

21st Century Management



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Key Points

- America is in big trouble domestically and globally
- The solution lies behind the realization that **All problems are people problems**
- Wealth Generation has a complete management package to reboot performance from the top-down and bottom-up supported by the ultimate in cultural empowerment, the wisdom of the ages, mankind's original knowledge of self and others.

America is in big trouble, according to...

- Paul O'Neill, *The Price of Loyalty*, 2004
- Richard Clarke, *Against All Enemies*, 2004
- Peter G. Peterson, *Running on Empty*, 2004
- Arthur Levitt, *Take on the Street*, 2003
- Henry Kissinger, *Does America Need a foreign policy?*, 2001
- Tom Fenton, *Bad News*, 2005

Example Question

What President accomplished these objectives?

- Balanced the budget; steadily reduced the national debt; projected 10-year surplus of \$5.6T
- Sent 60% of Welfare recipients (14M) back to work
- Reduced child poverty by 25%
- Doubled the prison population; Reduced violent crime by 50%
- Created more new jobs every year, setting new employment records year after year

What's wrong?

- We have become an amoral nation
- Our Leaders are more than willing to exploit people
- Many answers... but one might be in our inability to distinguish culture from entertainment.
- Hollywood dropped moral messages over 40 years ago. Not part of entertainment.

Amoral in spite of all the fuss

- Credit card companies charge 30% interest
- All kinds of predatory lending
- Woody Allen and others have been hammering on our lack of morality for years
- Pervasive sex, violence, and foolishness is everywhere you look
- You'd think that education ended at graduation from the quality of our news, particularly global news.

Big Idea

Companies have power to abuse, why not use that power to increase growth and profit?

- Build sustainable organizations
- Empower Americans
- Allow Americans to compete globally

Begin with a new mindset

- **All problems are people problems**
- A knowledge-based society begins with self-knowledge
- Knowledge-based workers have to be fully empowered to compete with their counterparts overseas.

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Wealth Generation provides employers with the tools they need to double, triple, or even quadruple productivity by fully empowering employees and enabling them to focus on growth and profit.



- Any strategy or management paradigm requires a supportive culture to drive its successes, and a moral vision to keep it on track.

Management by Enlightenment™ (MBE) enables employers to orchestrate individual efforts into a common mission. **MBE** is six management programs merged into one:

1. **Management by Objective** (done right)
2. **Total Quality**
3. **Coaching**
4. **Emotional Intelligence**
5. **Change Management**
6. **Empowerment**



- **Beyond Either/or™** enables employees to make better decisions by reading between the lines, between conflicting concerns like growth and profit, work and life. Appropriate choices depend on circumstances.
- **Archetypal Opposites™** is a cultural catalyst for high performance. It provides individuals with a quick-start into empowerment by way of ancient wisdom, mankind's original knowledge of self and others.

Enlightenment

- To be enlightened means to be free of prejudice and superstition.
- ...to be well-informed, rationally and spiritually.
- America was founded in the spirit of the 18th century Enlightenment movement that held that mankind can reveal all of nature's secrets through reason and science. That we can create our own futures by freeing ourselves from ignorance and irrational fears.

Management by Enlightenment (MBE)

- Founded in the “can do” spirit of the Enlightenment
- **MBE** integrates six paradigms into one supported by a culture of ancient wisdom:
 1. **Management by Objective** (done right)
 2. **Total Quality**
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Management by Objective

- Goals and objectives are 1st defined at the top of the organization for each executive
- Then goals and objectives are subdivided to every employee to share responsibilities.
- Employees were suppose to participate in the the construction of their goals and objectives. **MBE** adds to MBO. Goals and objectives are refined from the bottom-up, **guided by growth and profit.**
- Employees add their visions of growth and profit, to secure their commitment and participation.

Total Quality Service and Management (TQS and TQM)

- Goals and objectives have to be laced with three themes to ensure quality performance:
 - They must direct employee attention toward satisfying internal and/or external customers.
 - They must instill the habit of continuous improvement in products and process
 - They must establish a system-level view of performance to eliminate silos, bottlenecks and turf battles

Centralized Coaching

- Systemic performance is achieved by way of centralized coaching. Individuals are coached, as needed, individually and into the common mission (human environment).
- Budgets are also managed centrally.
- So managers are no longer the primary motivators, or resource managers, but retain their roles as subject matter experts, and focal points in the firm's top-down order.
- A firm's CEO is its lead **Warrior** and every CEO is complemented by a lead Coach, strong in the **Magician** archetype, so he or she can make the most of **Archetypal Opposites, Beyond Either/or, and Management by Enlightenment.**

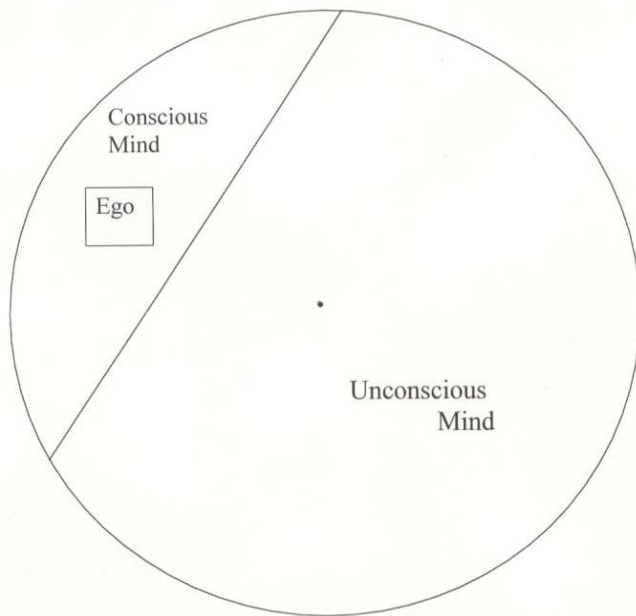
Culture drives performance

- Culture drives all strategies & management paradigms
- Military-industrial paradigms are top-down
- Traditional management theory is based on animals:
 - Response-stimulus management (Pavlov)
 - Positive-reinforcement management (Skinner)
- Knowledge-based work requires empowerment
- MBE defines the employer-employee relationships
- MBE treats employees like adults.

Our culture is not a culture of performance

- Love of money, possessions, sports... Not Good.
- Adam Smith: survival of the fittest; anything goes to make money. Focus on one thing downgrades everything else: ideas, performance, innovation, quality, people, customers, shareholders...
- Greedy people like greedy people because greed is all they know. Nothing else works for them.
- Greedy people steal their successes from others: customers, employees, shareholders...
- **MBE** requires empowerment, not enslavement

Mythology Epitomized



The dot in the center represents your center, the point where life flows into your being.

Source: *The Power of Myth* by Joseph Campbell and Bill Moyers

- Mythologies provide the conscious mind with hooks and handles into the subconscious
- Mythologies demonstrate that we are literally what we can imagine
- How well we develop depends on how often our psyche is involved
- Complements our rational ability to move from Point A to Point B.

The Evolution of Psychology

- **Freudian Psychology:** biographically grounded
 - the unconscious is a potentially active personal history
 - a deterministic paradigm: the past predicts the future
- **Jungian Psychology:** biologically grounded; grounded in human nature. Ignorance of our nature makes us its victims.
 - Deterministic and proactive/creative
 - ... much more than a repository of the past. The unconscious is alive with archetypes and energies that make us what we are (not either/or, past or present)
 - "Our present lives are dominated by the Goddess of Reason, who is our greatest and most tragic illusion."

Jungian psychology superseded Freud's in the 1920s

- Why don't we know this?
- We don't like to change paradigms?
- America was and still is grounded in the Enlightenment; science still rules
- We are a masculine culture that values strength and certainty
- Our culture isn't about healing. What then?

Beyond Either/or

- The answers we seek are rarely at one extreme or the other. Life occurs between boundaries like softball is played between the 1st and 3rd baselines.
- Profit is not more important than growth
- Quantity is not more important than quality, tangibles than intangibles, organizations than people, top-down or bottom-up...

Industrial vs. Informational Mindsets

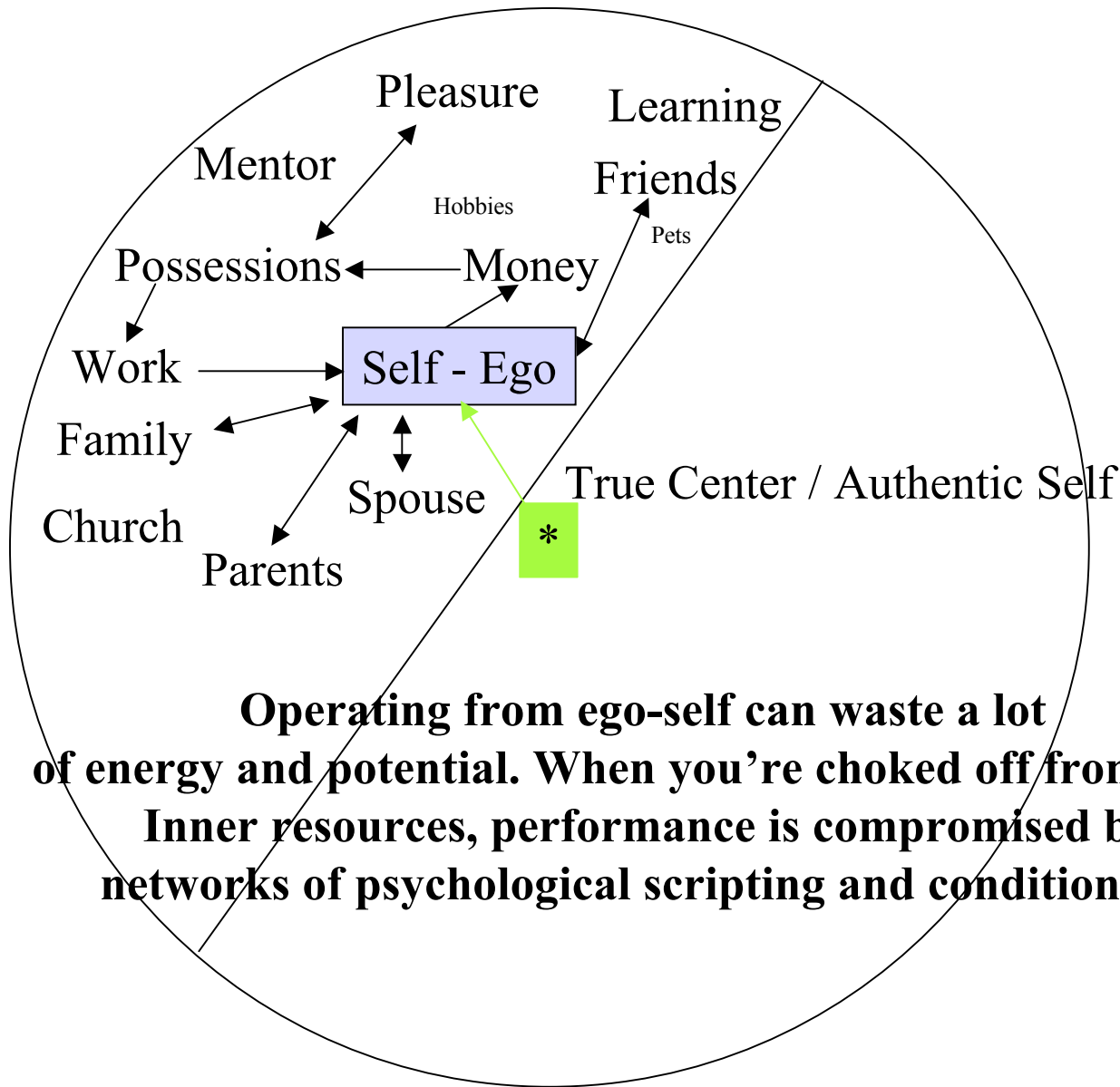
Industrial Paradigms Form A Mindset	Informational Paradigms Form A New Mindset
Centralization organizations : Top-down, command and control, hierarchical layers of management	Decentralized organizations: Distributed profit centers; empowered networks who take responsibility for their employer's success
Machine -centered : businesses run like machines that produce profit, people are cogs in the wealth -generation machinery	People -centered : knowledge substitutes for wealth and force, and the traditional factors of production: land, labor, capital, technology, time, raw materials, and energy
Forced technology : corporations select and deploy technology	Appropriate technology : employees select and configure technology to enhance effects and improve efficiency
Short-term goals aimed at quarterly growth and profit	Longer -term expectations for growth and profit based on factors that generate growth and profit
Mass markets : melting-pot society, needy masses, common interests	Niche markets : salad-bowl society, smarter customers, more choices, ever expanding interests
Masculine : single focus, tangibles, black and white, mechanics fix things; Yang (active)	Feminine : multi-focus, intangibles, subtlety & color, fixing is more like gardening; Yin (passive)
Scarcity : economics is the management of scarce resources, principle factors being: land, labor, capital, and know how	Abundance : knowledge is abundant, inexhaustible, reusable, non -exclusive, and can substitute for any or all factors of production

Source: Selected and enhanced paradigms from John Naisbitt's *Megatrends* and Alvin and Heidi Toffler's *Third Wave* and *Powershift*

Archetypal Opposites — a jumpstart to depth

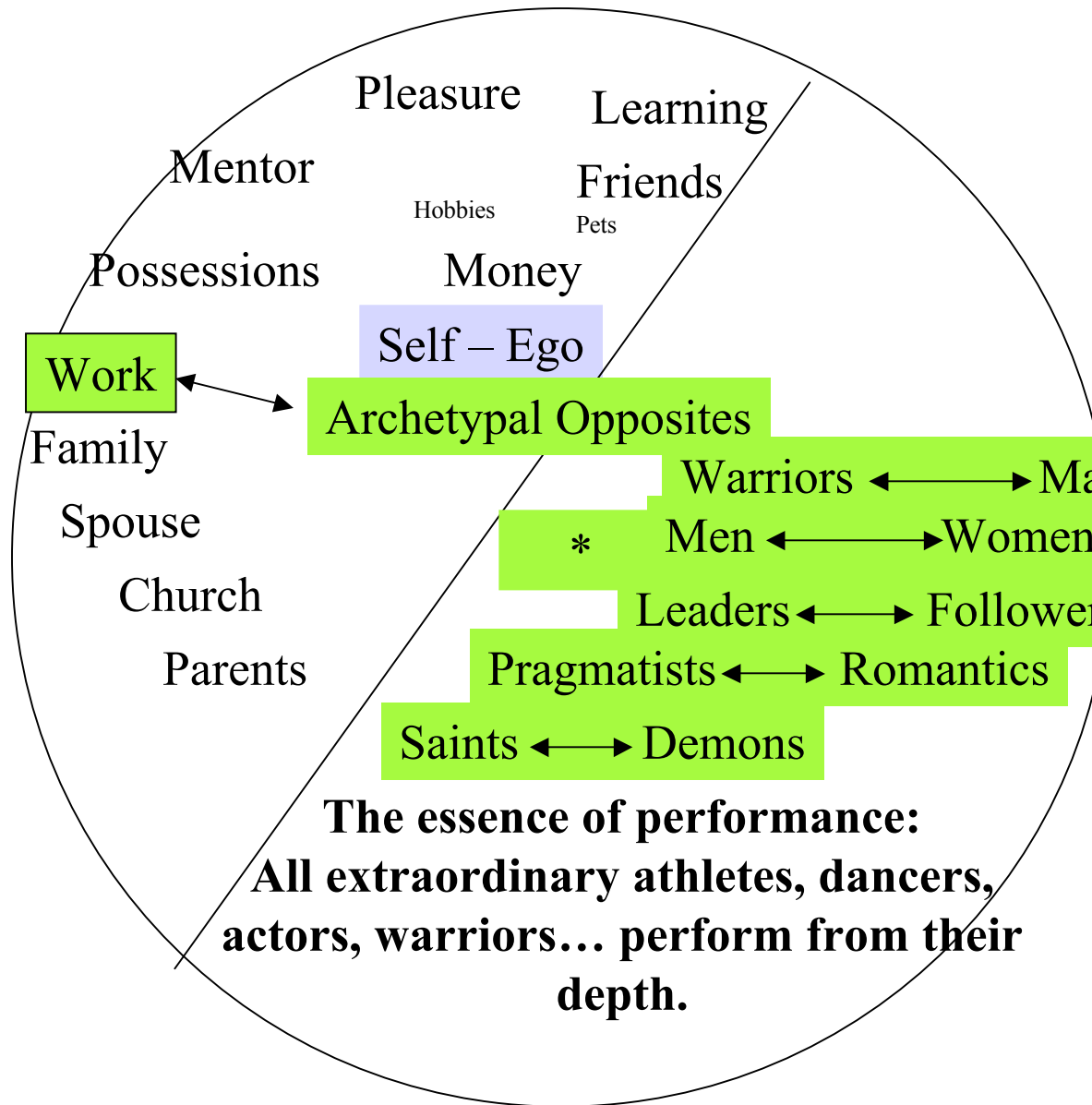
- Warriors and Magicians
- Men and Women
- Leaders and Followers
- Pragmatists and Romantics
- Saints and Demons

We cannot freely swap paradigms as in the previous slide unless we're grounded in something that doesn't change, (or threaten our identity).



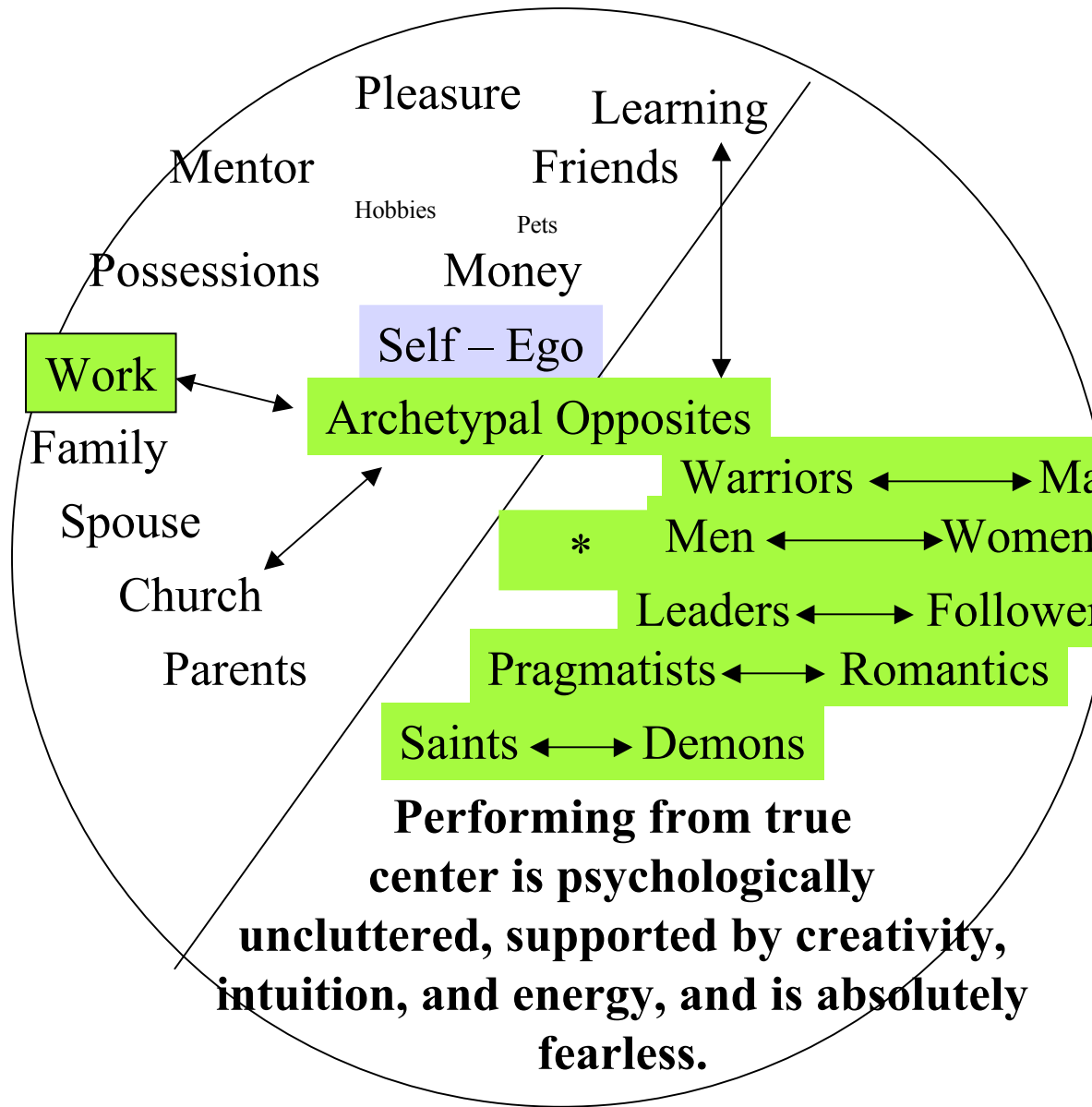
Common Centers

- Self
- Spouse
- Family
- Friends – Enemies
- Mentor
- Parents
- Money
- Possessions
- Work
- Pleasure
- Learning
- Church
- Pets
- Hobbies
- Nature



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Just a few of many advantages

- Everyone knows what the firm does and how he or she contributes to its growth and profit.
- **MBE** cultivates innovation, value creation, and continuous improvement
- Empowers employees to act on their creativity as well as their knowledge, experience, and ambitions
- **MBE** minimizes frustration, infighting, and performance bottlenecks.
- You can double, triple, or quadruple productivity, by empowering the other 80%... (that typically do 20%)
- Enjoy a healthier, more successful, and satisfying work environment

Wrap up

- It's a bigger pie scheme – everyone works at creating a bigger pie instead of fighting over slices
- People create most things worth having. We are the producers and consumers, so our knowledge of human nature facilitates and enriches our ability to produce and consume.
- Contributing to growth and profit is not rocket science. There are many ways to skin a cat... The best an employer can do is to help employees to access their full potential, focus on requirements, and create growth and profit.

Key Takeaways

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- **Thank you for your time and interest.**