



Growth Framework

*Increase Collective Intelligence;
Train, Innovate and Execute exceptionally 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 a setting 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 possibilities and developing opportunities requires an increasing Collective Intelligence (CIQ) ... a small group's capacity for massive information flow, idea generation and abstract thinking.

CIQ increases when people expand their knowledge and thinking capacity, and then commit to each other as friends ... complete equal human beings.

Growth Framework

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

Increasing Collective Intelligence enables rapid, fluid on-demand thinking and action.

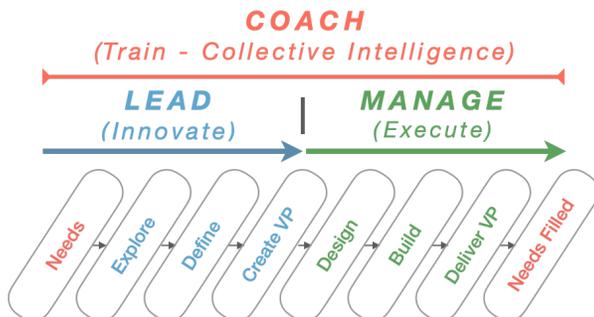
Training increases *Collective Intelligence*, raises standards and expands capacities. **Innovate** and **Execute** explore, create and operate extraordinary businesses.

Leading is defining a compelling future ... *Managing* is delivering.



Core Leader Activities

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



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

The quality of work in each activity shapes the quality of work in the next activity, and ultimately the value delivered to each customer.

Collective Intelligence is the determining factor in how well an organization 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. Focusing first on Collective Intelligence can increase a group's capacity quickly and dramatically.

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 CIQ 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 CIQ expands a group's ability to ask the intelligent questions central to critical thinking. It enables the involuntary curiosity required for understanding and building new perspectives

Learn:

A leader group's capacity to define and deliver a compelling future 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's ecosystem
- An essential knowledge of the natural world ... of physics and chemistry, atoms and molecules
- 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
- Awareness of advancing and converging technology and science; understand core end-point human needs
- **Critical thinking skills ... Communication skills**
- Character development; Awareness of 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 to learn and grow.

Committing to each other is the 'collective' in Collective Intelligence. **Committing is trying ... and then trying again**. Committing requires that silos, power and control are left at the door to create a group of equals. **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 leaders learn to communicate **for 'us,' not 'me.'**

Train:

In sports, performing arts, the sciences, special forces, and many professions, **training** and **practice** 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 their 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 and focuses the organization on creating and delivering good Value Propositions.



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 thriving 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 is a new world emerging that is centered on 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, science, innovation, thinking, economics, politics, environment
- Best practices and innovation across all functions and processes
- **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:

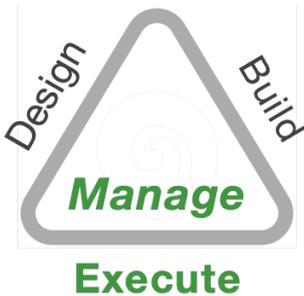
Innovation is **creating new value or capturing value in a new way in order to move closer to realizing a vision.** Improvement is significant incremental change. *Thriving* requires both innovation *and* improvement in Value Propositions and Business Models.

- 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 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:

- Detailed component-based business design for comprehensive ecosystem ... internal and external
- Marketing & sales and product development plans, projects, costs, timelines by market
- 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

TheGW Coach is a committed, contributing member of the group, brings a working knowledge of the Growth Framework, and stays current in technology and thinking.

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

Responsibilities in group activities are defined in the group charter, but generally:

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

- Lead foundation topic discussions
- Neuroscience and brain training
- Committed friend by example
- Facilitate learning and teaching tasks
- Coach group 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 Plan development
- Seek partnerships and alliances
- Explore M&A opportunities
- Optimize 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 leader, coordinator, facilitator
- Idea generator; Contributor / participant