

5 December 2014  
Systems Thinking Institute  
Lost Pines TX 78612

TO: [Name]  
[Title], Airline

VIA: [Name]  
[Title], Airline

**RE: Operational Advances to deliver a profitable airline in 15 months or less**

[Opening Greeting],

Former energy derivatives trader Steve Bollman echoes Pope Emeritus Benedict XVI when he says that every purchase, no matter how many layers of technology are involved, is really an encounter with another person. These encounters are Airline's future success stories. (The Executive Summary is on page 2.)

What will transform Airline into a profitable airline is the power of two: learning to speak the language of our customer, so what they hear, read, see and experience resonates as clearly as a tuned bell.

Equipping Airline staff with the capacity for dialog-driven risk discovery provides the pathway to resolve traveler journey decisions as a person-to-person dialog, not as a technology-driven company selling a seat on low-cost air carrier.

There is nothing particularly special about a coach seat on an airliner. What Airline will make special is the traveler's journey. By purposefully *engaging in activities which don't scale* (one-to-one encounters), we counter-intuitively enable our people's effectiveness to radically scale, through the network effects of word-of-mouth referral.

This is the exact opposite of those who preach the doctrine of ruthless efficiency. Every business which strives for efficiency without valuing its people along the way fails first in efficiency then as a company.

Transforming mere competence into a skill uniformly available across the enterprise will deliver the required €1MM+/month operational advantage that results in a profitable airline in 15 months or less. It's not going to be neat, orderly or mathematically precise. Anyone suggesting otherwise simply knows less than they claim about leading people through major transformations.

## ADMITTED TO THE PIPELINE

Based on the information [Name] shared with me and the effective interpersonal dynamic we established in our 1<sup>st</sup> call, Airline qualifies to be an enterprise client. We believe you have the discipline, tenacity and resolve to achieve this goal: a sustainably profitable business that becomes a regional leader in transportation.

I am excited to share this confidential plan for your staff to *deliver a profitable airline in 15 months or less*. In the Agenda below, ‘cycles’ refer to the 19-day “Learn, Review, Teach” cycles for deploying operational advantages across the airline and its value-delivery-partners. (Our skills equipping model is fully described in the proposal.)

As the required results are not conventional, nothing about the solution is conventional. New terms, new perspectives and new processes are proposed to weave together *the power of the whole brain of your whole workforce*, to deliver over the next 15 months, on average **more than €1MM per month in operational advantages**. Not cost savings: those are finite for hardware limited by the laws of physics.

*What has been proven time and again, across every race, creed and culture, is that the native genius of a team unleashed, mentored by servant leaders, is virtually unlimited. Delivering a project average of €1MM+ operational advantage per month will take an unreasonable level of commitment, diligence, faith and prayer!*

## EXECUTIVE SUMMARY

Agenda: We propose to start Tuesday, 23 Dec 14 & report first results by Saturday, 10 Jan 15. We propose the name: **Double Y.O.U.R. Reach: Work Less, Deliver More** for this campaign with elements delivered across multiple channels. (As many airlines fly every day, let us know if we should change the weekend setting on the Gantt chart).

- **Phase I » Implement enterprise-wide dialog-driven risk discovery (DDRD):** commence Tues, 23 Dec 14 with 3 month focus through Sun, 29 Mar 15 (cycle 5).
- **Phase II » Implement 6 faces of Airline (6F\*\*):** commence Tues 13 Jan 15 (cycle 2), ramping up to 4 month focus Mon, 30 Mar 15 (cycle 6) through Sun 19 July 2015 (cycle 11).
- **Phase III » Solidify the foundation for long-term structural leadership:** commence Thu 16 Apr 15 (cycle 7), ramping up to 4 month focus Mon, 20 July 15 (cycle 12) through Tue, 10 Nov 2015 (cycle 17).
- **Phase IV » Launch & embed formal program of cross-disciplinary insight:** commence 8 Aug 15 (cycle 13), ramping up to 3 month focus Wed, 11 Nov 15 (cycle 18), through Fri, 19 Feb 2016 (cycle 23 early wrap up).

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## REALITY CHECK

Airline has a staggering task ahead of themselves. Jan Carlzon says that airline staff typically have a 15 second window of opportunity to create the brand. What is really available in 15-20 seconds? For those equipped with the *power of structured questions*, 15-20 seconds is ample time to have the *3 exchanges that open the door from stranger to acquaintance*. Revenue follows naturally when the service-value offer is compelling and crystal clear.

**The task before you is to work together with us to upskill your people, clarify your [Designator] brand message and foster revenue-generating relationships.**

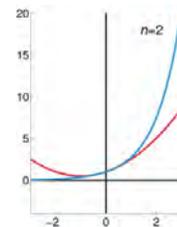
Fr. Robert Barron says “If you have been swinging a golf club incorrectly for many years, who is most painful to you? The teacher who compels you to change everything you've known and to swing in a new way.”

Because it is our business charter to ask for and *deliver unreasonable, ridiculous and irrational transformation*, we are the perfect partners for this journey. Our running average ROI is 850x for results delivered.

As [location] is historically a predominantly [detail] country, this proposal is very faith-forward and actively embraces timeless truths in deploying highly technical process improvements within a servant-leader framework. It is the most effective way to get people to willingly integrate their personal vision with the company vision. (See Kelly's *Dream Manager* for details.)

Every international airline journey is the result of a community effort of literally hundreds of people, thousands of interacting components of technology and lots of very specific process knowledge of how the system elements work together. Airline's success over the next 15 months arises from:

- *equipping staff and allies to recognize opportunities for personal encounters at a more granular level,*
- *double them, then double them, then double them again, again & again (network effect).*
- *In relishing these encounters, deliver service from the heart – which never needs a script,*
- *and ethically transform encounters into revenue.*



To repeat for effect, Airline are not engaging some firm to come in to make improvements or “turn around” your airline. You are engaging Systems Thinking Institute’s unique **dialog-driven risk discovery (DDRD)** to equip all levels of the Airline team to unleash talents already resident onboard.

In sowing the seeds of improved communication, technical, financial, logistical and service level deployments, what blossoms are innovations which create **positive customer mindshare** both directly and indirectly **leading to new business** and mutually

profitable new partnerships. With the durable, resilient structures we mutually deploy across the airline, Airline can sustain this new level of performance after our engagement successfully concludes.

As discussed in our opening call, [location] is blessed with a rare blend of language, geography and history unlike anywhere else on earth. The unique perspectives of an [detail] mindset with a [detail], pro-western culture are key conversation starters that every level of the organization can learn, review and teach. Why should they? Because reputation and brand preference are built at the fleeting moments of how we make someone feel in the 15-20 second window we initially have available.

[Designator] people have a unique role, opportunity and in our post-9/11 world, a responsibility to sow cross-cultural understanding not only in the oil rich North African coast, but throughout the Mediterranean, Europe and Middle East, just for starters.

This proposal will show how Airline's unique advantages are well suited to deliver the required operational advantages to become profitable by March 2016. Included in this email/project package:

- This letter
- Proposal
- Confidential Disclosure Agreement
- Engagement Letter

On behalf of our team, I look forward to getting started on this exciting journey of delivering profit, transforming jobs into vocations and delivering exceptional value.

Very respectfully,

Matthew E. Weilert

## Double Y.O.U.R. Reach: Work Less, Deliver More

**DELIVERABLE:** A profitable Airline in 15 months or less.

**AGENDA:** While listed sequentially, many elements are concurrent, because of urgency to deliver results. That said, many details are not repeated section to section, so a close reading is required. Start on Tuesday, 23 Dec 14, and deliver report of first results by Saturday, 10 Jan 15, with a project calendar included. The message for all levels of the organization is simple: You have engaged us to provide a path to sustainable profit

- where people get to keep their jobs,
- turn those jobs into genuine vocations and
- have more fun in the vocations they have intentionally chosen.

Together we will deliver three things over the next 64 weeks:

- a better Airline story, one which your 1<sup>o</sup> travel partners (those in the seats) and 2<sup>o</sup> travel partners (vendors) *want to tell others*,
- a process for developing exponentially more encounters which flourish into revenue and
- an understanding of how to scale attention from the highly granular at the point of the encounter, to the highly strategic in managing annual load factors and other logistic decisions.

Most technicians are good at one end and most executives good at the other. At STI, our team's unique charism is the ability to equip people with the capacity to shift across the spectrum at will (in more technical terms, *scaling their attention*), as situations arise.

**When we *embed experience* into the design of the tools we use, we lower the threshold of experience required to achieve useful results.**

This embedded experience is one of the many ways that we will effectively *compress time*, to deliver results that would take years in a bureaucratic environment, into minutes for the refocused Airline, so that time is available for staff to invest in the 1:1 encounters that generate the exponential growth of marketing the “travelers journey.”

To paraphrase Céline Schillinger from her [We Need Social](#) blog: if you're a **wee bit uneasy**, you're probably *exactly where you need to be* for the kind of personal disruption [Whitney Johnson](#) talks about to keep our minds fresh and inquiring. In the Calendar below, ‘cycles’ refer to the 19-day “Learn, Review, Teach” cycles for deploying operational advantages across the airline and its value-delivery-partners, fully described later in this proposal. (As many airlines fly every day, let us know if we should change the weekend setting on the Gantt chart).

## CALENDAR: DEC 2014-MARCH 2016

- **Phase I » Implement enterprise-wide dialog-driven risk discovery (DDRD):** commence Tues, 23 Dec 14 with 3 month focus through Sun, 29 Mar 15 (cycle 5).
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### ***Implement enterprise-wide dialog-driven risk discovery***

Why should current business leaders be willing to change? IBM's [research](#) [see pp. 22] reflects that “‘Standouts’ revenue growth was six times higher than the rest of the sample.” *There is nothing particularly special about a coach seat on an airliner. What Airline will make special is the traveler's journey.* Special enough over the next 15 months that 2<sup>20</sup> network effect monthly referrals generate not just new bookings, *entire new lines of business*, dropping an operating profit to the bottom line (when combined with cost saving and other metrics already in place).



Business legends Ray Stata and Arie de Geus both famously said, *the rate at which companies learn—through their people—is the only sustainable competitive advantage.* Every task can be layered, the thinner the layer, the easier it is to understand. Our first task is to awaken people’s awareness of their current rate of learning and how it can be accelerated as an organization with a few key tools. Getting at least 80% of Airline staff certified in Language Leverage™ as soon as possible, is the first waypoint on this journey

**PRE-LAUNCH DELIVERABLES (AIRLINE):** Engagement letter & disclosure form signed, retainer fee wired, Senior Leaders brief Top Managers, Technical Leaders on roles they play in implementing this proposal. To make a point: from day 1, we expect all hands to be engaged. No excuses; there simply is too much at stake when there are specific, targeted activities for each of the upcoming 448 days to reach profitability!

**PRE-LAUNCH EVENT:** Prior to 23 Dec, all senior leadership acquires and reads:

- [The Dream Manager](#), Matthew Kelly
- [Death by Meeting](#), Patrick Lencioni

Who fits the category of senior leader is an Airline decision. Both books are short, powerful, with lessons that can be immediately applied. *If someone says they do not have time to read, ask them if they would be willing to read these books to save the airline.*

That may serve as a litmus test on whether they need to be part of the Airline team.

*Delivering an average of € IMM+ operational advantage per month will take an unreasonable level of commitment, diligence, faith and prayer! There literally is no room on the plane for someone unwilling to commit to this all-hands effort over the next 64 weeks.*

#### **NO KICKOFF, JUST GET STARTED**

Fees, transportation & lodging are discussed in the engagement letter. In my business experience, kickoff meetings are a waste of time, energy & resources.

**Until we know Airline operational specifics**, all this proposal can describe are templates that have worked with other organizations that are also dealing with hard realities of shipping tangible products, like Amazon, Zappos and LL Bean for example, as well as closely aligning with Southwest Airlines' proven model.

The risk we are resolving is less about hardware and software, (*of course technical leadership is a must*); it is squarely a communications issue dealing with conflicting visions of hard realities of flight costs and misplaced marketing focus.

**LAUNCH DELIVERABLES (STI/AIRLINE):** At least 80% Airline Staff equipped to use the structured questions in Language Leverage™ in their work and personal lives by end of cycle 5 (29 Mar 15). These outcomes are more fully described at <http://stipress.com/langlev> which we recommend be shared along with the project calendar (described later). Course fees are covered in the engagement fees, no additional payment required, regardless of how many active players participate.

**EVENT:** commencing Tuesday, 23 Dec 14

**LOCATION:** Airline

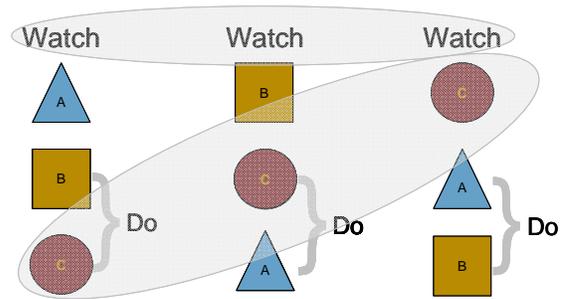
[Venue] (& other locations as operations dictate)

[location]

**DURATION:** 2 hours

**NARRATIVE:** Introducing Language Leverage™ to the operational ground crews and mid-tier leadership is the first activity. Ideal session size: 18 persons, min 6, max 36, in teams of 3. Three to four sessions per day on 23, 24, 27-31 Dec 14; 3-9 Jan 15. Our experience has shown us the value in teams of three. In practical terms, two role play as one observes then they switch roles so that all three experience each role.

## Team Trio™ training



Upon signing engagement letter, disclosure form and wiring retainer, workshop materials will be emailed in advance for reproduction and delivery to each participant **ahead of the scheduled session**. *Active players should have already read through the deck and should be coming with questions prior to arriving at the training site.*

**OPERATIONAL REVIEW:** Based on Airline leadership interviews with Airline active players (where on-site STI active player observes yet typically does not intervene), a training cadre is selected not later than 10 Jan 15 to scale the Language Leverage™ training to the rest of the organization. It is vital that people are *being trained by their peers* and even more valuable if junior members are training senior members in a display of openness to new cultural norms.

**EVENT:** commencing Monday, 12 Jan 15

**LOCATION:** Airline

[Venue] (& other locations as operations dictate)

[location]

**DURATION:** 2 hours

**NARRATIVE:** Airline Training Cadre facilitate Language Leverage™ workshops throughout the rest of the organization (mentored, coached by STI active player). Ideal session size: 18 persons, min 6, max 36. Three to four sessions per day. *Active players should have already read through the deck and should be coming with questions prior to arriving at the training site.*

### TEMPLATE VS SPECIFICS

The numbers work like this: as mentioned throughout this proposal, the target is delivering an average of more than €10<sup>6</sup> per month operational improvement, combined from all sources, or averaged over 64 weeks, one million Euros monthly improvement in net revenue. The solution is not what accountants want to hear, because it's not neat, not linear, not orderly or mathematically precise.

To make the numbers below meaningful, we need to plug in your current marketing conversion rates across all current platforms, markets & venues to see where we must focus to stay on glideslope (the air traffic controller term for planes landing safely) over the course of the next 448 activity-filled days, which will be fully detailed on receipt of the retainer fee.

Math fact:  $10^6$  per month required is less than  $2^{20}$  per month available,  
so the solution is viable.

$2^{20}$  in textbook math is ‘two to the twentieth power’ or just over one million ( $2^{20} = 1,048,576$ ), yet for Airline,  $2^{20}$  means 20 new encounters with real people, that create a relationship *which cascades over time to other people, 20-deep*, when amplified by effective social media and a resonant, coherent marketing message of Why [location]? Before getting caught up in negative thinking, look out the window and ask yourself: how many leaves on a tree?

Einstein said the most powerful force in the universe is compound interest. Airline’s new marketing mission is compounding their messaging encounters twenty-fold. *God help anyone who tries just sending more of the same!* Because we are targeting referrals, the messaging channels must reinforce each other. While the details will vary from campaign to campaign, the core specifications are not debatable, or Airline goes cold and dark in March 2016.

To double throughput,  $2 \times 2 \times 2$ , or 8-times the messages are required for 1:1, or a single layer of transmission. We are focused on getting existing travelers and vendor partners to tell our newly coherent, resonant story, so we have added a layer, 1:1:1, or one-to-many in today’s social media world.

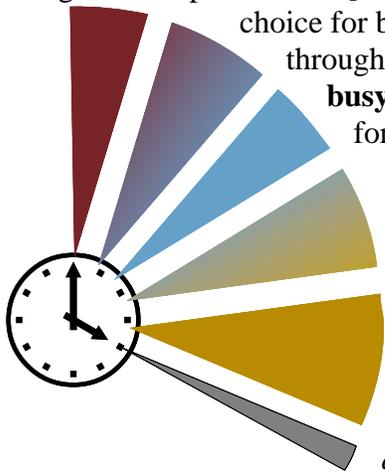
27 distinct channels ( $3 \times 3 \times 3 = 27$ ) are required to reinforce a doubling of messages getting through to a third layer and influencing a decision. The messaging must be multi-modal and must give the traveler the choice on how they ‘consume the meal’ or digest the information. On receipt of the retainer fee, we will specifically detail the way these 27 channels are laid out and how they reinforce each other to create a compelling and coherently resonant message to **embark on your personal journey of discovery on Airline.**

Our heritage, your destination.  
Our perspective, your discovery.  
Your voyage, our privilege.

We have to know the average ticket sale to see the average pull rate and profitability for your current solutions, which, to be frank have not been working, or Airline would not be in deficit, yes or yes?

[Designator] people have the unique combination of history, geography and heritage to develop and deploy profoundly more effective communications strategies; marketing

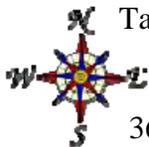
messages that reposition the [Designator] as the best choice for an individual and a great choice for business. It's both-and not either-or. We cycle this training through the entire enterprise: no one is irrelevant, **no one is too busy to learn, review & teach** the updated Airline standards for each function, department or activity.



**UNDERSTANDING HOW THE CALENDAR-CLOCK MODEL SCALES**

Blending centuries-old awareness of how the world works and the latest findings in brain research, STI developed a 19-element modeling for teaching scale. What does that mean exactly? There are many currencies which never appear on a balance sheet. *Time and attention are two of the most important currencies we*

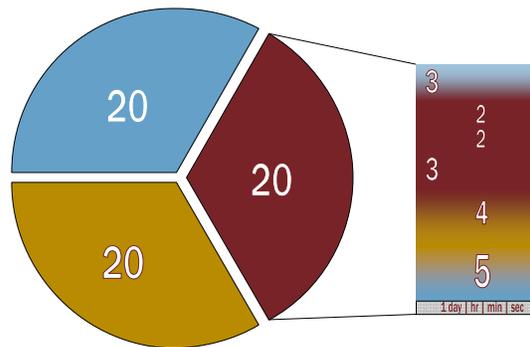
*invest in each other.* Here at STI, we realize that systems thinking equips us with the capacity to make vital distinctions: how and when to study the forest or the trees. From another perspective, we understand that systems engineering teaches us what to do with the data we find.



Take our calendar year of 365 days and pull out four **cardinal days** for the four cardinal directions. This corresponds to the quarterly review in Lencioni's meeting guide. (See *Death by Meeting* for more detail.) This will give us 361 days. It turns out that the square of 19, or  $19 \times 19 = 361$ . It is this feature that drove us to create a 19-day cycle, or a "fortnight+5" for scheduling training.

*Individual Engagement* is central to the exponential improvements in innovation and performance this project will deliver. That is a polite way to say **our biggest issue is getting people not to tune-out but rather stay tuned-in to [Y].O.U.R. message**: the brackets represent transforming Your Message (an impersonal message from an employer) into Our Message, one which matters to Me in Ticketing and Me in Operations and Me in Ground Support, because this message is novel: it's not one-size fits all, with the Company's interest as the only topic. By enhancing our granularity, or level of detail, (primarily by better listening), a key outcome of Language Leverage™ certification, we make paying attention more attractive. By listening more, we counter-intuitively get to work less, yet deliver more.

Second | Minute | Hour | Day: "19" sequence



As we begin to understand that we are called to respond and lead more like a symphony conductor, so that O.U.R. Voice is one that people want to hear, one for which they will pay and pay handsomely for better seats and season tickets, Airline marketing outreach takes on a new character by Spring 2015. By this time, some of the new business opportunities [Name] mentioned in the [Media outlet] article should be ready to deploy.



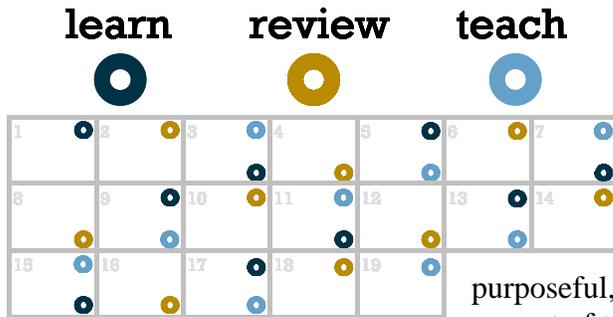
The spyglass *brings the future into the present* by bringing distant objects into current focus, presenting the **interplay of time and space** as we consider our world anew. Also, the spyglass “unleashes” this *lighthouse insight*, just as mobile phones freed us from the geographic constraints of land-lines.

So if we are awash in an ocean of big data, today, how do we keep from drowning? Structured questions are one way, proven through decades of use in fields as exacting as air traffic control, electric utility grid transmission control rooms and financial trading desks worldwide. When it's time to make important decisions, this 19 step mental model equips us to climb higher up the lighthouse giving us a real-time view along the way, so we can see farther and more clearly appraise the risks—and the opportunities hidden within those risks.

The lighthouse is **projecting out**, reducing risk by declaring information (beware of shoals), providing direction and reassurance. The spyglass is **bringing in** the future, giving us more time to respond rather than react.

**ENTERPRISE-WIDE OPERATIONAL ENHANCEMENTS**

As mentioned several times, events listed sequentially in this schedule are often concurrent, due to the financial urgency to deliver results. In phase 2: Implement 6 Faces of Airline (below), we call for Airline staff or others to assess “where we are now” with Performance Audits. The lessons learned from those non-punitive audits will be deployed as the syllabus for each department’s learn, review and teach agenda.



Our Language Leverage™ series implements a story-telling culture. Delivering exponential improvements means that we listen intently to the music behind the words and ask

purposeful, structured questions about details that are out of tune. We ask these questions across 27 different platforms at the rate of 2<sup>20</sup> times a month, because the whole organization is asking them. We may be in Ground Support or in Billing, we’re asking. At the office of the Board Chair, we’re asking. With active involvement of our flight partners, we and they are asking together.

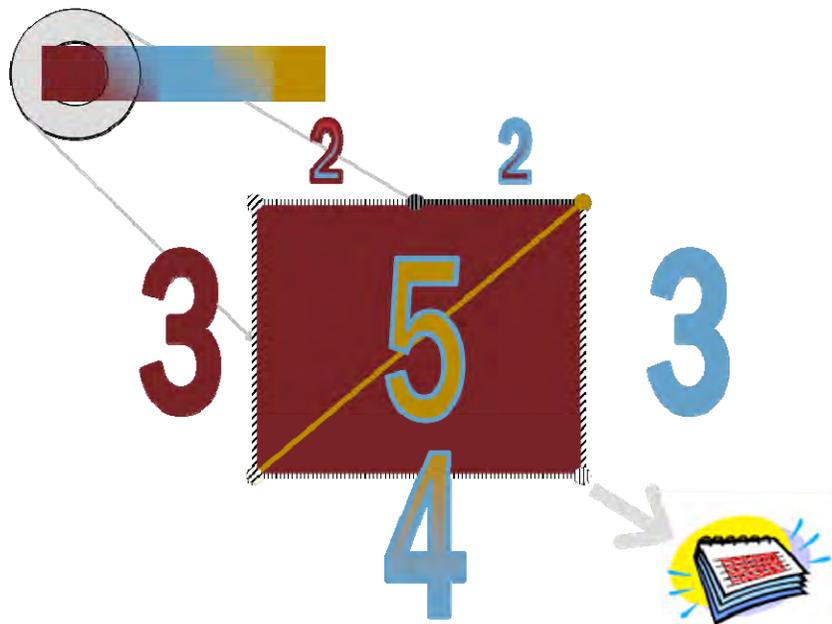
We are reaching out to new journeyers, sharing the joy of their first [Designator] experience as well as offering deeper insights to journeyers currently on board with us. Asking is what we call it yet it’s really an invitation to **listen to their stories**. Listening is one of the most vital first steps to gaining trust and trust is the central element of building business intimacy: that culture where we *as people who recognize we’re interdependent, we need each other*, tell each other what we need to hear rather than what we think you want to hear.

**Learning** is intentional, yet the best learning happens during play, so have fun!

**Review** is essentially letting our brain and our emotions re-sync on a regular, periodic basis. Reflection is not only vital for spiritual development, it is explicitly taught as central to advanced learning techniques such as Photoreading® & other speed-reading techniques. Reflection is best done in what Matthew Kelly calls the *classroom of silence* where we turn-off the digital distractions and **purposefully do nothing**.

**Teaching** is taking action to manifest what we have learned.

- To teach what we know exposes any gaps in our learning | experience to remind us of our need for humility and willingness to learn from others, most especially from people very different from us
- When we invest in others, we are creating what Einstein off-handedly remarked as the “greatest power in the universe”—that of “compound interest” *in others*. By teaching well, we create a firm foundation for others to build upon.



This graphic shows just how Airline will powerfully transform the current culture so that the seeds planted starting 23 Dec 14 flourish and produce good fruit. The bar in the upper left is the experience spectrum, with new hires and 1<sup>st</sup> tier staff in brick red entering the organization at the left and seasoned executives in gold at the right.

**What is the sum of these numbers around the red square?**

Our innocent-looking calendar box contains Céline Schillinger’s strategy for executing [engagement at scale](#). People are subconsciously familiar with the 4:3 width:height ratio from 40+ years of watching television. The [choice of these 3, 4, 5 numbers](#) was not

accidental: choosing 4 as the long side and 3 as the short side of the box correspond to the 4:3 or 16:9 ratios of broadcast television, so that “frame” can be used to give people a reference with which they're intimately familiar.

[Effective Meetings](#), a blog post on the STETA website, provides a detailed, highly granular example of using the 3, 4, 5 timing model for agendas.



The *spectrum of learning* bar at the upper left is converted into a set of graphical elements that conveniently fit into a calendar box, so that any ordinary calendar now can be repurposed as a scalable training & scheduling reference.

### Implementing 6 Faces of Airline (6F\*\*)

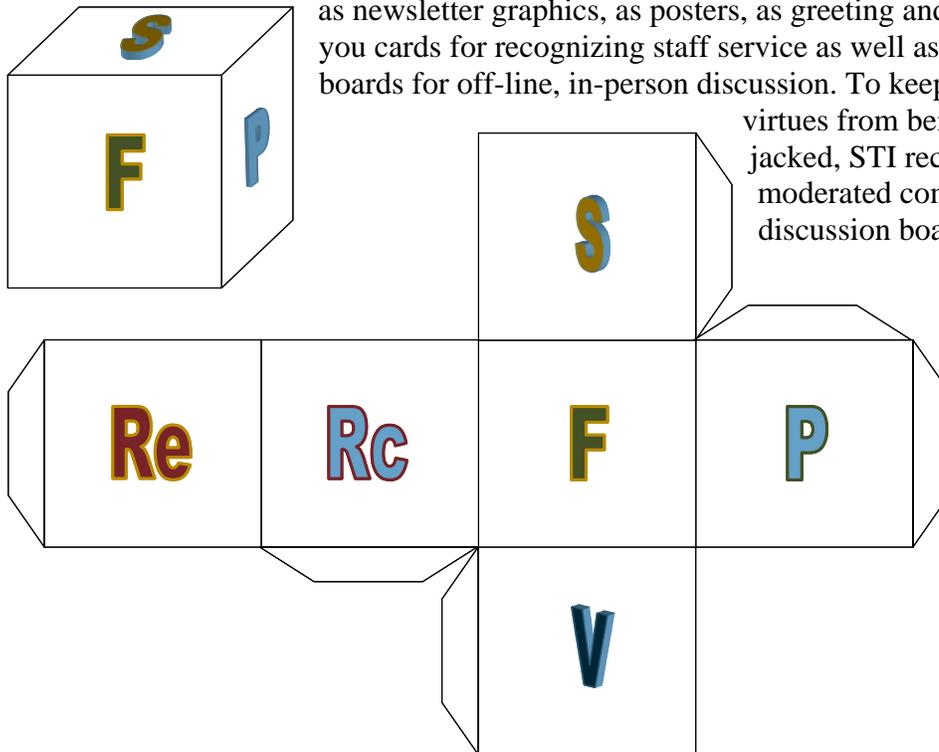
*Because of timeline requirements, each of these six tracks proceeds concurrently in the 19-day Learn, Review, Teach cycles. Each pair of faces is a dimension against which current operations are evaluated.*

Spiritual: Vocational

Relational: Financial

Recreational: Physical

These six tracks are designed to be deployed across multiple media: print, web, podcasts, as newsletter graphics, as posters, as greeting and thank you cards for recognizing staff service as well as springboards for off-line, in-person discussion.



virtues from being hijacked, STI recommends moderated comments on discussion boards.

**DELIVERABLES (STI):** Coach and Mentor Senior Leaders and Training Cadre mutually selected by STI/Airline.

**DELIVERABLES (AIRLINE):** Performance Audits as requested across all activities. These are quick ‘flash audits’ at most 3 days, unless longer is mutually deemed to add value.

These 6 faces exercises, events, discussions and ancillary activities are to mature the on-going messaging and encounters that have been running concurrently with phase 1 since 13 Jan 15.

**SPIRITUAL:** Embrace [Designator]’s heritage as the base for an international hospitalier order animated by a spirit of humble service. With great respect and appreciation for the work that our Airline brothers & sisters are doing; there are those few among us who evidence just a tad too much smugness or self-importance. One of the tell-tale words is “I’m busy” – as in, *what I’m doing is so very important that I need not concern myself if it can be done better*. Of course they are busy, that’s what their salary is for! If not busy, there would be no need for their services.

**RECOMMENDATION:** From 23 Dec 14 forward, *busy* is not in the Airline lexicon. State the operational commitment and state also when one can *make the time* to help. Another way to phrase this: **The answer is yes, what was the question?**

**VOCATIONAL:** If we distinguish a job from a vocation with the three words that a vocation is **worth doing well**, then Airline staff who understand their role in driving profitability will eagerly assent to the operational improvements and in fact, open up to offer their own. Perhaps the most elementary part of equipping people with new skills is to provide the **base layer** of information so that people can independently verify and validate what is presented to them. It addresses both humility and accuracy.

This approach to transition from a job mindset to a vocation mindset works **if leaders** are transparent and if they **walk the walk**. Having access to a dream manager (as the concept is detailed in Kelly’s book) is central to developing a **business intimacy** culture: *where people tell each other what we need to hear, rather than what they think we want to hear*.

Providing sources for further study (such as industry experts for balancing a landing gear tyre for example) encourages the curious to extend the boundaries of their own knowledge, so that **by their effort the learning will stick far better**. It also serves in the role of *Quis custodiet ipsos custodes?*

Who Guards the Guardians? might be seen as a classic Latin version of American President Ronald Reagan’s classic “trust AND verify” which goes a long way to close the gap on the **residual risks of ego** taking this urgent journey to profitability off-course.

The next level of equipping staff is often the most opposed because it shines a beacon into the heart of darkness of the most common lie: *I’m too busy to prepare*.

By expecting a higher level of responsibility from active players—that they will have read material before arriving at an event—we as a transparent team are delivering a profound and supremely effective message: our vocation is worth the work!

**FINANCIAL:** Performance Audits across the enterprise open areas of enquiry for innovations across multiple areas:

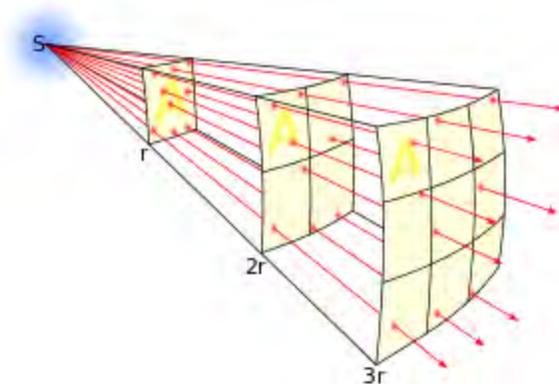
- Organizational
- Operational
- Transaction cost

because none of us is as smart as all of us! On these audits, the currency is people-added-value rather than the myopic view of costs in Euro. **Planes can be bought & sold, people are priceless.** See also heading Physical below for essential elements of an effective performance audit.

As a rule of thumb, *fees = customer hate*, because there is no discrete value-add. Our model, Southwest Airlines, has no fees for checked bags or for rebooking flights! ***They also had no reserved seating for the majority of their history. (Recently introduced business select.)***

**MILESTONES:** Where have prior poor decisions been made that place saving money over improving people? The only way so-called fixed costs improve is when we unleash people's native creativity to combine the familiar in unfamiliar ways to produce innovation.

**RELATIONAL:** By doubling our reach we can deliver four times the work. A simple graphic shows this (source: Wikimedia Commons):



Our Language Leverage™ series introduces three proven techniques for fostering communications and building trust literally within seconds, the same 15 second timeframe Carlzon found was the “moments of truth” opportunity window for SAS. Learn more at <http://stipress.com/langlev>.

**RECREATIONAL:** Can we really have fun at work? The question itself is misplaced! How could we expect people to produce their best if not having fun? *That is so basic a child can see it.* Engagement is not a fad. Engagement is fulfilling one of the three roles of being human. Dutch cultural historian Johan Huizinga views play as one of the three fundamental aspects of our existence:

- Homo Sapiens: We the Thinkers
- Homo Ludens: We the Players
- Homo Faber: We the Builders

**It's not right or wrong, it's what is**, like gravity or the sun rising in the East. As people, we are all three: thinker, player, builder, so naturally, we need to have the awareness of “when to” and the capacity and knowledge of “how to” shift our communications styles to the appropriate language for the discipline at hand. This is addressed more in Phase IV.

**How do we monetize relationship building?** If we are actively playing within the vocation best suited for us, it's not work to offer our wares, our services to others, it's what we do naturally, without a script. On-going direct hands-on learning, lean-startup style means there is immediate feedback from real customers to quickly tune our messages to resonate with our journeyers. The Learn, Review, Teach methodology builds

- Teamwork
- Reciprocity and
- Skills

at the same time.

**PHYSICAL:** Part of being aware of the whole person is understanding the environmental factors that support or undermine focus and concentration. Are these available?

- standing desks
- twin monitors
- work from remote location
- jobshare/flex-time options

These are all part of the operational performance audit when done well.

*To get buy-in for any new idea, whether your customer is your manager, your direct reports, your teenage son, the CEO, de-risking is essential.*

## ***Solidify the foundation for long-term structural leadership***

With our marketing matured, coherently resonant across 27 distinct messaging channels, so that the funnel of personal encounter events supported by stories leveraged by social media and earned media is producing sufficient new revenue, our focus turns to ensuring the next generation of leaders can keep this flight on course far into the future. We have graduated from just revenue to leadership-focused revenue that inculcates values into our clients, vendors and our industry as a whole, to build a legacy so that the airline will still be a viable business for our grandchildren's children.

Such endurance is possible: The Hudson's Bay Company lives on today in Canada, more than three centuries after its founding.

- Leaders state they want to be close to the customer.
- The only way to do that at the enterprise level is to have the distributed workforce speak with a common voice, expressing a common vision.
- The only way to do THAT (uniform vision driving consistent action) is to effectively influence the discussions shaping the company culture.

In a play on words, when *tones* are *in tune*, they resonate, and in the case of barbershop quartets, that resonance, that unique 5<sup>th</sup> tone is the signature sound of barbershop harmony. Take away the harmonics, you take away the magic of barbershop. To get referrals, we have the 27 messages in chords to create a song our voyagers want to sing.

### **OVERTONES ARISE FROM INTERACTIONS**

In the case of scaling engagement, the overtones arise from the interplay of subtle cues of ear and voice. Since they operate at a psychological level below words, people natively respond to highly granular distinctions, most often without understanding why:

- Syllables (most often ignored by native speakers, it just “sounds right”)
- Diction
- Pacing
- Moods
- Feelings
- Gestures
- Expressions (body language, not colloquialisms).



## A SURPRISING SOLUTION

Leonardo da Vinci sketched his Vitruvian Man circa 1487 as an illustration of squaring the circle. That motif of *squaring the circle* has oft been used to express frustration in why men and women communicate differently, as if there is some reason they should communicate the same. The discipline to **separate product production from** the very real, essentially **human** and vital **compassion** for the people who work in those production-related roles seems to have escaped today's consultants. We deliver a child-like irresistible sense of wonder and it works well.

All things being equal, women's native genius is expressed more strongly across verbal domains, while men's native genius shows more strongly across spatial domains, that is 3-D space, physical interactions.

The **STEM** disciplines, (science, technology, engineering & maths, as the Brits would say with a plural), are "transactional" in nature and require a transactional speech pattern in their execution. It's nothing less profound and nothing more complex than simply **speaking the language of your customer**. It's not 'right' or 'wrong' nor is it the [MacGuffin](#) of "women denying their nature" oft bandied about. Does the sun rise in the East? It's that basic.

To recap for clarity and emphasis: it has nothing to do with gender, it has to do with the embedded nature of the **STEM** industries themselves!

Every Quality Service Rep and Customer Service Rep advocates speaking your customer's language, across every industry we can name, yes or yes? What they miss is the step-by-step nuanced exposition of how to equip women *who choose STEM careers* (yet have typically been socialized to use relationship-centered-speech), to make these on-the-fly translations for work-related events that require transactional dialog styles.

**EXAMPLE:** If an automotive subsystem requires 17 washers, that means 14 or 19 are not "ok, we'll make do." It is a precision transaction. That is why the domain is called transactional. Moreover, anyone who inquires about the height, race, ethnicity or gender of the technician making the washers is quickly labeled a buffoon who is not to be trusted with engineering, production or logistics decisions. (As before, *ceteris paribus*: illegal conditions, child labor, etc. excluded for the moment.)

In environments where fractions of a cent per unit drive the difference between profit and loss, no responsible person is interested in distractions such as the washer's backstory, (absent quality, safety concerns, etc.). Human compassion for people is not lacking in the workplace, yet those talent-impaired nimrods who ask piece-part questions at a systems level and vice-versa are typically not looking to solve problems, they're looking for MacGuffins that they perceive can give them media, financial or political advantage.



### ***Launch & embed formal program of cross-disciplinary insight***

Our travel partners and other industry professionals will be very interested in our Airline led workshops, events and leadership opportunities for cross-disciplinary insight or CDI. The Economist Intelligence Unit (part of the Economist Newspaper Group) reports that a survey of global business leaders picked CDI by a 3:1 margin as the most needed skillset for the coming five years, across their firms and across industries.

(See <http://stipress.com/walnut> for an aviation example). Revenue streams from these can include subscription-based options that develop residual income via renewals.