Foreword by

PRESIDENT BILL CLINTON

how

Why HOW We Do Anything Means Everything

EXPANDED EDITION

DOV SEIDMAN

$$\text{Technology} + \begin{matrix}\text{Human}\\\text{Passion}\end{matrix} \times \left(\begin{matrix}\text{False}\\\text{Ideas}\end{matrix} + \begin{matrix}\text{Bad}\\\text{Values}\end{matrix}\right) = \begin{matrix}\text{Extremism and}\\\text{Global Dysfunction}\end{matrix}$$

$$\text{Technology} + \begin{matrix}\text{Human}\\\text{Passion}\end{matrix} \times \left(\begin{matrix}\text{True}\\\text{Ideas}\end{matrix} + \begin{matrix}\text{Good}\\\text{Values}\end{matrix}\right) = \begin{matrix}\text{Global Stability and}\\\text{Sustainable Prosperity}\end{matrix}$$

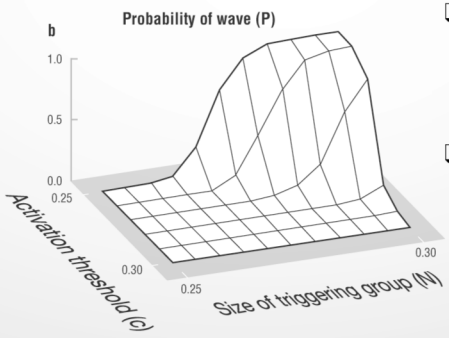
Hungarian Research[3] Shows That the Wave:

- Usually rolls clockwise.
- Is 6 to 12 meters wide (average—15 seats).
- Moves about 12 meters (20 seats) per second.
- Is generated by no more than a few dozen people.
- Acquires a stable, near-linear shape as it expands through the crowd.

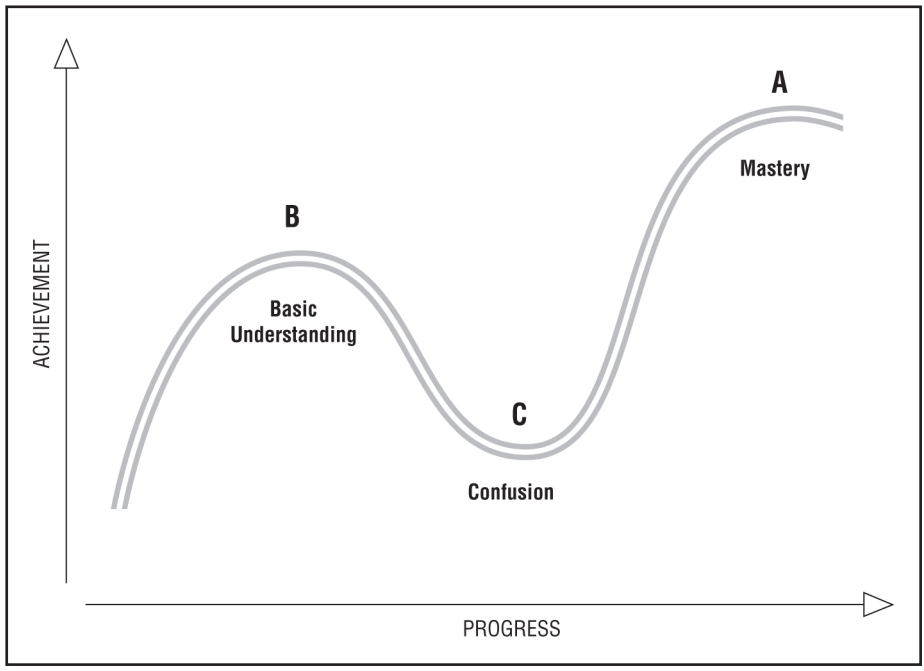
Credit: Vladimir Rys/Staff, Alemannia Aachen v Borussia Monchengladbach, 2006.

Probability of Wave

Well-established approaches to the theoretical interpretation of excitable media can be generalized to include human social behavior. By analogy with models of excitable media, people are regarded as excitable units.

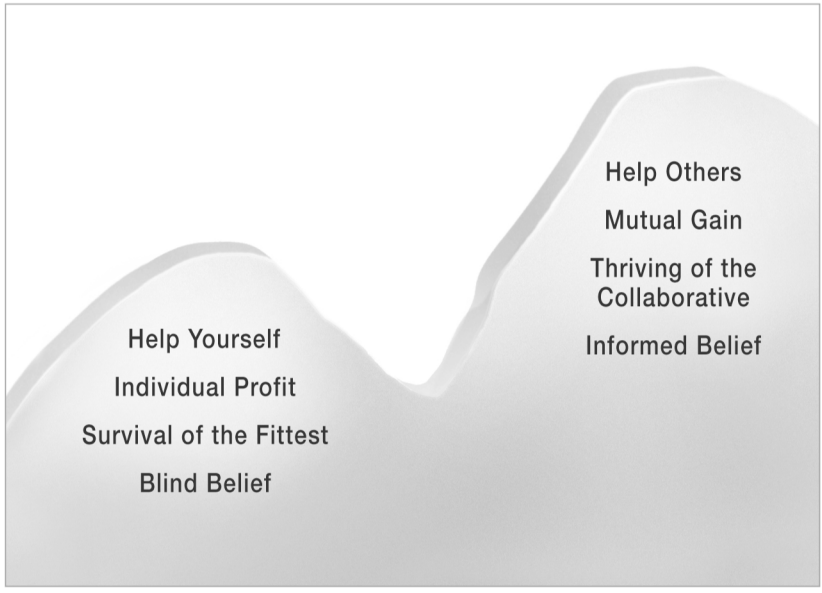


- Units are activated by an external stimulus—a distance- and direction-weighted concentration of nearby active people exceeding a threshold value (c).
- Once activated, each unit follows the same set of internal rules to pass through the active (standing and waving) and refractory (passive) phases before returning to its original resting (excitable) state.

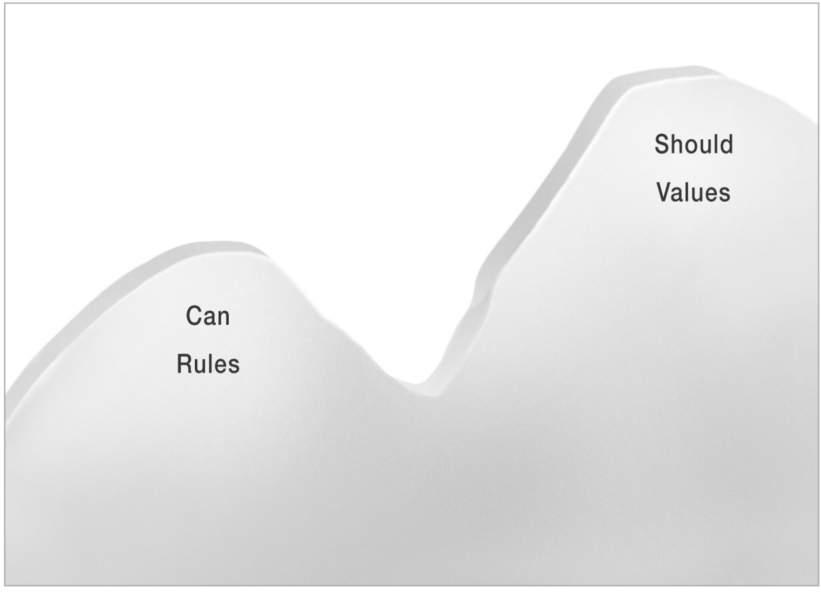


The Paradox of the Hills of Knowledge

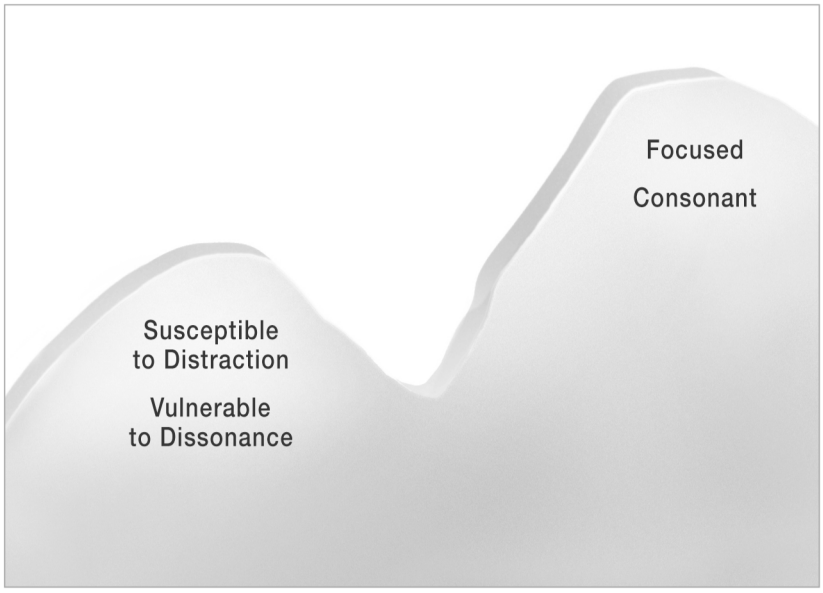
How We Have Been, How We Have Changed



PLAYING TO YOUR STRENGTHS



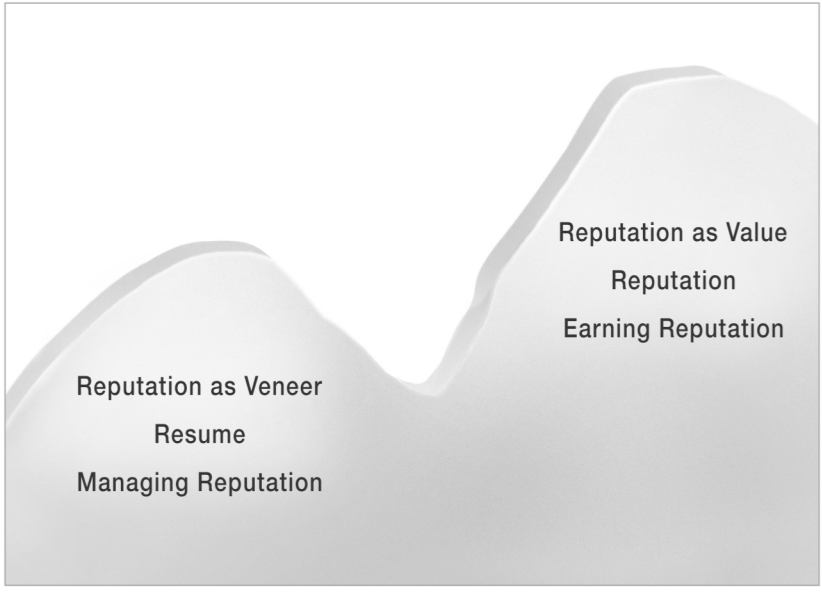
FROM *CAN* TO *SHOULD*



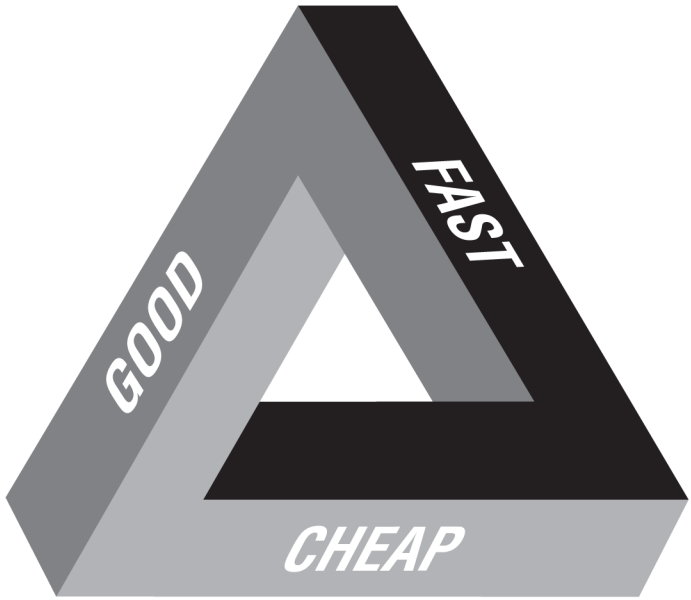
KEEPING YOUR HEAD IN THE GAME

DOING TRANSPARENCY

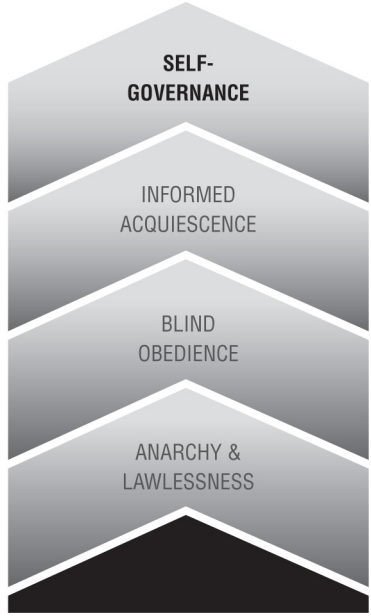
TRUST



REPUTATION, REPUTATION, REPUTATION

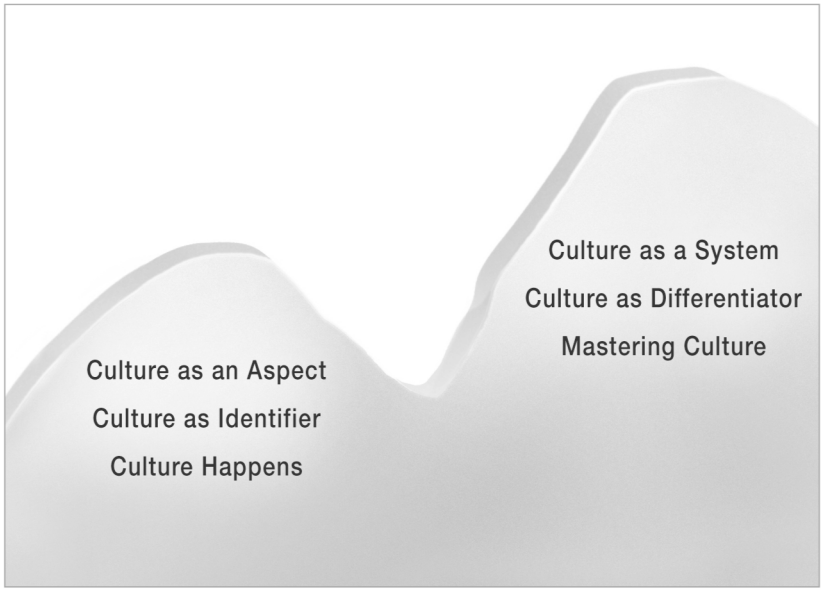


The Production Triangle



SPECTRUM OF CULTURE

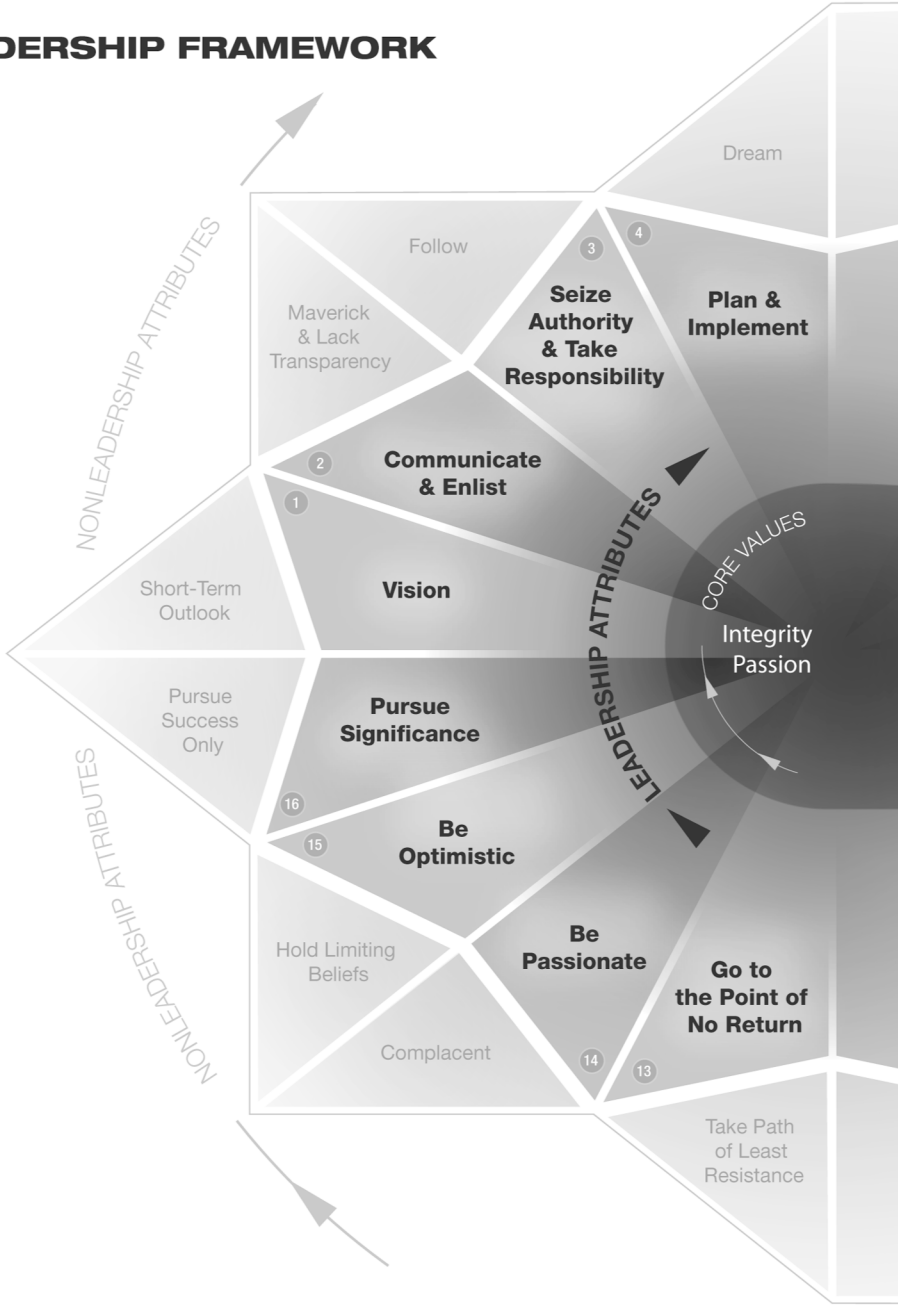
	INFORMED ACQUIESCENCE	SELF-GOVERNANCE
	Need-to-Know Basis	Transparent
	Division of Expertise & Functions	Integration with High Trust
	Rules Based	Values & Principles Based
	Motivated by Individual Self-Interest	Inspired for Greater Good
	Individual Organizational Units	Universal Vigilance
	Power Figure—Consistent with Rules	Individual—Values Based
	Top-Down Decision Making	Empowerment & Individual Accountability
	Voluntarily Adhered to Internal & External	Act on Shared Beliefs
	Manager	Leader
	Training	Education
	Checks & Balances, Contracts	High Trust & Verify
	Compliance with Requirements	Guided by What Is Right to Do
	Honorable Work—Pay & Reward	Social Contract—Committed to Growth
	Price It Fairly & Get Paid in Return	Add Value Beyond Expectation
	Contractual, Fair, Impartial with Continuity	Mutual Collaboration—Make Each Other Better
	Rewards for Personal & Organizational Success	Satisfaction in Achieving Mission & Significance
	Established Structures & Procedures	Guilt from Self & Peer Pressure & Sanctions
	Short-Term & Long-Term Goals	Driven by Legacy & Endurance for the Enterprise
	Success Oriented—Reward for Achievement	Mission, Promise, & Significance
	Journey of Success	Journey of Significance
	Controlled by Rewards & Penalties	Proactive & Preventive
	Highly Responsive & Reactionary	Lead & Transcend the Markets

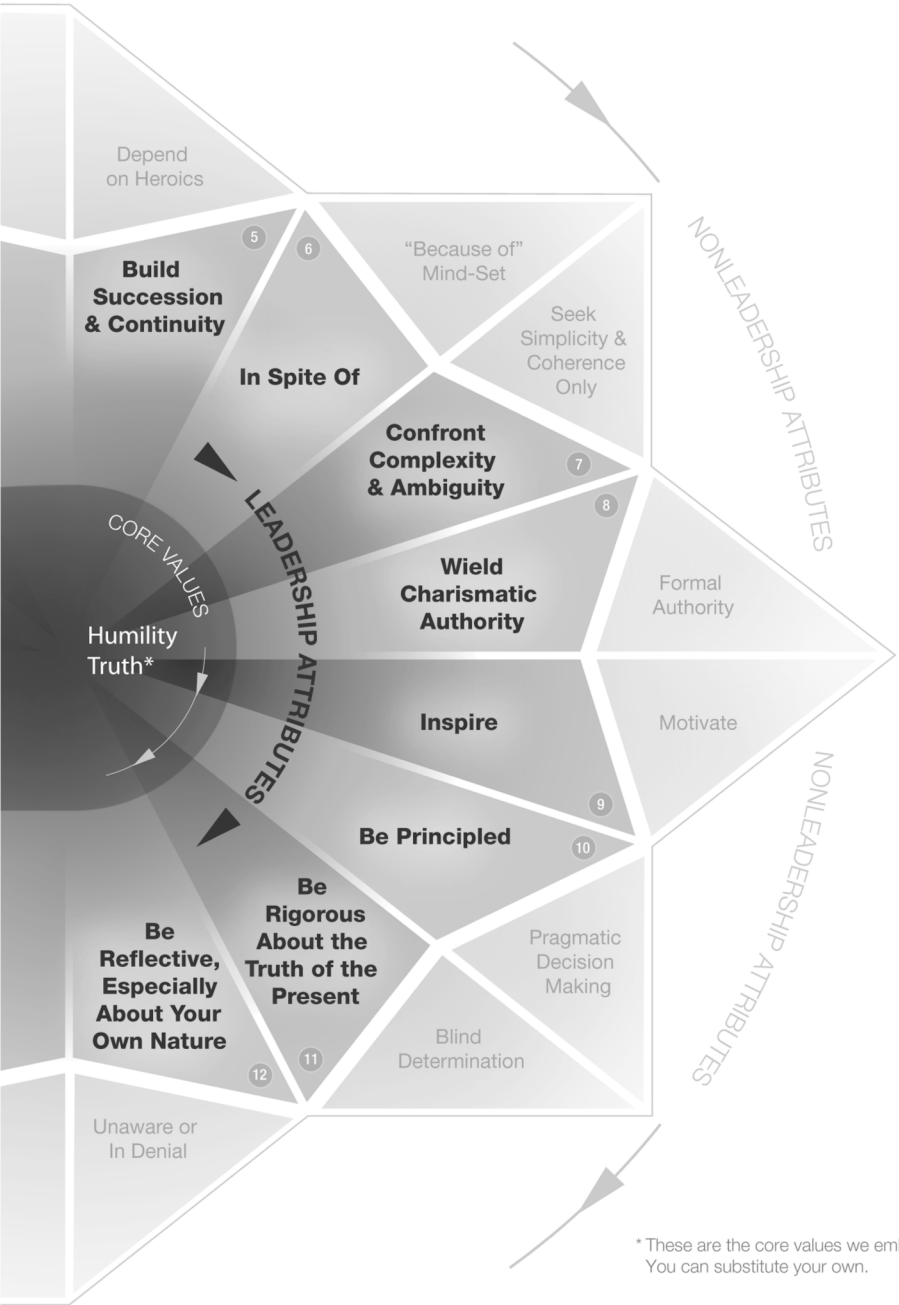


DOING CULTURE

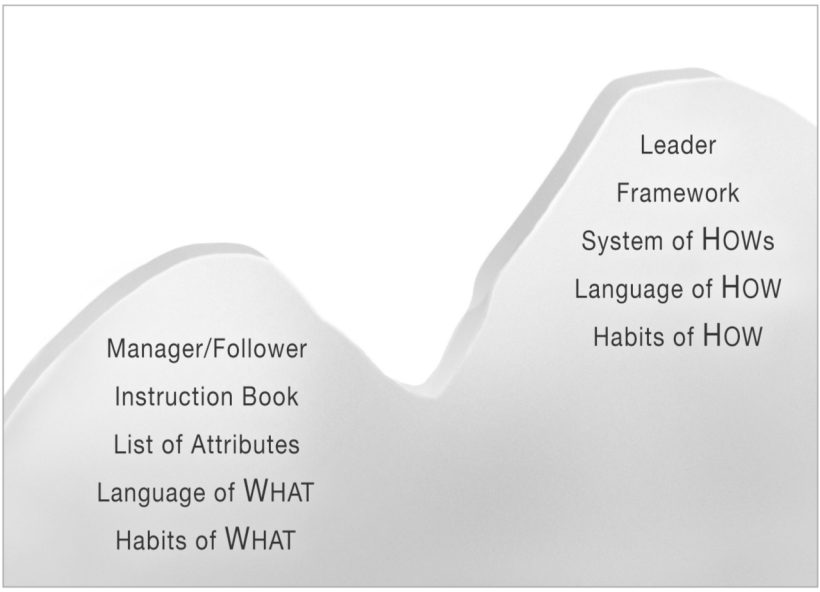
THE CASE FOR SELF-GOVERNING CULTURES

LEADERSHIP FRAMEWORK





* These are the core values we embrace at LRN.
You can substitute your own.



THE LEADERSHIP FRAMEWORK