

DAVID GOLDSMITH
with **LORRIE GOLDSMITH**

Paid to **THINK**

A leader's toolkit for redefining your future.

FOREWORD BY JAY ABRAHAM & INTRODUCTION



Achieve More | Make More | Live More

*The Goldsmith Organization is proud to support
individuals and organizations in emerging markets.*

PRAISE FOR
Paid to THINK

“*Paid to Think* is an invaluable source of step-by-step methodologies and best practice processes illustrated by plenty of stories to make you think or rethink how to better and faster achieve your goals. It certainly has been one of the most precious gifts given to me.”

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“If you’re tired of leading at 65 mph in a 200 mph world, *Paid to Think* will give you the Ferrari toolset and mindset to accelerate results and think differently. Its tools are both contrarian and powerfully simple. This is the one book you must read—right now!”

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“Thanks to David and the tools in *Paid to Think*, we now prioritize our major projects, think them out more thoroughly in advance, and get most of them done on time and on budget, which has had a huge impact on our business.”

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“Using the tools in *Paid to Think* has resulted in a complete overhaul of our strategic planning process and a dramatically improved approach to strategy and leadership development. David’s easy-to-use frameworks and models bring pragmatic solutions that drive progress. As a strategist, I anticipate that his book, *Paid to Think*, will be my go-to guide for years to come.”

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“*Paid to Think* shows leaders how to think more and think better to meet their challenges. David Goldsmith brings structure and rigor to how leaders can think more effectively with easy-to-understand principles and practices.”

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“*Paid to Think* shows leaders how to think and how to lead. This is the book that should be at the top of your reading list.”

—ERIC CHESTER, President, Reviving Work Ethic, Inc.

“*Paid to Think* enables you to find the root of your challenges, implement solutions, and quickly take your organization to the next level.”

—JENNIFER SCHRODER, VP Marketing,
Special Market Sales, Galison Publishing LLC

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—SHEILA FRANCIS JEYATHURAI, Director of Business Development, Rouse

“David’s mind works in the most incredibly unique fashion I have ever seen. Read *Paid to Think* as if your entire strategic life depends on it, because it does!”

—ADAM BROITMAN

Chief Creative Strategist, Something Massive

“*Paid to Think* will help you make higher-quality decisions and better outcomes. Don’t miss this read!”

—DON HUTSON, #1 *New York Times* Bestselling Coauthor,
The One Minute Entrepreneur, CEO, U.S. Learning

“In an age when so much management flimflam masquerades as new knowledge, David Goldsmith’s *Paid to Think* provides a refreshingly detailed study in the proven mechanics of sound business thinking. Read and re-read this book!”

—JAMES H. GILMORE, Coauthor, *The Experience Economy:
Updated Edition and Authenticity: What Consumers Really Want*

“*Paid to Think* bridges the gaps left by management techniques one learns in business schools.”

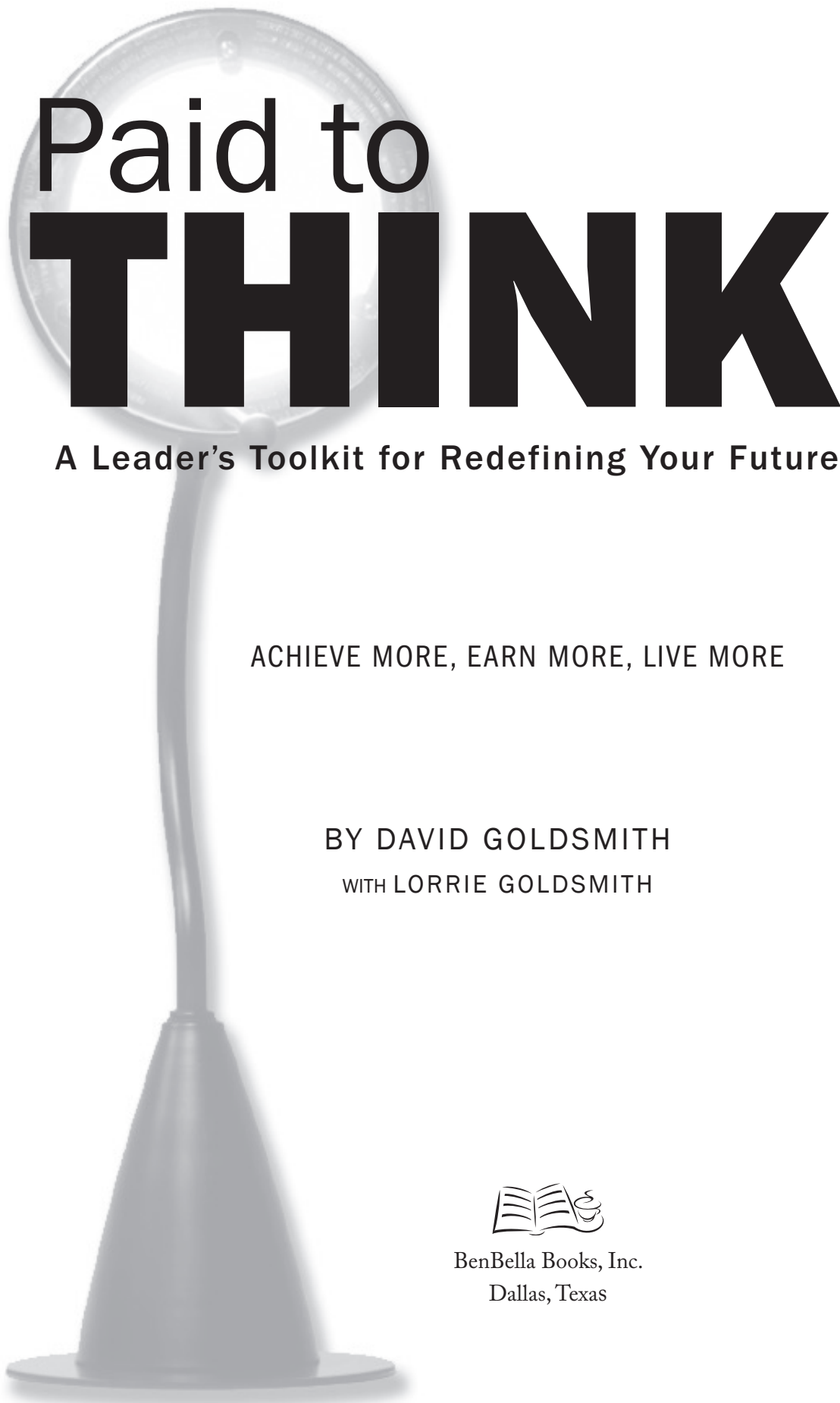
—ARUCHA PROMYANON, Former Channel Manager,
Fuji Xerox (Thailand) Co., Ltd.

“This book does more than provoke thought—it creates results!”

—JOE CALLOWAY, Author of *Becoming A Category of One*

“*Paid to Think* gives you all the tools you need to focus your organization, be innovative, and achieve targeted results. No guiding guru needed.”

—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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Dallas, Texas

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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

PAID TO **THINK**

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FOREWORD

The Entire Concept of Management Thought (and Action) Just Got Shaken to Its Roots

OKAY, SO WE'VE COME A long way, you say, in the field of managing people, leading teams, collaborating productively. We've figured out everything from how to be great to how to work a four-hour week. Oh yes, and in between, we've had corporate love affairs with disruptive thinking, top-grade thinking, good-to-great thinking. You name it, our management leaders have surely had their "fling" with it. Well, what I'm about to say won't sit well with a lot—maybe, *most* of you. Certainly I will shake many if not every one of your beliefs and perceptions to their very roots.

But facts are facts. Results speak for themselves and everyone from the CEO of Wipro to the founders of Infosys to the executives and leadership of organizations all over the world agrees: there's a new sheriff in "Management Town," and he's cleaning up all the displaced, underperforming, and limited-yielding thinking and actions that drive the majority of corporations and enterprises run by entrepreneurs in the business world today.

That sheriff is David Goldsmith, and his brand of law enforcement is to introduce a stratospherically higher set of leadership "laws" within his model called Enterprise Thinking, the concept of rethinking the role and value of leadership within organizations. David's approach is an entirely new slant on what leaders should be doing every day. Plus he provides practical, easily applicable tools and instruction so that leaders know how to think optimally and turn their ideas into results. While every other management guru you've heard of, read about, or studied may teach on how to do more, David teaches you how to get everyone, including yourself, to *be* more: More of a thinker. More of a strategist. More of a leader. More of a collaborator. More of an entrepreneurial thinker. More of a creative thinker. More of a transformational thinker.

When people ask me to explain, define, qualify, or categorize David, the man, let alone David, the book, I truly can't. Not because I don't have a diverse and vivid vocabulary. Rather, it's because both the man and the message are uncategorizable. On the one hand, he's the one, true voice of awareness, knowledge, and learning that can propel you and your management to truly decisive performance enhancement. But on the other hand, he's a management scientist who has just uncovered, discovered, and perfected the "cure for the common corporation."

Let me repeat that statement: David, through his mammoth work and even more mammoth mind, has redefined the entire concept of what a healthy, higher performance organization or entrepreneur needs to look like, think like, *be* like. He's finally figured out how to take an organization—any organization, whether large, small, complex, simple, worldwide, or localized—and get it, and every key team member within it, thinking and leading (and managing) in a highly improved way.

How does he do it? A clear-cut understanding will evolve as you progress through David's breakthrough work. I call it a work because referring to it as a book would demean its importance and impact on the future of your business life.

I struggled for days trying to come up with the proper definition, description, and denomination of precisely what *Paid to Think* really is. Think about it this way:

What the Egyptians did for planning and the Hebrews did for organization, scalar principles and exception-based thinking; what the Sun Tzu did for planning and directing; what Plato did for specialization; what both Al-Farabi and Ghazali did (separately) for distinguishing the traits of a leader; what the Venetians did for cost accounting; what Adam Smith did for the concept of ROI; what Eli Whitney did for scientific management; what W. Edwards Deming did for the concept of quality process; what Marshall Laughlin did for the function of management; and what Henry Gantt did for humanistic thinking; on up to what Peter Drucker did for current management theory and practice—that is what David Goldsmith has done for modern-day leadership with Enterprise Thinking, a “rethinking” of *all* of those factors and forces and functions. And so very much more.

David's monumental work raises, then fully answers so many thought-provoking questions. It challenges many, if not most, of our current precepts on everything from our basic operating/management assumptions to the very economics of thinking versus doing. It looks at strategy through an entirely fresh, new prism that breaks open the facets into laser-like beams of newfound possibility.

I don't think anyone can read the section on creating new products and services without gasping, then releasing a thunderous “AHA!” David's take on ideation and eliminations are, well, let's just say they are paradigm-shifting.

Probably my personal favorite part of this work—although not necessarily the only vein of enrichment you'll read here—is the chapter on establishing alliances. David's six forms of alliances and two key alliance-building tools bring disciplined, performance-based thinking to the concept of establishing alliances for probably the first time ever. Certainly he views the topic in a much more rarified light of understanding than I've seen professed before.

He also shows you how to correctly leverage and harness technology, first redefining exactly what technology is and the role it must hold in any organization. Perhaps the finest, single service David's enormous work achieves is taking you back to the title: he teaches you how to get far more lavishly paid for thinking—differently, masterfully, preemptively, preeminently. I could go on for pages about exploring

awareness, since David delves deeper into its meaning and implications than any of the hundreds of other management books I've ever read dare pursue. And his section in innovating will rock your reality in ways innovation should.

This work is anything but abstract: it's the polar opposite of theoretical. It's an all-encompassing new vision and playbook for managers that applies brilliantly and immediately to just about every managerial, operational, strategic, competitive, or organizational issue your organization currently faces and will unquestionably face in the world, today. The more deeply you probe this work, the more certain you'll be of its priceless importance to the very lifeblood of your enterprise.

My only words of warning are these: Take the time required to grasp all the interconnected meanings of these cutting-edge principles. I doubt that you can possibly absorb everything contained in this powerhouse work on first read. It took David twelve years to evolve and refine it, two full years to write it, and nearly a year to final-edit it. I urge you to read each chapter again (and again) to embrace the full scope of what this man has revealed here. Your organization and your life will unquestionably become the beneficiaries.

JAY ABRAHAM
International Marketing Strategist, founder
and CEO of Abraham Group
March, 2012

INTRODUCTION

You're Paid to Think

THINK BACK TO A TIME you made a run for leadership. Perhaps you applied for a managerial opening in an already-established company or nonprofit, ran for class president in school, or ventured out on your own to start a new business. Whichever path you took, you had to put yourself out there to be judged by someone who held the key to your success, be it an HR person for an interview or a loan officer for start-up capital. Surely your clothing, speech, and credentials could have played a role in securing your achievement, but more than likely, the person or people who were considering your abilities were looking for more than whether you could mulch a garden, design a bridge, or mount a tire on a car; they were assessing you most on one particular quality, one not discussed much in management circles: how you think.

I doubt you'll find many supervisors or HR managers who will articulate their decision-making thoughts in those words, but that's what is really going on in their minds. They consider whether a prospective leader or manager has the *thinking skills* to create new opportunities, solve challenges, and redirect the energies of others in order to achieve success. Looking at yourself from this perspective, you can see that your thinking skills set you and your organization apart from the crowd when you want to get ahead, and they keep you in your leadership position. As Warren Buffett¹ has said, companies "occasionally . . . excel because of luck. But usually they excel because of brains." The rewards you've earned and those you have yet to seek—a new job, a better quality of life, higher income, or more respect—come down to your thinking skills. In other words, you are paid to think.

So the big question is, what should you be thinking about? I promise that by the time you reach the end of this book, you'll have a definitive (and possibly surprising) answer to that question, and you'll also possess an abundance of tools that will enable you to convert your thoughts to realities. *Paid to Think* has been written so that you will know more precisely where to focus your energies and how to put your newfound knowledge to immediate and practical use.

You won't end up like the pharmaceutical company manager who told me how disappointed she was with many of the books she'd read on leadership and business. She explained that although these books contain good ideas, she was never able to

duplicate the types of improvements they recommended, because they told her *to* be great but didn't teach her *how* to be great. She is not alone. Countless other leaders and managers have expressed that same sentiment to me, and I'm guessing you've had a taste of this disappointment at one time or another, too. It doesn't have to be that way, which is why I have structured this book in a manner that will empower you with the information, instruction, and tools you need to turn your ideas into realities.

Years ago, as a business owner and entrepreneur, I found myself frustrated with the disconnect between how I was learning to lead and manage, and the realistic demands of everyday life and work. The educational gap seemed to exist not only in *my* businesses, but also in the nonprofits where I volunteered my time and in the various organizations led by my colleagues. It didn't seem to matter what type or size of organization I looked at, nor did the location of the organization suggest that certain parts of the world were better at minimizing the discrepancies between what leaders needed to know and what they'd been taught about leading. If you've found yourself coming to a similar realization over the course of your career, be assured that the problem hasn't been you.

Even then, I knew something needed to change, and I was determined to find better answers. As my career transitioned into consultative work, where I have since worked with thousands of decision makers worldwide, I have found that methodologies such as on-the-job training (OJT) techniques, while better than nothing, miss the mark, because oftentimes they perpetuate misconceptions and mistakes. Many training programs consist of little more than a series of rote actions built upon the trying and testing of ideas to see what works. As a result, they risk multiplying flaws, errors, or misperceptions unknowingly. They also leave out a key component to leadership success: thinking. When you watch others perform and then imitate what they do, you are learning to do what they *do*, but you are not learning how they *think*—the mental conclusions behind their actions. This is why most processes are not easily transferrable from one leader, department, or organization to another, and in a world where leadership prospects are in short supply, transferability is extremely important.

Maybe you didn't go to business school, so you've been quietly insecure about what you've been missing. I can assure you that throughout my experiences consulting and advising leaders like you, the lack of good thinking tools is as prevalent among MBAers as it is high-school dropouts. Most leaders and managers never went to business school.² According to Chad Moutray, chief economist for the Small Business Administration's Office of Advocacy, there are 27 million American businesses and only eight million U.S. business-degree graduates,³ and that includes retirees and those who pursue careers outside the United States. (We have to consider, also, the large number of business-degree graduates who are non-management-level

employees, many working for large corporations who hire thousands of new MBA grads each year.) Moutray and I did the math and found that less than one business in five has a business-degree holder calling the shots. If you were to include government, not-for-profit, military, and education, the ratio may be as great as one organization out of twenty. Furthermore, on a global scale, the number could be less than one in fifty!

But even organizational leaders who did go to business school aren't necessarily fully equipped to make the best decisions and manage as effectively as they are capable of doing. The reason is that most business schools teach subjects separately—finance, accounting, marketing, and so on—rather than integrating them to mimic the realities of day-to-day leadership and management.⁴ For instance, you can take an accounting course and learn the single subject of accounting, but you won't be taught how to use accounting to lead others, nor will you learn how your accounting decisions will affect other aspects of your organization. I believe this silo approach is why many of my clients with MBAs will readily admit behind closed doors that although they knew how to play the game to earn As in college, they are uncertain, even lost at times, about what to do on the job.

If you're tired of hunting and pecking for answers and still not getting them from books, conferences, training programs, or other types of courses, rest assured that the problem lies more in that educational gap than it does with you. For too long, you and leaders like you have navigated through your careers without the benefit of a comprehensive guide and a universally applicable kit of tools to solve your everyday challenges. Certainly, your journeys could have been made simpler and could have generated more reliable outcomes with better resources.

For example, have you ever considered how people working in the trades are better equipped with tools than you are? The plumber who comes to fix your sink has a van filled with wrenches, torches, pipes, snaking devices, and more to solve the majority of challenges he faces in a day. He or she has been taught how to use those tools to get the best outcomes. What tools are in your toolkit? A computer? A desk? Spreadsheets of data? A SWOT analysis? Though they are types of tools for the person who is paid to think, the need for the types of tools that are not so visible, like intellectual or *thinking* tools is critical. Yet these assets are in short supply for most leaders. It is this lack of reliable thinking tools that causes you to constantly ask, "What do I do now?" without a flood of viable answers coming to mind. This is a scary situation to be in, and it happens to experienced leaders and new managers alike. Wouldn't it be nice to experience this dilemma less often?

Don't get me wrong. You may have some great tools that have helped you to get where you are today. Furthermore, I don't believe that you are "broken" or in need of fixing; instead, I believe you've come to this book looking to improve upon the successes you have already achieved to date, and it's my aim to guide you with tools

that will accelerate your growth and give you more opportunities both at work and in life.

The decision to transition my career from that of business and organizational leader to consultant and advisor presented me with the opportunity to work with outstanding leaders and managers worldwide, learning about their challenges and the thinking and activities they used to overcome them. As you will learn in Chapter 1, my work with decision makers in large to small firms and in nonprofits nested in both the private and public sectors has given birth to an approach to leadership and management that I call Enterprise Thinking, the heart of this book and the guide and toolkit that will help you achieve noteworthy successes as you face the challenges that assuredly come your way on a daily basis.

I've not only shared Enterprise Thinking with my consulting clients and speaking-engagement audiences, but I've also taught it to bodies of students at New York University for the past twelve years. Tens of thousands of people, your "leadership colleagues," have used the Enterprise Thinking approach to leading and managing as a means to transform their careers, organizations, and lives in ways they never could have imagined and in ways that I never could have anticipated when I embarked on this journey.

The Value of Thinking

You can never underestimate the value of thinking before taking action, especially when you're about to invest labor, capital, time, and your reputation on an initiative. Unlike some of the resources you've turned to in the past, *Paid to Think* will give you the tools you need to make better, faster, and more accurate decisions that will ultimately lead to improved outcomes with less risk, waste, and mistakes.

I often see how easily people can forget the power that a single decision has to make hugely positive transformations within organizations and lives. Keep in mind that this power is not limited to traditional businesses, either. Say that you work within a school system; one better decision could lead to thousands of more students graduating from high school with a diploma. If you're a decision maker in a military organization, your one better decision could save millions of dollars and countless lives. In for-profit organizations, one better decision made by several staff members could mean the difference between enjoying thriving profitability versus partaking in the agonizing process of filing bankruptcy.

Consider how advancements in technology and communications are speeding up an already fast-paced marketplace. You have less time to make decisions now than leaders did in years past, and in many instances, the decisions carry more weight, promise higher rewards, and threaten greater consequences. Unfortunately, most

decision makers are still trying to drive their organizations at 200 mph using only the skills, knowledge, and tools of a 65-mph driver. If you plan to keep pace at 200 mph, you'll want to arm yourself with tools like the ones you'll learn here.

Ultimately, you are responsible for making the kinds of decisions that will affect your organization and your life both in the present and the future. Your decisions are rooted in your ability to think, which is not as simple as it seems. As Henry Ford once said, "Thinking is the hardest work there is, which is probably the reason why so few engage in it." That's why it's important to have the Enterprise Thinking resources you need to make your best decisions from one day to the next.

Organizationally, you will be able to use the tools in this book to get your entire management staff—from the senior level to the front line—up to speed in less time and with better returns than you do now. If you have a small organization where there are no distinct groups like senior managers or frontline staffers, these tools will just as effectively enable you to transform your ideas to realities. Individually, you can use them to drive your career regardless of where you are today and where you end up years from now.

From this point forward, consider any improvement to be one that will in some way sharpen all your thinking skills, because all the activities (and their tools) are interconnected; improve one group and overall potential increases. The advantages you will enjoy by improving your thinking skills are limitless. Through Enterprise Thinking, you can gain higher returns on your investments of time, money, labor, and resources, which is particularly beneficial when you're trying to do more with less. Enterprise Thinking also accelerates the rate of personal and organizational achievement, allowing you to make proactive decisions rather than reactive ones in our increasingly fast-paced world. If you've ever felt less than confident about how to lead and manage others, you'll find that many of the gaps left by traditional means of education will be filled by the time you become an Enterprise Thinker.

Furthermore, the universality of the activities and tools empower you to tear down silos and barriers that would have previously prevented individuals, departments, organizations, cultures, and even countries from working synchronously, thus effectually, on reaching shared or complementary goals. And if these plusses weren't enough, here's one more: your "aerial perspective" of your organization will expand to a virtual 50,000-foot view, allowing you to improve upon the systems, structures, and processes that drive performance and attract the rewards that come along with it.

Even before you finish reading the book, you can expect to see drastic improvements in your ability to know what to do and how to do it. Yet I caution you to be patient, too, because as you learn how to perform Enterprise Thinking's twelve core leadership activities, there will be times when your beliefs and accepted ways of performing will be challenged. Rather than discount the unknown or immediately inexplicable as wrong, false, or unbelievable, I urge you to see these moments as

great opportunities for learning and growth. Simply put, if something doesn't make sense initially, give it some time to marinate in your mind, because it most likely will by the end of the book. For the most part, however, you will find yourself quickly applying what you learn here to transform your outcomes and convert your ideas to more certain realities.

We'll begin with an overview of Enterprise Thinking in Chapter 1 to lay the foundation for learning the activities and tools throughout the rest of the book. Then, in Chapter 2, we will begin to expand your scope of opportunities by rethinking many of the common perspectives and beliefs that could be preventing you from optimizing your full potential. Chapters 3 through 14 will provide you with the activities and thinking tools you need to make improved transformative advances in your career and organization. In Chapter 15, you will learn how to take your new thinking tools with you to forge the type of future you envision for yourself and your organization.

Congratulations on taking the time to improve as a leader and manager. I guarantee that by the book's end, you will not see your role, your organization, or your ability to capture opportunities the same way ever again.

NOTES

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