION NINE: DIVERSE GLOBAL INFORMATION CULTURES OF MANAGEMENT

Different cultures use information differently in ways entirely unconscious and hard to change: in the West seniors control juniors by limiting their access to information, in the West seniors are not secure in their jobs so they hoard information as job protection, in the East everyone learns a little about lots of parts of the business leading to a general amateurism to work and results though with good overall contextings, Westerners learn by turning practices into conceptual models which later are converted to practice in new areas while Easterners learn by observing/copying practices of masters. There are methods associated with each: undo Western use of information limits to control—the system is badly outdated and dangerous, clearly ask seniors for information needed by your career but not threatening to careers of seniors, recognize the power of depth and professionalism of skill in the West and the power of global contexts around skills in the East, learn to learn both ways by practice conversion to model and by observing masters.

DIMENSION TEN: MANAGING BY EVENTS AND JUST-IN-TIME MANAGING

No communication has much worth unless based on perceiving the absolute minimal core of what business is and needs---most errors in business come from poor focus or focusing on wrong things. Total quality defined a core of business upon which the world wide web was developed: the ideal organization has no management or staff jobs only line work adding value to end customers, defining core leadership functions allows finding alternative ways to deliver them besides a fixed expensive inventory special social class of people called “managers”, traditional ways to deliver leadership functions via a social class of managers leads to simultaneous over-managing (doing functions to justify perks) and under-managing (choosing to work only on problems you already have skills for). There are methods associated with each: apply total quality theory to define the essence of any business function and eliminate all else, build or buy a model of core leadership functions and use it to measure how much of the right types of leadership are being delivered by current versus alternative new systems, identify organization needs being over and under managed and correct them.

DIMENSION ELEVEN: MIND EXTENSIONS

It is not what we can stuff inside our brains that makes us intelligent but all those tools outside our bodies that make us smart like our files, personal libraries, and our network of friends who help us think and edit our ideas. These so-called mind extensions makes us smart: because the interface into and out from our brains is narrow enough that we can never put all we need to know into our brains as remembered stuff; the quality of our network of friends who perform mental functions for us makes us intelligent, the extent and comprehensiveness and diversity and degree of indexing of our files, library, and network of cognitive friends determines the quality of our thought and career. There are methods associated with each of these: get new articles and books and speeches from all over your organization and summarize then distribute your summary widely, continually add people throughout your organization who edit challenge and improve your thought, arrange parties and meetings and hobbies with people who can improve your files, library, and network of cognitive friends.

DETAILED DIMENSIONS OF PERSONAL PUBLIC RELATIONS

DIMENSION ONE: FIVE LEVELS WE COMMUNICATE OUTWARDLY ON AND INWARDLY ON

We communicate to others and hear from them on 5 levels--- person to person, as team members, as team leaders, as teams of teams, and as teams across diverse culture and organizations--- there are methods for being effective for each of these: personal award circuits, structural remark making, democratic rules of order for meeting efficiently, meal and advice circuits for teaming with teams, and building new cultures across teams having different cultures

- 1) **personal level**---we have to let others know when we need things and when we succeed in doing things and we have to listen to the needs of others and to their tales of success or difficulty.

6 METHOD: AWARD CIRCUITS Friday personal award circuits

Main Point---praising others, noticing their good deeds is what makes people like and notice you---doing great things your self

does NOT make people notice and like you, it irritates others until you FIRST recognize their greatness

step 1: Circulate in your local office every Friday morning asking around for who did great things during that past week.

step 2: Choose 2 or 3 possible “winners”, sometimes these are people doing great deeds (for example, a person who solved a long-standing work problem or who made a difficult sale), sometimes they are people great at funny or unusual deeds (for example: the person who ate the most five lunches in a row this week)

step 3: Check with authoritative persons that those 2 or 3 people are okay, not bad people to praise or recognize (but do not necessarily tell authorities what you really plan to do)

step 4: every Friday afternoon circulate around your local office carrying a visible “award” and walking in a dramatic indirect path, with many stoppings near people you are not really stopping to give the award to, deliver the award to one of the 2 or 3 people you earlier chose and checked.

step 5: when handing over the award state in a loud voice so everyone around can here what you are giving them an award for---praise them sincerely whether they did an important deed or just a funny strange one.

HOW THIS WORKS: people learn that you study great deeds all over the organization every week; they learn to be excited whenever you walk around on Friday afternoon; they remember your name; they appreciate your praise and recognition of them; they suggest others who deserve such informal awards; you get known by and get to know most of the organization around you; people like you in general; you end up liking the people you study to give awards to.

MY OWN STORY: I gave such awards weekly on Friday afternoon for years at 3 corporations, so every Friday hundreds of people excitedly watched my take a winding walk around the building till I stopped at some unlikely person and in a big voice praised them for some somewhat crazy deed and gave them my physical award for that week. In this way I became liked and famous among 500 people beyond my own primary, acquaintance, and contact groups.

- 2) **team member level**---we have to influence conversations and deeds of groups we participate in as members and we have to guide leaders of such groups at times without being leader or senior our selves “leading from the back of the room methods”; we have to recognize and choose certain influences by others and leaders in meetings to help them and the group get important things done.

7 METHOD: STRUCTURAL REMARKING structural remark making

Main Point---stop contributing personal opinions to meetings and instead summarize the flow of topics in them and notice what that flow omits or is biased against and ask the group to notice that flaw and suggest great people in the meeting who might fix that flaw due to their skills

step 1: instead of offering your own ideas or opinions you watch others, letting half of the meeting time elapse before you say anything

step 2: during that time when you are watching and not making comments, you are taking notes on each person who comments and what the main point of their comment was and you are categorizing all such comments and marking changes in flow where one comment changes the category or direction of following comments

step 3: when you find the group stuck, bored, or repeating itself, or losing direction, you make your comment, after designing it

step 4: you design your comment as follows:

a: summarize the history of the entire meeting thus far, very briefly as 4 or so categories of comments given and the name of the main point of each person contributing to each of the four categories

b: state what everyone covered and STATE what all of the omitted, what was lacking overall in all the comments made thus far in the meeting

c: state that you are NOT COMPETENT or SMART ENOUGH to fix what was biased or omitted in the meeting comments thus far BUT you know one or two other people in the meeting now who are more competent and smarter than you who have special experience or ability in exactly the areas omitted or biased against in the remarks thus far made in the meeting

d: invite those two or so other people to help the whole meeting by fixing the omission or bias in the comments using their special ability which you praise and name exactly for each person—ask them personally yourself here to help the whole meeting by fixing what it has thus far missed or been biased against—ask for their help

e: shut up and watch as the entire direction of the meeting changes and as people get pleased first that you summarized what they said correctly and that you praised what they said and that you suggested two people smarter than you to fix what the meeting thus far has lacked.

HOW THIS WORKS: by summarizing what was said by others and praising it, but also by pointing out what it omitted or emphasized too much, you give focus to the whole rest of the meeting—you invite everyone to get out of ruts they started; also, by picking two people to praise the ability of and who might provide because of their ability exactly what the meeting thus far lacked, YOU are controlling the meeting and determining what completes its discussion, but YOU are actually saying nothing, merely praising others and asking them to provide what was missing—you control the content but do not actually say the needed content your self—making you look modest yet giving you ultimate control at the same time.

MY OWN STORY: A friend and I observed a man who changed the flow of every meeting he was in, in this way. By observing him and diagramming the exact words of his remarks, we discovered the structure above.

- 3) **team leader level**—the biggest waste of time, overall, in our economies is meetings, badly led, badly conducted, badly attended, badly designed, and un-designed ones. People who use the time of participants in the meeting so well they get more done as a group than each of them individually would have gotten done in the same time (added together), are heroes in modern organizations. Gerstner saved IBM in the early 1990s mostly by eliminating powerpoints and forcing people to talk to each other, to communicate person to person, not slide to slide. Democratic rules of order, scientific rules of order, and behavioral rules of order are three ways to make any meeting 3 or 4 times more productive. Social automata make meetings dozens of times more productive than that.

8 METHOD: DEMOCRATIC RULES OF ORDER

democratic/scientific/behavioral rules of order and social automata.

Main Point—have meetings whose agenda all meeting members control; have meetings led by five or six people never by just one person; have meetings 80 to 100 times as productive as usual meetings Each meeting has a meeting design leader and then leaders for each topic group handled by the meeting. The meeting design leader posts an agenda and as all come into the room they add to that agenda and the first work of the meeting is categorizing all those posted agenda items into groups, deciding what treatment each group needs in method/process terms, assigning someone to lead the group in applying that treatment to that topic area, assigning an exact form of output needed for each topic group, and a time limit, and then trying to assign all such groups of topics, treatments, treatment leaders, output forms, and times sets to be done OUTSIDE the meeting—ONLY groups of topics not do-able outside the meeting are then left for what today's meeting has to now do—successful meetings are ones when ALL posted agenda items get assigned to small subgroups to do outside the meeting so the meeting does not actually have to take place.

Step 1: leader (called the “meeting design leader”) posts his suggested agenda items (his posting includes items the previous meeting was supposed to get done and failed to do, as well as a

review of what items from the last meeting actually did get done correctly and fully)

step 2: as members come into the room they each add agenda items to that posted list

step 3: the first work of the group is categorizing similar items on that posted agenda

step 4: for each group of similar agenda items the group suggests:

a. the exact form of output needed today for handling that group of topics (discussed in terms of who gets the output and what they require of it—who is the customer of each output and what do they need the output to have in it

b. the exact method or treatment process needed to get that output today

c. who should lead the group in applying that treatment to that topic group

d. how much time should be spent with that leader getting the needed output form for that topic group

e. what customer should receive that output form

step 5: now the group examines these sets for each topic group and assigns all to be done by subgroups of meeting members outside today's meeting—trying to assign all agenda items so that none of them remain for handling in today's meeting—only those FEW items that require ALL members TODAY should be left to be handled by the meeting

step 6: the group puts in order those few items left to be handled in today's meeting

step 7: the leader of the first such group leads the group in getting the assigned form of output using the assigned treatment of that topic group in the allotted time for it.

Step 8. the meeting design leader asks the group to evaluate the meeting, what worked well, what did not work well, suggested improvements for the next meeting, then the meeting design leader asks the group to choose a meeting design leader for the next meeting.

HOW THIS WORKS: someone leads the group in designing each meeting first, and then several different people take turns each leading treatment of one topic group in the meeting to get assigned forms of output in allotted time using assigned methods/treatments—that is, each meeting has five or six or more leaders never just ONE leader. As groups practice this they develop lots of specific methods/treatments for handling well certain types of issue—special forms of voting, discussing, reporting, debating, evaluating, testing, researching, comparing, and so on. In a year or two such groups become extremely time efficient compared to groups mired in vague general discussing. A typical democratic rules of order group, after two years of practice, works 80 to 100 times as fast as normal meeting groups do.

MY OWN STORY: I taught this method to one of my seminar students and using this method alone, he became the most popular young manager at Procter & Gamble Asia, because his meetings were fast, focused, and very effective, getting more than 40 times as much work done per unit time as usual meetings.

- 4) **teams of teams** (organization level)—your team has to inform pro-actively other teams of some (not all) of its plans, needs, capabilities, and interests and your team has to pro-actively investigate certain plans, needs, capabilities, and doings of other teams. Team proposals and results always depend on accommodations that other teams in the organization have to make. No team succeeds alone.

9 METHOD: MEAL CIRCUITS meal circuits, advice circuits

Main Point—most organizations fail to have rules about who to eat lunch, breakfast, and dinner with, allowing all employees to freely eat with anyone they wish to meet—smart employees use this ruthlessly to eat with hundreds of people from all over their organization instead of lazily eating/talking with people they already spent all morning or afternoon already talking with in meetings.

Step 1: make a list of all parts of the organization you wish to

investigate or be known by

step 2: make a list of all possible great people in the organization you wish to meet, learn from, or get known by

step 3: make a list of great things about each such part of the organization or person to praise when meeting them

step 4: make a list of questions to ask each part or person when meeting them

step 5: each week on Monday and Tuesday, arrange particular other parts and people in the organization to eat breakfast, lunch, and dinner with all the next week

step 6: at least half of all breakfasts, lunches, and dinners each week should be with strangers you have not yet met

step 7: before each meal, have a one page summary of the talents, job history, interests, friends, deeds, present job, hobbies of the person you are meeting and another page of questions to ask this particular person during the meal—at least ¼ of all comments you make in the meeting should be praising of the person you meet or at least serious interest in good things about them and what they have done

step 8: follow up each meeting in writing one week later summarizing the entire meeting/discussion contents and thanking the person for four or five particular insights or particular pieces of information

step 9: at the end of each year NOT New Years, but some other less common time, send a card to each person you met with the previous year thanking them for their time and insights and asking them for another meeting in the new year.

HOW THIS WORKS: using half of all weekday meals to meet strangers means you will meet 7 times 50 = 350 strangers yearly; in five years that becomes 1750 people in your acquaintance network (people who know your name and whose names you know); if you learn 3 hobbies, 3 serious intellectual interests, 3 great past deeds, 3 personal friends, 3 unusual past experiences, 3 great ideas they like, and so on for each person, for a total of 50 unique contents for each of those 1750 people, you will find at 2000 people (approximately six years) you shift from performance power to connection power in your organization, with people depending on you to introduce them to the right person for particular circumstances—top managers almost always are chosen for connection not performance power.

MY OWN STORY: For over 7 years I ate half of all my weekly meals with strangers I did not already know, expanding my network greatly each week, year after year.

- 5) **teams of organizations** (inter-org level)—teams of teams where some of the teams are in different organizations, nations, cultures, are an increasing portion of all teams. Teams operating across boundaries of different firms and nations cannot assume basic ideas like “result”, “effort”, “promise”, “profit” and have to build consensus about what words mean and how important those meanings are.

10 METHOD: CREATING NEW CULTURES Invent

Cultures to Blend Differences: dampen excesses, forced-inter-dependency intense work tasks, celebrate own culture inventions

Main Point: you manage diverse plural organizations not with authority but with building a common culture among persons from different firms; building new cultures involves getting people working beyond what they individually can handle so they must depend on others and become grateful for help they receive from those others.

Step 1: sports teams are the primary way to build new cultures across diverse organizations because competition to win is intense and forces inter-dependency and gratitude for help from teammates from other organizations

step 2: hobby clubs with people from diverse organizations build new cultures across differences if the hobby clubs do intense activities like sky trips to great mountain resorts or hard work hiking sessions in gorgeous places.

Step 3: study groups with members from diverse organizations

build new cultures they share when what is studied is relevant and difficult and when the leadership of each study session forces lots of investigating and reporting onto members so they are forced to help each other across organization boundaries.

HOW THIS WORKS: Cultures and selves and high performance are exactly the same thing—large groups of well practiced routines that operate unconsciously within people so they are not aware of what they are doing and deciding and how they are doing and deciding it. You build new cultures among people not sharing any culture, by getting them operating beyond comfort zones, where they need help from other people next to them from other firms. That need for help and getting it from others, causes respect and gratitude for differences and makes personal relations to amplify mere professional relations, fostering trust. Reliable near futures are required for all investment and people to people relations among people from different organizations work only when professional relations are amplified by personal relations caused by getting help when you really needed it from a stranger.

MY OWN STORY: The first corporations I entered were failing in their main task, selling products, due to excess maleness in their cultures. I somehow invented more feminine ways to sell and bingo, great sales success where no one else was selling well. At first I tried to teach others my more feminine approaches but that did not work. People did not want to switch to my ways. I learned, painfully slowly, that instead people wanted to lean something halfway between my own “strange” ways and their own traditional male ways (that did not work). People wanted success but not at the cost of leaving the familiar entirely behind.

DIMENSION TWO: SOME TRAITS OF ALL BIG ORGANIZATIONS

Big organizations share certain faults—too many people observe us, too few people notice us, we do things whose purposes we do not hear, juniors feel seniors don't explain enough but seniors do not hear what juniors actually want to hear, people blame other for not explaining things no one in the world yet understands, people prefer to fail rather than be uncertain so all good leader learn to tolerate high uncertainty levels not complaining, some functions must stay unchanged and reliable while surrounded by regular improvements and accommodations to other group changes. With each of these traits of big organizations there is a relevant method: disguise initiatives in safe CEO-stated ideas and goals, do work via mass workshops that are highly visible not by small slow processes, spread contexts about new initiatives weeks ahead of doing them, report to seniors exactly what information you lack, study imponderable issues via global phone research events and idea rooms, assess the neurotic ways people avoid or flee from uncertainty and undo them, distinguish what must be stable from changes for improving local performance and changes for accommodating changes by other groups

- 1) **too much audience**—lots of people observe your doings but they lack adequate context for why you do what you do so misunderstandings abound and often make doing new things troublesome enough that you choose not to start new initiatives.

11 METHOD: CEO PACKAGINGS OF INITIATIVES Trojan Horse packaging of projects/initiative

Main Point: The CEO provides official cover for all your initiatives—clothe your proposals as doing what the CEO said the whole organization must do—embody as many of the CEO-mandated changes as you possibly can in any initiative you do.

Step 1: realize almost no one listens to the CEO and takes seriously what she or he says—so if you want to be completely different than everyone around you, doing what the CEO suggests is one way to be totally different, unique, and new;

step 2: realize the CEO's suggested changes usually come from measuring the gap between where the organization is and tends to go and where it needs to be and go—that gap will not go away unless the practices of business as usual are stopped and changed

step 3: come up with your own needed initiatives and

changes and organize them under changes the CEO is requesting

step 4: use your initiatives to help the CEO get the changes he/she suggests

step 5: when your initiatives actually get done and work well, give credit to the CEO for his/her correct suggestions

HOW THIS WORKS: If your initiatives are seen as yours, as your ideas, and your personal career success—everyone hates them and works against them; if your initiatives, on the contrary, are seen as you doing exactly what the CEO requests, it is hard for people to oppose or stop you even if they have a good reason---they will get seen as opposing the CEO and you.

MY OWN STORY: I joined an NGO and was taught “contexting”. I went to Japan for that NGO and Japan taught me “nemawashi”, root binding, preparing others for one's own later initiatives. Both of these did little for me till I became a manager and kept finding strong resistance whenever I did anything new. I learned to talk new months before doing new. People wanted a context that made surprises comfortable.

- 2) **too little audience**—so much always is going on that almost no one notices when you do great work or overcome huge obstacles, reducing your motivation to try hard at times.

12 METHOD: MANAGING BY EVENTS **managing**

by events—do functions via mass workshop events that are highly visible

Main Point: If you do work individually or in slow processes done by a few people in one part of an organization, even if you succeed greatly, no one will notice and even when they notice they will instantly forget as new deeds by others appear all the time; so doing deeds by local departments or by slow processes across departments guarantees you will die of invisibility. **It is not enough to do good deeds; you have to have those deeds noticed by others in order for you to succeed. The way to get noticed is to do AS MUCH work as possible in the form of mass workshop events.**

Step 1: find something you and your group want to do that resembles something many other groups need to do or want to do

step 2: find something you and your group do by yourselves and instead get it done by you and your group and others sharing interests or needs across boundaries within your organization and across boundaries with other organizations.

Step 3: identify at least 4 to 10 other groups sharing interests or needs with yours

step 4: write a process of deciding with those groups to hold an event way to do work, of designing an event with such groups, of setting up such an event with such groups, of holding such an event with such groups, of following up such events with such groups.

Step 5: assign a leadership role in each of those five processes for each of the 4 to 10 other groups you wish to hold an event with

step 6: arrange a way for you and your group alone to do all the work assigned to other groups, as a backup in case they turn out to be lazy, flakey, selfish, or otherwise undependable---do NOT allow the event to be held hostage by delays or attitudes in any cooperating groups

step 7: in perfecting procedures needed for deciding, designing, setting up, holding, and following up your event—keep in mind a few principles of arranging good such events:

a. invite no one to attend any event, only invite people to lead particular activities in an event---people find “attending” boring and not worth their time

b. make many workshop teams, working in parallel, but each team makes a different product that at the end combines with products done by other teams to make some impressive needed overall product

c. make sure the procedures of each team are challenging and interesting enough as well as simple and fast enough to actually get done in the allowed amount of resources and time

d. make sure each workshop team is perfectly clear what output they are to produce and what kind of high quality they must inject into that output

e. treat the deciding, the designing, the setting up, the holding, and the follow up, each as events---making each interesting,

group oriented, visible, not slow, invisible, and private

f. decide an interaction goal, an mood goal, and a rational intellectual goal, and a physical product goal for each segment of the five: deciding, designing, setting up, holding, and following up

g. create a 20 page manual for each of the five, including budgets, timelines, leaders of each component activity, and outputs of each component activity—deciding process manual, designing process manual, setting up process manual, holding process manual, and following up process manual

h. assign clear leaders of each of those five but you and your team backs up those leaders in case they become undependable

I. REMEMBER—invite NO ONE to attend anything, only invite people to lead or present things

step 8. conduct each of the five phases---deciding, designing, setting up, holding, and following up---with overall themes, décor, resources, tools, assigned that flow well across all five phases and keep them coherent and building on what prior phases suggested and established.

HOW THIS WORKS: People make sloppy and bad and uninteresting events by treating the four of the five phases are not very visible and important and only the holding of the event as important and visible---when all five phases are make public, visible, interesting, and done well, one event becomes five distinct evolving events—that builds power and fame for all involved.

MY OWN STORY: I designed once 440 workshops a day for 30 consecutive days, involving 2000 people for a month of work, that produced a model of all the social processes in any person or group or civilization—economy, polity, culture, innovation. I designed, another time, an 800 person 10 day workshop that produced 16 fully funded, staffed, legally enacted venture businesses. I designed 200 person each Invent Events in which Siemens employees invented 20 devices making somewhat over 20 patents in a 2 day workshop event. I learned to do this sort of design in stages, starting with the design of 10 person workshops and then learning to design combinations of such small teams so partial products of each team combined into larger products.

- 3) **deeds without contexts**—it is hard to get orders about what to do to arrive at people at the same time as contexts about why that needs to be done and how it needs to be done, so people often are doing things without knowing the ultimate worth and purpose of them.

13 METHOD: CONTEXTS PRIOR TO DEEDS

deliberate context circuits months before initiatives; make others feel it was their idea, praise them

Main Point: When you plan any initiative, project, event or other activity that others will notice and gossip about, make a list of all who will notice what you do and form opinions and reactions about it, and visit them weeks and months early warning them about what you will be doing and letting them know its purpose and general contents. You can keep lots of contents and aims about it secret from them but you have to inform them enough that they relax about what you do and support it, seeing why you are doing it and how it helps the overall organization (and does what the CEO has suggested is needed).

Step 1: for any initiative you plan to do, make a list of all who will observe it and notice it and gossip about it or otherwise react

step 2: months before your action, visit 50 or so such people, calmly announcing what you plan to do (not all of it) and ask their advice first, then ask their support, then use their comments to suggest new ideas you got from them, and when you visit others of the 50 people, mention good ideas you got from the people you already thusly visited—in other words, tell each of the 50 people the good ideas about your planned action you got from others of them that you have already visited, so everyone thinks your action is the idea of all 50 people not just your own idea

step 3: in email, other written or video form, update people about what you are doing as the time for actually doing it approaches---do not tell people enough about what you are doing to block you or oppose you—keep key details secret.

Step 4: after doing your planned activity, thank all 50 people you gave context to ahead of time for their good ideas, advice,

and support.

HOW THIS WORKS: If something is seen as your idea, others will resent it, envy it, or undermine it. If, on the contrary, what you do is seen as someone else's idea, indeed the idea of many other people, people will support you in doing it. Notifying people of good ideas of others that you will be doing in a few weeks, and asking them for their early advice, support, and understanding, makes them feel involved not threatened later on.

MY OWN STORY: When I first became a manager I was astonished by how unwelcome my ideas and initiatives were. People were hating my own ideas. I gradually learned that people wanted me to spot and love their ideas. So I circulated around among people, proposing possible initiatives and seeking their advice. Then at next meetings I praised the ideas of the previous people I met, so everyone heard me proposing good ideas of others, not my own good ideas. This made me popular, and made my initiatives and proposals welcome, finally.

- 4) **uncommunicative seniors myths**—young and new employees feel a lack of context and orientation and blame seniors for not solving it BUT seniors get no clear signals from young and new employees about what confuses them and what they want information on—a chicken and egg situation that someone has to solve ultimately.

14 METHOD: MAKE INFO REQUESTS

SPECIFIC report needed info to seniors regularly, be specific, disseminate results widely and rapidly

Main Point: Asking people all the time, being dependent all the time, wanting more all the time makes you feel and look like a child to others; having well stated specific information needs and regularly communicating them to seniors makes you look purpose-ful and adult. The key is “knowing” who you are and what you need and asking for it in formal, thorough, disciplined, regular ways, rather than complaining, or whining, or always vaguely wanting more without being specific

Step 1: write down the fifty kinds of information you need for doing your present job, for planning a good career in this organization, and for assisting the organization in making the changes the CEO suggests, and for getting the next job you most want.

Step 2: identify which of those 50 are already available somewhere from someone in the organization and get them

step 3: identify for the remaining ones of the 50, one or two or three people in the organization who probably know what you need to learn

step 4: for each of the remaining items of the 50 needed kinds of information, write down exactly what information you need---be very very exact and specific about what you need to know---write down exactly what you need

step 5: get someone else to check your written statements of what info you need, to make sure you are not being vague or unrealistic or childish

step 6: approach each source for your remaining items of the 50 and either ask them orally or give them your written statement of what info you need.

Step 7: twice a year list such 50 kinds of needed info and get all 50 supplied by writing statements as above and asking particular seniors for those specific kinds of information.

HOW THIS WORKS: You want a rhythm of most of the time not asking seniors for a lot of information and twice a year asking a lot of seniors for very particular kinds of information—that rhythm makes you look adult not dependent and childish. The primary problem seniors have is younger people being vague, general, and unspecific about what information they need. Seniors like and respect juniors who know what they need exactly, who are not vague.

MY OWN STORY: I never did this but one of my best friends in high school did this and ended up Chairman of the Department of Medicine at Harvard Medical School, in a sense, the world's top physician. So it apparently works well.

- 5) **imponderables**—there are important parts of modern customers, products, markets, and businesses that no one in the entire world understands well, so young people blaming seniors for not explaining them and seniors blaming young people for not understanding them are both at fault—truth is,

the modern world evolves in ways no one predicts or understands for a while. Seniors, therefore, are often as confused as you are, BUT they have learned point 6 below, that uncertainty is a daily enduring trait of modern business that no longer bothers them.

15 METHOD: PHONE RESEARCH phone research

among world experts; idea rooms in buildings or on the net

Main Point: a lot of what YOU do not know, NO ONE IN THE WORLD knows---there is much in modern business that no one has the time, money, or methods for learning. So a lot of the time you want to know things, and think your seniors know them, and that is wrong---your seniors too do not know them. No one in the world knows them. So you need powerful fast tools for becoming a world expert on such areas of knowledge that no one in your organization knows. Phone research events of five or six people phoning everyone in the world who knows well some new area or idea in two or three days and writing a book on those phone interview results and idea rooms in buildings or on the net of posted questions and daily organization of answers offered by passing volunteers are two common ways to learn a lot fast about new areas and topics.

Step 1: find a topic that no one in your organization knows well but that you and your work need to know well

step 2: go to the web and libraries and find all the people and institutions in the world that know this topic and all that has been recently published about it

step 3: turn your results of step 2 above into two maps---an idea map of what is known and a source map of people and groups studying or experiencing what your topic is

step 4: divide your sources into three concentric circles---world best experts in the center circle, less famous good sources in the center circle, and beginners or non-experts in the outer circle

step 5: organize two or three pairs of people to spend 3 days on the phone all day interviewing all the sources you found in your library work and arranged in three concentric circles

step 6: each day for 2 or 3 days your 2 or 3 pairs of people do the following

a. end of each day, write up what to ask the next morning, and what was learned in each interview today

b. phone first outer circle less expert people and ask initial questions of them

c. phone second day, middle circle people, and ask better questions of them than you asked of first day beginner sources

d. phone third day, central circle people, and ask sophisticated expert questions of them

step 7: pairs do phone interviews by

a. plan on phoning 30 people an hour in order to get to actually talk to one person per hour

b. two people do each phone interview—one asks the planned questions, while the other one listens and take notes on answers

c. immediately after each completed phone call, both members of each pair, dictate into a recorder impressions of what was learned and what answers were good and not so good, honest and not so honest

step 8: at the end of each day, the members of each pair review interview notes and mark three things—key ideas for an idea map, key sources asked for and mentioned in the interview, and new questions to ask tomorrow. They then make a transcript of their after interview remarks and combine it with their 3 maps to make pages of a book their phone research overall will result in.

step 9: the evening of the third day, all notes are combined to make a 500 page book summarizing all interviews and maps of ideas, sources, and questions asked.

Step 10: choose 100 people in your organization to distribute copies of that book too.

HOW THIS WORKS: In phone research events six people contact all world experts on a topic in 3 days and create a 500 page book on new topics in 3 days. This level of productivity is NORMAL in all world class businesses---if you or your organization does not do 50 or more of these a year—you are lazy and unlikely to be able to compete with world best competitor companies.

MY OWN STORY: I observed teams at Procter & Gamble

doing this in 3 days to master Kansei Engineering, 20 years ago. I was impressed with the 500 page book of interviews of all world experts on Kansei Engineering that they created in 3 days of phoning after I casually mentioned Kansei Engineering in a lecture at P&G's Cincinnati headquarters. I organized my MBAs at the University of Chicago Grad School of Business into phone research teams, 3 times per semester, so each team created 1500 pages, in the form of 3 500 page each books, as homework.

- 6) **people prefer failing to facing uncertainty**—the most painful thing is not pain but uncertainty, brain science has affirmed; so your personal ability to face uncertainty and investigate its aspects, patiently without forcing fake or easy or traditional frameworks onto it, determines your quality as a leader and person. Hating uncertainty quickly becomes an ineffective person and life.

16 METHOD: READ PEOPLE'S NEUROSES assess personal, team, gender, era, industry, organization neuroses and counter them

Main Point: Uncertainty is perhaps the single most painful aspect of living for human beings. Nearly all people hate it intensely and avoid it and avoid admitting it in ways that hurt them and their groups. Seeing how individual people, competitor firms, and you yourself deny and avoid uncertainty and choose failure or pain rather than face uncertainty, gives you great power over others who are unwilling or unable to admit that uncertainty is there and that they unconsciously deny it and run away from dealing with it. Facing uncertainty honestly and with solid investigation of its aspects gives you immense power in business.

Step 1: study the following standard ways people flee from handling and facing uncertainty:

- individualism---everything I do works so I can do anything I want without worrying about others and their reactions (fleeing uncertainty from having to take views of others into account)
- communalism—nothing I do works, so the only thing I can depend on is togetherness with my group (fleeing uncertainty from individual ability to form and influence groups by hard work)
- hierarchism---up to this particular boundary things are safe, beyond this boundary things are dangerous (fleeing uncertainty from the datedness or arbitrary nature of such boundaries)
- fatalism—nothing humans do or can do makes much difference so I can do anything knowing no good will ever result from it (fleeing uncertainty from the human ability to not repeat past forms but to invent utterly new responses and goals)
- circumspectness—doing what others approve of protects me from uncertainty, let what others think and do control my life contents (fleeing uncertainty from our ability to improve others by differing from them, being punished by them for helping them)
- happiness as despair—being happy all the time in all circumstances is a way to stay the same and stop growing by not admitting anything requires dealing with and requires personal change (fleeing uncertainty from admitting flaws in self and in my own life)
- unbounded commitments---revolutionaries and other true believers convince themselves only they and their ways are right and march around the world destroying wrong others—pretending that the world is divided into good guys and evil bad people unlike me (fleeing uncertainty from the partiality and limited validity of all opinions, viewpoints, and ideas)

Step 2: identify which of those above a through g you yourself now are with respect to the following kinds of uncertainty:

- accidents may kill me today or tomorrow
- what I value and aim for may turn out to be shallow, selfish, culturally useless, or dated in history
- my own work is merely helping rich people get richer so trying hard is foolish
- I am content with small selfish lifestyle improvement goals and missing huge wonderful opportunities in my life
- my upbringing and education, family and friends, have made me hopelessly blind to most of life's opportunities and goals

f. huge historic global forces overwhelm the small tiny actions I and my company now do

g. the people around me who are supposed to cooperate with me on common goals work so hard to keep me down and make themselves better that I cannot wish the people around me well

h. I know so little about the world and what is possible for me in it that nearly anything I decide and do will be regretted later

I. luck is so much more important than effort or skill that I might as well just drift instead of trying hard

j. it is so hard to get changes done and noticed and agreed with in my organization that it is better to just do what is safe and easy

step 3: identify step one items and step two items above not for you but for others you work with in your organization

step 4: identify step one and step two items for your whole organization—what uncertainties it faces and flees from.

HOW THIS WORKS: All humans are cowards when it comes to handling uncertainty. We all prefer failing to facing and investigating uncertainty. Spotting what ways we flee from uncertainty and what uncertainty types we flee from, allows you to surpass all competitors in industry.

MY OWN STORY: Reading people involves reading how they were raised, and the biases it puts into them, and reading what they have courage for and what they lack courage for. Reading how they handle uncertainty and what sorts of uncertainty they handle particular ways, is also a vital part of reading people. I learned this due to serious exposure to experimental ecumenical religious order life in my youth. Existentialist theologians like Kierkegaard, taught me to read stances towards uncertainty. Existentialist philosophers like Sartre taught me to read how people fled from or faced anxieties of living. John Grunell and other historians of culture taught me how to read how people were raised and how the blindspots of their own civilizations hindered their personal work and careers. Reading people these ways has allowed me to touch deep unrealized emotional buttons in people who otherwise are powerful commanders and initiators.

- 7) **everything is changing all the time**—one, there is no evidence that more changes in cities now than 2000 years ago; two, too much change undermines one of the primary requirements of economic development—having a reliable near future, that allows promises to be kept and investments to be made; three, all jobs have a core process that must be well done reliably, plus accommodation changes to assist overall company trends and programs plus kaizen deliberate quality improvements in the core process itself. Employees and managers must distinguish these three types of change carefully all the time. Wanting no accommodation interruptions in your own work is immature and does not work---we all must accommodate regularly. You SELDOM stand in business, you MOSTLY swim!!!

17 METHOD: DISTINGUISH STABLE CORE FROM FLUX account for source, amount, and type of change—accommodation versus kaizen

Main Point: You are in a big organization so you must protect some work from all changes, while making a lot of improvement type changes, while doing a lot of other changes to accommodate improvements by others and other groups around you---this means you have to regularly decide what to protect from all changes, what to improve around you, and what accommodation changes to make to enable people around you to improve.

Step 1: what process is so important for your own and your group's positive impact on the organization that you must prevent any changes from hurting or modifying it?

Step 2: what aspect of what you and your group does must improve?

Step 3: what aspects of what you and your group do can change to accommodate particular improvements people and groups around you need to make?

HOW THIS WORKS: Distinguishing things to protect from all changes, things to deliberately change/improve, and things you can modify to help others around you improve, makes you realistic and cooperative at work. Emphasizing too much any one of these quickly makes you an enemy of everyone at

work.

MY OWN STORY: There are always churning messes of change going on and one has the choice of giving oneself into them and drowning or holding oneself back from them and focusing enough to get things done, ignoring the churning mass of change around. I learned to ignore most changes, treating them as shallow distractions, and to focus on lasting dynamics around me, tweaking them in certain ways to make lasting new forces and results.

DIMENSION THREE: THE CULTURE OF DEVELOPMENT

All groups that develop economically share five traits: they create a population of strivers, they establish reliable near futures enabling promises to be made and kept and investing, they furnish a diverse repertoire of methods that work; they create an ecosystem of intersecting flows of technologies, infrastructures, ideas, persons, funds, legal entities, and communications means; they keep key functions at the size scale of 125 people in everyone's acquaintance group avoiding drift to everyone's 15 person primary group of friend and family and drift to everyone's contact group of 500 people. There are methods associated with each of these: define and unblock barriers to high motivation striving, find when too much changing makes near futures so unreliable people stop investing and keeping promises, collect methods not now relevant but diverse so unexpected futures can be handled, remove constipation of flows by structures or rules or personal career empires.

Research on individuals, teams, companies, economies, and cultures that develop economically, throughout history and worldwide has found 21 factors that great developers all share, that group into five overall factors:

- 1) **a population of strivers**—all entities that develop economically somehow create a population of intelligent agents who want to do more, feel more, be more, see more; when conditions in a big organization reduce such “striving”, great business danger is present.

18 METHOD: FIND PERSONAL AND GROUP INTEREST OVERLAPS define info barriers to high motivation and unblock them (surveys or interviews)

Main Point: any person or group that develops economically has to have high motivation to develop thusly and creating people (or yourself) with high motivation is not optional—it must be done if economic development is to happen. You develop high motivation by finding goal overlaps, where what individual dream of and wish for overlaps what groups need and dream of. Locating people where their individual dreams overlap what the group they are in needs and dreams of is vital.

Step 1: draw a motivation graph of your entire life in years—-which years were overall negative in motivation, which were overall positive, what years were your 3 or 4 highest levels of motivation, what years were you overall lowest years of motivation, why?

Step 2: draw a motivation graph of your time in this present company—what years or quarters (depending on how long you have been in this firm) were overall positive, overall negative, your 3 or 4 highest motivation points, your 3 or 4 lowest motivation points, and why?

Step 3: from those two graphs each person write down what makes them highly positively motivated and what makes them highly negatively motivated.

Step 4: what conditions in your present job tend to make you highly motivated? Poorly motivated? Positively motivated? Negatively motivated? Why?

Step 5: how much overlap is there in your present job—-how much does what you dream of and what you actually do in the job overlap so you get highly motivated? How much does what you dream of and what you actually do not overlap so you are negatively motivated? What other roles or places in the company would overlap your interests so you might be

more highly motivated there?

HOW THIS WORKS: Recognizing that most people most of the time are doing things that only partly overlap what motivates them well and that people doing exactly what motivates them well are rare is the beginning of wisdom. It takes years, often, to arrange what work you do and where you work so that your dreams fully match what the work requires and involves. Learning what such roles are, where they are, and getting yourself qualified to do them, often takes some years of preparation work.

MY OWN STORY: In my career, religious upbringing, fixed by serious exposure to existentialist philosophy, gave me the preacher's habit of reading the spirit of people, the neuroses of their lifestyles, and the philosopher's habit of steering people by slight exposure of what they most fled from or feared. I learned to challenge the walls people hid from life behind and invite them to grow. Immense motivation comes often when a person sees how their entire upbringing, culture, and civilization limits them, stripping certain goals from ever being realized by them in life.

- 2) **a reliable near future**—all entities that develop economically depend on people motivated to make promises because others keep promises made to them, and depend on everyone being able to predict enough of the future to invest in it and estimate reliably when good returns will come from such investments; conditions in big organizations that make--making promises hard to get motive for, keeping promises hard to do, predicting future costs and returns hard—put the business in great danger.

19 METHOD: DEFINE STABLE ISLANDS AMID CHURNING REALITY designate changes that make investment impossible or that reduce reliability of core functions

Main Point: if you cannot predict what your circumstances will be months later or a year later, if you cannot trust things to be the same long enough to invest effort, time, and resources in one direction, then no economic development of your self and group will happen. If too many changes that are not coherent in one direction

step 1: intuitively, are some many changes happening or such big ones happening that you have no idea what a few months later work and your job will be like? Are such changes, overall, making the near future unreliable enough that you are reducing investment of effort, learning, and resources in it?

Step 2: what aspects of the near future around you and your work must be made more stable and reliable if you are to invest lots of effort and learning to perform well?

Step 3: what, other than changes by your firm's management, makes the near future around you unreliable enough that you have trouble investing a lot in things?

Step 4: what 3 changes made by you and what 3 changes made by your management would most improve reliability of your near future and thereby increase what you are willing to invest?

HOW THIS WORKS: Many of us do not realize that we reduce investment when our near future becomes undependable and unstable; similarly, many managers do not realize that uncontexted unexpected changes they order reduce investment by everyone who works around them by making their future unreliable; so assessing whether people have too many changes to have a reliable near future to invest in, is very important management work.

MY OWN STORY: One of the first things I build as a manager in groups I lead is fixing certain goals and measures and dynamics as things we will not change and not allow others to change—that defines a reliable near future we all can together invest in.

- 3) **METHOD REPERTOIRE a diverse repertoire of methods that work**—that population of strivers, operating in a reliable near future, have to have available to them methods that handle well all situations faced; conditions in big

organizations of lack of such methods, or lack of access to them, or inability to afford paying for them with money or time, put themselves in great danger. Conditions in big organizations that limit access to seniors who have experienced key types of challenging situation and developed effective responses for handling them, put the business in great danger.

20 METHOD: METHOD REPERTOIRE study and turn all global best practices into repertoire of personal/team methods, do NOT collect only methods currently needed, the repertoire must be wider than what is currently needed

Main Point: Economic development happens when you either already know lots of diverse methods or you have access to good mentors, schools, libraries, the web and other resources allowing you to readily learn whatever it is that you need to do at any particular time.

Step 1: make a list of your next six jobs, jobs that will take you through your next 20 years of work and life.

Step 2: list what each job requires that you do not now know how to do

step 3: state in writing exactly when and where you will learn each of those things during your next five years

step 4: for each capability you listed in step 2 above, identify a person good at that whom you can consult and learn it from

step 5: interview a good vice president in your firm and identify all the jobs between age 30 and his/her present age that got him/her to become vice president---which of those jobs was not really a necessary step towards being vice president and why? Which steps were absolutely essential to becoming vice president and why?

Step 6: choose some sort of future vice president role in your present or other organization then do research to determine what sequence of jobs will be necessary for you to actually attain that position in 15 more years or so of work? In ten or so more years of work?

HOW THIS WORKS: We tend to delay choosing a life path and therefore we tend to not master needed capabilities till just after we need them. If instead we choose a path years ahead of time and master needed capabilities years ahead of when needed, our learning pushes us towards better and more ambitious and satisfying directions.

MY OWN STORY: I ended up writing large books of the best methods I found in over 8000 people in 63 diverse professions. All my life I studied high performers, building models of how they did their great deeds, and putting parts of that into books on methods of work. I invite my employees to build their own methods books while reading and applying mine.

- 4) **SEVEN INFRASTRUCTURES OF DEVELOPMENT a technology and infrastructure and idea and person and funding and legal and communications ecosystem—** businesses are temporary intersections of these seven flows. Silicon Valley was just a place where businesses stopped trying to be bastions of control and opened themselves to these seven flows as “normal conditions of doing business”. Conditions in big organizations that slow down or stop up these flows, rapidly endanger the whole business. Constipation of flow kills most large businesses.

21 METHOD: SEVEN DEVELOPMENT INFRASTRUCTURES investigate anti-flow traditions, structures, routines and strategically re-design them.

Main Point: Economic development does not occur in a vacuum. It depends on roads, electricity, communication, social gatherings, regular schedules, deliveries when promised and a host of inter-locking systems. The infrastructure requirements of development are underestimated by most developers and by most wanting development. Decades of infrastructure development accompanied Japanese

development and all other development that went well.

Step 1: TO DO YOUR PRESENT JOB: what systems do you need in order to produce what you wish to produce and sell

step 2: what systems do you need to deliver what you produce and sell to appropriate parties

step 3: what systems do you need to keep related well to people whose help you need to do step 1 and 2 above

step 4: what systems do you need to track multiple customers, products, orders, delays, promises, meetings, needs

step 5: what systems do you need to keep all the systems in steps 1-4 above coordinated with each other

step 6: what systems enable technology flow, travel flow of items and persons, communication message flows, idea flows, person flows, fund flows, and legality flows that you need?

Step 7: which of the above requisite systems work well now? Work poorly now? Are missing now? Need updating now? How do you know that?

Step 8: which of the above, step 7, needs are likely to be well handled by you and your present organization? Are likely to be poorly handled or not handled at all by you and them? Why?

HOW THIS WORKS: Trying to do great deeds while using bad, dated, poor, or missing infrastructures is futile. When you lack the resources to do what you are asked to do, your first task is to get those missing resources.

MY OWN STORY: I have been too anti-social and isolated much of my life. That is because being creative requires a substantial period of isolation and it becomes a habit, hard to break unless you really work at becoming non-isolated. As a result, the infrastructures that connect my creations to history are often fallow for months and years and need a lot of reviving in order to work. So my life alternates between isolation based creation and frantic re-establishing of the social infrastructures that connect creations to history and impact.

- 5) **MEDIATE CONNECTEDNESS SCALE size scales of contact--**there are three sizes of socially viable business units---the primary group of 15 close friends and family we all have for emotional support, the acquaintance group of 125 people whose names we know and who know our names, we all have to work with, and the contact group of 500 people who we regularly contact and who regularly contact us, who get us new jobs and out of current predicaments. Conditions in big organizations that force us down to primary group relations or up to contact group relations, and out of acquaintance group relating, rapidly endanger the business (W. J. Gore's limit of 200 per site).

22 METHOD: STOP SCALE DRIFT measure drift of task to smaller than acquaintance and larger than acquaintance net locales, then correct what drives them thusly.

Main Point: Work is best done at the acquaintance group size scale of the 125 people who know your name and whose names you know. When work shrinks to the smaller primary group of 25 or expands to the larger contact group of 500, problems proliferate and work quality nose-dives.

Step 1: the main work you do involves regular contact (every month or more frequently) with how many people?

Step 2: if the number is less than 75, or more than 175, you are involving too few or too many other people.

Step 3: if the number is less than 75, identify what particular people and groups you are omitting that you should involve]

step 5: if the number is more than 175, identify what people and groups you are involving that you should omit

step 6: if the number is less than 75, identify exactly what you are losing by not involving more people in the work you do

step 7: if the number is more than 175, identify exactly what you are losing by involving people not really needed or

interested.

Step 8: consider using your present job merely to prepare you and others to get you the next job you most want—how does involving too many or too few others hinder using your present job that way for that purpose?

HOW THIS WORKS: Laziness drives us to depending on our primary group of 25 close friends and family; social play and lack of focus drive us to involve people beyond our acquaintance group of 125 or so. We either drift towards isolation, sheer automaticity of acting, or we drift towards total connectedness, sheer social proclamation of what we do and intend. When we focus on doing what we do with our acquaintance group---we balance automaticity with conscious design, performance with social connection, male with female modes of contact.

MY OWN STORY: I have learned that the higher the quality of people you meet, the longer you can leave them without contact yet still have a valuable relation with them. The lower the quality of the people you meet, the more frequent and phony the contacting they require of you. I have also learned to collaborate with people but do that with a much greater audience watching that collaboration. Collaborations seldom keep people together. Instead projects become locales into which flow people at various times for various periods of time and out of which flow people similarly. Who a project is, continually changes in the real world. So a team is 10 people, into and out of which flow 50 people, watched by 100 people.

DIMENSION FOUR: NETWORK THEORY & PRACTICE

All human networks have certain traits that greatly influence who informs us and whom we inform: we resemble people connected to people we know, human networks are lumpy with hub persons connected to hundreds of others shallowly (knowing many shallowly is more powerful than knowing a few deeply), bridge persons join widely separated networks becoming both creative and powerful, making it legitimate for people to spy and snoop where they do not belong vastly speeds learning and business growth, and violating your own norms, patterns, and preferences, that is getting beyond comfortable familiars makes us grow and learn greatly. There are methods associate with each of these: visit the friends of your friends, find the most connected hub people and befriend them, investigate networks you have never heard of and have no skills for, hang out where you do not belong and feel uncomfortable, develop friends not like you at all and hang out where you have to re-invent who and how you are.

- 1) **we resemble people connected to people we know**—if a friend of my friend is fat, that will tend to make me fat too, even if I never meet them or learn about them. We are influenced by people we never meet or know about.

23 METHOD: MEET THE FRIENDS OF YOUR FRIENDS explore in events and by personal visits friends of your friends, acquaintances of your acquaintances and influence them before they influence you or choose ones to accelerate being influenced by

Main Point: Most of us visit and relax with our friends and direct contacts. A few rare people deliberately visit and relax with contacts of those close people instead, greatly expanding their exposure to the world and the world's knowledge of them.

Step 1: make a list of your primary group of 25 close friends and family—then obtain a list of all their friends and close acquaintances.

Step 2: make a list of your acquaintance group of the 125 people whose names you known and who know you by name—get a list from each of them of at least five or more of their close friends and acquaintances.

Step 3: combine your lists from steps one and two above into an overall list of 750 (125 + 625) friends of friends for you to

meet in the next two years.

Step 4: every Friday or Saturday night for the next two years, meet three or more of those 750 people and befriend them.

Step 5: after meeting all 750, choose a subset of 150 of them that you would not mind being more like and being influenced by and become close friends or acquaintances of them.

HOW THIS WORKS: The friends of your friends and acquaintances are going to influence you. You are and become who your friend's friends are. So it is good to meet them all. It is also good to reverse the flow of influence and make you influence them instead of merely they influencing you.

MY OWN STORY: Twice in my life I noticed that I had the wrong friends. Not exactly. I had friends whose friends were the wrong ones. It was easier to change friends than to get my various friends to change their friends. So that is what I did. As soon as the friends of my friends improved, so did I.

- 2) **one person is worth 10,000 words (hub persons, lumpy nets)**--human networks are lumpy with most people have a few contacts and a few people have vast contacts; power goes to those who know a lot of people shallowly not those who know a few people well; creativity goes to those who know a few people well not those who know a lot of people shallowly.

24 METHOD: FIND HUB PERSONS AND BEFRIEND THEM find well connected persons and stay/renew connectednesses with them

Main Point: Because human networks are lumpy, they have hub people who know many diverse people slightly. Such people have more power than those who know a few people very deeply or well. Your connectedness power is the number of hub people you have direct trusting access to. Finding and befriending hub people is hard because they naturally avoid deep contacts and trust and spread themselves thin.

Step 1: who are the hub people among your primary group of 25 members? Among your acquaintance group of 125 members? Among your contact group of 500 members?

Step 2: ask every member of those 3 groups, when you naturally meet them, who are hub people in your network that they know of?

Step 3: which members of those 3 groups have friends who are NOT like themselves? Test if these are hub people.

Step 4: which members of those 3 groups know a lot of people slightly rather than a few deeply? Why? Are they hub people?

Step 5: become a hub person yourself by getting to know in the next 2 years the 750 friends of your primary and acquaintance group members.

HOW THIS WORKS: Your power depends on knowing a lot of hub people. Finding them is not hard but it takes time and it requires meeting a lot of people. Once you find hub people getting close to them and becoming trusted by them is very hard because they naturally know a lot of people slightly rather than a few people well. In other words, it takes time and effort to find and to befriend hub people---without a long deliberate patient persistent campaign for it, it will not happen.

MY OWN STORY: I have a college friend who visited the richest 5000 people in Europe in a career for Reuters there. I have a friend who interviewed the most powerful 200 political leaders in Europe in a 20 year career as a Wire Service Bureau Chief in London. I have a friend who married into the top of China's Communist Party hierarchy and who knows the top 200 leaders of China. I have a friend who buys the top TV and movie talents of Japan for advertisements, has sex with many of them, and drinks with all of them regularly. He knows hundreds of Japanese entertainment agents, producers, actors, and musicians. I have, in reality, a collection of hub-friends, each of which is the intersection of hundreds of lives. It has taken me decades to meet and befriend these people. I also have as friends the top physician in Japan and in the

USA, in case my wife or I get sick.

- 3) **bridge persons have power and creativity both**—people who spot two networks totally unconnected and who do the hard culture penetration and getting known work of bridging the two, become powerful brokers who, by mapping things in one network to things in another, create.

25 METHOD: BRIDGE SEPARATED NETWORKS

investigate networks you are not in and have never heard of

Main Point: power and visibility and limelight come to people who bridge two networks that hithertofore were totally unconnected. However, spotting networks you are not at all in contact with is hard emotional and social work and making enduring links between them and the networks you are already in is also hard work because contexts and interests may differ greatly between them.

Step 1: identify trends and people and parts of the world and of your industry and of your organization that you are never in contact with and who know nothing about you (that is a 3 by 3 matrix).

Step 2: which ones of them are powerful and interesting and in the future you might greatly benefit from knowing? Answering this will take some investigating of those unknown networks and who is in them.

Step 3: Find particular people, events, groups, and functions in each such network that would respect you and your deeds and possibly be good places to meet those networks and make yourself a bridge between parts of your own network and theirs.

Step 4: Meet those people, events, groups, and functions for each network and become acquaintances with people there then friends with them. Alternate learning about their network and helping them learn about your network.

Step 5: Create activities and events that both networks can do together and get your new acquaintances/friends to meet your old network acquaintances and friends.

Step 6: Make yourself a mediator between the two networks, connecting people in one to people in the other for cooperation and profit.

HOW THIS WORKS: Where most people connect to other individuals and groups, few people connect entire other networks to familiar networks. Seeing the whole network and finding places where you can bridge parts of it to parts of your own familiar networks is hard work that few people imagine and do. From it comes real power.

MY OWN STORY: I have been a bridge between the USA quality community and the Japanese quality community. I have been a bridge between the artist design community and the engineering design community. I have been a bridge between designers and researchers of creativity. On and on---my life is a series of bridge roles between networks that were not in much contact before I decided to be a bridge between them.

- 4) **the virtues of snooping**—peripheral participation in communities of practice—hanging out where you are not allowed to be, reading what you are not supposed to read, hearing what you are not supposed to hear---these are some of the most powerful ways to grow---they expose you to larger, real-er, more powerful contexts.

26 METHOD: SNOOP ALWAYS AND

EVERYWHERE hang out where you do not belong, befriend strangers in unknown parts of your organization, use hobby clubs to associate across company lines, eat lunches away from familiar people and places at least twice a week

Main Point: senior people, rich people, powerful people, and psychopathic people try to keep you boxed in and ignorant of

broader networks and contexts. They use information to control you by limiting your access to the world and information. Leaders try to control you by knowing broader and more diverse contexts than you get to know. So if you want power and to become leader, you have to violate boundaries and limits your seniors and authorities have set up to limit you and control you.

Step 1: List all the people you are not supposed to bother or contact, all the people you are afraid to contact, all the people you lack confidence to contact, all the people your bosses and organization try to prevent you contacting.

Step 2: Contact all those people regularly, first by hanging out where they are, where they eat, where they relax, where they play sports, where they travel, where they meet, then by reading what they leave out or throw away or subscribe to.

Step 3: first observe them, second, introduce yourself briefly to them; third, learn their interests and friends; fourth, learn more about them by interviewing their contacts and friends; fifth, read about them and read what they read; sixth, offer information to them that they value; seventh, ask them questions they like and can actually answer well for you.

Step 4: make excuses to be where you are not supposed to be so you can hear what you are not supposed to hear and read what you are not supposed to read. Use toilets far from your office but next to offices of powerful people you want to learn about, and similar tactics. Eat near such people rather than near your familiar acquaintances and places.

Step 5: Propose to the boss of your boss' boss short internships and study visits to parts of the organization you are not supposed to see or know about for years.

HOW THIS WORKS: Relentlessly violate norms, rules, boundaries, set up by seniors and authorities to keep you and your life little. Pretend you forgot, or did not know, or merely mis-read an address when caught. Relentlessly snoop and go where you have not real purpose, to observe things normally hidden from people like you. Go everywhere that seniors suggest you should not go and got there all the time not sometimes. Never accept the little life and little role and little container seniors try to restrict you to. Be polite and non-political, harmless and friendly, but ruthlessly cross boundaries others set up to keep your career and life small.

MY OWN STORY: For 3 years in Xerox I used the executive floor toilets ONLY, two buildings from my own building and 22 floors higher than my own floor.

- 5) **violating your own patterns and preferences**—each of us unconsciously always hangs out with “familiar” because that is where we feel most comfortable (because our unconscious routines handle everything well enough there). We naturally make our selves and lives smaller unless we consciously force ourselves beyond comfort and what we “like” and violate our own habits, preferences, and go where our present selves and skills no longer work well. Growth comes from being where we do not belong and do not work well. People who do not resemble their own friends and contacts are more powerful than people who do.

27 METHOD: VIOLATE AND ESCAPE YOUR

SELF develop a personal people zoo of friends NOT like you

Main Point: Perhaps the strongest fences keeping you and your life and career small are fences inside your own mind that you yourself maintain via cowardice, fear, habit. You have to violate your own self and comfort zones in order to grow. Practice ignoring your own fears and boundaries, going where you feel uncomfortable and scared. Push yourself to develop friends totally unlike you, a zoo of diverse people far from who and what you are. Constantly expose your self to what differs from you the most.

Step 1: Make a list of what you are like, your traits, and what you like and then find people unlike all of that and befriend them.

Step 2: Make a list of famous people you are not worthy of meeting and design interviews after studying the work and life

of each of them, then interview all of them in a one or two year period.

Step 3: Make a list of all your enemies, people who dislike and disrespect you and plan moves to apologize and approach each of them to turn them eventually into friends.

Step 4: Make a list of people much older than you, of different nationalities than you, of different professions and work to make each of them a friend.

HOW THIS WORKS: It is the courage and habit of going beyond your own self, your own comfort, your own habits, that makes your life broad and deep.

MY OWN STORY: When I was young and sloppy I violated my own self inadvertently without profit. Now that I am older, I still do that. That part of me has not improved. However, to that slop, I have added deliberate violations of my own comfort and habit. I have practiced operating in non-me-like ways and places. I have mastered operating as and where I usually cannot and will not. I have pioneered leaving me behind, leaving comfort behind, leaving habit behind, and operating without the cloak of routine, skill, and confidence. I have learned to escape me and me-ness.

DIMENSION FIVE: FAST EMOTIVE BRAIN VERSUS SLOW CONSCIOUS CONCEPTUAL BRAIN

We sense, respond to, and generate emotions faster than we do thoughts so emotion sets the context always for slower later thoughts: what we notice and think and the meanings of things are pre-determined by emotions unconsciously biasing our thoughts, we are outside-in automatically copying what others around us feel and do while illusorily thinking we control our own selves, we can change memories of persons and groups by recalling past events with new frameworks causing new aspects to get perceived, we make work systems less and less personal till they are technically mentally ill and require slightly mentally unbalanced people to lead them, groups are persons and bribing them with incentives prevents agreements easily obtained via apology, shame, guilt, care, or solicitation of others. There are methods associated with each of these: re-interpret all events subtracting out how you and others around you felt, practice setting and accomplishing mood goals along with all deed goals, get groups to revisit past events using new frameworks, reduce size and speed of groups till slow small enough for work to be personal and everyone can care about effects of actions on others, spot groups that feel insulted, ignored, blamed, shamed, guilty, angry and by treating them personally get agreements others fail to negotiate.

- 1) **emotions travel faster than thoughts in groups and set the context that determines how thoughts are interpreted, their meaning**—we all are constantly biased in what we notice and care about and how we think about things, because emotions get to us unconscious and first, biasing our noticing and responding.

28 METHOD: UNDO GROUP MOODS AND ASSUMPTIONS FROM THEM

watch for and account for and undo all group moods and enthusiasms and see what those involved in them miss or slight or deny = competitive advantage

Main Point: Others will always be controlled by emotions they are unaware of from others; by spotting their lack of self control and independence, you can operate beyond their imagination. Learn the anthropologist's stance—others are a foreign culture you are penetrating, with strange rites and rituals.

Step 1: study how every situation you enter, you enter narrow and biased by emotions that flow to you from others invisibly, subtly, and fast.

Step 2: study how others do exactly the same thing—come into situations biased about them by emotions that travel faster than thoughts, so what they notice is determined by

emotions from others, not from they themselves.

Step 3: develop the habit for all persons and groups you meet of observing the mood in them, and how it biases/limits what they notice and how they interpret what they notice.

Step 4: practice undoing the moods in you from others, and the moods in you that you share with others around you—practice subtracting them out, and undoing how they narrow what you notice and how you interpret things.

Step 5: use your immunity to such emotion-set biases to operate beyond what others around you can imagine and do.

HOW THIS WORKS: Doing this is not as hard as simply learning that it can be done and intending it. Once you know this is possible, doing it is merely a matter of practice. Noticing your own mood, however, is hard for some people, not used to seeing their own emotions (use body postures and facial expressions as hints about feelings you have but are not consciously aware of). Also, some people are not at all good at articulating what their moods consist of in words.

MY OWN STORY: My study of literature, poetry, religion, preaching, psychological counseling over the years has gradually improved my meager abilities in this direction. I am not good at this but much better than I used to be at it.

- 2) **copying and imitating others are primary learning mechanisms inside us all**—we automatically and unconsciously replicate the moods and attitudes of people near us, aligning our posture, expression, mood, and attitude to theirs. Emotionally we are much more “outside in” than “inside out”. We are seldom in control of what we feel and therefore how we view things and what things we notice.

29 METHOD: PRACTICE MOOD INJECTION

practice determining your own moods and inserting them till they become moods of groups around you; set emotion goals along with rational goals of all tasks and meetings you are in

Main Point: If you are easy and natural all your moods will be inserted into you from others---you will almost never make your own mood. In order to initiate and determine your own self and future, you have to reverse this flow of mood into you from others by deliberately inserting your preferred moods into groups and persons around you.

Step 1: Decide what mood you want others around you to operate in and use to interpret and notice what you do.

Step 2: Practice the facial expressions and body gestures of that mood---emotions are 80% physical postures in us that make our brains feel a certain way.

Step 3: With one other person, practice exposing them to strong versions of any mood you prefer, and test an hour later, whether they still maintain that mood setting you gave them an hour earlier.

Step 4: **Learn** to have a mood, embody it, and without talk, notice how others around you copy it and get influenced by it without any words being spoken.

Step 5: Expand to setting moods for entire meetings, parties, and groups you are in. Practice setting one mood for their first hour and a very different one for their second hour. Practice changing group moods without using words at all, just using postures and facial expressions.

HOW THIS WORKS: Our brains have a system that copies moods from the body postures and facial expressions of others, bypassing all verbiage and words, thoughts and concepts. We do not believe in this system but it exists, always operates, and is powerful.

MY OWN STORY: From preachers, salespeople, gurus, performers, actors, singers in my childhood I somehow picked up injecting moods into myself and others by postures and expressions I put on. I used this to influence others and lead groups into moods I preferred, years before I had a purpose and use for doing that. It was just something I picked up in my childhood, without plan or purpose.

- 3) **recalling events in new context generates new memories of what they were**—we actually can change our memories (and

the moods they generate) by recalling events in new contexts repeatedly; we can change the mood and memory of entire groups by such repeated re-contexted remembering.

30 METHOD: INTRODUCE FRAMEWORKS

THAT CAUSE NEW NOTICINGS HENCE NEW EMOTIONS study diverse abstract frameworks that change the value and importance of issues and initiatives and introduce such frameworks in meeting and lunches to key persons to “change the past” and open up new future avenues

Main Point: If people get a new framework for interpreting a past experience in their life, and if that new framework causes them to notice new aspects of that experience, then you can change how they feel about their past by providing such frameworks.

Step 1: Find someone with a bad reaction to or interpretation of something you propose, did, or like.

Step 2: Identify what mood in them determines what they notice in that situation and how they interpret it.

Step 3: Identify what framework justifies in them that feeling and noticing and interpreting.]

Step 4: Imagine 2 or 3 other frameworks, each of which causes that person to notice different aspects of the situation.

Step 5: Choose the one such framework that seems most powerful and positive and provide it to the person.

Step 6: In delivering the framework, identify the mood it generates and fully embody that in posture and face expression.

Step 7: Investigate what new things the person notices in the situation after being provided with the new framework.

Step 8: Ask the person what new mood and/or interpretation/reaction they get from those new noticings.

HOW THIS WORKS: New noticings change how we feel about experiences of our selves and of others. New frameworks cause new noticings. New frameworks involve also new moods that cause the noticing of new aspects in experiences.

MY OWN STORY: We all do this with lovers and family members daily. We provide a different framework than they use and they notice positives they missed or negatives they missed. However, most of the time we provide only conceptual new frameworks and omit providing new moods to bias what others notice and how they interpret. Learning to provide both new frameworks and moods is a habit hard for many of us to develop because we were educated to be rational and ignore emotions and their power. I happened to get exposed to writers, preachers, singers, and others as a child, who reframed experiences by re-mooding and re-contexting them, causing others to notice things they had missed at first encounter.

- 4) **I-it replaces I-thou as org sizes increase till loveless lives appear**—our large organizations increase in size till they as groups are technically “mentally ill” and till leading them requires of leaders some “mental illness” like aspects. Restore person-ness to loveless organizations by reducing unit sizes and scales.

31 METHOD: SHRINK TO PERSONAL SIZES

spot teams, organizations, initiatives that are too big and make them faster by REDUCING size and number of persons; adding people and size makes things SLOWER usually. Focus and clarity speed things up more than extra resources.

Main Point: It is easier to add to groups than to replace people with other people, so all groups tend to grow larger, slower, and dumber (more complicated) over time. Also, we think that more people will speed up slow processes when in reality you speed up processes by removing people. These two forces make groups drift always toward being too large till crises force radical reductions in size. In addition, groups

drift toward becoming so big that no one knows anyone else and no one cares what happens to anyone else---care dies in impersonal professionalism among strangers.

Step 1: The team you work in is in what larger group. How large is that larger group? What still larger group is that larger group in? How large is that larger group? What can your smaller groups do fast and well that your bigger groups do slowly and less well? Why?

Step 2: What evidence in daily work life do you have that your organization has grown big enough that simple processes take too much effort and time and that people no longer care for each other at all personally?

Step 3: What does the slowing down of processes around you cost your business now? What does the impersonalization of relationships around you cost your business now?

Step 4: What are the dangers of fast small groups? What are the dangers of working closely with people you have deep personal relations with?

Step 5: Exactly how can all the groups you work within be speeded up without too much negative cost of doing that and made more personal without too much corruption and other costs of doing that by being made smaller?

Step 6: Even when you cannot made the groups you work in smaller, how can you handle yourself and your work within them so as to create your own “virtually smaller” subgroup within them that gets things done faster and more personally (with more care)?

HOW THIS WORKS: Adding more, getting more, having more resources of all types become an unthinking habit in organizations due to the emotional costs of pruning away people and jobs. Yet more resources often makes things slower, more complex, less care-filled, and less personal. We have to deliberately counter our unstated bias towards getting speed and volume by increasing resources. We have to practice improving things by removing people, size, and resources.

MY OWN STORY: I had a staff of me and four 22-year-olds in EDS and without permission, budget, or announcement, we solved in six months the biggest problem our 2000 person division of EDS had---no sales to our biggest customers, General Motors except by our chairman. Five non-manager persons, operating without manager oversight and permission managed to solve a problem that 2000 people and 700 managers within them, failed for two years to solve. Big problems often need small size not big size, no managers not lots of managers. We succeeded because we were low enough in the hierarchy and small enough and invisible enough (to bureaucratic cowardly managerial insights) to imagine and operate outside the entire culture of our organization and how it sells. We created a new culture beyond the culture of how our EDS group sold, and that new culture attracted customers who hated our traditional EDS militarist and overly male sales culture of bragging and self important self praising powerpoint slides.

- 5) **negotiation failure by treating organizations as I-It, without shame, guilt, apology**—when we treat groups in I-It ways we try to “incent” and “bribe” them into cooperation—BUT groups are persons, I-Thou in nature, and without guilt, shame, apology they do nothing. Reach agreement by recognizing and engaging the person-ness of groups.

32 METHOD: NEGOTIATE WITH THE PERSON

THAT EACH GROUP IS spot groups that feel as a group insulted, blamed, lonely, isolated, ignored, abused arrange other groups to apologize, care for, recognize or otherwise be personal to them.

Main Point: Modern male culture, capitalist culture, American culture, techno culture, and hierarchy culture all tend to try to treat groups as self interested greedy individuals, whose future choices and behaviors can be controlled by bribes and economic benefits. This fails to treat groups as persons, subject to shame, guilt, honor, pride, confidence, care and other human emotions. Again and again this treatment of

groups as impersonal bribe-able economic only entities fails in negotiation. Instead, people who see the group as a person and apologize, praise, care, and sympathize with it as a person, succeed in negotiation.

Step 1: What group are you trying to influence? What is the mood of that group as a whole? What posture or expressions of the group tell you clearly how it as a whole feels?

Step 2: If an individual person has that mood how would you deal with them? Apply the same approach to dealing with you group having that same mood.

Step 3: Examine the possible need for forgiveness, apology, praise, companionship, competitive challenge, needling, angry denunciation, shaming, feeling ashamed, admitting guilt and other common personal emotions in handling the group.

Step 4: How can you express such personal relationship emotions to an entire group, time effectively and sincerely?

Step 5: Apply these steps one to four above to an actual group whose relation with you or with your group is not optimal now. See if recognizing the person that that group is approaches outperform bribing the group with so-called economic benefits?

HOW THIS WORKS: Solid social science research, widely replicated, has shown that groups are persons and have the emotional reactions that person have—honor, shame, guilt, pride, etc. But capitalist males typically treat groups as merely bribe-able economic entities, insulting their personal feelings and nature, making them angry and feeling disrespected.

MY OWN STORY: Nearly everyone I know has found that big giant global business organizations, much like Ross Perot and other shorty men-leaders, have thin fragile egos and are in constant need of praise (sort of like religious figures who need daily praise to get by). We all find this strange given the wealth and power of such big groups and their proclaimed maleness and pride—yet they demand constant praise and cannot even see people and opportunities till they get praised. Learning to treat huge organizations as if they are the weak petulant, childish babies that they are, greatly improves career success, we all reluctantly learn. The bigger the firm the bigger the fragility, the bigger the ego, the bigger the babyish-ness of them. I developed the habit when phoning any corporate manager of praising three diverse recent deeds of his corporation, in the first 3 minutes of our conversation---that seemed to always be the best way to get him interested in hearing me and what I called about. I found that saying anything at all, before praising his corporation, resulted in nothing I said being heard. Sad but true. Corporations are ego-challenged babies, much as many shorty CEOs are, in constant need of praise.

DIMENSION SIX: SOCIAL INDEXING OF GROUPS AND PERSONS

People in today's organizations know very few of the interests, needs, and capabilities of those they work with: current organizations average 7 to 11% levels of social indexing where high performers average 23 to 27%, events and meetings can be designed so as to increase social indexing levels among participants, people's interests and needs decay with repetition and duration so re-formatting restructuring of functions is needed to keep functions going, having one's interests needs and capabilities known is risky and costly unless only high quality people are admitted to an organization. There are methods associated with each of these: design conversations and events so as to get people to learn the interests needs and capabilities of others, design meetings to increase social index levels among participants, reformat and restructure all functions to keep interests high and needs stable, making knowing others well safe by being strict about what sorts of people are admitted to your organization.

- 1) current organizations operate at abysmally low levels of social indexing**—when you ask people to list all their own interests, needs, and capabilities and then ask all who they know and who know them the same thing, you find on average we know 7% to 11% of others' needs, interests, and

capabilities. When you do the same for high performance teams, you find they operate at social index levels of between 23 and 27%. What levels of performance can be achieved by group operating at social indexing levels above 30%? We do not now know. This is a fascinating frontier for future technology and face-to-face workshop event design.

33 METHOD: DESIGN ENCOUNTERS SO AS TO INCREASE SOCIAL INDEXING LEVELS design events and personal conversations that get people to find out or you to find out the interests, needs, and capabilities of others.

Main Point: Do everything that you do with added tactics in it so that the various people involved in it learn a few more interests, needs, and capabilities of each other while doing whatever it is. This takes a little extra effort but it has huge long term even mediate term benefits.

Step 1: In every encounter, email, conversation, and meeting with everyone, go beyond your immediate purpose and ask each person involved something to get one interest, need, and capability of each of them that you do not already know, and make sure they each learn one such interest, need, and capability of each other during the encounter. This is the goal, below are the means to attain this goal.

Step 2: Start each encounter or email by asking people who news, what is going on in their work and life these days, today, this year. If no interests, needs, and capabilities new to you about them come from that, then ask more detailed-ly: what interests you the most these days? What new thing or idea are you recently spending time on? What do you think about X book or topic? I heard from someone a while ago that you were pretty good even excellent at Y, is that an understatement? Is there anything you are working on that I or people I know could help out with these days? Is there anything you almost have or have attained that needs one more small push?

Step 3: Ask friends and colleagues of these people, before or after your encounter with them, about what interests, needs, and capabilities of them they have recently noticed, experienced, or learned about. Mention such learnings to all in the encounter in a nice praising way so everyone learns more about everyone else.

Step 4: Turn all the above into a style you personally have, something you effortlessly and automatically always do, so people become better socially indexed by every single encounter with you.

Step 5: Dedicate 20 minutes every single day of your life to writing down at day's end some time, everyone you encountered that day and one new interest, need, and capability you found for each.

HOW THIS WORKS: Humans are monkeys and have strong brain systems for posturing, for looking more confident, powerful, and problem-free than they really are. This blocks exposure of and learning of interests, needs, and capabilities of others. However, operating without knowing the interests, needs, and capabilities of others quickly becomes ineffective, slow, and wasteful, disoriented and delayed by surprises and unexpected failures. People even create such strong facades that they hide their true selves (true interests, needs, and capabilities) from themselves. So when you learn a person's interests, needs, and capabilities, you may surprise them—they may have hidden that information from themselves for years.

MY OWN STORY: Because, when I was young, I did not have the social network, authority, resources, or clarity about goals and possibilities to use information on the interests, needs, and capabilities of other immediately, I often did not notice or collect such information. That was a mistake. It is not immediate use that determines the power of such information but use years and decades later. Performance power, so demanded of us when we are young and new to the world and to organizations, gives way, steadily everywhere to connection power. Growing old means converting performances, and the visibility to others they produce if good, into connections and the power of being known by

many diverse others who respect you due to past early accomplishments.

- 2) **designing events and processes and departments so as to increase social indexing levels**—most of us by habit and training ignore social index levels when we design events, processes, and departments. If we, instead, consider designing them so as to increase social indexing levels, higher levels of performance result.

34 METHOD: DESIGN STRUCTURES, PROCESSES, AND EVENTS TO INCREASE SOCIAL INDEXING LEVELS design events and parties, team meetings and tasks to put together people and functions not usually together and that draw out of people their different needs, interests, and capabilities.

Main Point: We all design meetings, events, processes, and documents, to get tasks done for ourselves and our organizations. We almost never design them to increase levels of social indexing among the people involved in them. Adding deliberate design effort so each such thing does increase social indexing among people is easy, if we take the time and effort to remember to regularly do it.

Step 1: design fixed departments so that informal tasks far different than work tasks, reveal wholly unknown other interests, needs, and capabilities of people never needed or seen at work tasks.

Step 2: design processes across departments so that parts of those processes meet each other in ways other than mediation by process oriented work and document and information (web) systems, revealing interests, needs, and capabilities never uncovered by or exposed by process work.

Step 3: design events so that people not usually in direct contact mix and add functions, parties, entertainment and non-work activities that expose parts of people—interests, needs, and capabilities—that work tasks do not reveal.

Step 4: layer on each person and group short term, mediate term, and long term tasks of considerable difficulty and challenge that cannot at all be done by work as usual and comfortable present levels of what people use and do at work—such “stretch” assignments, on 3 diverse time scales, will reveal and cause creation of new interests, needs, and capabilities.

Step 5: add to usual rewards and awards and ceremonies, unusual ones, outside the norm cultures and visions of the group, that notice people from bolder, more abstract, more competitor-like frameworks, revealing interests, needs, and capabilities not noticed by present work systems and persons.

HOW THIS WORKS: Natural selection does not optimize animal designs, instead, it builds up lots of strange un-useful capabilities in organisms that are a burden nearly all the time except when outside environment conditions change drastically, revealing some of those un-useful capabilities have become, equally suddenly, life saving new talents. Natural selection builds costly repertoires of unused capabilities the breadth and diversity of which protects organisms from huge environment shifts. Survival comes from un-useful-to-present-tasks repertoires not from optimal handling of present circumstances. Similarly, knowing interests, needs, and capabilities not revealed or used by present corporation and market circumstances, prepares you to respond to future changes vastly faster and more powerfully than others trapped in seeing and using only interests, needs, and capabilities made evident by present circumstances and tasks.

MY OWN STORY: My work context is rather divine, theologic—we are tiny animals scared in a big universe—and everything we do in civilization, life, and companies is just another way to entertain us while we are not yet dead, and a way we give each other courage in the face of our puny role in a big cosmos. So taking our present nation, family, economy, company as eternal or hefty, lasting or powerful, is a gross exaggeration of the general fragility, puny-ness, and tentativeness of all things human. There is a theologic mistake in businesses and business leaders of clinging to

exaggerations of the permanence, power, and worth of all present human creations and circumstances. The emotional ability to stand outside present human attempts at worth and power, and laugh at their futile puny-ness enables us to focus hard, work hard, try hard, without any harm when our best efforts fail or blow up due to powers bigger than us. I outlasted all my competitors, again and again, by not giving my hope and faith to current tactics, goals, and circumstances, rather collecting capabilities not needed now but possibly interesting to have when future circumstances change things a lot. The future always did come around changing things enough that entirely new interests, needs, and capabilities supplanted traditional ones (Gerstner saving IBM is a good example—PowerPoint became in a day, the “enemy” of communication). I myself investigate Japanese quality power in 1976, 4 or 5 years before US auto companies got terribly hurt by it. I assumed present needs, interests, and capabilities of my company and management were suicidal if prolonged in use more than five or so years---I was right in that assessment, throughout my career. Present enthusiasms are dated, it takes so much time to get an entire organization aware of and interested in things that when widespread enthusiasm breaks out, it is far too late to be useful. Great CEOs have this paradox—they have to build up a capability years before it is a critical need. Good ones manage this miracle.

- 3) **decay of interest, need, and capability over time**—human interest and need decay rapidly with repetition and duration; the more a thing is repeated or endures, the less interesting it becomes (but the better it is liked due to familiarity) and the less needed it is---so most “new” business systems, whether web-based or face-to-face---if kept reliable and there, become less and less interesting and therefore effective: effectiveness requires continual re-invention of the same function in different formats of delivery. Re-invention is the price of durable performance.

35 METHOD: REPACKAGE REPEATED FUNCTIONS TO KEEP MOTIVATION BEHIND THEM keep track of all structures, processes, and events that are “old”, well repeated, and well respected, and reformat them to renew interest in them.

Main Point: We like the familiar but it bores us: we notice the unfamiliar but dislike it. Our brains are hardwired for this. To keep humans interested in and motivated by X we have to reformat X regularly, revealing new aspects of it while keeping core parts of it stable and repeated. Thusly, leaders repackage the same function and goal, every six months and every two years, to keep interest focused on them and motivation to do them high. Doing the same important function the same way, guarantees that motivation will decay and attention will drift till the function dies completely. Reformatting is the cost of motivation and stable repeated doing of key functions—make the same look continually different and new. You personally have to reformat your own interests, needs, and capabilities, continually to not bore others, to keep their attention. It is vital, however, to realize that reformatting is all that is needed, not deep change. Some functions must always be repeated well, and they merely need to appear new to keep our interest---we should not make the mistake of thinking they need to actually be completely changed regularly. Much talk of change is shallow and wrong.

Step 1: every six months and two years repackage your own interests, needs, capabilities, deeds, and goals to make them appear new to others, keeping others interested in them; do the same for the interests, needs, capabilities, deeds, and goals of all projects and groups and meeting you are responsible for.

Step 2: do not actually change the core important parts and functions of these things—such deep change is rarely useful or needed (the press always exaggerates novelty and change because that sells next week's magazine, web posting, and newspaper/program).

Step 3: you can repackage longer term things/functions every

8 years the way consulting companies shift—on average they sell one new trend for 8 years, selling to bold pioneers like P&G the first 2 years, selling to well managed firms the middle four years, selling to laggard firms, the last 2 years while they prepare and ramp up something new to sell for the next 8 years.

Step 4: repackage a function or activity by framing it in a new trendy theory (total quality, complexity theory, outsourcing, etc.), by partnering with new partner entities in doing it, by putting different types of people in charge of it (only one gender, only old people, only Asians, etc.), by shifting from central top down doing of it to distribute bottom up doing of it, from familiar people leading it to new comers leading it, and so on.

HOW THIS WORKS: Our brains are biased against the repeated and familiar—they notice the novel and unique. To get and keep attention we have to make repeated functions appear new.

MY OWN STORY: I see ideas of CEOs and global intellectual trends as clothing to put on naked projects and functions. I dress up my projects and functions in new clothes every six months, two years, and 8 years, just like dressing up dolls or fashion-obsessed people. I found organization I worked in and for had to have such new groovy packagings in order to get their attention and investment. We are all monkeys bored by the familiar and the repeated. We cannot help our selves—our brains drive us to notice only what is new and unique.

- 4) **risks and costs of “being known”**--it is not totally safe being known as often the most insensitive and dis-mutual personalities dominate open access forums—in good human relationships an elaborate dance of mutual disclosure and trust is required for truth to come out and reliable knowledge of the needs, interests, and capabilities of others to occur. Organization practices that enforce powerful standards of minimal levels of mental health and personality sensitivity and mutuality greatly reduce risks and costs of high levels of social indexing.

36 METHOD: GET GREATNESS FROM KINDS OF PEOPLE OTHERS SHUN AND ATTRACT THE BEST control strictly the quality of people entering your organization and team and watch out for serious personality disorders or people with insensitive non-mutual habits—so “being known” by others is safe, making increased social index levels possible and safe.

Main Point: As a manager it is more important to keep bad quality dangerous personality types out of your teams than to get good quality people into them. Average decent people well led can greatly outperform smart great people hindered by one or two bad personality types. Modern societies, especially highly urban ones, lose control over public education and parenting, so the quality of people they produce is highly variable and includes quite dangerous personality types in proportions and absolute numbers quite dangerous to businesses and all performance-sensitive groups.

Step 1: regardless of the quality control over what sort of people become employees and managers of your own organization, you are responsible for maintaining a minimal safe quality-of-person level over your own team and workgroups.

Step 2: study the professional DSM manual's sections on personality disorders—narcissist, psychopath, obsessives, borderline, and others. Learn to recognize such disorders, especially what they feel like when treated well and when going untreated, and laws about when you are allowed to discriminate so as to protect workgroups from people with untreated disorders that are dangerous to work and other employees. Learn the limits and treatments and signs and use them to protect your team and its work from abuse by untreated disorders.

Step 3: learn how to brand your group, your self, and your work so as to attract powerful disciplined motivate people---this is far preferred over discriminating against any persons---

if you attract lots of wonderful safe applicants, you need not suffer from ambiguous or unclear choice criteria.

Step 4: spot personalities in you and your group that are over-extended or dominant in certain situations, and work to keep balance and plural styles going there

Step 5: investigate various disorders and disabilities and find personal ways to work well with them, then positively invite powerful such people onto your teams and projects---find ways to perform wonders with people that other managers have no idea how to work well with—develop a reputation of getting the best out of a broad diversity of people with and without various disorders.

HOW THIS WORKS: You want a dual reputation---great powerful people want to work with you, and great people having particular disorders or disabilities work wonderfully with you. You want to be known as where high performers collect naturally and as having a culture that gets the best out of highly diverse sorts of people. You do not want a reputation as doing well only when having great people around you—the world has too many places and organizations are too big to have that luxury. Great managers get great results even when having not the greatest easiest people to work with.

MY OWN STORY: I always picked the employee in my employ having the biggest or most unpleasant professional problem and mobilize all my other employees to help them overcome that hindrance. I had a secretary at Xerox, unable to get promoted because not a college grad, and she could not graduate from any college because of a paranoia about doing math. I asked her what would help and she mentioned things she tried in the past that did not work and things she wanted to try but had not thus far. I made work people, resources, times, and encouragement available to her for two years and suddenly the guilt of being thusly supported got her enough courage to do private tutoring in math, getting her into a college. She was overjoyed and my entire group gave huge party for her when she graduated—I myself presenting her with a major promotion she had dreamed of for years, deserved for years, but been formally unqualified for. I always tried to hire great motivation in people rather than great skill. If I have motive I can turn that quickly into skill; if I have skill, turning that into motivation is often impossible or hard.

DIMENSION SEVEN: TRAITS OF HIGH PERFORMANCE TEAMS

All high performers and teams share certain traits: they have distinct strictly enforced identities and boundaries, they have huge repertoires of expertly done routines built on huge amounts of practice together, they say no to unfitting opportunities methods and persons. There are methods associated with each of these: define strictly what your group's niche of being best at is and stick to it, practice Personal Public Relations methods till they are effortless and expertly done but expand that repertoire of procedures regularly to keep growing, practice saying no to unfitting distracting opportunities in particular avoid getting grandiose and sloppy after successes.

- 1) **high performers have defined distinct enforced identities and boundaries**—high performer teams have distinct personalities and jealously guard their own “ways”; they use discards of others and assimilate them to their own team ways; it takes time and proof and effort to join them and be accepted by them; they have huge repertoires of high performance routines, that newcomers have to master before full acceptance

37 METHOD: BE DEFINITE, KEEP AN IDENTITY define carefully what your group can be best at and what it cannot be best at and enforce that boundary when success tempts people to expand mission too easily and casually

Main Point: choosing what to be best at, how to be best, and therefore, what others will respect you and know you because of, is a choice---you cannot be best in all things, you must choose and focus. It feels good to have all identities and abilities possible but it feels better to actualize some of them, to actually develop them.

Step 1: choosing what to do well fixes who you are and what your future is (plus or minus some luck)---practice what you say goodbye to whenever you make such choices (all those other ways to be best) and celebrate the power of your chosen route to best-ness

Step 2: spot and articulate the routines you do quickly, effortlessly, and automatically that make you a high performer and create tools and practices that newcomers to you and your group can use; do the same for the routines that make your group a high performing group

Step 3: transform other people into you and your group's ways rather than trying to use other people as they are without mastering your high performance ways

Step 4: consider others colleagues or members of your team to the extent they master the repertoire of routines that make you and your group excellent

HOW THIS WORKS: high performance is a boundary you cross, from casual personal comfort to peak effort, attention, and interaction. It is a culture, an iceberg of fast, effortless, automatic routines shared by a group of people. It comes from intense repeated professional practice of routines new to you and to the world. High performance is a culture you penetrate and/or build, practice by practice, routine by routine. You are creating an iceberg inside you.

MY OWN STORY: Most professional people, me included, during their career, build up repertoires of such routines and lots of invented tools to enable those routines. I have learned how to read one difficult book a day, every day of my life and how to turn five to seven such books each week into large fractal concept models. I do this effortlessly due to lots of practice. To others this looks like a high performance, or a culture in me and from me, but to me it is just the present easy output from years of slower, harder, effort and practice.

- 2) **high performances are built on huge amounts of repeated practice**—high performers have huge repertoires of shared routines, built by repeated practice; however, instead resting on such repertoires high performers continually investigate new areas of capability and practice routines for them till fast and expert at them---their repertoires continually expand rather than being rested on.

38 METHOD: PRACTICE YOUR ROUTINES

INTO FAST EFFORTLESS EXCELLENCE BUT CONTINUALLY ADD TO THAT ROUTINE REPERTOIRE practice again and again good personal Public Relations methods till you and your acquaintance are really expert at them and can do them effortlessly, then expand how many of them you do at regular intervals to keep you growing and challenged.

Main Point: The danger of high performance is enjoying and staying within your existing repertoire of great routines at the cost of that repertoire freezing and not growing. High performance today is tomorrow's antiquated irrelevance. High performance must evolve to stay high, so you have to leave, painfully, the region of effortless mastery and enter the laborious, tortured area of being a baby trying routines not easy for or familiar with you.

Step 1: choose five important personal public relations methods from this book and assign 2 hours every single week in which you will develop, investigate, and practice them

Step 2: ignore how badly or laboriously or uncomfortably you do those methods, just practice practice practice the same hours the same time every single week without exception—it is much more important to repeat such limited-time practice than to spend more overall time practicing—repetition defeats big time invested

Step 3: as soon as you master to effortless execution your

chosen methods, add to each weekly session one new method every few months to add to your initial repertoire of five.

Step 4: notice the difference in feeling between masterful effortless execution of your existing routine repertoire and the slow, errorful, laborious doing of routines new to you.

Step 5: practice moving from effortless mastery of execution to laborious slow practicing of routines.

HOW THIS WORKS: the longer a new skill or routine stays slow and laborious and errorful the sooner it will disappear from your life---only rapid transformation of new routines into well practiced fast effortless errorless execution will “bribe” you into reaching high performance levels with them.

MY OWN STORY: I am so good at the routines I have practiced that I am always tempted to stay what I was and just repeat those endlessly. I have to suffer and struggle to escape how my own mind and body bribe me to stay within what I have already mastered/practiced. One way I escape my own masteries is write books on topics I am very very bad at. For example, the culture book I am presently writing, deals with emotional contents that some years earlier I avoided and knew nothing about. The Managing Chance book I plan to do after the one on culture, forces me to master both the procedures and intuitions of handling statistics. These projects force me to master types of things and parts of life I now am very bad at and avoid exposure to. They grow me.

- 3) **high performers choose to not do, not develop, not participate in un-fitting opportunities**—the ability to say no to things that are “not us” is a key to high performers---they know their niche and excel in that and do not get grandiose and expand to other niches out of over-confidence.

39 METHOD: PRACTICE FOCUS BY SAYING

NO TO UNFITTING OPPORTUNITIES practice not doing, not choosing, not expanding, not changing, not worrying—the power of NO; protect focus and excellence by not expanding easily, casually, or grandiosely

Main Point: You must continually pay for any focus or depth of skill you achieve. What you pay is saying no to lots of other possible forms of excellence and lots of other rewards and identities. You pay for being great at X by refusing to be great at Y, Z, and W.

Step 1: what new skills are you not deepening, practicing to excellence, or making great because you are chasing too many other skills at the same time?

Step 2: what opportunities and interests in you prevent you developing one or more budding skills within you into mastery?

Step 3: what will you have to say no to in order to develop one or two of your primary skills to world best levels?

Step 4: why have you not already done so?

Step 5: select three world best skills to develop by spending 1 hour every other day, practicing them, for the next ten years---what will you have to cut out of your life in order to do this? Why are you unable or reluctant to do that? Why are you unable or unwilling to pay for high performance in this way? What in your background trained you to be unable or unwilling in this way?

HOW THIS WORKS: Impressive performances and skills impress us all only because we lack view of the hours and years of practice they are built with. When we view both the practice and the result, all impressiveness goes away. The world is full of people hiding the practice their high performance were built on, and pretending that some instant talent or great insight made them better than us all. We all have to practice debunking such lies and exaggerations and inflations of self.

MY OWN STORY: I have had a hard time choosing what to be excellent at and what to pay as a price for that. Choosing what to be excellent at, what high performances to master, involves predicting the future, what the world will evolve to want more than now. It is much like shooting a moving target. You have to aim ahead of where things now are but

not too far ahead. I finally chose three baby fields---total quality, artificial intelligence software, and organization design. By luck, two of them became world famous ten years after I started learning them in college, but the third area never developed at all and is still one of the least well paid fields in the world. I chose three baby fields because choosing one is too risky.

DIMENSION EIGHT: WAYS THAT GROUPS AND ORGANIZATIONS LEARN

There are distinct ways that groups learn: by vicariously observing what others do and the result they get, by violating norms roles rules and cultural assumptions, by making diverse and plural sources and methods and goals, and by deliberate doing of things to learn not just to perform well. There are methods associated with each of these: pro-actively inform adjacent other divisions of the deep purposes and contexts around your group's actions and vice versa seek out contexts around actions of them you observe; set up official ways for people to tour and observe/intern-in other parts, levels, and functions of your firm; set up events that mix people randomly across bounds and encourage "irrelevant" learnings for as yet unknown future challenges, protect learning from excess relevance, split all jobs into things done to learn and things done to attain great performance.

- 1) **we learn vicariously by observing actions and consequences of others**—if and when we lack access to the purposes and contexts that others operate in, yet we observe their results, what we learn from observing them becomes wrong and harms overall organizations.

40 METHOD: PROVIDE CONTEXT TO TOTAL AUDIENCES NOT INTENDED ONES ONLY make it easy for groups in other divisions to learn the contexts in which your division operates and vice versa, make it easy for your division to learn the contexts around what other division groups are doing.

Main Point: Monkey see monkey do is in our brains. We observe others and learn from results they get. Modern organizations by preventing free form observing of excellent others, enormously shrink their capability and results. Only those few organizations that permit anyone to observe anyone else anywhere else, find entire workforces becoming superb in plural skill areas. Modern organizations exposure initiatives to many others, large audiences, which audiences lack all context for what they are observing. This makes initiatives collect gossip, envy, and wrong-headed interpretations, even paranoid fears, due to observers who lack contexts for what they are seeing. The solution is simple---pro-actively provide context to entire audiences observing what you do in your firm---do not wait for trouble or gossip or envy to develop.

Step 1: whenever you and your group do something, pro-actively provide valid interesting contexts for its purpose and method to anyone at all who might observe parts of it—disregard whether they “need” or “should get” information about it

Step 2: pro-actively seek out the leaders or originators of initiatives of others that you observe and try to get valid contexts from them about what they do, how, and why.

Step 3: pro-actively discourage or reduce gossip, envy, backbiting, fears, and paranoid in others about what you do and in you about what others are observed doing

HOW THIS WORKS: The audience aspect of our performing in large organizations is stupidly missed and left unmanaged by our traditions of management. People react to all they observe regardless of whether they should see or react to it. So you have to manage reactions in people entirely irrelevant in organization structure and task terms, to what you do. The cafeteria lady who delivers our coffees sees and hears parts of our project SO we owe her a full complete context or else she will inadvertently spread gossip, distortions, or resentments about it.

MY OWN STORY: For some reason, I intuitively saw my business job performance as an art/drama performance too---my job deeds had an intended audience, some boss for example, and unintended audiences, people nearby or passing through who happened to notice my doings. I learned to fully context that larger undesigned audience so bad-minded partial reactions would not hinder me. I do not know where this sense came from but it has protected me and my bold initiatives well over the years. I often had upper level envious vice presidents come to me to shut me down, but they got shouted down by their own staffs whom I had kept fully informed for weeks and months beforehand.

- 2) **we learn by violating norms, roles, borders, and shared cultural assumptions/ways**—if and when we are punished for such violations, organizational learning plummets and mission death shortly follows.

41 METHOD: SET UP BOUNDARIES AND OFFICIAL WAYS TO VIOLATE THEM REGULARLY design and set up official ways for people to observe other divisions, levels of management, and parts of the firm, and get them to report back their experiences and learnings so people around them can learn from their adventures.

Main Point: set up boundaries for focus but then set up counter to them all, structured discipline ways to violate those boundaries. This is a deep part of society—separate people into fractional roles but release them beyond those fractions for fuller experience of the whole of society.

Step 1: organize people into partial roles that combine to get organization tasks done but realize that people trapped in partiality do those partials badly and lose motivation and lose larger contexts which make partial roles and products meaningful.

Step 2: manage your own self and your own team so that events and internships, workshops and study seminars get them beyond the partialness of what they now do and fill it with larger contexts and meanings

Step 3: develop a rhythm of you and everyone operating in partial roles and you and everyone operating in other nearby such partial roles and you and everyone operating in the whole that makes those partial roles meaningful.

HOW THIS WORKS: Japanese tend to rotate people through all roles but such rotated people never develop deep professional levels of skill making the whole organization suffer from a certain amateurishness of quality and thought; Westerners tend to keep people in single functions for decades till they reach world best skill levels but fight for their local skill needs against overall needs of the entire mission and business. Both ways are extreme and dangerous---what is best is the Japanese system stir-fried or blended with the Western one.

MY OWN STORY: I grew up in a society and in organizations that resembled prisons---keeping lives and careers narrow so people at the top could stay in power unchallenged. I fought against those bounds and jails. As I grew up, however, I met managers who invited me across boundaries, even more boldly than I was ready for. They scared me into liking boundaries by inviting me to do things far beyond what I had immediate skill for. I learned to master work within boundaries before crossing them. I learned to simultaneously stay within boundaries developing mastery while straying beyond them developing larger contexts and ambitions. I learned to be in and out simultaneously.

- 3) **we learn by plurifying sources, exposures, contacts, tasks and seeking correction by others**—feedback from people like us who know us rapidly decays into mutual lying and back-scratching; only feedback from diverse, highly different-than-us sources, grows up out of habits and preferences; if and when we are restricted to uniform few sources and contacts, learning plummets to dangerous levels.

42 METHOD: SPLIT ALL WORK INTO DOING WORK-RELEVANT THINGS AND LEARNING WORK-IRRELEVANT THINGS encourage learning and experiencing and visiting “irrelevant” areas, groups, ideas---as relevance, when enforced, makes organizations stupid; relevant action is essential, relevant learning is NOT learning at all but cognitive suicide.

Main Point: We cannot predict our futures. The future is always simply different than we planned. So we prepare for it by preparing our selves for handling what we cannot now expect. That means developing great skills that are now unrespected and unneeded. When we make all our work and development “relevant” we guarantee the future will make all that irrelevant in an instant. The web made newspapers, magazines, TV shows, and movies financially and interaction-wise, and in composition entirely different—it split those media industries into survivors who adapted to entirely different desiderata and corpses who tried slight modifications till death did them part.

Step 1: Split your work and skill development time into two periods---work relevant ability deployment and development, and work irrelevant, prepare-for-a-different-future ability development.

Step 2: Split hours, methods, information, and all else in your work life into a relevant part that gets done now what is needed now and a now-irrelevant part that will become relevant if and when the future changes in ways you guess might happen.

Step 3: Protect investing in now-irrelevant preparatory abilities from excess emphasis on current relevance.

HOW THIS WORKS: Businesses are performance organizations, they survive because they keep promises to suppliers, customers, and regulators. However, relevance-to-now freezes and shrinks people so market and other evolutions suddenly make that relevance suicidal. We have to develop great present performance to survive and at the same time we have to invest in abilities the present does not now require but the near future may spring onto us, suddenly. It is much like planning for something to work well and for its to fail quickly at the same time. We have to be ready for both. It is the adaptive who survive not the intelligent.

MY OWN STORY: I learned somehow to do what my boss and organization and their customer needed now, and to do it in some general way, making a combinatorial toolkit one configuration met current needs but capable of many other combinations. In other words, instead of making one fixed stable solution for present needs/customers I made a grammar of recombinable elements one configuration of which met present needs and capable of millions of diverse other configurations, some of which might solve future needs. This made each present solution I implemented, a vast increase in my ability to more quickly solve more types of future challenges. I think this habit came to me from observing great software programmers, who did not solve present problems but who invented grammars of operators and data operands for them to be applied to, one configuration of which solved present needs, but capable of millions of such configurations.

- 4) We learn by deliberate experiment, indexing of ways, fostering of group reflecting, and expansion of repertoires of ways—doing things for high performance only makes doing things in order to learn dangerous or impossible and unpopular, causing learning to plummet to dangerous levels. Structuring work for learning, especially in initial stages outperforms structuring for high performance.

43 METHOD: SPLIT WORK INTO STUFF FOR TASK ACCOMPLISHMENT AND STUFF FOR SHEER LEARNING some things we should do to achieve great performances, others we should do to learn well, time should be split nearly 50/50 between these alternatives.

Main Point: If it takes all your time, all your attention, all your effort, to achieve the result your firm needs, you are working stupidly. It is your responsibility to improve how you think and work so much that you reduce all jobs to requiring less than one day a week to be completely done. This transformation, or speeding up, is your personal responsibility, not the responsibility of your boss or organization. One of the first and most important battles in business careers is the battle for time and that battle is won by speeding up a host of mundane work tasks by factors of 20 or 80 or more. Practice doing ordinary tasks 40 times faster than others around you. In total quality theory, people spent 85% of all time doing work tasks, and invested 15% of time each week in studying and improving how they did those tasks. The result was 50% of time needed for task accomplishment, then 30%, then 20%, each step freeing up more time for more improvement in the hows of work. This is a virtuous cycle---a little improvement producing more time for further improvement.

Step 1: Shut down the anxiety and self doubt (or boss doubt) that forces you to work entirely for good present performance, and develop the detachment, poise, and calm to study and improve how you work with a consistent part of your time each day and week.

Step 2: As you make each improvement in how you work, invest half the time thusly saved in improving work task accomplishment and invest the other half in making further improvements in how you work

Step 3: Continue the above till you have reduced all your assigned work to one day a week, leaving four days free for study and improvement of how you work and improvements in what tasks you aim for and accomplish.

Step 4: Hide these improvements from your boss, temporarily, but add to what you do in your work as you learn to work more efficiently, tasks that help your boss further his or her career, by assisting them in helping their own boss to succeed in their assigned tasks.

HOW THIS WORKS: The key is operating outside usual anxiety, shutting down youthful insecurity and being calm. The other key is investing new time freed up half in task accomplishment improvement and half in improving how you accomplish such tasks.

MY OWN STORY: I was a nut about doing this. I gradually managed to reduce all my assigned work to 2 hours on Monday morning, leaving 38 free hours each week for improving at first how I worked, and later for improving my boss's career success. I learned to make my bosses so successful that they all competed fiercely to have me on their team. That did not hurt my promotion record at all.

DIMENSION NINE: DIVERSE GLOBAL INFORMATION CULTURES OF MANAGEMENT

Different cultures use information differently in ways entirely unconscious and hard to change: in the West seniors control juniors by limiting their access to information, in the West seniors are not secure in their jobs so they hoard information as job protection, in the East everyone learns a little about lots of parts of the business leading to a general amateurism to work and results though with good overall contextings, Westerners learn by turning practices into conceptual models which later are converted to practice in new areas while Easterners learn by observing/copying practices of masters. There are methods associate with each: undo Western use of information limits to control—the system is badly outdated and dangerous, clearly ask seniors for information needed by your career but not threatening to careers of seniors, recognize the power of depth and professionalism of skill in the West and the power of global contexts around skills in the East, learn to learn both ways by practice conversion to model and by observing masters.

- 1) the West—control organizations by controlling information—Bacon's Panopticon hundreds of years ago, showed workers, in cubicles, unable to see each other, but spied on by a central tower of one-way mirrors—there is a tradition in Western cultures of totalitarian controls applied to

employees and work that, much mitigated today, still undermines trust and information sharing between layers of management and with workforces.

44 METHOD: INVENT VENUES FOR TAPPING

SENIOR ADVICE AND EXPERIENCE modern circumstances make this old Western tradition quite dangerous—invent occasions for seniors to advise, share, explain things to juniors—dinners, interviews, newsletters, learning events for newcomers, orientation lunches.

Main Point: Bosses need proprietary skill and viewpoints and information for job security in Western organizations—when you show understanding of that, sympathy with it, and learn to articulate exact kinds of context and information you need for your specific career and job performance needs, so as not to threaten boss job security, then information will be forthcoming. Show you understand, respect, and protect boss job needs and they will trust you with information that only they have access to. Recklessly and greedily seek all sorts of information for vague reasons and you will alarm and threaten every boss and find your career plateaued for mysterious unstated reasons.

Step 1: Show appreciation and respect to bosses for the difficulty of maintaining secure jobs in modern Western organizations.

Step 2: Develop precise limited specific descriptions of exactly what information you need for current task performance and near future career moves.

Step 3: Find for your boss what his/her boss demands of him in task accomplishment and pro-actively help your boss please or amaze his/her boss—that is be seen as an asset helping your boss's career succeed.

Step 4: In the context of step 3 ask your boss regularly for information, guidance, gossip, and intuitive judgments about work things

Step 5: Invent regular events, dinners, interviews for doing step 4.

HOW THIS WORKS: When your boss feels supported by you in career terms not threatened, she/he will trust you with information you need to that supporting better. Support produces sharing of information.

MY OWN STORY: I developed the habit of making my immediate boss totally famous within six months of meeting him/her, in every company I worked in. I invented highly visible extremely bold events that got media and CEO and top customer attention, and that produced great books and videos of their contents as proof of their quality and power. My bosses learned that I would always quickly make them famous and get them regularly in contact with our company's CEO and with the CEOs of our leading customer firms. How I did this is less obvious. I had practiced doing work in event form, not process or bureau form for decades and gradually got good at inventing events that amazed people, made powerful products, and changed cultures and attitudes. Event based management quickly becomes top management. Attention is nearly everything in our modern media drenched internetted world.

- 2) **the West—enough information to do your job, not enough to get my job**—seniors are not as safe in the West and protect themselves by hoarding information; until re-structurings that throw middle managers suddenly out of work are reduced, managers will naturally continue to protect themselves by hoarding information

45 METHOD: SPECIFY EXACTLY INFO NEEDS

YOU HAVE specify exact questions young employees need answers to in order to plan their careers appropriately—so as to not ask for info that upper managers depend on for career security

Main Point: Young people grow up thinking seniors are always powerful secure people afraid of nothing. This is a

child's exaggeration. Seniors are often threatened by more and bigger forces than lower level employees. They often are under stress not only from their own failings but from being blamed for myriad failings of their staffs, direct reports, and employees. In reality, upper level authorities are often, even usually, less secure than lower level employees. Showing bosses that you recognize how difficult job security is for them, wins trust. Helping them become more secure by helping them please their own bosses, turns you into an asset and ally for them.

Step 1: write down exactly what information you need to do your present job superbly and what info you need to make your next two or three career moves in the organization

Step 2: have someone older than you check it to make sure it is not vague, overly general, or grandiose

Step 3: determine by observation what information your boss needs to secure to make his or her job secure, be sure NOT to ask for that information for yourself

Step 4: contribute actively to helping your boss please his or her boss before asking for information for yourself

Step 5: in the context of step 4 ask your boss for exactly the info you need, not more

HOW THIS WORKS: bosses are experts, at least in your work organization compared to you. Experts do not like being asked vague irrelevant impractical questions by novices. They want to answer only specific relevant intelligent questions. You have to do the work of researching what info is in document form already, what info your peers already have, and only after exhausting such sources, go to your boss for advice. Bosses are willing to answer specific, practical, realistic, questions based on you already investigating what existing lower level people and documentation sources provide.

MY OWN STORY: I worked in high tech software companies where things changed so fast it was youngest employees fresh out of grad schools who know the industry and its products best. So bosses asked people like me for advice rather than vice versa.

- 3) **the East—expert at everything skilled at nothing**—the East has traditions of amateurs doing any role and job in any division, moving wildly across all parts of organizations, knowing all slightly and knowing nothing deeply; this creates traditions of non-professional doing of tasks that often makes quality of results poor internationally measured

46 METHOD: BALANCE BREADTH WITH

DEPTH, EAST WITH WEST recognize the power of great depth of skill in your one function and do all you can to become world best at it while keeping a second track of mastering somewhat several very different tasks/functions

Main Point: To stand out from others competing with you, you have to operate in contexts unavailable to them, viewing things not as they view them, seeing things they cannot now see. This means one common powerful route to outstanding career success is NOT being in and NOT following the culture of your firm, nation, industry, and gender. Think and act: female-ly if you are a male, French-ly if you are German, Toyota-ly if in Mercedes Benz, agriculturally if in a retail firm. One way to do this is to think and act Westernly when in Eastern firms and Easternly when in Western firms. If you think and act in ways the people around you cannot match or understand easily, that gives you capabilities and results those around you cannot achieve and match. That makes you stand out. It makes you a high performer.

Step 1: Alternate jobs—one job to deepen your mastery of one area, the next job to master something entirely different that contexts that deep area, then another job deepening further that one chosen area, then another job after that taking you far afield to something that contexts that one deep area

Step 2: Alternate methods and styles—manage your own work and your team to deepen skill in one chosen area and to start learning diverse other skills that context that one deep skill area.

Step 3: Combine people types—mix people of deep skill in one area with people exposed to diverse contexts and areas

Step 4: Apply outside area skills and views—do things Eastern-ly when in the West and Western-ly when in the East

Step 5: Admit the limitations and neurotic costs of your own upbringing and ways and of the ways of others.

HOW THIS WORKS: The idea is to operate always out of a diverse broad repertoire of possible views, goals, and means, where competitors operate out of much narrower repertoires that are less diverse. Thusly, you make yourself unpredictable and others give up trying to guess what you will do and how you will do it. They stop competing with you.

MY OWN STORY: By choosing rather obscure and unusual skills to master, like managing by events, social automata ways to hold meetings, structural cognition ways of writing and speaking, informative forms of video composition, and the like, I operated in contexts no one else had learned or mastered and so no one else could compete with me in the particular results only I could achieve. If, on the contrary, I had tried to compete by selling well, persuading normally, making a business unit more profitable in normal ways, I would have had to fight off dozens of competitors. Instead I sold by making systems and product and sales processes more feminine (no one else did that), I persuaded by designing explanations, product, and presentations to reduce cognitive work loads on customer-audiences (no one else did that), and I made my businesses more profitable by inventing forms of products that fit around all our competitors' products so we sold one of our for every one of each competitor product that got sold, making us automatically market leader (no one else got products profitable that same way).

- 4) **the relation to practice versus theory/concept**—learning in the West involves turning practices into codes that everyone can learn from without closeness, relationships, or proximity; learning in the East involves disciples blindly copying what they observe masters doing face-to-face; the result is closeness is key to learning in the East and in Easterners, while codes/concepts are key to learning in the West and in Westerners.

47 METHOD: LEARN BOTH BY COPYING MASTERS AND BY CONVERTING PRACTICE INTO THEORY APPLIED TO MANY CASES practice both learning via face-to-face observing as a disciple and learning via turning practices into codes that others can easily turn into routines in other circumstances.

Main Point: If you limit yourself, consciously or unconsciously, to how the society around you habitually learns, you become no better than everyone else there. If, on the contrary, you learn as societies different than your own learn, you can double what you learn compared to peers and nearby competitors.

Step 1: Master Eastern master-disciple ways of learning done without verbal articulation and abstract models

Step 2: Master Western practice turned into abstract model and model compiled into new case application procedures, ways of learning.

Step 3: Learn the strengths and benefits of Eastern ways of learning—expert procedure execution—and the strengths and benefits of Western ways of learning—a single procedure applied to dozens of diverse cases.

Step 4: Learn the weaknesses of Eastern ways of learning—missing cases where a way could have been applied due to too much concretion of imagination—learn the weaknesses of Western ways of learning—procedures so general applied to cases that no expertness of execution appears, making great ideas produce non-great results.

HOW THIS WORKS: This is merely a matter of having a repertoire broader and more diverse than the repertoires of those you compete with.

MY OWN STORY: It feels bad to learn in another nation's ways—it is unnatural, slower, and the circumstances work against it in most of the world outside that nation. It feels

good in a way too—unique, different than what peers do, and entertaining to some extent. I lived in Japan for 20 years and mastered their ways; I lived in the US for 20 years and mastered their ways. By doing US ways in Japan and Japan's ways in the US, I got competitive advantage, having a broader repertoire of ways than the people competing around me. Often I was able to see and do things other around me did not see and could not do.

DIMENSION TEN: MANAGING BY EVENTS AND JUST-IN-TIME MANAGING

No communication has much worth unless based on perceiving the absolute minimal core of what business is and needs—most errors in business come from poor focus or focusing on wrong things. Total quality defined a core of business upon which the world wide web was developed: the ideal organization has no management or staff jobs only line work adding value to end customers, defining core leadership functions allows finding alternative ways to deliver them besides a fixed expensive inventory special social class of people called “managers”, traditional ways to deliver leadership functions via a social class of managers leads to simultaneous over-managing (doing functions to justify perks) and under-managing (choosing to work only on problems you already have skills for). There are methods associated with each: apply total quality theory to define the essence of any business function and eliminate all else, build or buy a model of core leadership functions and use it to measure how much of the right types of leadership are being delivered by current versus alternative new systems, identify organization needs being over and under managed and correct them.

- 1) **the ideal of the line-centered organization**—total quality theory guided development of the web and internet support for business processes; part of that theory is this ideal of no managers, no staffs, only line people making value for customers—anything that eliminates or reduces non-line things/persons is “productive” and “preferred”

48 METHOD: USE A STRICT RIGOROUS DEFINITION OF THE CORE OF BUSINESS apply total quality theory to identify the essential core “line” functions of your job and task and work hard with seniors to reduce or eliminate anything else you do or are required to do.

Main Point: Total quality theorists have produced the purest, narrowest, most revolutionary definition of the core of business—seeing businesses, in ideal form, as having no management, no staffs, just pure line work that adds value fully delivered to customers. This ideal helps us identify functions to reduce, eliminate, avoid, and speed up. It focuses us on what is vital and shows what is waste. Communication and PR in business if distracted by sloppy or casual definitions of what business is and needs, produce lots of verbiage and messages without doing much—it is distracted by lack of profound concept and the focus that profound concept provides.

Step 1: Study the best of total quality theory and master the rigorous lean Japanese definitions of what functions are essential in any business and in any business process.

Step 2: Study the best of American views of business as purely information handling mechanisms and see how those views outperform in some functions and purposes Japanese total quality views.

Step 3: Find the leanest, purest definition of the core of all business you can find and direct all your PR, communication, effort, learning on those functions alone—master the core, avoid the waste and unfocus on the periphery.

Step 4: Spot all your efforts and activities devoted to non-core activities and functions in business and gradually eliminate them all.

HOW THIS WORKS: PR and communication about non-core distraction wastes in business may appear good but

actually further de-focus and distraction. Communication about core functions has much value, both because it handles core functions and because it avoids wastes and distractions from core essentials.

MY OWN STORY: I went to Japan in 1976, four years before Japan devastated US auto companies with high quality competition, to master Japanese total quality in two Deming prize winners---Matsushita and Sekisui. I learned a core image of what business is there that allowed me later, back in the US, to get much more bang for my buck than my competitors. I avoided many diverse abstract types of waste that people around me mistook as core functions needed by business. I directed my efforts at a much purer, smaller, more essential target.

- 2) **when you define core functions of leading you can explore alternative ways to deliver such functions when and where and in the specific amounts needed**—in most of the world we deliver such functions using an expensive fixed inventory of persons, a specially-designated and en-perked social class called “managers”, there are alternative ways to deliver leadership functions that outperform this traditional means of delivery.

49 METHOD: DEFINING A PURE SMALL CORE

ALLOWS INVENTION OF ALTERNATE MEANS OF DOING THAT CORE find or build a model of all core functions of great leading and then find people, seniors, in the organization good at each and ask them for advice and guidance regularly; when necessary gather a group to study great leadership and the group invites key managers to talk on key leading functions—write up the results and publish as a book, within the org and then without.

Main Point: Though all managers explain that they have to do unprecedented functions at times and adapt to unseen-before circumstances, we all observe them doing 99% of the time functions repeated by billions of previous people. The 1% invention component is used to excuse the 99% repetition component. By being vague about what managing and leading are, in terms of functions, managers avoid being measured about how much of each such function they do, how well they do each, and how well they deliver the correct function needed by a situation to that situation in time. Staying unmeasured is how bad employees ruin companies; unmeasured managing is even worse. Dr. Deming the quality guru used to use data to demonstrate that 85% of all workprocess variation was caused by how work systems were designed by top managers not by how processes were operated by workers. When we define core leadership functions, and measure how much of how many of them actually are needed and delivered effectively, we allow continuous improvement of quality of leading that goes on.

Step 1: for your own managing, find or build a model of the core functions of leadership.

Step 2: invent or find a way for your employees to determine at regular intervals how much of which such functions are needed at any particular time

Step 3: with your employees invent means of delivering just that amount of that exact leadership function to exactly who needs it with low cost and high quality of delivery

Step 4: experiment with 3 or 4 entirely different ways of delivering such functions till you find a way or collection of ways that outperforms current traditional systems of delivering leadership via expensive fixed inventories of special social classes of people called “managers”.

Step 5: continuously measure quality of deliver of appropriate management functions to where needed in the amounts needed and use that data to continually improve how such functions are done and delivered.

HOW THIS WORKS: You will be incompetent at doing all such functions at first and will have to gradually learn and master each such function over a period of many years. However, if you have a definite list of, say, 64 such functions, to start with, you can control the speed and quality with which

you master that set, compared to people who use no model of such functions at all.

MY OWN STORY: I asked 150 people greatly led and 150 people reputed to be great leaders what the capabilities of great leaders are. Thousands of items were categorized to produce a model of 64 fundamental functions of leadership. I have personally mastered all but 3 of those 64 function, over a period of 15 years since I developed the model in research. Moreover, students of mine have mastered considerable fractions of the model and are rising to the tops of various well known global businesses.

- 3) **simultaneous too much managing and too little managing going on**—all fixed inventory systems, just-in-time total quality research showed, suffer paradoxically from too much inventory all the time and too little inventory all the time; we get too much managing as people of specific rank to justify their rank do managing functions not called for by the essentials of the business “looking managerial” (some meetings for example); we get too little managing as managers gravitate to dealing with and noticing only problems they have good skills or solution for (avoiding problems they are not skilled at handling).

50 METHOD: PRUNE TOO LITTLE AND TOO

MUCH MANAGING FROM YOUR WORK identify organization needs, opportunities, and functions being under-managed and being over-managed and use that to focus what you do and how you do it and whom you meet and what you say to them.

Main Point: Any function delivered via a fixed inventory is prone to over and under supply. Management when delivered by a fixed inventory of “managers” is not immune to this and so results in too much managing going on while at the same time too little managing goes on (too much via managers doing functions to justify perks, and too little by managers choosing to respond only to situations for which they already have skills and experience). You as a possible future manager or as a manager already have to assess yourself continually to spot where you under manage and over manage due to the forces mentioned here.

Step 1: Where do you avoid certain opportunities or problems because you lack capabilities, confidence, experience, or interest in them? At what cost to your career and firm?

Step 2: Where do you perform leadership functions that actually are unneeded? How do you discern that that is happening? Why do you deliver leadership that is not strictly needed? Where do you deliver too much of a leadership function? How do you know this is going on? Where do you deliver a leadership function to the wrong place or unit of the business? Why does this happen?

Step 3: Redesign how you manage to eliminate over managing and under managing. What changes do you have to make for each?

HOW THIS WORKS: Any role is a performance due to the too big audience and too little audience nature of large organizations. What we manage is mostly for show, rather than for actual impact. The show can be so powerful that it undermines actual services needed. Big organizations have to constantly reduce for show doings and replace them with for customer/market impact versions of the same.

MY OWN STORY: I was co-dependent. I loved my employees so much that I did not give them the freedom to make their own mistakes. So they resented my intruding into their freedom more than they valued the errors I helped them avoid. Like a bad parent, I had to learn to shut up, watch someone fail, and intervene only when they asked for help. This always irritated me greatly but I reluctantly learned that unless a customer's repeat business was at risk, it was overall better to watch an error than to prevent someone learning from their own free decisions. Learning was worth more than errorless performance except in a very few extreme circumstances. All parents go through learning this same lesson. Stand back, watch the error unfold, and help someone

pick up the pieces, knowing they will remember the humiliation and pain involved and not repeat that particular error, probably for years.

DIMENSION ELEVEN: MIND EXTENSIONS

It is not what we can stuff inside our brains that makes us intelligent but all those tools outside our bodies that make us smart like our files, personal libraries, and our network of friends who help us think and edit our ideas. These so-called mind extensions makes us smart: because the interface into and out from our brains is narrow enough that we can never put all we need to know into our brains as remembered stuff; the quality of our network of friends who perform mental functions for us makes us intelligent, the extent and comprehensiveness and diversity and degree of indexing of our files, library, and network of cognitive friends determines the quality of our thought and career. There are methods associated with each of these: get new articles and books and speeches from all over your organization and summarize then distribute your summary widely, continually add people throughout your organization who edit challenge and improve your thought, arrange parties and meetings and hobbies with people who can improve your files, library, and network of cognitive friends.

- 1) **tools outside you skull make you more intelligent than your brain does**—unfortunately schools try to make us intelligent by getting stuff into our brains as memorized information—in reality it is questions you can answer tomorrow that determine how intelligent we are, not questions we can answer now based on what is memorized in our brains. The interface into and out from our brains is too narrow and slow and imprecise (badly indexed) to make us intelligent at work. It is the quality of tools outside our brains—our file quality, our library quality, our network of friends who help us think---those determine how intelligent we are. It is those we should improve and school well. It is those we should give exams to.

51 METHOD: INVEST TIME EVERY WEEK IN ADDING TO YOUR MIND EXTENSIONS get new articles and books and ideas to file from all over your organization; get new books for your library from recommendations from people all over your organization, develop a network of people who improve or challenge or edit your ideas from all over your organization.

Main Point: We all collect ideas, jot things in laptops and notebooks, tear out or copy articles, get books or spot book names. The key is what do we do with all that. Mere collecting usually produces merely trash. There has to be time, regular disciplined time, each week, in which we turn collectings and noticings, into models, files, libraries, and organized, index ideas. It is just like our own brains—autistic savants notice everything but miss all meanings, we have to index what we notice to use it and give it meaning. The flood of noticing and collectings are autistic until indexed, organized, filed, labled, and regularly reviewed.

Step 1: Right now empty your pockets, briefcase, and review recent additions to your laptop files. Count how many things you have collected but not named, organized, summarized, indexed, and made ready for future finding and use.

Step 2: Select a time this week, and to be repeated every week of the rest of your life, in which you will collect every note, copied/torn article, book name, idea collected by you in the past week and organize it, summarize it, index it, turn it into models, and otherwise make it available for future finding and use.

Step 3: Commercialize your growing files and library by making versions or summaries or diagrams of its best contents available on the web in blog or micro-priced form or in the form of micro-published books.

Step 4: Select a time each month to consult each person in your life who performs valuable cognitive functions for you---

editing, challenging, organizing, providing news, and the like.

HOW THIS WORKS: News, information, files, contact people, without regular invested time, become trash. Regular time spent converting collectings into indexed usable findable contents turns items into meaning and action.

MY OWN STORY: I met a professor of international business at the University of Michigan who, every Friday afternoon, for two hours, did this—making overhead slides out of each torn/copied article and jotted note, then making 3 copies of those slides and filing them away under four topics in huge file cabinets. Twice a year, mid-winter and mid-summer, he would examine all his last six months of collections-turned-into-models and categorize them, order them, and write them into a book of about 200 pages. He wrote two books a year in exactly this rote simple automatic informed way. I was impressed.

- 2) **The quality of our personal network of friend who perform mental functions for us makes us intelligent**—we each have some people who inspire us, who edit our work, who challenge us, who disagree with our favorite views—these people make us intelligent, their quality overall becomes our quality of thought;

52 METHOD: EXPAND YOUR COGNITIVE-FRIEND NETWORK continually expand the people you ask to challenge, edit, test, improve your thought

Main Point: People like to be asked to play the role of advisor to us or expert for us to consult. They like having their wisdom respected. Expanding those who advise you is as easy as praising someone for an ability they truly have. That requires investigating people and what they are good at, and selecting ones better than you at various cognitive functions.

Step 1: Make a regular circuit throughout your organization, throughout the professional associations related to your industry, in the MBA programs and faculties that deal with your industry, to find people smarter or faster or better connected than you are who can help you think or improve intermediate results of your thought.

Step 2: Generate sophisticated practical dilemmas from your work and initiatives, that will fascinate some of the people you meet in the circuits in step one above.

Step 3: List all mental functions involved in your work, and list for each, all people who help you or could help you doing each. Mark which of those functions are well done and not well done, which are well supported by other people who help you and which are not thusly supported.

Step 4: Develop from results of step 3, a plan of what sorts of new helpers to find, for those functions important and not now well done by you.

HOW THIS WORKS: You have to know what parts of your thought work well and do not work well, in order to select what sorts of other people could join your cognitive friend network. You have to investigate people capable of many diverse powerful kinds of thought in order to come across people you might regularly use to make your thinking better.

MY OWN STORY: There are a lot of people I can find to turn my bold ideas into conventional ones. It is much harder to find people who take my bold ideas and like and expand on them. Getting social all too often drives the unusual and interesting out of ideas and injects the popular, trendy, and easy into them. I learned, therefore, to develop two different sets of helpers—people who draw me towards bolder more unusual thinking and people who draw me towards safer, more popular, more puny thinking.

- 3) **the extent, comprehensiveness, and degree of indexing of particular mind extensions determines our intelligence**—our files, libraries, and networks of cognitive friends have to be diverse, comprehensive, and well indexed if they are to make us intelligent—each of these traits requires years of investment and effort and good design; example: Prof. Verner tearing out articles all week then Friday afternoon, making 3

copies of each and filing them under 3 different topics, then building a model from each set of articles and filing 3 copies of each such model.

53 **METHOD: GET AMBITIOUS—COLLECT BEST IN THE WORLD PEOPLE INTO YOUR COGNITIVE FRIEND NETWORK** arrange tools, meetings, parties, and other events where people who contribute to your files, library, and network of cognitive friends meet each other and get help from each other.

Main Point: The extensions to our minds work better if they are diverse, comprehensive, and well indexed. That is, if they do not repeat our familiar ways and ruts, if they cover nearly every type of idea in a field, and if we can find any item in them readily, they work well at increasing our intelligence, imagination, and mental performance overall.

Step 1: Test your files, library, and cognitive friend network for diversity, for comprehensiveness, for degree of indexedness.

Step 2: Improve diversity, comprehensiveness, and indexedness as needed.

Step 3: Investigate for each cognitive function you have a friend for, who the best people in the world at that type of thinking are, and gradually contact them and find ways to include them in your network.

HOW THIS WORKS: Once you have a basis, a core, of a great library, file system, or cognitive friend network, you can use that as motive and capability basis of getting ambitious and going for world best—your initial items can become an excuse to become a world class filer, library builder, and collector of cognitive friends.

MY OWN STORY: To the regular time that you devote weekly to updating your various mind extensions, and the twice yearly time you devote to turning them into books, you can add regular time, expanding your mind extensions into world best realms.

Personal PR Workbook

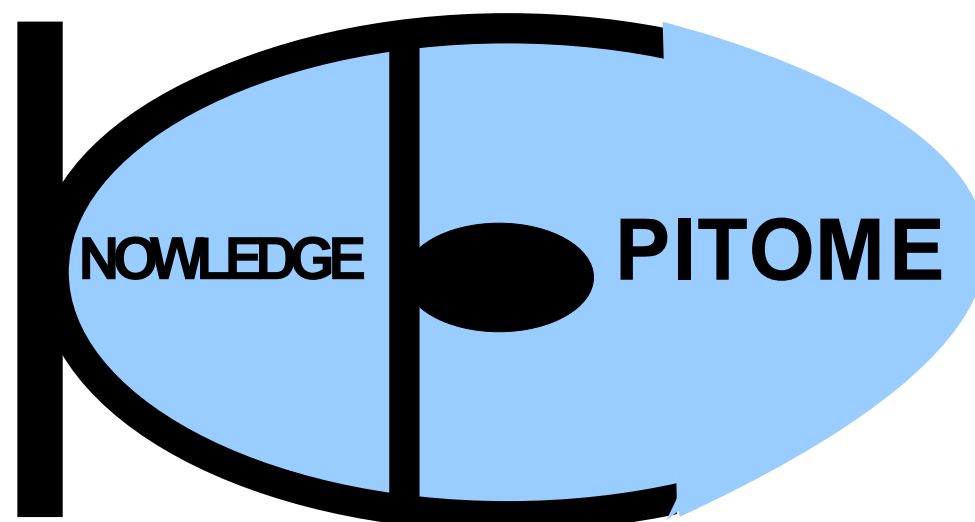
WEB SITE PROFILES:

<http://www.linkedin/in/richwows>

<http://www.scribd.com/people/view/310309>

<https://www.youpublish.com/people/1201>

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