The Model Book

By Tom McGehee

No model is perfect, some are useful.

WaveChanger

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_____

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Go Fast - Together.

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Models

Models are a way to give ourselves permission to think creatively. They can be used to envision, create or accomplish something greater than you expect.

This handbook includes **models** that I have developed and used over twenty years in leading change, facilitating large and small groups, and helping both individuals and organizations be more productive.

Models, in themselves, are **not answers or solutions**.

They point you in a direction so you can do what is best for who you are, where you are, and what you are trying to accomplish.

My hope is that the models in this book are not an end, but a beginning for you.

My thanks to Rory Tyer and Go-Innovation for the inspiration for this handbook. I've wanted to gather all these models into one place for years. The form of this handbook comes from one I received in a workshop Rory led.

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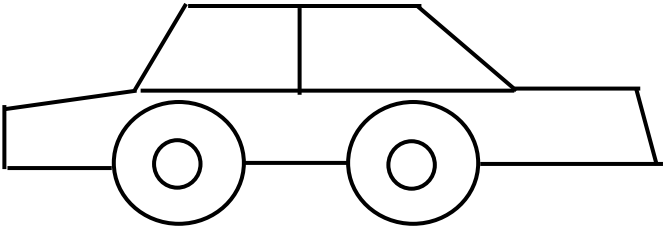
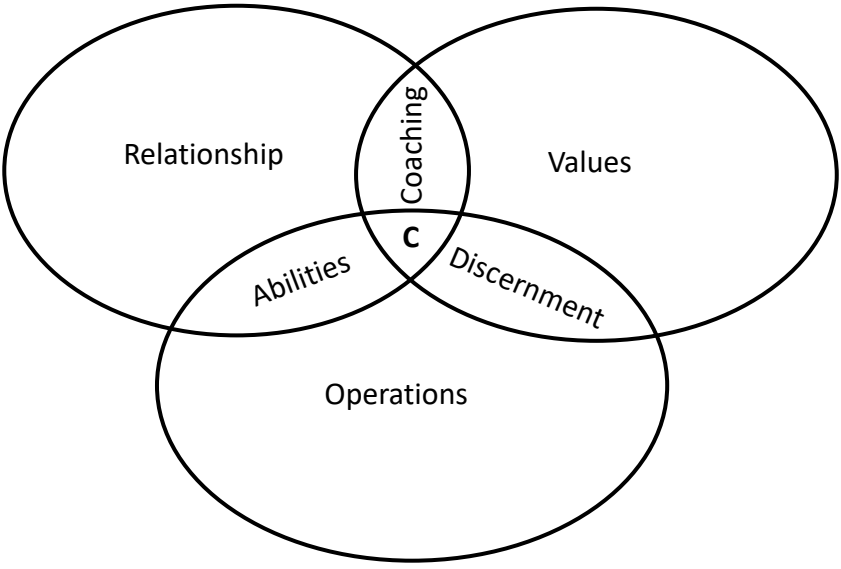
Modeling language



The two rules of models:

- No model is perfect, some are useful.
- The hardest model to change is one that works.

Three Elements of Culture



Notes

Drucker's Five Questions

What is your mission?

Who is your customer?

What does your customer value?

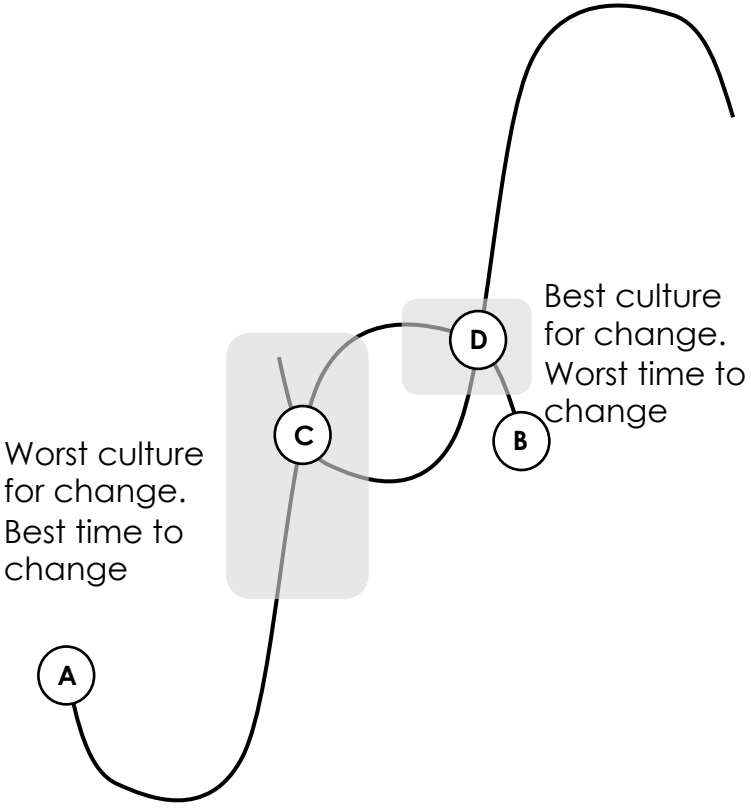
What results do you seek?

What is your plan?

Adapted from Peter Drucker.

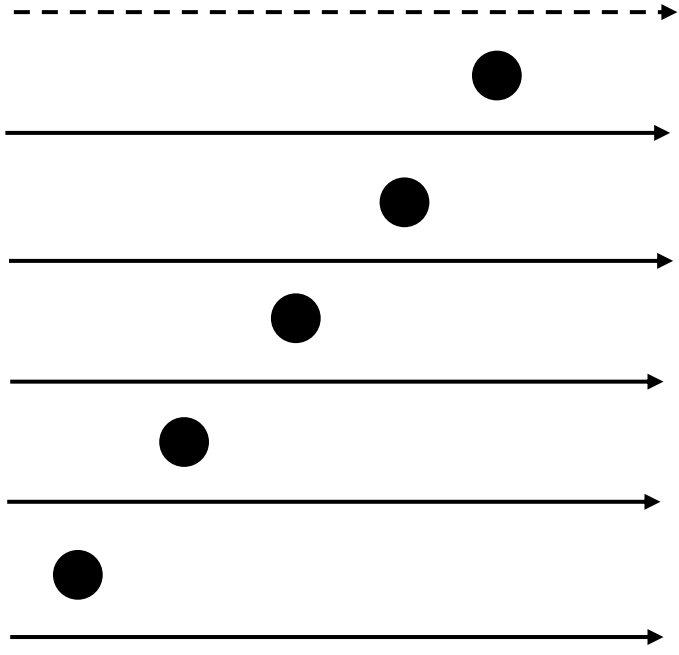
Notes

Sigmoid Curve



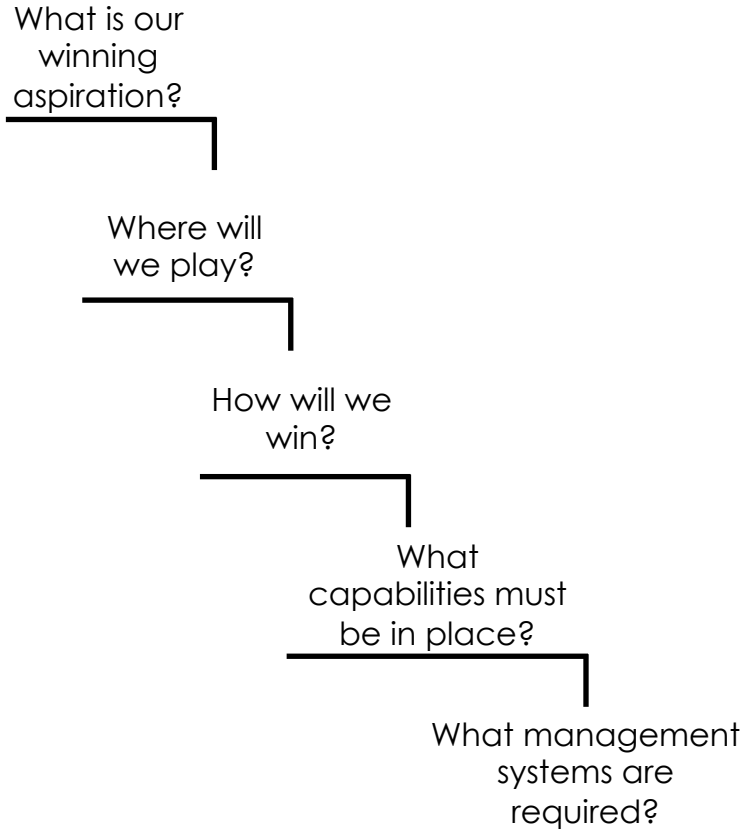
Notes

Systemic Change



Notes

Strategy Cascade



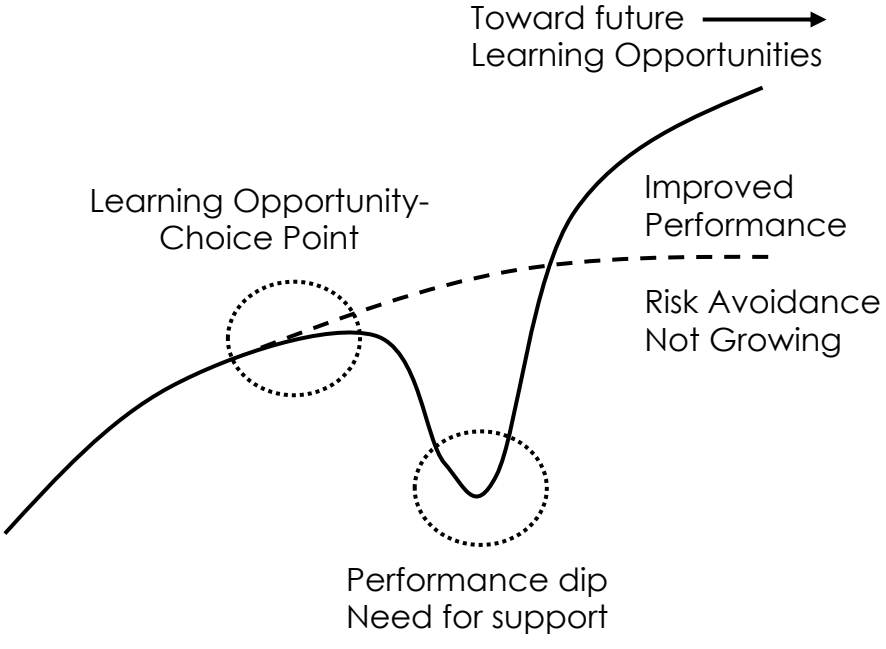
Adapted from *Playing to Win* by A.G. Lafley & Roger Martin

The Strategy Cascade helps you develop a holistic view of your strategy. Each step in the cascade is both independent and integrated with the steps above and below. To create a complete strategy, all the steps must be aligned and supportive.

Strategy is about making choices. If you haven't made a choice, you don't have a strategy.

- Roger Martin

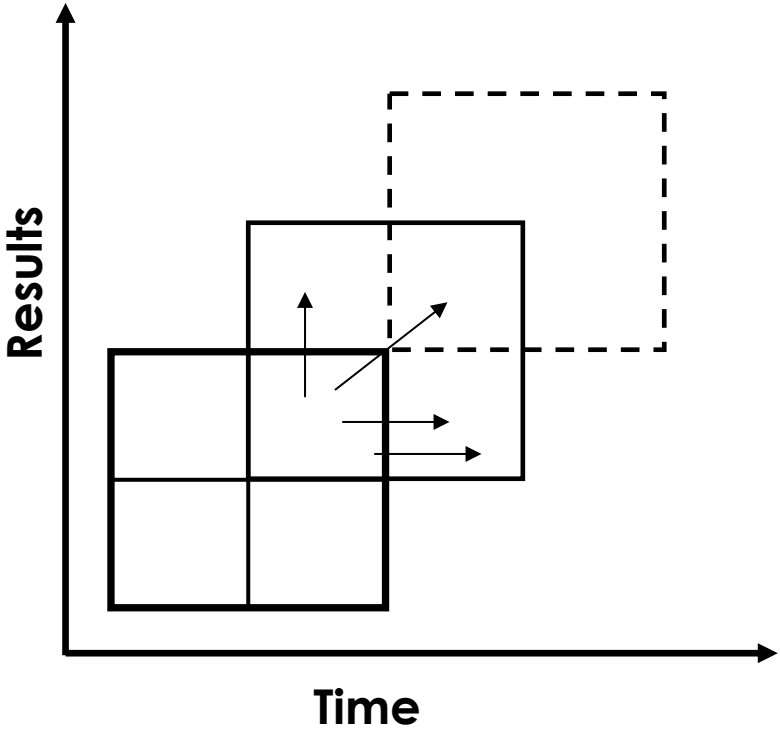
The Learning Curve



Adapted from the Human Development Playbook by goinnovation

Notes

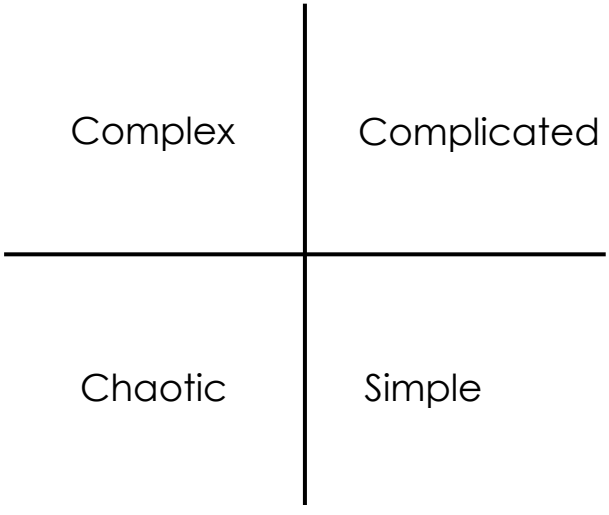
The Performance Matrix



Adapted from the Human Development Playbook by goinnovation

When was the last time you did something for the first time?

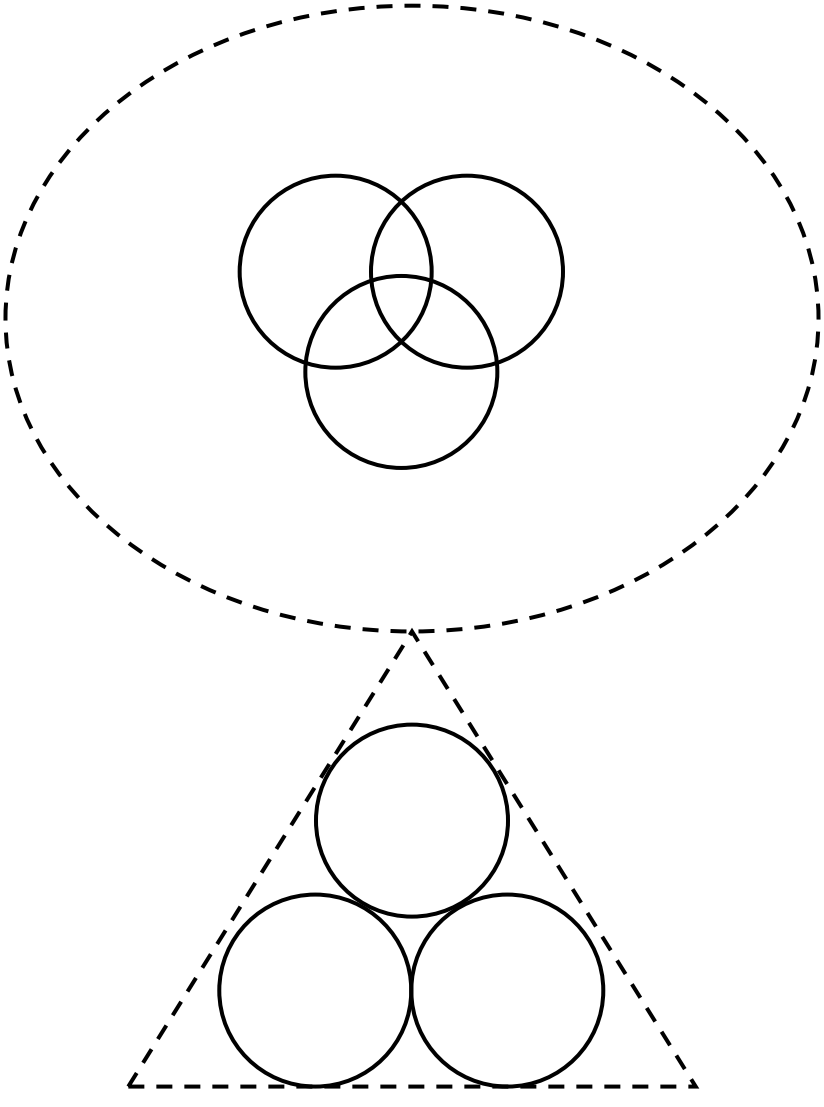
Cynefin Framework



Adapted from Dave Snowden,

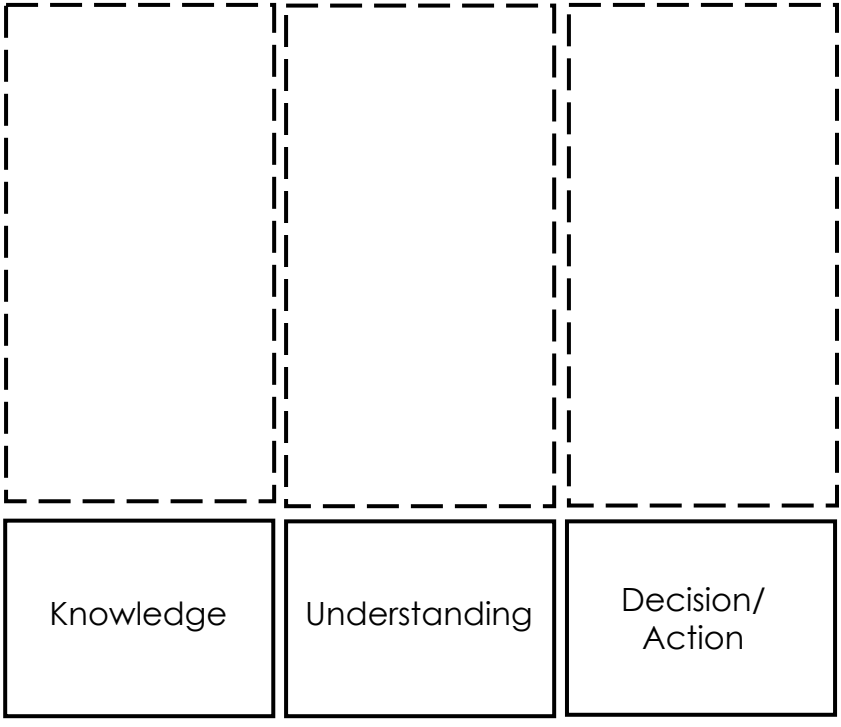
Notes

Collaboration



If you say you are really collaborating,
then I would ask you how much you've had to change.
Because if you haven't changed,
then you are only adding capabilities
not multiplying them.

KUDA



Notes

Collaborative Perspectives

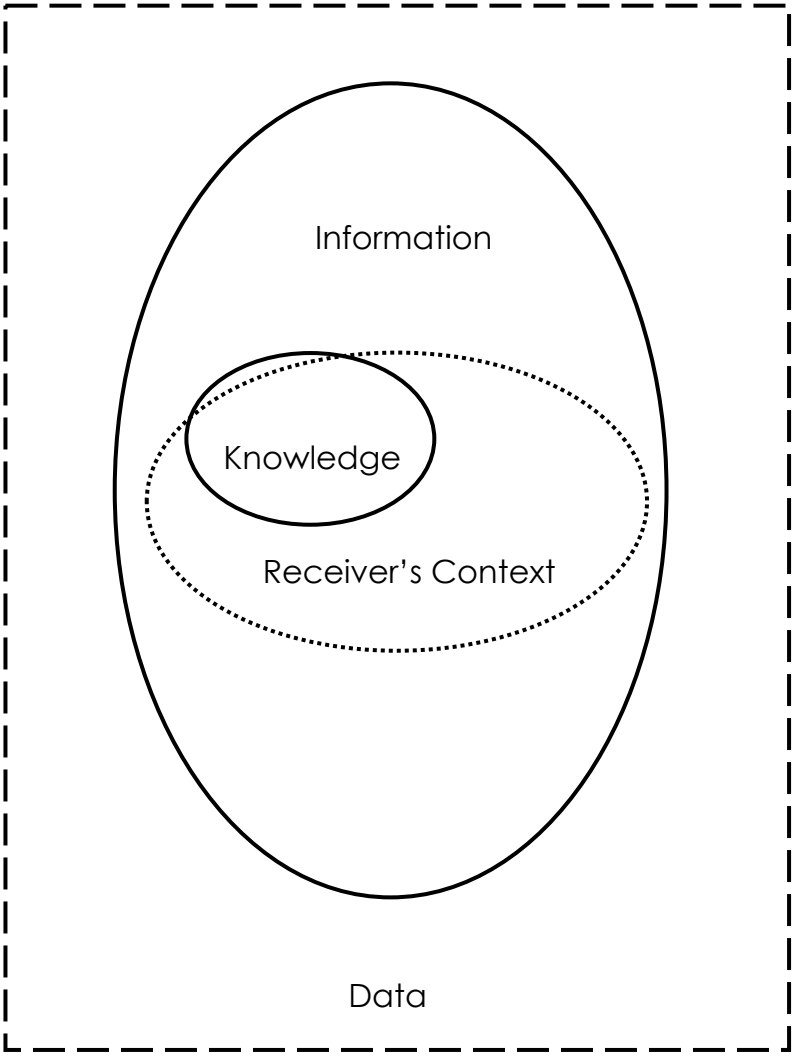
Knowledge shared is more powerful than knowledge held.

Understanding is not about clarity, its about ownership.

How you make a decision is as important as the decision you make.

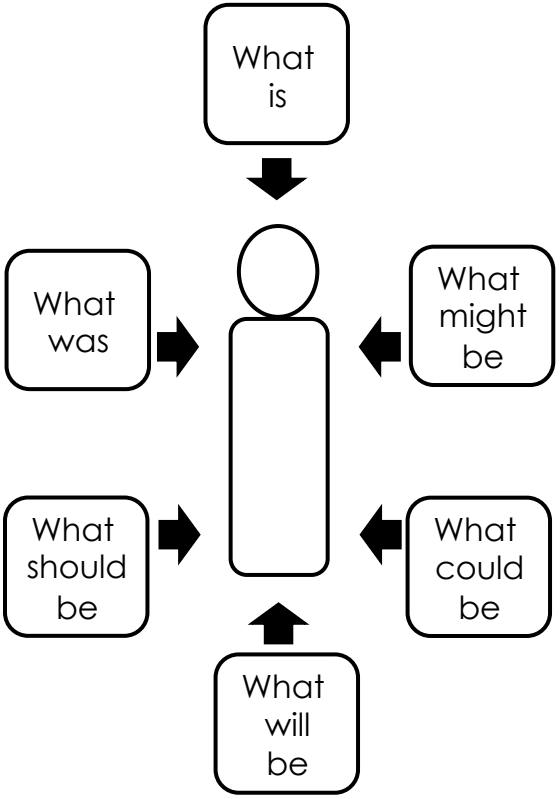
Notes

Knowledge Context



Notes

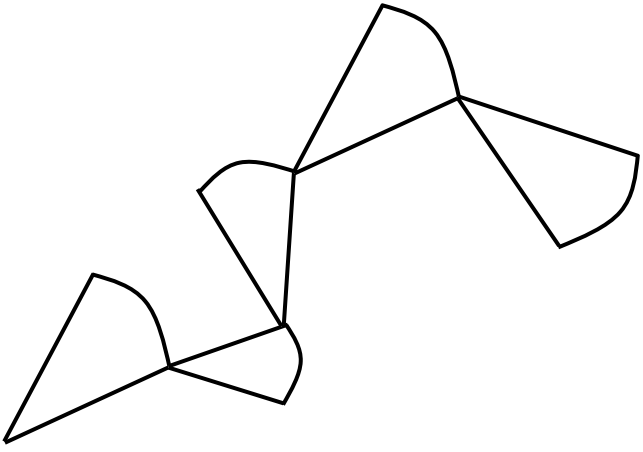
Six Realities

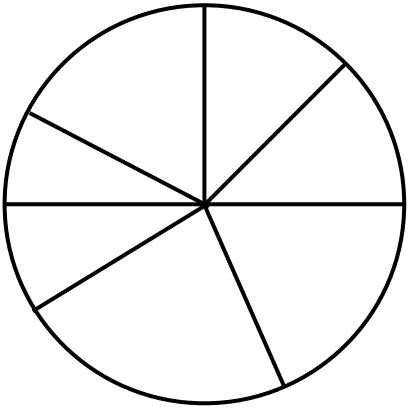


The Six Realities are about **perspectives** not **personalities**. Thus, they will change depending upon the topic being discussed.

They are called "realities" because to the person with that perspective, it is real to them. No reality is good or bad, they can all help create robust conversations or inhibit them.

The Un-Pie Chart





Emergence- "The process of coming into view or becoming exposed after being concealed."

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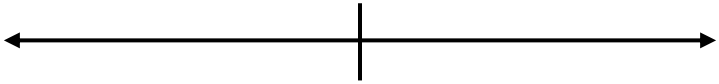
Decision-Making Spectrum



“Vote with your feet”

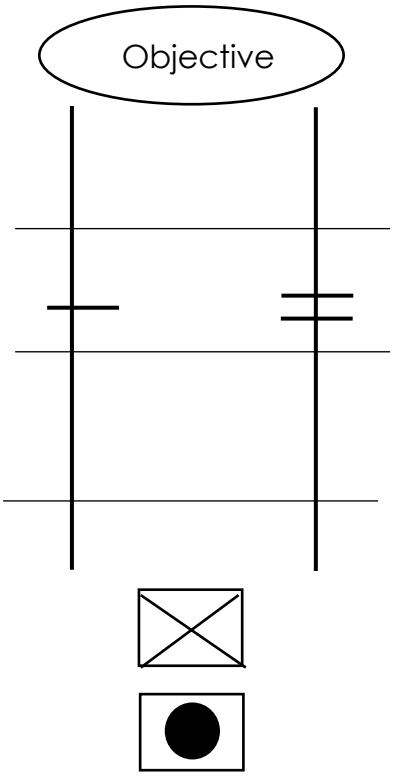
“Use these Parameters”

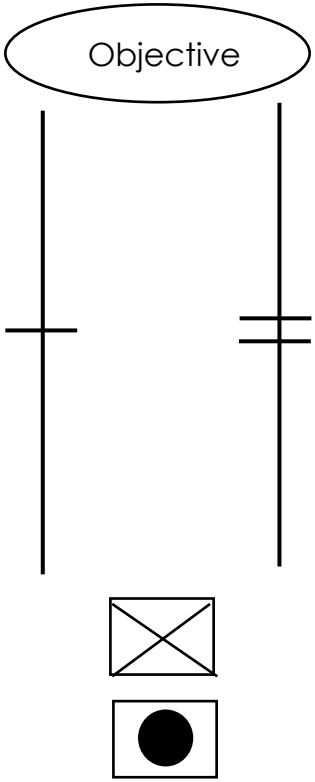
“Do what I say”

How you make a decision is as important as the decision you make.

- Tom McGehee

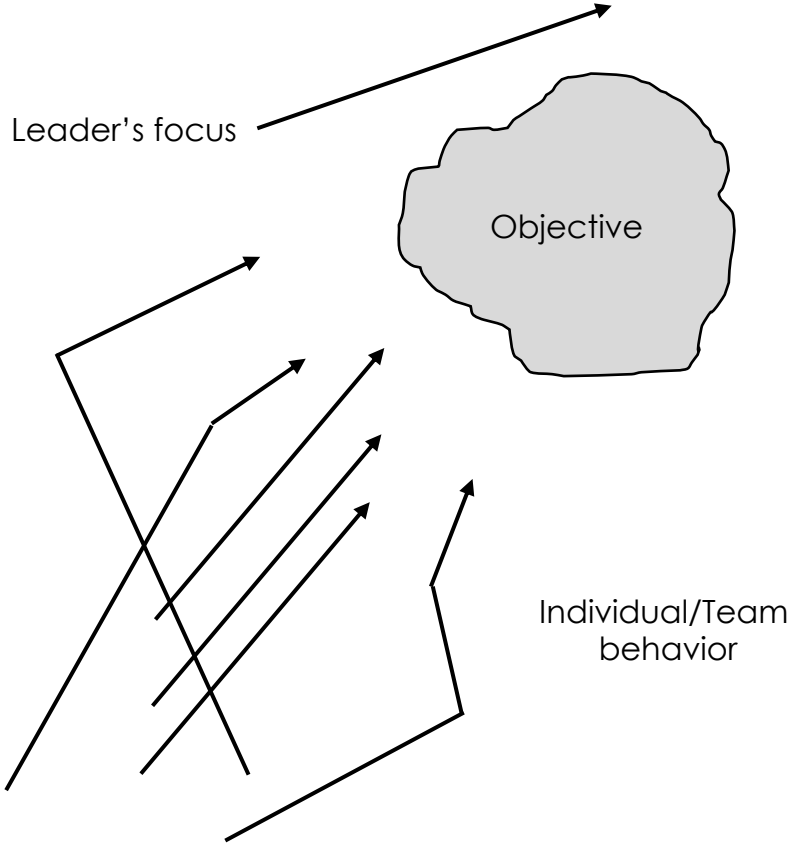
Mission-type Orders





Notes

Leader's Intent



Notes

Manager's Letter

Date:

Dear [Manager's Name]:

As we move forward in XXXX, I would like to confirm that we share the same perspective on how we plan to define, measure, and achieve success over the next six months.

Your objectives (as I see them):

My objectives (as I see them):

Performance standards that I believe are being applied to me:

How I will achieve my goals, including specific steps I'll take, obstacles I will face and resources I'll need:

Things that the organization & you do that help me:

Things that the organization & you do that hinder me:

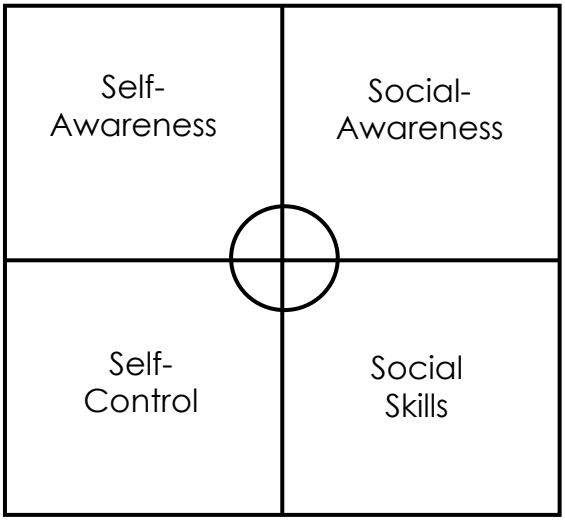
Sincerely,

[My name]

Adapted from Peter Drucker.

Notes

Emotional Intelligence



Adapted from Daniel Goleman in *Working with Emotional Intelligence*

1. I know what triggers my good and bad emotions. (1-10)

2. I prioritize my long-term goals over what I want right now. (1-10)

3. I am aware of my impact on a variety of people. (1-10)

4. I emphasize with others and respond appropriately in different situations. (1-10)

The unexamined life is not worth living.

- Plato

Assessment adapted from *The Human Development Playbook* by Go-innovation

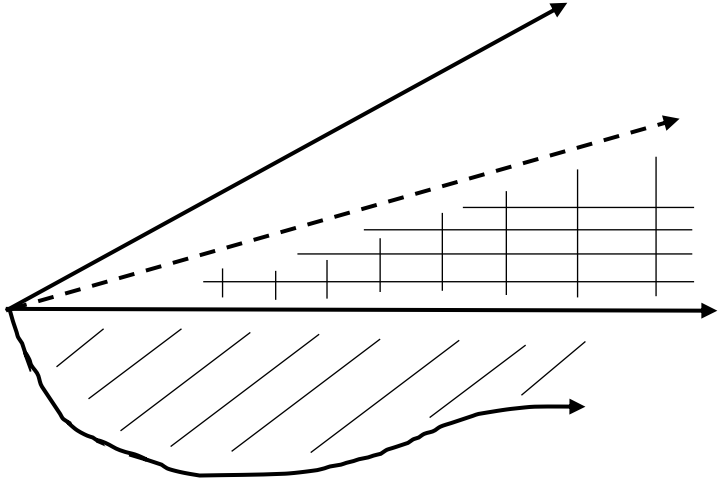
S-B-I Feedback

Situation	A specific time and place remembered by both.
Behavior	A specific behavior you saw or heard.
Impact	Describe the impact on yourself, or the perceived impact on others. Always assume positive intent.

Adapted from the Center for Creative Leadership

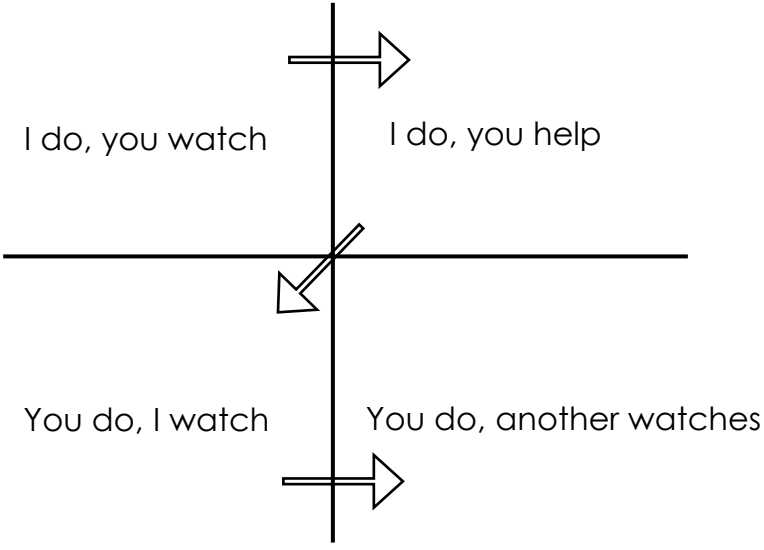
Notes

Power of the Positive



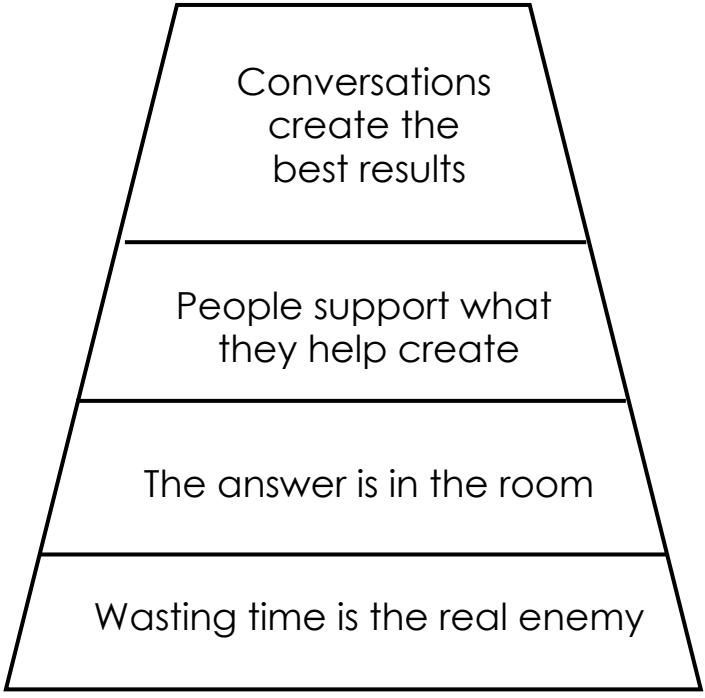
Notes

Training/Coaching Quadrants



Notes

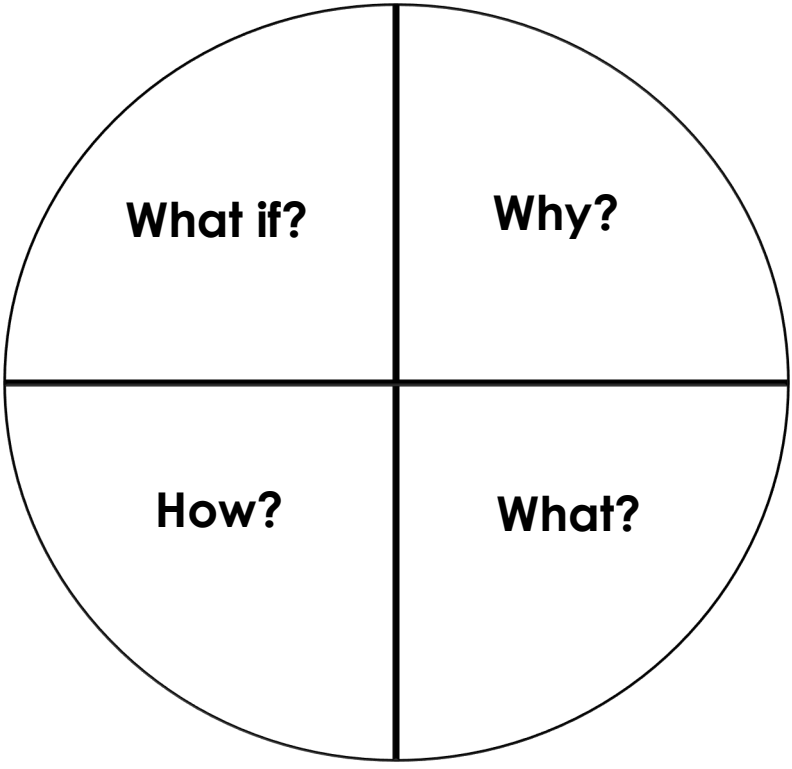
Four Beliefs



Notes

4MAT Design

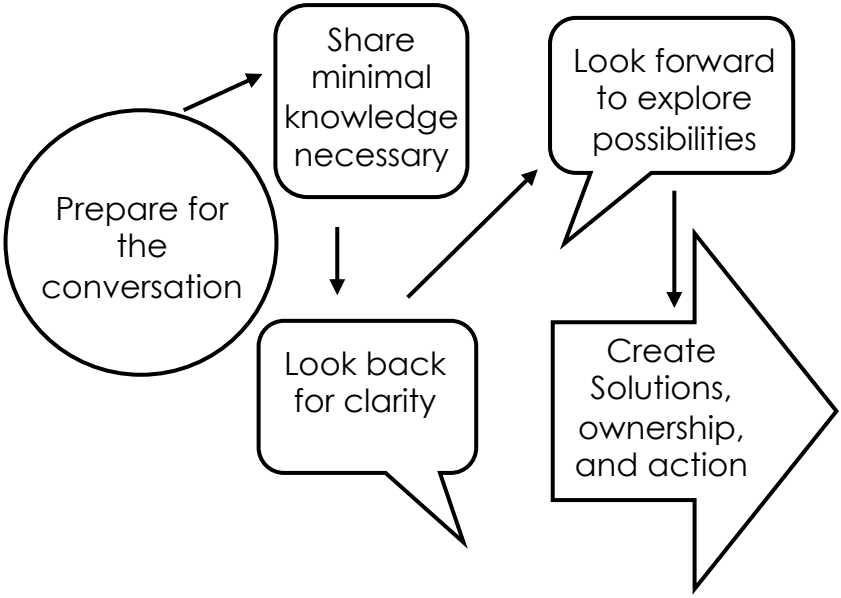
What adult learners need to know



Adapted from a model by Bernice McCarthy

Notes

Collaborative Conversation Framework



Notes

Conversation Template

Conversation objectives
Participants:
Decisions & Actions:
Other outcomes:

Minimum knowledge to be presented

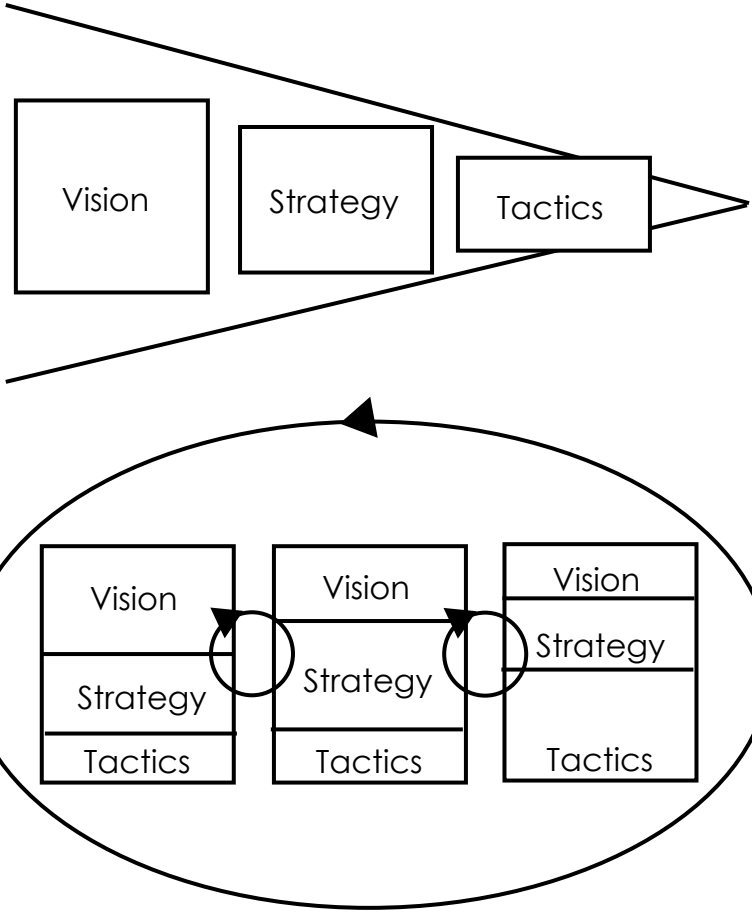
Looking back
Activities:
Questions:

Looking forward
Activities:
Questions:

Decisions & Actions

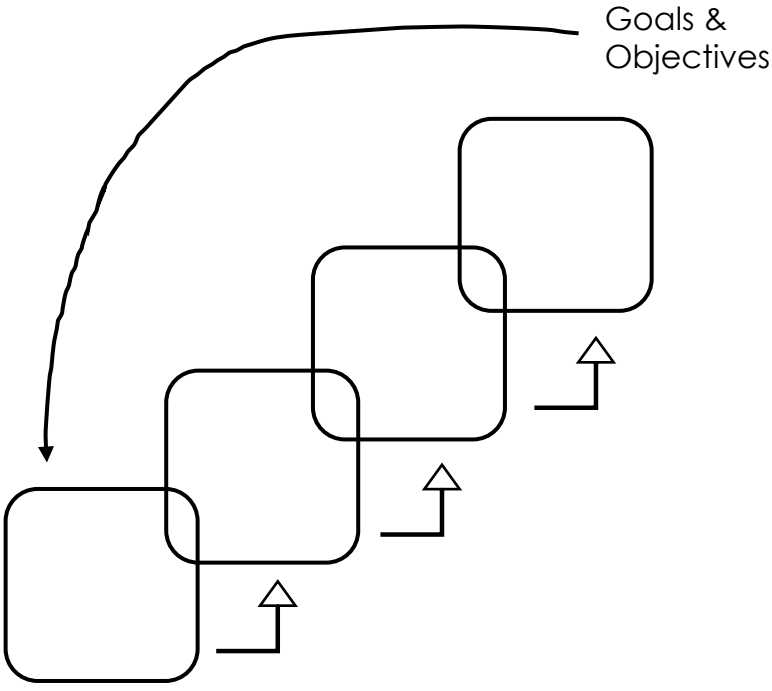
Notes

Iterative Planning



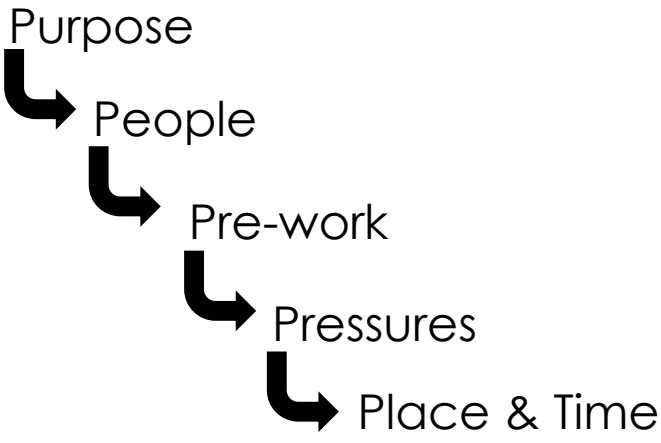
Notes

Thread of Purpose



The best way to look at a series of interactions is from right to left, not left to right.

Five P's



Notes

The Right Questions

What did you hear?

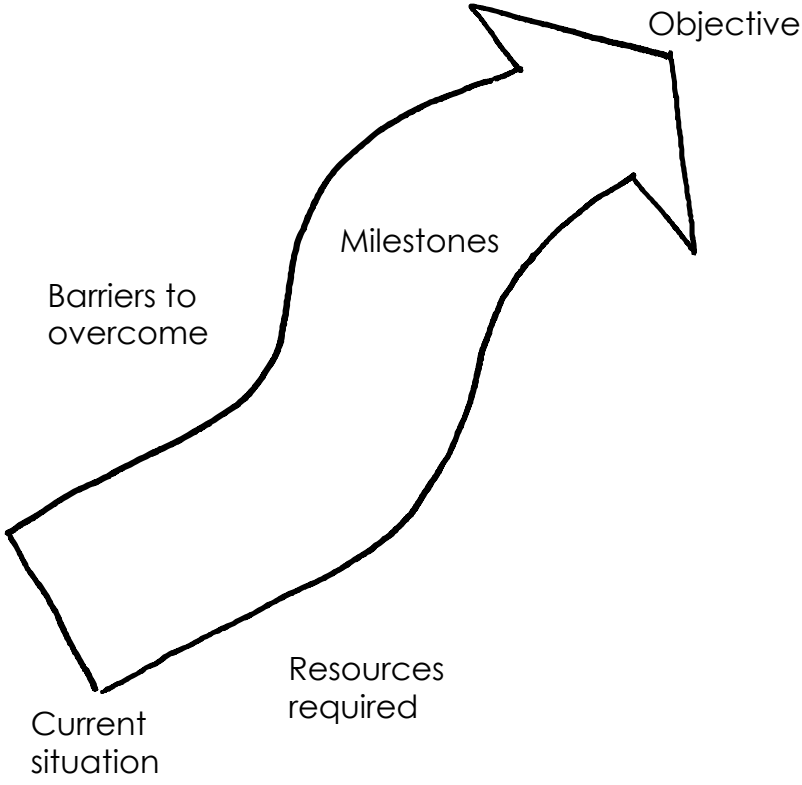
What does it mean?

Notes

The Square Exercise

Tell me about yourself.
Now, tell me who you really are.

Arrow Chart


Objective
Milestones
Barriers to overcome
Resources required
Current situation

Notes

Fast Fire Update

What were the goals you set last time?	What have you achieved?
What are you struggling with?	What came easy?
What do you need from others?	What can you do to help others?

Notes

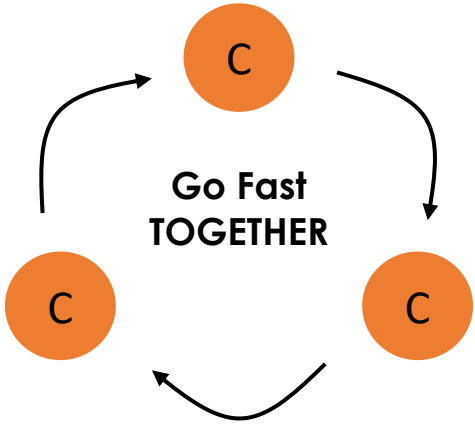
Thank you

Thank you for taking time to interact with this handbook.

We live in a world that is looking for quick fixes and is having more and more difficulty even having productive conversations.

My hope is that the models in this book allow you to have the conversations you need to have to accomplish even more together.

Tom McGehee



Conversations
Collaboration
Change

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