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There is a moment when the center feels in its bones that the ground beneath it is moving, whether it likes it or not.



# Brave New World



Change is hard because people **OVERESTIMATE** the value of what they are giving up and **UNDERESTIMATE** the value of what they may gain by giving it up



- Resources [Water, Usable Land, Energy]
- Economic integration [China and mortgage rates] will continue to be volatile [terrorism, rapidly shifting attitudes, technology]
- Demographics Dominate [Values, Beliefs]
- Technology [pharmacies on a chip, imbedded computers, nanotechnology]
- Information [Publish or Perish, Blogs, Information Exhaust]
- Logistics drives business, virtual companies supported by networks, common values and objectives
- Challenge of Governance in a Speed Environment
- Nature [Insects, plants, DNA - exponential,, Biology]



- Service becomes more important than products
- Value leads quality
- Technology changes who you are
- Belief for knowledge
- Industry think is the kiss of death
- Market of customers > every customer
- Deliver what we sell > sell what we c



# Paradigm Shifts

Separate Networks ► Integrated Networks

Dedicated Bandwidth ► Shared Bandwidth

Low Integration ► High Integration

Limited Standards ► Global Standards

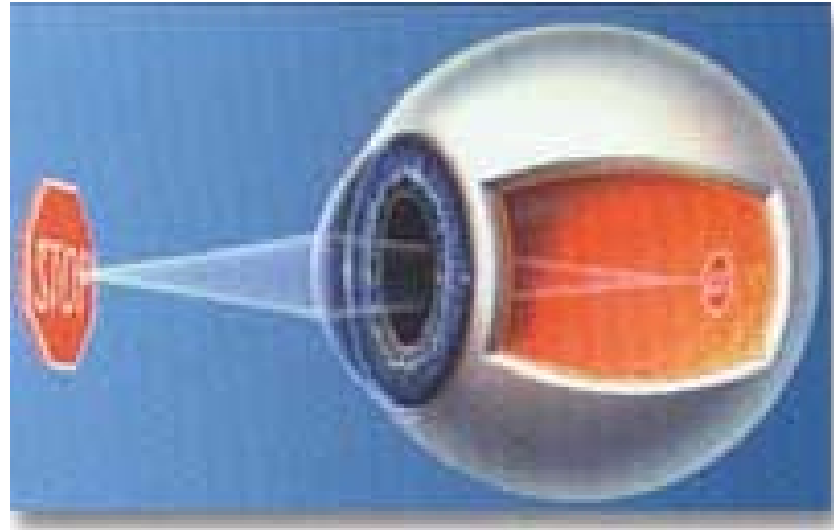
Few Suppliers ► Global Sourcing

Low Satellite Capacity ► High Satellite Capacity

High Cost Storage ► Low Cost Storage

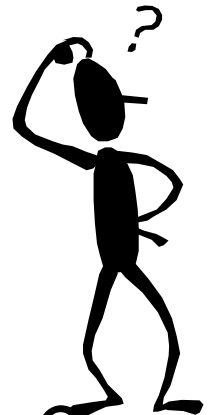
Low Service Integration ► High Service Integration





*If the Vision or Task is Clear,  
It Assumes the Burden of  
Leadership!*

- What business are we in?
- What kind of business model can we create?
- Where do we digitize our business?
- How do we build A global presence?
- How do we get closer to the customer?



# Who is the Customer

Who is a customer?

The customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption of our work. He is the purpose of it. He is not an outsider in our business, he is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.

Ghandi

# Master Communication



It is Not What I Say, It is What You Hear

# Pictures and Stories

## Wal-Mart



## Our Deepest Fear

Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure.

**It is our light, not our darkness, that most frightens us.**

Your playing small does not serve the world. There's nothing enlightened about shrinking so that other people won't feel insecure around you.

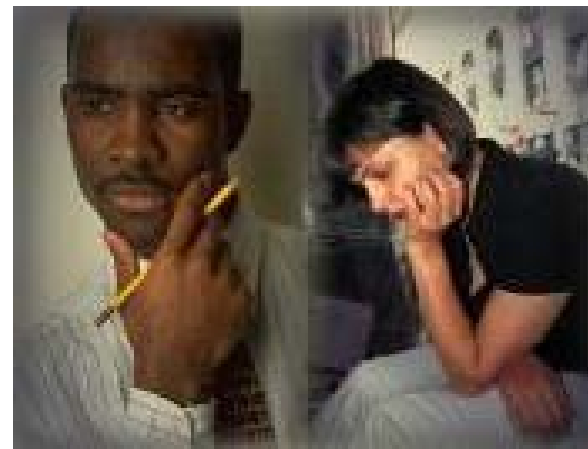
**We are all meant to shine, as children do. It's not just in some of us; it's in everyone.**

And as we let our own light shine, we unconsciously give other people permission to do the same. As we're liberated from our own fear, our presence automatically liberates others.

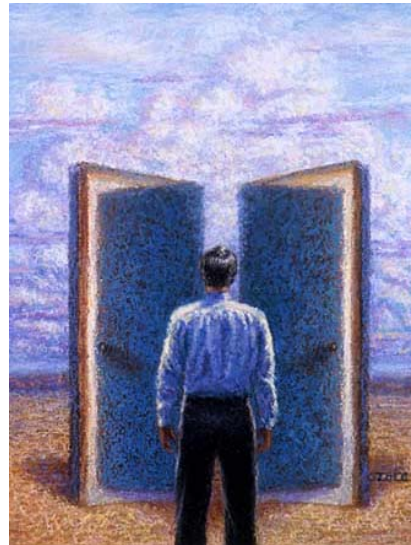
# Decision Making



- OODA
- Handle Bars/Snow
- Effects Based Decisions



- Focus on no more than three outcomes
- Create a physical forcing structure
- Drive decisions to point of customer contact
- The Berlin Airlift [**Maj Gen William Tunner**]



# The Law of the Wild

## *The Law of the Wild* by Rudyard Kipling

And this is the law of the wild  
As true and as blue as the sky  
And the wolf that keeps it will prosper  
But the wolf that breaks it will die.



Like the vine that circles the tree trunk  
This law runneth forward and back  
The strength of the pack is the wolf  
And the strength of the wolf is the pack.