

# FROG POWER

HOW TO TAKE GIANT LEAPS IN YOUR PERFORMANCE



BOOK  
RAPPER

# FROG POWER

## HOW TO TAKE GIANT LEAPS IN YOUR PERFORMANCE

### The Book

Steve Zaffron & Dave Logan

The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life.

### Speed RAP

The key to a breakthrough in your performance lies in seeing how your current situation is occurring to you. Change the context you are operating from and this will allow you to transform your performance. Even better, complete your past and invent a stunning new future to leap into.

### The Big Idea

Conversational Technologies are the most powerful technology ever invented. They are the platform for everything that has ever been and ever will be created. That's a big call! And, they're now available to you to create your inspiring and compelling future. Now, it's your turn to make a big call!

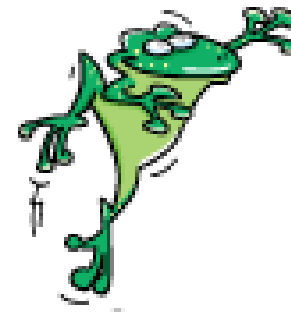
### Your Challenge

We now have the technology to create almost anything. You already use it everyday and now it's time to *frog power* your way to a new future. Stop wishing and hoping. Complete your *Default Future* and invent something that has you so excited you'll take a dramatic leap forward.

**RESOURCES** : anything you use to generate wealth.

**ACTIONS** : an act of will, a deed completed.

**PROFITS** : to gain an advantage or benefit.



# Contents : Frog Power

**Book Rapper** Issues are not direct summaries of the books we review. We take what we consider to be the most important ideas from the book. We then re-package these key ideas so you can easily digest them in about 30 minutes. We also make it clear how you can take decisive action to benefit from these insights. In some parts we follow the book closely and in others we add our own models and interpretations. Given the **Book Rapper** Issue is much smaller than the book we may not cover each chapter. If you want more details than what's in this issue, we say '*buy the book*'.

## BR Review : The Three Laws of Performance

**RAP1** : Fixing Problems is Broken

**RAP2** : Why People Do What They Do

**RAP3** : Your Default Future

**RAP4** : How Your Future Got Hijacked

**RAP5** : Blanking Your Canvas

**RAP6** : Future Generations

**RAP7** : What Are You Committed To?

**RAP8** : The Self-Led Organization

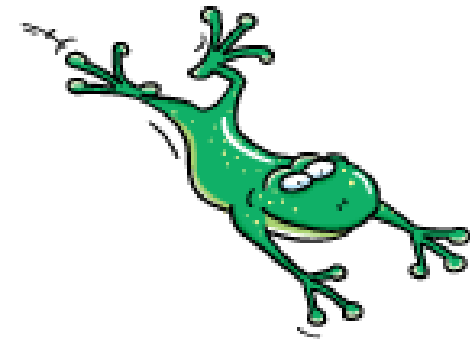
**RAP9** : The Self-Led Leader

**BR Context** : How to Save the World

**Action**: Your Frog Power Program

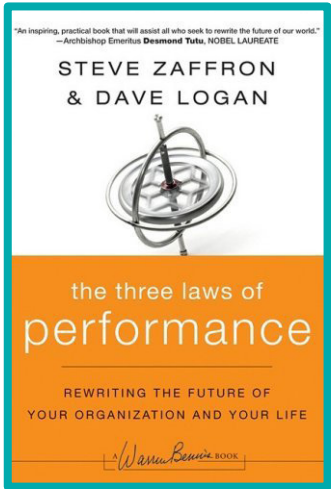
## The 3 Laws of Performance

1	How people perform correlates to how situations occur to them.
2	How a situation occurs arises in language.
3	Future-based language transforms how situations occur to people.



# BR Review : The Three Laws of Performance

Steve Zaffron & Dave Logan; *The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life*; Jossey-Bass, San Fransisco, 2009.



## PRÉCIS

Lots of business and self-help books allow you to shuffle the deck chairs and don't get to the heart of your sinking life/organization. Zaffron and Logan are offering powerful ontological tools to transform any situation – personal or organisational. The big question is: *Are you willing to look at what is really going on?*

## FEATURES

- Three distinct laws and their lessons for leadership
- Real business examples
- Fresh take on 'Leadership?'
- A potent offer on the self-led organization (Compare this to our earlier Book Rapper issue '*Leaderful*')
- Steps to Mastery and Managing your Commitments.

## BENEFITS

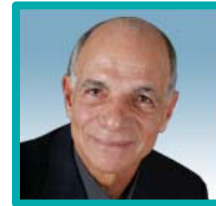
We often think of change as a quick fix or a slow grind. This book offers both and yet neither. We can change our viewpoint and free ourselves up in an instant. The challenge is then to make our possible future become our actual one. The key is to be inspired by what you're up to. Not just in the moment of creation, as an ongoing way of being over time.

## BOOK WEBSITE

Visit their website to download a free guide to elevating performance: [www.threelawsofperformance.com/](http://www.threelawsofperformance.com/)

## WHO'S IT'S FOR

People who are willing to confront their present/past with a view to creating a compelling and inspiring future.



## STEVE ZAFFRON

Steve Zaffron is the CEO of Vanto Group which is the corporate arm of Landmark Education. Landmark Education provide transformational training workshop for individuals. Based in Sacramento, Steve, has worked with plenty of corporates, spoken to lots of groups and has several degrees. Highly regarded.

[www.vantogroup.com/](http://www.vantogroup.com/)  
[www.stevezaffron.com](http://www.stevezaffron.com)



## DAVE LOGAN

Dave Logan is an academic, business consultant and media star. Faculty member at Marshall School of Business and Senior Partner at CultureSync. He's holds a doctorate and is the author of *Reinventing Your Career* and *The Coaching Revolution*. And, he's a co-author of the best selling *Tribal Leadership* – download a free audio of this book on his personal website.

PS: This Dave Logan *didn't* play for the Cleveland Browns.  
[www.culturesync.net/](http://www.culturesync.net/)  
[www.davelogan.com/](http://www.davelogan.com/)



## BOOK RAPPER THINKS...

This may be the most powerful book I've read! The technology is there to transform any situation.

If you want more, get the guide from their website, read the book or go do a course at Landmark Education.

**Author's Note:** I have completed various Landmark Education programs and I highly recommend their work.

# RAP1 : Fixing Problems is Broken

**PROFIT :** We can easily fix the broken leg of a chair because it's easy to identify the source of the problem and find an exact replacement. In contrast, if we want a giant leap forward in our performance this rarely works. We need to transform our performance, not fix it.

## SHIFTING CONTENT

Problem solving is like building a sand castle on the beach.

Sooner or later the tide's going to come in and wash it all away.

We can patch up the walls as they subside but only until the next wave arrives.

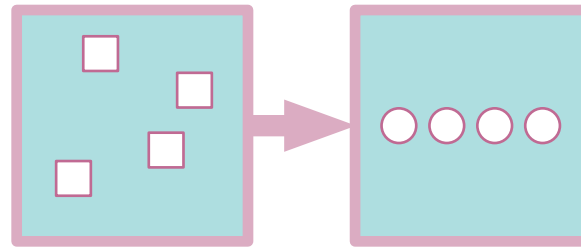
We can build the walls bigger and stronger, but as we build we know the tide is growing too.

Then, once the tide turns we're left with a castle that's surrounded by ultra high walls and we're worn out from having fought the challenge.

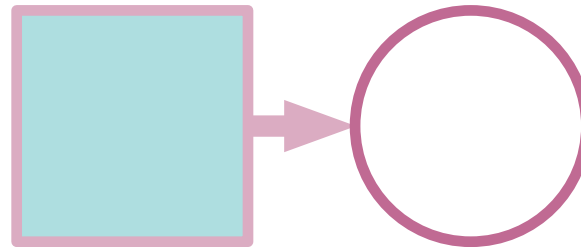
Most change management efforts fail because they are washed away in the tide of further change and factors unforeseen at the time of planning.

There is a french proverb that suggests: *The more things change, the more they stay the same.* That's another way of saying 'whatever we resist, persists'.

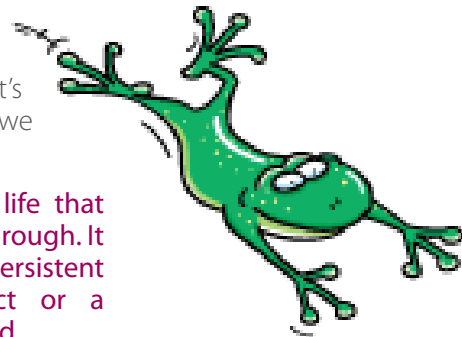
**Action :** Identify an area of your life that would benefit from having a breakthrough. It may be an area where you have a persistent complaint, a difficulty, a conflict or a commitment that is yet to be realized.



**FIXING = SHIFTING CONTENT**



**TRANSFORMING = SHIFTING CONTEXT**



## SHIFTING CONTEXT

The reason problems persist is because they occur within the same context. Therefore we repeat them in different forms over and over. Our assumptions, hopes, fears, resignations, cynicisms and experience stay the same and we're forced to repeat ourselves.

Unless we change these factors and approach the issue from a fresh context, very little will change.

When I first started meditation I did it from my perceived need to relax. If I felt stressed I'd meditate. If I didn't feel stressed, I didn't. You can probably see where this is going... it didn't shift the problem. It became a tug of war between being stressed and meditating. It was only when I took on meditation because I enjoyed it, I practised more often and my levels of stress subsided.

As Albert Einstein suggested *'No problem can be solved at the same level at which it was created.'*

Shifting the context allows the problem to be transformed. We can then live into a new future.

A frog is not a bigger or better tadpole. When a frog stops being a tadpole a whole different world is available. With the right legs you can take a great leap forward!



# RAP2 : Why People Do What They Do

**PROFIT :** Speeding drivers, talking on a phone in the movies, wearing a bright purple top with yellow zebras... Why do people do what they do? Why do people perform poorly? The First Law of Performance says it's all comes down to how the situation occurs to us.

## THE REALITY ILLUSION

Common sense is not common. That's because the Reality we think we share is just an illusion. We don't have a common understanding of situations.

Consider, when we do something, it always makes complete sense to us. To another person watching us, it may make no sense at all. For instance, suicide is a serious affair. To the living it makes no sense. To the person taking their own life they see it as a viable solution to ending their pain.

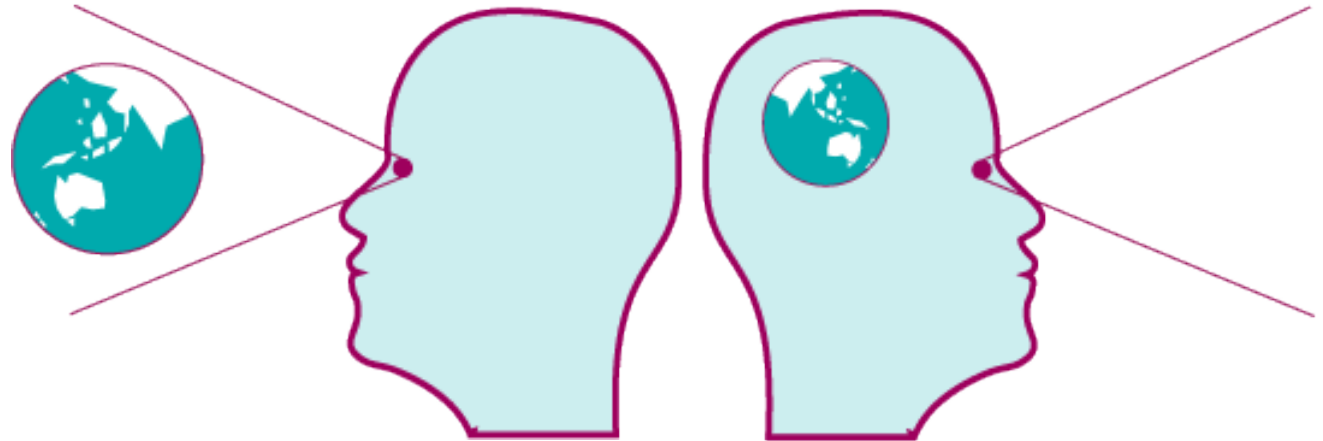
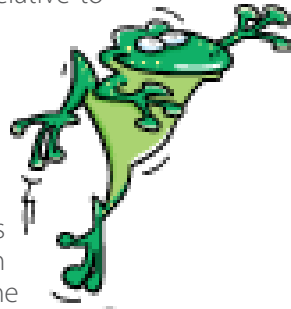
**The First Law of Performance says: Our Performance directly correlates to how situations occur to us.**

How situations 'occur' goes beyond perception and subjective experience. Your perspective is part of the way the situation occurs.

Whilst there is definitely a physical world 'out there', our actions follow how the world occurs to us, not how it 'actually is'. For instance, we talk about the sunrise and the sunset. But, this is not what actually happens. The sun is effectively still, it is Planet Earth that is moving relative to the sun.

## THE THREE MEN

Three men were walking across a deserted rocky outcrop. The first man was a meteorologist and he tripped over a large rock because he was too busy looking at the clouds. The second man was a geologist who noticed the rock the first man tripped over contained mineral deposits. And the third man had a sore back so he happily sat on the rock.



THE WORLD 'OUT THERE'	THE WORLD 'IN HERE'
The world is 'out there' and we all see different versions of the same world.	The world 'in here' in our minds is how the world occurs to us.
We see the world as it is. Objects are the colours we see them as.	We see the world as it occurs to us. We see the colour of objects by the light they reflect.
Common Sense, Perception, Experience	Reality Illusion
Facts = Facts	Facts = Facts as they occur to us
Someone is that way Eg: John is smart	Someone is how they occur to us in that moment Eg: John occurs to me as if he is smart

**Action:** How is this Book Rapper Issue occurring to you? Invigorating? Piquing your interest? 'I can use this...' 'It's nothing like the book'...

**Action:** Pick a person in your life. Describe how they occur to you. Ask someone else how they occur and compare notes. We might think this person 'is that way' and in reality, they simply 'occur to you' that way.

# RAP3 : Your Default Future

**PROFIT :** How we relate to our past and future shapes our way of being in the present. They're like lenses that we fit over our eyes that provide a slight tint to what we see and how we act. Are you playing out your Default Future or living an invented one?

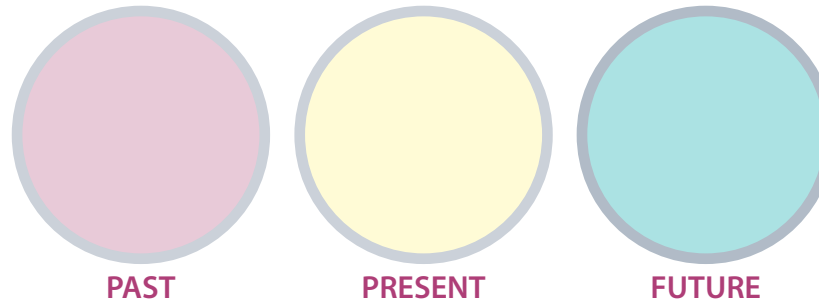
## DEFAULT FUTURE

Our *Default Future* is the future we're having that's coloured by our past. It's the path we've already written and we're busy creating right now.

You can play your *Default Future* forward as your *Almost Certain Future* - If you keep going as you are you'll end up here!

The *Rear View Mirror* is driving into the future backwards either living in the glory days of yesteryear or your regrets and incompletions. You're not really in the present or the future because your past is steering you forward. Your experience here may be of being stuck in a rut with a recurring cycle of thoughts and feelings.

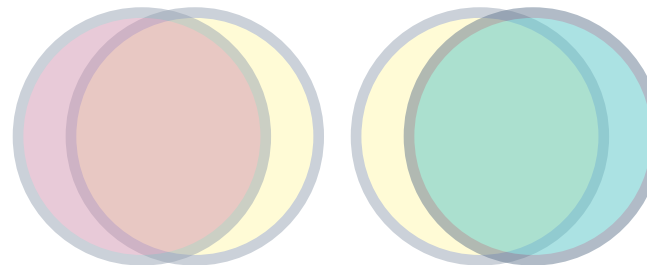
The *Telescope of Hope* is you stretching to look over the horizon to see what's coming hoping that it's better than what you have right now. You probably don't value your experience from the past. And, you're present is filled with one-day, some-day thinking. If you're operating here it's unlikely you'll be functioning on full power.



PAST

PRESENT

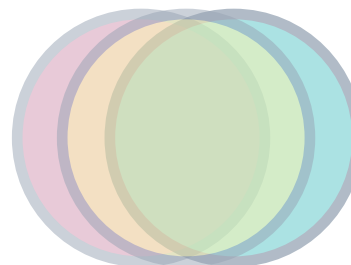
FUTURE



Rear View Mirror  
Living in the Past

Telescope of Hope  
Living in the Future

DEFAULT FUTURES



INVENTED FUTURE

## INVENTED FUTURE

An *Invented Future* draws upon the past but is not based upon it. For instance, if you want to climb Mount Everest and you're afraid of heights, you'll need to manage this first.

An *Invented Future* guides you in the present and calls you forward into the future. This feeling is like the days before you go on a holiday. You might start getting a little excited and can almost smell the sea air before you leave home.

Unfortunately, it also happens in reverse. When we're about to leave our holiday to return to the office, that old familiar sense of dread arrives too. This is the feeling often associated with your *Default Future*.

**Action :** Define Your *Almost Certain Future* in a specific area of your life/organization. Play the film reel forward and describe where your current path is taking you. This could be an important catalyst for inventing a new future.

# RAP4 : How Your Future Got Hijacked

**PROFIT :** If the First Law of Performance is to notice how situations occur. The Second Law of Performance suggests we need to look at our use of language to do this. And, the most important part of language relative to enhancing performance is what's not being said.

## THE 'UNSAID'

Have you ever had that *Groundhog Day* experience where you feel like you're just rehashing the same old issues day in and day out?

This is the 'unsaid' hijacking your future. It's the linguistic clutter from your past clogging up your future.

**The Second Law of Performance says that how situations occur is inseparable from language.**

Most of the time we're focussed on the Foreground Conversations or the words we say.

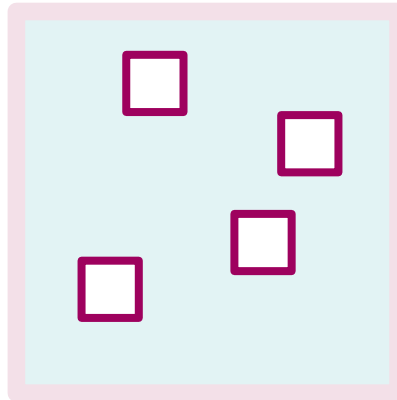
Yet, whenever we utter a few words, a whole lot more is communicated. Can you remember the last time you 'smelled a rat'? You were being told one thing but you sensed that something was 'off'.

It might occur to you the person you're listening to is being evasive, they're hiding something, they seem detached, distant or disconnected. This is the 'unsaid' speaking.

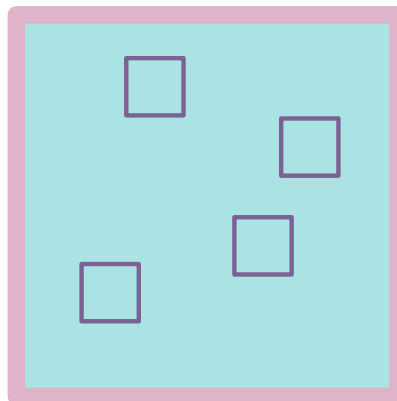
The 'unsaid' includes our assumptions, expectations, disappointments, resentments, regrets, interpretations and concerns.

These might be spoken through our eye contact or lack of it, body posture, breathing, tone and volume of voice or gestures. Overall, we call this a person's way of being.

Someone is said to be 'inauthentic' when the words they say do not match their way of being.



**Foreground Conversation  
THE 'SAID'**



**Background Conversation  
THE 'UNSAID'**

The Background Conversation is the context we speak from and from which our actions arise. Given we are unaware of its role we often repeat our patterns unknowingly, thus the experience of *Groundhog Day*.

## THE MEANING YOU CREATED

Consider, in a work situation your manager may tell you to do something in a new way. However, if you're operating out of the context 'My manager is a jerk', then it's likely you'll disregard their suggestion.

Multiply this across a workforce and the 'unsaid' can hijack the future of an entire organization.

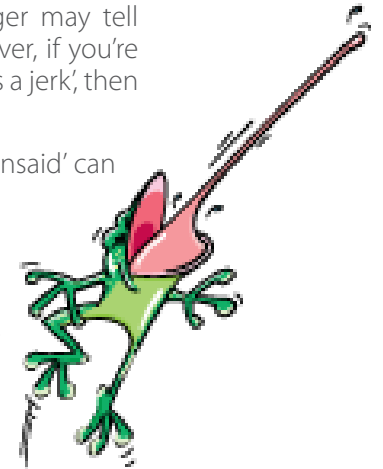
The key to freedom from this hijack is to distinguish the Background Conversation.

In particular, it's to unlock the interpretations you've made in the past that are cluttering up your future. For instance, go back to the time you decided 'My manager is a jerk' and look at what really happened.

**It will follow this basic pattern: an actual situation occurred and you made it mean something.**

You may have seen your boss do something and you labelled him/her a 'jerk' as a result. Later, you forgot you made up this interpretation and now you're acting as if it's the truth.

Whilst we may have the best of intentions, unless we expose the 'unsaid' we'll continue to operate inauthentically out of our *Default Future*. Is that what you really want?



# RAP5 : Blanking Your Canvas

**PROFIT : Typically when we create a new future it's painted over the top of an old one. The unresolved issues in our past stain our view forward and threaten our ability to achieve higher performance. The key to blanking your canvas is to complete your past.**

## BEING INCOMPLETE

The dictionary definition of 'incomplete' refers to a lack of parts or whole, something missing or simply not finished.

We can be incomplete with a project, a thing or a relationship with a person. And, there are usually two parts to an incompleteness: the situation itself and the meaning we've added.

For example, a person with an unfinished degree may make that mean they are not smart. Or, a person who failed their driving test may continue to think they are a bad driver regardless of their current driving ability.

Are there people in your life that you hope you don't bump into? If this fits, it's likely there is something incomplete in that relationship.

Other clues to incompleteness in your relationships are:

- Something is missing, off or not right;
- You feel distant or separate;
- There is an emotional charge such as resentment, envy, jealousy or regret;
- You notice yourself gossiping, putting someone down or speaking poorly about some trait they may have;
- You feel that you have not been fully acknowledged for your contribution; or
- There are broken agreements or unfulfilled promises.

When you hear their name or look at your relationship you'll know something is off.

Incompleteness typically live in the 'unsaid' and in things that have not been communicated - Now that's a big clue as to how to resolve them! This is why they have a mysterious way of sabotaging our results without us noticing.

In relationships this may show up as a familiar thread of going out with the wrong type of person or a series of relationships failing over around the same issue.

## BEING COMPLETE

What does it mean to 'be complete'? Generally there will be feelings of satisfaction, wholeness and integrity.

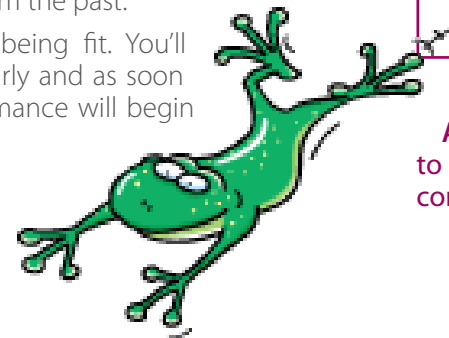
To be complete and blank your canvas you will need to:

- Notice where you feel boxed in or constrained and distinguish the 'unsaid'. These will be descriptions and interpretations of situations, not facts.
- Articulate your Default Future and ask, 'Do I really want this future?'
- Complete any issues from the past.

Being Complete is like being fit. You'll need to work at it regularly and as soon as you stop, your performance will begin to slide too.

## COMPLETING RELATIONSHIPS

- 1 Identify that an incompleteness exists.
- 2 Start a conversation with that person. Set up a frame that you would like to complete an issue to further your relationship.  
If you can't contact that person write it down or have someone stand in for them.
- 3 Tell them what you did or didn't do and what you decided about this situation.  
For instance, you didn't come to my birthday party and I made that mean you don't care about me.
- 4 Take responsibility for your part in diminishing the relationship. You may ask to be forgiven.
- 5 Take whatever action is needed to clean up the mess. Eg: Apologize or repay owed money.
- 6 Declare your intention to stay complete in the future and the action you will take to ensure this happens.



**Actions: Make a list of incompleteness. Take action to complete them. Notice the rise in energy from completing things.**

# RAP6 : Future Generations

**PROFIT :** If, how a situation occurs lives in language, then it figures we need to change our language to invent a future. *The Third Law of Performance suggests 'Future-based language transforms how situations occur to people! Here's your chance to speak a new world.*

## DESCRIPTIVE LANGUAGE

Your *Default Future* is a projection of what's previously happened. And, it lives in your description of it. It will include expectations, hopes, fears, predictions, judgements, assessments and assertions. It may also include spin and attempts to motivate you.

It's value is in accurately describing what's so - The here and now. It loses its value when we try to create with it. For that we need to switch to Generative Language.

## GENERATIVE LANGUAGE

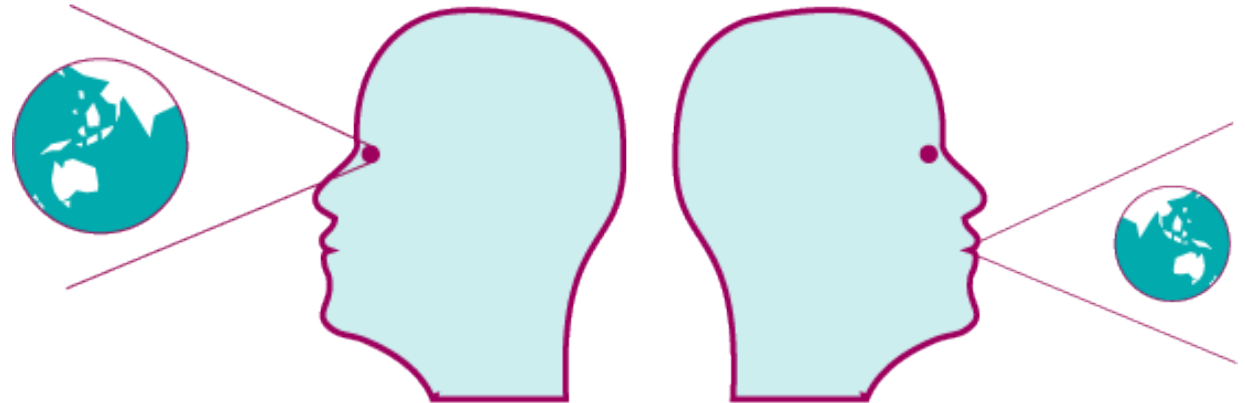
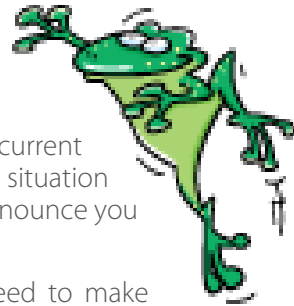
Judges create the future when they announce a criminal's sentence. A marriage celebrant declares a united future of husband and wife. John F Kennedy inspired a future that involved heading to the moon. Benjamin Franklin created the term 'America' that united a nation. Martin Luther King's 'I have a dream' speech presented a new vision for blacks and whites in America.

The US Declaration of Independence signalled a break with the past and the forging of a new beginning. A future that was worth fighting for. It invented something new and displaced the *Default Future*.

Generative Language is not an attempt to fix the current situation. Instead, it transforms how the current situation occurs to us in the moment of speaking it. "I now pronounce you husband and..."

Declaring your future is the first step, then you need to make promises and commitments to bring your spoken future into reality.

**Action :** Make a declaration about your future.



DESCRIPTIVE	GENERATIVE
Past or Present Based.	Future Based.
Enables the Default Future.	Enables an Invented Future.
Useful for depicting or representing things as they are or have been.	Useful for creating new futures, crafting visions and eliminating blinders.
Does it accurately articulate the world as it is?	Creates a new world in the moment of speaking - <i>speaks a new world.</i>
Enables one to look back, spot trends and predict what will happen next.	Transforms how a situation occurs.
Limited Use - You can't create something new by merely describing what was and what is.	Enables one to rewrite the future with little or no prediction.
Allows you to create a future based on what is already known, Eg. Past cycles and current realities.	Allows you to create an unforeseen future. One that was not likely to happen and you are committed to.

# RAP7 : What Are You Committed To?

**PROFIT :** When you create your future, the whole point is to take action to bring it into existence. It won't occur automagically. Here's seven key commitments you can manage to assist you to stunning performance.

## 1 BE ON THE FIELD

Watching a game of football can be fun. But watching your life from the stands is not. You need to be on the field, in the action, making the play. Your conversations need to reflect this. Limit your time talking about stuff, like gossiping or just idle chatter.

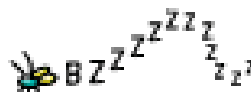
Instead, have conversations *for* something. Take a stand, make a declaration, communicate to take action and invite others to join you.

## 2 CREATE A NEW GAME

Your default future is like a replay of an old game. You're taking the same old action and getting the same old results. Instead, create a new game. Declare a break from the past AND a new future. Design a project to which you are committed, with something important at stake and that you're willing to be accountable for producing the result.

## 3 OBSTACLES ARE THE GAME

'We would have won if we'd been playing any other team.'  
'Being a school teacher would be fun if it wasn't for the students.' The whole point of your game is to tackle certain obstacles. Taking them away doesn't make it easier, it removes the whole point of playing. Treat the obstacles of the game as the natural condition of the game – something to be overcome. Then given these conditions, who will you be in order to win?



## 4 SHARE YOUR INSIGHTS

When we hang on to our insights, nothing changes. When we share them the world gets bigger. Sharing lets others participate in our breakthrough and experiences. And, it might even inspire them to greater heights!

## 5 GET COACHING

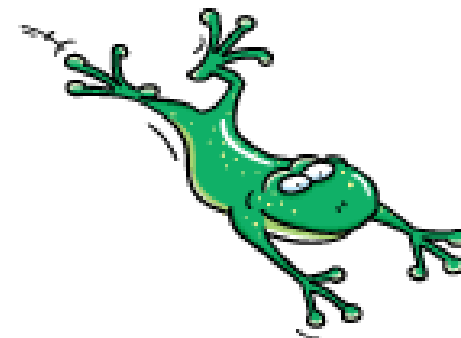
Usain Bolt is the fastest man on the planet right now. He has a coach. His coach can't run faster than him. But, that's not the point. Usain can't see himself running and his coach can. Get yourself a good coach - ideally skilled in this methodology - to help you see how situations are occurring to you.

## 6 PUT YOUR PAST IN THE PAST

Our *Default Future* is the result of a filing error. Imagine you had two filing cabinets, one for the past, one for the future. Somehow, you stuck the past in with the future and it all got mixed up. Spend time cleaning up your future by completing the things from your past that crop up. Make this a regular practice.

## 7 PLAY THE GAME AS IF YOUR LIFE DEPENDED UPON IT

Some of the great sports people of the world risk death and injury every time they perform. All this for a simple game! When playing your game, play as if your life truly depended on it. Be inspired, passionate, intense, focussed and remember, it's just a game. If you can hold this duality in your mind as you play, your compelling future may soon be your inspiring life right now. Be alive!



# RAP8 : The Self-Led Organization

**PROFIT :** In an earlier Book Rapper issue 'Leaderful' we raised the prospect of a Self-Led organization through the structural dynamic of decentralization. Zaffron and Logan propose another Self-Led organization built through co-authoring a united future.

## A HAND-ME-DOWN FUTURE

A *Hand-Me-Down Future* is like a pair of jeans from an older brother. They're a little worn, a little tired and they may or may not fit you well.

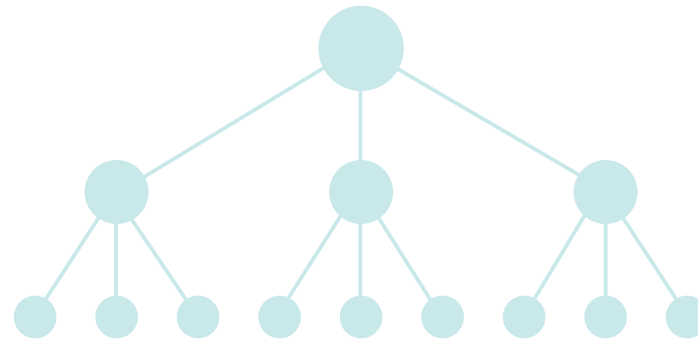
That's the traditional Top-Down management style. It starts with the key managers going away for a few days. They have a good time and come back with a future that you're expected to adopt as if it's your own sibling and nurture until it reaches adulthood.

Fat chance of that working! And, that's an issue for many organizations.

A significant key to improving performance is to honour each individual by partnering with them in creating the future they are expected to fulfil.

**Action :** On a personal level, do your actions demonstrate that you are the author of your life?

**Action :** In your organization, to what extent do the leaders focus on more than profit? And consider, if your organization became Self-Led what impact do you think this would have on performance levels?



**TOP DOWN, HAND-ME-DOWN FUTURE**



**SELF-LED, CO-AUTHORED FUTURE**

## AN AUTHORED OR CO-AUTHORED FUTURE

You are the author of your life whether you like it or not. You have the chance to write your own future, create your own possibilities and declare your own commitments.

In an organization, an alternative to the *Hand-Me-Down Future* is to involve every stakeholder in the creation process.

This involves going through the entire *Frog Power* process of listening to the *Default Almost Certain Future*, exposing the unsaid conversations, working to resolve the incompleteness and then creating a possibility that each and every person aligns to.

The benefit of this approach is the licence to call people to account around managing their commitments and fulfilling the co-authored future. 'You said you would!' 'You aligned and agreed!' There is no escape clause when everyone's involved.

The net effect of this approach is to flatten the hierarchy of the organization. Top-down planning reinforces a top-down autocracy. In contrast, when everyone is a joint author of the future, they have a right and a responsibility to call each person to account, including the CEO. This minimizes the 'us' and 'them' attitude that undermines many organizations.

And, best of all, it doesn't rely on finding a great leader to take the helm and fight through the storms. Once the future has been created, the organization steers its own ship based upon what it previously decided was the charted course.



# RAP9 : The Self-Led Leader

**PROFIT : A Self-Led Leader sounds like a tautology and if you're going to have a Self-Led organization then you'll need to consider what that looks like. And, how does Self-Led leadership guide you forward? Here's a few clues to get you thinking...**

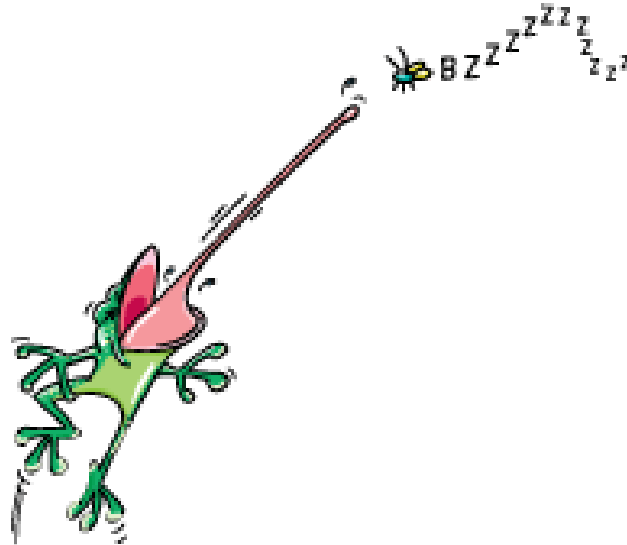
## LEADING SELF

Self-Led first means personal leadership. This means being the author of your own created future. It also implies that you'll be managing your way of being through the three laws of performance.

Here's several things to manage when leading yourself into your compelling future.

- Continually monitor and notice how you are observing things and how situations are occurring.
- Know when to and how to effectively use both Descriptive and Generative Language.
- Manage your integrity by honouring your commitments.
- Declare a compelling future and design a game around it to play.
- Create a list of incompletions and actively and regularly work on completing items on it.
- Use a coach to assist you with these items and develop your own personal mastery program.

**Action : Schedule time to invent a new future. It won't happen unless you make the time for it - your Default Future will simply get in the way.**



### Laws of Performance

### Leading the Laws

<b>1</b>	How People Perform correlates to how situations occur to them.	Leaders have a say, and give others a say, in how situations occur.
<b>2</b>	How a situation occurs arises in language.	Leaders master the conversational environment.
<b>3</b>	Future-based language transforms how situations occur to people.	Leaders listen for the future of their organization.

## LEADING OTHERS

Here's several things to manage when leading a Self-Led organization:

- Ensure you have your say and most importantly, create pathways and opportunities for others to share.
- Make use of the symbolic power you have as a recognized leader. At times you will have to demonstrate your commitment to the cause through your actions. Getting in the trenches with colleagues at all levels of the organization may be the most powerful thing you can do.
- Become a master of conversations. In particular, knowing when and how to use both Descriptive and Generative Language, managing accountabilities, promises, completions and commitments.
- Listen for the future in the form of the 'unsaid' and manage the integrity of what people say they will do.
- Teach others what you know, particularly your expertise in the use of conversational technology.
- Finally, get out of the way. Once the vision has been created and systems put in place to manage conversations, a truly Self-Led organization no longer needs you to lead from the front.

**Action : Share this Book Rapper issue and/or Zaffron and Logan's book and start discussing the issues within it at work. In particular, discuss the implications of transforming your organization into one that is Self-Led.**

# BR Context : How to Save the World

In the good old days, it was politically correct to sit back and smile as the beautiful blondes in the Miss America pageant were asked what they would like to achieve if they were successful in winning the title.

As they fluttered their fake eyelashes, their answers typically were of the order 'In my time as Miss America, I would like to create world peace.'

Whilst one can respect their good intentions, it was pretty obvious that it wasn't going to happen.

**Only Superman saves the world, right? And, boy, do we need him right now.**

Our planet's in a bit of a mess.

If Earth was taken to a doctor they'd probably send it off to palliative care.

We have our usual set of wars going on... Terrorism, Afghanistan, Iran, Israel, Palestine... The problem today is the toys we play war



with are big enough to blow the planet apart.

We also have our new friend Climate Change. It's clear our weather is changing and we've built our cities, agriculture and lives in the wrong place.

**Whilst we can glimpse the damage we're doing on land, the deeper issue appears to be in our oceans. We're wiping out our fish population like a bulldozer knocking down a forest.**

Add the melting polar caps and the changes in ocean currents and it's fairly obvious why we're getting more ill-tempered Hurricanes like Katrina.

Plus we've got a few too many people to feed on the planet. And, too many of them are going hungry. We have enough food, just a few too many restrictions on who gets to eat it.

Our poor animal cousins aren't doing much better - and this includes our transformational leaping frogs! We're letting them die off in record numbers never to be seen again.

They're homeless and hungry too and more park benches and soup kitchens are not going to help!

It's clear we've got a few things to fix.

And, that's the real problem. We're trying to fix things on a world-scale one small step at a time.

Sure, I'm taking a shorter shower. And that's not going to clean up the planet!

Sure, I'm using my car less. And that can only drive things so far.

Sure, I'm separating my plastics from my vegetable matter. And that effort's all going to waste!

As our dear friend Albert once said: *We cannot solve a problem at the same level at which it was created.*

**And I repeat, that's the real problem. We keep trying to solve problems and that's what got us in this mess in the first place.**

We did a bit of this, then a bit more of that and then we got this.

Now we're trying to do a bit less of this and a bit less of that and hoping it will all go away.

Not bloody likely!

Each incremental step we add merely distracts us from the real issue. It lets us think we're doing something about it and the only thing we are doing is wasting time and avoiding the real issue.



The human condition has a wonderful ability to numb the pain if only we wait or distract ourselves for long enough.

We do it around our health, our weight, our relationships, our money, our jobs...

Zaffron and Logan have too much credibility in the world of business and academia to come out and say what they're really writing about.

**The 'unsaid' in their book is: this conversational technology could save the world! There you go, they didn't say it and now I have.**

Now that the cat's really out of the bag (hopefully an endangered one), let's take a look at how we can transform two of the world's biggest ills.

Let's start with the wars...

What is really being fought over?

Forget what the media are trying to tell you. None of the wars are being fought over land or oil or revenge for terrorist attacks. That's way too simplistic - the answer is even more simple than that.

**We all just want to be happy, right?**



# BR Context : How to Save the World, continued

And, the shortest path to unhappiness is to compare ourselves to someone else. And, that's what these wars are all about.

Someone else has something that I want and I'm going to take it from them so I can have it too. That's it. Sounds like a couple of three year olds, doesn't it?

Now, it's relatively easy to sit in the comfort of my own suburban dream castle and tell the world they're wrong. And, *it is* much easier when you're detached from it all.

**These wars are all being fought based on past injustices. Their past is driving their future.**

The problem is they're trying to correct the past and balance the ledger which simply leads to more conflict.

Trying to balance the ledger comes from the 'fix the problem' mentality.

We need both sides to sit down and notice how things are occurring to them.

We need them to get in touch with their almost certain future of more fighting, more loss of life, more pain, more unhappiness. More hurt simply causes more hurt.

We need them to complete their past. And that 'them' is us! We're part of

the problem for letting it go on for so long.

We need them to acknowledge their righteousness and wrongness.

And, we need them to create a new future for themselves.

A future they can live into in a way that honours not just them and their families and their ancestors. It needs to honour and value all of the people who have been hurt, maimed and killed; as well as the ones who have done the hurting, the maiming and the killing.

A compelling future is also what's needed to stop the flood of violence in our cities. It's a cry for help by people who are rightly or wrongly feeling alienated. Let's help them create a future that's not dependent on destruction.

This can be as simple or as difficult as we want to make it.

My tip: this process needs to work at both the leadership and community level.

**The leaders can provide the symbolic change and the community can breathe life into it. The head needs to be connected to the heart.**

Enough of wars! Let's talk about Climate Change.

**No, let's stop talking about Climate Change. That's the problem!**

It has now been confirmed by the best scientific minds and research on the planet that our climate is changing at a higher rate than it has previously - or at least for the past few hundred years.

End of story.

**Let's accept that and now get on with *Climate Design*. We know we can influence our climate so let's be deliberate about what we're going to create.**

It's time to stop trying to fix our past environmental mistakes and start designing our way forward.

Design is deliberate change and it's time we're deliberate about the changes we want to make.

On May 25 in 1961, US President John F. Kennedy invented a future that focussed an entire country for a decade - to land a man on the moon.

Forty years after this achievement was completed, I believe we're now ready for a new challenge. A global challenge.

A challenge not out of fixing something that is broken and not out of righting past wrongs.

It's time for a deliberate challenge that will drive humanity and our planet



forward for the next decade or even the next century.

What's going to be the invented future that our current generation is aspiring too? Let's hope it's not to get a good job and build a McMansion in the ever-expanding suburbs. Been there done that.

And, who's going to create it?

Whilst eyes are focussed on Barack Obama to be the next great white hope (sic), this is a distraction and an abdication of our own responsibility.

Global change starts with personal change.

**It's time to stop looking at the world 'out there' as our source. It's time to focus on the world 'in here' because this is where our future arises from.**

As Gandhi once said, "*We need to be the change we want to see.*" In the end it's up to *you* and *me* because we are *us* and *them*.

What's our invented future?

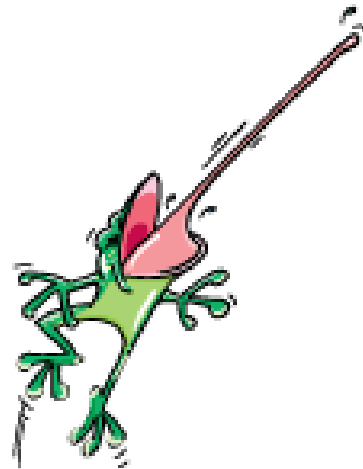
# Actions : Your Frog Power Program

**PROFIT :** Are you willing to look at what's really going on in your life/organization? Here's your chance... Our eight steps for transforming your performance. Write it down using this format or talk it through with a colleague/friend. Avoid pretending to do it in your head!

## Part 1: Your Past

### 1 TARGETING A SITUATION

- What's the domain or area of life/organization that you want an increase in performance?



### 2 WHAT'S MISSING?

- What's not working in this situation?
- What's missing that if brought to it, would make a difference?
- How is this situation occurring to you?
- What's not being said about the situation? What assumptions, expectations, disappointments, resentments, regrets, interpretations, etc are you making?
- What are you avoiding?

# Actions : Your Frog Power Program

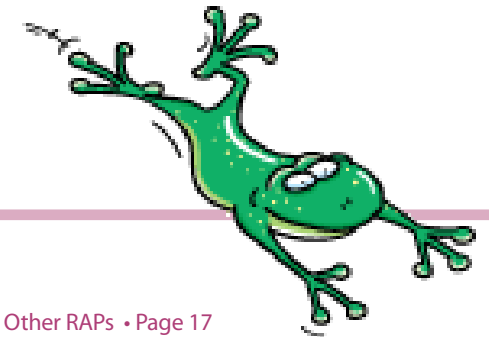
## Part 1: Your Past

### 3 YOUR DEFAULT FUTURE

- What will happen if things continue as they are?
- If you don't act now, what risks will appear and what opportunities will be lost?
- What does your almost certain future say about how this situation is occurring to you?

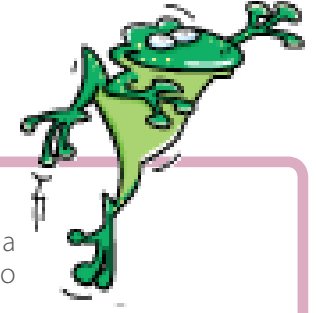
### 4 COMPLETING THE PAST

- List the things, people and relationships that need to be completed before you can move forward.
- List how these things/relationships can be completed. Schedule when you will complete them.
- What else do you need to say about the current situation?



# Actions : Your Frog Power Program

## Part 2: Your Future



### 5 CREATING POSSIBILITIES

- Speculate on some possible futures. State how you would like life to occur or who you would like to become. What could my/our future be like?
- **Warning :** You're not trying to fix a problem. Avoid a better or different version of the past. Listen for any comparison to what has happened previously in the words that you/others use.

### 6 DECLARING A NEW FUTURE

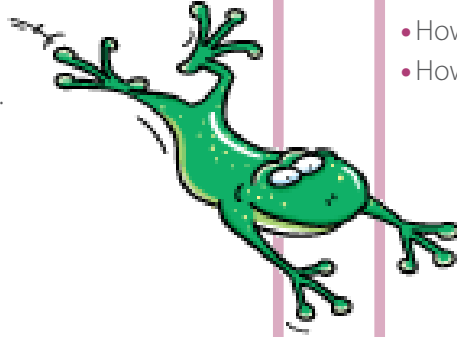
- From your list of possibilities agree on a single one. In a group you will need everyone to align. Invite people to listen for alignment rather than listen for differences.
- Declare your new future publicly with others and/or by writing it down.

# Actions : Your Frog Power Program

## Part 2: Your Future

### 7 MAKE NEW COMMITMENTS

- Create a new game around your declaration by listing what you are now committed to. Include the things that you are no longer committed to and will now cease doing.



### 8 MANAGING YOUR COMMITMENTS AND COMPLETIONS

- How will you ensure you/your team fulfil your commitments?
- How will you ensure you/your team manage being complete?

# More info...



## ABOUT THE AUTHOR

Hi folks!

Thanks for reading **Book Rapper**.

I think we've all got our own special genius. Mine is to take a whole bunch of information and distill it into some simple yet co-ordinated pattern. I used to be an architect. And, for me, tracking trends and working out how they fit together is just like designing a building.

Cheers,

Geoff (McDonald)

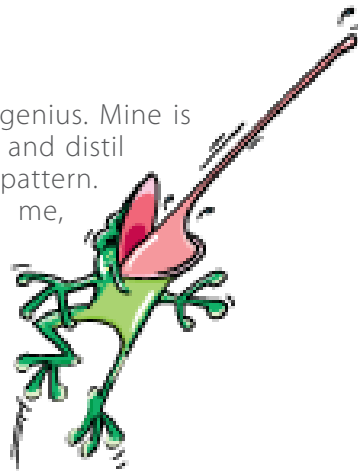
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Share your results, feedback, thoughts, questions, suggestions, etc. And, naturally, email if you want help designing your personal implementation.

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