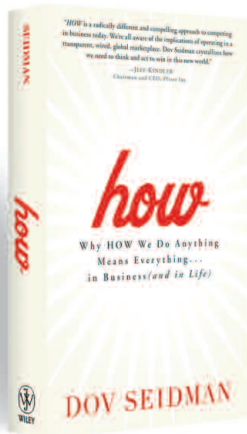


# SOUNDVIEW Executive Book Summaries®



by Dov Seidman

## Why HOW We Do Anything Means Everything ... in Business (and in Life)

# HOW

### THE SUMMARY IN BRIEF

In the 21st century, it isn't WHAT you do that matters most. In fact, if you line up all the winners in business today, you will notice that few win by what they make or do. If you make something new (or just better, faster and cheaper), the competition quickly comes up with a way to improve upon it and deliver it at the same or an even lower price. Customers instantly compare price, features, quality and service, effectively rendering almost every WHAT a commodity.

Yet, the drive for differentiation — personal, professional and organizational — lies at the heart of all our business endeavors. We all still want to stand out, to be bold, to be valuable, to distinguish ourselves from the competition, to do things others can't copy and to be No. 1. We always will. But in a commoditized world, we are running out of areas in which to do so.

However, there is one area where tremendous variation and variability still exist, one place that we have not yet analyzed, quantified, systemized or commoditized, one area which *cannot* be commoditized or copied: the realm of human behavior — HOW we do what we do.

The people and companies that will rise to the top today and stay on top tomorrow — that will be rewarded, promoted and celebrated — are those that get their HOWs right. The world has changed to make this idea more relevant than ever, and it now represents the most powerful way to chart a course of enduring personal and organizational business achievement.

This summary breaks down what it's like to live in the transparent, hyper-connected world and points out the advantages associated with focusing on your HOWs instead of being absorbed with your WHATs.

### IN THIS SUMMARY, YOU WILL LEARN:

- How technological advances have created a hyperconnected world that demands transparency.
- What recent factors have increased the Certainty Gap throughout the world.
- How rules have failed in the 21st century business world.
- How “soft” things like trust and reputation are essential for success in today's transparent world.
- Why values-based self-governance is the future of business.

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# THE COMPLETE SUMMARY: HOW

by Dov Seidman

## From Land to Information

Back in feudal Europe — circa 1335 A.D. — we were a land-based world, and the people who ruled had control over more high-value land than anyone else. Land meant crops, as well as rent from serfs — tradesmen, farmers and craftspeople — who created the goods and consumables that drove the economy.

Fast forward a few hundred years to the birth of the Industrial Revolution. The invention of machines, powered mainly by the steam engine, brought a host of innovative ways to make things. The rate and scale of manufacturing increased exponentially. Fast forward again to 1994 and the birth of the information age. Technology allowed multifold leaps in the way we did things. Opportunity was everywhere, and though few had a clear vision of where it would lead, inventions, products and processes made things possible that were previously only a dream.

### Getting Flattened

In *The World Is Flat*, Pulitzer Prize-winning *New York Times* journalist Thomas L. Friedman details the global effects of this newly unfettered flow of information. He describes some of the unprecedented possibilities suddenly available, many of which are being exploited by the business world: new paradigms of collaboration, specialization, supply and distribution, and expansion of core competencies.

Friedman's macroeconomic and social analysis of our newly "flat" and interconnected world presents a vision of the forces reshaping global business in the 21st century. The free flow of information significantly changes the way internal business units perform and are governed and how individuals work together every day. ■

## Technology's Trespass

Relationships. Communication. Connection. Collaboration. This is how we fill the spaces between us. *Communicate* comes from the Latin word *communi-care*, meaning "to share." So it follows that as the nature of the way we communicate changes, so does the nature

of our relationships. Over the past decade, the intercession of technology into our relationships has radically altered what goes on in the spaces between us, has changed the way we do business and has given us easy access to information, creating a double-edged sword that cuts both for and against us.

### The Ties That Bind Us

In the days of feudal capitalism, running a company like IBM was a far simpler proposition than it is today. Remember the blue suits? IBM used to be famous for its strong corporate culture, so it impressed on everyone who worked there that the blue suit was the de facto uniform of the work force. If you worked at IBM, you knew what to put on every morning. Enforcing a companywide point of view was easier when the old fortress mentality still held sway. You could communicate policies, values, rules, goals and perspectives to your work force through vertical channels. Both corporation and employee benefited from this way of operating: Orders were given and everyone knew where to march.

Few businesses have fortress walls that shield and contain their work force anymore. Communication technology has replaced the concept of a work force with an array of laborers affiliated in countless open relationships. Full-time employees work hand in hand with members of joint ventures, colleagues in independently managed subsidiaries, on-site independent contractors,

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### Technology's Trespass

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remote representatives of outsourcing companies, consultants working from home and as many more creative interrelationships that you can conceive. Add to that a global supply and distribution chain, and you get an organic tangle of human relationships that is difficult to control. The traditional fortresses of business have been overrun by an organic ecosystem filled with possibility.

#### *Distance Unites Us*

Business in the information age is complicated not only by the new forms of relationships, but also by the increasing remoteness of those people. For centuries, local proximity determined the majority of our social functions. We dealt on a day-to-day basis with people who shared a common culture and therefore easily understood the behaviors and signals that occurred in the spaces between us.

Global connectivity sets that whole idea on its ear. We now find ourselves in a world where we are thrust together in all aspects of our lives without borders and without the homogenizing pressures of locality. From purchasing items from a seller on eBay to video chats with team members halfway around the world, at any time you might find yourself interacting with people whom you have never met in person and who don't necessarily speak the same language you do.

Before the Internet, our lives moved at a slower pace. We had time to get to know people, as well as experience personal contact in all of our dealings. Today, multinational companies commonly form teams of employees chosen from various divisions, countries and cultures. Global supply chains and international customer bases multiply and mutate faster than a flu virus. Mergers and acquisitions fuel growth and value creation with little regard to how the individuals will interrelate each day. We build our business relationships in a collage-like construct of hotel meetings, video chats, cell phone calls, e-mails and faxes.

Opportunity conjoins us faster than we have developed frameworks for understanding each other and getting along. Distance no longer separates us; new communication capabilities render distance irrelevant by connecting us instantly. Electronic communication is both a boon and a bane. It makes new, powerful networks of collaboration possible, but does so in strange and fractured language. It's the paradox of the information age: Technology connects us more than ever before, but those connections are more fractured and incomplete than we are accustomed to.

### The Expectation of Response Factor

Another pressure of instant communication is the Expectation of Response Factor. Messages appear instantly, implicitly insisting on a quick response. The Expectation of Response Factor exerts an influence on the quality of our communication, often forcing us to respond in less considered ways. In a medium whose nature transmits only part of our intended symbols at best, the virtual ticking of the electronic clock cheats us of the time we need for careful or meaningful expression.

#### *The Age of Transparency*

We live in the age of transparency. With everything from personal records and profiles to databases easily accessed over the Internet, virtually everything about you can be discovered quite easily. The fact that *The New Oxford American Dictionary* lists "google" as a verb makes this clear, as does the sample sentence to illuminate its meaning: "You meet someone, swap numbers, fix a date and then google them."

Transparency exerts a profound influence on business. Before transparency, companies could form joint ventures to protect themselves from the ramifications of a dubious enterprise, believing that if the unit got into trouble it would not hurt the reputation of the parent company.

In a transparent world, however, when your joint venture transgresses, everybody knows who owns it. In the past, training its managers in proper conduct was sufficient to protect a company's reputation because line employees had little contact with the outside world and rarely got a company into trouble. Now, any employee can say something about a company in a chat room or in a blog and the next day it might appear on Web sites such as The DrudgeReport or The Smoking Gun. The new transparency doesn't allow you to hide. ■

### The Journey to How

Information is king, hyperconnectedness puts that information in the hands of many and transparency reveals all: This is our new reality. To fully consider the changes to the geography of business, we must open our minds to how these forces have created a new playing field for success.

#### *The Certainty Gap*

We all carry a vision of ideal stability and security. We never achieve this ideal state because at any given time the conditions of our lives or the world around us create

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varying degrees of uncertainty and disequilibrium. This opens a gap between our ideal state and the realities of life, known as the “Certainty Gap,” which exerts a profound influence on our ability to succeed. The Certainty Gap never disappears entirely; it gets larger or smaller as conditions change. When it is small, we hardly pay it any attention. When the Certainty Gap grows, as it has in recent years, we reach out for reassurance, for things that can stabilize us and give us confidence to go on. We look for something to fill the gap — *trust*.

Trust allows us to function in times of uncertainty, because trust calms the fears that uncertainty breeds. In times of high uncertainty we pay more attention to the source of trust: human conduct. Trust becomes, more vitally than ever, the currency of human exchange. Trust fills the Certainty Gap; it fills the space between where we are and where we would like to be.

#### ***Recent Factors Have Increased the Certainty Gap***

The following four factors have played a hand in expanding the current Certainty Gap:

**1. The dot-bomb:** When the dot-bomb fell, it exploded the bubble economy and set off a severe economic recession that has exerted persistent dislocating effects on employment and financial security.

**2. A rapid succession of egregious corporate scandals:** Corporate scandals like Enron, WorldCom and Parmalat have helped make corporations one of the least-trusted segments of society.

**3. The ever-increasing revelatory power of technology:** Suddenly, every facet of society seemed laid bare, flaws exposed for all to see: religious scandals, professional athletes on steroids, reporters for the *New York Times* inventing stories. Icons at every level of society suddenly seemed vulnerable.

**4. The 9/11 attacks:** 9/11 seemed to usher in a series of global attacks against civilians — Madrid, London, Bali and other places — that, coupled with destabilizing regional wars, left much of the world uneasy. The needs and procedures of physical security suddenly intruded into the day-to-day lives of many who had long felt safe.

#### ***Outbehaving the Competition***

To succeed, we must differentiate ourselves from the competition in an enduring fashion. As the market becomes more crowded, however, the possible areas of differentiation become fewer, creating new questions about the personal qualities the new world requires of us in order to thrive.

Leaders in 20th century capitalist enterprises historically differentiated themselves by WHAT they did. Those who could invent something and patent it won, and those who could not do so gleaned the fields for survival. The market provided great incentives and protections to innovate in WHAT.

But those days are gone. It is difficult to invent a better product in a world of commodities, and that is where we find ourselves. For example, Starbucks unleashes a newfound appreciation for coffee drinks, and now every diner and greasy spoon serves café lattes. It is harder now to innovate in WHAT. It takes a lot of luck and money to be a pioneer, and even if you pull it off, the ability of someone to reverse engineer your product in six months and not six years eliminates a lot of the incentive for doing so.

So businesses began to concentrate on innovating in HOW. Beginning in the 1980s, the focus turned to process management, or the HOWs of WHAT. We now live in a time when winning is about HOW generally. Total Quality Management (TQM), Six Sigma, Just-In-Time (JIT) Inventory, Enterprise Resource Planning (ERP), etc. — process culture now dominates business practice, aiming to improve profitability by reducing inefficiencies at every stage of the product development process.

However, everyone has gotten so good at process management, or the HOW of WHAT, that we have effectively leveled the playing field again. We have commoditized process and performance in the same way we have so much else, possibly to the point of diminishing returns. Still, there is one area where tremendous variability still exists, one place that we have not yet analyzed and commoditized, and which *cannot* be commoditized: the realm of human behavior — HOW we do WHAT we do. The tapestry of human behavior is so varied, so rich and global that it presents a rare opportunity, *the opportunity to outbehave the competition*.

It is no longer WHAT you do that makes a difference; it is HOW you do it. The emerging trend among leading-edge businesses today involves delivering not so much a better product, but a better experience to their customers. ■

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### ***From Can to Should***

Rules are rules, but unlike our desire to connect with others and our tendency toward value-based thinking, our brains are not hardwired for rules. Rules are a social phenomenon. However, as we begin to consider the new thinking needed to succeed in a world of HOW, we need

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to examine our relationship to rules, and how our thinking about them helps us and sometimes holds us back.

#### Rules as Proxies

Why do we employ rules as proxies? Because rules seem efficient, and modern society (and industrial age capitalism) was built on the foundations of efficiency. In a rules-based society, we often choose efficiency over value, but, while rules-based governance systems may often serve the values of fairness and representation, their seeming efficiency hides a deep and important flaw: *We often rely on rules when they are not the most efficient or effective solution to getting the result that we desire.* Understanding that flaw is vital to thriving in a world of HOW.

Another problem with rules is that they are not created in a very efficient or systematic way. Despite the best of intentions, people create rules haphazardly and often in *reaction* to behaviors deemed unacceptable to the larger goals of the group. Rules respond to behavior; they don't lead it. *Rules don't govern human progress; they govern the human past.*

#### Wrestling With Rules

The central conflict with rules lies in the essential nature of our relationship to them: *Rules live outside of us.* Because of this, we spend a lot of time and effort wrestling with them, trying to find ways around them or ways of living within them. We will always invent new loopholes, and no rule can govern all the cracks.

Some think that breaking all the rules qualifies as creative thinking, but it is quite the opposite. *Working in opposition to rules is simply the negative space of working within them;* thinking in terms of what a rule excludes is as limiting as being bound by what it includes.

Human conduct is more complicated than what language can describe. It has a lot to do with aspirations and intentions, with back-and-forth interactions. Our relationships are two-way streets, and the interactions that travel them are dynamic. Rules, because they are made reactively, have difficulty keeping up with the infinite permutations and various shades of meaning that pass between people.

This presents us with a question: In a fast-changing world, is there a way to govern human behavior that proactively embraces change? The answer is yes. The key to long-term, sustained success does not lie in breaking the rules; it lies in transcending the rules and harnessing the power of values.

### UMHS Says 'I'm Sorry'

In 2001, the University of Michigan Hospital System (UMHS) in Ann Arbor suffered under a budget-busting load of medical malpractice litigation, a phenomenon that had seen exponential growth nationwide over the preceding decade. Given the increasingly transparent nature of medical care, UMHS realized that it was going to incur liabilities in some percentage of cases despite doing everything it could to eliminate systemic errors. That year the hospital fought many malpractice claims and lawsuits in court but also settled more than 260 others at a cost of \$18 million.

UMHS realized that it could do little to avoid lawsuits stemming from catastrophic errors that resulted in loss of life or limb. Instead, it focused on suits involving less serious consequences. In cases like these, UMHS administrators asked themselves, what *should* we be doing for our patients? Continuing to fight malpractice claims remained an option, but they chose a different course of action. They encouraged their doctors to say "I'm sorry" and helped doctors understand how to step up and admit when a mistake was made.

When UMHS announced this new approach, it was widely ridiculed as legal suicide. However, in the three years following the hospital's decision to apologize, medical malpractice claims and lawsuits against them dropped by nearly 50 percent and the per-case cost of defending against the remaining suits dropped 50 percent as well, saving UMHS millions of dollars.

How did UMHS arrive at a counterintuitive solution like apologizing? The hospital employs a values-based approach to pursuing corporate goals. Respect, compassion, trust, integrity and leadership — their stated values — inform everything they do. As an organization whose very core was grounded in the language of values, they tackled their mounting litigation problem by asking themselves not "What *can* we do?" but rather "Based on our values, what *should* we do?"

#### Unlocking 'Should'

There is little in rules that inspires; by definition, you comply with them. To be capable of true success, you need an organizing principle more inspirational and compelling than rules. Thinking and communicating in the language of *should* — values-based language — by its very nature inspires. Values do double duty; they inspire us to do *more than* while simultaneously preventing us from doing *less than*. They create natural floors without creating inadvertent ceilings.

Twenty-first century business craves creativity and  
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### From Can to Should

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innovation, and freeing yourself from the constraints of rules-based thought unleashes new pathways of exploration and possibility. There is hardly a business that doesn't suffer from the "grocery store syndrome." We can choose from any number of grocery stores, each one offering competitive prices. After price, the choice of where to shop boils down to customer experience. To provide this sort of experience, you need to think in ways that inspire your best achievement, to think in the language of *should*. ■

For additional information on the problems with rules, go to: <http://my.summary.com>

### Doing Transparency

As the world transitions to a bottom-up model in which each individual can contribute to the free flow of ideas, it opens up and becomes more transparent. An information society is a dialogical society, one based on the interactive sharing of information among mutually interested parties. Equalized access to information allows more people to act in an informed manner.

Transparency — the new condition of the world that allows us to see past the medium to get to the heart of the message — fundamentally changes almost every way we conduct our lives, demanding a new set of HOWs if we really want to thrive. To understand these changes, we must consider two types of transparency:

- **Technological transparency** describes the ever-evolving state of the networked world, the transparency that happens to us — transparency as a noun.
- **Interpersonal transparency** centers on the realm of how we do what we do — transparency as an action or as a verb. This is the active transparency we bring to our interactions with others.

The question before us is: How do we conquer our fear of exposure and turn these new realities into new abilities and behaviors? How can we become proactive about transparency?

### Beyond Proxies and Surrogates

In the days before information transparency made almost everything easily knowable, all we could really know about a company's "character" were the programs and procedures that stood as proxies for it. Those days seem to be gone. Think of how easy it is to see through to the inner workings of a company today versus just a few years ago. Chat rooms, online forums, instant

access to financial reports, news coverage from around the globe — almost nothing goes unreported somewhere online, where it can be quickly retrieved.

Consumers, customers, regulators, judges and juries have begun to view companies from a characterological viewpoint. They pay more attention to, and care more about, the inner lives and characters of the companies with which they do business. They've begun to ask themselves whether a company has integrity and character. In such an environment, programs and proxies alone no longer suffice. Those passing judgment in our newly transparent age look past programs and proxies, deep into the culture of the company.

Soon these judgments will become pervasive and ingrained, affecting every evaluation of a company's prospects and its ability to perform in the marketplace. People will habitually ask: Does this company have a culture that is nimble and responsive, or one full of friction and dissonance? Due diligence will take on new and added dimensions, with these formerly soft issues weighing as heavily in the mix as balance sheets and assets. ■

### Reputation in a Wired World

Reputation is another one of those "soft" things, like trust, that everyone wants but few think about how to get. Today, the world of business is faster, more spread out, more transient and more fluid than ever before. Yet, paradoxically, the overwhelming capacity of technology to connect us and transmit information to us instantly and cheaply binds us together as never before. It creates conditions of interdependence as high if not higher than when locality bound us in commonality. In some sense, the whole world is now local (or *glocal*). What does this mean for individuals and companies? From a reputation standpoint, what is old is new again. Reputation — how others think of you — is now more critical to your ability to build long-term sustained success than ever before.

Reputation is the sum total of your HOWs: what you stand for, what you can be trusted to do, your track record of accomplishment, the esteem you have earned and how you have been experienced by others. In a transparent world, reputation leads. It records your past but also creates expectations for your future. For individuals, reputation is also continuity. In a world where the average worker entering the job force will work for an average of 10.5 companies over the course of a career, external structures can no longer provide personal continuity, only your reputation can. Your reputation is a far more integral part of your personal package than ever

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### Reputation in a Wired World

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before. And reputation is built over time by your HOWs.

Conversely, a company can no longer assume that its corporate reputation supercedes that of its personnel. In a transparent world, people can see between the lines of what you do and discern HOW you do it. Nuance becomes revealed, and reputation accrues to those companies whose individuals represent those nuances to the world. ■

For additional information on how reputation affects business deals in Japan, go to: <http://my.summary.com>

### Doing Culture

The General Electric Aircraft Engine Assembly plant in Durham, N.C., produces some of the most powerful and technically complex aircraft engines in the world. Every year, more than 400 of the largest engines across the globe roll out the door — engines that power large commercial aircraft like the Boeing 777 and the Airbus A320, including the engines that keep Air Force One aloft.

The special nature of GE/Durham does not reveal itself in its WHATs but rather in its HOWs. Over 200 people work at the plant, grouped into teams of fewer than 20 techs whose only command from management is the date their engine is scheduled to ship; the team decides everything else.

There are a number of things absent from the Durham plant: a time clock, a cleaning crew and tool lock-up. With the exception of a daily team meeting, workers come and go as they like, everyone cleans up after themselves and tools are not locked away, because the feeling is that if you can trust people to build an aircraft engine, you can trust them not to walk off with a torque wrench. There is also only one boss at GE/Durham, the plant manager, who often focuses on growth and improvement, not the specifics of every engine assignment.

The seemingly ungoverned culture has achieved some remarkable things. Over the course of five years in the late 1990s, GE/Durham reduced the cost of airplane engine assembly by over 50 percent. The plant reduced quality defects by over 75 percent. One in four engines ship with just a single flaw — usually cosmetic, like a scratch. Within the massive bureaucracy that is GE, GE/Durham stands as an outpost of team-oriented, consensus-based self-governance, a culture unto itself.

#### *The Sum of All HOWs*

Culture is a company's DNA, the sum total of its history, values, aspirations and endeavors. For a company,

### The Four Types of Culture

Within the spectrum of culture, there are four specific types:

- 1. Anarchy and lawlessness:** a state where everyone acts in their own self-interest with little regard for the group dynamic or organizational ethos. These cultures, by their very nature, build little of the predictability and certainty that capital-based enterprises require to thrive.
- 2. Blind obedience:** a culture where no one questions authority and everyone does what they are told or faces the consequences.
- 3. Informed acquiescence:** a rules-based culture, where those wishing to participate in the culture learn the rules and agree to abide by them. The rules are clearly spelled out and workers either embrace them or spend time trying to make things work under the rules. Informed acquiescence cultures tend to be management-oriented, with an established managing class and well-entrenched bureaucracy.
- 4. Values-based self-governance:** a culture where employees believe in a set of values and uphold them through their actions rather than simply complying with rules. A values-based culture is governed by *should*. Employees believe in a value; they act on that belief; and they self-govern in the name of it.

There are no hard walls between these four basic cultures; most groups organize themselves in a progressive and evolutionary state embracing elements of all four.

culture is its unique character and lifeblood. Culture can be thought of as the destiny of an organization. The culture that grows around any given group of people is unique to them and can't be copied. Others can perhaps duplicate your HOWs in general, but the specific texture and quality of what they total thrive uniquely in the people who live by them.

Mastering culture is no longer a job for just those at the top of the organizational chart. An organizational culture represents the collective action of all the individuals that comprise it, so it is incumbent upon everyone who wants to do well to understand the intricacies of how culture works. ■

### The Case for Self-Governing Cultures

Blind obedience, informed acquiescence and values-based self-governance are not just types of culture; they

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### The Case for Self-Governing Cultures

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also describe an approach to governing. Blind obedience and informed acquiescence cultures place most governance outside the individual in the hands of a boss or a set of rules.

Transparency and connectedness, however, make cultures based on one form of external control or another less ideal for our new world. Today, we need a working environment that connects people and groups more intensely, is powered by communication and information flow, and enfranchises individuals at all levels of the company to act quickly and autonomously when presented with new opportunities by the fast-moving marketplace.

#### Why Self-Governance Is the Future of Business

There are many reasons why getting more values-based self-governance into every culture makes sense, including:

- **A horizontal world calls for a horizontal governance architecture:** Values-based governance minimizes the layers of hierarchy within an organization.
- **Self-governing cultures thrive on the free flow of information:** To unleash the power and creativity of a work force of inspired leaders, you must create an environment that unleashes the information they need to succeed. Transparency between people at all levels in all transactions actually makes these cultures stronger and more effective, and the free flow of information makes cultures more self-governing by increasing trust.
- **A leading company needs to be a company of leaders:** To push the bounds of creativity and innovation, you need people to live out there every day. Rules-based cultures contain an inherent tension between outside-the-box thinking and inside-the-box compliance. Self-governing requires each individual to step up and lead, to take responsibility both for their own work and for the performance of others.
- **Values-based self-governance cultures encourage employee development:** The conditions of the networked world make pushing vast amounts of information to workers' fingertips cheap and easy, but a values-based culture goes a step further and dedicates itself to educating its work force.

- **Self-governance builds universal vigilance:** Sometimes individuals join an organization but do not embrace its goals. In values-based self-governed groups, these individuals can't fool the culture; the vigilance of the group identifies the people who do not truly align with the values of the group and ejects them. Cultures

like these are self-enforcing, thus reducing the need for external management controls. This form of self-governance takes advantage of the collective intelligence of the group to regulate the culture as a whole.

- **Self-governance shifts decision making from the pragmatic to the principled:** Values-based self-governance cultures are inspired by a mission and steered by values. They enshrine long-term principles in place of short-term gain and challenge each decision maker to fulfill them in every act they perform. Decisions made on the basis of sound principles provide a steady rudder in stormy seas.

- **Self-governance is a higher concept:** Values-based self-governance governs in the name of principles and values, not rules, and only principles and values have the ability to inspire. It speaks in the language of *should* rather than *can*. It calls us forth to wed our highest goals and aspirations to how we do what we do each day.

If values become the engine of culture, self-governance provides the scaffolding that allows everyone throughout the hierarchy to embrace and put into operation those values daily in everything that they do. ■

### Afterword

In a dialogic society, answering the phone on the second ring or always having a smile on your face is no longer enough; a connected, transparent world now looks past the proxies of service and looks to how the companies and people with whom they do business engage and interact with them.

Experience matters in a world where interrelationships matter, and not just customer experience, but every interaction with every person you encounter throughout the business day. Experience is becoming the great differentiator. Can you do experience? Can you do innovation? Can you do excellence? How do you measure success? Success is something you get when you pursue something greater than yourself, something of *significance*. Pursuing significance, in the end, is the ultimate HOW. ■



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