



Growth Framework

*Increase **Collective Intelligence**;
Innovate and **Execute** extraordinarily well;
Thrive!*

The Growth Workshop is Leaders Doing More.

We work with leaders of mid size organizations in small group workshops to solve big problems and create new businesses or grow existing businesses ... to better fill more needs for more people ... to solve more problems ... to *Thrive*.

Our Leader Groups are a forum for working with like-minded people who want to do more. They expand thinking and perspectives in an optimistic environment where ideas are explored and new businesses are born.



Advancing and converging technology, new thinking, and big challenges are transforming industries and spawning opportunities everywhere ... opportunities best developed by leaders of mid-size organizations.

Identifying and developing opportunities requires an increasing Collective Intelligence (CIQ) ... a small group's capacity for massive information flow, idea generation and abstract thinking.

Growth Framework

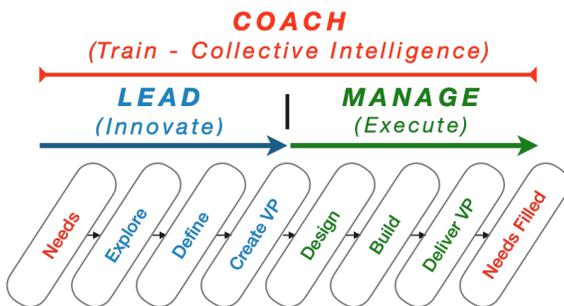
Workshops use our Growth Framework — a lens for *extreme clarity and focus*, and a streamlined structure for fast, efficient and effective business development.

Training increases *Collective Intelligence*, raises standards and expands capacities. **Innovate** and **Execute** create and operate extraordinary businesses.



Core Activities

Successful businesses all execute the same series of high level activities between identifying and filling needs. Our Growth Framework is simply those activities organized to give leader groups mastery and control.



Leading (Innovate) activities define a compelling future for a business and define its Value Propositions. Managing (Execute) activities deliver those Value Propositions extraordinarily well.

Collective Intelligence is the determining factor in how well a leader group Innovates and Executes.

Increasing Collective Intelligence aligns and focuses activities, sets higher standards, expands capabilities and keeps people moving together toward the same future.

In sports, performing arts, the sciences, special forces, and most professions, continuously increasing Collective intelligence with the right coach is essential. Increasing Collective Intelligence will expand a group's capacity for thriving growth quickly and dramatically.

Workshops: Extraordinary Thinking & Action

Collective Intelligence peaks in trained small groups of 5 - 7 people. More is too much noise, fewer is too little stimulation.

Workshops are what high Collective Intelligence leader groups train for. They are where information flow and Collective intelligence reach critical mass. Creativity explodes, new possibilities and perspectives emerge.

Workshops become the high leverage tool leader groups use to make big leaps forward, and to execute important design and build activities extraordinarily well.

Coach - Train

(Chief Growth Officer)

The job of *Coaching* is to increase **Collective Intelligence** ... to enable extraordinary *Leading and Managing*.



Collective Intelligence (CIQ) is the determining factor in how well a leader group performs. It is the foundation for exploring, defining and innovating opportunities. It is the foundation for the skills and attention to detail required for extraordinary execution.

Increasing Collective Intelligence is the **neuroscience** of training and controlling your brain: how it works, what it does, and how it interacts. We direct our brains to learn, process and communicate information to increase our capacity to think and generate ideas individually and collectively.

Learning, commitment and training cause remarkable *capacities to emerge*. An increasing Collective Intelligence expands a group's ability to ask intelligent questions central to critical thinking. It enables involuntary curiosity for understanding new perspectives

Learn:

A leader group's capacity emerges from the combined capacities of the group's members. The human brain is capable of more than can be developed in a lifetime. Curiosity, continuous learning, and an appreciation of beauty and excellence are vital to releasing its full capacity to *think*.

Our brain uses **new learning** to 'experiment' with new connections. Learning new subjects and activities expands thinking and the ability to engage intelligently and learn fast. Experiencing new people and cultures expands perspectives. Mastering a skill gives an understanding of excellence and of what is required to create a new future. Continuous learning includes:

- Understanding what it means to be human, mind vs. brain, our history, thriving, human ecosystem vs. nature ecosystem
- Essential knowledge of natural world: big bang; emergence of particles, atoms and molecules; physics, chemistry, biology
- Broad knowledge across multiple disparate subject areas ... sciences, arts, history, and others
- Developing experiential knowledge from engaging in work, hobbies, sports, etc.
- Knowing mastery ... becoming an expert at something
- **Critical thinking skills ... Communication skills**
- Self-awareness; Self control; Character; Aptitudes and interests; Emotional, intellectual, physical strengths and weaknesses

Commit:

People in high CIQ groups **fit together**. They care about excellence and are interested in the company's purpose, its customers, the needs it fills and the products it creates. They have a desire for *and commit to their own* continuous learning and growth.

Committing to each other is the 'collective' in Collective Intelligence. **Committing is trying ... and then trying again**. Committing requires that each member will do whatever it takes to help others and the group succeed. That **Friendship** is essential ... it leads to deeper relationships, dissolves barriers, regulates subconscious biases, and understands perspectives.

Commitment drives the good communication, Information flow and collective critical thinking that increases CIQ. Natural communication is subconscious and self-centered. Committed groups learn to communicate **for 'us,' not 'me.'**

Train:

In sports, performing arts, the sciences, first responders, and many professions, **practice** and **training** are essential. Increasing CIQ in a business is the same. A high CIQ group practices collective critical thinking, and views every activity as an opportunity to learn through postmortems, reflection, feedback and 'trying it again.' Group training helps individuals refine and focus personal knowledge and skills development.

Lead — *Innovate (& Improve)*

(Chief Executive Officer)

The job of **Leading** is to **define and innovate the future ...** to create a compelling Vision that inspires, creates and delivers extraordinary Value Propositions for Thriving Growth.



An increasing Collective Intelligence (CIQ) expands a group's capacity to **explore** and investigate more of the world more quickly to **define** a compelling future.

Good Value Propositions are the manifestations of a vision. They show how products fill customer needs. **A high Collective Intelligence organization relentlessly pursues excellence in innovating, implementing and executing good Value Propositions.**

Extraordinary leaders build visions on intelligent foundations ... firmly focused on solving problems, filling needs, improving lives and helping other people thrive. A clear, compelling vision answers any directional question or decision in a business.

Explore:

There are opportunities emerging everywhere for solving big problems and better filling more needs for more people. A compelling vision begins with someone seeing a need in a new way, and then generating a new idea to fill the need. **Exploring and investigating** opportunities is where high CIQ groups first focus:

- Understand problems and challenges based on true end-point needs
- **Know current technology, thinking, science, innovation, economics, environment across multiple industries**
- Best practices and innovation across all functions and processes in multiple industries
- **Evaluate emerging new ecosystems; understand expanse of “picks & shovels” opportunities in each**
- Self assess current organization condition, capacities, capabilities; define ideal, identify gaps
- Industry specific activities, trends, new thinking and best practices
- Identify and evaluate adjacent possible, related industries and potential markets
- M&A and partnering activity and opportunities; current deal structures and financing options
- New Value Proposition and Business Model innovation opportunities

Define:

Defining a future depends on a group's CIQ to quickly and intelligently **distill new thinking and ideas into clear direction.**

- Define standards & values (e.g. simplicity, elegance, excellence)
- Define place in the new ecosystems
- **Develop / refine a clear, concise and compelling future ... with near term vision and missions**
- Target opportunities in industries, markets, customers to pursue, and products and services to offer
- Identify innovation and improvement opportunities in Value Propositions and Business Models
- Document specific selected opportunities for innovate work

Innovate:

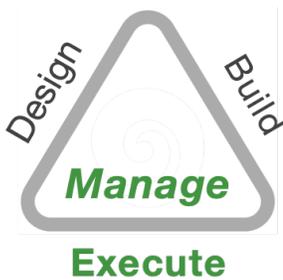
Innovation is **creating new value or capturing value in a new way in order to move closer to realizing a vision.** Improvement is significant incremental change. *Thriving* requires both innovation *and* improvement in Value Propositions and Business Models.

- Improve, innovate Value Propositions, including products, positioning, selling points, pricing, etc.
- Define prototyping and advance testing as needed and allocate resources
- Improve, innovate Business Models, including processes, functions, CSFs, KPI's, and standards
- Improve, innovate value chain, partnering, sourcing
- Identify opportunities and targets for acquisition that accelerate product development and market access
- Define key assumptions and expectations throughout ... marketing, financial, operating, product, etc.

Manage — Execute

(Chief Operating Officer)

The job of *Managing* is to **build and Execute the present** ... to *deliver* Value Propositions extraordinarily well.



Without exceptional execution, good ideas and visions are worthless. When operations are executed well, products deliver what customers expect, marketing & sales is fast and efficient, and customers give positive feedback in re-orders, product requests and endorsements ... driving more growth.

A high Collective Intelligence (CIQ) increases **people's ability to focus, organize and attend to details.** It enables them to more quickly notice anomalies and exceptions, and to realign or correct issues before they become problems.

Exceptional Managing through strong teams drives extraordinary day-to-day execution, and increases sensitivity for finding improvement and innovation opportunities.

Design:

Value Propositions and Business Models are implemented through **Business Design Plans** — a critical link in Exceptional Managing. Plans ensure **processes and activities are flexible, simple, and self-correcting, and are aligned and tested before becoming operational.** A good business design is centered on how Value Propositions deliver the vision:

- Comprehensive component-based business design & plan ... internal and external
- Marketing & sales and product development plans, projects, costs, timelines by Value Proposition
- Detailed function plans including all processes, activities, procedures, organization structure, jobs, etc.
- Acquisitions and partnering projects
- Financing and resources
- Legal, regulatory, environmental issues and projects
- Development and testing projects, including costs and timing
- Management & control processes, feedback processes, KPIs, CSFs, standards
- Assumptions-based financials by market, product, business, etc.

Build:

Implementation is the **essential step between designing and executing** where development and testing projects deliver efficient and flexible operations that can be managed effectively.

- Manage / execute projects
- Source funding and other resources
- Legal, regulatory, environmental projects
- Close and integrate acquisitions and partners
- Component and end-to-end testing (M&S, products and processes)
- Overall value chain implementation and testing
- Operating policies and procedures
- Operations / processes documentation, organization, job descriptions, training

Execute:

Execution is where a business **actually delivers value to its customers.** Exceptional delivery of Value Propositions is central to everything. Good Value Propositions not executed well are worthless. Execution includes excellence in:

- Training, awareness, excellence, focus, continuous improvement / refinement
- Day-to-day supervision and management ... tasks and processes
- Monitoring, reporting and rapid problem solving and improvement
- Scanning, investigation and feedback to Leading / Innovation

TheGW Group Coach

Workshops need an objective outside coach to help find, develop and release extraordinary thinking and action.

TheGW Coach adds to Collective Intelligence and is a catalyst to generate and develop ideas.

TheGW Coach and Growth Framework adapt to the needs and personality of each group. No two groups are the same.

TheGW Coach is *Leader* in **Coach / Train** Activities

- Foundation topic discussions
- Neuroscience and brain training
- Organize learning tasks
- Facilitate commitment & friendship
- Coach training activities

TheGW Coach is *Catalyst* in **Lead / Innovate** Activities

- Stimulate new perspectives
- Coordinate / access research
- Facilitate define & innovate activities
- Maintain documentation
- Extend Value Propositions

TheGW Coach is *Coordinator* in **Manage / Execute** Activities

- Protect Value Propositions
- Coordinate Business Planning
- Seek partnerships and alliances
- Explore M&A opportunities
- Acceleration and risk reduction

TheGW Coaches all have / are:

- Broad STEAM education / knowledge
- Curious continuous learner
- Appreciate beauty and excellence
- Expertise in Value Propositions
- Experience across all functions
- Engaging, open communicator
- Strong coordinator, facilitator
- Idea generator

