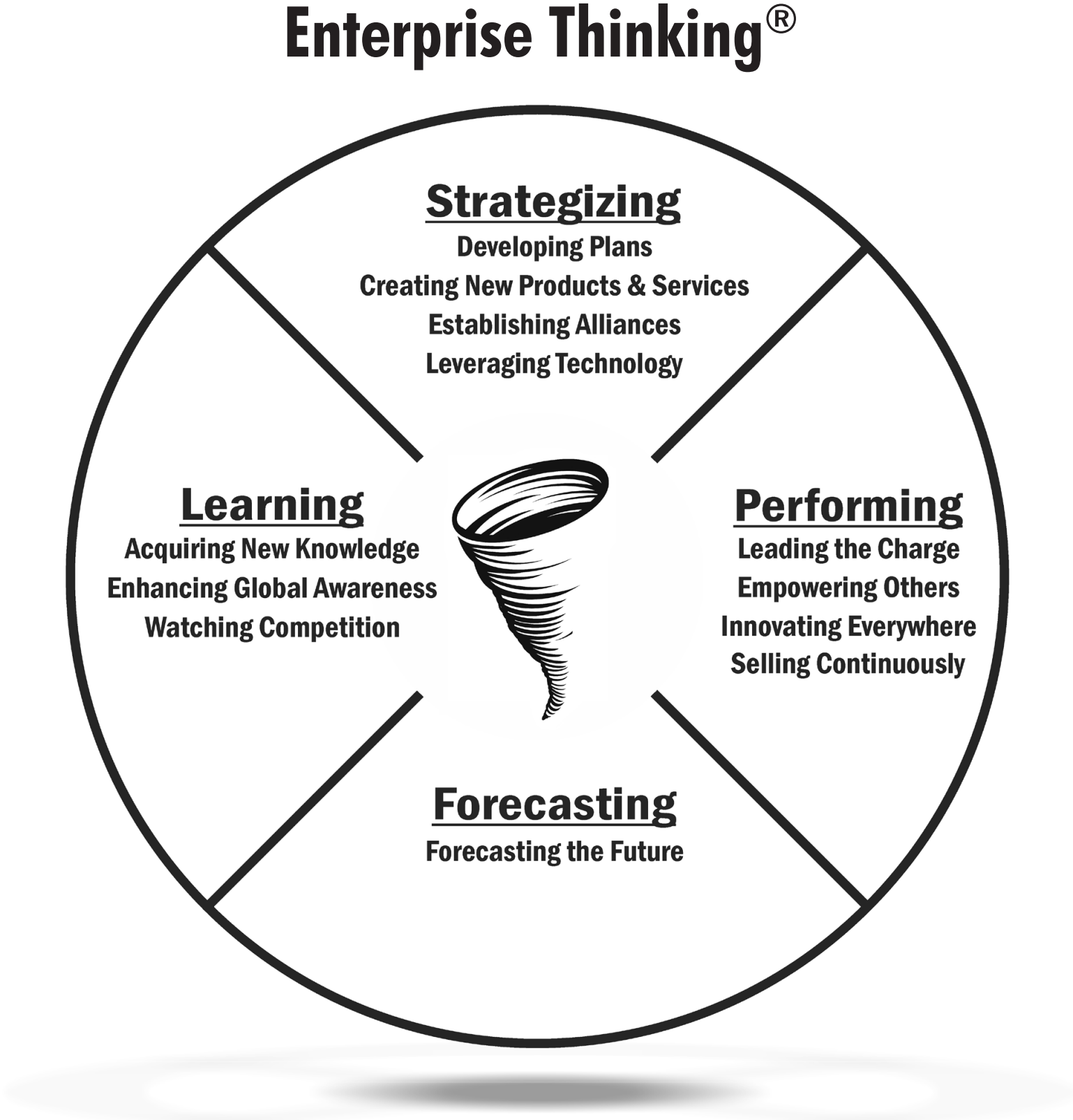


Figure 1.1—Enterprise Thinking

The 7Crosses™ of ET

Cross Functional (HR, Engineering, Logistics, etc.)
Cross Level (CEO, VP, Manager, Director, Superintendent, Colonel)
Cross Industry (Nano Technology, Garbage Removal, Retail)
Cross Sector (Profit, Not for Profit, Military, Education, Government)
Cross Culture (Irish, Australian, Chilean - Asian, European, American - Latino)
Cross Time (Caesar, Napoleon, Ghengis Kahn, Gandhi)
Cross Life (ET works at work, home, and play)
ET is universal and therefore, can be used anywhere, for any reason.

Figure 1.2—The 7Crosses™ of ET

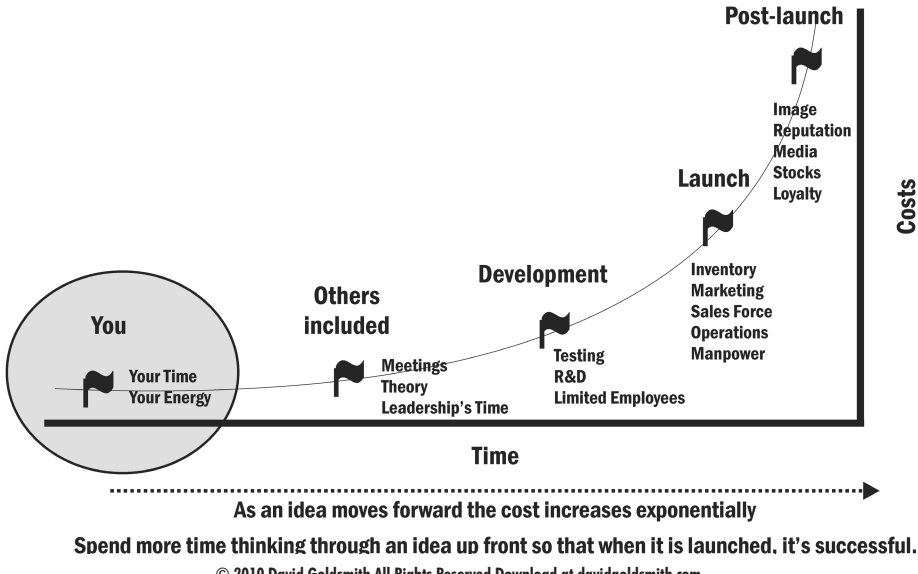


Figure 1.3—Economics of Thinking™

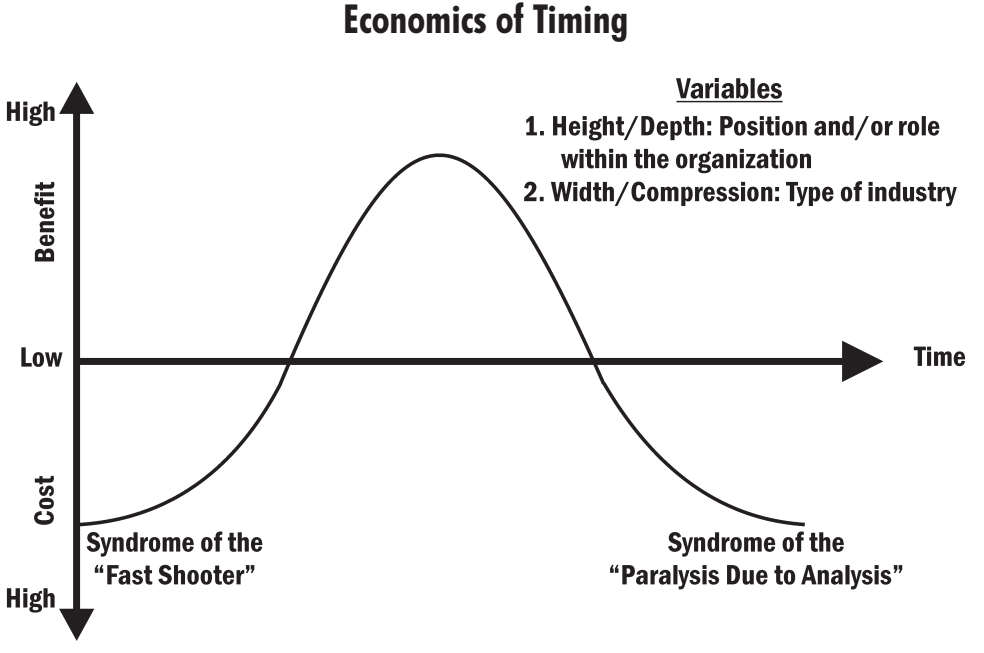


Figure 2.1—Economics of Timing

Goldsmith Productivity Principle
"The GPP"

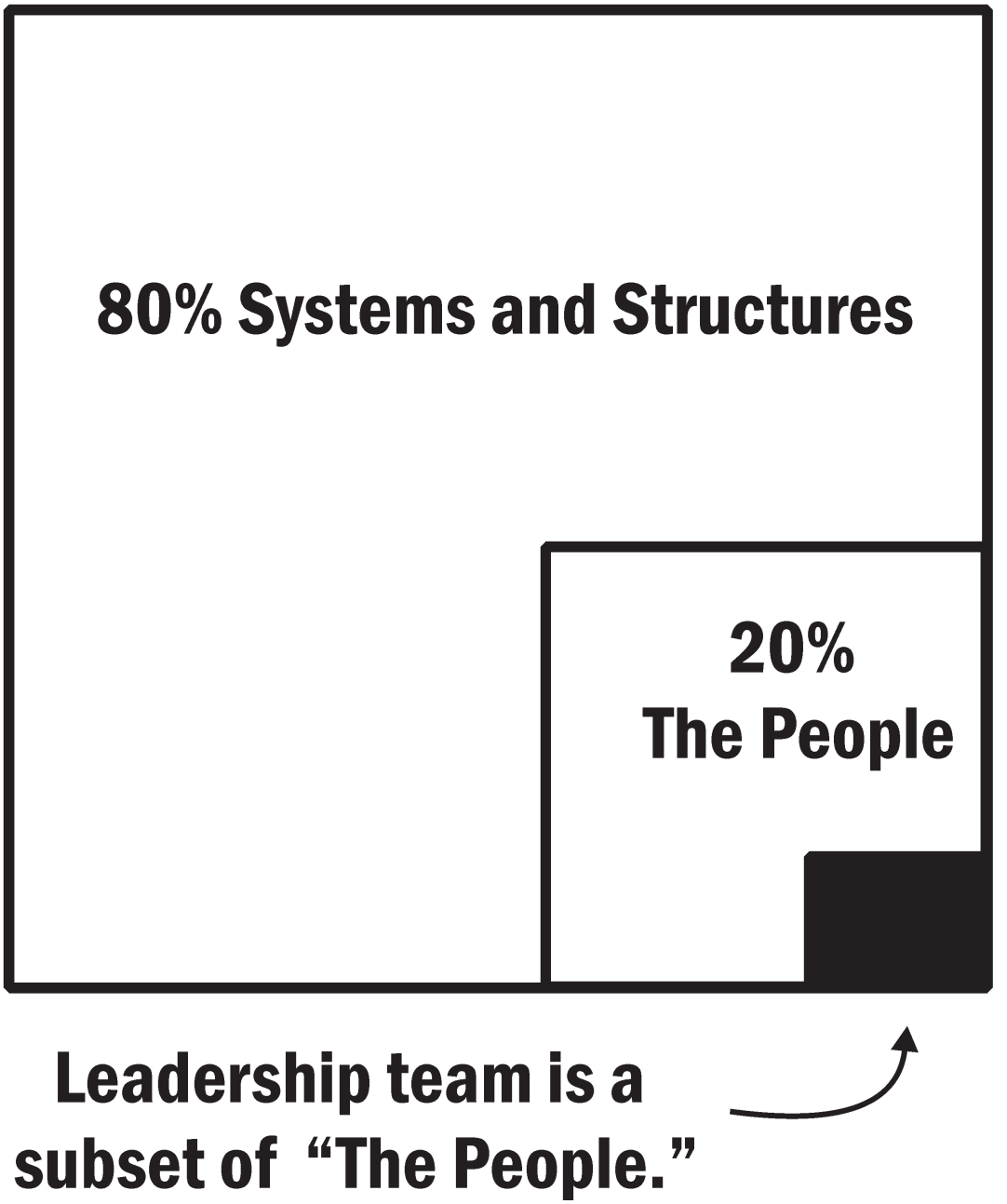


Figure 2.2—Goldsmith Productivity Principle


Strategizing
Developing Plans
Creating New Products & Services
Establishing Alliances
Leveraging Technology
Learning
Acquiring New Knowledge
Enhancing Global Awareness
Watching Competition
Performing
Leading the Charge
Empowering Others
Innovating Everywhere
Selling Continuously
Forecasting
Forecasting the Future

Basic Strategizing

Figure 3.1—Basic Strategizing

Advanced Strategizing
Cyclonic Strategic Thinking Model (CST)

Note: Whenever you see these terms capped throughout the text, it refers to the CST Model or to your use of the CST Model as an Enterprise Thinker. This is why you will see "strategy" in some mentions and "Strategy" in others.

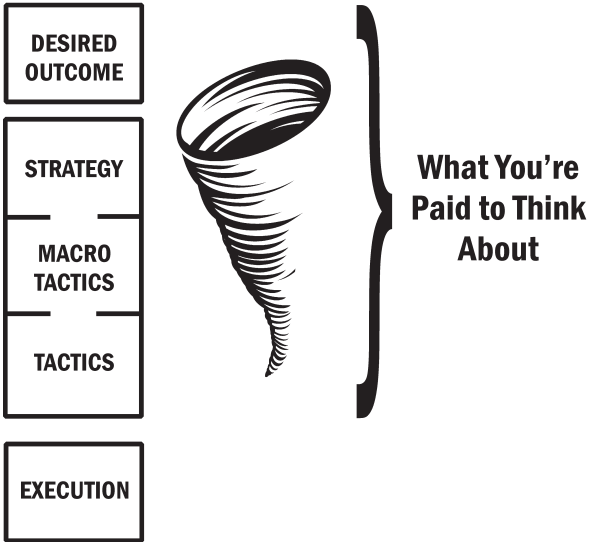


Figure 3.2—Advanced Strategizing (CST Model)

Detailed View of Cyclonic Thinking

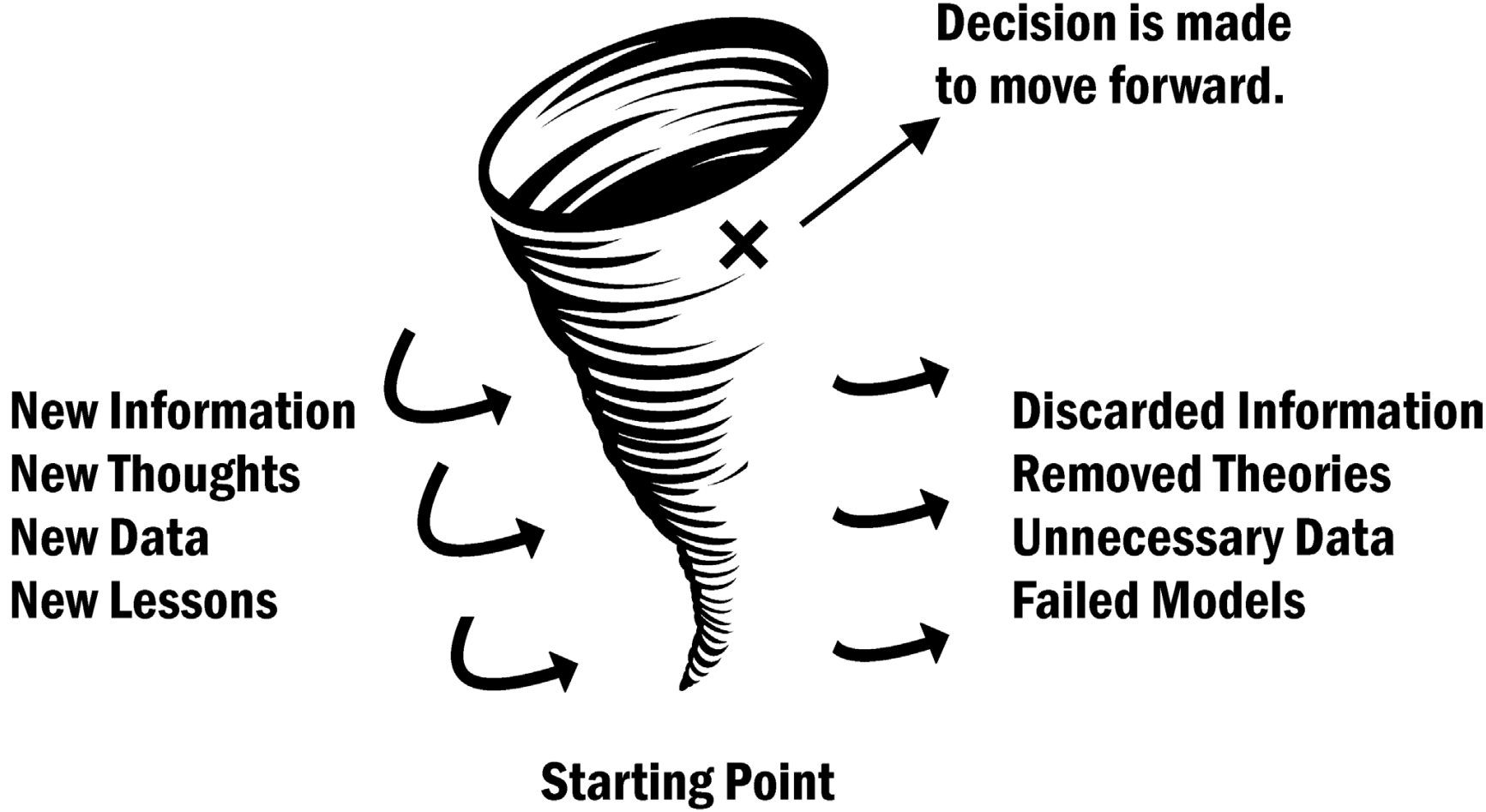


Figure 3.3—Detailed View of Cyclonic Thinking

Redefining

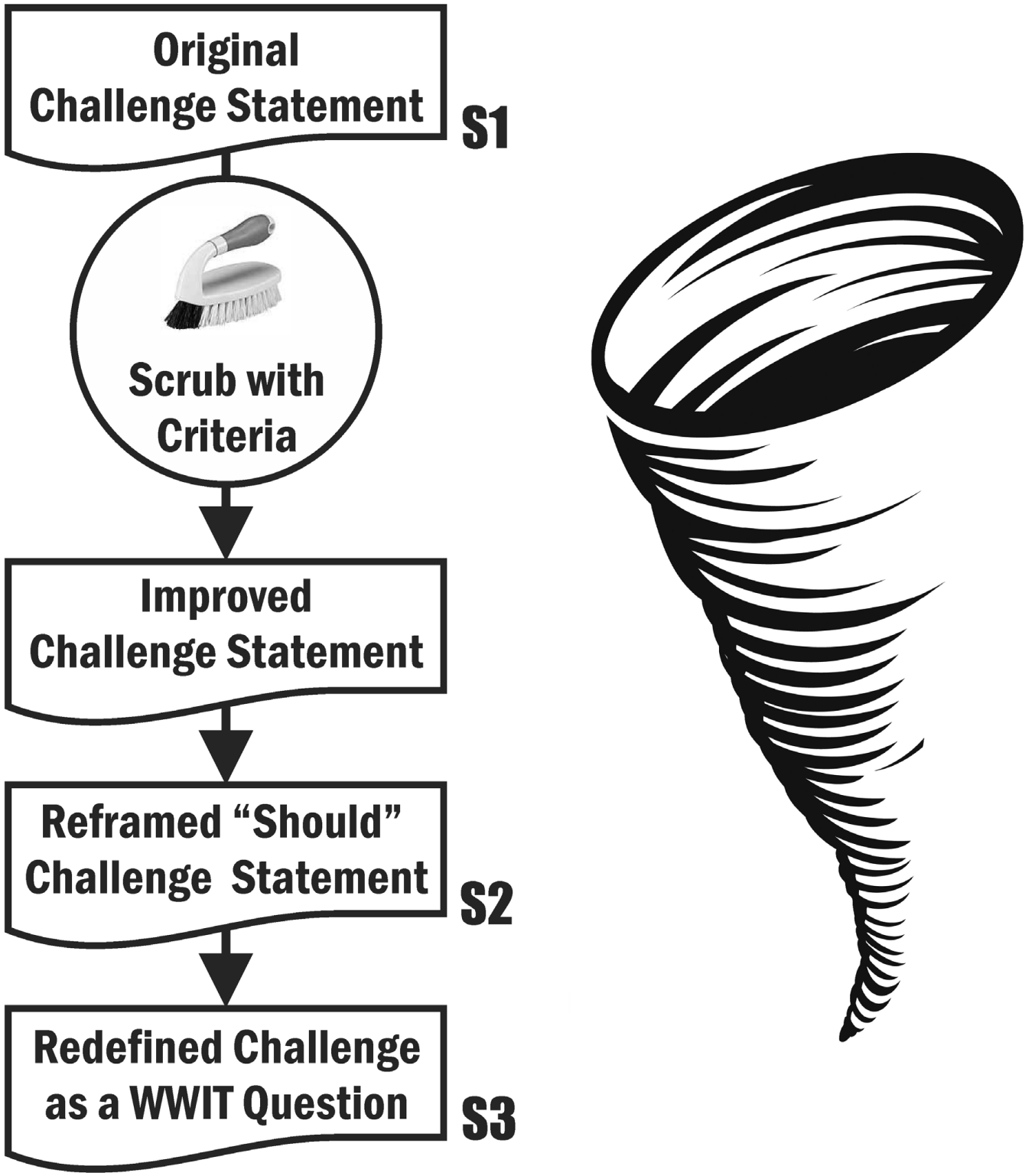


Figure 3.4—Redefining

POSITIVE OPPOSITE	ULTIMATE END
Low-High	ultimate customer
Slow-Fast	ultimate vendor
Weak-Strong	ultimate economy
Fat-Thin	ultimate footprint
Down-Up	ultimate industry
Don’t-Do	ultimate power
Can’t-Do	ultimate duration
Lose-Win	ultimate shape
Losing-Keeping	ultimate capacity

Shifting Your Focus from the PAST and TODAY to the FUTURE

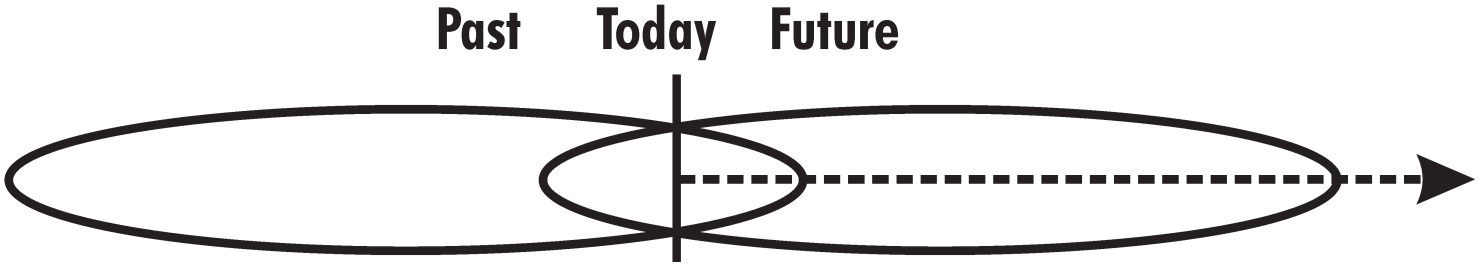


Figure 3.5—Shifting Your Focus from the Past and Today to the Future

CPM Activity-Planning Chart

Activity	Designation	Immediate Predecessor	Time (Weeks)
Assess your needs	A	None	1
Search for Web developer	B	A	2
Outline site	C	B	1
Write and submit copy	D	C	2
Create and submit images	E	C	1
Test prototype	F	D, E	2
Launch	G	F	1

Figure 3.6—CPM Activity-Planning Chart

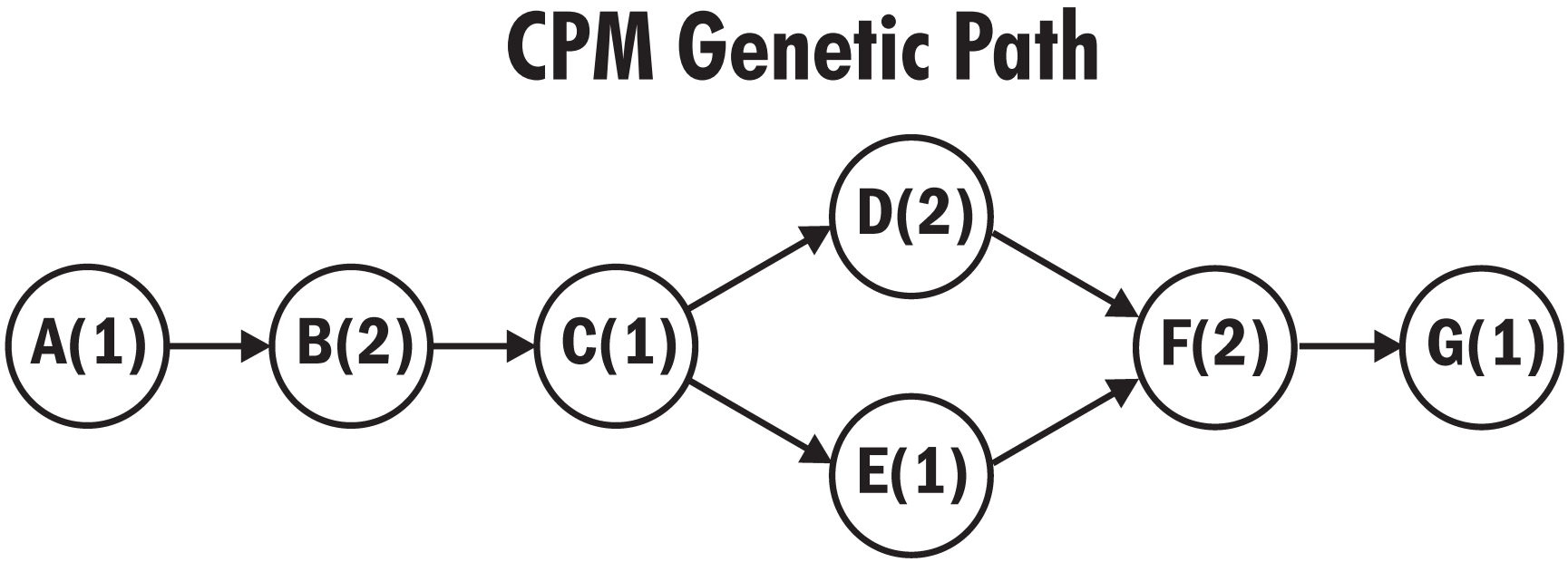


Figure 3.7—CPM Genetic Path

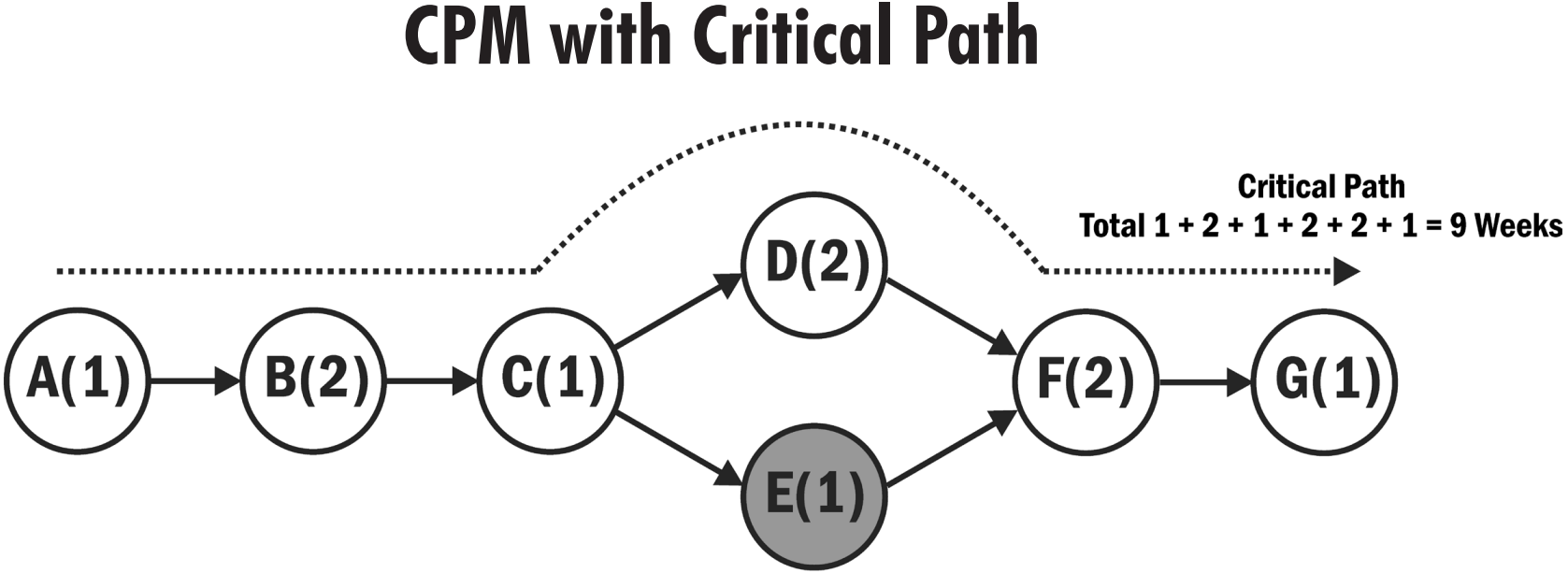


Figure 3.8—CPM with Critical Path

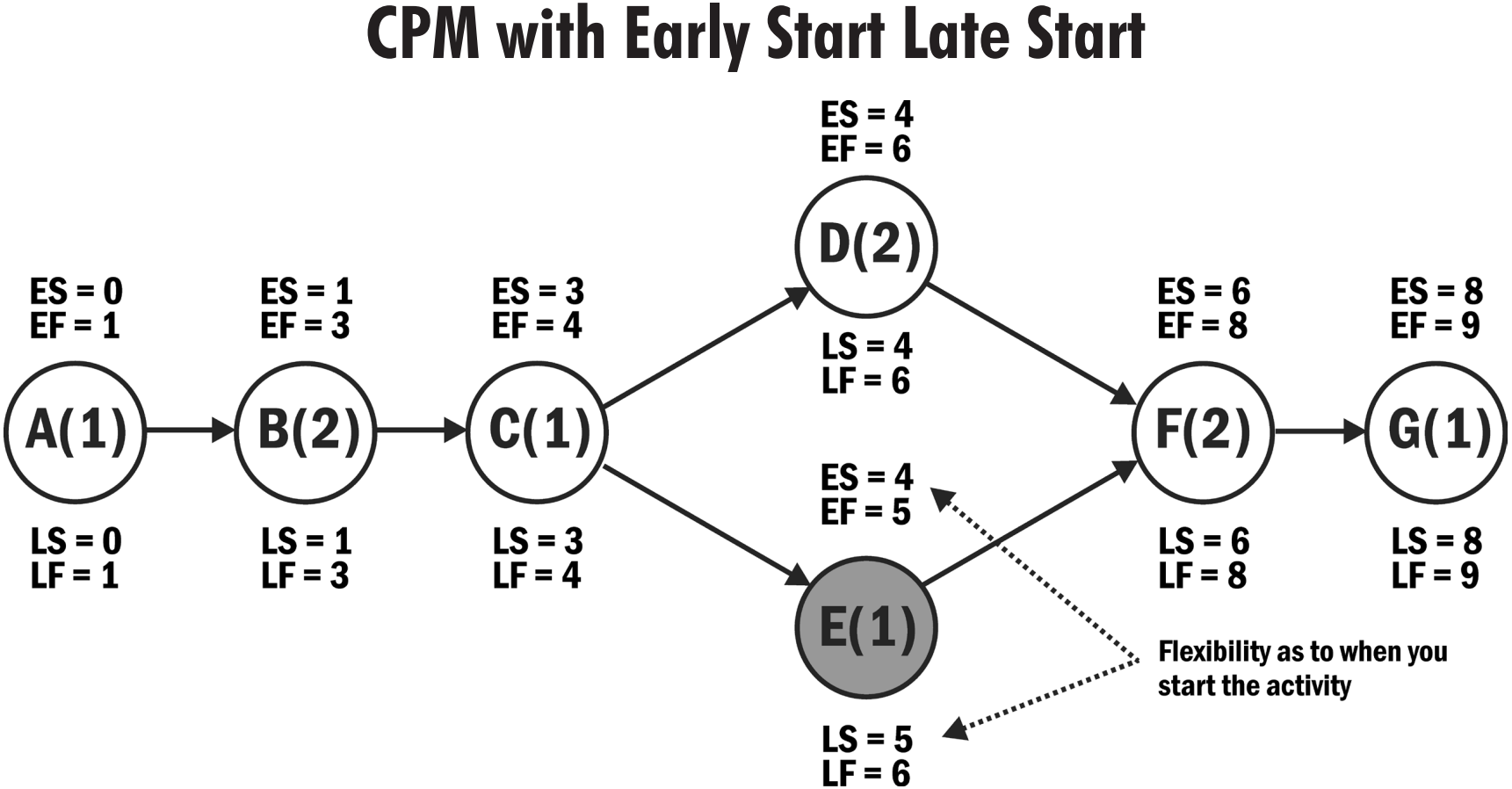
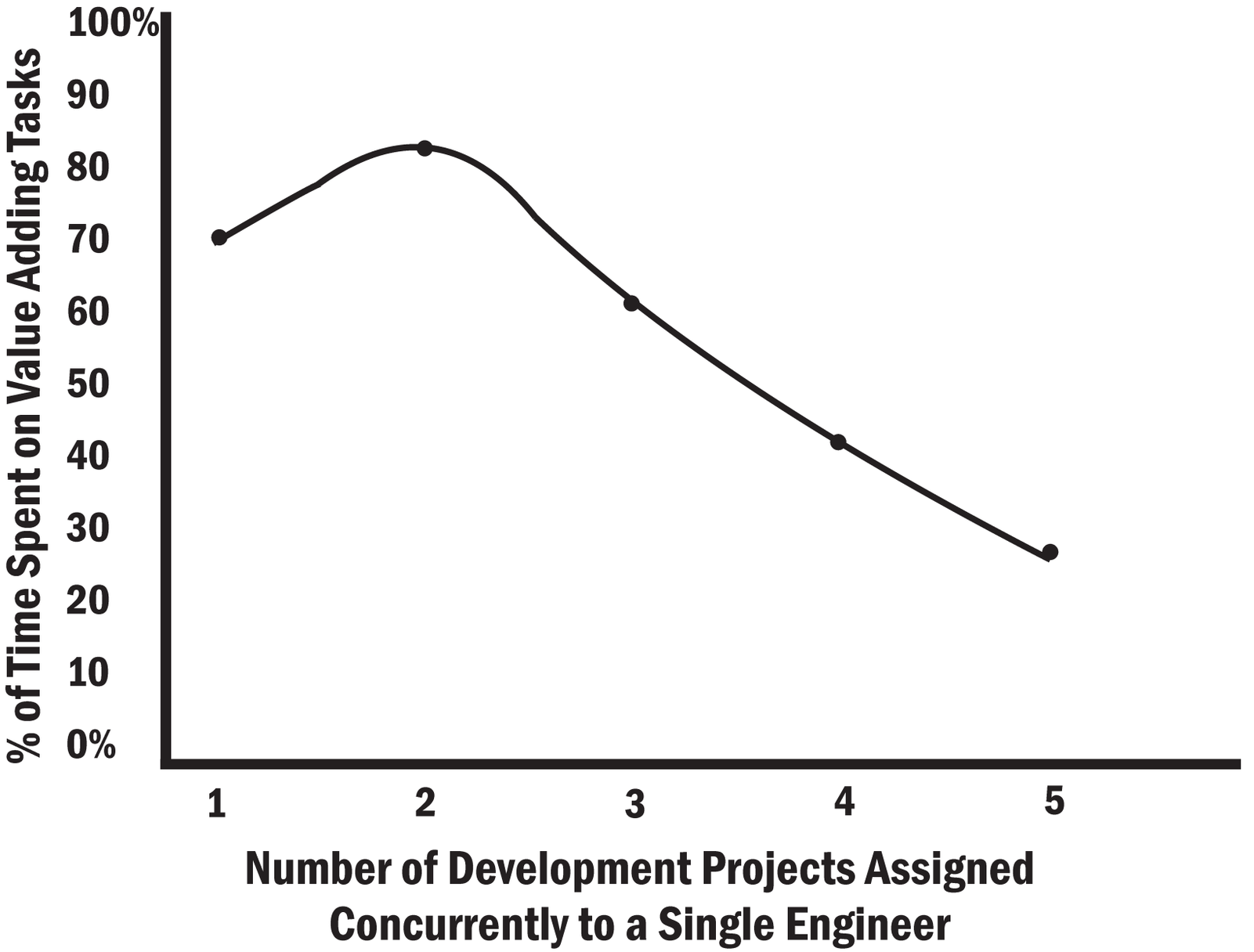


Figure 3.9—CPM with Early Start Late Start

Number of Projects Assigned Concurrently to a Single Engineer



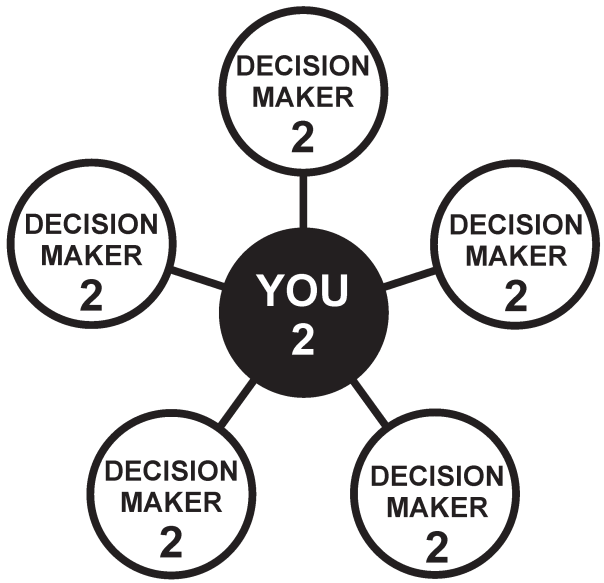
Value added tasks - transforming development, ideation, improvements
Non-value added tasks - coordinating, remembering, waiting, tracking down information, reworking, transporting, etc.

Figure 3.10—Number of Projects Assigned Concurrently to a Single Engineer

FULL CAPACITY: (No shared projects)

6 people x 2 individual projects each = 12 projects

Full Capacity with No Shared Projects



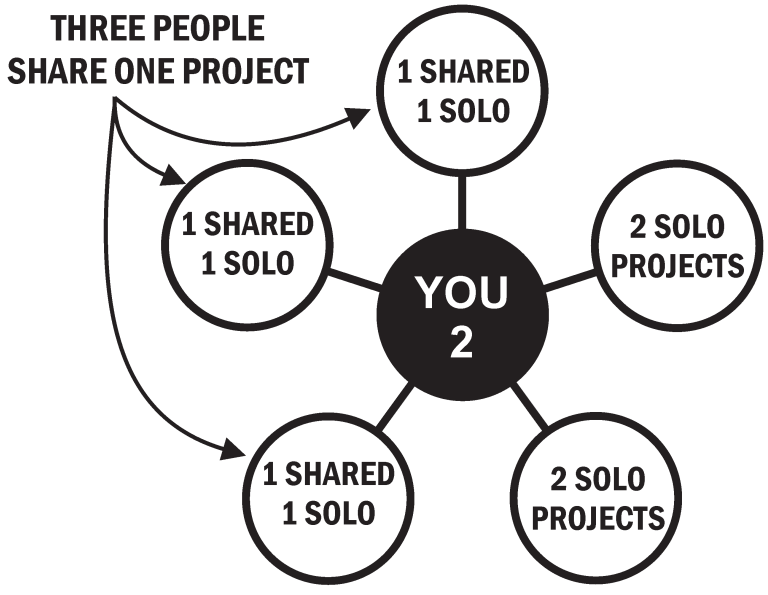
- **Every decision maker, including you, has the responsibility of two of their own projects.**
- **In this diagram, you can supervise, oversee, direct the projects of 5 other decision makers.**
- **This group's maximum amount of projects is 12. Each decision maker, including you, has 2 projects for a total of 12.**

Figure 3.11—Full Capacity with No Shared Projects

FULL CAPACITY WITH SHARED PROJECTS:

3 managers x 2 projects each	=	6 projects
3 managers x 1 solo project each	=	3 projects
3 managers sharing a single project	=	1 project
Total number of projects	=	*10 projects*

Full Capacity with Shared Projects



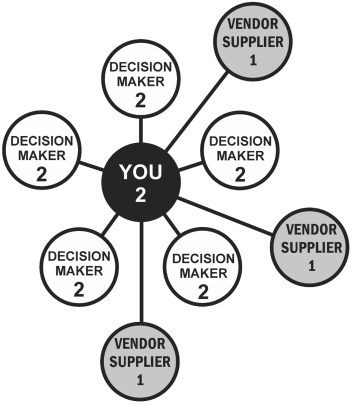
- **Three team members have the same shared project to manage. The reasons may include the size and complexity, resources, etc. Your strategizing concludes the need for multiple individuals.**
- **In this diagram YOU can supervise, oversee, direct the projects as in the FULL CAPACITY illustration.**
- **The group has 10 projects in progress. Two individuals have 2 projects, three have a shared project and a solo project, and you have 2 projects.**
- **There are many variations of the shared projects illustration.**

Figure 3.12—Full Capacity with Shared Projects

EXTENDED CAPACITY WITH OUTSOURCED PROJECTS:

6 internal managers x 2 projects each	=	12 projects
3 external managers x 1 project each	=	3 projects
Total number of projects	=	*15 projects*

Full Capacity with Outsourcing



- **You can outsource as many projects as you feel you can allocate time to oversee. Leaders often forget that outsourcing requires reviews, meetings, negotiations, and tracking, to keep vendors on target or to integrate the vendor's and supplier's projects with your internal operations.**
- **This group's maximum amount of projects is unlimited. Each decision maker, including you, has 2 projects for a total of 12, however, you may have as many outsourced vendors as you can support or need.**

Figure 3.13—Full Capacity with Outsourcing

Project Evaluation Chart

List Projects	Time Max Hours Max Days	Impact on Firm (1-100)	ROI $ (Min)	Money Invested	Priority

Note: The form above is based upon a return measured in dollars for a traditional business model. In unique situations the ROI may change to suit the long-term Desired Outcome. The military may substitute saved lives. A not-for-profit community service may measure people fed. Education may use the measurement of graduated students. What's important is that the ROI maintain a single unit of measurement throughout the column.

Figure 3.14—Project Evaluation Chart

Differentiating Projects from Their Imposters

How to discern a project from a task and identify tasks masquerading as projects

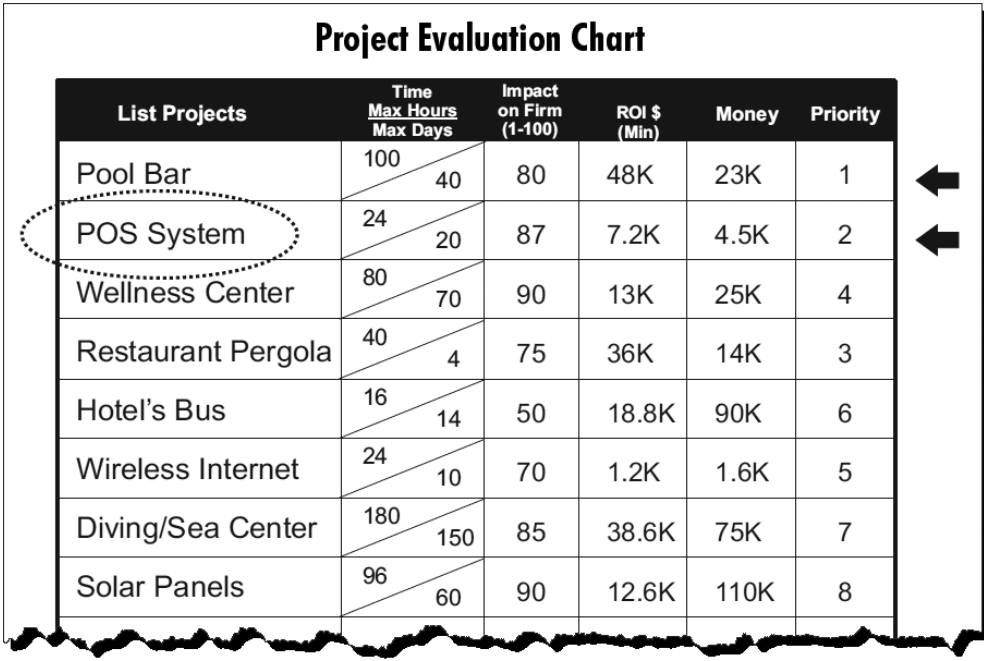
Project	Imposter Type 1 Everyday Tasks & Tactics	Imposter Type 2 Large Tasks & Tactics	Imposter Type 3 Organizational Tasks
A true project is any set of related activities that, upon completion, will transform the face of an organization. Think of projects as organizational building blocks, much like those that make up the foundation and framework of an architectural structure.	While tasks and Tactics are essential to the growth and sustenance of an organization, neither will single-handedly transform the organization the way that a project will. Consider tasks and Tactics as either activities that are needed to maintain status quo or as supporting elements within the larger context of a project.	Often misperceived as projects due to their large size or potentially high consumption of resources, large tasks and Tactics will no more transform the face of an organization than their smaller counterparts. If the tasks and Tactics are not building blocks that transform the organization, they are not projects.	Origin and labeling are not criteria for determining whether a group of activities are projects or not. A high-level decision maker in a corporate office can request that a set of tasks labeled "project" be performed by the manager of a business unit, but unless those tasks fit the true definition of a project, they remain imposters and should be handled as tasks and Tactics.

Figure 3.15—Differentiating Projects from Their Imposters

Project Evaluation Chart Example

List Projects	Time Max Hours Max Days	Impact on Firm (1-100)	ROI $ (Min)	Money Invested	Priority
Move Office	300 / 30	72	$750K	$300K	3
Improve Workflow	60 / 54	98	$1M	$25K	1
Floor Redesign	100 / 21	68	$300K	$200K	4
New Software	50 / 8	75	$1M	$22K	2

Figure 3.16—Project Evaluation Chart Example



Project Evaluation Chart

List Projects	Time Max Hours / Max Days	Impact on Firm (1-100)	ROI $ (Min)	Money	Priority
Pool Bar	100 / 40	80	48K	23K	1
POS System	24 / 20	87	7.2K	4.5K	2
Wellness Center	80 / 70	90	13K	25K	4
Restaurant Pergola	40 / 4	75	36K	14K	3
Hotel's Bus	16 / 14	50	18.8K	90K	6
Wireless Internet	24 / 10	70	1.2K	1.6K	5
Diving/Sea Center	180 / 150	85	38.6K	75K	7
Solar Panels	96 / 60	90	12.6K	110K	8

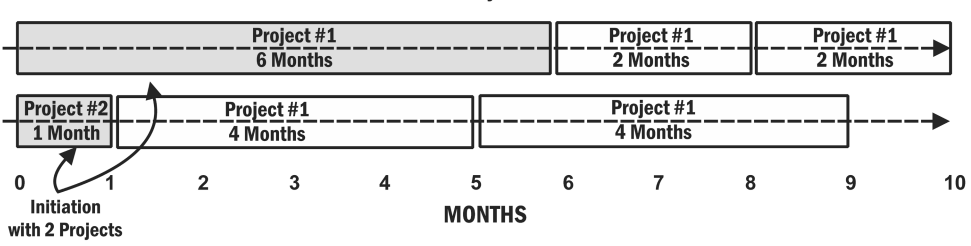
Figure 3.17—Project Evaluation Chart Extended

Project Assignment Worksheet

Priority	Prioritized Project				
# 1	Website with Shopping Cart				
Leadership:	Lois	Project # 1 of 2	Leadership:		Project # of 2
Leadership:	Bob	Project # 1 of 2	Leadership:		Project # of 2
# 2	Campaign #4 Developed				
Leadership:	Bob	Project # 2 of 2	Leadership:	Hazel	Project # 1 of 2
Leadership:	Camilo	Project # 1 of 2	Leadership:		Project # of 2
# 3	Warehouse Expansion				
Leadership:	Barbara	Project # 1 of 2	Leadership:		Project # of 2
Leadership:		Project # of 2	Leadership:		Project # of 2
# 4	Acquisition of Altban Chemicals				
Leadership:	Mohammed	Project # 1 of 2	Leadership:		Project # of 2
Leadership:	Yann	Project # 1 of 2	Leadership:		Project # of 2

Figure 3.18—Project Assignment Worksheet

Managing Projects



Note: The first two blocks in the diagram above, Project #1 and Project #2, represent the best two projects you wish to use to initiate the Parallel Project Tracks. Each new project identified as your next best move would be labeled Project #1 because this project is selected out of a newly generated list of potential projects at a time in the future. Using the example above you would complete Project #2 in a month, generate a new project list and select the best option. A project that is your number-one choice and will last for 4 months. In 5 months from the initiation you'd create another list and select your Project #1, another 4-month project. At 6 months you'd repeat the process and then again at 8 months. All the while never expanding past the two-project guideline.

Figure 3.19—Managing Projects

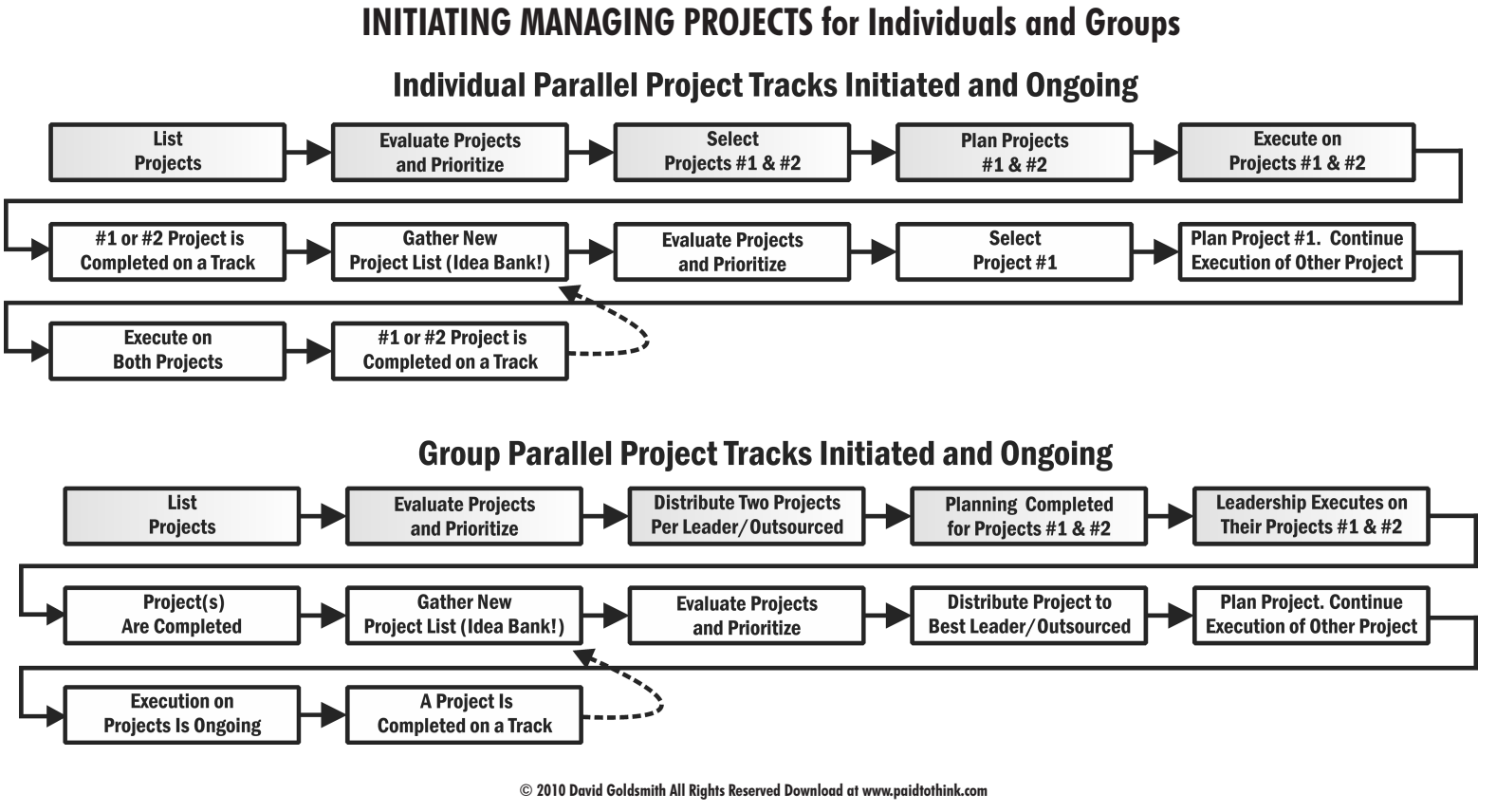


Figure 3.20—Initiating Managing Projects for Individuals and Groups

Fatal Mistake #1—Overcrowding the Canaries

(Overall Budget is $100,000)

Project A	**$80,000**
Project B	**$17,000**
	$97,000
Add Project C	**$3,000**

❶ *The Canary Decision begins when the leader starts a small $3,000 project believing that it can be completed quickly because there is some free time and cash available to spend.*
Impact: Additional project has unexpected challenge requiring an additional $2,000 to complete the project.

❷ *Decision made to slow down and cut back Project B due to resources required for Project C including capital and manpower.*
Impact: Project timeline changes due to contractor commitments. Delay also impacts opportunity cost. Project total now $21,000.

❸ *Combined impacts create a juggling of cash environment with vendors. Group is now distracted by other work and projects. Project completed 2 months behind schedule.*

❹ *Employee confidence in leadership drops. A leader unexpectedly decides to take another job with competitor. Leader is constantly fire fighting due to delays and overruns. New project to hire leader becomes a #1 priority resulting in months of work. Target goals not reached. Sold to organization as, "This is just normal everyday business."*

Figure 3.21—Fatal Mistake #1—Overcrowding the Canaries

Fatal Mistake #2—Jumping the Tracks

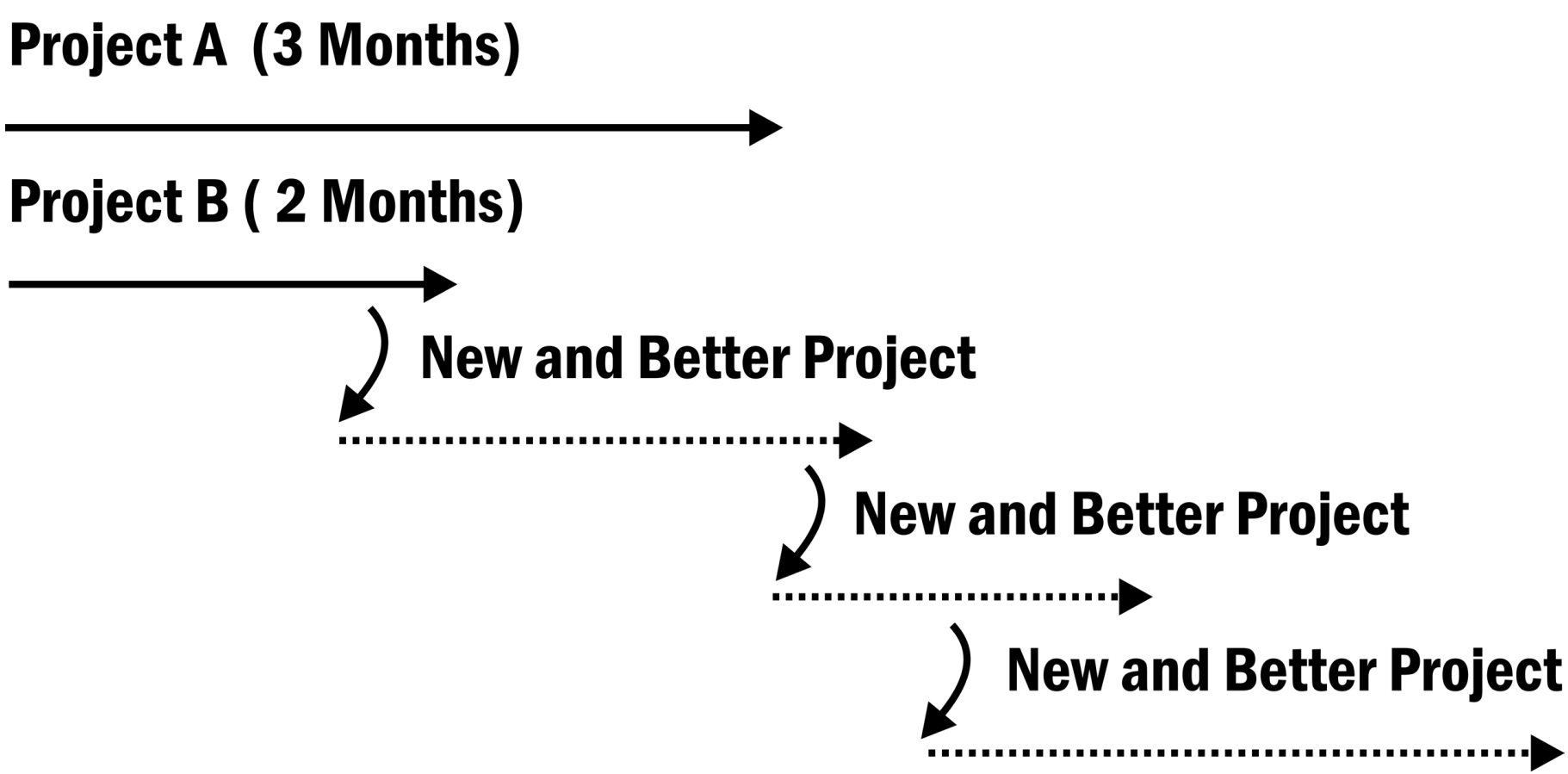


Figure 3.22—Fatal Mistake #2—Jumping the Tracks

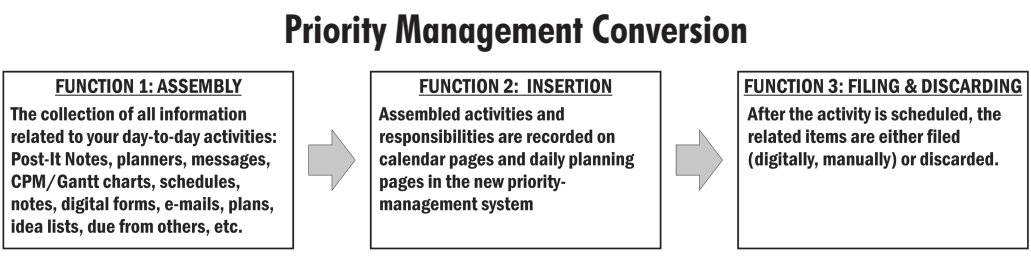


Figure 3.23—Priority Management Conversion

Calendar and Planner Example

Printed with permission of © Priority Management International Inc.

Figure 3.24—Calendar and Planner Example

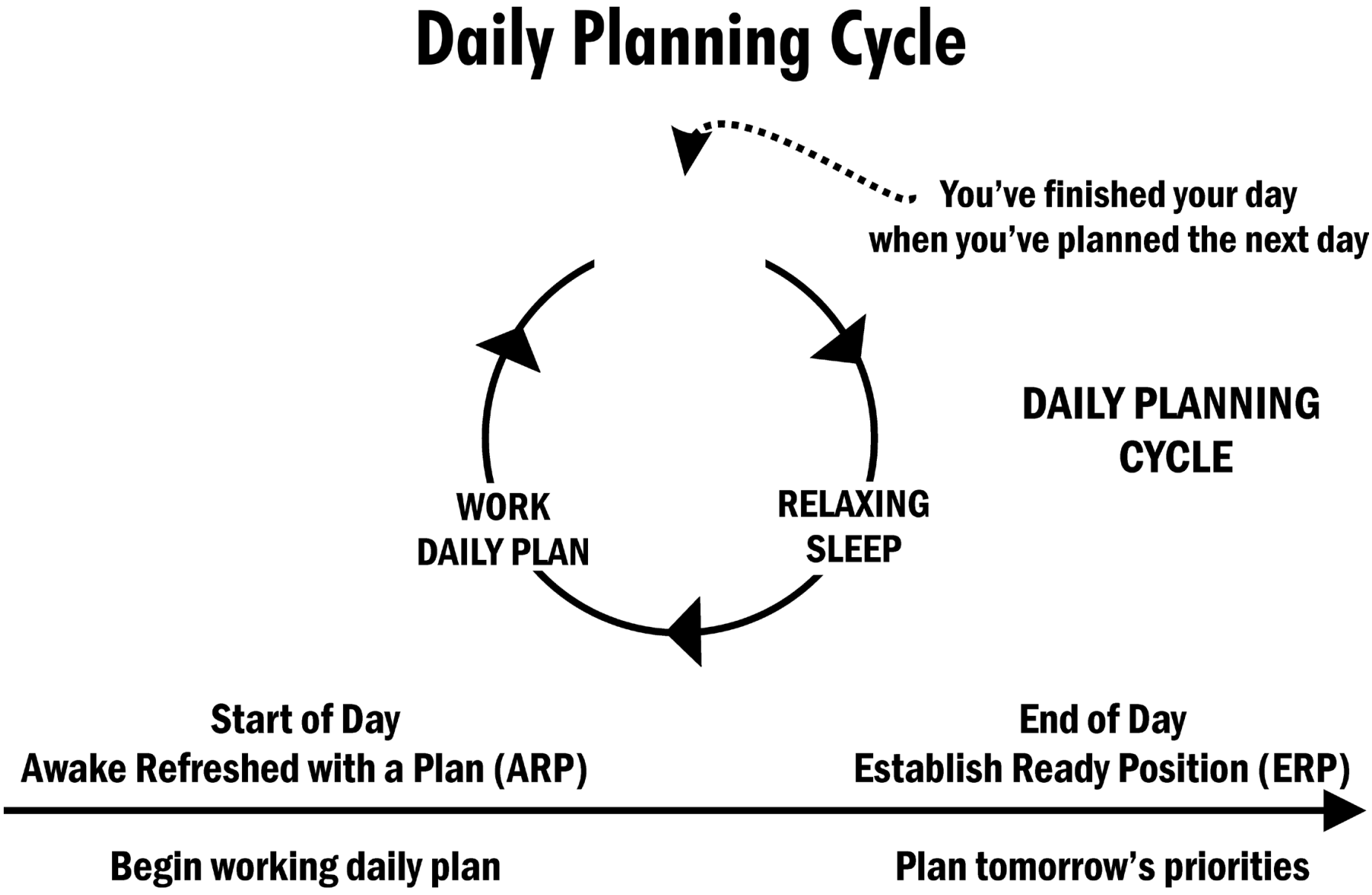


Figure 3.25—Daily Planning Cycle

Example Planner with Time Calculations

(1) Move calendar activities

(2) List activities for the day

(3) Designate A or B

(4) Assign time for activity

		B	A	Activities	A	B
05:00						
06:00			1A	Post review of Nano Project (part of Nanoblox project)	60	
07:00	Commute		7A	Interview ACORD	45	
08:00		1B		Purchase Ticket to Shanghai		30
09:00	Meeting Lee & Nura	2B		Secure Hotel in Shanghai online		20
10:00		4B		Order new Toshiba laptop		60
11:00	P: Lloyd (Inbound)		2A	Set up appointment with inspector	10	
12:00			4A	Call Faye Montriano to review shipment	20	
01:00			5A	Set up meeting with Kalli, Judith, and Yumi	10	
02:00	Audit Review		3A	Finish CPM on buildout	60	
03:00	Audit Review		6A	Review trouble ticket problem	60	
04:00		3B		Follow up on Heath Thesis at NYU		30
05:00						
06:00	Dinner Assoc. Linda					
07:00						
08:00						
				Totals	4:45	2:20

(5) Calculate total time necessary

Totaling meetings plus activities indicate an **IMPOSSIBLE** day

Figure 3.26—Example Planner with Time Calculations

Balancing Out Big-Picture View of Planner

(6) Remove or alter activities

(7) Place removed activities on a day in the future

		B	A	Activities	A	B
05:00						
06:00			1A	Post review of Nano Project (part of Nanoblox project)	60	
07:00	Commute		~~7A~~	~~Interview ACORD~~	~~45~~	–
08:00		1B		~~Purchase Ticket to Shanghai~~		~~30~~
09:00	Meeting Lee & Nura	2B		Secure Hotel in Shanghai online		20
10:00		4B		~~Order new Toshiba laptop~~		~~60~~
11:00	P: Lloyd (Inbound)		2A	Set up appointment with inspector	10	
12:00			4A	Call Faye Montriano to review shipment	20	
01:00			5A	Set up meeting with Kalli, Judith, and Yumi	10	
02:00	Audit Review		3A	Sketch initial phase CPM on buildout	20	
03:00	Audit Review		~~6A~~	~~Review trouble ticket problem~~	~~60~~	–
04:00		3B		Schedule meeting with Heath for Thesis at NYU		10
05:00						
06:00	Dinner Assoc. Linda					
07:00						
08:00						
				Totals	2:00	0:30

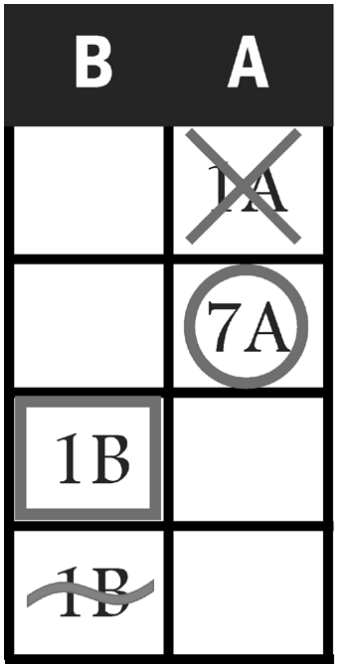
Modified activities to decrease time while still making progress

(8) Recalculate total day activities

8-hour day less 3:30 of meetings leaves 4:30 for activities
Plan 60% of your day, leaving 40% for business as usual
Potential to accomplish entire day! (Escalator Theory)

Figure 3.27—Balancing Out Big-Picture View of Planner

Planner Activity Example



Completed activity

Call initiated (left message/voicemail)

Started activity but not completed

Activity no longer necessary

Figure 3.28—Planner Activity Example

DESIGN	online services, logos, prototypes, storyboarding
FINANCE	proposals, investment packages, credit card offerings
SALES	package deals, territory design, new videos, CRM implementation
MANUFACTURING	equipment purchases, staging systems, building purchase and design
OPERATIONS	24-hour tech support, site selection, logistics vendors, infrastructure, RFID
MARKETING	ad campaigns, surveys, new products or services, supporting literature, copy
ACCOUNTING	invoices and statements, reports, loans, internal software
IT	software, server, computers, partners, website for customer support, e-mail services
HUMAN RESOURCES	training, handbook, benefits, leasing, hiring new employees
MAINTENANCE	chemicals, tools, software, operational approaches, outsourcing
LOGISTICS	shippers, online tracking, rental storage, office space
ENGINEERING	new processes, forms, CAD system, tracking tools

Funnel Diagram of Selection Process for New Products

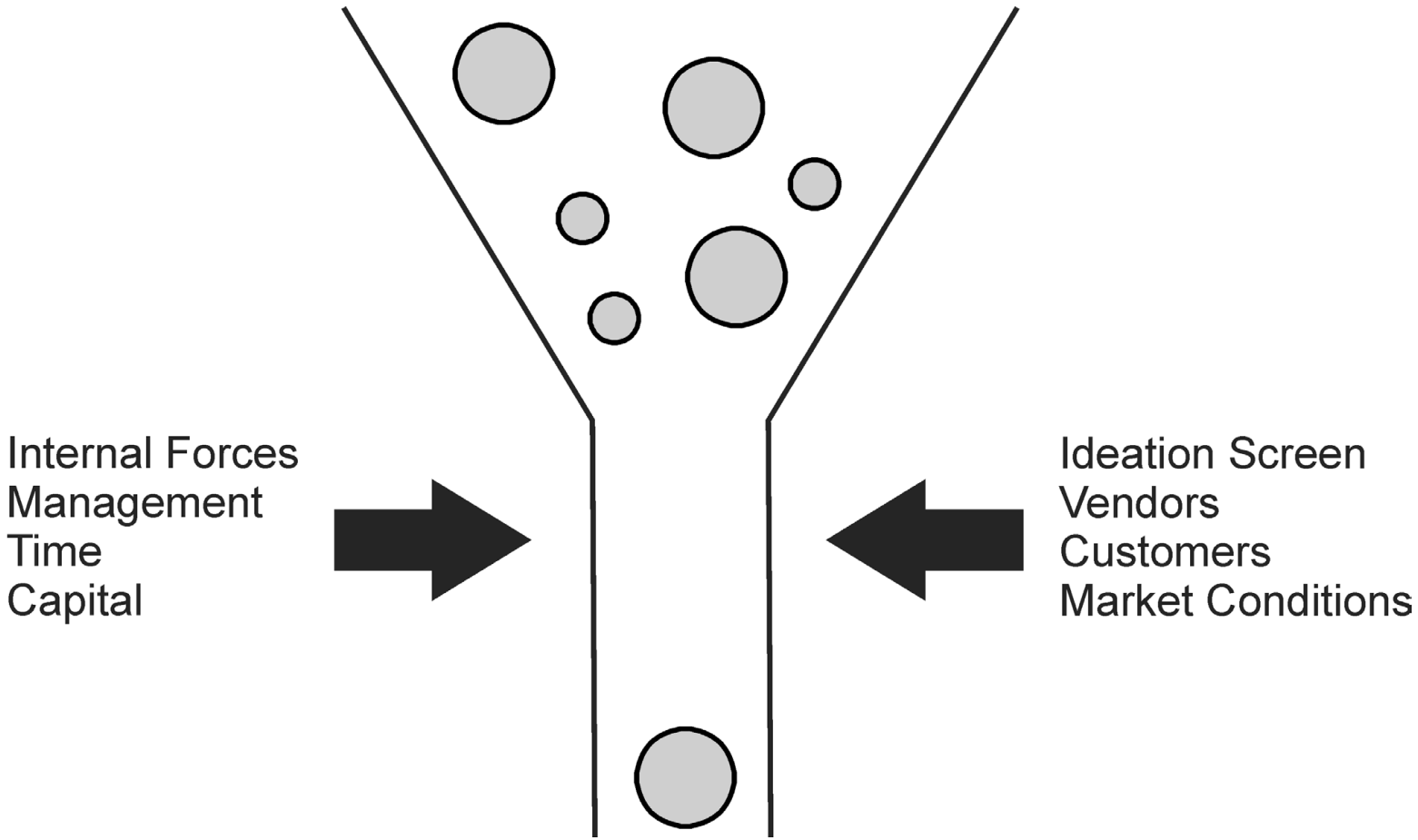


Figure 4.1—Funnel Diagram of Selection Process for New Products

Funnel Diagram of Improved Process

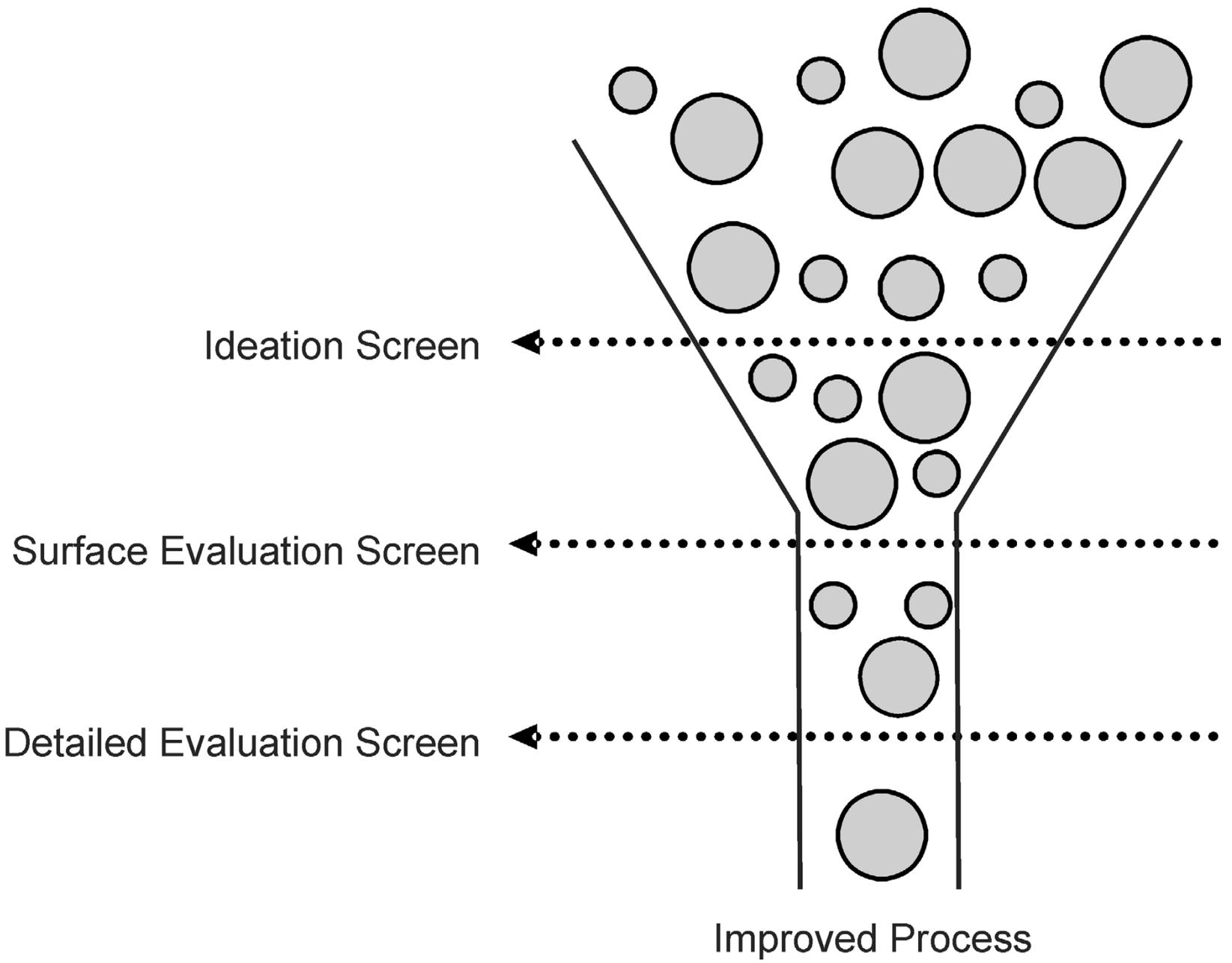


Figure 4.2—Funnel Diagram of Improved Process

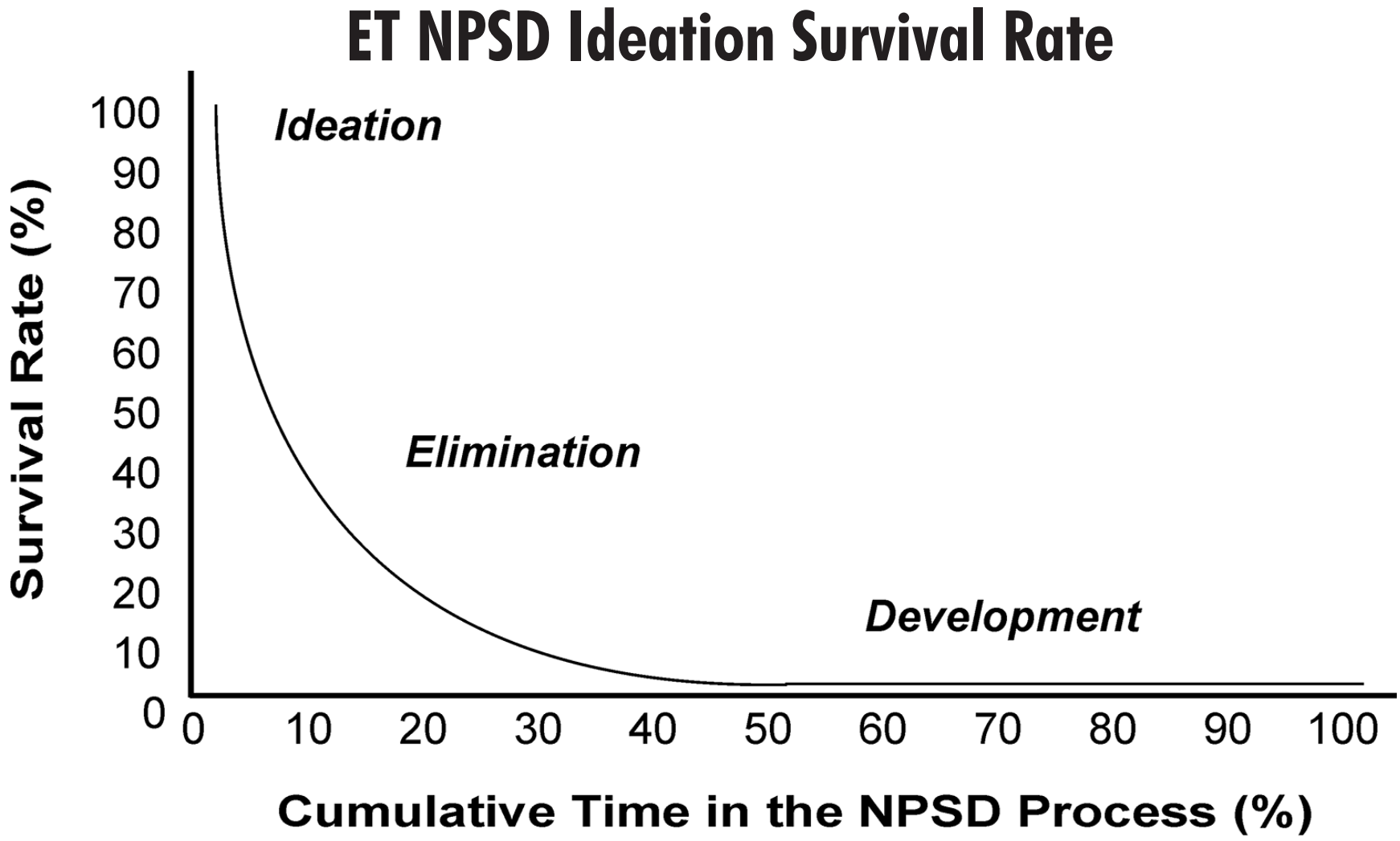


Figure 4.3—ET NSPD Ideation Survival Rate

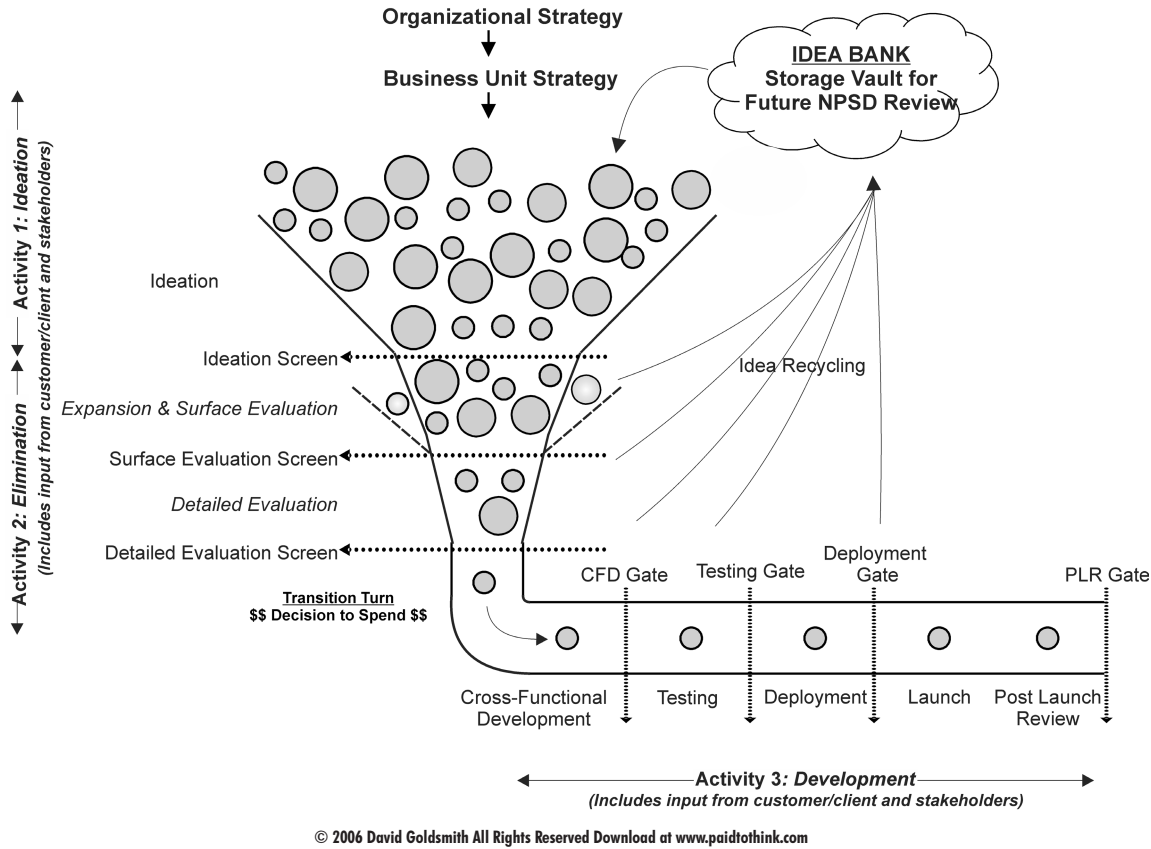


Figure 4.4—Enterprise Thinking Development Funnel™

TECHNOLOGY

DESIGN & PRODUCTION

MARKETING

DISTRIBUTION & SALES

OPERATIONS

RETURN ON INVESTMENT (ROI)

NET PRESENT VALUE (NPV)

ECONOMIC VALUE ADDED (EVA)

RISK-RETURN

CORE COMPETENCIES

MARKET ATTRACTIVENESS

BARRIERS TO ENTRY

BRAND LOYALTY

CUSTOMER BENEFITS

IMPROVED IMAGE

LOW VERSUS HIGH RISK

MARKET POTENTIAL

ENHANCED SERVICE

FORECASTED SHIFTS

BUSINESS POSITION

STRATEGIC FIT

CORE COMPETENCIES

INVESTMENT REQUIRED

RETURNS EXPECTED

LEGAL ISSUES

COMPETITIVE ADVANTAGE

ABILITY TO PRODUCE OR OFFER

COMPATIBILITY WITH THE FIRM

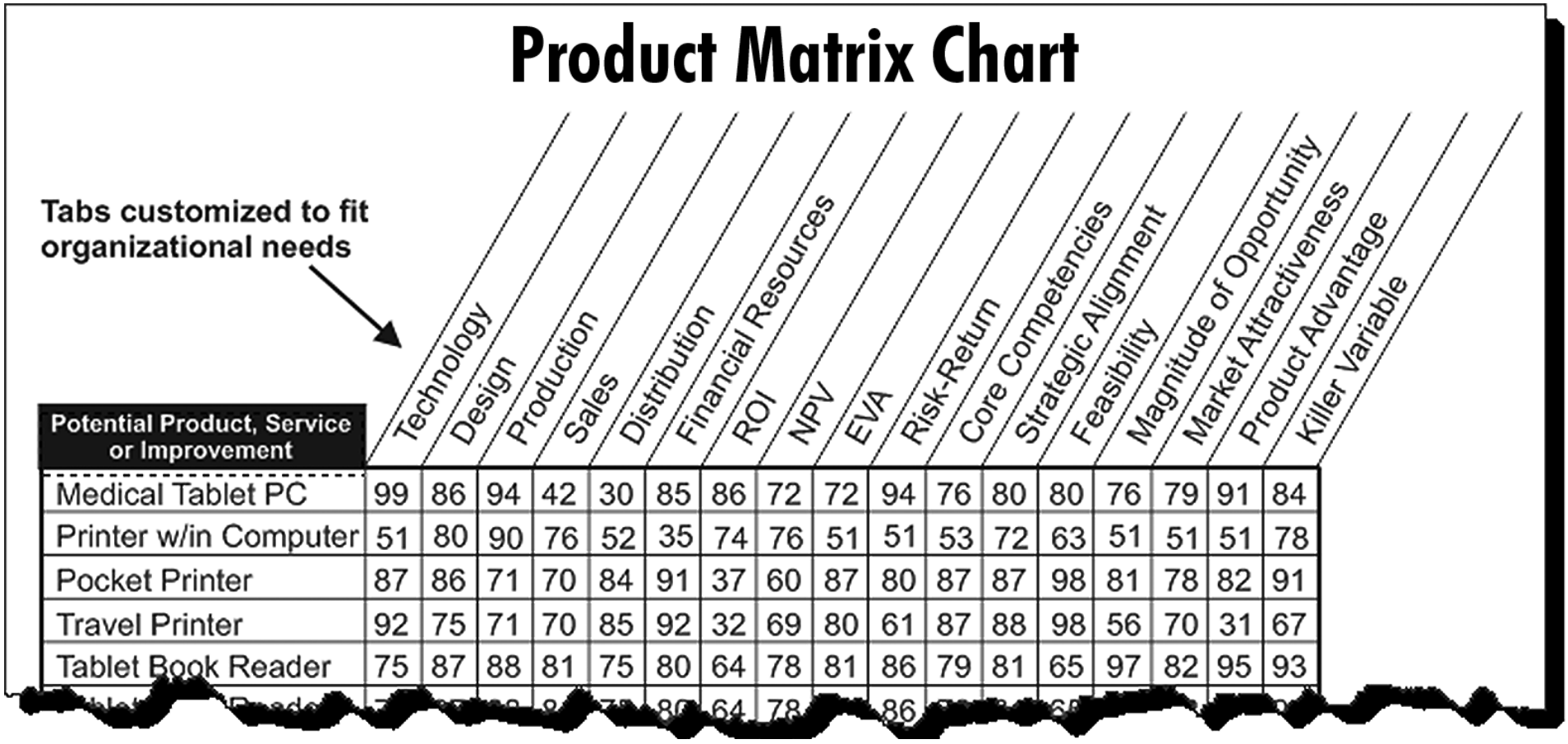


Figure 4.5—Product Matrix Chart Sample

Wider Funnel Mouth Diagram

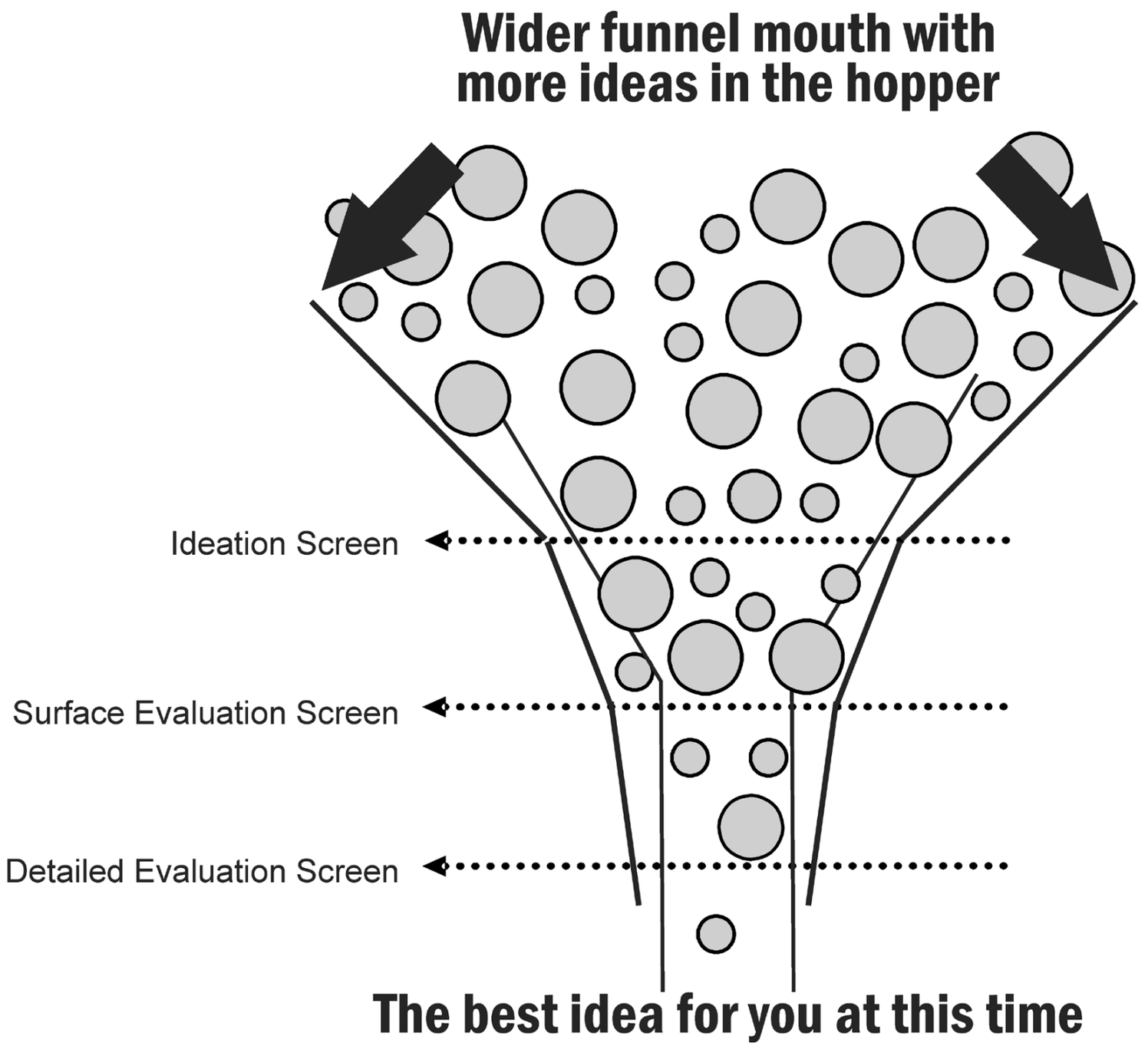


Figure 4.6—Wider Funnel Mouth Diagram

Enterprise Thinking Sub-Development Funnel™

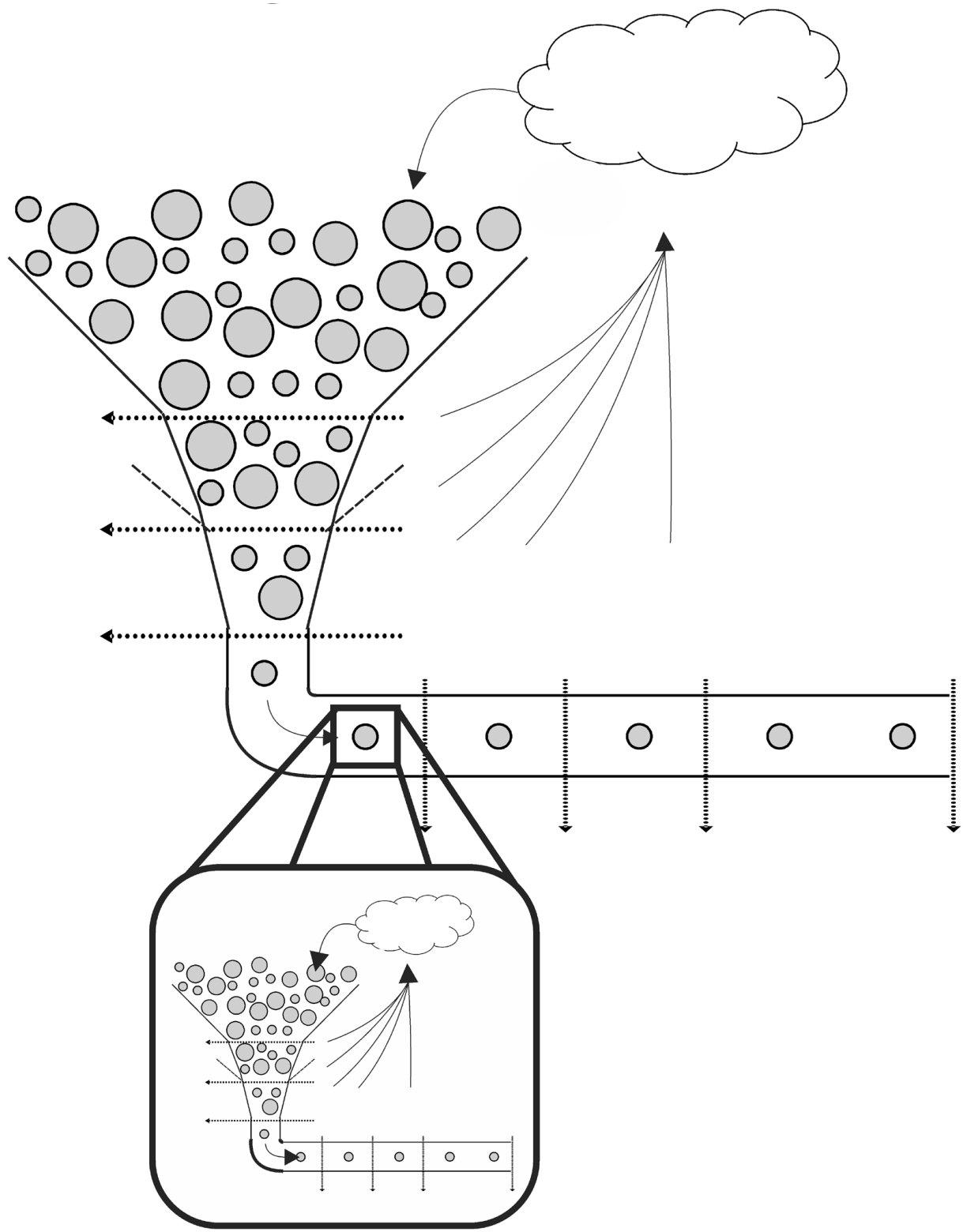


Figure 4.7—ET Sub-Development Funnel™

Detailed View of SUB–CROSS-FUNCTIONAL Development

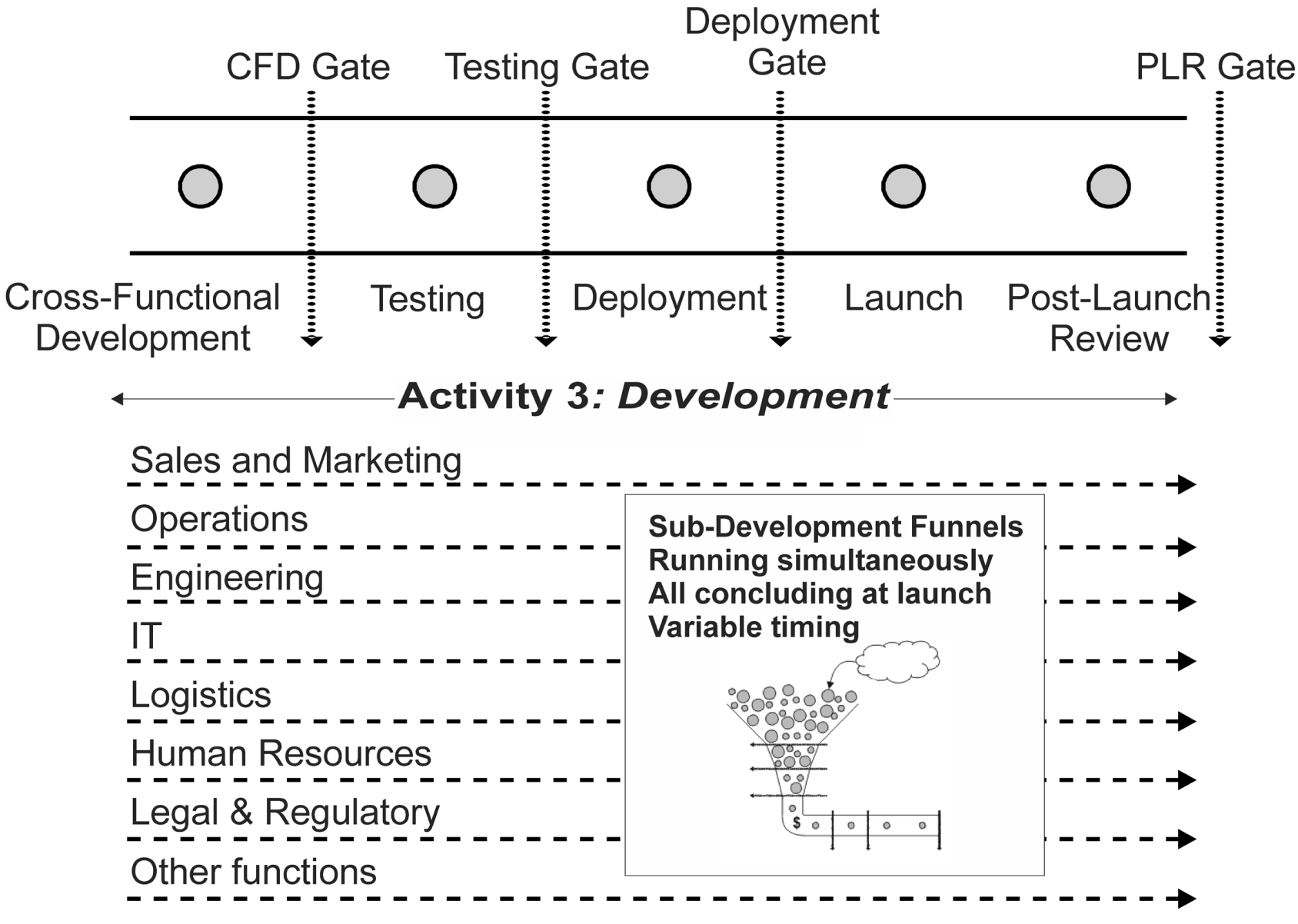


Figure 4.8—Detailed View of Sub–Cross-Functional Development

Channel, Technology, and Greater Outcomes

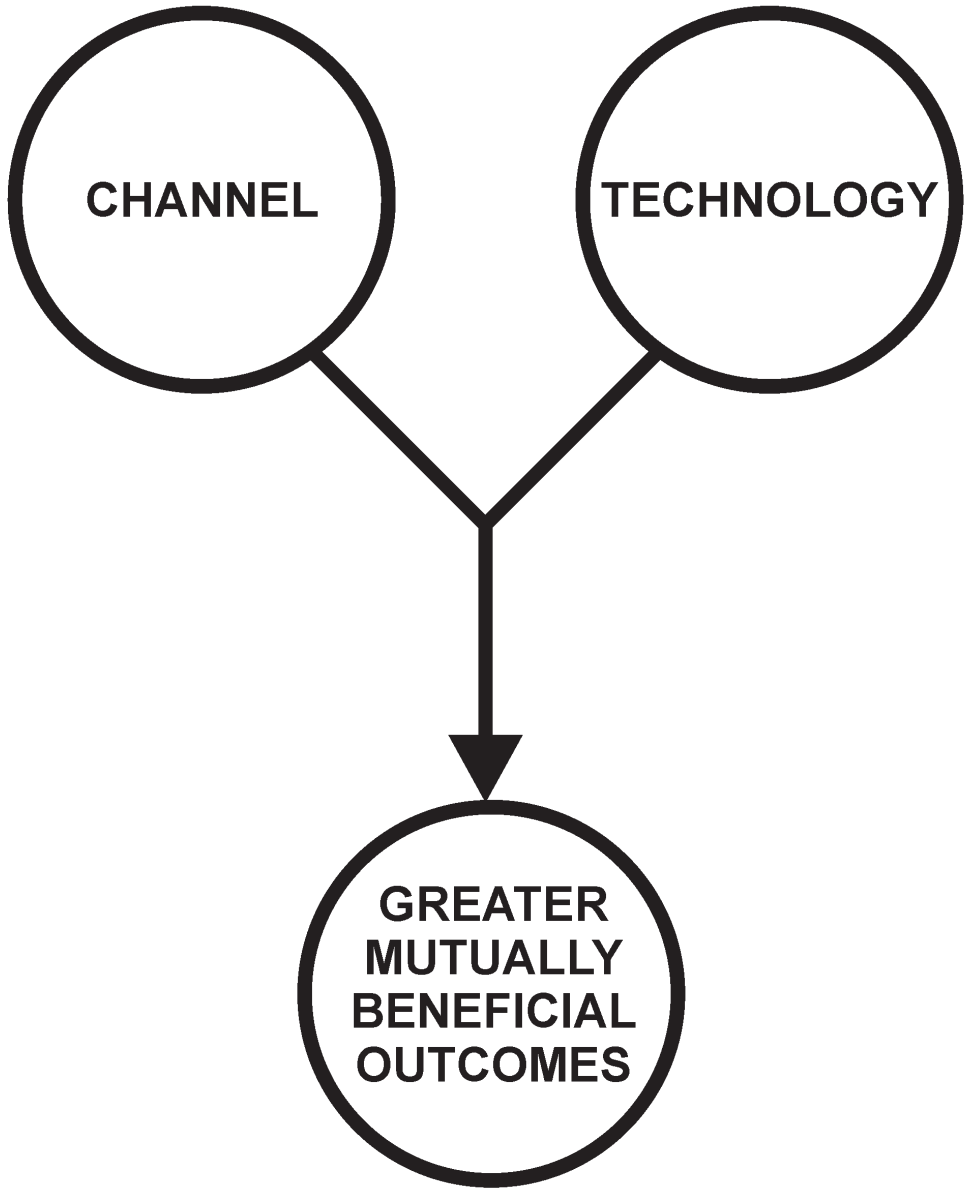


Figure 5.1—Channel, Technology, and Greater Outcomes

Alliance Options

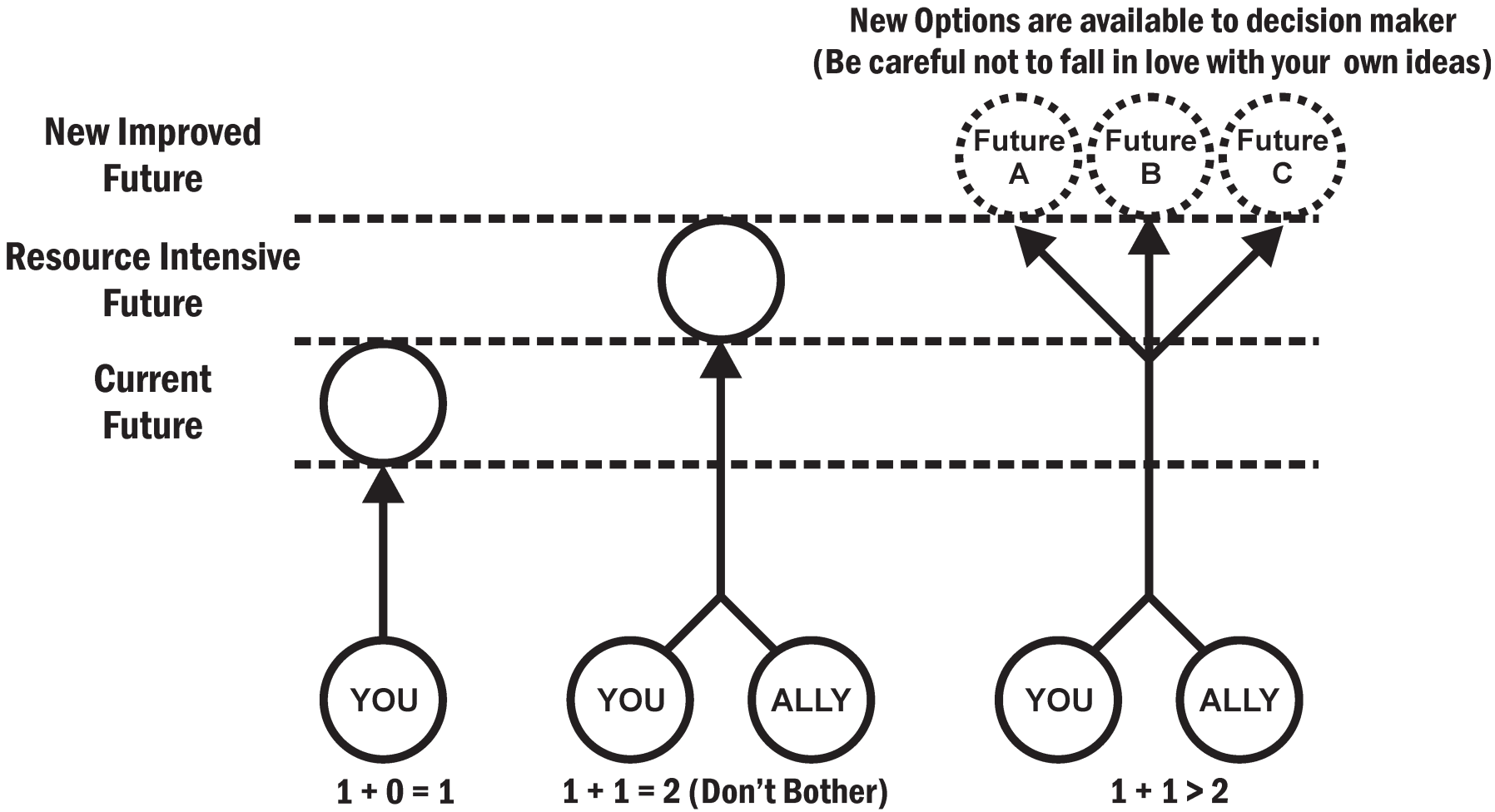


Figure 5.2—Alliance Options

Six Forms of Alliances (internal & external)

Alliance Type	Duration	Resources
Ad Hoc	Short Term	Low Resources
Consortium	Long Term	Low Resources
Project Joint Venture	Short Term	Medium Resources
Joint Venture	Long Term	High Resources
Merger	Long Term	High Resources
Acquisition	Long Term	High Resources

Figure 5.3--Six Forms of Alliances (internal & external)

Alliance Pillars Checklist

☐ Form	Identify the form of alliance that best meets Desired Outcome and Strategy
☐ Risk	Evaluate risk assessment thereby deciding if the alliance is worth the effort
☐ Ally	Select the right ally by using the "Development Funnel"
☐ Objectives	Set clear objectives and commitment levels for all parties
☐ Financials	Agree on financial contributions and draws for all parties
☐ Budgets	Outline the budget and develop a financial management plan
☐ Controls	Establish controls, metrics, and milestones along with how this will be developed
☐ Human Resources	Determine human resources requirements including the who, what, and where

* Establishing alliances requires Cyclonic Thinking and all the activities of Enterprise Thinking.
* No one activity is more important than another; they all influence an alliance's ability to perform and succeed.

Figure 5.4—Alliance Pillars Checklist

Two Desired Outcomes into Greater Outcomes

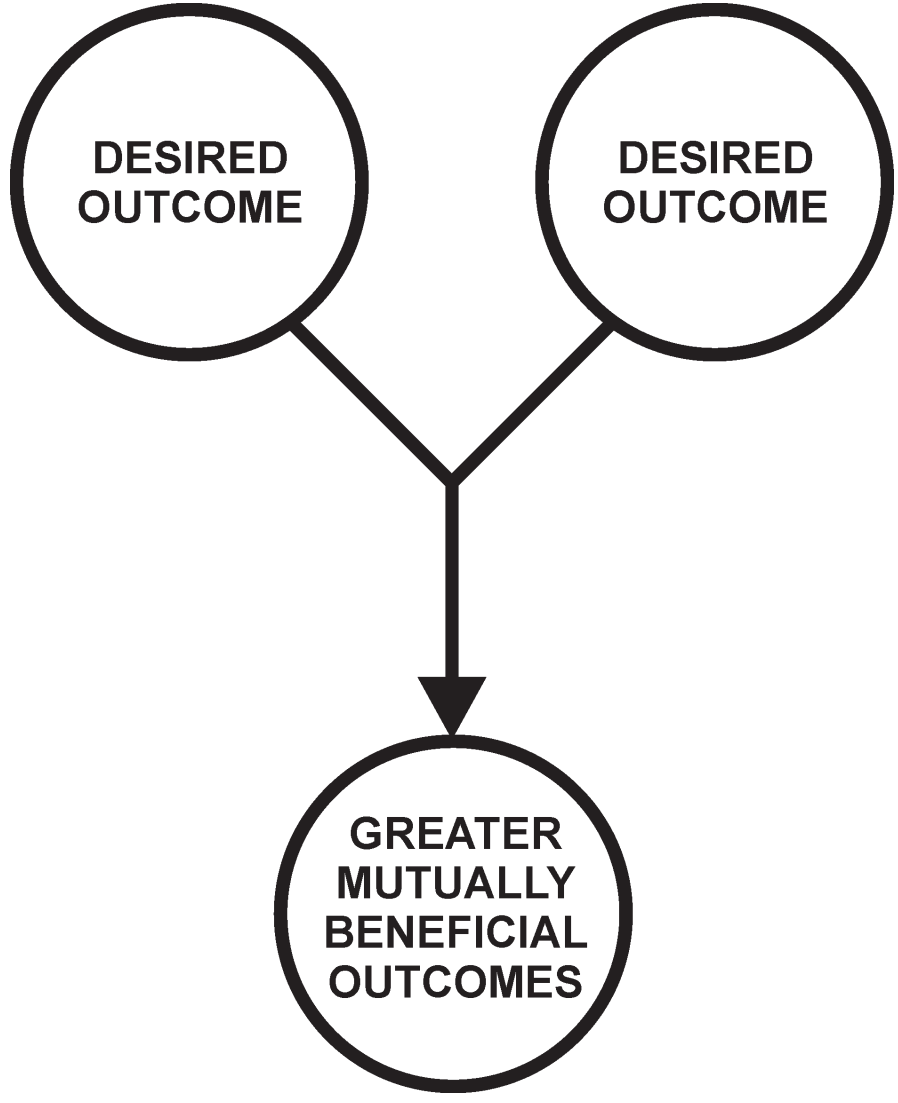


Figure 5.5—Two Desired Outcomes into Greater Outcomes

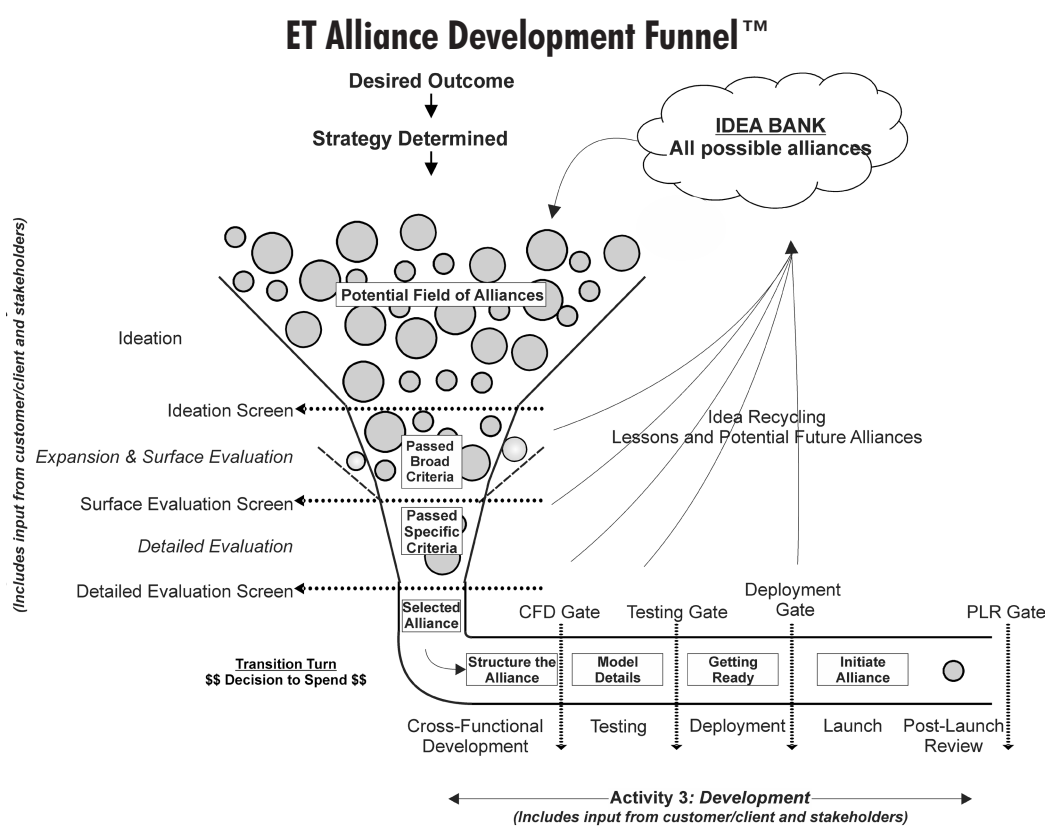


Figure 5.6—ET Alliance Development Funnel™

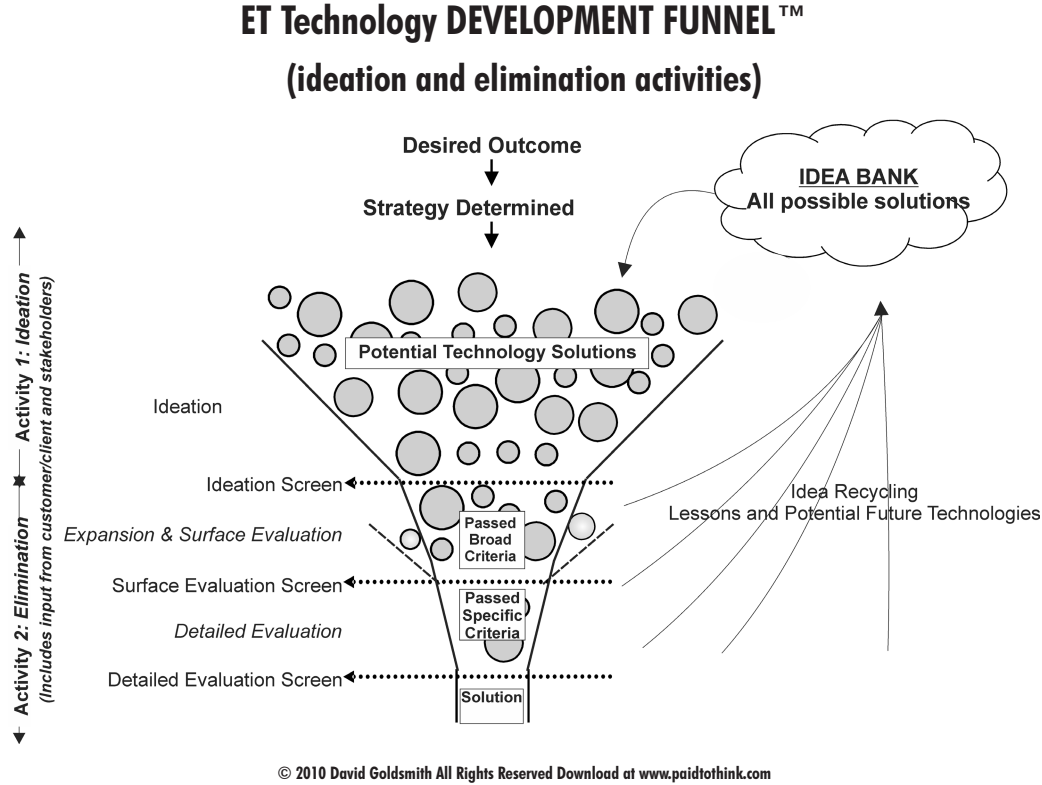


Figure 6.1—ET Technology Development Funnel™

ET Technology DEVELOPMENT FUNNEL™
(Development Activity)

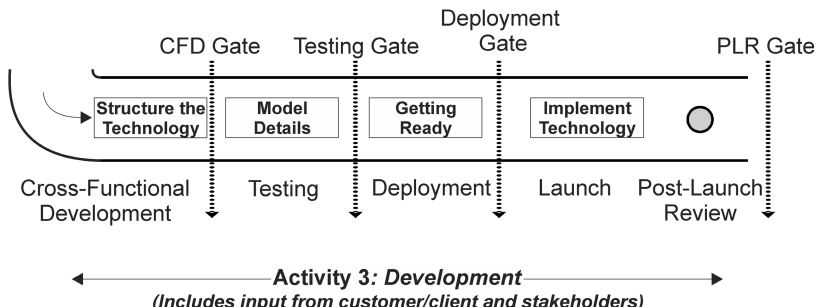
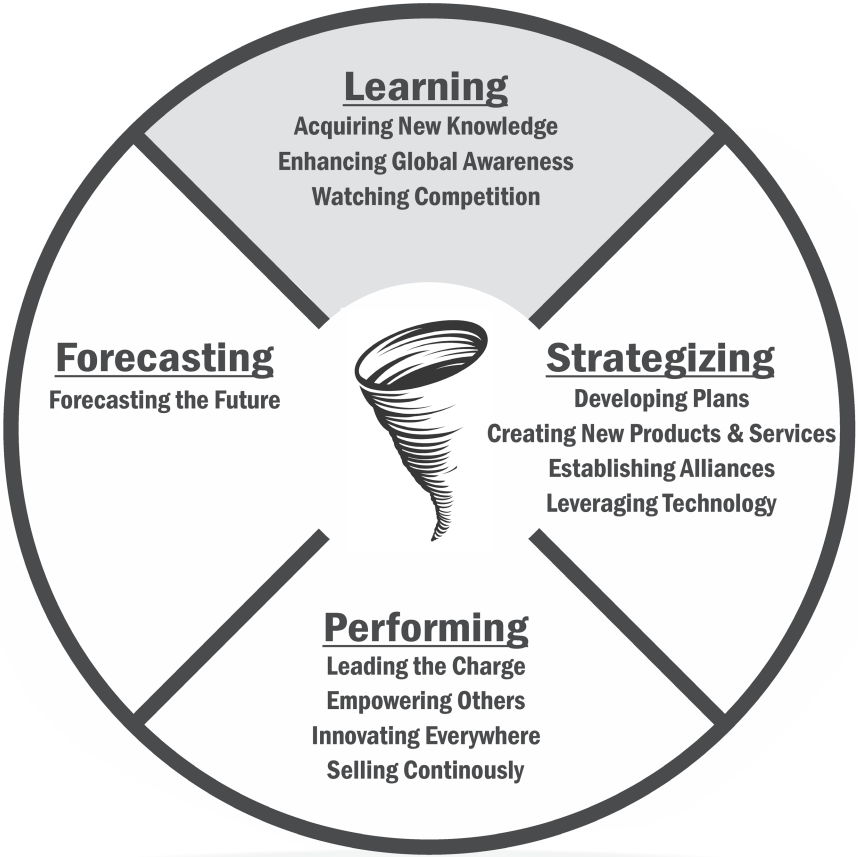


Figure 6.2—ET Technology Development Funnel™


Learning
Acquiring New Knowledge
Enhancing Global Awareness
Watching Competition
Forecasting
Forecasting the Future
Strategizing
Developing Plans
Creating New Products & Services
Establishing Alliances
Leveraging Technology
Performing
Leading the Charge
Empowering Others
Innovating Everywhere
Selling Continously

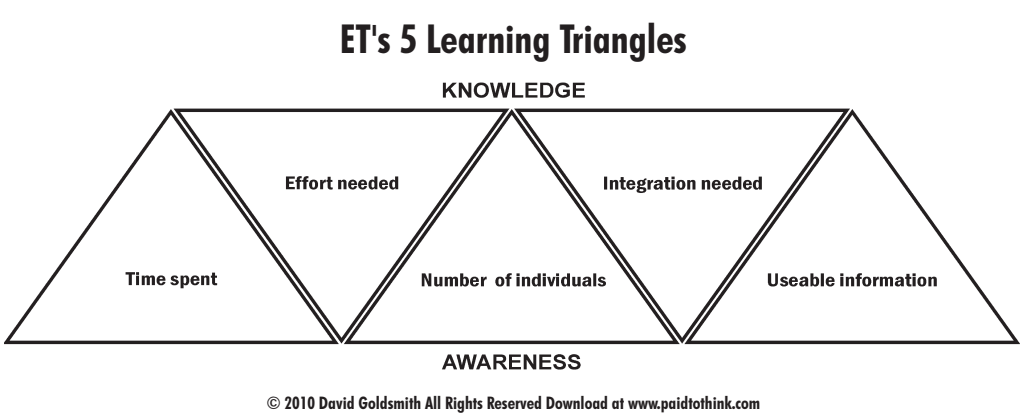


Figure 7.1—ET's 5 Learning Triangles

Figure 7.2—Maps versus Words

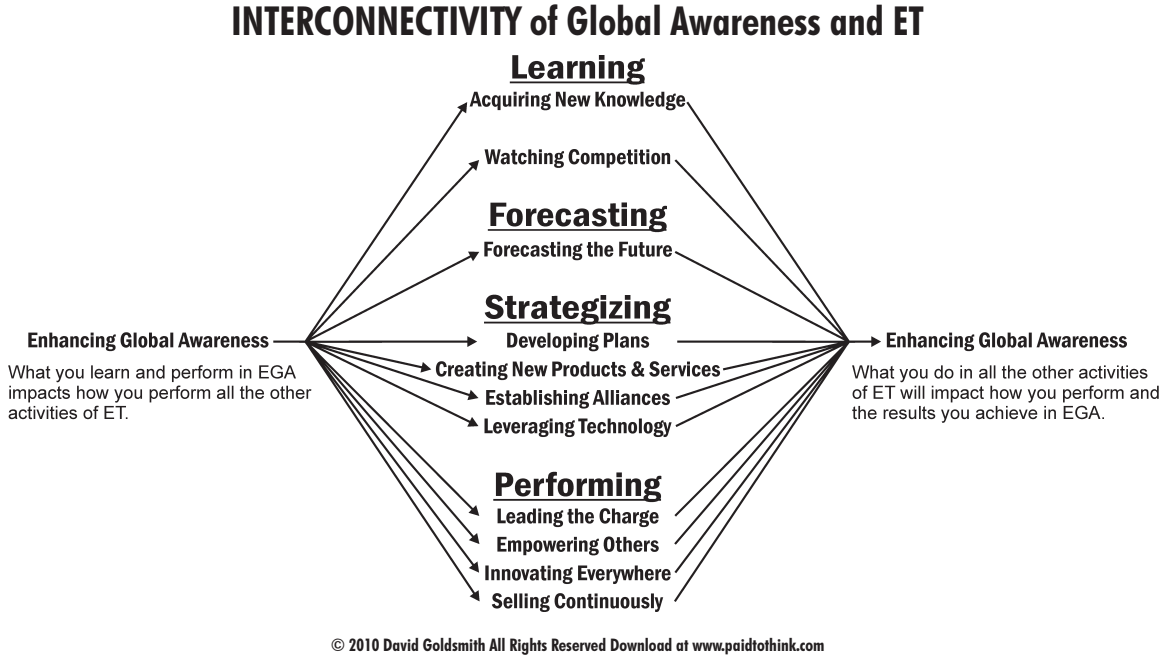
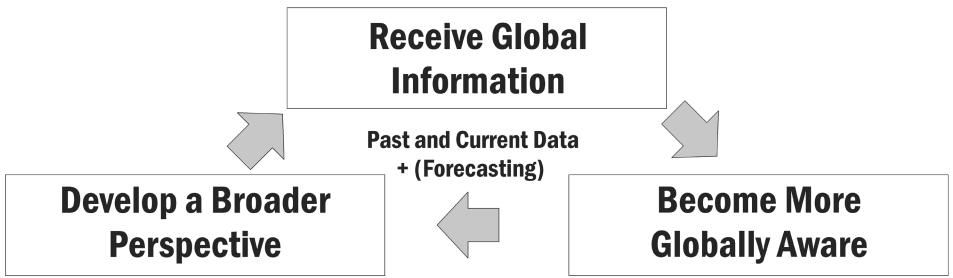


Figure 8.1—Interconnectivity of Global Awareness and ET

Roadmap to Global Awareness

Humans & Living Creatures	Physical Environments	Governances	Technologies
Information pertaining to the differences between individuals/living creatures: Customs, Race, Religion, Beliefs, Values, Assumptions, Attitude, Family, Generations, History, Disease, Geography, Age, Creed, Color, Rituals, Height, Leisure, Disabilities, Genetics, Arts, Sex, Ecosystems, Modality, Size, Birthrate, Language, Species, Strength Adaptability, Life Expectancy, etc.	Information pertaining to the universe: Land, Sea, Air, Planets, Chemistry, Climate, Nature, Physics, Resources, Time Zones, Plants, Geology, Weather, Acts of Nature, Seasons, Currents, Daylight/Night, Ecosystems, Wildlife, Temperature, Coastlines, Underground Resources, Minerals, Sun, Moon, Scarcity, Location, Force, Atoms, Space, Soil Composition, etc.	Information pertaining to the manner in which groups live and work together, including: Individuals, Groups, Societies, Geopolitics, Governments, Politics, Rules, Laws, Regulations, Policy, Economics, Structures, Individualism/Collectivism, Networks, Military, Countries, Regions, Borders, Taxation, Punishment, Alliances, Intelligence, Military, Social Policy, etc.	Information pertaining to the technologies used and available in the universe: Business Practices, Supply Chain, Assembly, Financial, Weaponry, Infrastructure, Tools, Models, Fashion, Methodologies, Housing, Patents, R&D, Trademarks, Transportation, Food, Education, Energy, Nano, Health Care, Communications, Polymers, Sewage, Entertainment, Mathematics, etc.



Apply New Awareness

(Create Opportunities, Solve Challenges - Increase Organizational and Individual Performance)

Leaders use information in ET (Strategizing, Learning, Performing, Forecasting) to reach Desired Outcomes

Figure 8.2—Roadmap to Global Awareness

World Map

Figure 8.3—World Map

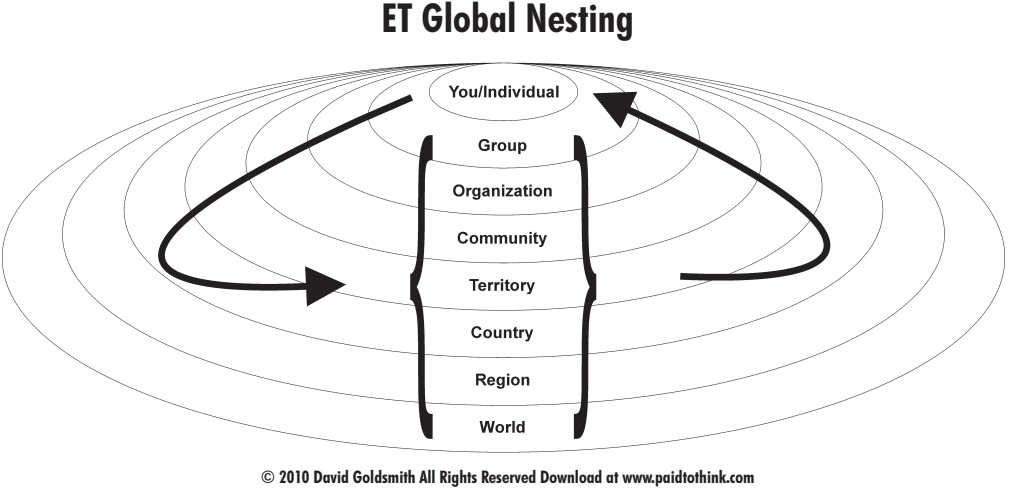


Figure 8.4—ET Global Nesting

Figure 8.5 Global Guidance & Travel Checklist

PRE-DEPARTURE

- ❑ Travel agents, corporate and online services
  - ❍ Fees
  - ❍ Secrets to purchasing travel
  - ❍ Seat selection (SeatGuru.com)
  - ❍ Policy
- ❑ Hotel ratings, displayed cost, and additional fees
- ❑ Currency and conversion
  - ❍ Use of credit cards and fees
  - ❍ International fees
  - ❍ Exchange kiosks and banks
  - ❍ Hidden charges in conversion
  - ❍ Notifying credit card companies
  - ❍ Tipping in taxis, hotels, and restaurants
- ❑ Weather, seasons, and the environment (+ / –)
  - ❍ Humidity, rain, heat, sun, snow/ice
  - ❍ Temperature
  - ❍ Threats
  - ❍ Safety procedures
- ❑ Packing requirements for women/men
- ❑ Baggage weight limits
  - ❍ Fees for baggage: domestic vs. international
  - ❍ Carry-on limits
  - ❍ U.S. fluid policy

IN TRANSIT

- ❑ Airports and travel
  - ❑ Frequent flyer sign-up
    - ❍ Upgrade lists
    - ❍ Alliances between airlines
  - ❑ Lounges (business and first class)
    - ❍ Showers
    - ❍ What's free/what's not
    - ❍ Credit-card access
    - ❍ Speciality-card access
  - ❑ Coach, business, and first-class offerings
    - ❍ Leg room in exit row
    - ❍ In-flight entertainment options
  - ❑ Secrets to booking shorter flights
  - ❑ Security checkpoints
  - ❑ Traffic timetables
  - ❑ Taxi/bus usage
    - ❍ Hailing a cab, bus
    - ❍ Paying for cab, bus
    - ❍ Official vs. unofficial
  - ❑ Light rail/rail/boat (Venice)
  - ❑ Electrical power and converters
  - ❑ Delays
  - ❑ Reading/movies
  - ❑ Pod sleeping facilities

ON THE GROUND

- ❑ Emergency numbers changes
- ❑ In-transit services for travel
- ❑ Traveling in groups or individually
- ❑ Political precautions
  - ❍ Demonstrations, riots
- ❑ Baggage and personal belongings
  - ❍ Security with hotel
  - ❍ Safes
  - ❍ Storage of luggage
- ❑ VAT and tipping expectations
  - ❍ Taxis, restaurants, hotels, guides
- ❑ Language
  - ❍ Different definitions in different cultures
  - ❍ Languages spoken (primary language)
  - ❍ Securing translators
  - ❍ English spoken or not
- ❑ Telephone and data
  - ❍ GSM, CDMA, quad-band
  - ❍ Roaming fees
  - ❍ Data fees
  - ❍ Access to data plans
  - ❍ E-mail, texting, video conferencing
- ❑ Touring and travel guides
- ❑ Finding alternative accommodations

Global Guidance & Travel Checklist Continued

PRE-DEPARTURE

- ❑ Passport requirements
  - ❍ Securing a visa and timing
  - ❍ Procedure for entrance into a country
  - ❍ Procedure for leaving a country
- ❑ Framework for male/female behaviors
  - ❍ Cultural awareness of difference
  - ❍ Proper and improper activities
- ❑ Food and beverage challenges
  - ❍ On planes
  - ❍ In restaurants, hotels, open spaces
  - ❍ Areas of concern
  - ❍ Manners depending on situation
  - ❍ Water challenges
- ❑ Medical information
  - ❍ Insurance (travel specific or within policy)
  - ❍ Shots
  - ❍ Diseases
  - ❍ Travel advisory
  - ❍ Medicines to bring and on location
- ❑ Discount and travel cards
  - ❍ Rail, boat, ferry, bus, subway
- ❑ Computer usage and Internet access
- ❑ Basic awareness of heritage, religion
- ❑ Economy and social class
  - ❍ Poverty, class system, wealth
- ❑ Government, police, and military,
- ❑ Business and traditional customs
  - ❍ Gifts
  - ❍ Seating

IN TRANSIT

- ❑ Passport
  - ❍ Frequent-visitor benefits
  - ❍ Visas while traveling (personal and business)
  - ❍ When to carry your passport
  - ❍ Fast access cards (APEC, Global Entry)
- ❑ What's expected in downtime
  - ❍ Drinking and eating expectations
- ❑ Major holidays travel advisories
- ❑ Car rentals and procedures
- ❑ Hotel recommendations
  - ❍ Safety recommendations
  - ❍ Pricing and fees
- ❑ Credit-card holds and final payment
- ❑ Jet lag
  - ❍ Pills and medications
  - ❍ Drinking on plane
  - ❍ Impact of travel on others in group
- ❑ Cultural and behavioral
  - ❍ Eye contact
  - ❍ Asking questions
  - ❍ Eating with or without utensils
- ❑ Drinking water
  - ❍ Bottled or tap
  - ❍ Food preparation in restaurants with water
  - ❍ Airplane and ship meals using water
- ❑ Earplugs/systems
  - ❍ Noise-canceling headsets
- ❑ Lost luggage

ON THE GROUND

- ❑ Currency conversion in transit
- ❑ In-country representation
  - ❍ Consulate, embassy
- ❑ Electrical plugs and converters (multiuse)
- ❑ Access to over-the-counter drugs
- ❑ Local and regional news
  - ❍ Television
  - ❍ Newspapers
- ❑ Medical emergencies
  - ❍ Hospitals
  - ❍ Evacuations
  - ❍ Using insurance
- ❑ Shopping
  - ❍ Negotiations
  - ❍ Bargains
  - ❍ Safety
- ❑ Drinking water
  - ❍ Bottled or tap
  - ❍ Used to prepare food in restaurants, planes, ships, trains
- ❑ People you might meet
  - ❍ Street, airport, cities/towns
- ❑ Local transportation fees
  - ❍ Cab and cab colors
- ❑ Nightlife and entertainment
  - ❍ Safe areas, scams, drug use, rape
- ❑ Police, military (Rights and privileges)
- ❑ Private security

Cultural & Geographic Synchronization Calendar

Month	Key Dates or Events in Any Given Month (Country and/or Culture)			
	You	1°	2°	3°
January				
February				
March				
April				

Figure 8.6—Cultural & Geographic Synchronization Calendar

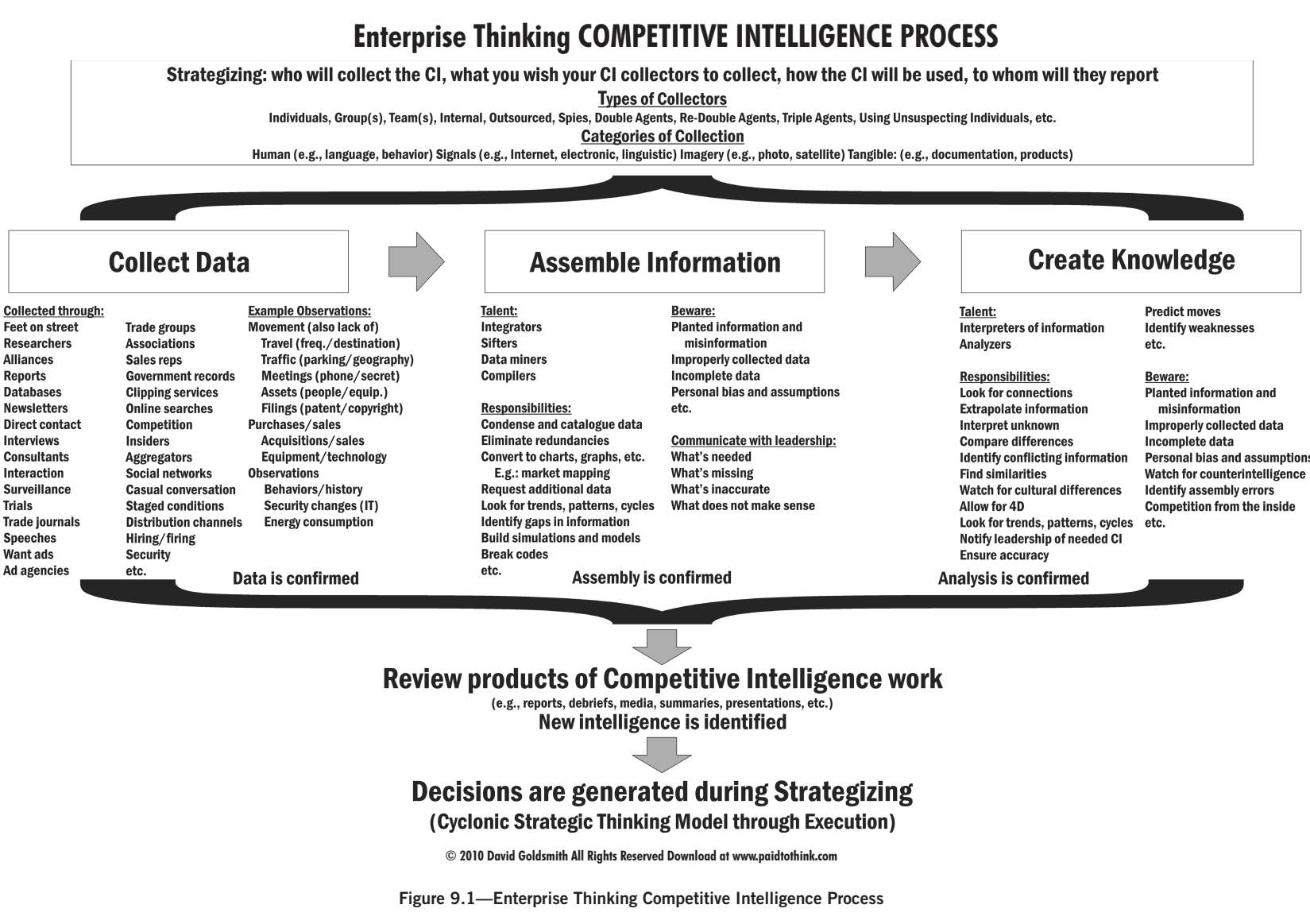


Figure 9.1—Enterprise Thinking Competitive Intelligence Process


Performing
Leading the Charge
Empowering Others
Innovating Everywhere
Selling Continuously
Strategizing
Developing Plans
Creating New Products & Services
Establishing Alliances
Leveraging Technology
Forecasting
Forecasting the Future
Learning
Acquiring New Knowledge
Enhancing Global Awareness
Watching Competition

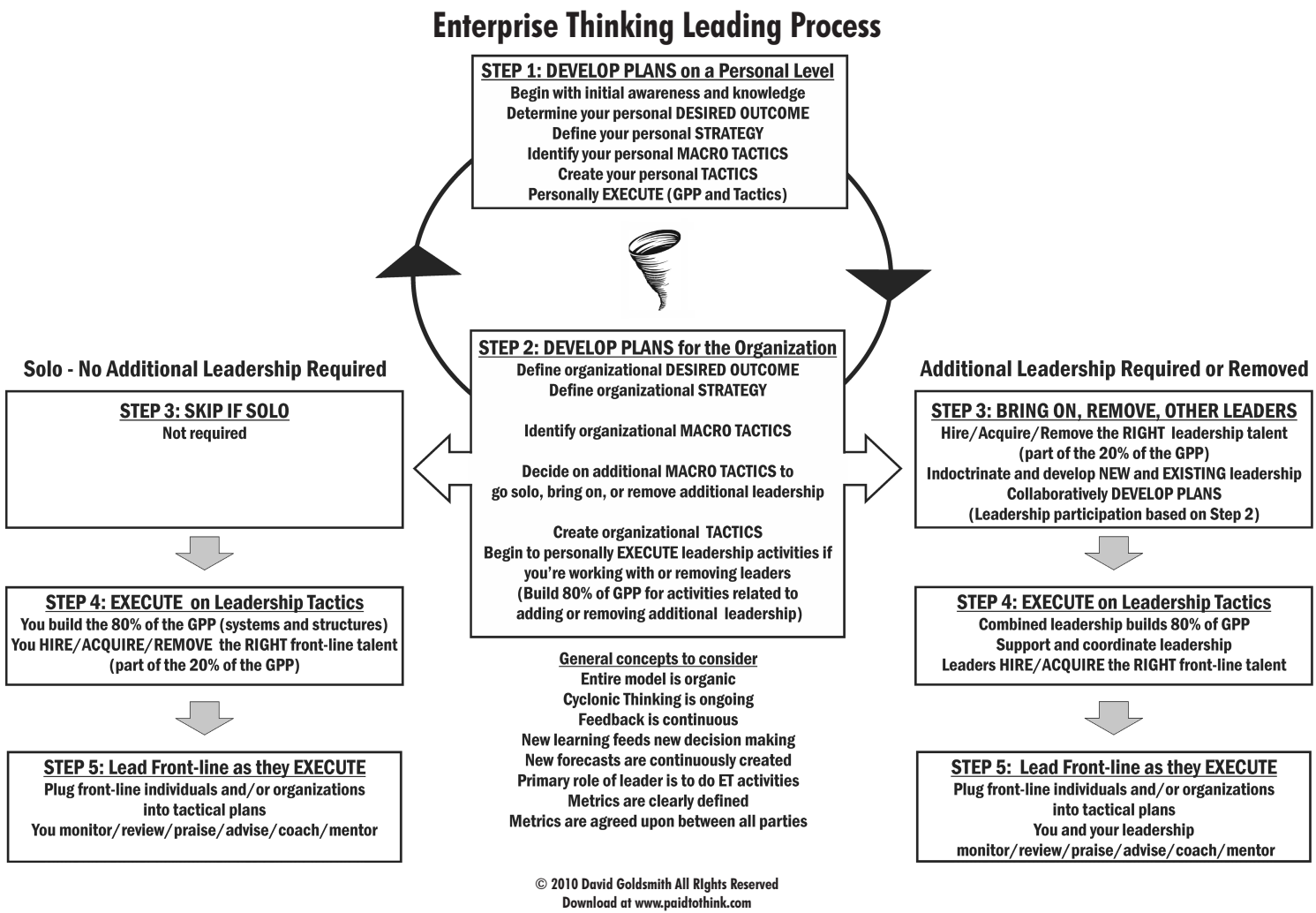


Figure 10.1—Enterprise Thinking Leading Process

Time Division Recommendation for One-Role Chart

Position (Responsibilities)	% of Time Paid to Think "Thinking"	% of Time Executing Tactics "Executing"
CEO/President	90%	10%
Middle Management	60%	40%
Front-line Manager	40%	60%
Front-line Employee	10%	90%

Figure 10.2—Time Division Recommendation for One-Role Chart

Time Division Recommendation for Two-Roles Chart

Position (Responsibilities)	% of Time Paid to Think "Thinking"	% of Time Executing Tactics "Executing"
Finance Manager	30%	20%
Human Resources Mgr.	30%	20%
Total Time Allocation	60%	40%

Figure 10.3—Time Division Recommendation for Two-Roles Chart

Allocation of Time for Thinking and Executing Chart

Profit Example Military Example Academic Example Not-for-Profit Example Government Example	% of Time Paid to Think "Thinking"	% of Time Executing Tactics "Executing"
CEO/President/Board General Chancellor Executive Director Mayor	90%	10%
Executive VP Captain Vice Chancellor Director of Operations Director of Administration	60%	40%
Sales Manager Lieutenant Dean Conference Manager Commissioner of Finance	40%	60%
Engineer Private Professor Waitress Auditor	10%	90%

Figure 10.4—Allocation of Time for Thinking and Executing Chart

Enterprise Thinking Empowering Process

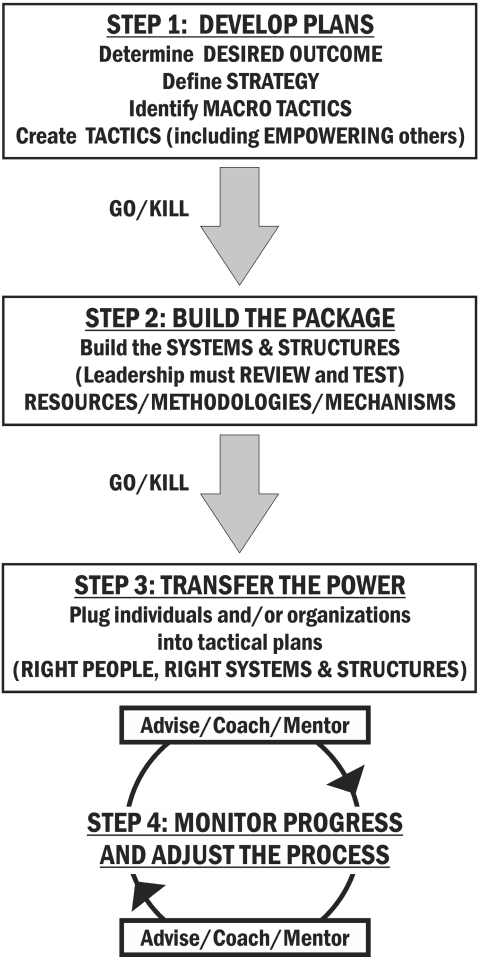


Figure 11.1—Enterprise Thinking Empowering Process

Career Ladder Development Guide

Meets Forecasted Talent Requirements

*** Intersects anticipated future skills and staffing acquired to meet forecasted growth or change**
***Clearly stated forecasted Desired Outcomes are met (RIO, ROA, People Cured, etc.)**
***Organic and broad enough to meet future forecasted skills requirements for an organization**

Growth Level #6 ($2/hour raise example)
Displays ability to work from CPM chart
Participated in internal project
Can operate forklift, modify orders, etc.

Growth Level #2 ($0.50/hour raise example)
Rated 87% or higher by e-mailed customer survey
Successfully passed OSHA training program
Worked in dispatch department for 2 weeks

Growth Level #1 ($1/hour raise example)
Capable of accurately handing deliveries
Successfully opened store for at least 1 week
Can manage tagging station

Non-Leadership Tracts

A structured approach outlining the steps one should take to achieve upward mobility with the group. For individuals who wish to pursue a future with the organization yet do not wish to be in leadership roles.

PARAMETERS

Guide should be visible to group/organization
Levels should be results and skill based
Allow for an accelerated program
Self motivation built in to guide
Specific metrics established
Organic/flexible to meet forecasts
Allows for crossover to Leadership tracks

Growth Level #6 (area manager simplified example)
Completed with a team three $10,000+ projects
Completed a mutually-agreed-upon internal NPS
Hit mutually-agreed-upon targets for a department

Growth Level #2 (manager simplified example)
Worked for 3 weeks in two related departments
Completed a mutually-agreed-upon internal NPS
Capable of using CST Model on current challenge

Growth Level #1 (assistant mgr. simplified example)
Must be able to create and use CPM chart
Completed course on financial management
Worked on successful project (ROI, on-time/budget)

Leadership Tracts

A structured approach outlining the steps one should take to achieve upward mobility with the group. For individuals who wish to pursue a leadership role and an enhanced leadership role in the organization.

Human Capital Forecasted Requirements Determined

***Current and future staffing talents, financial, markets, environment, resource, etc.**
Tactics put in motion to create growth and succession plan

DEVELOPING PLANS Completed

(All 12 activities of ET addressed)

Figure 11.2—Career Ladder Development Guide

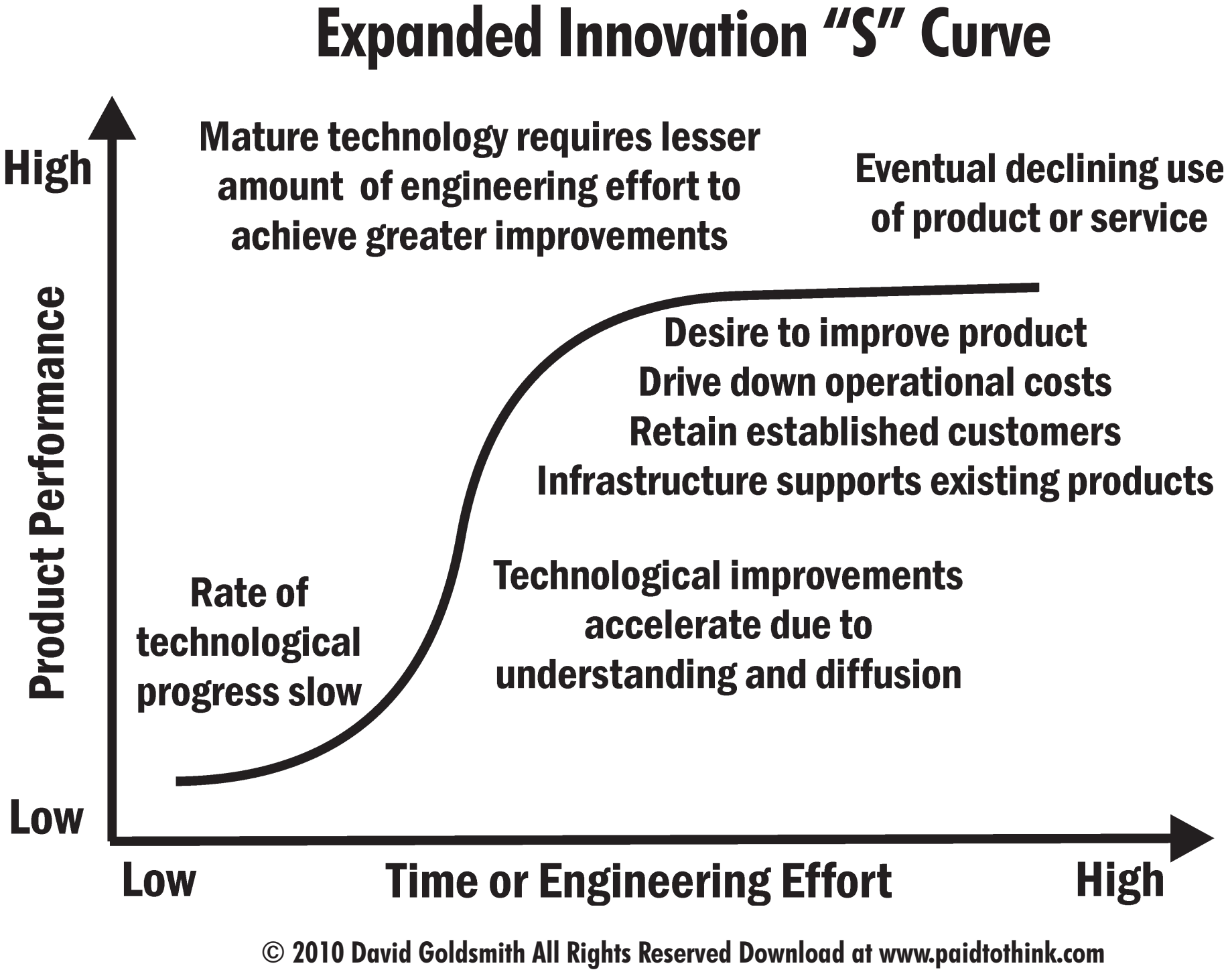


Figure 12.1—Expanded Innovation "S" Curve

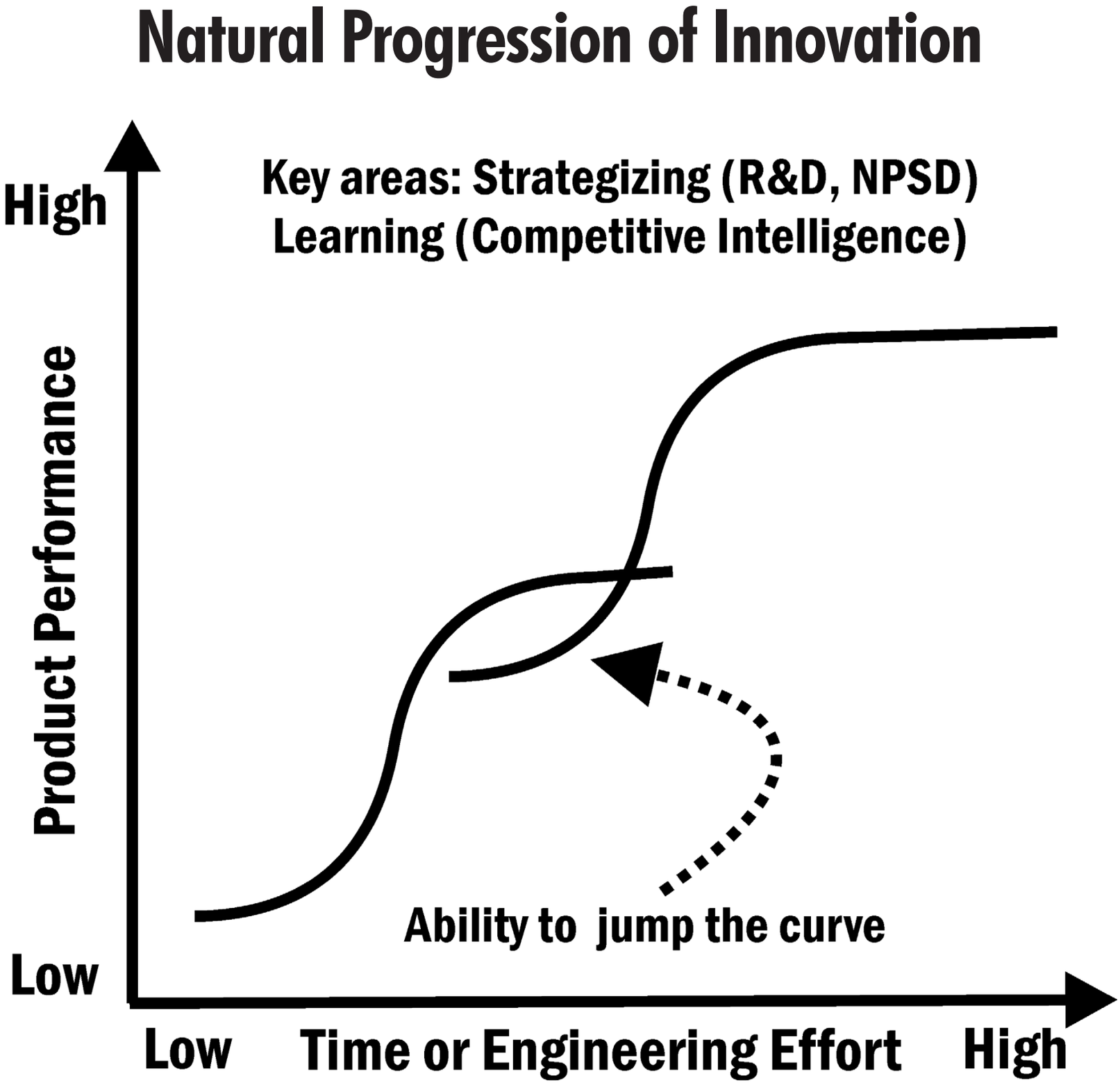


Figure 12.2—Natural Progression of Innovation

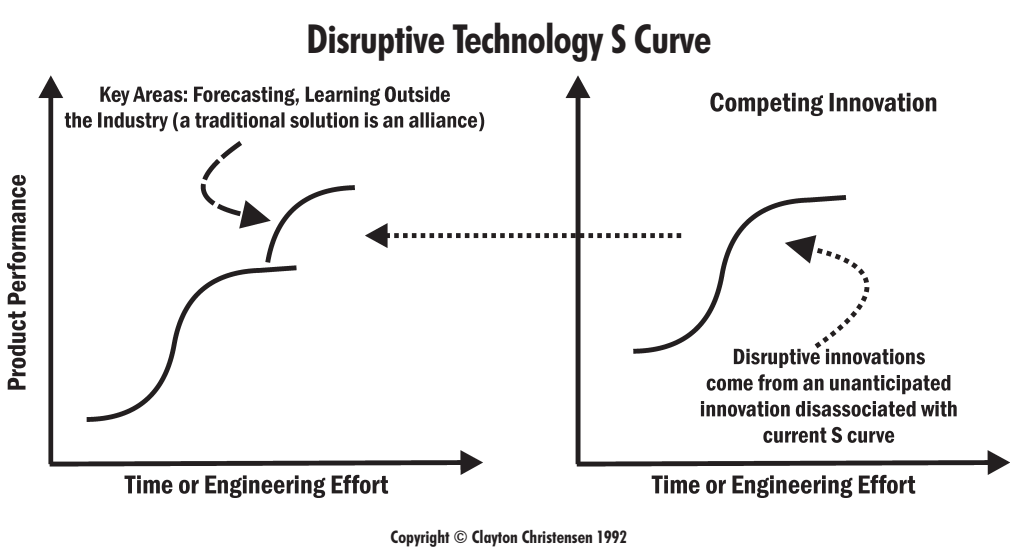


Figure 12.3—Disruptive Technology S Curve

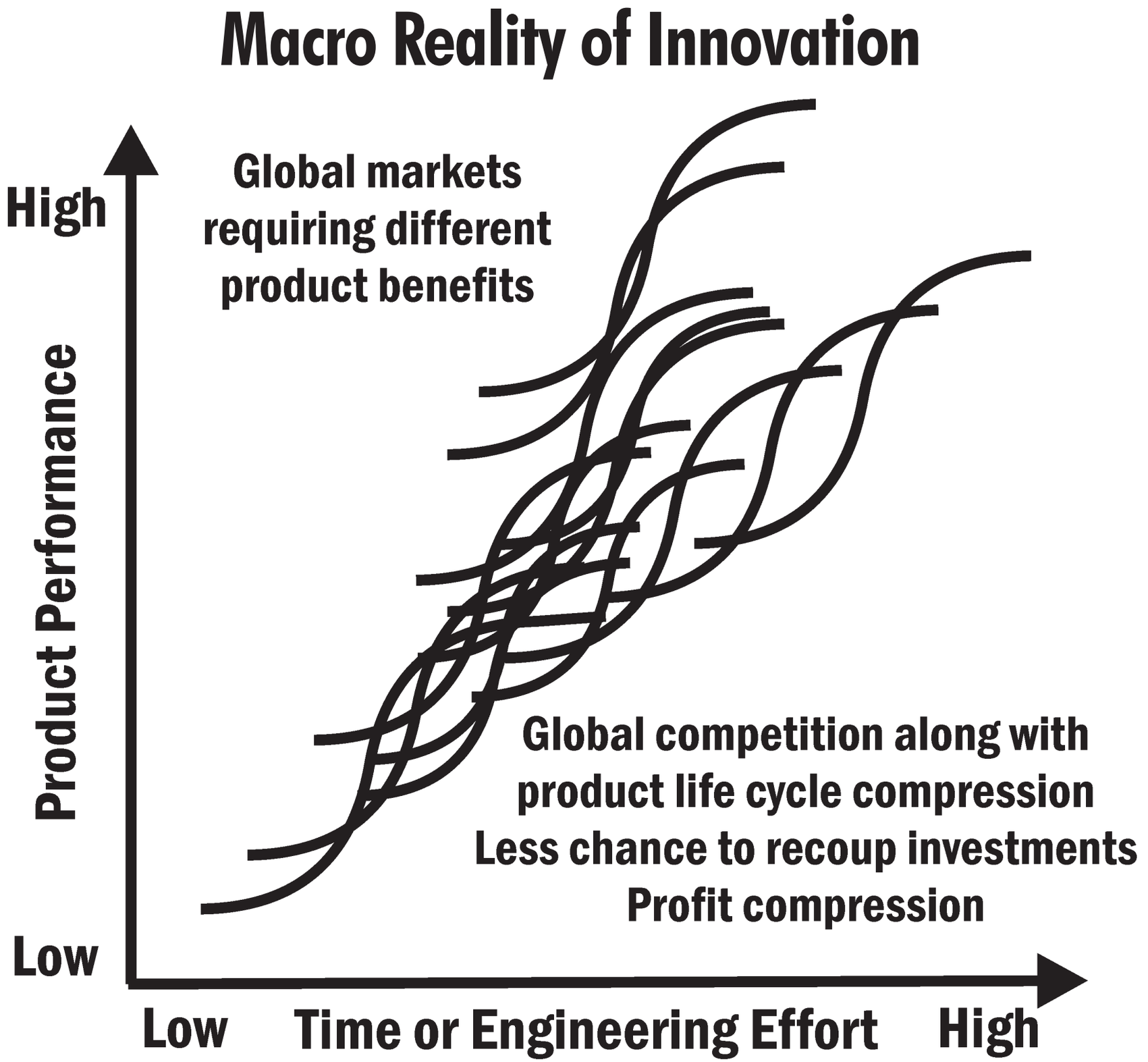


Figure 12.4—Macro Reality of Innovation

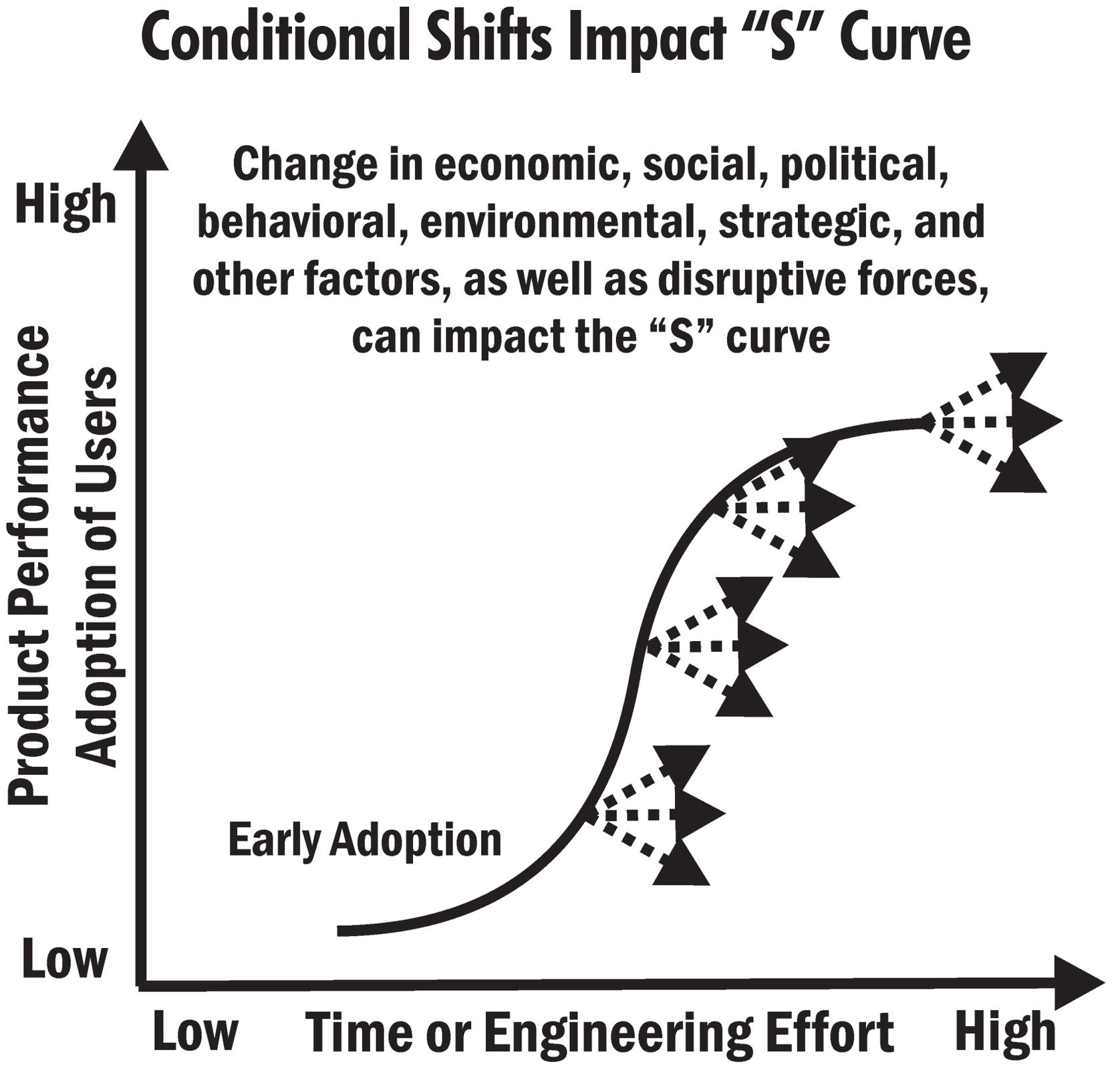


Figure 12.5—Conditional Shifts Impact "S" Curve

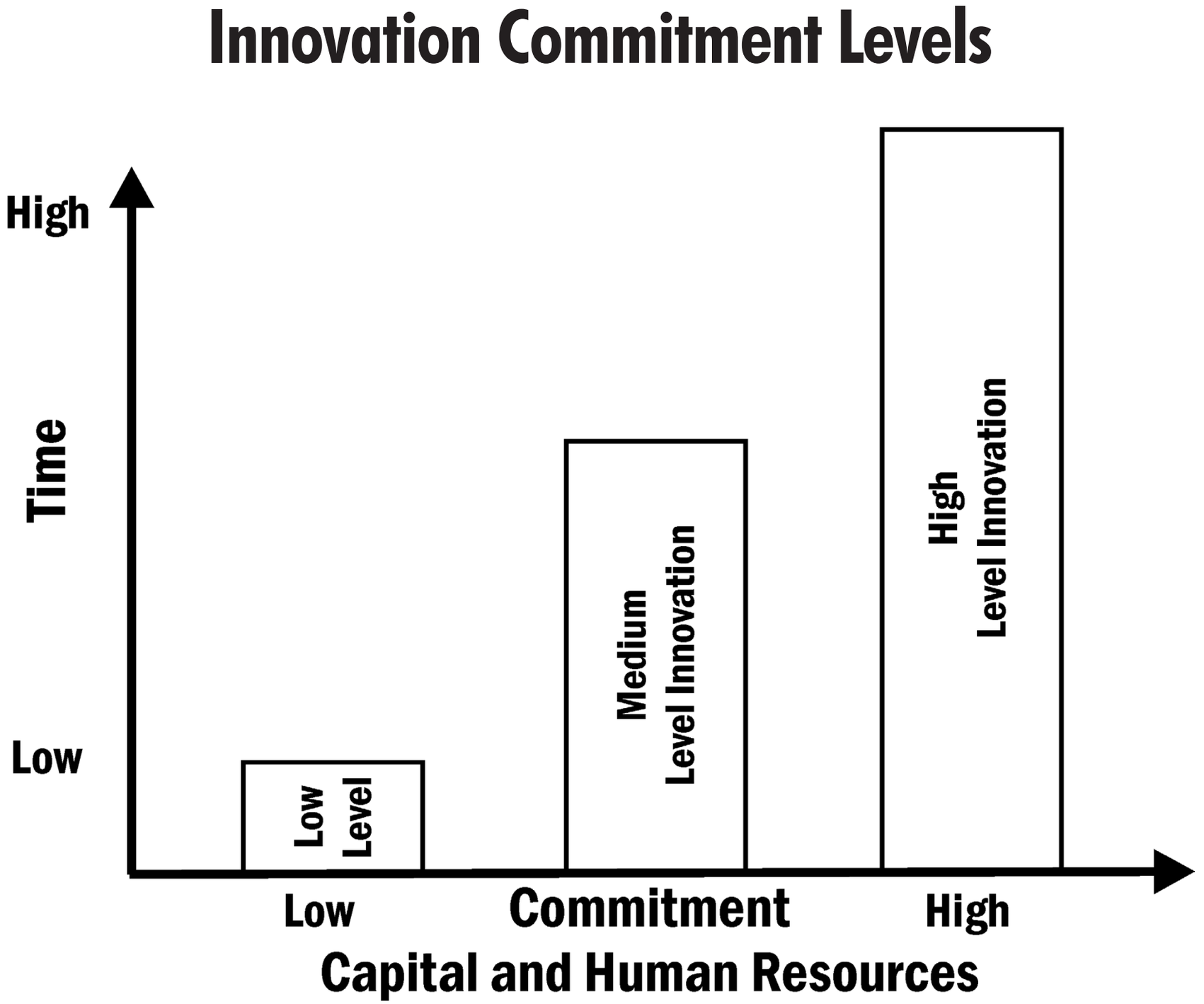


Figure 12.6—Innovation Commitment Levels

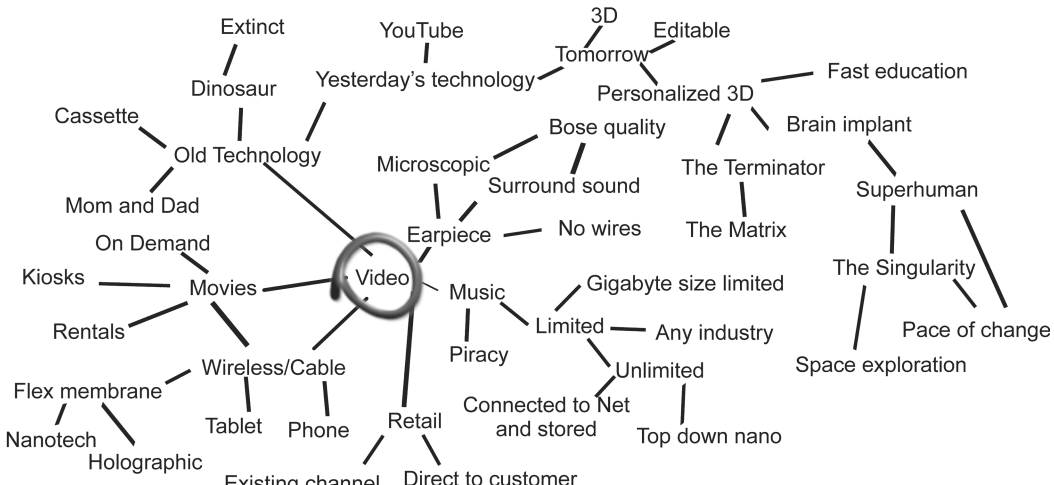


Figure 12.7—Sample Mind Map

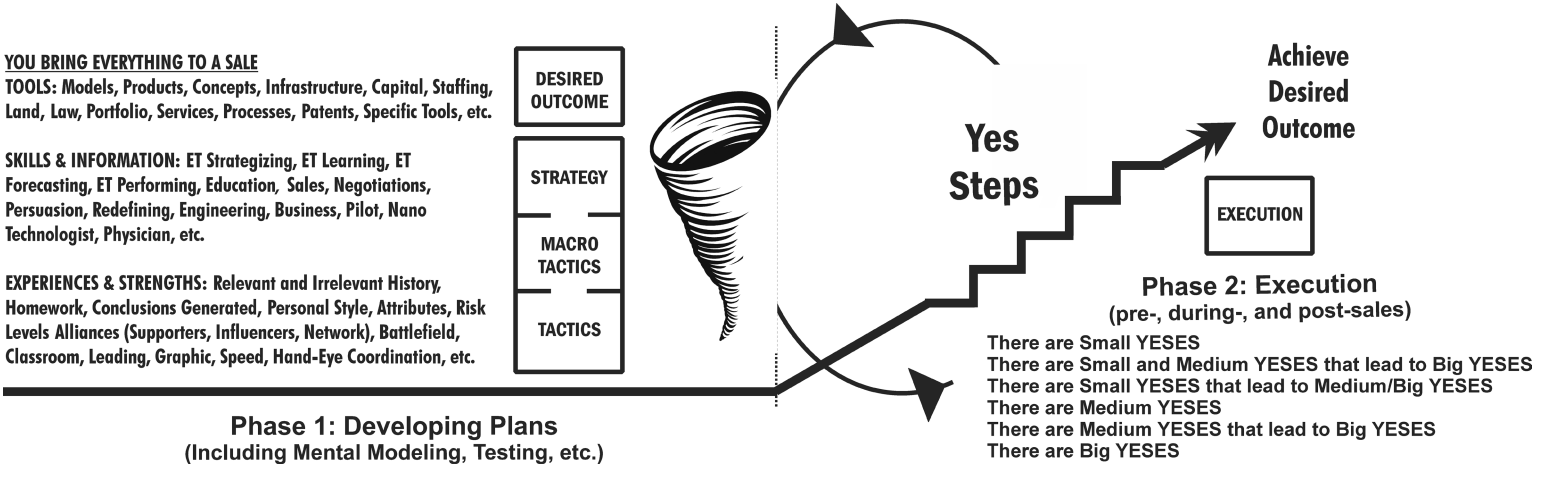


Figure 13.1—ET Leadership Sales Methodology

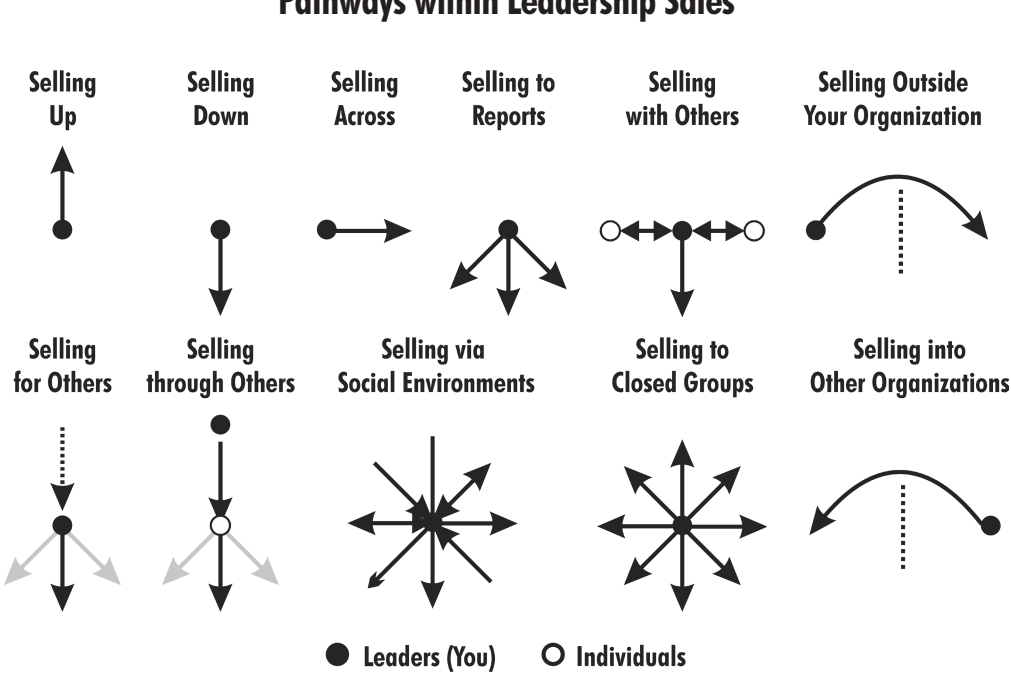


Figure 13.2—Pathways within Leadership Sales

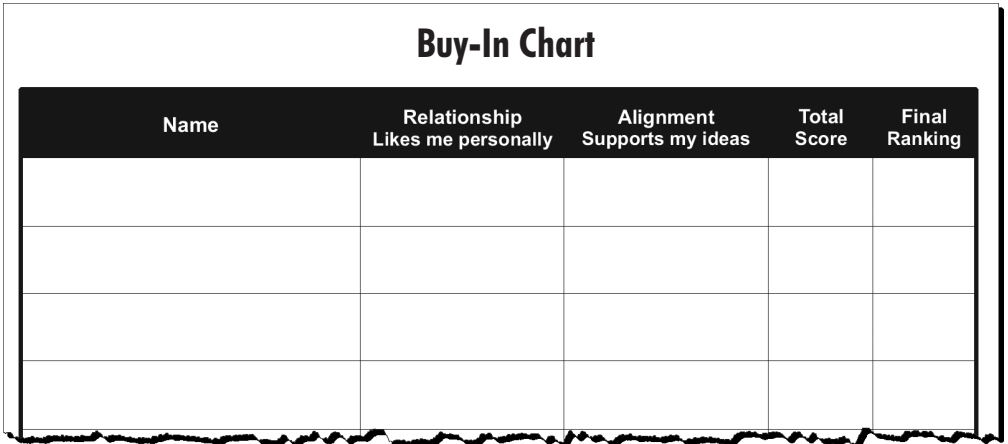


Figure 13.3—Buy-In Chart

Buy-In Chart Example

Name	Relationship Likes me personally	Alignment Supports my ideas	Total Score	Final Ranking
Kyle	3	5	8	3
Santiago	4	6	10	5
Monique	6	4	10	6
Chelsea	1	3	4	2
Kim	5	4	9	4
Baxter	2	1	3	1

There are 6 people in the group, therefore, the numbers in the first two columns are 1–6, since the score/rank goes up to 10.

Figure 13.4—Buy-In Chart Example

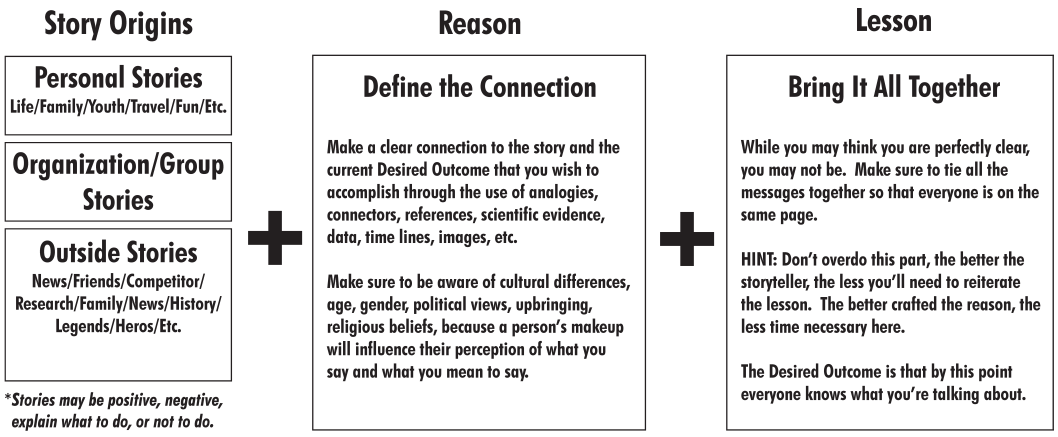


Figure 13.5—Selling Your Ideas with Stories

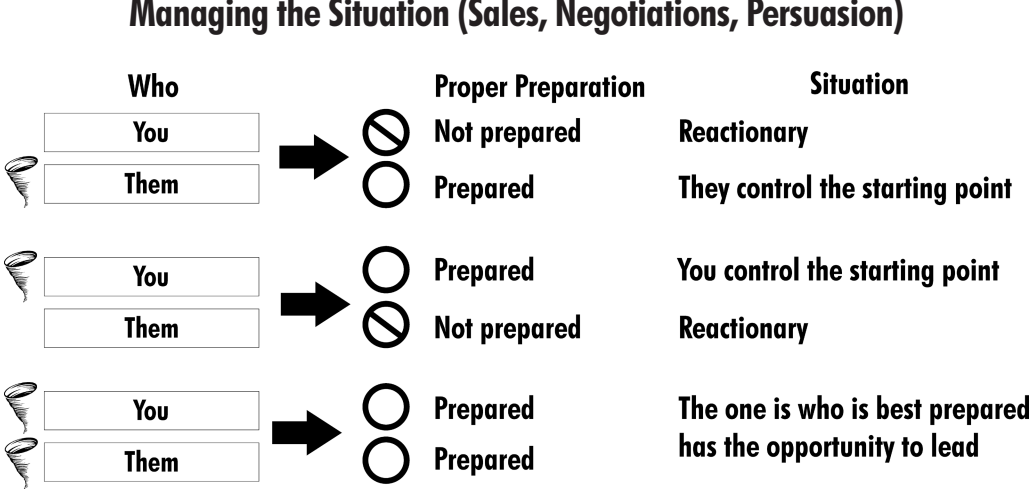


Figure 13.6—Managing the Situation (sales, negotiations, persuasion)


Forecasting
Forecasting the Future
Performing
Leading the Charge
Empowering Others
Innovating Everywhere
Selling Continuously
Learning
Acquiring New Knowledge
Enhancing Global Awareness
Watching Competition
Strategizing
Developing Plans
Creating New Products & Services
Establishing Alliances
Leveraging Technology

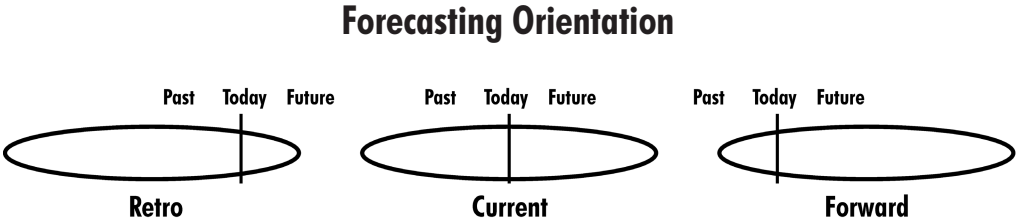


Figure 14.1—Forecasting Orientation

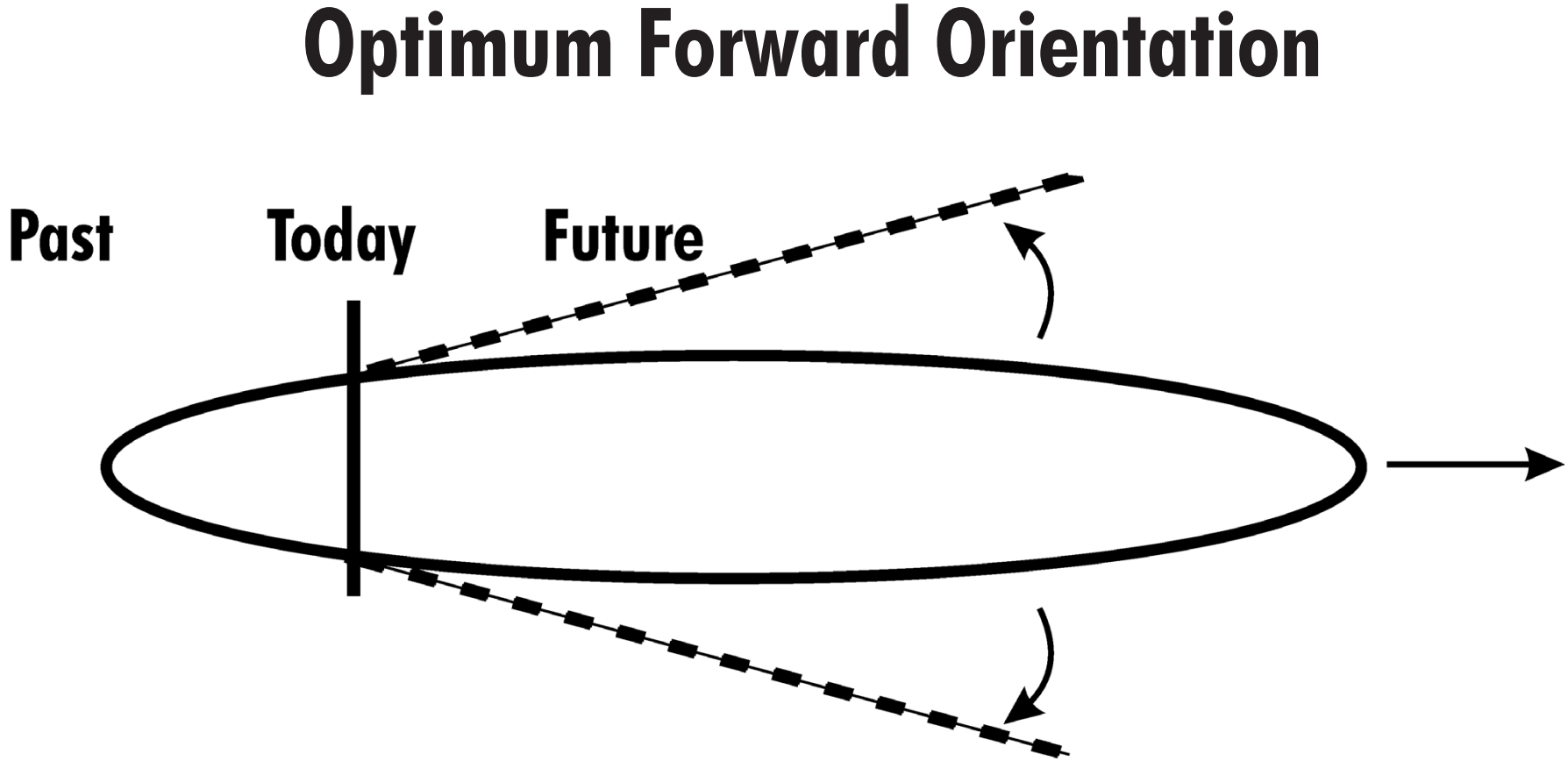


Figure 14.2—Optimum Forward Orientation

Forecasting Triggers

View these from the perspective of YOU, your ORGANIZATION, your CUSTOMERS/CLIENTS, your COMPETITION, your SUPPLIERS/VENDORS, and the WORLD

Globalism	Emerging markets	Social awareness	Interest & exchange rates	Transportation
Geopolitics	Digital 24/7 lifestyles	Trust	Taxation	Social networks
Climate (global & local)	Robotics	Individualism	Gaming	Customized production
Energy	Relations/Diversity	Social applications	Automation	Economics
Water shortage	Shelter	Technological convergence	Talent	Education
Bio growth	Language	Video	Leadership	Retailing
Aging society	Space exploration/Travel	Communications	Health	Entertainment
Virtual world	Commodities	Nanotechnology	Terrorism/Piracy	Employment
Unretirement	Fashion	Cashless society	Migration	Communications
Work life	Seasons	Weather	Happiness	Thought
Feminism	Generations	Biological factors	Family	Arts
Wealth	Governance	Food	Nature	Marketing
Performance	Nanomedicine	Real estate	Mobile convergence	Forecasting
Research	Bioengineering	Agriculture	Weaponry	Portability
Regulation & oversight	Anti-aging	Transportation	Air & space flight	Emerging markets
Mergers & acquisitions	Urbanism	Sports	Music	Cloud transformation
Branding	Data & big data	Marketing channels	Publishing	Sustainability/Scalablity

Using Forecasting Triggers Individually

1. Identify a trigger/select a trigger.
2. Generate your projections about the industry and its future.
3. Once you've identified the future of several triggers, look to connect a series of projections in a manner that may give you insight into your own future.
4. Don't be selective about which markers are important or not, because the world is connected. You must learn to make the connection where there appears to be none and then identify opportunities.
5. Utilize the new insight for future learning and for all areas of ET and record the new insights and information for future reference.

Using Forecasting Triggers in a Group Setting

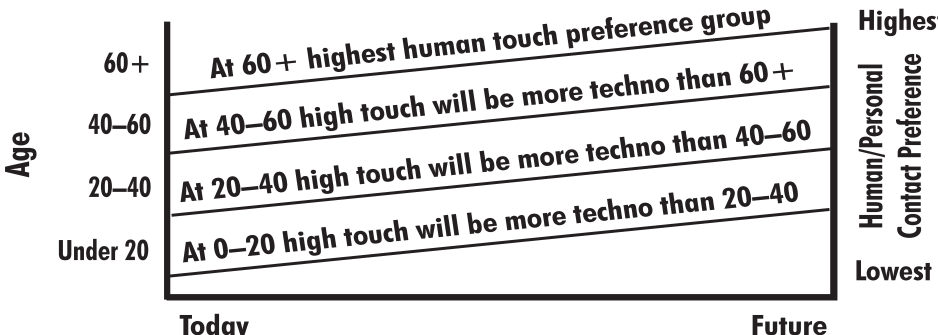
1. Separate your group into subgroups.
2. Assign a random set of triggers for each group to explore.
3. Have the groups extrapolate into the future about what may happen to the trigger and the impact. Look for Cycles, Trends, and Patterns.
4. Ask the group to share a summary of their thoughts with the other groups.
5. The groups should collectively discuss highlights and new thoughts. You must learn to make the connection where there appears to be none and then identify opportunities.
6. Utilize the new insight for future learning and for all areas of ET and record the new insights and information for future reference.

Figure 14.3—Forecasting Triggers

Access Points for the Multi-Dimensional Buyer

Just a sampling of what impacts a Multi-Dimensional Buyer's decisions. You must do them all correctly. One mistake and they move on. (Examples include: coupons, discounts, repair history, billing, lighting, smell, cleanliness, attitude, checkout, online checkout, credit card processing, etc.)

Figure 14.4—Access Points for the Multi-Dimensional Buyer



Typically, the perception of high touch is relative to one's age. In 2012, a 60-year-old will consider high touch to involve more human contact than that of someone under age 20 who would consider high touch to be more technology driven, such as online banking. Then again, a person closer to age 20 will be more likely to prefer more human contact than someone 10 years their junior.

Figure 14.5—Consumer Preference Over Time

Sample of Charting Activity-Based Forecasting

Activities	Forecast future of activity
Outlining	auto outline builder, contract outline writers, statistical reader satisfaction, title suggestive software, voice recognition/hands free
Writing	voice conversion to improved writing, language conversion, reading age leveler, transition writing software, real-time suggestive software
Story Development	topic slant, supporting evidence aggregator, ego removal, character development, idea recommendation, excitement-building software
Examples	instant example creation, story-finding software, video-to-text search, crowdsourcing ideation and writing
Editing	auto editing, phrase-meaning sensor, plagiarism stopper, auto layout software, rewording for stronger content, auto add content
Layout	auto layout graphics insertion tools, intelligent layout selection, crowdsourced design, font recommendation specific to readership
References	citation builder through linkage, auto reference tool for voice/print, auto updating/organic reference lists, artificial intelligence indexing
Printing	desktop conversion to multimedia and multiple format, auto layout software, paper and digital, price quoting for print and digital
Distribution	social distribution, list builder, direct to consumer, opportunity finder, book chapter singles, analysis of self- or commercial publish

Figure 14.6—Sample of Charting Activity-Based Forecasting

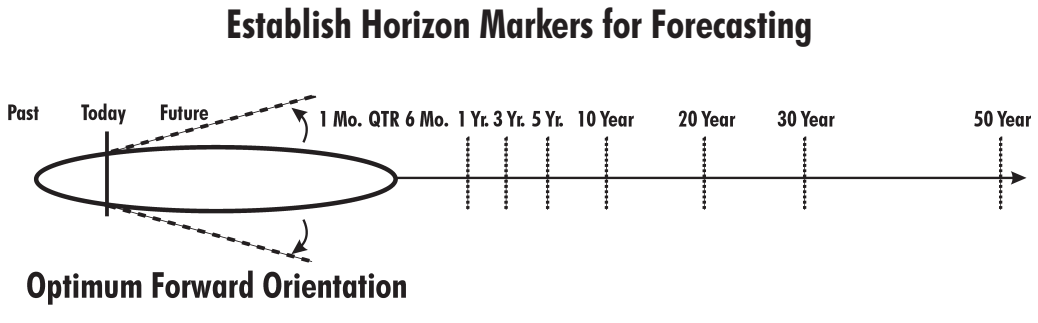


Figure 14.7—Establish Horizon Markers for Forecasting

Pentality of Forecasting

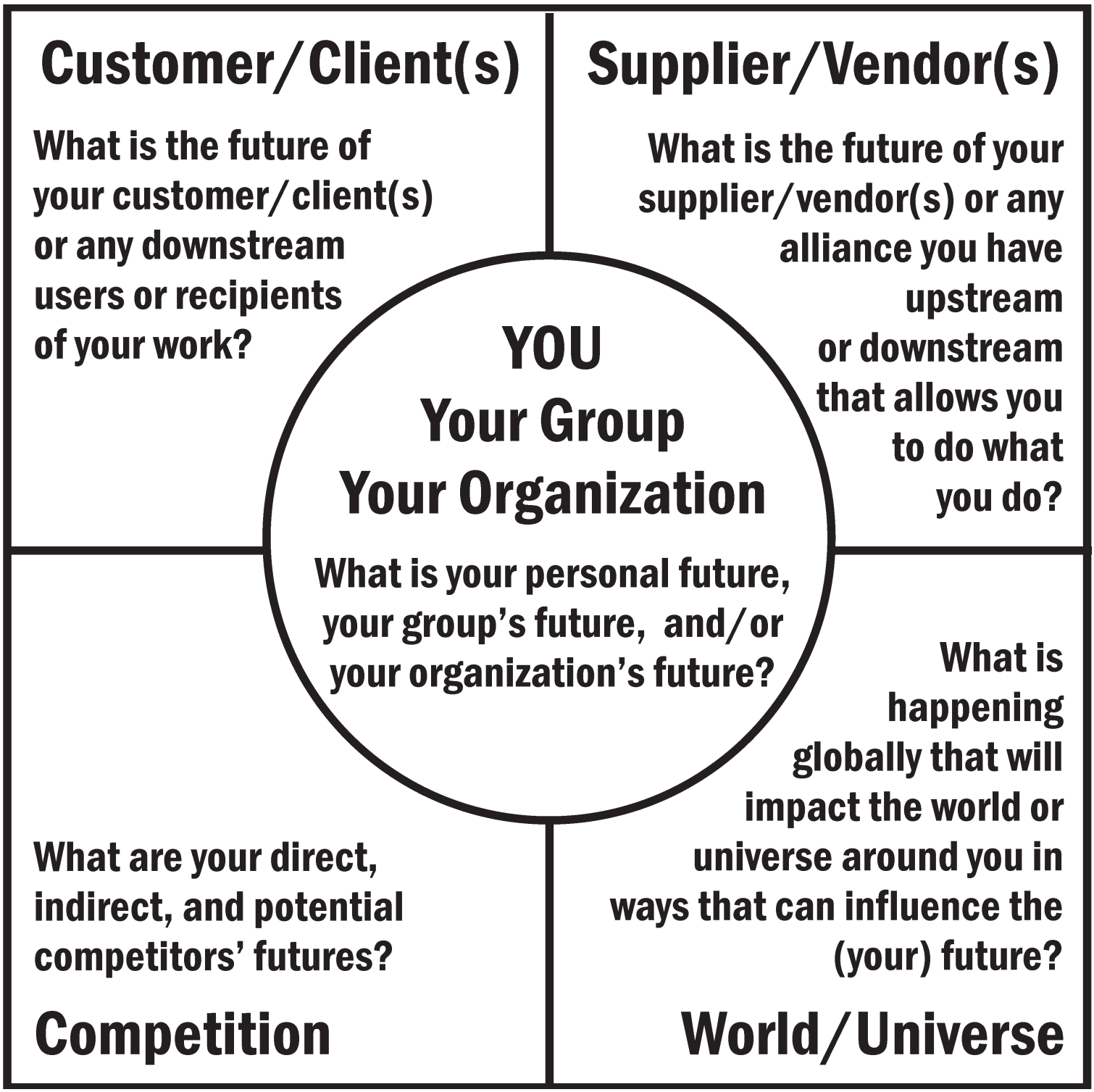


Figure 14.8—Pentality of Forecasting

Figure 14.9—The Universe in 4D

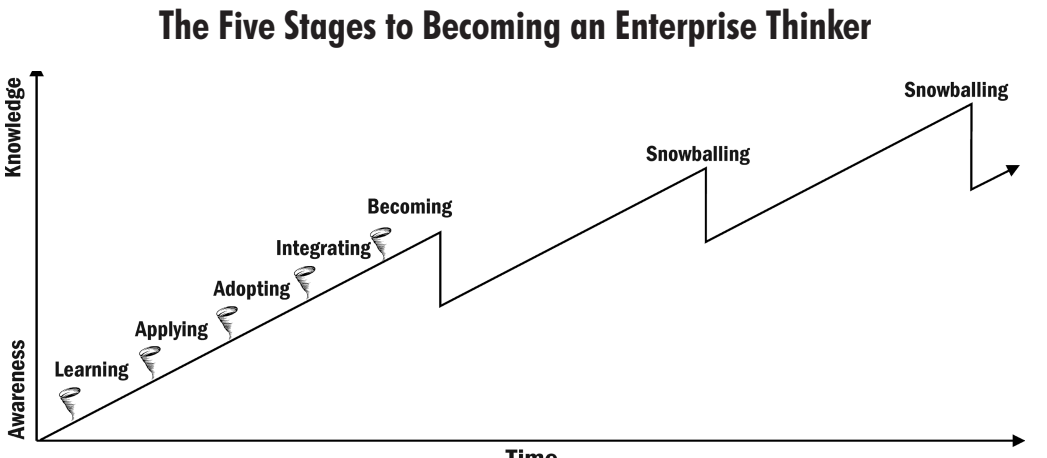


Figure 15.1—The Five Stages to Becoming an Enterprise Thinker

INDICATORS OF ET PROFICIENCY

Positive Symptoms

- People want to work with you
- Your projects are coming in on time and on budget
- You're reaching Desired Outcomes
- You're being promoted
- Media is recognizing your achievements
- You can sleep at night
- You feel in control
- Fires are limited and for just cause
- Questions from others are strong
- You're excited to go to work
- Progress is moving as planned or improved
- Plans are being executed properly
- Others, both internally and externally, want to partner with you
- You're generating innovative products
- Staff is growing, learning, and taking on new responsibilities
- People are using the tools of ET
- Everyone is speaking the same language
- Meetings are productive
- The right technology is being selected and used accordingly
- Performance from others is greater than expected
- Work is done in half the time, with half the resources
- Your organization grows faster than the industry
- You begin to deliver disruptive products or services to other industries
- Forecasting has been an integral part of decision making
- You are globally minded (even if your organization only operates locally)
- Alliances are formed and managed effectively
- The components of strategizing are improved
- You've improved your sales abilities
- Competitive intelligence is done with precision
- Leadership knows its role and acts accordingly
- Your ideas are accepted with less resistance
- You have time to think
- Profits, or whatever benchmark used, are improving
- You're now in control of your own time, and are not just reacting

INDICATORS OF ET PROFICIENCY
Negative Symptoms

- Projects or assignments go in the wrong direction
- Deadlines are missed
- You hear people asking questions that seem obvious to you but they are still lost
- What you get back is not what's expected
- Leaders are executing before thinking through the action
- Frustration is prevalent
- You're spending nonproductive time talking about how to get everyone together on the same page
- Requests for "thinking outside the box" don't deliver
- You need conference calls regularly
- People are surprised at what you're saying or doing
- Micro teams form in a coalition to support each other against you
- People are renegotiating what's fair and workable
- You're making threats
- Everyone seems to be going in different directions
- You feel that your job is at stake
- Your organization's effectiveness is declining
- People are second-guessing you
- Discussions about leaving the organization or never working for you again are heard
- You feel undue pressure
- Numbers are no longer adding up
- You're unsure you're going to reach your Desired Outcome
- You're micromanaging where people don't love the changes
- Leadership is making late-stage changes to projects
- Negative media coverage
- You're working all the time
- Others don't want to work with you
- Profits targets are missed or declining
- Those you service or vendors are giving you some "advice"
- Others would rather avoid you than tell you what they think
- You're shooting off nasty e-mails in the middle of the night
- Bickering over little issues escalate
- You blame failure on others
- Your health starts to suffer
- You're losing support on initiatives
- Me-too products are continually created
- The word str--ss* is used frequently by you or others
- Alliances fall apart and you think it's them

*I never use this word and don't even like to see it in print, because it's so negative that the moment you say it, you feel bad.

Refer back to this chart in the months ahead to be sure that you are using ET proficiently to be a better leader, to optimally solve your challenges, and to build the promising future that your organization needs.