

THE MODERN RATIONAL MODEL — MANAGING THE BIG PICTURE

Organizational decisions are made increasingly by groups that are cross-functional, multi-cultural, and geographically dispersed. Only a Rational Model that is rooted in our modern understanding of physics can be a basis for arriving at rational decisions with consensus.

This is critical in managing the big picture, because organizational decisions are linked: some affect the others. Sub-Optimization, a major challenge in all large organizations, solves a narrowly defined problem but to the detriment of the whole organizational system.

Also, some decisions impact the organization for a longer span of time than others. Different types of decisions have different lengths of horizon, as shown on the figure opposite. Based on the span of time during which they each impact the organization, there is a specific relationship between them.

Decisions with a longer horizon guide those with shorter ones. And decisions with the shorter horizon help accomplish those with the longer ones.

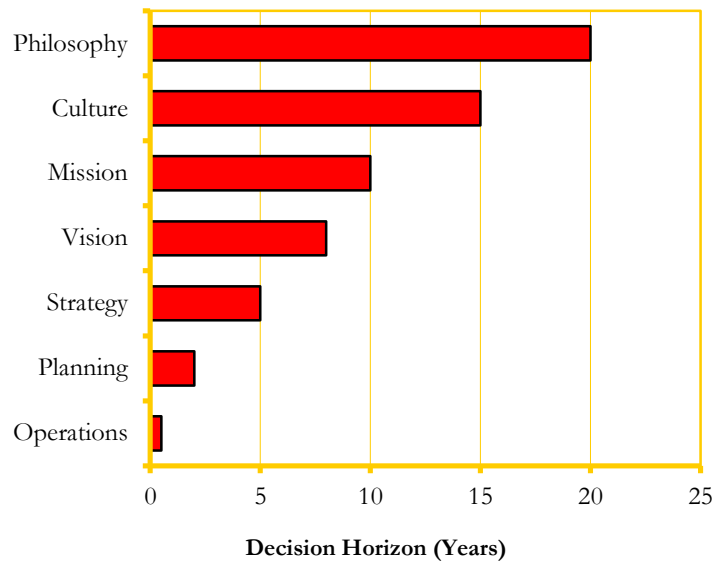
Operational decisions are made in support of the Planning Decisions, which themselves are made to achieve the goals of the Strategy.

Yet often the Strategy is an after-thought, the Vision is carelessly defined, the Mission is forgotten, Culture is left to chance, and Philosophy seen as unrelated to the pressures for short-term results.

Strategy must match the organization’s Strengths with the Opportunities that its Vision foresees. And the Vision must be formulated within the scope set by the Mission. Just as Strategy is structural for Planning and Operational decisions, and focuses their purpose towards the organizational goals, the Mission brings direction to the Vision and the Strategy.

Likewise, the organizational culture shapes the values that are shared by the members at all levels, and determines how they work together and decide together. So the CEO is responsible for more than setting the Vision and the Strategy.

The best Vision and Strategy, no matter how insightfully set and skillfully crafted have little chance of success if poorly implemented. The key to a successful implementation is how widely employees share the Vision and believe in the Strategy.



If the CEO starts with establishing a Productive Culture within the organization, then people at all levels will contribute to the formulation of the Strategy, gain a sense of personal ownership in it, and so will execute it faithfully.

And this brings us to Philosophy: the belief system that drives our understanding of all else. Rarely made as a deliberate decision, Philosophy impacts all our other decisions. All the paradigms and principles that shape our Culture, Mission, Vision, and all other decisions, find their roots in Philosophy.

Global organizations need a unified Rational Model that is shared by all cultures in which they operate. The Philosophy that the organization adopts must be more than right, comprehensive, and broadly applicable: it must also bridge all cultural divides.

Seeing things in terms of Open Systems is the foundation of our modern doctrine. Guided by the laws of physics, this worldview offers a Philosophy that is universally applicable to all decisions, and globally acceptable by all. The Open-System worldview offers the most comprehensive understanding of reality the human family ever had. It defines a Rational Model with a field of consistent application as broad as human interest. It brings forth a wealth of new paradigms and principles that guide us through all levels of decision-making, from personal growth, to corporate management, to setting public policy.

- Philosophy** : **This We Believe**
- Values** : **By These Measures We Appraise Ourselves**
- Culture** : **By These Terms We Associate**
- Mission** : **Who We Are and What We Do**
- Vision** : **Major Trends We See Over the Horizon**
- Strategy** : **Where We Are Going & How We Plan to Get There**
- Planning** : **How We Intend to Meet the Objectives**
- Operations** : **The Steps We Need to Take**

CEO'S TOOL SET FOR STRATEGIC INITIATIVES

LEADERSHIP DEVELOPMENT:

- Build a Learning Organization: creative, profitable, self-regulating, and resilient.
- Create a Productive Organizational Culture: individual excellence for team accomplishments.
- Lead others, even those who do not report to you.
- Bring others together to learn from a shared experience.
- Bring others together to make rational decisions as a team.
- Persuade and motivate others.
- Build Productive Relationships – for the long-term.
- Build, maintain, and lead multi-disciplinary teams with members of diverse cultural backgrounds.

Leadership

Development

Consulting

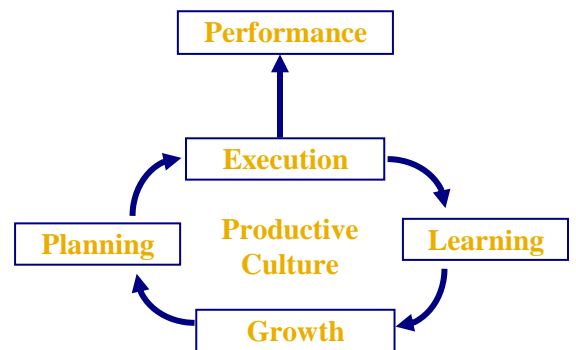
Coaching

SYSTEMS-THINKING EXECUTIVE DEVELOPMENT PROGRAMS ®

- **Group Decision-Making**
- **Group Learning Leadership**
- **International Leadership**
- **Group Management**
- **Sales Team Management**
- **Organizational Design**
- **Incentive System Design**

PROGRAM MODULES:

- Systems-Thinking Principles
- Rational Thought Process
- Rational Decision-Making
- Principles of Productive Relationships
- Principles of Communication
- Principles of Group Management
- The Learning Process
- Leadership
- System Mapping
- Cultural Sensitivity
- Organizational Design



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