

DAVID GOLDSMITH
with **LORRIE GOLDSMITH**

Paid to **THINK**

A leader's toolkit for redefining your future.

CHAPTER 1 - ENTERPRISE THINKING



Achieve More | Make More | Live More

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individuals and organizations in emerging markets.*

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Paid to THINK

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Chief Creative Strategist, Something Massive

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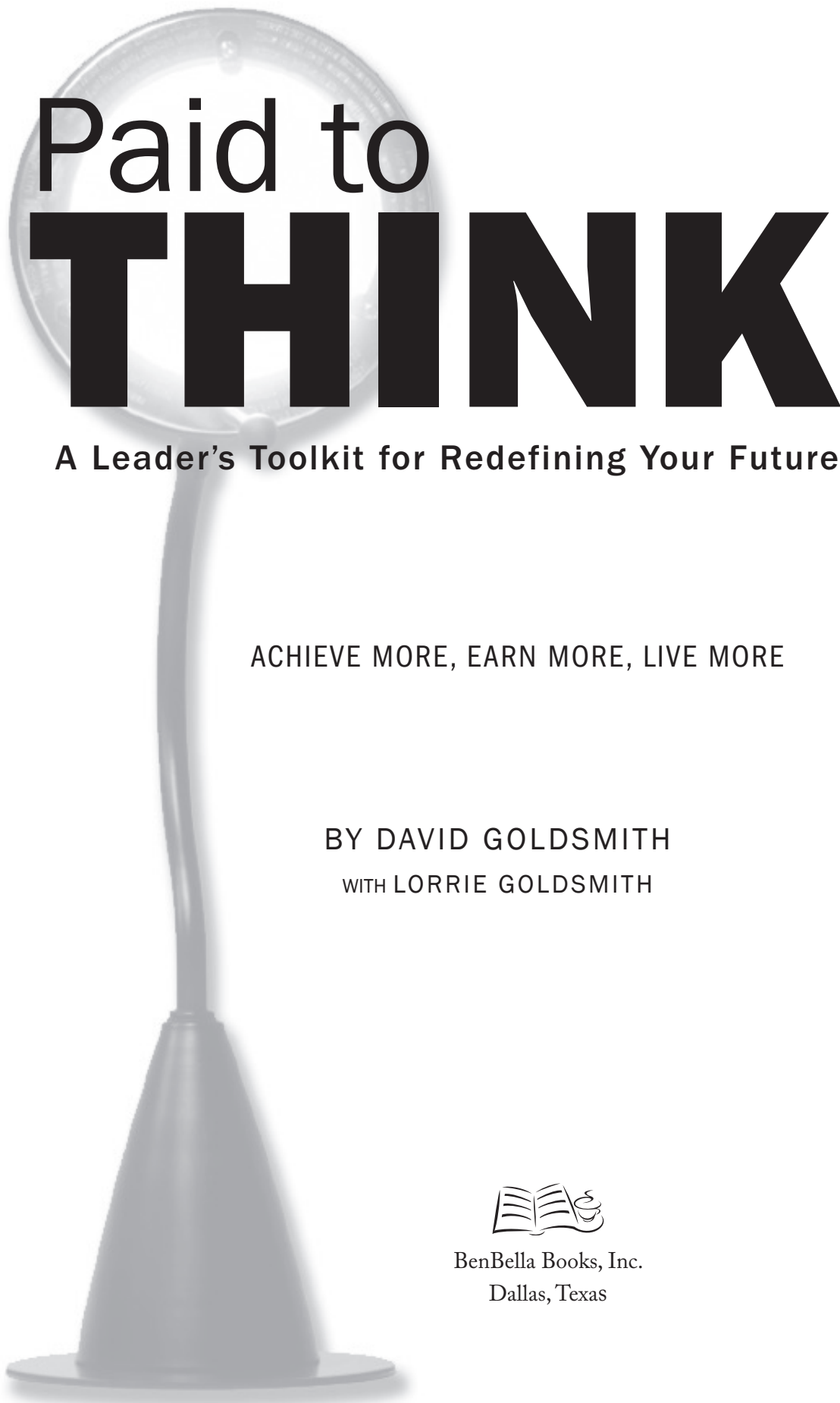
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—SANTIAGO JOHNSON, Branding Director, Leonisa S.A., Colombia



Paid to **THINK**

A Leader's Toolkit for Redefining Your Future

ACHIEVE MORE, EARN MORE, LIVE MORE

BY DAVID GOLDSMITH

WITH LORRIE GOLDSMITH



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To my wife, Lorrie, my love of 26 years,
thank you for everything. There are no words to describe
what you mean to me.

∞ DAVID

To my sons, Adam and Jake,
I wish for you love, happiness, and experiences
that will enrich your lives as much as you have mine.

∞ DAD

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ENTERPRISE THINKING

EXECUTIVES AND SALES PERSONNEL AT an American company worked for years negotiating a deal to sell \$2.4 million of laser equipment to a prospective buyer in Japan. After numerous correspondences, it appeared that the Americans had finally made some progress. They were to ship one of the lasers to Japan, where it would undergo a thorough inspection. If it could meet the Japanese buyer's strict quality standards, standards that were higher than those of the U.S. domestic market, then the Americans could close their sale.

The equipment arrived on time as promised. It was immediately tested and inspected. Then the laser was dismantled so that each component could be examined meticulously. At every step of the process, the laser passed inspection with flying colors. The sale seemed inevitable until one of the buyer's managers passed by the laser's packaging and caught a glimpse of something that didn't look quite right.

Peering into the shipping carton to get a closer look, he found a shoe print left behind by one of the packagers at the American facility. The buyer could surmise no reasonable explanation for the footprint besides sloppiness, because the inside of a box is never exposed from the time it is die-cut to when it is folded by machine into its boxy shape. He directed his team to repackage the laser into its box along with the following message: "If you can manage to get a footprint in the box, I can't imagine what you might have done to the product." Another two years passed before the Americans were able to close that sale. Imagine the increased time, money, and resources that were expended within that span of time because the seller lost an opportunity through its back door.

Situations like this occur all the time within organizations throughout the world. The timeliness of a contractor's bid submission, the politeness of a company's

receptionist, the cleanliness of a restroom . . . every component of an organization contributes to its success or failure. And it's up to leaders like you to make sure that you're continually focused on the right matters at the right time—systems, structure, processes, personnel, capital, and more—to keep all of those components working harmoniously and optimally. Compound this awesome responsibility with the impact that an increasingly rapid pace of technological change is having on our organizations and you can quickly see how important it is to make great decisions fast. The Enterprise Thinking approach, which I'll explain shortly, will improve upon your current decision-making processes.

Your Challenges Are Universal

For more than a decade, I've worked with decision makers worldwide as a consultant, speaker, and New York University instructor. These experiences have afforded me the opportunity to talk in depth with a wide range of leaders. Prior to developing Enterprise Thinking, I had conducted more than 1,800 one-on-one interviews with top leaders, midlevel decision makers, and frontline managers across countless industries in diverse specialties like nanotechnology, aerospace, water and sewage, construction, and so on. To be clear, my role as an interviewer has never been that of a researcher, *per se*, but as someone who is hired to help organizations grow and prosper. Therefore, my aim is always to get to know my clients, their needs and challenges, and their strengths and weaknesses, *not* to uncover their thoughts on leadership traits, an exercise that typically leads to ethereal answers like “charisma” and “steadfastness.”

By approaching each interchange wanting to know how I can assist leaders to better solve their present challenges, I glean the types of information I need to empower them to better address future challenges independently, long after my association with them has ended. Accordingly, I begin each interview with one specific question: *What are some of the challenges you're facing today?*

Because my interviews were consultative in nature, this question opened the door to more than just a list of challenges, however. I was also able to uncover the thinking behind leaders' attempts to solve their challenges, giving me an insight that I'm not sure I would have gained had my mission been simply to research these individuals. From thousands of hours of confidential interviews, lasting on average forty-seven minutes, I uncovered more than 7,000 specific challenges, tens of thousands of tangential challenges, and insight into the minds of leaders in businesses, nonprofits, government, military, and education around the globe.

You would think that such a diverse group of interviewees would present similarly diverse responses, but as it turns out, the opposite is true. Even though their products and services differ, the leadership challenges are universal across industries and sectors.

They ignore boundaries or silos that separate departments, business units, and management levels. For instance, a public-utility vice president told me that he has to recover and control cost increases. A medical-office manager needs to keep up with the increasing onslaught of information. An Air Force lieutenant colonel must create new products, and a school-district superintendent, reacting to a recent tax-base erosion, is forced to do more with less. Surely you've faced similar issues at one time or another, too.

As I studied these collective challenges as well as their solutions, patterns emerged, revealing a significant conclusion—*there exist twelve universal activities that all leaders perform on a daily basis*—regardless of organization type, and these activities are not taught in business schools or OJT programs!

Just as a biologist uses taxonomy to categorize life species, I categorized the activities into four groups—Strategizing, Learning, Performing, and Forecasting—and these are the cornerstones of Enterprise Thinking, a comprehensive and holistic approach to leadership and management. Know Enterprise Thinking and you will clearly know what you are paid to think about.

What Enterprise Thinking Means to You and Your Organization

The word “enterprise” seems apropos for a leadership model that makes holistic, unsiloed organizations a reality. Just as enterprise integration and enterprise architecture are used by IT professionals to technologically integrate all the tentacles of organizations for greater efficiencies and better outcomes, think of Enterprise Thinking as the leader's mental arsenal to accomplish the same. Because all of Enterprise Thinking—the twelve activities and their companion tools, such as processes, concepts, methodologies, charts, forms, and principles—is universal, scalable, and transferrable, you and others within your organization will achieve desired outcomes more reliably and more often. An added bonus is that everyone in your organization will be equipped with a common vocabulary that will accelerate the rates of individual and organizational achievement. Consider Enterprise Thinking as a rapid means of getting your organization up to speed and on the same page, fast. Military leaders learned long ago that they didn't have a limitless reserve of time to build their troops, so they devised basic-training programs to teach a core set of tactical skills that would ready their teams for the job ahead. By selecting and teaching twelve hand-to-hand combat skills, leaders could arm their troops with a basic foundation of essential skills in six weeks and focus on expanding upon those skills later. Enterprise Thinking will serve a similar purpose within your organization both now and in years to come.

As you progressively make Enterprise Thinking a part of who you are, your current thinking and decision-making skills will improve. As you will see, you don't

have to function at any particular management level, operate an organization in any specific industry or sector, or be familiar with any single culture to become an Enterprise Thinker. All you need is a desire to improve and the willingness to learn and use the tools you'll find in this book. The rest will unfold for you.

Perhaps you believe you already have all the tools you need. It wouldn't be the first time I've heard that sentiment, but all I ask is that you keep an open mind and give this a try. If you're not yet convinced that you want to move forward here, consider the process you currently use to strategically think. Can you outline the steps? Have you ever outlined the steps? If I were to ask your staff what strategic-thinking process your organization uses, would their model mirror yours?

Of the tens of thousands of decision makers who have been asked these questions, only a handful can answer yes. As you read through the chapters in this book, many of the questions and uncertainties you've most likely had about strategizing and decision making will dissolve, and in their place will be a newfound sense of clarity, direction, and confidence. Like the decision makers who have already learned these tools, you may begin to wonder how you ever got by without them.

Enterprise Thinking provides you with the ability to think through the numerous solutions available, gives you the right tools to make a solid decision rapidly, and shows you how to set your best solution in motion immediately so you can enjoy peace of mind knowing that everything will work out as intended.

An Overview of the Enterprise Thinking Categories and Corresponding Activities

Before you and I get into the specifics of Enterprise Thinking (ET), let's begin with an overview of the approach, its four categories, and their accompanying activities. In the pie-shaped diagram, Figure 1.1, each consumes an exact quarter of the figure, indicating each category's equal value to you. If we had the benefit of 3D, the figure would constantly be in motion, since none of the categories and activities fall in any chronological order, nor does any single category take precedence over another. They work as an interconnected web, where you are constantly drawing from the contents of all four categories; therefore, as you get stronger in one category, you automatically get better in all others, as well. The concept is similar to the athlete who improves one muscle group and ultimately bolsters overall potential.

The cyclone in the center of the figure represents your mind's natural tendency to rapidly gather and swirl thoughts. Every day, you constantly pull from all four categories as you search for ways to lead others and improve your organization. But, as noted above, you don't just travel into one category, back out, then go to the next. Instead, your mind darts from one category to another, blending thoughts and



Figure 1.1—Enterprise Thinking

activities together. That's why the lines separating each category are left open near the cyclone; the open gaps signify the free, haphazard flow of ideas that eventually give birth to new solutions.

We will go over each activity in its entirety in later chapters. For now, here is an overview of the four categories:

- **Strategizing:** Due to the fact that your mind is typically abuzz with thoughts of how you can improve your organization and strengthen its ability to function, you are strategizing all the time. Yet, if you were to attempt to break down your strategizing into a stepped thought process, you'd probably struggle to pin down just *how* you do it. In the Strategizing category, you will learn the processes and tools you need to effectively develop targeted strategies that drive your organization forward and at the same time, direct every project, initiative, group member, and resource toward common goals to maximize their collective strengths. This category encompasses the activities of developing strategically superior plans, creating new products and services, establishing alliances, and leveraging technology to accelerate organizational and individual achievement.
- **Learning:** As a leader, you are continually in one of two states of learning: you're either gaining awareness about a topic or you are developing

in-depth knowledge. When it comes to learning, most leaders don't realize that they spend most of their time becoming *aware* of topics and not enough time building actual knowledge. As a result, they may know they *should* make changes, but they lack the information and knowledge related to how to actually effect transformation. This is often what happens when you attend a conference or read a book. You get excited about the material, decide you want to make changes, but then never can seem to take what you've "learned" a step further to create change. Within the Learning category, you will gain an understanding of how to acquire new knowledge (more than simply awareness), enhance your global awareness, and watch your competition in ways that give your organization the edge it needs to survive and thrive now and well into the future. You will also discover how these three activities play upon each other, and how they will improve your decision-making skills.

- **Performing:** The role of leadership demands that you put into action steps from the other ET categories. Whether you're leading directly or indirectly, you must perform specific action-related activities to be an effective decision maker. While the other three categories of Enterprise Thinking focus on *thinking*-related activities to ensure that you make good decisions before acting upon them, the Performing category addresses action itself: how you take action, how you engage in internal dialog to determine your next best steps, and how you reach organizational goals through other people. The activities, tools, and knowledge you will acquire in this category are universal and easily adaptable to any leadership style, so you can still be yourself while becoming a more effective leader and manager than you are today. In the Performing category, the activities you will learn about are leading the charge, empowering others, innovating everywhere, and effectively selling your ideas and objectives, all of which will enhance your ability to better achieve desired outcomes.
- **Forecasting:** Leadership is about looking far enough ahead to envision and build a promising future for one's organization, so in essence you are always forecasting. There are specific activities and tools you can use to gain a more comprehensive perspective and, therefore, be more on target with the decisions you make. The better you are at forecasting opportunities and challenges within and outside your organization—economic and political evolutions, industry cycles and changes, and global trends and patterns—the better you'll be at making decisions today that have lasting power well into the future. The Forecasting category shows you how to gain a future-oriented mindset necessary to forecast tomorrow's trends, opportunities, and challenges to better ensure a strong and healthy future for your organization, your career, and your life.

The interconnectivity of all four categories mirror the realities of leadership thought processes in any given day. For example, say that you discover through a trade journal article that your primary supplier of raw materials is facing serious financial problems (Learning). You immediately begin searching alternate options in the event that this supplier is unable to deliver product and thinking through the ramifications of broaching the subject with the supplier immediately (Strategizing). You need to apprise your team of the impending development, and you contemplate assigning the search for a new supplier to one of your staff members (Performing). Maybe the time has come to add new technology, reducing the need for this or any other supplier, because it seems that trends on the horizon are impacting business earlier than expected (Forecasting).

Perhaps already you can see how much easier it is going to be to develop leadership within yourself and others by learning about concrete activities and tools versus trying to emulate personality traits like “persevering,” “intelligent,” “charismatic,” “driven,” “focused,” or “organized.” Enterprise Thinking provides you with a practical, proven, step-by-step guide that empowers leaders of all abilities and degrees of experience to realize their greatest potential.

The Universality of Enterprise Thinking

Any decision maker can use Enterprise Thinking to solve daily challenges because of its universality. People at all management levels, geographic locations, industries, and even your other stakeholders, including suppliers, lenders, and strategic allies, can equally benefit from Enterprise Thinking. By sharing a set of universal tools, you can all work more effectively to achieve common desired outcomes. Acting in unison helps break the silos that foster a “we versus them” mentality that can impede progress.

The 7Crosses™ of ET

Cross Functional (HR, Engineering, Logistics, etc.)
Cross Level (CEO, VP, Manager, Director, Superintendent, Colonel)
Cross Industry (Nano Technology, Garbage Removal, Retail)
Cross Sector (Profit, Not for Profit, Military, Education, Government)
Cross Culture (Irish, Australian, Chilean - Asian, European, American - Latino)
Cross Time (Caesar, Napoleon, Ghengis Kahn, Gandhi)
Cross Life (ET works at work, home, and play)
ET is universal and therefore, can be used anywhere, for any reason.

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Figure 1.2—The 7Crosses™ of ET

The approach's universality is summed up in the 7Crosses of ET:

1. **Cross functional.** ET is cross functional, because people in all disciplines, including finance, HR, engineering, logistics, and marketing, daily engage in the same activities. With ET, you can interconnect and communicate better among your peers and with colleagues in other disciplines.
2. **Cross level.** From senior level down to the front line, and from the small business owner to the regional manager, everyone engages in the same activities, so it makes sense to share ET to multiply achievement throughout your organization.
3. **Cross industry.** Leaders and managers from nanotechnology to supply chain, and from trash removal to retail can use ET, because the activities are exactly the same for every industry. This is a huge plus when you want to transition your career from one industry to another.
4. **Cross sector.** Wherever possible, I have used the words “organization” or “group” to describe your workplace or any other leadership environment, since ET is for leaders and managers in private and public sectors alike. Whether your expertise lies in the military, government, or education, or you work in a nonprofit or association, ET enables you to work capably with colleagues outside your sector, too.
5. **Cross culture.** ET's universality means your geographic location will not prevent you from becoming an Enterprise Thinker. Use ET to bridge cultural boundaries, dissolve cultural divisions, and make visible solutions and opportunities that you may have previously overlooked.
6. **Cross time.** Whether you're comparing the similarity of challenges between historical and present-day leaders or the similarity of leadership activities you performed early on in your career versus today, you'll see that the challenges and activities of leading and managing haven't changed. The specific tools have changed, yet the premise of creating new products and services, establishing alliances, and empowering others, has not. As a result, you can acquire and use ET as readily in the early stages of your career as you can in the latter stages, building skill upon skill over the span of your work life.
7. **Cross life.** ET can be used outside your organizational environment: at home and anywhere else that requires you to make good decisions. For example, an ET tool used to develop a standard procedure in your office can also be used to outline an emergency fire drill procedure in your home.

ET will not only help you build the next generation of leaders, but it will expand your pool of prospective leaders across geographies, cultures, industries, sectors, and

management levels. Between 50% and 75% of U.S. senior managers became eligible for retirement in 2010,⁵ nearly a third of employers worldwide report suffering from a shortage of qualified leaders to fill the shoes of retiring senior managers,⁶ and 44% of Chinese executives view lack of leadership talent as their biggest barrier to achieving their global ambitions.⁷ In this day and age, you need a reliable instrument to build tomorrow's leaders.

ET is universal enough that you can work it compatibly into other leadership and management processes, also. If you already have a leadership-performance program in progress—Six Sigma, Balanced Scorecard, etc.—ET will accelerate and enhance its effectiveness by increasing performance, driving internal business processes, promoting future-oriented strategizing, heightening learning, distributing knowledge and skills, and improving decision-making capabilities throughout your organization. In essence, ET surrounds your leadership and management with a framework that fosters and supports success.

The 50,000-Foot Perspective

My first flying lesson took place in a two-seat Piper with an instructor named Beth. Little did I know as the two of us taxied the plane down the runway and took off into the sky that I was about to get more than a lesson in aircraft navigation. Looking down, I saw the airport drop away and the landscape below take on an unfamiliar appearance. Boundaries that separated farms, villages, and counties seemingly disappeared, and my perspective of Central New York instantly expanded. Even though I had flown in commercial airplanes many times before, I realized after landing the plane that my mind's eye would never picture the region around my home as it had before.

As a decision maker, you're a pilot, too. You have to know your organization's "landscape," and you need certain tools to help you navigate it. In essence, your job is to keep your organization on course to arrive at its desired destinations.

The higher you rise in your organization, or the more you wish to have an impact, the broader your perspective needs to become. You have to see that departments, teams, organizational units, competitors, vendors, customers, and markets are separated only by artificial boundaries; from your figurative 50,000-foot aerial view, you work with a single interlinked landscape. And it's that view that you need to maintain when you're performing your daily activities, because a decision made in one area has an effect on the whole.

Not everyone in your organization needs to have the same 50,000-foot perspective that you maintain, especially when you build the systems and structures that integrate all the components into one holistically functioning unit. Of course,

having managers who share your similar perspective will strengthen your organization. That's where a blending of ET activities, from empowering others to leveraging technology, will ensure that your entire organization is operating optimally. ET's tools support those activities, preventing you from becoming the gourmet restaurant that loses patrons because of your dirty restroom and showing you how to be the fastest-growing tech company because your departmental collaborations bring product to market faster than your competition can. An elevated mental perspective is essential to winning in today's world.

An Underlying Precept That Improves Decision Making

We've become quick to reward people for doing rather than thinking, mistaking busyness for progress and assuming that inactivity equals regression. As a person who is paid to think, however, your best contribution to your organization is most often not physical busyness but rather the activity that takes place in your mind beforehand. To avoid impeding yourself and your organization, you must not leap to action before truly understanding a situation or knowing your best options prior to making decisions.

Every day, you face a wide range of challenges at your job, such as deciding how to handle an underachieving staffer, knowing whether to improve upon a product or scratch it altogether in favor of a new one, and determining what it will take to keep a key client from the clutches of an aggressive competitor. If you were to watch yourself addressing daily challenges from the vantage point of an outside observer, what would you see? A person thinking at a desk? A leader heading up a meeting asking others for input? A "go-getter" putting the wheels in immediate motion?

What I've found in my work with decision makers is that it's common for them to jump to action too quickly—the downside of heralding "execution" too fervently—before they've adequately gathered and thought through their most advantageous options.

Obviously, time is money and what got you to where you are is your ability to act and achieve results. However, there's an excellent chance that you've rushed to action on numerous occasions without having made (or even entertained) the best decision you could have. Even a seemingly benign press of a "send" key can set off a domino effect of costly missteps, forcing you to unnecessarily overspend resources without achieving your intended outcomes. In other words, there are costs of not thinking and there are rewards for great decision making.

However, with the right tools and know-how, you can deliver exceptional value to your organization through efficient and purposeful thinking. I call one such tool the Economics of Thinking. Simply put: *The better able a leader is to think through an idea before committing to action, the greater the chances an organization has to achieve higher returns, all while mitigating risk and reducing expense.*

Your job is to think through ideas well enough so that when they are put into action, they achieve the results you want. The diagram of the Economics of Thinking (Figure 1.3) illustrates the correlation between thinking and costs, showing that it's far cheaper to think than to launch any initiative. In the diagram, time is represented on the x-axis and capital/resources expenditures on the y-axis. As a leader progresses his or her idea along the timeline, costs rise. In brief, thinking better, faster, and more accurately before you act improves the chances that the idea or initiative is a winning one and worth the expenditures that will be made in later stages of development and launch.

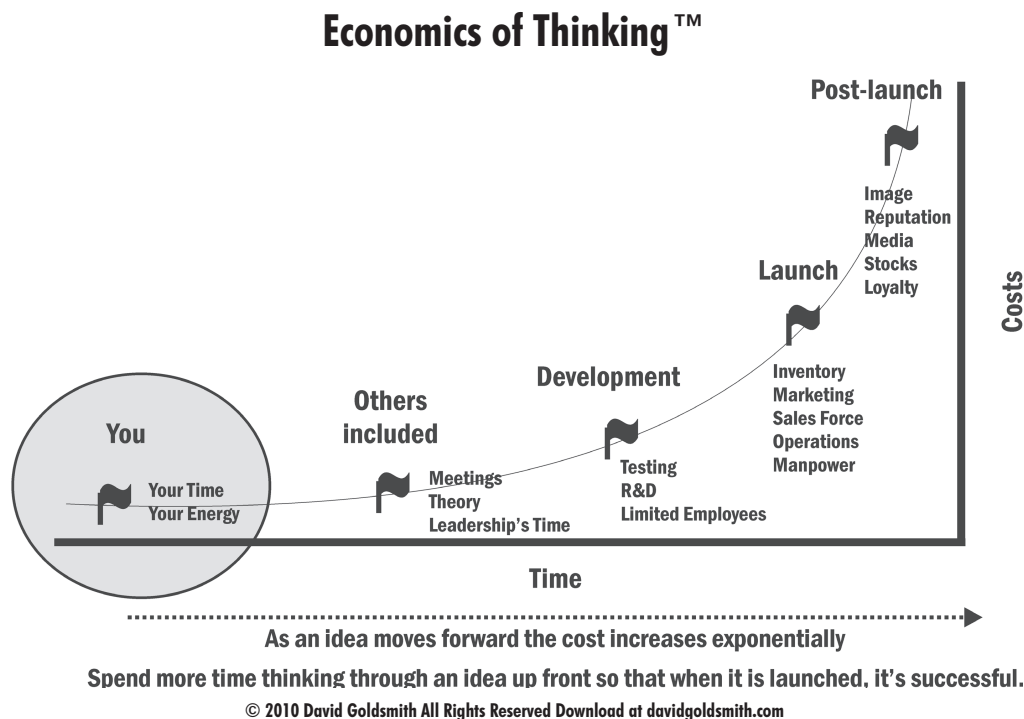


Figure 1.3—Economics of Thinking™

When you first contemplate choosing and launching any new initiative, you begin to ask yourself many questions. Maybe you're wondering if you have the time or resources or which technologies and tactics are the best for the situation. Right now, your initiative is just an idea you are mulling over in your mind. In the diagram above, this stage of the process is represented by the shaded circle. Your objective here is to expend your own time and energy thinking through your idea. Compared to the action you'll be taking later, your thinking at this juncture is relatively inexpensive.

As your idea progresses forward, you reach beyond your own thoughts to gather new information, insight, and input from other people such as designers, architects, staffers, specialists, and vendors. You are still expending your own time, but now, because you are also involving others and pulling them away from their current

responsibilities, you're spending more money. However, the costs are still not as high as they will be later when you develop and launch your idea. Already you can see that if you do the necessary thinking-related activities, you can make a better determination to either develop your idea or make changes before proceeding.

If you decide to proceed with your idea or initiative, it is at this development stage where you begin to add staff, use organizational resources, and spend capital. Now, the pace of investment costs accelerates well beyond what you had spent in the first two stages. All of the pre-thinking that occurred before this point will improve the chances that you have a winning idea versus one that could be unnecessarily costly to your organization and possibly to your career.

When you finally launch the initiative, your costs peak (with the post-launch effects). If you hadn't thought the initiative through well enough at the beginning (or should have stopped but didn't), then you now suffer the losses associated with a bad launch. No one enjoys losing money, watching great staff members leave, dealing with poor media exposure, attempting to redeem a tarnished reputation, regaining lost lines of credit or dropped bond ratings, and struggling to earn back investors' trust.

The costs of any idea's development and launch, large or small, are enormous compared to those early days spent thinking. This reality impacts nonprofits and government-funded entities just the same as it does businesses and corporations. The Economics of Thinking works for any leader at any time.

Take Ron Richter, a college basketball coach for twenty-seven years, who engaged the Economics of Thinking to improve Clarion University's athletic recruiting process. Like many coaches, prior to revamping the university's recruiting process, Richter would spend a full season going through the process of recruiting basketball players, each year finding himself working throughout the summers and pushing deadlines. With the old process, he just couldn't land all of the talent he needed as efficiently as he wanted, and often, not unlike all his coaching colleagues, he was still scrambling to recruit players into August or even into September.

A few years ago, Richter and five coaches of other sports teams at the university took some time to change their approach. I collaborated with them to come up with a powerful one-page strategic and tactical plan for their recruiting program. Two months into the season, Richter stopped me during a meeting to express how happy he was with the outcome. "Typically, at this two-month mark, I'm still reviewing candidates and praying that I secure the talent I need," he said. "For the first time ever, I went five-for-five, signing every student athlete I wanted. I even landed the number-one athlete in Pittsburgh, which would never have happened if I hadn't been thinking bigger and following the plan. In all my years coaching, this will be the first time I'll have a full summer to start getting ready for next year's schedule."

The Economics of Thinking enabled the coaches to come up with a better process that freed up their time, gave them peace of mind, and captured high-caliber

student athletes for their sports teams. And on the financial side, Clarion's athletic director, Bob Carlson calculated that in two tested sports, the new strategy generated more than \$144,000 in freed-up cash with less effort expended by the coaches.

The Benefits of Interplaying Concepts and Tools

As you read through *Paid to Think*, you will come to realize more and more that Enterprise Thinking's activities, concepts, and tools can be combined in limitless ways to create opportunities and solve challenges. For instance, you just learned about three overarching precepts: the universality of ET, the 50,000-foot perspective, and the Economics of Thinking. See how they played out for an Enterprise Thinker named Shelley Zapp.

UNIT4 (formerly Agresso North America), a Victoria, British Columbia, subsidiary of the \$500-million Enterprise Resource Planning (ERP) company (headquartered in the Netherlands), had a significant hurdle to overcome. The company was bursting at the seams, and UNIT4's software-installation team needed to hire thirty additional employees in its professional services department to keep up with demand. The issue at hand: this staff increase would double the installation team's size, which had just doubled the previous year, posing a challenge to managers.

Since being promoted to president of UNIT4, Shelley Zapp had broken revenue numbers. She worked efficiently and had pulled together a stellar team. Now the subsidiary's rapid growth was in danger of slowing down, because the installation team couldn't keep pace with sales. The sales staff didn't want to close a software system deal only to have to tell their client that installation wouldn't begin for another six months. But the company's sales cycle operated on a six- to twenty-four-month sales cycle with hundred-thousand- and multimillion-dollar deals, so any letup in sales would deliver a big blow to the company's long-term revenues.

Zapp and her management team thought through their challenges in a two-day strategy session. They stepped back to understand where their biggest challenges lay, which skill sets each of them brought to the table, and where those skills could best be used, forgetting titles and current roles.

Their strategy was to keep UNIT4 operating at full speed and on target for explosive growth during a major staffing ramp-up. After two days of strategic and tactical thinking, Zapp's team had arrived at a two-part solution.

First, they eliminated silos by temporarily reallocating some management responsibilities of the VP of program management to the director of operations and the VP of sales and marketing; the latter two not only had the time to assist, but they also had the skills and leadership tools to work successfully outside their positions. This gave the VP of program management more time to hire the right thirty people,

and Zapp stepped in to assist in the hiring process, thereby shortening the time it took to get new hires productive.

Second, they leveraged technology to allow clients to enter their own data into UNIT4's system during the pre-installation stage. This freed up time for Zapp's people to focus on internal changes aimed at growing the installation team without compromising its ability to install new products. Sales doubled again!

Taking the time to think through their best options before making a decision focused Zapp's team on addressing its highest priorities first. In addition, the universality of ET meant that all leaders were equally empowered with the right mental "equipment" to utilize their talents where the organization needed them most. And finally, the 50,000-foot approach to thinking ignored silos and allowed those decision makers to bypass the traditional boundaries that compartmentalize thinking-related resources so that each leader could make their highest contribution to the organization.

What's Ahead

Paid to Think is divided into four sections, each corresponding to one of the four categories of ET activities. You've most likely concluded by now that you will learn the specifics of each category and will be provided with instructions on how to perform the activities and use the tools. You may start to believe that in order to be a great Enterprise Thinker, you must master every activity to improve your performance, *but nothing could be further from the truth*. Instead, I want you to think of ET as a group of activities that are so enmeshed with each other that even a slight improvement in one will improve the performance of others.

Strategizing is the topic of the first section, yet its chronological positioning in no way means that you must (or should) perform Strategizing activities first. In fact, none of the categories have to be performed sequentially; they are not linear, and they do not fall within any hierarchy of importance. For educational purposes, Strategizing appears first only because many of its tools and language form the basis for the other three categories' activities and tools.

In the introduction to this book, I touched on the frustrations of leaders who read great books but find themselves unable to duplicate the books' suggestions. I assure you that you won't experience this issue here, because I will provide you with instructions on how to perform each activity and how to use each tool.

Before you get into these four categories of activities, we need to lay the foundation for learning by expanding your mind. In Chapter 2, some of your existing beliefs about leading and managing will be challenged. Although many of your beliefs may already be true, surely there are times when you've said, "I have to rethink this," and come up with better solutions. By expanding your perspectives, more opportunities

will become visible to you. Take the time to consider some of the new perspectives presented in the next chapter, for they are important foundational concepts that you will use throughout subsequent chapters to perform ET activities and to build your tool kit.

Finally, I doubt you'll complete this book and ask, "What should I do now?" Instead, your mind will be abuzz with all the possibilities that you can now see before you, and I expect that you'll be excited to start applying what you've learned. As an added bonus, you'll progressively see blocks of time opening up in your schedule, giving you more time to think, plan, and create a better future for your organization . . . to do what you're paid to do.

NOTES

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then finally I was able to purchase one chapter.”**

That’s a real quote from an executive named Elizabeth who wanted only multiple copies of a single chapter of a certain book to lead her staff members to desired outcomes, but she wasted valuable time and effort appealing to the book’s publisher for the tools she needed. Maybe you’ve had the same wishes as Elizabeth; perhaps you supervise, oversee, or manage a group of people, and you’ve wanted similar tools to maximize potential and drive performance but found that chapter singles were inaccessible or unaffordable. Well, put all that behind you, because I’ve made Paid to Think chapter singles easily and quickly available.

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