White Paper

The People First®

Business Strategy Map

The Ultimate Peak Performance Foundation for Sustainable Success

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Executive Summary

As a leader, what do you need to successfully navigate your business? I submit that it is essential to develop a new strategy to address two of the greatest challenges currently hindering the sustainable profitability of most businesses worldwide: generating employee engagement and optimizing strategy execution.

The Gallup organization reports that 70% of the American workforce is not engaged.[1] Worse still, BSC Designer found that 95% of the members of a typical workforce do not understand their organization's strategy.[2] Therefore, the provocative question that you and your leadership team should be asking is, "How are we currently addressing these organizational development issues?"

This white paper outlines a business system that equips you to successfully improve employee engagement and strategy execution. This system is the People First International Business Strategy Map. Our Strategy Map prepares you to effectively language the overarching, intellectual framework of your business. In addition, this interconnected business framework gives all your employees a shared, unified understanding of how the organization creates profitable sustainability. Hence, everyone in your organization will fully understand how their roles and responsibilities systemically support the efficiency of the entire system.

The secret for profound growth and maximum engagement is to demonstrate that there are no "Little People in Little Places" in your organization. Every person is interconnected to everyone else by means of the People First Strategy Map; they become vitally important Purpose Partners accomplishing Big Things in Big Places—responsible stewards of your values, mission, and vision who are enthusiastically striving to meet and exceed the needs of your customers.

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[1]Gallup Inc., "State of the American Workplace" © 2013 http://www.gallup.com/strategicconsulting/163007/state-american-workplace.aspx Viewed 7/24/13

[2]"Balanced Scorecard Fact Sheet and Statistics," BSC Designer. http://www.bscdesigner.com/balanced-scorecard-fact-sheet.htm Viewed 9/4/2013. The article credits The Balanced Scoreboard Collaborative for this information.

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I've Got Three Quick Questions For You

First: **How does your organization perform at strategic thinking?** Most organizations have established a long-term goal or goals more specific than "to remain profitable." Having established a clear-cut target for future success, your strategic plan should identify all the elements and processes that will make that goal become a reality.

So I'm assuming that, to echo George Barna, you have chosen to live by design rather than to live by default. You've developed a strategic plan, right? Well done! Let me ask you a second question: **How many members of your leadership team can clearly, concisely, and confidently articulate that plan?** Can every member of your leadership team promptly identify your strategic objectives and the metrics you're using to track the organization's progress toward reaching those objectives?

Are you feeling just a little uncomfortable as you consider that question?

Just one more to go: **How many of your employees can communicate the objectives and metrics linked to your strategic plan?** Can you name even a handful? OK, let's make it easier; how many staffers can communicate the objectives and measures established for their own department?

If you truly want your organization to thrive—not merely survive—your answers to these three questions should be: (1) "Yes," (2) "Everyone," and (3) "Everyone!" If your answers were not quite so positive, don't feel too badly; you've got lots of company! The BSC Designer group reports these startling statistics:

- 95% of a typical workforce does not understand its organization's strategy.
- 90% of organizations fail to execute their strategies successfully.
- 86% of executive teams spend less than one hour per month discussing strategy.
- 70% of organizations do not link middle management incentives to strategy.
- 60% of organizations do not link strategy to budgeting.[3]

These figures are staggering! It can't be a surprise that more than 9 out of 10 organizations fail to accomplish their goals when nearly nine out of ten executive teams spend less than one hour per month focusing on those goals and only five per cent of their employees understand them! Forgive me if this statement seems unkind, but this doesn't sound like "leadership" to me, or even "management," for that matter ... it sounds like chaos!

The way to turn chaos into coherence and cogency is to examine the way we think about the way we do business. Are we thinking wisely and well? I'd like to point you to a way of thinking that holds the key to sustainable success.

[3]"Balanced Scorecard Fact Sheet and Statistics," BSC Designer. http://www.bscdesigner.com/balanced-scorecard-fact-sheet.htm Viewed 9/4/2013. The article credits The Balanced Scoreboard Collaborative for this information.

Metacognitive Thinking – The Essence of Wisdom

Metacognition, from which we get the adjective metacognitive, is simply the act of developing awareness about the way we think and learn. So to put it simply, the phrase "metacognitive thinking" means **thinking about our thinking**. It has been said that 80% of the people don't think, 15% think that they think, and only 5% actually think.

Every leader, every department, and every individual in your organization should manifest excellence in thinking and thereby join the ranks of the 5% that think. How can you, as a leader, make that aspiration a moment-by-moment realization? You do it by growing the capabilities and capacities of every member of your organization to think philosophically and strategically. And the best way to accomplish that is for everyone on your leadership team to practice metacognitive thinking—to think about their thinking as individuals, and to examine the underlying systemic structures of what creates and drives effective change in your organization.

"Single Loop" and "Double Loop" Thinking

One of the finest teachers in the area of metacognitive thinking is Dr. Chris Argyris, a prolific author and Professor Emeritus at Harvard Business School. His work on organizational learning is unparalleled; he has done a great deal to shape my own thinking on this subject. Dr. Argyris developed two terms I'd like to introduce to you here: **single loop thinking** and **double loop thinking**.[4]

Argyris explains that **single loop thinking** focuses on "identifying and correcting errors in the external environment."[5] Single loop thinking examines outcomes (that is, lag indicators) and seeks to identify what drives them. **The single loop thinker examines events and patterns**.

When financial outcomes and/or customer satisfaction scores are unsatisfactory, he or she will study how to make corrections in order to produce acceptable outcomes.

Single loop thinkers talk almost exclusively about events, patterns, and results. There are four strategic steps in the single loop learning cycle:

1. Observe current outcomes ("What happened?" "How long has this been occurring?")
2. Assess possible corrections ("Where did we deviate from the standard?")
3. Develop action strategies based on what you've uncovered
4. Implement the action strategies

While single loop thinking will consider the intangibles that might be impacting events and processes, it primarily examines tangible processes and actions. It will never "step outside the box" and take a long look into all the organizational intangibles; it does not consider the interdependency of the organization's systems. Any negative outcomes are considered to be the result of some deviation from the accepted policies, procedures, and strategies.

Single loop thinking has its place for short-term solutions, but it is, by and large, an inefficient decision-making process. It rarely addresses the underlying beliefs and assumptions that may be creating the problems in the first place. At best, single loop thinking does little more than put "Band-Aids" on symptoms; root causes within systems are not identified and eliminated.

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[4]There are other men who have done excellent and important work on the subjects of organizational learning and systems thinking. I'd like to acknowledge them: Ludwig von Bertalanffy, W. Edwards Deming, Brand Blanshard, Norbert Wiener, Jay Forrester, Ross Ashby, Thomas Kuhn, Gregory Bateson, Donald Schon, Russsell Ackoff, Edward de Bono, and Peter Senge.

[5]Chris Argyris, "Teaching Smart People to Learn," *1991 Harvard Business Review.* Distributed by The New York Times Special Features/ Syndication Sales. Pages 1-2.

Single loop thinkers do not think broadly and deeply enough about all of the multifaceted and sometimes very complex systemic factors that have contributed to the real problem. Until all of these interrelationships are brought to bear upon an understanding of the systemic nature of the problem, the team is engulfed in perpetual firefighting—that is, "putting out" symptoms. They never achieve actual fire prevention—that is, addressing real, systemic root causes.

For this reason, Dr. Argyris introduced the concept of **double loop thinking**. Double loop thinking bores down to a deeper layer—the beliefs and assumptions with regard to your organization. "Effective double loop learning is not simply a function of how people feel," Argyris explains. "It is a reflection of how they think—that is, the cognitive rules or reasoning they use to design and implement their actions."[6]

Double loop thinkers focus on beliefs and assumptions about the value of the intended outcome. Like the single loop thinker, the focus is still primarily on what the organization is or isn't doing to meet the needs of internal and/or external customers. However, where single loop thinking focuses on the current structure and its operation, double loop thinking takes an important step forward. It no longer focuses solely on what has been happening; double loop thinking digs deeper and asks, "What are our beliefs and assumptions about the system we're operating in? *Could it be that those assumptions are part of the problem?"*

When you're dealing with any kind of strategy for process improvement, you must ask yourself a question if you hope to move toward sustainable success: **Is there something more fundamental with regard to what we're currently discussing?** To put it another way, **Is there another system that I haven't yet considered that's impacting the current outcome?**

Our People First Business Strategy Map takes process improvement strategies to a new level by using the language of systems. The first question of systems thinking is **"What is this a part of?"** As we move through Chris Argyris' double loop learning and question our beliefs and assumptions about the value of what we're doing, we should recognize that those questions point us to a deeper level still: the values of the people involved in the system we're examining. How well do their values line up with the values and philosophy of your organization?

But it doesn't stop there: we keep digging deeper, asking **"What system are those beliefs a part of?"** And then we hit bedrock: "What is our understanding, as an organization, of what it means to be human? How do our employees define what it means to be human?" We've moved from a single loop focus on a process or event, which is a system of its own; we've continued to dig deeper in double loop thinking by challenging the assumptions which undergird that system. But the People First Leader is a **systems thinker** who continues to ask "What is this a part of?" The answers to these successive questions lead to interdependent systems of thought and ultimately to all of the systems that are affecting the current outcome.

[6]Chris Argyris, "Teaching Smart People to Learn," Pages 1-2.

Breaking Bad Assumptions

The mental model that undergirds this white paper and my *People First Leadership* program is framed by People First International's core values of **truth in all things, wisdom in all things, and excellence in all things**. That model is our philosophical triad for personal and professional profitability. This entire article is intended to help you to gain a solid grasp on the mechanism for achieving a profitable, abundant, personal and professional life.

I believe the reason so many leaders fail to generate good thinking systems is because they are, in large measure, stuck in single loop thinking. The shortcomings of single loop are revealed in harsh clarity when there is conflict between members of the organization. Here is a saying that I encourage you to burn into your consciousness: **When it comes to conflict, the problem frequently is not what I think, nor is the problem what you think. The problem lies in what I *think* you think.** If I approach you based on an assumption of what I *think* you are thinking, and that assumption is wrong, all of my subsequent behavior is driven by that false assumption! There is a feedback loop that continues and even reinforces the same behavior, *even when that behavior is undesirable and unproductive!*

Systems thinkers often use the terms **"vicious"** and **"virtuous" reinforcing loops** to describe the particular character of the belief or assumption that is creating and dictating the specific behavior of a reinforcing loop. A vicious reinforcing loop is one that is based on a faulty assumption; until you recognize that you're caught in that loop, you will never arrive at a new agreement, because that false assumption continues to drive the same old behavior. You're caught in a "doom loop"—a non-value added loop of futility and frustration.

A virtuous reinforcing loop—a value-added loop—is based on a truthful assumption. And beginning with a truthful assumption is the only basis on which you can arrive at a successful resolution. Hence, you should discover the truth, and the truth will set you free from vicious reinforcing loops. The breakthrough into a profitable mental model will come when we begin asking questions about the truthfulness of each other's assumptions. Everybody involved in the system must begin to challenge their own assumptions and verify the validity of their assumptions with others.

I ask you, "This is my assumption of your thinking on this matter. Do I have it right? Would you say that's an accurate assessment of your thinking?"

You reply, "No, that's not it at all! Let me explain." As you help me shake free from my false assumption, you are pulling me out of a vicious reinforcing loop. Until we learn how to collapse false assumptions, we keep on getting the same behavior. We don't like the behavior, but we have no idea how to solve it. You're perfectly designed to get the results you get.

Here is the vitally important conclusion to draw from this discussion: The essence of healthy, collaborative, edifying conversation is **agreement**. Agreement is what promotes understanding. Unless you provide the members of your organization with sound thinking tools, they have no way to interpret what's going on within their system. Leaders must provide everyone in their organization with exceptional cognitive tools that will enable them to step outside the box and objectively look inside that thinking loop and objectively evaluate their foundational beliefs and assumptions.

Discovering the principles of metacognitive thinking represents one of the greatest breakthroughs in my personal life and professional career. I immediately seized on the work of Dr. Edward de Bono and began to teach my clients his incomparable lateral thinking skills as a concrete means to wisely examine appearances and perception so that my clients could more effectively drive change and accelerate innovation throughout their organizations. Dr. de Bono is the one who taught me to challenge the known and defend the unknown. The best way to initiate positive change is to initiate a change in thinking! These changes in our thinking, choices, and behavior are highly likely to produce the richly profitable outcomes of truth, wisdom, and excellence.

Balancing the Needs of the Internal and External Customer

In addition, to the profitable outcomes of truth, wisdom, and excellence a leader must always remember to work to keep two ultimate outcomes in balance:

- Meeting and exceeding the expectations of the external customers
- Growing and enriching the lives of each and every person in the organization—expanding their capacities and capabilities so that they fully understand and embrace how their roles and responsibilities contribute to thoroughly delighting the external customers.

The leader has to attend to the needs of the external customers. He or she will ask questions and listen.

- "What do our customers need?"
- "What do our customers want?"
- And most importantly of all: "Where are our customers going?"

We all know that our customers' needs, wants, and preferences do not remain static. They change frequently and rapidly, particularly in today's technology-driven economic climate. Therefore, every organization must be thinking about *change* ... before we have to change! And the only way to become an organization that is proactive, rather than reactive is to tap the full potential of the collective intelligence that lies dormant within the brilliant minds of all the members of your organization. Everyone on the senior executive team must follow the CEO's lead: holding the twin goals of serving both external and internal customers in balance, and being visible, vocal proponents and teachers of double loop thinking, systems thinking, lateral thinking, strategic thinking, and—most importantly—philosophical thinking. All leaders must consider it a priority to generate "outside the box" innovation and creativity, so that your organization will meet the needs of the customers more quickly and effectively.

A Strategy Map for Business Success

Everything that I have done so far is to logically bring you to the purpose of writing this white paper, which is to help you to think more philosophically and strategically about your organization so that you, as the leader of your company, begin to think more intentionally, deeply, and wisely about how to grow and improve your organization and help those whom you lead to do the same. Leader, if you have not taken the time to structure your own thinking with regard to a detailed mental model for designing the development of your organization, it is highly likely that the members of your leadership team do not possess structured minds either.

One proven formula for growing the capabilities of every employee in your organization is to teach them to think about your business in terms of a strategy map. An organizational strategy map communicates your philosophical *and* strategic imperatives in order to give everyone a shared understanding of how the organization creates sustainable profitability. A strategy map enables everyone to intelligently understand how the business is structured and to see how their roles and responsibilities contribute to the success of the company's mission and vision. People First International's Business Strategy Map will help you develop and communicate a coherent organizational Strategy Map, which will create a firm basis for organizational well-being and profitability.

The field of organizational development has seen steady advancement in strategy mapping and score carding during the last two decades. Drs. Robert S. Kaplan and David P. Norton designed a widely popular performance measurement tool, called the Balanced Scoreboard, in the early 1990s. Kaplan and Norton have introduced the Balanced Scoreboard to hundreds of organizations; it is the most commonly used performance management tool in Europe, the Middle East, and Africa, and ranks as the fifth most commonly used tool globally.[7] Caterpillar, Microsoft, Mobil, Sears, and UCLA, to name just a few, all utilize Balanced Scoreboards.[8] Indeed, at least half of the Fortune 1000 companies are using balanced scoreboards.[9]

Kaplan and Norton assert, "Research shows that 70% of organizations with a formal strategy management process report performance results greater than those without such a process."[10] In a 2008 article in the *Harvard Business Review*, Dr. Kaplan suggested that many of the financial institutions that failed during the Great Recession might have averted disaster if they had utilized the Balanced Scoreboard (BSC). "Many of the failed or failing organizations suffered from having a much too narrow focus on short-term financial performance," Kaplan explained. "This is exactly the problem that the BSC was designed to mitigate."[11]

Popularity for this method of strategic planning is growing rapidly. The Balanced Scorecard Forum reports that 80% of organizations using some form of balanced scoreboard have reported improvements in operating performance. 66% of these organizations also reported an increase in profits.[12] The 2GC Active Management group conducted a 2011 survey which found that 31% of companies rated their balanced scoreboard as "extremely helpful," and an additional 42% said theirs was "very helpful."[13] Just one year later, in 2012, 2GC's survey found that the number of organizations

[7]Darrell Rigby and Barbara Bilodeau, "Management Tools & Trends 2013," Bain & Company, May 8, 2013 http://www.bain.com/publications/articles/management-tools-and-trends-2013.aspx Viewed 8/26/13

[8]"Balanced Scorecard Adopters," Balanced Scorecard Institute http://balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/BalancedScorecardAdopters/tabid/136/Default.aspx Viewed 8/27/13

[9]"Balanced Scorecard Fact Sheet and Statistics," BSC Designer. http://www.bscdesigner.com/balanced-scorecard-fact-sheet.htm Viewed 9/4/2013. The article credits The Bain & Company for this information.

[10]Robert S. Kaplan, David P. Norton, "Thought Leadership," Palladium Group, Inc., http://www.thepalladiumgroup.com/about/thoughtleadership/Pages/overview.aspx Viewed 9/4/2013

[11]Robert S. Kaplan, "How To Measure Your Company's Risk in a Downturn," Harvard Business Review Blog Network, 12/19/2008 http://blogs.hbr.org/hbr/kaplan-norton/2008/12/how-to-measure-your-companys-r.html Viewed 8/26/2013

[12]"Balanced Scorecard Fact Sheet and Statistics."

[13]2GC Active Management, "2GC Balanced Scorecard Usage Survey 2011 - Summary of Findings" http://2gc.eu/files/resources/2GC-BSCSurvey110926Screen.pdf Viewed 9/4/2013

reporting that a balanced scoreboard was "extremely helpful" had jumped to 43%.[14]

Kaplan and Norton's groundbreaking Balanced Scorecard is centered on four performance perspectives:

1. Learning and Growth
2. Internal processes
3. Customers
4. Financial

When implemented properly, each one of these perspectives contains four subcategories:

- **Objectives** - what the strategy is to achieve in that perspective
- **Measures** - how progress for that particular objective will be measured
- **Targets** - refers to the target value that the company seeks to obtain for each measure
- **Initiatives** - what will be done to facilitate the reaching of the target

People First International has utilized elements from Kaplan and Norton's Scoreboard, particularly the four subcategories of their Strategy Mapping. And while we celebrate the foundation of corporate values that the Balanced Scoreboard rests on, we prefer to dig down to bedrock: a **philosophical foundation**. As you will soon see, we urge our clients to begin their strategy map by articulating an intellectual *raison d'être*—that is, a reason for being.

The underlying purpose for the People First Business Strategy Map is to teach everyone in your organization to think philosophically and strategically—in other words, to **help them think like entrepreneurs** and accelerate your employees' understanding of your organization. This understanding will make them infinitely more effective in their individual contributions toward accomplishing the company's mission and vision. Moreover, we want to help everyone in your organization to become very intentional with regard to the importance of their own personal development, which will directly influence the development of the organization. Everyone in your organization should memorize this truism: **the personal drives the professional**.

The Critical Importance of the Intangibles

Our Strategy Map incorporates the all-important intangible lead indicators (inputs) into the Business Success System. While this is not unique, this thinking represents a huge leap for a great many business leaders, who have been trained to focus on tangible lag indicators (outcomes). It is vital to the success of any organization to understand the importance of adding leading indicators (performance drivers) to your business strategy. The leading indicators are the greatest predictors of an organization's health, because they are concerned with the human factor, which is the heartbeat of every company.

For this reason, I am a passionate proponent of utilizing the so-called "soft-side" people skills as the critical, intangible business driver. These "soft" skills are directed toward the goal of creating and maintaining strong, trust-based relationships and improving the quality of the interaction among members of a leadership team and everyone throughout the organization. Ultimately, these healthy relationships create a spill-over effect that positively influences the quality of your relationships with your external customers.

All your organization's tangible financial metrics are directly impacted by the quality of your internal relationships. Sustainable profitability for any business is, in the primary sense,

[14] 2GC Active Management, "Balanced Scorecard Usage Survey 2012 - Summary of Findings" http://2gc.eu/resource_centre/surveys Viewed 9/4/2013

predicated on—and can be predicted by—the quality of the health of every human spirit within that organization. You cannot impart what you do not possess; if you want your external relationships with suppliers and customers to be characterized by mutual trust and respect, your internal relationships must model these vitally important intangible qualities.

John Allison, former CEO and Chairman of North Carolina-based Branch Banking & Trust Corporation (BB&T), understands the significance of the intangibles and employed this understanding to produce dramatically positive results. With Mr. Allison at the helm from 1989 to 2009, BB&T grew from $4.5 billion to more than $152 billion in assets, becoming the tenth largest financial institution headquartered in the United States. Even more impressive, BB&T actually flourished during the Great Recession of 2008 without the aid of government bailouts.

Two years after his retirement, Allison granted an extensive interview to The Center of Ethics and Entrepreneurship.[13] There were a number of remarkable quotes recorded in that conversation, including this one:

> Some people manage up very effectively—they do a good job of feeding the boss what the boss wants to hear—and do a terrible job of managing down. It is better to get rid of those type people quickly when you identify that's going on ... Their behavior is a form of lack of integrity, if you think about it—if they're managing you differently than the person working for them. The truth is that the people that matter are the people working for them, not you. Making the boss happy is not going to produce revenue. Making the people who work for you happy, that's how you produce revenue.

John Allison clearly sees the connection between the soft skills (the intangibles) and the profitability of the tangible outcomes. This indisputable association is why we include intangibles on our Strategy Map.

Systemic Thinking: the Essence of Prudent Problem Solving

I meet far too many business leaders whose minds are fragmented. Oh, they have established all sorts of metrics to monitor the financial well-being of their organizations, but they do not possess—and therefore cannot communicate—a complete system of thought in regards to their personal lives or their professional activity.

A **system** is a logical, self-consistent, unified whole, composed of interconnected, interacting, interdependent parts, with all the parts arranged in a harmonious, mutually supporting, hierarchical order each related to the other and to the whole—deduced from a first principle, governed by inherent laws and constructed to fulfill an intended purpose.

All of reality is interconnected and interdependent. When your mind begins to grasp the profound truth of systemic reality, you understand that every moment is the manifestation of a dynamic dance of cause-and-effect reciprocity. In other words, there is a causal relationship between everything in a living system. Everything is simultaneously impacting—at that moment or at a later time—the life of every other member of that system.

A spider's web is a great example of a living system. Every part of the web is interconnected and interdependent. Hence, whatever occurs in one part of the spider's web affects the entire structure. Every living system manifests these same interdependent characteristics, whether it is a beehive, an ocean ... or a business entity.

Just like the interwoven nature of a spider's web, all living systems exist in such a manner that no single part is independent from the other parts of the complete system.

Once we begin to think like this, it deepens our sense of responsibility; we begin to recognize that our thoughts, words, and actions are always interacting with, influencing, and impacting some other system—positively or negatively—whether we are conscious of it or not. Moreover, this systemic enlightenment should forever impact our problem-solving and decision-making capability. Once we understand how everything is interconnected, we will see that the solution to every problem lies exclusively in its complex interrelationship—not simple, static relationship—to everything else that is influencing and has influenced its outcome.

Systems thinking initially asks, "What is this a part of?" Systems thinkers see knowledge—indeed, all of reality—as systemic, and they understand that **ultimate effectiveness is generated by interconnectedness**. Reality is systemic in nature. Everything in the universe is a system operating within a system which operates within other systems. The learning journey is a voyage of discovering how these systems are interconnected and interdependent. The mind that possesses the understanding of the broadest, most complete, coherent system—which contains and encompasses all the interconnected subsystems—has the greatest opportunity for solving the current problems that confront it.

The People First Business Strategy Map

Developing a strategy map helps a leadership team actually see all the systemic interconnection and interdependence within their organization. Every member of the team is thinking philosophically, strategically, and systemically.

As leadership communicates this systemic thinking throughout the company, each employee develops an intellectual framework that links their individual roles and responsibilities to the organization's overarching mission and vision. This concurrent attention to the philosophical and the strategic is one of the finest tools for generating sustainable profitability and maximum engagement that is available today.

I use an apple tree as an organic model for our People First Strategy Map. An apple tree has three main components: roots, the trunk, and fruit-bearing branches. Likewise, our Strategy Map has three main components: there are the **philosophical roots**, which provide strength, stability, and nourishment; there is the **strategic trunk**, through which the vital nutritional inputs are passed from the roots to the organization's branches (or departments); and there is the **harvest of healthy fruit**, which represents the tangible, beneficial outcomes of the system.

Our People First Business Strategy Map consists of three **Value Categories**, which we call Value Generators, Value Drivers, and Value Outcomes. Below those Value Categories, you'll see the subcategories, which we call **Value-added Perspectives**. Here is the outline of our People First Business Strategy Map.

1. Value Generators (These are the tree's **roots**, i.e., the foundation for value creation.)

a. Organizational Values-Mission-Vision
b. The People First Human Value Proposition
c. Employees' Values-Mission-Vision

2. Value Drivers (These are the tree's **trunk**, i.e., the strategic, intangible lead measures.)

a. People First Leadership Growth and Well-being
b. Employee Growth and Well-being
c. Integration of the best human systems with the best business systems

3. Value Outcomes (These are the tree's **fruit**, i.e., the tangible lag measures.)

a. Customer Well-being
b. Financial Well-being

The Value Generators

The very first root to our Strategy Map—the taproot for the tree, if you will—is a philosophical system for organizational well-being—that is, your **Organizational Values, Mission, and Vision**. If an organization is to operate at maximum efficiency, every individual in the organization must be connected by common values and a common purpose. Each man and woman must be empowered by the knowledge of what is important to the support of the organization's mission and vision and a clear understanding of *why* it is important.

Your organization's philosophy—your values, mission, and vision—equips every member of that organization to evaluate options on the basis of what's more important, what's less important, and what's not important at all. Employees are empowered to make quick, confident, correct decisions at the point of customer contact and be responsive to customers' needs. They are perceived to truly *care* about their customers, thereby maximizing value for your customers. If your entire workforce is not trained to think this way, they are disempowered. You must give your staff the philosophical DNA that connects the entire organizational system together.

The implications for quality and profitability are enormous. John Allison labored to clarify BB&T's value proposition for everyone in the organization, fueling growth that yielded an increase in assets of more than $147 billion! Allison recalled, "As CEO, I made speeches often to our employees, where I talk [sic] about our philosophy and try [sic] to take it from a general statement to concretes: Here's how our philosophy is applicable in this real world situation. The core of our philosophy is that the most important human resource, the only true natural resource, is the human mind."[15]

This value proposition has not gained as much traction in the business world as you might think. Michael Gerber admonishes leaders in his *EMyth* book series, "Companies spend a great deal of time with regard to doing their business, but very little time thinking about *their* business." It is a sad truth that in the vast majority of organizations, very little work is done at the foundational level—that is, the philosophical level. **The incorporation of sound furnishings does not make up for an unsound foundation**. To attempt a shortcut to sustainable success without laying the philosophical foundation can be likened to building a hotel by starting with the second floor. While that idea is clearly absurd, far too many leaders fail to realize that the path to maximizing value begins at the philosophical level and only at this level.

The first component of our Strategy Map asks and answers the question: **"What creates value?"** You will be able to answer that question, completely and coherently, when you have a fully-developed mental model that is focused on the intangibles. The Value Generator roots of the tree give nourishment to the entire structure and enable leaders to think philosophically and strategically about the sustainable profitability of your business. Let's look at the list again:

a. Organizational Values-Mission-Vision
b. The People First Human Value Proposition
c. Employees' Values-Mission-Vision

[15]Stephen R. C. Hicks, "Interview with John Allison."

The answer to the question, "What creates value?" begins with your Organizational Values, Mission, and Vision. My *People First Leadership* program defines *leadership* as "the art and science of influencing and inspiring people to perform to their personal best—through the wise application of comprehensive knowledge, understanding, and power—to achieve a desired goal and to pass on an enduring legacy of truth, wisdom, and excellence." When leadership is viewed in this light, your organizational philosophy should articulate a logical, self-consistent system of thought describing the attitudes and actions essential for driving value and inspiring everyone in the organization to reach for their highest and best in the pursuit of the organization's vision for sustainable success.

This, then is the foundation for creating a value-added culture—a complete, coherent philosophical system for organizational well-being. This philosophy will form the unshakable substructure on which you will build an excellent superstructure of best practices that will maximize the value of your organization for everyone with whom you interact: both internal and external customers, suppliers, stakeholders, and the community.

With the foundation of your Organizational Values-Mission-Vision firmly established, you will create maximum employee engagement by articulating a well-developed philosophy of what it means to be human, which is People First International's **Human Value Proposition**.[16] This Human Value Proposition is the Second Value Generator in our People First Business Strategy Map. Think of it as the subflooring for the philosophical and strategic structure you are developing for your organization. The ten propositions in the Human Value Proposition provide the source of ultimate engagement and turn mere "employees" into vital partners in your organization, partners filled with positive pride in the organizational philosophy, trust in their leadership, hope for the future, and a deep sense of belonging and achievement.

You'll recall the pebble in the pond concept: toss in a pebble; the ripples cascade out; but if you watch long enough, the ripples return to the center. As you're growing an organization, everything you do—strategy, drivers, metrics, etc.—must always reflect your philosophy about people, because your philosophy governs and guide all your behaviors throughout your value chain until the impact reaches the end user: your customer. Everything you do in your personal and professional life—and all the results you get—will be influenced by your beliefs about people.

So first, you develop a complete philosophical system of **organizational well-being**—that is, your company values, mission, and vision. From that foundation you clearly articulate what you believe about what it means to be human with the People First Human Value Proposition, a belief that includes everything necessary for **personal well-being**—that is, the six dimensions of human development: mental, physical, spiritual, social, financial, and emotional.

The combination of these two philosophical systems for organizational and personal well-being give your organization's leadership team a highly specific blueprint for leaving a legacy of truth, wisdom, and excellence. You have truth as your teacher to maintain your integrity; you have wisdom as your guide to maintain your

[16]You will find the People First Human Value Proposition in its entirety on the last page of this white paper.

effectiveness; and you have excellence as your goal to maintain your sustainable profitability. As everyone in your organization grows daily in truth, wisdom, and excellence in all things, they become more disciplined in generating high integrity, high effectiveness, and high profitability.

Finally, the third Value Generator in our People First Business Strategy Map is a critical step that a great many companies miss: encouraging and guiding every member of your organization through their own **Personal Values, Mission, and Vision statements**. Great leaders fully understand the value proposition of helping their employees develop a unified worldview so that they can think well ... in order that they can live well ... in order that they can work well! If you desire to build a productive company, you must help everyone in your organization to become productive human beings.

These personal values, mission, and vision statements help staffers connect with your organization philosophically. A perfect example of this is the dozens of employees at MiTek Industries, Inc. who have completed a Personal Values Statement and listed qualities such as Moral Character, Honesty, Integrity, Authenticity, or Virtue as their top personal core value. The fact that MiTek's #1 Organizational Core Value is Integrity creates an immediate philosophical bond with those staffers!

Helping your employees prioritize what is more important, what is less important, and what is not important at all in their personal lives helps them become *meaning-driven* individuals. The People First Human Value Proposition gives them a clear understanding of the high esteem in which your organization holds them. Linking their personal values, mission, and vision with the organization's philosophical foundation cements a bond between employer and employee that runs far deeper than any pay plan or benefits package could possibly create. Moreover, creating a meaning-driven environment maximizes employee engagement. The noted physicist, Dr. David Bohm, said: "Only meaning arouses energy." As your employees attach meaning to everything they do, discretionary effort will increase exponentially.

The three Value Generators are the roots of the People First Business Strategy Map. They are three profound ideas, which mutually support one another, reinforce one another, and formulate a system of thought that builds value and creates enormous synergy throughout your organization. Every member of your leadership team should see several points of connection between their own personal values, mission, and vision and your company's philosophy for organizational well-being. And when leaders help every employee to establish similar points of connection, you create a launch point for high-octane engagement. Now leaders truly are vital purpose partners® with each member of the organization; every employee becomes a fully-empowered partner in the organization's philosophy and strategy. They cascade value throughout your organization, value which is clearly communicated to your external customers.

The Value Drivers

Now we move to Value Drivers, the second component of the People First Business Strategy Map. This is the stage where we establish performance metrics for our Strategy Map. We've asked and answered the question, "What generates value?" Now the Strategy Map asks a different question: **"What drives value?"** The value drivers create focus and align the thinking of the entire organization with your mental model for sustainable profitability.

To return to my analogy of the Strategy Map as a tree, these Value Drivers represent the tree's trunk, which draws health and nutrition from

the roots (Value Generators) and distributes that strength to grow healthy fruit (profitable Value Outcomes). The three elements that drive value throughout your organization are your leaders, your staff, and your systems.

Let's review the three Value Drivers. These are your three lead indicators—or, if you prefer, your three Key Performance Indicators:

a. People First Leadership Growth and Well-being
b. Employee Growth and Well-being
c. Integration of the best human systems with the best business systems

It is important to emphasize at this point that **you must establish objectives before you develop measures**. Let's take our first Value-added Perspective as an example: Leadership Growth and Well-being. You cannot and must not set good measures for Leadership Growth and Well-being until you have developed clear objectives for growing your leaders and improving your leadership team. In the same way, the objectives for the three lead indicators (the Value Drivers) and the two lag indicators (the Value Outcomes) in the Strategy Map must be crystal clear *before* you set out to establish how you're going to measure them.

Many leaders make one of two mistakes when setting out to create a Strategy Map. The first mistake is **establishing too many objectives**. And, of course, if you establish too many objectives, you will undoubtedly establish far more measures than you can realistically track. Keep your focus narrow; if your focus is too broad, you'll have no focus!

The CEO of a very successful corporation told me that when he was brought on board to lead the organization, his leadership team told him, "We have 21 measures we're focused on."

The CEO sighed internally. "How long ago did you establish those 21 measures?" he asked.

"More than a year ago," someone replied.

"And how many of those measures have been achieved?"

Silence. The team sheepishly admitted that they hadn't accomplished *any* of them—not one! They had succumbed to paralysis by analysis. There were simply too many things to monitor and too many measures to analyze! The CEO immediately put the team to work on prioritizing. His question was, "What is the fewest number of metrics that we can focus on that will be most effective in helping us to improve?"

Here is the primary question when it comes to establishing objectives: **How can we minimize the number of objectives in order to maximize the profitability of our outcomes?** That question pre-frames the mind; you establish a mental model that emphasizes simplicity and concentrates on the fewest building blocks possible. Now your team can articulate the basis for their decisions with regard to their capacity for delivering maximum value to your customers.

Our People First Business Strategy Map narrows the focus to three strategic areas—the Value Generators, Value Drivers, and Value Outcomes. We chose the elements that add value to your employees' experience, deliver value to your external customers, and exceed the customers' expectations and needs. You deliberately narrow your focus to a few perspectives you're going to really concentrate on in order to improve your Value Outcomes—that is, your Customer Well-being and Financial Well-being.

The second mistake leaders make in creating a balanced scoreboard is **establishing measures without first establishing objectives**. If you haven't established a *limited* number of objectives, you will assign too many metrics,

just as the leadership team with 21 measures had done. You must work to limit the number of objectives, which establishes focus, and then assign just a few metrics to each objective. If you simply generate a number of metrics without establishing the objectives you intend those metrics to evaluate, you have measurements with no real meaning. Such metrics are unlikely to provide much assistance in generating sustainable success.

The first Value Driver to establish is People First Leadership Growth and Well-Being. You have established your organizational philosophy—the Values, Mission, and Vision; now you assess how each leader is positively impacting the culture by living as an example of that philosophy. The finest organizational philosophy ever devised will be rendered meaningless if that organization's leaders do not model that philosophy and demonstrate that the philosophy is worth modeling. Therefore, each leader—starting with the CEO—is held accountable for working toward his or her individual growth. If the CEO is not growing personally and professionally, the members of the leadership team aren't likely to be growing either. This emphasis on each leader's growth should be explicitly tied to their performance appraisals.

If you want to grow your company, start growing your leadership. To return to my analogy of a tree, we see growth coming up out of the ground, where the trunk springs up from the root system. The Value Generator roots produce growth, and the first signs of that wise, healthy growth should be evidenced among your leadership team. They are the direct recipients of the Value Generators—that is, they are the first ones to receive them. The leaders pass on wisdom, strength, and growth to everyone on the staff. The leaders drive value to the employees, who in turn drive value to your customers through the third Value Driver, which is your systems.

John Allison of BB&T spoke of raising up a cadre of leaders who would "operationalize our culture." It's not enough to talk about the Values, Mission, and Vision; leaders must, as my good friend Tom Manenti of MiTek Industries likes to say, "become the philosophy with skin on." If there is an integrity gap between what the philosophy says and what leadership actually does, trust and respect will vanish and malicious obedience sets in among the staff.

The Triad of Human Engagement

One of the key issues that all managers and business leaders face is stimulating employee engagement. A survey of human resource professionals completed in 2012 by the international Society for Human Resource Development found that fully 94% of respondents identified employee engagement as "an important or very important workforce challenge they currently face." 63 percent of those rated engagement as a "very important" challenge.[17]

I define **an engaged employee** as one who **is focused, aligned and passionately committed to the values, mission, and vision of the organization**. Engaged employees are not merely "satisfied." They are living fully in the moment and have made a heart-commitment to their co-workers and the organization they serve. If you want the members of your organization to consistently put forth discretionary effort, you must consistently employ the triad of human engagement, which I explain in terms of **heart, head, and hands connectivity**.

[17]SHRM / Globoforce, "Employee Recognition Survey; Winter 2012 Report," © 2012, page 4 http://go.globoforce.com/rs/globoforce/images/SHRMWinter2012Report.PDF Viewed 7/30/2012

You connect at the **heart level** by bringing your team on board with you philosophically. That's why the basis of our People First Business Strategy Map is philosophical—*Values* Generators—that is, a heart foundation. This is the root through which you build a great business. **The goal is to get every member of the organization to think as an entrepreneur** ... and every successful entrepreneur's first thought is to create a solid business philosophy.

So you begin by helping every member of the organization to understand how to think like you think—in other words, to think like the leader thinks. **Sustainable profitability is, in the primary sense, a state of mind**. And that state of mind begins with a well-developed, value-added life philosophy that extends to your business philosophy.

Once you've made the heart connection, the second element for generating maximum engagement is **the head**. Now the conversation moves from the philosophical to the strategic. Leaders use the People First Business Strategy Map to demonstrate how the philosophy and strategy are interconnected and interdependent. Using the Map, leaders explain how the strategic plan springs from the roots of the business philosophy. Employees understand that the strategy is an extension of the philosophy. They connect conceptually to your organization.

Finally, leaders fuel maximum engagement with the third element of the triad: **engaging the hands**. This is done by tirelessly communicating to each and every member of the organization how their efforts contribute to the successful execution of the strategy. Every member of the organization must see their contribution to the stewardship of the strategy and understand how they personally increase the value of the organization at every turn for their coworkers, the customers, the stockholders, and the surrounding community.

Every element of the engagement triad is driven by leadership; that's why the first Value Driver is constructed to provide accurate assessment of the effectiveness of your leadership team in helping all members of the organization to grow in heart, head, and hands engagement. Your company will grow in direct proportion to your employees' growth in these areas.

Driving Value Through Personal Growth

The second Value Driver in the Strategy Map establishes objectives for how employees are growing personally and professionally. This should not be a surreptitious, "eye-in-the-sky" evaluation; communicate to your employees that you're looking to see how each man and woman is engaging in personal and professional growth. You *generated* value by helping them create their personal values, mission, and vision statements and demonstrating how these line up with the organizational philosophy; now *drive* value by helping them establish personal measures to track how well they're doing as they pursue their personal goals.

This should not be viewed as an unwelcome intrusion into your employees' personal lives; to the contrary, you are encouraging them by providing them with tools to track their growth. In his book *The Dream Manager*, Matthew Kelly put forth the idea that there should be one individual in your company whose full-time job is to help employees achieve their goals. In our People First system, we encourage every leader to become "dream managers," who are helping all members of the staff to grow personally in the pursuit of their goals and dreams. At the same time, leaders help staffers to grow in their professional abilities to achieve and even surpass the goals and vision

of the company. And again and again, every leader recognizes and celebrates each individual's contributions toward those goals.

Your organization must create a system for recognition and celebration of staffers. (This is part of **the integration of the best business systems with the best human systems**, which I'll explain very shortly.) It isn't enough, however, to simply celebrate; you must create an engagement assessment to see if the celebration is generating discretionary effort. You certainly don't want to get the same results as the Gallup "State of the American Workplace" survey found, with only 30% of your workforce engaged![18] Therefore you develop a mechanism for periodically monitoring the overall health of your organization.

A normal employee survey gives you a temperature; you'll find out if the staff is running hot or cold. Our People First Cultural Health Assessment tells you why the temperature is hot or cold. It demonstrates why certain levels of engagement exist, and it measures the employees' sense of belonging and community, their attitudes toward accomplishment and achievement, their level of trust in leadership, and their optimism for the future. Then you can begin to shape culture and examine antecedents and consequences in order to produce optimum results.

Integrating Systems for Sustainable Success

The third and final Value Driver to be measured is the **integration of the best business systems with the best human systems**. Kaplan and Norton ask, "At what processes should we excel?" Their questions are focused almost entirely on business systems and processes. The Balanced Scoreboard examines:

- The Financial Perspective
- The Customer Perspective
- The Internal Business Perspective
- The Innovation and Learning Perspective

Our People First Business Strategy Map is similar to the Balanced Scoreboard, in that we examine processes and measure financial outcomes. However, our Strategy Map emphasizes the integration of the best business systems with the best human systems. We acknowledge the critical ways in which the business systems impact the human systems and vice-versa; we stress the importance of how each influences and balances the other.

A company that has tremendous human systems in place but no solid business systems will not excel. There must be integration and interdependence in order to achieve sustainable success. And again, we must prudently establish objectives and measures around our systems in order to measure how successfully we are integrating our processes.

Jim Collins has said you must get the right people on the bus and put them in the right seats. You may have a superb sales system, for example, but if the person who is working within that system isn't a solid sales professional—if he or she doesn't like prospecting, doesn't ask probing questions, doesn't listen well, and/or is afraid to ask for the order—your sales system won't succeed. Conversely, you might have a very engaging, aggressive individual who writes a ton of business, but the fulfillment system is defective; orders are delivered late or completed incorrectly. That sales person is handcuffed by a faulty system.

[18]Gallup Inc., "State of the American Workplace" © 2013
http://www.gallup.com/strategicconsulting/163007/state-american-workplace.aspx Viewed 7/24/13

Labor to integrate the best business systems and the best human systems; then make sure to place the right people in those systems. As you set objectives for this integration and establish measures for it, people come to understand systemic thinking. You create process maps that enable people to actually see that your systems—upstream processes, downstream processes, and cross-stream processes—are integrated and interrelated.

How am I connected to the organization's values and mission? That's a system. *How do my daily responsibilities contribute to the overall vision of the company?* That's a system. *How do our programs for employee growth and well-being integrate with our systems for maximizing the external customer experience?* When you are asking those kinds of questions, you are thinking systemically. You are seeking out interconnection and interdependence.

The ultimate connection, of course, is an understanding of how our systems function to meet and exceed the needs of our customers. Business is about acquiring customers, keeping those customers, and deepening trust-based relationships with those customers. Everyone in our organization must clearly understand how their job directly adds value to these three critical components of success.

The Value Outcomes

The final segment of the People First Business Strategy Map measures **Value Outcomes**. We examine two tangible lag metrics:

a. Customer Well-being
b. Financial Well-being

These Value Outcomes measure well-being—the well-being of our customers and our finances. These two Key Result Areas are the fruits of our Strategy Map. If we have established a solid philosophical root structure (the Value Generators) and the trunk of our organizational "tree" (the Value Drivers) is driving truth, wisdom, and excellence throughout the organization, we should see vibrant, healthy fruit growing from all the branches (departments). And the first way we evaluate the health of that fruit is by asking, "How well are we meeting the needs of our customers? Are we delivering on our value promise?"

The Balanced Scoreboard of Roberts and Kaplan asks: "How is your organization performing financially? What financial measures are the key indicators of success?" Solid accounting procedures will tell us if we have a solvent business, but solvency will not last if we fail to consistently meet and exceed the expectations of our customers. The customer lag metrics *must* come first, because success or failure here ultimately drives the financial results.

So if we have generated real value and diligently driven value throughout our entire organization, we will truly love our customers. Our customers, in turn, will love us and reward us with their loyalty. Our customer service will be the best in the world, because a company founded on the People First Human Value Proposition will honor, value, and esteem both internal and external customers like no one else. This is where the intangible input of the Human Value Proposition becomes eminently tangible and profitable, because the way we treat people translates directly to the outcomes in the Customer Well-being Value Outcome. To put it more simply, your investment in the top line transfers directly to the bottom line!

If you have properly integrated the best business systems with the best human systems, high customer satisfaction translates into financial well-being. This, of course, translates

into high stakeholder satisfaction, because their investment pays off handsomely when you are productive and profitable. And this profitability translates into great goodwill in the community, because you will continue to recruit more members of the community to come work in your "preferred employer" environment of high appreciation and maximum engagement.

Self-Interest Drives Success

Maximum engagement must begin somewhere; and *the* place for it to begin—not one good place, or one of many starting points, but *the* place for maximum engagement and human connectivity—is **self-interest**. All the way back in our country's founding era, Adam Smith wrote in *The Wealth of Nations* about the invisible hand of self-interest that pushed entrepreneurs to succeed. This idea is one of the least-used tools in a leader's tool kit, but it is an enormously powerful concept for creating sustainable profitability and engagement. A business model will be optimized when all its members are operating from a sense of self-interest.

I recently raised this issue of self-interest with the CEO of a multi-million dollar organization. His face clouded. "Jack," he objected, "the last thing I want is for people on my team to think that I'm being self-serving or manipulative."

I believe this man represents a great many leaders, who are initially troubled by this all-important concept. Please note well that I did not say that "A business model will be optimized when all its members are operating from a sense of *selfishness*." There is an ocean of difference between acting out of *self-interest* and *selfishness*. In fact, I encourage all our clients to follow the centuries-old maxim: ***"Let no one seek his own, but each one the other's well-being."***

Perhaps you're scratching your head just now; I've just said that a successful business model is built on a platform of *self-interest*, yet at the same time I'm urging business leaders to place their primary emphasis on the needs of *others*—that is, their staff, suppliers, and customers! Don't these two ideas conflict? There is no conflict, because the selflessness expressed in "Let no one seek his own ..." is grounded in a good, healthy dose of self-interest!

Let me explain. It's a myth to believe that if our motives are pure, they will not include self-interest. It's natural to assume that if I am motivated by self-interest, I have abandoned any sense of altruism. But that's simply not true! Altruism is a concern for the well-being of others, but altruism does not only include the interest of others, it also includes self-interest.

Think of a person who is making a choice; what motivates that choice? Choice comes from a person's preference, and our preferences are determined by what will satisfy our self-interest. **If our self-interest includes the well-being of others, we are not being selfish**. Dr. John Robbins explained this crucial distinction in his magnificent book, *Freedom and Capitalism:*

> What about the missionary? He acts in his self-interest by enduring hardships because he has a different conception of his interests from most people.
>
> How about the mother? She acts in her own interest because her conception of her own interests includes the well-being of her children.[19]

Dr. Robbins was highlighting the truth that two people whom we might think of as altruistic—a missionary and a mother, both laboring for the good of others with little or no remuneration—

[19] John W. Robbins, Freedom and Capitalism; Essays on Christian Politics and Economics (Unicoi, TN: The Trinity Foundation, © 2006), p. 417.

are still acting in their self-interest. **That's because they have voluntarily expanded the realm of their self-interest to include the interests of others**. It is actually in their self-interest to seek the well-being of others.

There can be no question that it is in the self-interest of business leaders to seek the well-being of others. You cannot impart what you do not possess. If you want every member of your staff to provide world-class, knock-your-socks-off customer service, then you must first serve them well. And that is the whole purpose of the Value Generators in our Strategy Map. They communicate to every member of the staff that who they are and what they do—both personally and professionally—has tremendous meaning and significance.

Every leader who has adopted this philosophy of "Let no one seek his own, but each one the other's well-being"—every single one of them—has reported back to me that *nothing* has served them better in business. When I was introducing the *People First Leadership* program, emphasizing the way we should relate to one another personally (not just professionally), a senior manager who was responsible for the output of more than 1500 employees came up to me after a presentation and told me that I was right on the money. "Jack," he said, "I get *much* more out of the staff when I invest time in getting to know them individually and personally."

This is a perfect example of one who is motivated by self-interest, while simultaneously seeking the self-interest of others. When his team put discretionary effort into their tasks, this manager received personal satisfaction and hefty performance bonuses. *However, his self-interest included the interests of others.* When his team excelled, the goals and directives of the company were achieved. And when he showed sincere interest in the interests of others, he created caring, trust-based relationships, which made the employees happy to come to work.

When business leaders understand the power behind "Let no one seek his own, but each one the other's well-being" and drive it throughout their organizations, everything they do internally and externally becomes a model for excellence. And it's not just the business model that is worth emulating; the men and women who are operating within that model live lives that are well-lived and well-worth modeling.

Your internal customer service will be excellent, because everyone on staff understands how their values are connected with the values of the organization, and they recognize that their actions are interconnected with and interdependent on the actions of everyone else in the organization. They no longer see themselves as "employees," but rather as purpose partner-entrepreneurs who are stewards of the organization's values, ambassadors of the mission, and passionate pioneers of the vision. And when every member of the staff treats each other exceptionally well, your external customers will marvel, "This is excellence! They serve us so well and they treat us exceptionally well!" The way to achieve this magnanimous goal of "knock-their-socks-off customer service" is to shape a culture in which everyone loves and pursues truth, wisdom and excellence in all things.

Making Your Strategy Map Visible

We've covered a lot of ground in this article. There is one final idea that has been assumed throughout this discussion but which must be emphasized here: **it is critical that every single member of your organization sees and understands this Strategy Map**. Once

you have structured your mind (and the minds of all members of your leadership team) to think philosophically and strategically, you must create a diagrammatical, visual representation of the Strategy Map so that everyone in your organization can capture the profound thoughts about your business and truly understand the metacognitive framework you've created for organizational transformation and sustainable profitability.

You may reproduce the strategy map as your intranet home page or install it as the screen saver for every computer station. If some members of the staff do not interact with a computer, blow the map up into large posters and post them throughout your plant(s). Laminate wallet-sized reproductions of the Strategy Map and distribute them to every employee. Keep the Map updated on a quarterly basis and review it regularly during meetings.

Everyone in your organization must be consistently reminded of the philosophical foundations of the organization; they must understand the short-term and long-term strategic goals; they must fully understand and embrace the strategy that will equip them to accomplish those goals; and they must clearly see how what they do fits into the accomplishment of the overall strategy. In short, they must be equipped to think like entrepreneurs!

This People First Business Strategy Map is a magnificent tool for generating the positive energy needed for bringing forth sustainable change. Moreover, by employing this People First Business Strategy Map, you create a blueprint for a culture of excellence—that is, a superior quality of business life.

What will this superior quality of business life look like? It is a culture characterized by truth in all things, wisdom in all things, and excellence in all things. It is an environment that is extremely inspiring, influential, and uplifting to engage with, one that turns ordinary people into extraordinary performers. In addition, one of the greatest outcomes of a People First culture is that your employees will become your best salespeople. They will shout to the world that no one treats them better and no one trains them better than your company. No PR firm could ever produce that kind of publicity!

I began this article by asking you three questions about your current business system. Let me close by asking you two more.

- **Is your current system one that's worth duplicating?**
- **If you continue on your current course, will you be proud of your legacy?**

You are perfectly designed to get the results you are currently getting. And you will always get the same results—and never know why—unless and until you choose to develop the metacognitive ability to examine the wisdom of your thinking processes. If any of the questions I've asked you throughout this article have caused you discomfort, let me encourage you to change before you have to change!

If you've read this paper and would like to learn more about constructing strategic success systems in your organization, I invite you to contact People First International. I can tell you with complete confidence that if you embrace the principles of *People First Leadership* and incorporate them into our People First Business Strategy Map, you will introduce everyone in your organization to a philosophy fit to live by ... a life fit to live with ... and a legacy fit to live for. In short, you will lead your organization on a proven path to sustainable success!

Become a People First Certified Company

At People First International, we're nothing short of DRIVEN to bring about total transformation in the workplace. We're passionate about building a better world … one person, one family, one organization at a time.

And we want you to be next!

Our diagnostic tools, coupled with our leadership training and certification, provides you with everything you need to enrich the spirit and increase the effectiveness of everyone in your organization.

There are no shortcuts here ... just real, solid progress and true transformation.

As you adopt the People First Leadership Playbook, you'll watch as your entire culture is revolutionized, becoming a wildly successful breeding ground for inspiration, innovation, and enthusiasm! Suddenly, your competitors begin to seem irrelevant—not even on the same playing field!

> "My message to my Senior Team is that this has the potential to have the most transformational impact on our lives and our company that we will ever encounter, and will create a culture gap between MiTek and our nearest competitor that is so wide, it will be inconceivable to imagine them ever coming near to us culturally."
>
> **Thomas J. Manenti**
> *Chairman and CEO*
> *MiTek, Inc. – A Berkshire Hathaway Company*
> *A People First Certified Company*

When you've completed your People First Certification, every person you and your Purpose Partners encounter will notice the difference and appreciate the change in attitude, in service, and in professionalism. People will want to know your secret. Tell them the secret is putting People First!

The BEST time to get People First Certified is NOW, BEFORE your competition does.

PEOPLE FIRST®

"You can't impart what you don't possess." – Jack Lannom

HUMAN VALUE DECLARATION

The Impetus for Human Engagement And People-Based Leadership

10 Human Value Propositions

(1) *All men, women, and children of all races and nationalities are created equal.*

> *I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident: that all men are created equal."*
>
> *Martin Luther King, 1963*

(2) *Therefore, no one individual, race, or nationality is inherently superior to another. No one is "more human" than another.*

(3) *Consequently, each one of us possesses the same exalted dignity and exalted worth.*

(4) *Moreover, we possess unique gifts, talents, and strengths.*

(5) *It follows, then, that our lives have profound meaning and purpose. All of our thoughts, choices, words, and actions are significant and influential.*

(6) *In addition, our lives are packed with untapped potential, and thus we are responsible for developing ourselves – mentally, physically, spiritually, socially, financially, and emotionally.*

(7) *Furthermore, our growth as human beings is unalterably related to how well we listen to, honor, celebrate, serve, forgive, respect, and value other people and how well we help others to grow more meaningful, responsible, and virtuous lives. Our individual growth is also in proportion to how gracious we are towards others when they offend us.*

(8) *Hence, one of the best ways to humbly manifest that we are not living a self-absorbed life is by esteeming others more highly than ourselves and by seeking, first, the well-being of others over our own.*

(9) *By behaving in this disciplined manner, we will demonstrate to others that all men, women, and children possess the same human value proposition.*

(10) *This consistent, People First® practice will encourage us all to maintain a more caring, sharing, honoring, trusting, respectful, loving, and humble world, in which we all live more productively, more joyfully, more peacefully, and contribute more effectively to each other's enduring legacy of truth, wisdom, and excellence in all things.*

I joyfully and wholeheartedly agree with the People First® Human Value Declaration and it will be my delight to uphold and honor it with all people at all times.

Signature
A fellow People First® Purpose Partner

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We Invite You to Join The Ranks of Our People First Certified Companies!

CONTACT US TODAY AND LET US GO TO WORK FOR YOU!

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