

## Q & A – Building a Generative Organization

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***Bill, What does it require of an executive to achieve inspired performance?***

Executives who are willing to make and live by a few fundamental choices can engage people in a manner that results in inspired performance. Just as each individual must make fundamental life choices to have health, wealth, trusting relationships, intellectual development and an inspiring spiritual life, organizational leaders must make fundamental choices to have inspired performance. The choices they make determine whether people engage at a level that captures the available discretionary efforts that come from involved, productive and people that are inspired or one where people seem not to care, and/or are mainly concerned about themselves. The resulting effort is that they only function at minimum levels of acceptable performance.

***So is that the purpose of this discussion, to explore those fundamental choices, and discover those principles that, if or when violated, will result in highly predictable and undesirable consequences and, if followed and adhered to, produce the results everyone truly wants?***

Yes, I think so. For the past 30 years, we have worked closely with organizations world wide, conducting exhaustive research to discover these choices and principles and answer a few simple questions. First, what is it that leaders, management and individual performers all want their organizations to be like? And second, what does it require from each of them to make their organizational dream possible? This research has led to the creation of The Center for Creating an Inspired Workforce, a division of The CEO Alliance.

***What did your research show people really want?***

Fundamentally, every individual wants to be a part of something bigger than him or herself. They want to be part of an organization where what they think (the ideas they have) make a difference. They want to be recognized as being significant. They want to learn, grow and develop and be valued for the contribution they make. Most importantly, they want a chance to be on a winning team and be recognized for doing the very best they can with their skills and talents.

Basically, if you interpret all of the data, our research revealed that at the very core, people want to be a part of an inspired workforce. A person's deepest and most personal desire is to inspire and to be inspired. Most executives--and certainly all-true leaders-- want to provide inspiration and to know they are making a difference.

***If everyone wants to be inspired, and indeed they all want the same thing, management and front line employee, why does it rarely exist?***

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Again our research found that it was simply because very few workplaces understand and provide the required context within which to work, where everyone (manager as well as performer) feels valued and appreciated.

Historically, the difficulties facing organizations and their executives are so complex, long term, and deeply rooted—That making the dream of an inspiring place to work seem beyond their grasp. Most managers' days are spent reacting to problems, some very visible, others undiscovered and unknown. These problems result in a **reactive state**, always addressing something that has gone wrong or the failure to achieve stated objectives.

For example, one CEO of a very well run and successful company exclaimed that he and his executive team spent as much as 80% of their time putting out fires. Further study revealed they were actually spending even greater amounts of time in a reactive state due to rework, unplanned changes, and personnel issues. Seeking the root cause we discovered that the majority of the issues were self-created. Those that weren't could have been prevented given enough time to focus on them.

***I don't think what you are reporting is an isolated case is it?***

No, definitely not. Research in other companies revealed that managers who saw themselves as **problem solvers** discovered that they were very often the **problem causers**, not so much for what they did wrong, but what they failed to do right. Clearly something is intrinsically and deeply wrong when well-meaning managers create and/or exacerbate workplace problems.

***Was this state caused by the lack of a clearly defined vision, mission, or purpose? Was it the lack of organizational values, not holding people accountable or being able to attract a motivated workforce?***

Not at all. As a matter of fact, in several cases these elements were part of the fabric of the organization and deeply rooted in the culture. In others they had been developed and shared but were clearly not integrated. However, in both groups, we still found the organizations in a reactive state.

***So what was missing? It seems like you are describing some really good companies and they failed to accomplish an inspired state for people to work in?***

Very simply put, these organizations had only failed to make a few fundamental choices and operate by some guiding principles. These principles, when followed (or violated) result in highly predictable outcomes and determine which forces govern organizational

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behavior. These choices and principles determine whether a reactive or a generative organization will exist. They determine an organization's destiny.

### *What did you do, based on these findings?*

We focused on learning what mission-critical decisions and essential activities must be in place and maintained as regularly and systematically as equipment needs to be cleaned, customers serviced, products and services produced or payroll and taxes paid if a business is going to prosper. Simply put, our search revealed the difference between someone who is reacting to outside forces versus someone who is purposely generating a desired result--based on their willingness to commit to a disciplined path--a path guided by principles that constantly expanded their capacity to perform at higher and higher levels. The difference lies in making a choice between these two ways of approaching a situation.

### *What was your greatest challenge?*

Our first challenge was to discover what caused the reactive state and then determine what it would take to achieve a **generative** one. The second challenge was to determine how someone could make a different choice --one that was clearly generative rather than reactive.

*So, the essence of what you discovered was how to go From a Reactive to a Generative Orientation? That's a tall order I would think. An orientation is a completely different way of viewing the world!*

Yes, and because in a reactive state, everything tends to be based on what gets your attention it makes it most difficult. As pressure builds up it causes something to get your attention and then a reactive action is finally taken. What gets the attention is seen as an "event" or comes as a "surprise."

*Isn't it true that a manager who is reactive can have a dramatically negative impact on productivity in this state? How can you ever achieve real change in a reactive environment?*

It is not easy, simple because you are dealing with a belief system. For managers, the root cause of this reactive state was their belief that events and surprises do *just happen*. Our experience showed that until there is a shift from this belief in events or problems being outside of their control, no real change could be made. Reactive states are self-reinforcing and operate like a vicious circle. There is no escape without addressing the belief system that holds it in place.

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### *What keeps an executive from seeing what is going on and correcting it?*

Well, at the root of the belief system is a condition we called organizational blindness. This can only be addressed by changing your frame of reference. This means understanding and developing a different organizational context. If events just happen, then reacting is all you can do that leads to a feeling of powerlessness and overwhelming frustration. As one manager said in addressing her endless difficulties, “It’s just hopeless. There is nothing I can do unless I can find some responsible people to work here.”

### *What do you need to do to over come organizational blindness?*

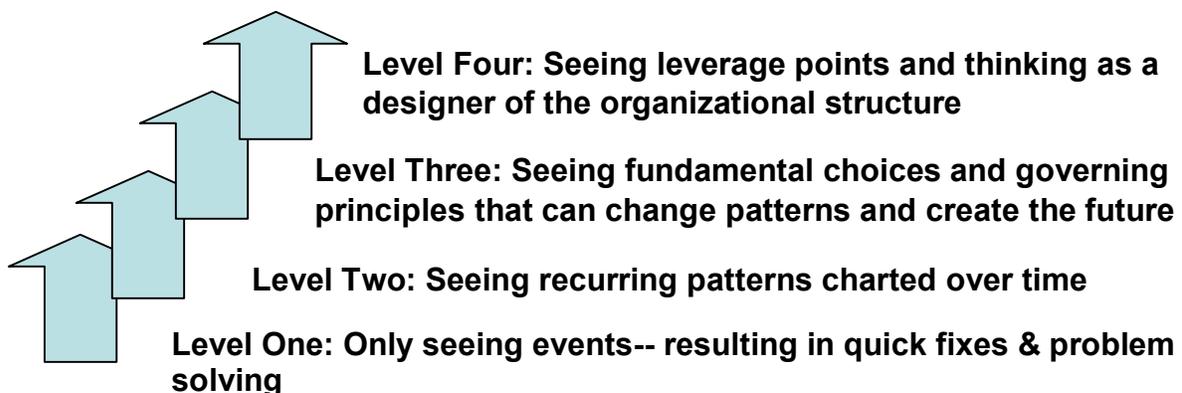
If you shift your viewing place, you will begin to see patterns emerge along with the systems and structures that caused them. Then the principles that determine what happened are revealed.

### *Is there a way to illustrate this so Blindness can be seen?*

Sure, look at this chart. It clearly illustrates this process. There are four levels of seeing. First is to see that events and reacting to them cause even more events or problems. Ultimately you need to recognize that yesterday’s solution is causing today’s problem. Then you need to chart the patterns that recurring inside the organization and follow that with seeing the fundamental choices and principles that were violated that caused the patterns. Finally you will see leverage points that will remove the source of upset or reactive conditions.

### **Developing a Generative Vision (Overcoming Organizational Blindness)**

#### **Model for Seeing Generatively**



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***So what do you have to do to create a generative state?***

In a generative state, everything is based on applying the right amount of attention for the right amount of time to achieve the right amount of movement. In a generative state, there is no pressure to stimulate this action. Here in lies the greatest dilemma and executive faces. Because generative actions require consciously placing one's attention on the fundamental choices and underlying principles that cause desired outcomes. Given there is no pressure or Events to get your attention, this must be done very consciously.

***Yes, but Bill, isn't it true that each of us, no matter what we are doing, is faced with decisions that place us on the horns of a paradoxical dilemma? This is a real balancing act, is it not?***

Absolutely! There are paradoxical choices everywhere you look, even in communications and relationships. For instance, whether to speak frankly or be diplomatic when in a communications or conflict situation is a paradoxical choice.

Our choices determine the path we take and whether we are in a state of balance or imbalance and upset. Fundamentally the kind of work place you create is determined by where you place your attention. In a reactive state, attention tends to be event-driven. Things get your attention. In a generative state your attention is placed on those few leverage points that result in removing the source of upset conditions and achieving an optimum rate of growth and momentum to sustain a state of balance. For the purpose of moving from a reactive to a generative state, your attention is placed on those choices and principles that create an inspired workforce. Making this shift requires mastery of "context." This mastery forms the basis for choice. It determines the capacity to live by principles instead of reacting to events and surprises.

***It seems like you are talking about a different kind of management here. What do you call it? What does mastering it allow you to accomplish and what capability do you have to have to accomplish this way of managing?***

It is called Contextual Management, which is basically the Capacity to Choose Between The Nature of Man and one's Human Nature

***Isn't this a bit philosophical when you start dealing with the nature of man, human nature and management? ... all in the same sentence?***

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It is, but that is the essence of discovering your personal context. Without knowing your context, you have no way to determine what is meaningful to you and what isn't. worse is that you do not know why something means so much to you and other things do not.

Let's briefly deal with The Nature of Man, because, as you can imagine this could take an entire book. As a matter of fact entire books have been written on the subject. For our purposes today, the nature of man means making the shift from a reactive to generative state. The generative state is rooted in doing those things that tap into the true nature of man. In a generative state it is man's nature to build, dream, share, develop, grow, learn, trust and contribute. It is man's nature to be a part of a team, to give to, support and help others, to learn, achieve goals, improve, be purposeful, build communities, value relationships, create, design better systems and express who you are in ways that are uniquely your own.

On the other side of this dilemma is your Human Nature, which is to take action to survive. Unfortunately, within organizations it leads to looking out for self and ultimately to taking things personally, feeling victimized or blaming others. In this state one tends to look for and make excuses, become defensive and look out for number one. It is human nature to operate out of not being or having enough, fearing the loss of money, time, face, relationships, and self-worth. This leads to constantly wanting what you do not have, or believing what you have is not enough. It is deficit driven and fear based.

***It seems like it is human nature to be reactive. Doesn't that constantly throw things out of balance in an organization?***

Sure, both organizationally (as well as personally) when anything is out of balance it results in upset conditions. It is human nature for survival actions to kick in and to react to such upsets. The factors that contribute to imbalance combine to produce reactive behavior.

Of course, both "human nature" and "the nature of man" exist within each of us. To shift from human nature to the nature of man requires giving your full conscious attention, adhering to principles, and maintaining clarity of focus.

***Bill, can't any aspect of an organization that is out of balance, whether it is operations, finances, workforce development, sales and production, production and inventory scheduling, customer support and services, etc., throw the organization into a reactive state? So what does it take to address these out of balance conditions, once we have overcome organizational blindness, of course?***

Well said. Very simply, an inspired workforce is constantly focused on placing the right attention in the right place to achieve and maintain balance. Any change effort or growth

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strategy must deal with the personal, interpersonal, organizational capacity and competencies to maintain balance at all times. But keep in mind that at no time will this state completely exist.

Organizations are dynamic and changing and constantly confronted by seen and unseen dynamics from inside and outside the walls of the company. Like riding a bicycle, often it is simply forward momentum that maintains balance.

***So how do we develop context? It also sounds a lot like having emotional intelligence. Are they related?***

Absolutely, developing Contextual Leadership comes through self-awareness, reflection and self-management, which is the essence of emotional intelligence.

To be able to effectively manage, supervise or lead others requires what we call Contextual Leadership. Contextual Leadership allows an individual to be able to achieve a level of personal self-management that comes through self-awareness and understanding. Self-management is based on an in-depth understanding of what a person enjoys and/or avoids and the paradoxical choices he or she makes. This understanding contributes to your ability to consciously place attention on the appropriate leverage points and make the fundamental choices that result in inspired performance.

In order to achieve this level of self-management, The CEO Alliance conducted a worldwide search for an assessment instrument that could accurately predict the choices a person is going to make. In the course series [Creating an Inspired Workforce](#), the Center utilizes the Harrison InnerView assessment, the result of this worldwide search. The feedback from this assessment allows a person to see and understand the paradoxical choices they make that result in balance, satisfaction and fulfillment and those that cause imbalance, frustration, upset and hinder performance. It also accurately predicts how someone is going to perform in his or her current or future responsibilities and position.

This knowledge is essential for managers and leaders because their level of emotional intelligence, competencies and behavioral patterns--indeed one misstated or misunderstood word--can dramatically affect the entire emotional state of the workforce. Even those truly rare individuals who possess great emotional intelligence and seem blessed with the natural ability to address others in a manner that generates trust, openness, teamwork, highest levels of morale and productivity, often have personal imbalances that cause upset conditions in other areas that later affect the workforce. Understanding these balances and imbalances in behavior is essential to creating an inspired workforce. Dr. Harrison, who developed the Harrison InnerView, discovered that the areas of balance or imbalance essential to achieving high performance are based

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on the following: a person's outlook, decision-making abilities, implementation skills, communications, support of others, motivation, desire for self improvement, organizing and leadership skills.

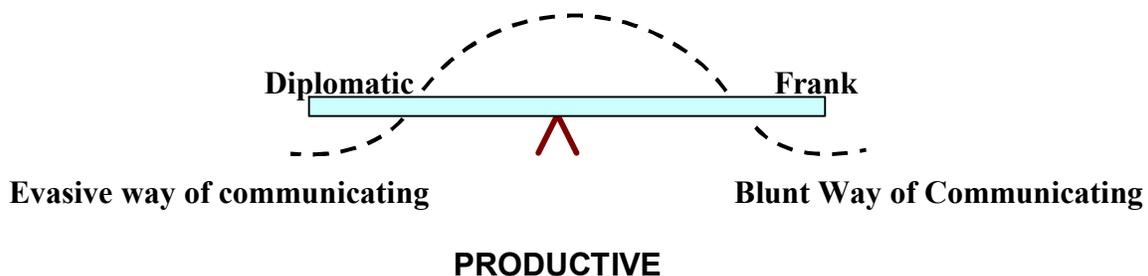
*So a persons balances or imbalances are at the root of a great deal of this upset and reactive behavior inside of organizations?*

Yes, each area of a person's life has similar balances and imbalances that dramatically effect the environment in which a workforce operates. For instance, Frank and Diplomatic is a pair of traits that determine communication effectiveness. A person who is both frank and diplomatic is an effective communicator. Conversely, a person can be counter-productive in their communications when they are strong in one trait and lacking in the other--or deficient in both.

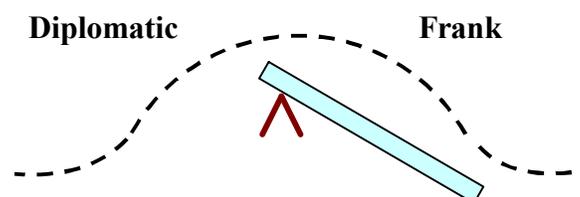
This communication balance or imbalance (as seen below) can either lead to clarity and aligned action or to uncertainty, impasse, misperception and frustration.

### Condition 1: Balanced Versatility

#### PRODUCTIVE and Effective Communications



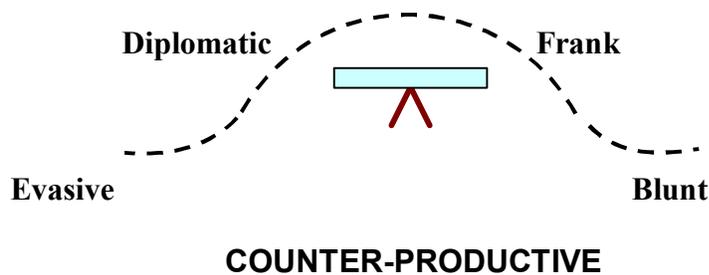
### Condition 2: Imbalance



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Evasive Blunt  
**COUNTER-PRODUCTIVE**

### Condition 3: Balanced Deficiency



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This understanding of the paradoxical choices one makes allows a person to create a development plan based on the underlying structure that causes generative behavior. With this knowledge, an entire management team can operate contextually, and make and carry out the fundamental choices that create an inspired workforce. Unfortunately, most development plans are more from a reactive state than a causative one.

*It sounds like you have laid out the core issues that it takes to create and inspire a workforce, but you mentioned several times that there are some fundamental choices and principles that must be made and followed. Could we discuss them for a few minutes?*

Sure, let's start with the First Fundamental Choice: Focus on Clarity

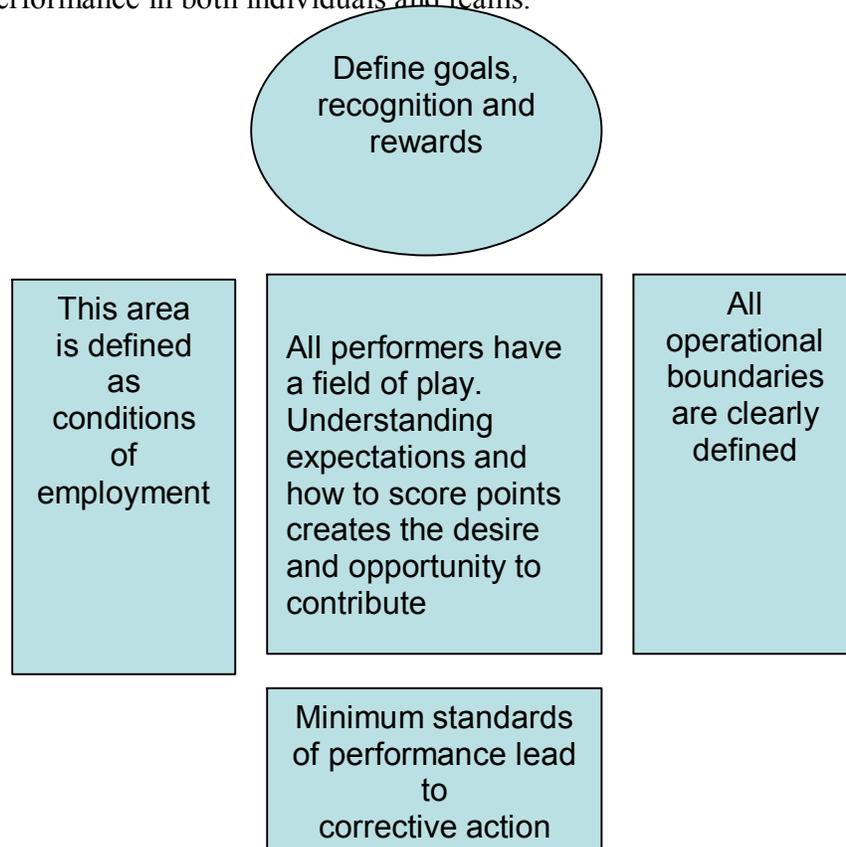
Basically we asked, what is it that makes one person high performing while another performs at sub par levels, assuming knowledge, skills, training, experience are the same? Why is it possible for a person who has very little educational or even skill development to out perform others with extensive backgrounds? Why does a high performer suddenly (or slowly over time) become average or below par in their performance? What goes wrong?

First, our research found that lack of clarity creates a constant state of upset. Without clarity, man's "human nature" tends to dominate thinking and behavior for performers at all levels of the organization. Lack of clarity causes emotional imbalances and organizational upset.

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If you are going to commit to creating an inspired workforce, then all of the boundaries, rules, expectations, goals, consequences of unacceptable behavior, methods of keeping score, decision-making processes, knowledge about achieving high performance and feedback systems need to be in place. Clarity of the behavioral rules is mission critical.

Below is a model that helps to develop such clarity and lays the groundwork for removing the initial source of upset conditions. It sets the stage for development of inspired performance in both individuals and teams.



### *What is it that you need to know to achieve this level of clarity?*

Basically, when clarity exists in these areas you should know: how you are doing, what you need to do to improve, where you stand (at all times) when compared to your best past performance, the impact your behavior has on others, how you can correct what you are doing in order to excel and what is causing any breakdowns.

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### *What is the Second Fundamental Choice:*

Second, you need to focus on Developing Core Competencies. Basically the real business of business that we are in is developing core competencies. Some companies think they make products. They are so wrong in this kind of thinking.

But, once the clarity model for creating an inspired workforce is in place it is time to determine the behavioral competencies required for high performance. This requires a four-step process. As we discuss this, you might want to think about any time you played (or tried to learn to play) chess. You had a board with specific rules. You had a queen (who could do anything), and a king, knights and rooks that only had certain capabilities and could only move according to well-defined rules of the game. Even though none of us is quite so restricted (or like the queen, able to do anything) we all have rigid patterns of behavior and ways of thinking, deciding, communicating, taking action, being motivated, planning, handling details, making judgments, and viewing the world that determine how effective we are going to be in specific job roles.

In order to know the best match for our capabilities as well as other members of the work team it is mission-critical to take the following steps:

**Step One:** Assess the job and establish the performance criteria (based on results) that determine high, medium and low performance.

**Step Two:** Based on this performance criteria determine the behavioral and skill competencies that are essential for high performance. It is also critical to identify behaviors that hinder performance.

**Step Three:** Assess the competencies of all individual performers. What are their work-related skill sets (eligibility factors) and what are their behavior tendencies (suitability factors) that determine how and why they are going to perform?

**Step Four:** Make certain that you have people on the job who have the essential behavioral competencies plus required training and skills to be a high performer in each mission-critical job function and task.

Taking all four of these steps that result in a good fit between the person and the job they do is at the heart of high-performance employees and an inspired workforce. By both the manager and the individual taking these four steps together, they will have a chance to jointly go beyond their past best performances. If you fail to place attention on achieving the right job fit, you will end up dealing with all the problems that get your attention due

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to a poor job fit. Having the capability to determine who is and have the right person in the right job is clearly an essential core competency of the organization.

*What is the basis for predicting how a person is going to perform? There is no doubt that this is one of the greatest costs a company incurs. It is having the wrong people doing the wrong job. One company that I know of estimated this condition as their single greatest cost, yet they admitted it is never shown on the balance sheet or in the expense column anywhere. How does the Harrison InnerView go about this? It is fascinating to me... and I know essential for executives concerned with addressing the source of their single greatest cost?*

Dr. Harrison says that predicting how someone is going to perform, or behavioral competencies is based on two theories, Enjoyment Performance theory and Paradox theory. Based on these theories it is possible to quickly and accurately determine how an individual is going to perform in specific jobs. By establishing the performance criteria in the second step I mentioned earlier and assessing the behavior competencies in step three you are able to determine the right person for each job. Fundamentally, if someone does not enjoy performing the mission-critical tasks required to be a high performer they will tend to become a low performer in everything they do.

### The Enjoyment- Performance Theory

Enjoyment-Performance Theory states that an individual will perform more effectively in a job when they:

1. enjoy the majority of the required tasks and activities
2. have a personal interest in the work
3. are in a work environment that matches their personal preferences



When these conditions exist, a person will tend to: 1. do it more often (and enthusiastically), 2. become better at it (even study it), 3. generally receive positive feedback and 4. do it more often. This cycle positively affects productivity, retention and levels of achievement.

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Conversely, when a person dislikes required activities they 1. avoid or put it off, 2. don't improve, 3. receive negative feedback and 4. performance and lack of enjoyment become linked together in a vicious cycle.



*So there is a test, a questionnaire that allows an organization to discover these behavior competencies and predict behavior?*

Yes, It is called the Harrison InnerView.

*I would love to take it sometime.*

I would be honored to share it with you.

*Bill, what is the Third Fundamental Choice?*

It is a focus on Scorekeeping for inspired performance.

Just as having the right job fit is central to high performance, providing the elements that a high performing individual requires is equally essential to success. Our research showed that high performing individuals and teams have these things in common:

Common Elements of High Performers:

1. They establish goals to go beyond their best past performance.
2. They set up systems of frequent, incremental feedback. They have an inherent need to know how they are doing so that they can improve.
3. They are more focused on how they feel when they have accomplished an objective than how they feel while they are doing it.
4. The obstacles and difficulties they have to overcome and solve add to the joy they experience when they achieve their objectives.
5. They are constantly challenged by achieving the next level of performance in areas they consider important.

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We also found that a coach, mentor and/or manager had believed in and worked with these individuals to discover what their past performance was and support them in developing all of the attitudes, behaviors and competencies required to become their best.

### ***What does it take for an organization to utilize a scorekeeping and feedback system that meets the needs of the high performer?***

What our research showed is that a high performance system works best when

- the data is gathered and maintained directly by each individual performer
- individuals help determine the data that is meaningful
- individuals are responsible for their own scorekeeping
- individuals use this self-feedback as the basis for making personal gains and improvements

Once in place and fully utilized by both the individual and their manager/coach, the scorekeeping and feedback process provides the catalyst for continuous improvement. It transforms and releases the energy required for going beyond their best past performance. This is the same process that taps into the powerful, generative “nature of man.” As pointed out earlier in this white paper, it is the nature of man to achieve their best possible performance, to do all they can with what they have. It is man’s nature to contribute and be purposeful. Scorekeeping provides the feedback required by high performers to be their best at what they do.

When individuals and teams are able to chart their own performance based on actual data that they gather and maintain, a transformation begins to occur that results in inspired performances throughout an organization. In this workplace everyone recognizes and values their impact on others. They want to achieve extraordinary results. More importantly, because of the focus on scorekeeping, the basis for feedback and an inspired workforce is truly possible.

### ***How do you go about establishing a High-Performing Scorekeeping System?***

A high-performance scorekeeping system is based on a determination of the number of direct and indirect opportunities a person has each day to score points and make plays that leads to personal success and/or being part of a winning team. Much like a baseball player has a certain number of “at bats” to make X number of hits or has X number of fielding opportunities to execute X number of outs, each performer has the same opportunity at work.

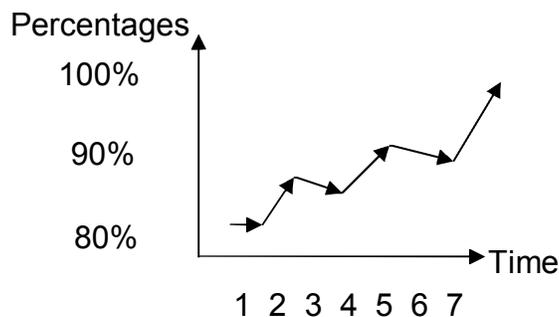
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By gathering data on the number of opportunities and dividing it by the results, a percentage or ratio tells a person how they have performed. Each person, at their desk or workstation, can graphically chart this percentage on score sheets. It is essential that everyone utilize this performance percentage ratio company wide for maximum impact. This is true for the CEO, a salesperson, customer service representative or a worker on the front line of the organization driving a forklift, who is responsible for filling orders and maintaining accurate inventory in the warehouse.

Score sheets, when made visible, provide immediate and consistent feedback that taps into the very essence of what motivates a person to achieve satisfaction and fulfillment. They allow each performer to see how they are doing by charting their scores (percentages) over time. This also reveals performance patterns, breakdowns and necessary course corrections that will improve performance. The value of their individual data takes on even greater importance when it is used to work together with their teams to improve overall performances. When this shift occurs, feedback, (an essential element) can be introduced, and an inspired workforce begins to emerge and become sustainable.

***I can see that this is quite a shift from most managerial uninformed, judgment based observations...which, that most often tends to lead to fault-finding, doesn't it? It seems like a lack of this kind of personal scorekeeping is the very basis of reactive system that prevails in a fire fighting workplace?***

Yes, when inspired scorekeeping is in place, individuals can now take pride and ownership and be capable of making a real contribution. This reinforces the generative nature of man and, over time, diminishes man's reactive "human nature."



***What's Next? This all sounds so simple?***

Well, the Fourth Fundamental Choice is a focus on Feedback

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Without an effective feedback system, even high performers will quickly lose interest in achieving excellence. Their results will rapidly deteriorate to the lowest level of acceptable performance. They will fall back into their “human nature survival mode” and begin looking out for themselves or blaming others for their upsets. Feedback is absolutely essential in achieving high performance, but lack of it almost always guarantees the lowest acceptable performance, doing only what is required to keep the job.

A high-performance feedback system has several elements that determine its success.

1. All feedback must come from a person who is trusted by the performer. Establishing trust is a crucial first step for any feedback giver to be accepted and ultimately effective with the receiver.
2. Feedback must be consistent over time. Any inconsistency in feedback while addressing performance will lead to upset conditions, frustration and lower performance.
3. Feedback must be incremental and frequent. A person needs to be able to see (preferably all day long) how they are doing so that they are able to make or influence performance decisions.
4. Feedback needs to be based on scorekeeping that the individual has kept on his or her own performance. It must be based on agreed-upon objectives and goals that the individual has established based on a performance baseline from their own scorecard.
5. Feedback should be focused on behaviors and competencies that ultimately address root causes. Focusing feedback on root causes will change performance.
6. Feedback, when properly given, will lead to a discussion of how the process or system works and what elements need improvement for it to achieve maximum results.

Each individual performer needs to work with their manager or coach for guidance in determining the nature and type of feedback and recognition that will be most effective. Most real control comes from the effectiveness of the feedback, rewards and recognition systems.

### ***So what is the Fifth Fundamental Choice?***

This is mission critical. It is the focus on Idea Generation and Personal/ Organizational Learning

The ultimate test in creating an inspired workforce is based on individual and organizational learning. Evidence that real learning has or is occurring is based on idea

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generation and implementation. Because all real learning is individual, it comes from personal insight, self-awareness and reflection. Creating the learning environment for this to happen requires the aligned focus of the leadership and management of the company. Everything up to now leads to them being able to choose, live by and apply learning organization principles and practices. All inspiration is rooted in personal discovery and learning experiences. This is the essence of who a person is. Learning is defined here as doing what was previously thought to be impossible. This is when a person is truly inspired. This--and perhaps only this--determines a company's achievement of maximum return on their investment in each individual.

This effort opens up the infinite creative potential that is locked within each worker. When ideas begin to flow, the capacity for change is released. Creating a system that encourages creativity in the workplace is the element that results in pride and ownership by each individual performer. It is what makes work enjoyable and fun. This is what engages people and allows them to be interested in their work as the source of creative involvement. It allows them to know they make a difference.

Ultimately the measure of productivity in an inspired workforce can be determined by the number of new ideas implemented per person that result in cycle time and cost reductions and improvements in quality, productivity, customer service (internal and external) and/or market share.

### ***So, how do we know when we have achieved an inspired workforce?***

Remember, we talked about going from a reactive to a generative state. We had to go from reacting to events, (overcoming organizational blindness) to seeing patterns over time and identifying the principles that when violated cause upset or out of balance conditions. Well, we have addressed those few simple, but critical principles here and the final piece is a scorekeeping and feedback system that provides the stimulus for the kind of learning and personal growth that takes each person beyond their past best performance on a daily basis. This is the source of true balance. Forward momentum, based on each person's contribution. It is the ultimate measure of optimum growth. It is the source of inspired performance. It is what that makes creating an inspired workforce the dream of every performer and every enlightened leader.

***Bill, thank you so much. What you have shared has truly come from your heart and I know it is what every person and indeed everyone who works for us truly wants.***