

# ***A VOCABULARY FOR SUCCESS***

In our workshops, we use a vocabulary that captures the essence of an empowering philosophy. The following represents a viewpoint guaranteed to better your life. At work and at home.

***Being 100% Responsible*** – The only way to be a hero to yourself is to be 100% responsible. Not 99%, not 98%, but 100%. When you are 100% responsible you do not have to drop below the line and play the blame or justification game. The beauty of becoming 100% responsible is that you can “let go” of the outcomes you encounter. You can’t always control outcomes. But you can *always* control your thinking before and after they arrive. Once you have made a responsible decision there is not much more you can do other than to observe and take in any lessons that may come your way.

***Accelerating Acceleration*** – Coined by Buckminster Fuller, it stands for the fact that things are getting faster and faster, at a faster and faster rate. In times of accelerating acceleration it is destructive to be reactionary. We need proactive and innovative strategies and tools in order to survive.

***The “Death Of Control”*** – This is a fundamental factor affecting the new millennium. Today’s paradox is *the less you control the more you can do*. In order to manage that paradox you must have a trustworthy organization where there are the skills and character available to delegate effectively. Then you can focus on empowering, as opposed to controlling, those within your circle of influence.

***The “Birth Of Feeling”*** – We have stepped into the New Age of the workplace. Workers are asking on a mass scale for the first time, “How does this job make me feel?” Addressing the feeling need will be the greatest challenge for management in the coming millennium.

***S Curves*** – Economists refer to S curves when they try to explain the natural cycle of systems. All systems start off gradually, go through a period of rapid acceleration, plateau and eventual decline. All systems have inherent limitations within them. For example, the horse and buggy was a system of transportation that gained a certain level of perfection. As with any system it had its limitations. Even though they made ‘em cheaper and better than ever, they went out of business when the automobile came along.

Economists explain when people have a new paradigm for doing things they “jump the S curve.” The people who create these new paradigms usually come from outside the existing system (i.e. Henry Ford was not a horse and buggy man.)

***“Gifts”*** – Many of the policies and procedures that we currently use in our organizations were “gifted” to us from as much as 50 years or more ago. Sort of like the “gifts” we’ve been given in our personal lives. During the days of command and control management thinking we wanted our employees to remain in a victim role so that we could easily manipulate them. Unfortunately, we still employ policies and procedures designed during this time to manage today’s workforce. Blind reliance on gifted thinking is, and always has been destructive. An example of a destructive gift at work is sick pay. Sick pay was designed over 50 years ago. Problem is, times

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have changed and today 74% of sick pay is used by people who aren't sick! Terrible thinking in a time where trust is the most important commodity in the workplace.

***Profound Knowledge*** – Dr. Deming often made the point that profound knowledge can only be found from outside a system. This is because it is hard for a system to understand itself. Deming's system of profound knowledge had 4 components – appreciation for a system, knowledge of variation, theory of knowledge and psychology.

***Culture*** – This is an organization's collective consciousness. Others might say it's how we collectively cope with our dramas. A company's culture will be the primary factor in its ability to profit and survive in today's economy.

***Trust*** – The single most important factor in the workplace. This is because control is dead and we need flexible, innovative organization. People are trustworthy depending on what skills and character they possess.

***Dilbert*** – American's icon of the victim mentality. Dilbert is nothing more than the most glorified whiner of all time. He never has and never will solve any problems. One reason Dilbert is successful as a cartoon is because as a white, male engineer. As a result, he makes it "safe" for everyone else to be a whiner too.

***Makin' Mistakes*** – The willingness to make mistakes and learn from them is what system improvement is all about. Given today's revolutionary times, the faster an organization can make, identify and learn from its mistakes, the greater its chance of survival.

***Baggage*** – We've all got it someplace. At the organizational level baggage may prevent us from hiring a woman as a forklift operator, a male as a nurse, or placing a minority in the boardroom. Baggage will get in the way of making sound personnel decisions every time.

***Hire Slow, Fire When Necessary*** – Hiring has to be thought of as a process, not an event. We have to go through a significant candidate pool, interview thoroughly, test for skills, assess character, perform extensive background checks and involve future co-workers before we let anyone into our organizations. Conversely, you have to fire the employee who simply "does not get it."

Firing fast is not a solution unless you are certain that the employee's failure is not attendant to the quality of your personnel system. In theory at least, the only reason why anyone should ever want to leave your organization is because they have moved, retired, changed careers entirely, or won the lottery. People should not be leaving your organization because you made a poor hire, because they couldn't grow in their careers, or because of a poor relationship with their boss.

***Management By Agreement*** – Up until this point, management has been anything but "by agreement." Management has been steeped in command and control thinking for over 100 years. When we no longer try to control, but act as leaders who empower, we will find that management by agreement is the only way to play.

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***Trust Is On The Money*** – If one should ever doubt how important trust is to the profitability of our organizations, just recall the magic words printed on every bill and coin in this country, “In God We Trust.” Then remember: it’s on the money!

***Purpose*** – What we are here for. According to Napoleon Hill, the greatest key to success is having “*a burning desire for a particular purpose.*”

***The Noise*** – This is what the media, corporations, and other institutions feed us on a daily basis. It is a never-ending barrage that attempts to drive us towards the comfortably numbing middle. Breaking past the noise and thinking for yourself is also a key to success.

***Integrity*** – Integrity implies honesty, strength and unity. Integrity is about doing the right thing for the right reasons all the time. Integrity of the individual is about seeking out the truth and then applying it a positive and never-ending manner to your daily life.

***Vision*** – As it stated in the Bible, “Without a vision, the people will perish.” Visionary companies and people have a far greater likelihood of success. Don’t forget to think in visual terms when communicating your vision. Also remember to “Get outside your head” to make sure it’s the right vision.

***My Mind Map Is Not Your Mind Map*** – One of the greatest fallacies of knowledge is our belief that other people think just like we do. When we use words to express meaning, they are interpreted based on another’s’ mind map. For example, the words “perfect vacation” create a different visual scene to different people based on their personal mind map. You may be thinking of the Bahamas and they are thinking of skiing in Vail. That is why it is important when communicating to make sure that other people are understanding your mind map, not just your words and vice-versa. One way to bridge this gap is through pictures. As they say, a picture is worth a thousand words.

***Mission*** – The vehicle that will drive you to your vision. “Go forward, get into state, turn around and ask, “How did I get here?” By changing your viewpoint you will change your references.

***Goals*** – The #1 indicator of success because *you get what you focus on!* Make them short term so you can get feedback and then adjust.

***Neural Organizations*** – Since we first started creating feudal and military organizations, we have been working with hierarchical thinking. Today’s leading edge companies are realizing that hierarchical thinking, where all the power resides at the top of a large pyramid, is detrimental to the innovation and flexibility necessary to be competitive today. We suggest that companies create neural organizations, which mimic neural connections within the brain – the most powerful information management system ever designed.

***Precession*** – A favorite term used by Buckminster Fuller. “Bucky” explained that it was the precessional, or lateral, effects of events that often have the greatest consequence. For example, when you drop a pebble into water and it ripples out that is the precessional effect. Much in the same way, during our dot.com revolution the precessional effect was to make a whole bunch of

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money for suppliers and services. Almost no money was made on the direct effect of the dot.com revolution. When moving through the path of life we must remain aware of the precession effect of how we think and what we do.

***The Mack Truck*** – This monster will come without exception and it can come at any time. This is true whether talking about people or companies (i.e., just ask the horse and buggy fella). The good news is you have the power to decide how much you will love and how much fun you will have before meeting your own Mack Truck.

***LOVE is the Vision*** – Think of it as Leadership, Opportunity, Vision and Excitement in the workplace. Or, think of Southwest Airlines. If you LOVE what you do, you will have a successful career. If your employees LOVE what they do you will have a profitable bottom line.

***Rising Higher*** – The question is not always “what can I do?” But rather “what *should* I do?” When we “Rise Higher” we look to our spiritual beliefs and values for guidance. In order to “Rise Higher,” we must first detach from our circumstances. Then, ask what the higher power we believe in would want us to do. “Rise higher” and the spiritual force will be with you.

***Dialogue*** – The most powerful form of communication. As David Bohm once said, “*The truth does not emerge from opinions.*” When communicating through dialogue we create a “*safe place*” for the other person. In our workshops, that safe place is often represented by an empty rectangle.

***N.L.P.*** – Short for Neuro-Linguistic Programming. NLP explains the interaction between our minds and our bodies. For example, it is very hard to have a positive thought when we look down and very hard to have a negative thought when we look up. We are simply not programmed that way.

We have to break past much of the NLP that gets in the way of our personal and organization success. I give the example of how I was able to stop myself from continually yelling when upset. Once I realized I had never yelled with my butt sitting on the ground, every time I began to feel overly upset I would sit on the ground. I was unable to yell from that position because I had never done so! It took approximately 6 months of going through this practice to free myself of the habit I was “gifted” of unnecessary yelling.

Through techniques such as “mirroring” the other person, we can make connections at the emotional level through our physical actions.

***Wow, That Sure Was Interesting!*** – Memorize this phrase and use it as a mantra. It is essential that we learn how to detach from unexpected or unwelcomed information. The first reaction will always be the emotional one, and seldom the one we want to have guiding our decision making. In order to detach from the emotional response we have to scramble our programming. By saying to yourself “Wow, that sure was interesting!” you will immediately detach from the knee jerk emotional response. You will then be able to analyze yourself, and react to the situation in an empowering manner.

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**Drama** – Drama is our emotional learning program. Do whatever you can to keep drama out of your work and home life. If you want drama, go jump out of a plane, ride down some rapids, try a new instrument, or go to the theater.

**The Plot** – The ultimate drama. It is the story of *Goodness Triumphs Over Evil*. There are only three roles you can play in The Plot – *victim, villain* or *hero*.

**Victims** - All of us have been real victims one time or another. We have the choice however to decide whether or not to adopt a victim mentality. People who play the victim role will focus on blaming others for their circumstances. Because of their need for drama, they will seldom focus on being 100% responsible for anything.

Victims have what we refer to as a 20% emotional energy. If we want to help victims we have to do it by *coaxing, encouraging* and *inspiring* them. We can't do it by entering into their emotional space. Since there are far more victims on this planet, their only salvation is to eventually become their own hero.

**Villains** – All of us start out in the victim role. From an emotional standpoint we are dependent on others. We look for someone to come into our life that acknowledges us, encourages and inspires us. When that person doesn't arrive, we will often grow tired of the victim role and instead adopt the more emotionally powerful role of the villain. They play with an 80% energy designed to rob others of their emotional energy.

As an individual, the greatest challenge is to find the villain within. The villain that drives self-destructive behaviors. Dealing with villains is not a job for amateurs. Get professional help when dealing with villains in the workplace, on the home front or within.

**Negative Heroes** – Sometime we want to be a hero sooo bad! We are willing to have all the answers, manage all the problems, and run like mad. Negative heroes run so hard that they very often find themselves running into other people's emotional spaces. When a hero ventures into someone else's place, they eventually find themselves being cast as a villain, and either overthrown or abandoned.

The challenge for the negative hero is to move off of their 80% energy level to a 40% one, becoming more inclusive in the process. In doing so they will have to get over the fear of letting go of control. They will also have to understand their feelings and of those of people around them that much better.

**Heroes** – Being a true hero to yourself and the people around you is the most rewarding role available. (Note: I didn't say "easiest role" available. A true hero keeps destructive dramas out of his/her life at work and at home. A hero empowers and inspires others but does so without entering into their emotional space. A hero plays at the 40% level. The only time they cross the line is in a real emergency.

When we play with a 40% energy level, life's abundant rewards are attracted with a magnetic force.

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**Say “I”** – The fastest way to cross into someone’s emotional space is by using the word “You.” We help all workshop participants practice using “I” phrases. I feel, I think, etc. *Say I and then be quiet.* You’ll be amazed at how people will respond.

**Crossing The Line** – Most conflict is the result of miscommunication with associated emotional overrides. The quickest way to destroy communication is by using the word “you.” This immediately readies the emotional soldier for either a fight or flight response. Speak in “I” words and you will stay on your side of the line.

**More Than/Less Than Thinking** – More than/less than thinking has many of its roots in Darwin, Malthus and Marx. Collectively they convinced us that we have to compete for an ever-diminishing supply of resources. The fact is, more than/less than thinking doesn’t exist in nature. In our lives and in our organizations it is a destructive force. It creates far more losers than it does winners.

**Commitment** – As Zig Ziglar says it’s about “doing those things you said you were going to do, long after the mood you said them in has worn off!” We’re talking “deep commitment,” not the sunshine variety.

**The “Culture Of Silence”** – Those who like playing the role of the victim will often not speak up in the face of harassment, discrimination, fear or ridicule. Leaders have to realize that we have to *coax, encourage and inspire* these people to come forward and often time force them into speaking up. The “Culture of Silence” prevents people from filing employee grievances when they should, contributing innovative suggestions and working with a passion for their jobs.

**FEAR** – This stand for *False Expectations Appearing Real.* We must understand that most fear is future focused and that our greatest power lies is in the present moment. We must break through a victim mentality if we are to liberate them from their Culture of Silence.

**Ignore, Bury, Deny** – None of us likes getting hit with bad news. The human nature tendency is to ignore, bury or deny it. Mary finds out from the school that her son Johnny was caught smoking pot in the parking lot. Mary either ignores it completely, denies that her son would do such a thing, or informs her son that she will not tell his father. It is this tendency to ignore, bury or deny that results in the enormous employment law verdicts awarded against employers on a year in and year out basis.

**Liberation** – Think of it as liberation, not termination. Terminating somebody sounds like a death sentence – but it’s not. Peter Drucker states that 9 out of 10 times employee failure is not because someone doesn’t want to do a good job but because of the system they find themselves working in. Dr. Deming agrees with this viewpoint too. So, if you as an employee or you as an employer, finds someone who “just doesn’t get it” and who does not enjoy their job and it’s not because of the system they find themselves in, then do them a great favor and *liberate* them! Perhaps they can find a different place where they can find joy and pride of workmanship in their job. Like I said, just make sure that it’s because the employee “doesn’t get it” and not because of the system.

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**80/20 Rule** – Coined by Italian sociologist Vilfredo Pareto, this is also known as the law of the “critical few and trivial many.” When we talk in terms of legal compliance, we say that 20% of employment law categories produce 80% of the claims. We believe that excellent risk management focuses on mastering the critical few and not needlessly laboring over the trivial many.

**TEAM** – Stands for Together Each Achieves More. Play team! Win big! Have more fun!

**More Winners Than Losers** – In order to be successful, today’s company has to produce winners. We have to ask if our incentive systems generate more winners or more losers. The Employee of the Month award is an example of a system that creates many more losers than it does anything else.

**Job** – For many workers today this stands for Just Over Broke.

**Nurture Managing** – If we truly want to nurture our relations we have to think like a farmer. As ye sow, so shall reap. Just as a farmer doesn’t fire hose his crops, don’t fire hose your employees with annual this or that. Instead, focus on “drip irrigation,” where employees are acknowledged and empowered on a regular and never-ending basis.

**Pride Of Workmanship** – Dr. Deming said this is the key to employee productivity.

**The Christmas Carol** – The greatest management book of all time.